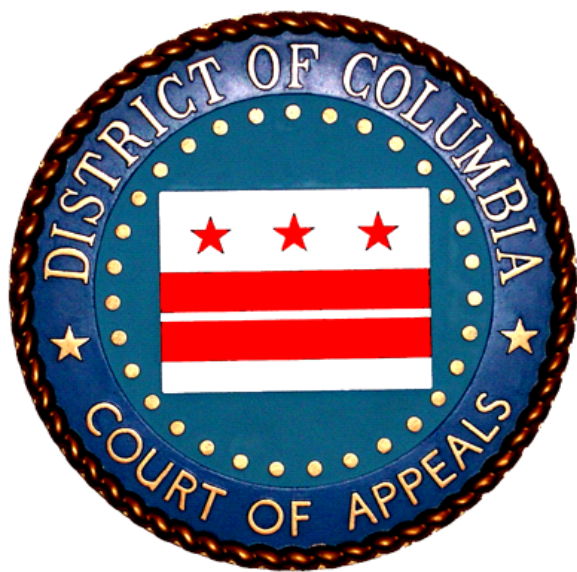


FY 2026

Budget Justification



District of Columbia Courts

Open to All ♦ Trusted by All ♦ Justice for All

**District of Columbia Courts
FY 2026 Budget Justification
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DISTRICT OF COLUMBIA COURTS
Budget Justification
Summary
Fiscal Year 2026

Comprised of the Court of Appeals, the Superior Court, and the Court System, the District of Columbia Courts constitute the Judicial Branch of the District of Columbia government. The mission of the District of Columbia Courts is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia.

The D.C. Courts directly serve our community in many ways. The D.C. Courts are vital to public safety in the Nation's Capital as crucial elements in the adult criminal and juvenile justice systems, as well as the child welfare system and protections for vulnerable elderly persons. The Courts operate targeted courts that effectively fight criminal recidivism and illicit drug use. The D.C. Courts provide a forum for resolving disputes among businesses and individuals and within families. Litigants without lawyers can get assistance at self-help and resource centers. As a repository of vast personal data on litigants, cybersecurity is crucial to protect these individuals. The Courts' multi-year Facilities Master Plan reflects an infrastructure plan to modernize our facilities that also creates numerous jobs in our community as it is implemented.

To meet the Courts' mission of administering justice in the community, the D.C. Courts request \$410,844,000 for operations and capital improvements in FY 2026. Of this amount, \$17,182,000 is requested for the Court of Appeals operations; \$159,645,000 is requested for the Superior Court; and \$103,487,000 is requested for the Court System. For capital improvements to courthouse facilities \$130,530,000 is requested. In addition, the Courts request \$46,005,000 for the Defender Services account.

Table 1 compares the FY 2025 enacted budget and the FY 2026 Request.

Table 1
DISTRICT OF COLUMBIA COURTS
FY 2026 Budget Justification
Comparison Table

	FY 2025 Enacted	FY 2026 Request
Court of Appeals	15,055,000	17,182,000
Superior Court	141,973,000	159,645,000
Court System	<u>88,290,000</u>	<u>103,487,000</u>
Subtotal, Operations	245,318,000	280,314,000
Capital	46,750,000	130,530,000
Total, Federal Payment	292,068,000	410,844,000
Defender Services	46,005,000*	46,005,000

* Defender Services FY 2025 Enacted level includes a rescission of \$12,000,000, for a net appropriation of \$34,005,000.

Summaries of the operating budget request by strategic goal, the capital request, and the defender services request follow under the FY 2026 Request Summary heading. Operating budget requests are described in detail in the respective division section, where detailed performance data for each division are also located. The capital budget section of this request contains detailed information on the Courts' capital projects, their management, and the funding needed to protect recent capital investments and to maintain the Courts' infrastructure.

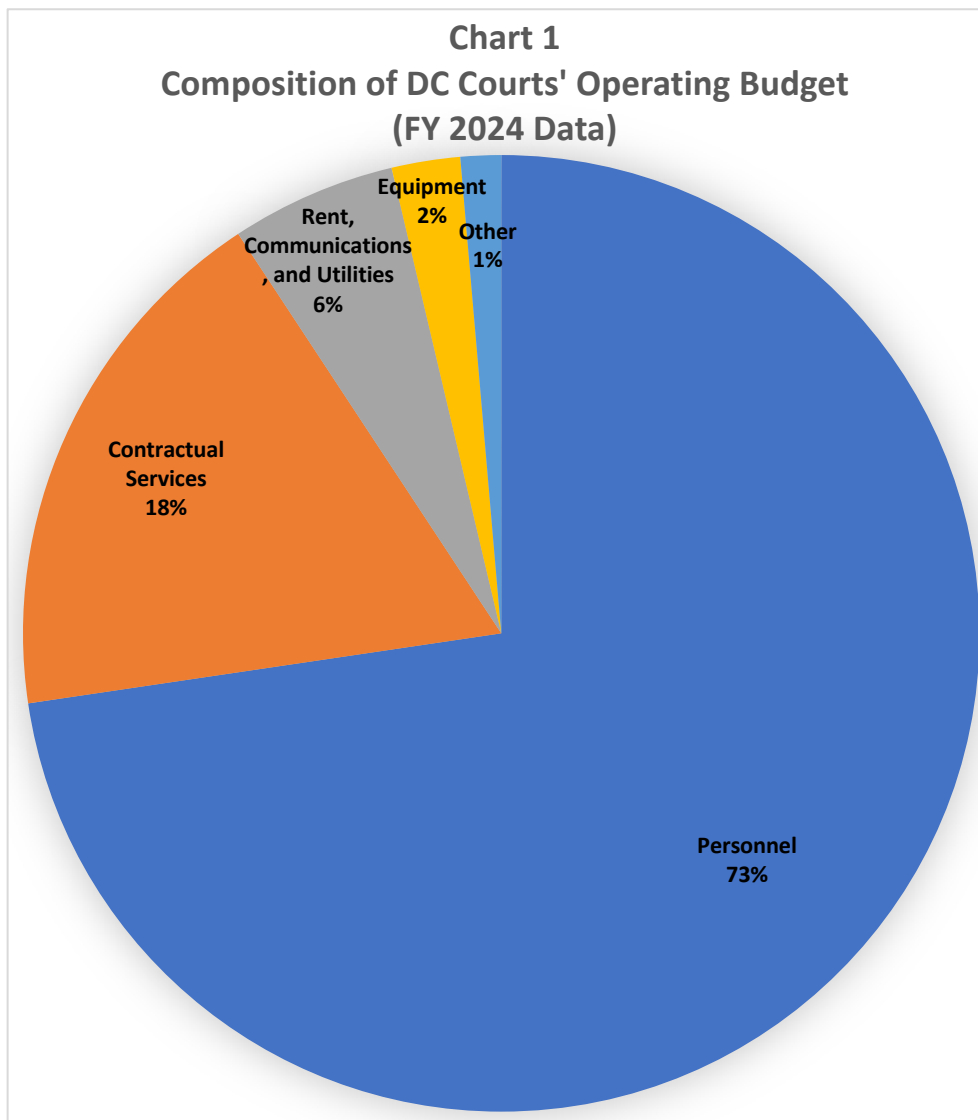
D.C. Courts Budget Overview

To carry out our mission to administer justice for all persons in the Nation's Capital, the D.C. Courts rely on our personnel—judges in courtrooms hearing cases, clerks at public counters processing cases, probation officers supervising juvenile offenders, and numerous other critical workers. As illustrated in Chart 1, nearly three-quarters of the Courts' operating budget (73%) finances court personnel.

The remaining budget finances necessary operations and support. For example, under contractual services the Courts finance interpreters for persons with hearing impairments and limited English proficiency and special security officers to protect the public and court personnel by providing security in the courthouse. To help support juveniles on probation and their rehabilitation, the Courts contract for services for youth and lease and maintain community-based drop-in centers/probation offices. In addition, the Courts' budget includes basic support functions, such as information technology, housekeeping, electricity, water, steam, telecommunications, and office rental.

Budget reductions in FY 2018 caused the

Courts to eliminate more than 100 positions, nearly 10% of non-judicial staff. In Fiscal Year 2018, the D.C. Courts' budget was significantly reduced, resulting in a considerable decrease in the funds available for salaries and benefits, which, as shown above, comprise nearly three-fourths of the Courts' budget. In addition to reducing contracts and eliminating travel, the D.C. Courts implemented a hiring freeze for nearly all positions, which permitted staffing reductions by attrition but necessitated reassignment of staff to minimize impact on the public. After the



Courts reduced staffing to the level that the budget could support (assuming a full complement of judges and their statutory staff because judges are nominated by the President, subject to Senate confirmation, rather than through the Courts' administrative hiring authority), only the most critical positions were filled as new vacancies were created by staff retirement or other separations. Although Congress and the President have restored funding for 21 of these positions and financed other staffing priorities in the past few years, the Courts' non-judicial staffing levels remain significantly reduced.

More recently, in FY 2024, the Courts struggled to finance current levels of operations, including a January cost-of-living adjustment of more than 5%, with a nearly flat Federal Payment appropriation (increase of 0.3%).

Pandemic Operations

The novel coronavirus forced drastic changes to court operations, as it impacted society at large. The pandemic forced the D.C. Courts, like other institutions, to find new ways to carry out its mission. Many innovative approaches to our work helped the Courts continue to serve the public during this difficult time. For example, the Court of Appeals made advances in paperless operations, accepting e-mailed filings and using electronic signatures, developed procedures for videoconference oral arguments, and increased public access to proceedings by live-streaming on YouTube. The Superior Court initiated videoconference proceedings and expanded capacity to accept online payments. The Court System supported both courts in transitioning to remote work and conducted remote recruitment, hiring, and onboarding of new staff.

Reimagining the Courts for a New Normal

Recognizing that remote operations offered opportunities to improve service to the public, the Courts launched a "Reimagining the Courts" initiative to apply lessons learned during the pandemic and envision the "new normal." The Courts gathered input from judges, staff, attorneys, and community stakeholders, examining innovations sparked by the pandemic conditions, and looking to the future.

Incorporating this input, the Courts "new normal" operations include the following key elements:

- All D.C. Courts' public offices are open.
- Services are available both online and in person to provide access to justice to all. Staff operate in-person and remotely, depending on the operational needs.
- Parties who wish to or must conduct business virtually and who lack internet access or a computer may use one of the Courts' [remote hearing sites](#).
- The Court of Appeals has moved to a paperless model where all business is conducted electronically. However, individuals needing help may visit the Public Office in person, and parties without attorneys may submit paper files.
- Appellate oral arguments are in-person, but parties may request to appear remotely, and the public may view proceedings in person or on YouTube.

- Bar admissions include fully online application and payment, remote swearing-in ceremonies and other Committee on Admissions activities. Bar exams continue to be in-person.
- Superior Court judges conduct virtual, in-person, or hybrid proceedings from the courtroom, with limited exceptions.
- All jury trials, both Civil and Criminal, and other evidentiary proceedings are held in person. The public may observe most in-person trials and hearings in the courtroom and may access some proceedings remotely by WebEx.
- Mediations, both trial and appellate, are held virtually or in person.

Management Practices

Although the D.C. Courts are not an executive agency, many of our management and operational initiatives and practices coincide with typical Executive Branch themes of IT modernization, cybersecurity, and digital experience; delivering services; and applying evidence and evaluation.

DELIVERING EXCELLENT AND SECURE SERVICES AND CUSTOMER EXPERIENCE

Enhancing Service Delivery: Building Customer Experience (CX) and Digital Capacity

The D.C. Courts are committed to translating court values and vision into enhancing service delivery for the community we serve. Our strategic planning cycle is critical to this effort.

To hold our organization accountable to the public and ensure that operations and taxpayer resources align with established goals, the D.C. Courts have employed strategic management practices in the District's Judicial Branch for the past 20 years. This process starts with the creation of a Strategic Plan, every five years that sets broad goals for the Courts consistent with our mission and vision for the organization's future. The Courts' Strategic Planning Leadership Council, a planning group comprised of judicial officers, court executives, managers, and employees, develops the Strategic Plan following an extensive outreach effort to gather input from a broad array of individuals and groups served by the Courts, as well as those who work within the court community.

Once adopted by the Joint Committee on Judicial Administration, the Strategic Plan is implemented throughout the organization, with each court division developing its own strategic objectives, called Management Action Plans (MAPs) that are aligned to the goals of the Strategic Plan. In addition, the Courts have developed courtwide and division-level performance metrics that are tracked throughout the year to measure progress against goals and enable court leaders to make data-informed decisions to enhance operations. Our current Plan includes enhancing public accountability by publication of these metrics on our website in a user-friendly and accessible manner. Division directors are held accountable for achievement of their division MAP objectives through the annual performance review process. Staff performance plans also



incorporate achievement of division MAP objectives. The Courts' Strategic Management Division provides strategic planning and development, research, evaluation, and organizational performance analysis and management services in support of strategic management of the Courts.

The Courts have realized a number of benefits as a result of adopting strategic management practices. Courts by necessity operate with much autonomy, as judicial officers must have independent decision-making authority. Further, court divisions handling criminal matters operate very differently from divisions handling family cases, or civil cases. Yet, all judicial officers and all court divisions fulfill a critical mission to serve the public, and the Courts are a public institution, which must use resources prudently. The Strategic Plan emphasizes to all who work within the Courts their shared mission and goals and provides a foundation from which to make decisions for the good of the institution reflecting its mission. The Courts also continually communicate goals and progress to the public through the Strategic Plan, thereby enhancing public accountability and trust and confidence in the Judicial Branch.

The Courts are operating under our fifth five-year strategic plan, which covers 2023 – 2027. The plan delineates the Courts' mission to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. It describes the vision of the court system we aspire to be, outlines the values with

which we operate, and guides the development of goals and priorities, resource allocation, decision-making, and day-to-day work. The plan sets strategic goals as well as strategies to achieve them, structured around the elements of our vision. For FY 2026, the Courts request additional resources associated with the following goals:

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



Each request for new resources in this submission is tied to the goals of the strategic plan and the objectives of the applicable division to ensure that resources drive results for the community.

Improving the Customer Experience is an important strategy to achieve our goal of Public Trust and Confidence. 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 have identified as a key result for this strategy the development of surveys and tools to assess the customer service experience on a regular basis.

Building Digital Capacity is one avenue the Courts take to strengthen service delivery. For example, the D.C. Courts are engaged in a multi-year effort to redesign our website to make information easy to find and understand, while enhancing accessibility. We also have online form-filler software so litigants can complete documents required for their cases in a simple question-and-answer format. A new interactive video offers a virtual tour of the Superior Court and gives court participants a better sense of what to expect.

ARTIFICIAL INTELLIGENCE (AI), INFORMATION TECHNOLOGY (IT) MODERNIZATION, AND CYBERSECURITY

Information Technology underlies most areas of the Courts' strategic plan. The Courts must continue to enhance technology capabilities to serve the public, protect our systems, and secure the data residing in those systems and to provide modern IT tools to our workforce to enhance mission effectiveness.

The Courts' first goal, Access to Justice for All, relies upon technology to optimize the use of in-person, hybrid, and remote court proceedings and services for enhanced court access and efficient case processing. One of the strategies and key results required to achieve Goal 2: Public Trust and Confidence relies on technology to identify and publish performance data by developing a website dashboard that provides information to the public about the Courts' performance. Goal 3: A Great Place to Work includes a strategy of leveraging state-of-the-art technology that enables court personnel to perform their work effectively and efficiently, clearly relying on modernized information technology.

As shown in Table 2 below, the D.C. Courts have prioritized requested resources for AI, IT modernization and cybersecurity. Artificial intelligence and technology initiatives are described in detail in the Information Technology Division section of this request as well in as the Capital Budget.

Advancing Governance, Innovation, and Risk management for Use of AI

One strategy in the D.C. Courts' 2023-2027 Strategic Plan is to leverage state-of-the art technology that enables court personnel to perform their work effectively and efficiently. To this end, in March 2024, the D.C. Courts stood up an Artificial Intelligence Task Force with the

following purposes: 1) Examine best practices on the use of AI and help shape future best practices on the use of AI in the courts; 2) Develop a roadmap for the use of Artificial Intelligence (AI) in the D.C. Courts; 3) Examine the use of AI to make court operations more efficient and effective for judges and staff; 4) Understand the current implications of AI's evolution on the D.C. Courts; 5) Ensure that AI is used appropriately and the integrity of the court process is preserved and maintained; 6) Explore the use of AI to make court processes and services more accessible to the public considering the digital divide; 7) Examine the potential use of AI to assist judicial officers in the development of orders, opinions and other court pleadings to ensure the fair and timely administration of justice and the integrity of the court process; and 8) Develop court rules with respect to disclosure, transparency, ethics, accuracy, authenticity and certification of AI use in court pleadings and proceedings.

The task force supports the D.C. Courts' commitment to expanding the capacity of its information technology infrastructure by adopting best practices, seeking innovative technology solutions, and keeping abreast of new developments to enhance services to the public and promote operational efficiencies. Through a State Justice Institute grant, the National Center for State Courts is providing technical assistance to the Task Force. This budget submission supports initial investment in AI for operational impact and risk management.

Continuing to Advance Cybersecurity

As custodians of sensitive information, the D.C. Courts take cybersecurity very seriously. In addition, as the Courts have moved away from paper-based processes, secure and functional technology systems are critical to conducting our work.

The D.C. Courts maintain case filings and evidence containing litigants' and witnesses' private information as well as human resources documents with judges' and staff's private information. Protecting this information is required to maintain the public trust and confidence necessary for courts to function.

The information and workflows by which the Courts conduct business now reside in our case management and other systems. The Courts cannot function without secure systems.

In our most recent strategic plan, Goal 4: Effective Court Administration relies on up-to-date technology, and includes strategies related to adopting additional cybersecurity protocols (the National Institute of Standards and Technology (NIST) Cybersecurity Framework).

EVIDENCE-BASED DECISION-MAKING

The D.C. Courts have long been a leader nationally among state-level court systems in evidence-based decision-making, establishing the first court research and development division in the 1980's and continuing to undertake rigorous evaluations of court programs and to utilize their results to improve services to the community.

As detailed in the Evaluations and Evidence section of this request, the Courts have committed to adopt many of the best practices contained in the Evidence-Based Policy Making Act of 2018,

although the Act itself does not apply to the Courts.

The Courts routinely utilize independent program evaluations and the analytic capacity in our Strategic Management Division. The Evaluations and Evidence section of this request describes current formal independent evaluations of court programs and includes the Evidence Template. The research professionals in the Courts' Strategic Management Division administer these evaluations and contribute their expertise to the development and implementation of performance measures courtwide. These studies are undertaken to assess program efficacy and assist court leadership in making decisions related to program structure, function, and continuation.

One example of an evidence-based decision is the Courts' expansion of the community court model citywide, following a program evaluation that showed significantly reduced recidivism rates for defendants whose cases were processed in the East of the River Community Court, compared to a group of similar defendants processed using traditional methods. Community courts aim to reduce recidivism and break the cycle of crime by combining elements of therapeutic justice (connecting defendants with needed services like drug treatment or job training) and restorative justice (paying back the community for the harm caused by the offense through community service to enhance defendant accountability).

In addition, the Courts have developed our business intelligence capabilities to incorporate evidence-based practices into day-to-day management decisions. Major divisions have developed dashboards that provide at-a-glance information on division performance in key areas, such as time standards for case processing and number of cases filed. Performance data guides deployment of staff and daily priorities. This request includes resources to modernize the business intelligence software that is critical to this effort.

In 2019, the D.C. Courts launched a Data Governance Program to improve the quality of the Courts' data and improve the data's usefulness in decision-making. The benefits of a Data Governance Program are to improve trust and confidence in data; make information accessible, understandable, and useable; ensure data security and privacy; promote information-sharing; and reduce cost and duplication. A critical piece of this program is a Data Governance Council, a cross-functional team comprised of representatives from all areas of the Courts that is responsible for determining what data means, how it is derived, what rules to apply to determine data quality, and what data governance projects should be pursued.

FY 2026 Request Summary

Operating Budget by Strategic Goal

The D.C. Courts are currently operating under our fifth five-year Strategic Plan, which guides court operations from 2023 to 2027. The plan reflects input from several thousand members of the community, justice system agencies, and individuals served by the Courts, including litigants and their family members, victims, witnesses, attorneys, jurors, and others who were asked to assess their needs, views, and expectations of the Courts. The Courts' divisions develop Management Action Plans (MAP's) which prioritize their activities and align them with courtwide goals and strategies.

To build on past accomplishments and to continue to serve the public in the District of Columbia during FY 2026, the Courts require adequate resources. Listed below are the D.C. Courts' strategic goals and requested additional operating budget resources associated with each goal, to ensure that we adapt to the changing needs and perform our mission with professionalism, efficiency, and fiscal integrity.

The FY 2026 budget request enhances five of the strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$3,336,000, 17 FTEs

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 request includes \$131,000 for 1 FTE to publish court opinions; \$379,000 for 4 FTEs to support rehabilitation of youth under court probation supervision, including psychological assessments, therapeutic interventions, crisis support effective treatment plans, clinical assessments, and GPS Electronic Monitoring to ensure 24-hour compliance with curfews and stay-away orders; \$404,000 for 4 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant, providing directions and information about court processes; (2 FTEs in the Superior Court and 2 FTEs in the Court System); \$1,500,000 to address a critical shortage of certified and qualified spoken language and sign language interpreters; \$330,000 for 3 FTEs to monitor guardians of incapacitated adults; \$372,000 for 3 FTEs to manage the interpreter registry and expand language access services; \$110,000 for 1 FTE to help link court participants with community and legal services; and \$110,000 for 1 FTE to help the court accommodate persons with disabilities.

Goal 2: Public Trust and Confidence--\$8,825,000, 8 FTEs

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 request includes \$6,131,000 and 1 FTE to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$1,000,000 to strengthen cybersecurity, \$1,051,000 and 2 FTEs to develop the Courts'

capacity for artificial intelligence; \$331,000 and 3 FTEs to provide IT customer support; and \$312,000 for 2 FTEs to strengthen data governance, collection, analysis, reporting and exchange capabilities.

Goal 3: A Great Place to Work--\$4,686,000, 1 FTE

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 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 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 request includes \$3,674,000 to help the court attract quality law clerks by providing pay parity with the local Federal courts; \$912,000 to address pay compression; and \$100,000 for 1 FTE to provide administrative support services for the Human Resources Division.

Goal 4: Effective Court Administration--\$3,707,000, 10 FTEs

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 request includes \$434,000 for 2 FTEs to enhance compliance with legal requirements; \$220,000 and 2 FTEs to maintain court facilities; \$800,000 for contractual services to support implementation of the new appellate case management system; \$1,462,000 to maintain the Moultrie Courthouse Addition; \$262,000 for 2 FTEs to analyze and interpret data, supporting evidence-based decision-making and ensuring accurate reporting within the Family Court Social Services Division; \$217,000 for 1 FTE to manage, oversee operations, and develop procedures to enhance public access to justice; \$156,000 for 1 FTE to lead frontline supervisors and Domestic Violence Division staff and improve case management and service delivery; \$82,000 for 1 FTE to manage court payments; and \$74,000 for 1 FTE to provide logistical support.

Goal 5: Fair and Timely Case Resolution--\$4,011,000, 33 FTEs

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 Request includes \$522,000 for 4 FTEs to handle increased court filings due to recent legislation (the Public Safety Emergency Amendment Act of 2023, the Secure DC Omnibus Amendment Act, and the Second Chance Amendment Act); \$1,060,000 for 7 FTEs to manage the increasing caseloads of Magistrate Judges; \$819,000 for 9 FTEs to provide courtroom management, process cases, and support judicial officers and courtroom participants; \$156,000 for 1 FTE to resolve disputes in divorce, custody, visitation, and support matters; \$220,000 for 2 FTEs to expedite account audits and review complex financial case records; \$82,000 for 1 FTE to respond to prospective jurors, process juror mail, update and enter data into the jury management system, and manage juror check-ins; \$378,000 for 3 FTEs to manage crime victims compensation claims, support the grant and operations, and conduct victim interviews; \$312,000 for 2 FTEs to increase access to and information on Probate Law; and \$462,000 for 4 FTE to provide mediation services to the public.

Built-In Increases--\$10,431,000

The request also includes \$10,431,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases. Although the Office of Management and Budget recommends financing within grade increases through turnover, the Courts request funding for within-grade increases because we have historically had a considerably lower turnover rate compared to the Federal government. The D.C. Courts non-judicial* turnover rate ranged from 4% to 8% over the five-year period from 2017 to 2021, compared to the Federal rate, which ranged from 14% to 28% during the same period. The D.C. Courts, therefore, accrue inadequate turnover savings to finance within-grade increases.

Capital Budget Request

The FY 2026 Capital Budget Request is divided into two sections. The first section includes projects to renovate, improve, and expand court facilities, as detailed in the master plans. The second section includes projects necessary to maintain existing infrastructure in the D.C. Courts' facilities portfolio as detailed in the re-baselined 2021 Facilities Condition Assessment.

The D.C. Courts' FY 2026 Full Capital Budget Request totals \$130.53 million, including \$50.54 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$79.99 million to maintain the D.C. Courts' existing facilities and surrounding public space.

* Within-grade increases apply almost exclusively to non-judicial employees: judicial pay does not include within-grade increases, law clerks do not usually receive within-grade increases because they typically turnover annually, but some judges employ judicial administrative assistants, who receive within-grade increases.

Renovations, Improvements & Expansions

Courtrooms and Judges' Chambers

To ensure a modern, safe, and innovative environment to conduct court activities, the D.C. Courts must prioritize the modernization of courtroom sets, courtroom support space, and judges' chambers across the campus that are not compliant with current ADA law and are lacking complete fire and life safety systems. The modernization of fifty-one (51) courtroom sets (to include their supporting functions) and forty-four (44) judges' chambers (of which 29 are original to the building) is required to ensure all D.C. Courts primary judicial spaces are accessible and safe.

The FY 2026 total request for \$44.56 million supports the near-term priorities to include three (3) initiatives. When these modernizations are complete, all courtrooms and judges' chambers on the Judiciary Square campus will have complete fire and life safety systems, indicating completion of the initiatives detailed below:

1. Modernizing Courtroom Sets for ADA Accessibility

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since the building was constructed in the 1970's and the same is true for courtrooms in other court buildings on Judiciary Square campus. The D.C. Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, most of the Courts' portfolio of existing courtrooms lack complete fire protection systems, building systems, and technology to efficiently support contemporary courtroom practices. This targeted initiative is to ensure that all courtrooms in the Judiciary Square campus are fully ADA compliant and have complete fire protection systems. The initiative is focused on the modernization of courtroom sets that currently lack fire protection systems, are in poor condition, and that the D.C. Courts are targeting to make ADA accessible. Priority for modernization are the courtroom sets that are not currently ADA compliant.

Modernizations will include much-needed fire and life safety, security, electrical, and HVAC upgrades; new finishes; and technology upgrades to accommodate case processing and evidence presentation equipment that was barely imaginable when these courtrooms were constructed. The result will be fully modernized, ADA accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the Courts' goal for provision of ADA accessible courtrooms is met and all courtroom sets (to include their supporting functions) have complete fire and life safety systems.

With the receipt of \$6.72 million in FY 2024, and no funds anticipated in FY 2025, the FY 2026 full request of \$26.50 million supports the balance of funds required to modernize courtrooms 100-104 and hearing rooms 105-110 on the IA level of the H. Carl Moultrie I Courthouse.

The scope includes modernization of the entire area that encompasses the courtroom sets (and their supporting functions) to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with contemporary ADA

accessibility standards and have complete fire and life safety systems, while ensuring a visual and functional extension of the addition in this area of the H. Carl Moultrie I Courthouse. The total scope includes modernization of the following:

- Five (5) existing courtroom sets including:
 - Five (5) courtrooms
 - Four (4) jury rooms
 - Nine (9) jury room toilets
 - Four (4) holding rooms with toilets
 - Ten (10) Attorney/Witness rooms
- Six (6) existing small hearing rooms converted to three (3) larger hearing rooms with space required for separation of participants
- Conversion of one (1) existing small hearing room into three (3) attorney/witness rooms
- Existing toilets, janitorial & storage closets adjacent to courtroom sets
- Existing public corridor
- Extension of existing detainee corridor and addition of a holding cell to courtroom 100
- Completion of all 2021 Facility Condition Assessment items identified in building area

2. Modernizing Judges Chambers for Life Safety

Like courtrooms, there are many judges' chambers in the D.C. Courts' Judiciary Square campus buildings that have been refreshed over the years, however, there are a total of twenty-nine (29) chambers *original* to the Moultrie building that lack adequate fire and life safety systems, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers lack adequate fire and life safety systems, in some cases are not ADA compliant, lack mechanical and electrical infrastructure to support modern equipment, and have outdated finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of judges and court personnel occupying them.

In addition to these twenty-nine (29) chambers, other chambers, and adjacent spaces (such as restricted corridors) included in the project scope may have been refreshed previously or may have been renovated to include sprinkler coverage. However, either the renovation work was completed more than ten (10) years ago, and/or a full modernization was not completed to include installation of complete fire and life safety systems.

When the projects including these twenty-nine (29) original chambers are complete with modern fire and life safety systems and are compliant with modern ADA accessibility requirements, the initiative to modernize all judges' chambers on the Judiciary Square campus will be complete.

The FY 2026 request for \$16.28 million funds a project that includes the modernization of Judges' chambers original to the H. Carl Moultrie I Courthouse (constructed in the 1979) and infrastructure upgrades associated with the adjacent space impacted by the modernization to include the following:

- Modernize four (4) Associate Judges' chambers 3510, 3520, 3530, 3540 on East perimeter. These chambers are original to the Moultrie building (constructed in the 1979) and lack adequate fire and life safety systems. In addition, the interior finishes have

either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.

- Modernize three (3) Associate Judges' chambers 3410, 3420, 3430 on the north perimeter. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Modernize suite 3500 vacated by the Chief Judge into two (2) Associate Judges' chambers. The existing suite was utilized as a swing chamber for the Chief Judge. It does not have sprinkler coverage and lacks adequate fire & life safety systems.
- Modernize three (3) Associate Judges' chambers in 3440 (as permanent/non-swing chambers). In 2015 these chambers were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2026 finishes will be expired beyond the expected ten (10) year refresh or replacement cycle.
- Renovate two (2) adjacent secure corridors. Sprinklers have been installed; however, the fixtures and finishes have expired beyond the expected ten (10) year refresh or replacement cycle.
- Completion of all 2021 FCA items identified in the project area.

3. Refreshing Critical Courtrooms & Chambers for Continuity of Operations

Considering that so many courtrooms and judges' chambers in the Courts' portfolio are in poor condition and that modernization of all of them may take up to ten (10) years, the Courts must make upgrades to, or "refresh" some courtrooms and chambers in the short term. This initiative targets courtrooms and chambers that are in poor condition (resulting in complaints to the facilities maintenance team) and are not planned for modernization for at least 3-5 years.

Though sprinklers may have been installed in the chambers identified for refresh as part of this initiative; the chambers identified lack adequate fire and life safety systems, and the fixtures and finishes have expired beyond the expected ten (10) year refresh or replacement cycle.

The FY 2026 request for \$1.78 million funds a project to refresh Judges' chambers where sprinklers were installed in 2009, however a full modernization was not completed, and these chambers have not been refreshed since 2009. The total reflects the funds required to complete 2021 FCA items identified in the project area where the chamber refreshes are occurring.

The D.C. Courts will identify the exact courtrooms and chambers to be refreshed and will schedule refreshes to align with other budget initiatives and master plan priorities to ensure cost and construction efficiencies. This initiative will be complete when the following conditions are met:

- All courtrooms and judges' chambers have been modernized to include complete fire and life safety systems.
- All courtrooms and judges' chambers have been refreshed within the expected ten (10) year refresh or replacement cycle for fixtures and finishes.

Life Safety and Code Compliance Upgrades

With receipt of \$2.72 million in FY 2024, and no funds anticipated in FY 2025, the D.C. Courts request the remainder of \$5.98 million in FY 2026 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an imminent threat to the personnel and visitors who occupy the space.

Fire Protection System Replacements or Repairs

The 2021 FCA identified corrosion on the sprinkler system piping, sprinkler heads, and other associated standpipe and sprinkler system components throughout Buildings B, D, C, and the H. Carl Moultrie I Courthouse. In addition, components of the fire protection system such as fire pumps, fire pump controllers, and jockey pumps are either damaged or at end-of-life and require replacement. Not only the aged components, but the corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building.

Some of the issues within the work area of the Migration from Gallery Place Modernization Project in Building B will be mitigated or repaired, however the full extent of damage outside of the project boundary, and in Buildings D, C and the H. Carl Moultrie I Courthouse will remain unaddressed.

Funds received in FY 2024 will support (1) the completion of an engineering investigation and identification of the building-wide issue in each building, (2) the development of a strategy and cost for correction of the issue(s) identified and (3) the start of work to correct the issues, beginning with the highest priorities in each building. The receipt of funds in FY 2026 will support the continuance of work to correct all damage to the fire protection system components and replacement of end-of-life system components in all buildings.

This is identified as a highest priority item in the FCA; therefore, D.C. Courts will conduct mitigation activities until funds are available to comprehensively repair the systems in all buildings. The engineering investigation, strategy for correction, and cost that will be completed with FY 2024 funds will solidify the funds required beyond the FY 2026 request.

Vertical Transportation Systems Railing Replacements or Repairs

The 2021 FCA identified railings on vertical transportation systems (stairs, ramps, balcony walls, and escalators) in Buildings A and B a life safety risk for immediate correction in 2021. In addition, corrective actions for vertical transportation systems railings were identified in all other buildings on campus, and a more comprehensive survey is recommended to ensure all issues campus-wide are addressed.

The FY 2026 request will fund (1) the completion of an engineering investigation and identification of railing issues of all vertical transportation systems in each building, beginning with Buildings A and B as the highest priority; (2) the development of a strategy and cost for correction of the issue(s) identified; and (3) the start of work to correct the issues, beginning with the highest priority items in each building.

This is identified as a highest priority item in the FCA; therefore, to ensure life safety D.C. Courts will conduct mitigation activities until funds are available to comprehensively replace or repair the railings in all buildings. The engineering investigation, strategy for correction, and cost that will be completed with FY 2026 funds will solidify the cost to completion, and funds required beyond the FY 2026 request.

Maintain Existing Infrastructure

The FY 2026 Capital Budget request includes a total of \$79.99 million to address necessary building maintenance and infrastructure upgrades. Significant public resources have been expended over the past decade to restore and modernize the D.C. Courts' older buildings. As detailed in the 2021 FCA, mechanical systems and structural repairs are necessary to ensure the safety of building occupants and to preserve the integrity of these historic structures, and to protect taxpayer investment in building restorations.

Mechanical (including HVAC), Electrical and Plumbing Upgrades

The D.C. Courts request \$24.43 million to address the highest priority HVAC, electrical, and plumbing items identified in the 2021 FCA that (1) require immediate corrective action on or before 2026, (2) have reached the end of their useful life by 2026, and (3) will require costly and/or emergency repairs or a life safety event in the event of a failure. The most critical items identified in the 2021 FCA items include:

Mechanical

- Campus-wide repair of systems where they pose a life safety threat (such as falling objects) due to loose/shaking equipment.
- Campus-wide replacement of end-of-life equipment such as exhaust, supply and return fans.

Electrical

- Campus-wide replacement of exit and emergency system equipment such as damaged emergency light battery packs and exit signs.
- Campus-wide replacement, repair, and upgrade of electrical panel equipment beyond its end-of-life or those not suitable to support current operations such as panels, surge protective devices, breakers, and feeders.
- Campus-wide replacement, repair and upgrade of electrical main switch boards, switches, transformers, wiring and meters beyond their end-of-life or those not suitable to support current operations, specifically at fire pumps and other fire system components.
- Campus-wide separation of emergency loads from normal operating modes for increased life safety.

Plumbing

- Complete jet clean and camera investigation of all buried sanitary waste and vent piping below the basement slab at 430 E Street, N.W. (Building D) to identify piping that is original to the building and is damaged or beyond its intended service life.
- Identification of strategy to replace or repair of sanitary piping to accommodate low flow fixtures and reduce re-occurring back-ups and clogs.

Security and Fire Protection Systems

The FY 2026 Capital Budget request includes a total of \$15.29 million to address mission-critical security and fire protection upgrades.

Security Systems

The D.C. Courts' video management system serves as an initial line of defense, enabling the D.C. Courts to manage real time threats, provide incident responses, and document criminal activities occurring in court buildings. The existing video management system was installed in 2004 and, at twenty-two (22) years old by 2026, has aged beyond its useful life. In the event of a system malfunction, neither tech support nor replacement parts are available, rendering the system inoperable. As a temporary solution, the D.C. Courts has been salvaging analog system parts for repairs as funded replacements are completed. As the system is analog based, much of the marketplace has ceased production of equipment components, and the remaining vendors plan to do so within the next year. In addition, all technology support for analog-based systems ended in 2022. The unavailability of parts has already forced the D.C. Courts to depend, not only on salvaging parts, but on creative stop-gap solutions to keep existing outdated systems operable.

The 2026 capital request will fund the continuation of a multi-year effort to replace this existing analog-based video management system with a contemporary Internet Protocol (IP) system campus-wide. Funding requested in 2026 is planned to replace the failing analog-based video management and intercom system in the adult holding cells in the H. Carl Moultrie I Courthouse. This replacement is critical for the D.C. Courts to avoid a system-wide failure, as a functional video management system allowing for continuous video monitoring of public as well as secure courthouse space is central to ensuring that the D.C. Courts provide a safe and secure environment for the administration of justice.

Fire Protection Systems

D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors. The highest priority fire protection system items identified in the 2021 FCA are as follows:

- **Fire Alarm Notification System.** The completion of a comprehensive survey of fire alarm notification appliances at 515 5th Street N.W. (Building A) and a correction plan to address all identified deficiencies.
- **Fire-Rated Door Assemblies.** The completion of a comprehensive survey of all exterior and interior fire-rated door assemblies campus-wide and a correction plan to address all identified deficiencies. This work is critical to maintain code required fire separations inside and around the perimeter of all buildings.
- **Firestop Assemblies.** The completion of a comprehensive deficiency survey of firestop assemblies at 515 5th Street N.W. (Building A) and a correction plan to address all identified deficiencies. This study is essential to identify and provide firestopping at floor penetrations created by pipes, conduits, wires, etc. in electrical rooms, mechanical rooms, and communications rooms that weaken essential fire protection barriers when left unaddressed.

- Fire Protection Material Application. The application of fire resistive material, intumescent paint, gypsum board encasement, etc. at locations where it is missing in the H. Carl Moultrie I Courthouse.

General Repair Projects

The \$26.52 million request will fund work essential for the D.C Courts to ensure that all seven (7) of D.C. Courts' Judiciary Square campus facilities and grounds are "up-to-date, safe, and secure for the public, judges, and staff."

Updates to the D.C. Courts facility planning and standards documents are of the most critical importance, as they all define requirements to fulfill the D.C. Courts' Strategic Plan; ensure the quality of facility projects delivered; ensure consistency and equitability among facility space that is modernized, renovated, or refreshed; ensure maintainability and sustainability of systems installed in D.C. Courts' facilities; and support the delivery of facility projects within budgeted costs. The required updates are as follows:

Facilities Condition Assessment (FCA) Update

This update to the 2021 assessment will be essential to plan the D.C. Courts' FY 2027 capital budget. In 2026, five years will have lapsed since the previous assessment was completed that detailed facility corrective actions through 2026.

Facilities Master Plan Update

In 2026, seven years will have lapsed since the previous update was published in 2019 and master plan initiatives identified in detail through 2025 have either been completed or have been funded and are underway:

- The H. Carl Moultrie I Courthouse Addition is complete and fully occupied.
- The mandated consolidation of the Family Court was completed with the occupancy of the H. Carl Moultrie I Courthouse Addition.
- The D.C. Courts will be fully consolidated in government-owned facilities with the move from leased space at 700 6th Street, N.W. to Building B within the near term.
- Modernization of the Historic Recorder of Deeds building has been partially funded and pre-design and stabilization efforts are underway.

As the D.C. Courts prioritize a systematic modernization of the primary functions of their business in the coming years, a Master Plan that solidifies the D.C. Courts' vision and strategy to bring a new strategic plan to fruition is essential to success.

Facilities Design Standards Update

In 2026, ten years will have lapsed since the previous major update was published in 2016. To support the D.C. Courts' strategic goal to make D.C. Courts "a great place to work," and to ensure that projects are delivered according to the D.C. Courts' quality standards and within budgeted costs, maintaining updated design standards is essential. The coordination of design standards with master plan initiatives, conveys to project vendors that D.C. Courts not only has a vision for their facilities, but a standard by which that vision shall be executed and delivered.

Roof Repairs

Funds received in FY 2026 will support (1) the completion of a deficiency investigation and identification of the roofing issues in each building, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) correction of the deficiencies, beginning with the highest priorities at each building.

Water Intrusion, Subsidence, and Foundation Repairs

Funds received in FY 2026 will support (1) the completion of a comprehensive deficiency survey and identification all locations of water intrusion, foundations and or basement walls, and subsidence campus-wide, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) correction of the deficiencies, beginning with the highest priorities.

Technology Infrastructure

The FY 2026 request totaling \$13.75 million will fund upgrades to ensure a more robust IT infrastructure and systems to support court operations and enhance services to the public.

This funding is crucial to maintain and enhance the technology infrastructure and implement technologies that will elevate the level of service provided to the public. The technology allocation will primarily focus on four (4) key areas to address critical shortcomings and ensure the highest standard of efficiency and effectiveness:

- Maintaining and improving audio/visual equipment, network/telecommunication infrastructure, and enhancing technology capabilities through innovative solutions such as cloud computing and workspace virtualization are essential to promoting operational effectiveness and ensuring compliance with federal requirements and internal standards.
- Implementing information security technologies to safeguard court information and assets from cyber threats and other risks is critical. These measures will effectively prevent attacks on information technology assets, ensure continuous, uninterrupted service of court systems, allow for high availability of essential court applications, and ensure compliance with the NIST Cybersecurity Framework and FISMA.
- Continued implementation of the D.C. Court of Appeals Case Management System (CMS) that reached its end-of-life in 2023. The current system, which will have been in operation for fifteen years by 2026, lacks essential capabilities and efficiency enhancements commonly found in modern appellate court case management systems.

The lack of functionality in the existing system significantly hampers efficient case processing and limits the use of data for administrative decision-making.

- Expansion of web-based and mobile applications to enhance access to justice and timely case resolution. This project will improve access to information and services for court participants, provide court personnel with remote access to computer applications, and enhance staff productivity, thereby improving the overall efficiency of court operations.

The requested funding is essential in addressing critical information technology needs and supporting the efficient and effective administration of justice.

Defender Services Budget Request

To support Strategic Goal 1: Access to Justice, the FY 2026 Defender Services request totals \$46,005,000, unchanged from FY 2025.

Budget Priorities

The Judicial Branch of the District of Columbia is a complex organization, which strives to meet the changing needs of the public, governed by our strategic plan. Each requested item in this budget supports the goals of the strategic plan.

Table 2
District of Columbia Courts
FY 2026 Operating Budget Request Priorities

		Page	Court of Appeals		Superior Court		Court System	
			Amount	FTE	Amount	FTE	Amount	FTE
FY 2025 Enacted			15,055,000	95	141,973,000	942	88,290,000	308
Priority	Item							
1	Maintain Current Level		692,000		6,360,000		3,379,000	
2	Law Clerk Pay Parity (Initiatives)	43	417,000		3,257,000			
3	Addressing Pay Compression (Initiatives)	45	87,000		606,000		219,000	
4	Enhancing Public Security (Initiatives)	47					6,000,000	-
5	Strengthening Court Security (Executive Office)	193					131,000	1
6	Strengthening Information Security--Cloud Services (IT Division)	248					1,000,000	-
7	Advancing the Use of Artificial Intelligence (IT Division)	252					1,051,000	2
8	Enhancing Compliance with Legal Requirements (Office of the General Counsel)	261					217,000	1
9	Customer Service Technician (IT Division)	250					331,000	3
10	Facility Maintenance Staff (Capital Projects and Facilities Management Division)	219					110,000	1
	Enhancing Case Resolution							
11.01	Publishing Court Opinions	58	131,000	1				
11.02	Case Management System Implementation Operational Support	57	800,000	-				
11.03	Enhancing Public Safety through Youth Services (Family Court Social Services Division)	128			379,000	4		
11.04	Expediting Criminal Case Processing (Criminal Division)	99			522,000	4		
11.05	Eviction Diversion Program Staff--Court Navigators (Executive Office)	194					182,000	2
11.06	Eviction Diversion Program Staff (Civil Division)	82			222,000	2		
11.07	Language Access Interpreter Increase (Special Operations Division)	176			1,500,000	-		
11.08	Meeting the Demands of Magistrate Judges' Increasing Caseloads (Judges and Chambers)	70			510,000	2		
11.09	Law Clerks (Judges and Chambers)	70			550,000	5		
11.10	Staffing Courtrooms (Domestic Violence)	107			182,000	2		
11.11	Staffing Courtrooms (Civil Division)	80			273,000	3		
11.12	Staffing Courtrooms (Probate Division)	148			182,000	2		
11.13	Monitoring Guardians of Incapacitated Adults (Probate Division)	150			330,000	3		

11.14	Attorney Negotiator (Family Court Operations Division)	116			156,000	1		
11.15	Expediting Account Audits and Financial Review (Office of the Auditor Master)	149			220,000	2		
11.16	Ensuring Excellence in Juror Services (Special Operations Division)	178			82,000	1		
11.17	Expediting Victims Compensation (Crime Victims Compensation Program)	88			378,000	3		
11.18	Increasing Access and Information to Probate Law (Probate Division)	160			312,000	2		
11.19	Mediating Cases for the Public (Multi-Door Division)	140			462,000	4		
11.20	Staffing Courtrooms (Office of the Auditor Master)	152			182,000	2		
11.21	Expanding Language Access Services (Special Operations Division)	174			372,000	3		
	Effective Court Administration							
12.01	Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)	220					1,462,000	-
12.02	Facility Maintenance Staff (Capital Projects and Facilities Management Division)	219					110,000	1
12.03	Data Analysts (Family Court Social Services)	129			262,000	2		
12.04	Deputy Director (Special Operations Division)	172			217,000	1		
12.05	Branch Chief (Domestic Violence Division)	107			156,000	1		
12.06	Enhancing Compliance with Legal Requirements (Office of the General Counsel)	261					217,000	1
12.07	Accounts Payable Clerk (Budget and Finance Division)	211					82,000	1
12.08	Data Analytics Associates (Strategic Management Division)	269					312,000	2
12.09	Logistical Support (Administrative Services Division)	203					74,000	1
12.10	Justice Resource Center--Intake Specialist (Executive Office)	189					110,000	1
12.11	Human Resources Administrative Assistant (Human Resources Division)	238					100,000	1
12.12	ADA Specialist (Executive Office)	191					110,000	1
	Total Request		17,182,000	96	159,645,000	991	103,487,000	327

Recent Achievements

In FY 2023, the Court of Appeals and the Superior Court resolved nearly 52,000 cases (1,057 and 50,758 cases, respectively). The Courts look forward to continued success in enhancing technology, expediting case processing, and managing operations. In addition to the Courts' accomplishments in response to the novel coronavirus pandemic, we are proud of the Courts' recent successes in achieving our strategic goals that include the following:

Goal I: Access to justice for all

- Creation of a Civil Regulatory Reform Task Force in 2023 to explore the use of qualified individuals who are not lawyers to provide select legal help in non-criminal matters and seeking input from court users, community members, D.C. Bar members, and agencies that serve individuals and families involved in the justice system to assess options for expanding civil legal assistance.
- Initiation of a redesign of the D.C. Courts' website to make it easier to navigate, more intuitive, and more accessible from mobile devices.
- Implementation of the Superior Court's new case management system, with "go-live" of the first phase in October 2022.
- Implementation of legislation to simplify waivers of court fees for indigent persons, including collaboration with the D.C. Access to Justice Commission to revise forms, business processes, and standard operating procedures and post new information on the court website.
- Expansion of public access to court documents online by adding briefs, motions, and court orders in civil and certain criminal appeals, to the D.C. Court of Appeals public access portal, which has long provided public access to docket information. In the Superior Court public access portal, the public can also access documents in some felony cases, all civil cases and lower-level criminal and case dockets in criminal, probate and civil cases.
- Initiation of a mentorship program with Gallaudet University and a digital library of workshops for interpreters to help alleviate the shortage of American Sign Language interpreters.
- Launch of the *Ask the Librarian* online research assistance tool, in which court law librarians assist the public with legal research questions and opening of the newly-designed Superior Court library, which is open to the public and offers remote hearing rooms and digital access to the library collection.
- Initiation of an Eviction Diversion Program to promote early case resolution; reduce default judgments; connect litigants to legal, housing, rental assistance and social services providers soon after case filing; increase public information about the eviction process; and increase litigant satisfaction.
- Creation of informational videos to help guide self-represented litigants through the court process. Since the first videos were launched in the Court of Appeals and Landlord Tenant, the Courts have developed more than 10 videos covering different types of cases.
- Implementation of Forms Help Online, interactive interview software that uses self-guided interview questions to help self-represented litigants generate court forms. The Courts have self-guided interview questions for about 20 forms in case types with high levels of litigants without lawyers (for example, appellate, family, domestic violence, small claims, and housing conditions matters).
- Translation of commonly used court forms into many of the languages spoken in the community: Spanish, Amharic, Arabic, Chinese, French, Korean, Russian, and Vietnamese; nearly 400 translated documents are now available as the Courts implement their Language Access Plan, developed to assure meaningful access to court proceedings for limited English proficient (LEP) persons in the community;
- Initiation of live chats through the D.C. Courts' website to provide the public real-time online responses to questions regarding court matters;

- Facilitation of payment of court financial obligations with an online payment system for criminal cases and credit card machines in the file review area in Landlord Tenant, decreasing customer wait and service times.
- Expansion of e-filing to landlord tenant and small claims cases, appellate matters, probate cases, nearly all civil actions, and several types of family cases, which facilitates access to the court, reduces duplicative data entry thereby improving the quality of court data, and enhances efficiency at the court and other agencies;
- Implementation of a Court bono Program in Landlord Tenant and Small Claims Courts to support self-represented litigants by providing a variety of informational services about court processes and available services;
- Greater assistance to litigants without lawyers through judicial ethics rules based on national standards that include a provision on the judge's role in facilitating self-represented litigants' right to be heard. For example, the judge in a case may consider providing information about the proceedings, asking neutral questions, or explaining the basis for a ruling;
- Initiation of live video streaming of arguments before the Court of Appeals on the Internet, leveraging technology to provide the public greater access to the Court;
- Continuation of the Public Education Outreach Initiative, in which the Court of Appeals holds oral arguments at local law schools several times each year (pre-pandemic);
- Initiation of HOPE Court (which stands for "Here Opportunities Prepare you for Excellence"), a specialized treatment court that serves court-involved youth who are victims of sex trafficking and commercial sexual exploitation.
- Operation of juvenile probation programs by the Family Court Social Services Division to enhance public safety and rehabilitation of juveniles, including the Juvenile Behavioral Diversion Program to focus on juveniles with serious mental health concerns; the Leaders of Today in Solidarity (LOTS) program to address the needs of female juveniles; the Balanced and Restorative Justice Drop-In Centers to provide community-based juvenile probation supervision and services; the restructuring of supervision for juveniles to a seamless, one youth/family, one probation officer model; the Succeeding in Our Academic Responsibilities (SOARs) literacy, tutoring, and mentorship program; Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) services, an evidenced-based method for helping youth build skills to support emotional intelligence and regulation; and the implementation of activities to engage youth in productive activities during their spring and summer breaks from school;
- Operation of self-help centers in partnership with the D.C. Bar, several law firms, AARP, the Legal Aid Society, and law schools to assist unrepresented litigants in Family Court, Landlord Tenant and Small Claims courts; Consumer Law, Probate and Tax matters; and Domestic Violence cases;
- Implementation of a call center in the Family Court to enhance customer service;
- Issuance of a court order whereby lawyers not licensed to practice law in the District may represent clients in domestic relations, landlord tenant, and domestic violence cases to facilitate representation of individuals of modest means by the D.C. Affordable Law Firm;
- Collaboration with the Legal Aid Society to support limited scope representation by providing audio recordings to attorneys handling a portion of landlord tenant or small claims cases so they have a better understanding of what transpired in the case prior to their representation;

- Installation of an electronic information board, in the lobby of the Moultrie Courthouse that lists all criminal, civil, domestic violence, divorce, and custody cases scheduled in Moultrie that day. The public can locate a party's name on the board's alphabetical list and see the courtroom, the time of the proceeding, and the judge in the case. The information is updated in real time;
- Implementation of an automated web-based tool to assist family members in administering an estate when there is no will. The program asks the user questions about close relatives of the decedent to help identify the heirs, estimates the asset distribution plan, and prepares a report at the end of the interview;

Goal II: Public Trust and Confidence

- Initiation of a project to improve legal representation of parents with children in the neglect system and develop a multi-disciplinary representation program providing additional dedicated social work expertise, in partnership with the Child and Family Services Agency, the Office of Attorney General, and other stakeholders;
- Participation in community events and festivals to provide opportunities for the public to learn about the D.C. Courts; the Courts also sponsor and participate in community meetings;
- Recognition of the critical role jurors play in the justice system during Jurors Appreciation Week in which the judicial and executive leadership hosted daily "meet and greet" sessions with prospective jurors and discussed the importance of jury service;
- Adoption of courtwide performance measures to monitor and assess case processing activities, court operations and performance and initiation of a multi-year business intelligence initiative to enhance performance analysis, reporting, and public accountability;
- Initiation of a data governance program to improve the quality of court data and enhance our ability to use the data to make management decisions, including adoption of a model to provide a framework around which data governance can be assessed and progress measured, development of an open data policy communications plan, and conducting an inventory of datasets with detailed metadata information;
- Hosting of Safe Surrender, a program that allows persons with outstanding warrants for non-violent felonies or misdemeanors to surrender in a safe environment, appear before a judge, and put the matter behind them;
- Development of a mechanism to address fraudulent practices relating to service of process, in collaboration with the Consumer Protection Unit of the Office of the Attorney General;
- Implementation of a chatbot system to increase the availability of information to prospective jurors, saving staff resources for more complex questions and other customer service;
- Development of a more evidence-based approach to summoning jurors, which resulted in better use of jurors' time (75% of jurors are now sent to a courtroom compared to 66% before the new approach) and reductions in the number of citizens called to serve as jurors;
- Implementation of an on-call jury system to more closely align juror demand with the number of jurors that report to service;
- Initiation of a new procedure for the public to bring complaints about adult guardianship cases to the attention of the court;

Goal III: A Great Place to Work

- Mandatory training to strengthen leadership and management at the D.C. Courts for all supervisors, managers, and executives through a nine-module program to provide management tools centered on court values and leadership principles, and a two-day session on strategic performance management to foster collaboration, employee input, and consistency in the Courts' performance management system;
- Development of the Living Our Values initiative, an employee-driven effort to integrate the values in the Courts' strategic plan into day-to-day operations. The initiative includes additional employee feedback and training for executives, managers, and front-line supervisors on the Courts' culture, leadership principles, and values;
- Creation of leadership principles for the D.C. Courts: (1) Establish a vision and goals for the future; (2) Create an environment that is a great place to work; (3) Collaborate across the organization; (4) Encourage innovation; (5) Develop employees to contribute their full potential; and (6) Promote excellence in services and the administration of justice;
- Development of a Judicial Coaching Program in the Superior Court in which experienced judges participate in several days of skills-based training to become coaches and mentors for their colleagues;
- Operation of a robust training program, including online and classroom training; approximately 150 classes are held each year on technology, customer service, and other skills; a management training program to develop and retain talented employees; specialized judicial training; and a biennial Courtwide Employee Conference;
- Development of a succession management action plan to identify and mitigate risks associated with the anticipated loss of executive leadership as more and more employees approach retirement;
- Ongoing strategic human resources initiative to expand the role of the Human Resources Division from a transaction-based function to a strategic partner in establishing court goals, determining the future workforce, and assuring mission delivery. To assist in this effort, the Courts implemented an integrated human resources information system (HRIS). The recruiting component of the HRIS has expanded the applicant pool and facilitated hiring. As part of this process, a five-year Human Resources Strategic Plan was developed;
- Implementation of telework to enhance productivity and work flexibility and increase job retention;
- Establishment of a Buddy Program pairing new employees with veteran employees to help them understand court processes, navigate the court, and integrate into the court culture;
- Ongoing "Building a Great Place to Work" initiative to ensure that our employees are highly productive and fully engaged and provide excellent public service. In the 2019 Employee Viewpoint Survey, with 62% of employees responding, the D.C. Courts' achieved an employee engagement score of 72. Nearly 90% of employees believe they are held accountable for results and that their colleagues meet customers' needs. The Courts will continue to focus on the areas of health and wellness, work/life balance, internal communications, and performance management.

Goal IV: Effective Court Administration

- Implementation of the Courts' fifth Strategic Plan to ensure strategic alignment of our goals, functions, and resources in 2023 - 2027, following extensive community input, including surveys of persons conducting business at the courthouse, attorneys who recently appeared in the Courts, and D.C. Courts' judges and employees;
- Procurement of the next appellate case management system, following a requirements-gathering process that utilized best practices and gathered input from all levels of the organization, as well as external stakeholders, to assure that the new system optimizes efficiency and service to the public;
- Certification of the Moultrie Courthouse Addition as meeting the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Platinum standards for healthy, efficient, sustainable, and environmentally responsible buildings;
- Support for efforts to strengthen the rule of law and the development of justice systems around the world by hosting international judicial system delegations sponsored by the U.S. Department of State, World Bank, and international cultural exchange organizations, providing educational programs tailored to the needs and interests of each individual delegation;
- Achievement of compliance with Federal Information Security Management Act (FISMA) standards to enhance cybersecurity;
- Digitization of court records in the Court of Appeals, Criminal Division, Family Court, Probate Division, and Tax Division to provide more efficient storage and retrieval of court records;
- Implementation of a cloud-based case management system to manage juveniles under court supervision;
- Implementation of a computerized intake system, electronic scheduling, and an automated check-in system to enhance customer service and operational efficiencies;
- Continuation of sound fiscal management, including a transition to Federal financial statements and "unqualified" opinions on the Courts' annual independent financial audits conducted in accordance with OMB Circular No. A-133 for fiscal years 2000 through 2024;
- Operation of an Acquisition Institute to train court staff with acquisition and contract management responsibilities;
- Completion of the Moultrie Courthouse Addition, which provides additional courtrooms and administrative space, addressing space shortages and making possible the co-location of remaining Family Court functions;
- Modernization and renovation of Building C to provide up-to-date, energy efficient space for the public visiting the Multi-Door Dispute Resolution Division and for the Information Technology Division;
- Implementation of physical security enhancements such as installation of an access control system and additional security cameras, issuance to employees of enhanced access credentials with current photographs and other information, and upgrading of life safety systems;
- Training for judges, court staff, and court-housed employees of other agencies on steps to take in the event of an active shooter or a bomb threat in the courthouse;
- Initiation of electronic, online application for admission to the D.C. Bar;

- Expansion of the use of Voice Over Internet Protocol (VoIP) technology for telephone service, making phone calls portable, decreasing costs, and simplifying administration;
- Implementation of a service management tool that permits court staff to request technology and facilities services, thereby enhancing customer service by streamlining the service request process;
- Upgrade of information technology equipment at the Courts' disaster recovery site.

Goal V: Fair and timely case resolution

- Implementation of the Electronic Evidence Project for the electronic submission of trial exhibits and timely transfer to the Court of Appeals;
- Expansion of mediation services including an early mediation track for landlord tenant cases, a foreclosure facilitation program, an online tax mediation program, and a permanency mediation program for family cases;
- Development of a customer wait time notification system for Family Court;
- Digitization of the D.C. Council legislative history in the Court of Appeals Library; this collection has limited availability elsewhere. Judges and court staff can now access this information remotely, through the library card catalog, to understand the Council's intent and help resolve legal matters;
- Initiation of an appellate mediation program to help the Court of Appeals resolve cases in a timely and fair manner and provide litigants a less expensive and less time-consuming means of resolving their cases;
- Initiation of staggered schedules, in which Superior Court litigants are scheduled to appear at different times during the day, rather than being told to report first thing in the morning, to reduce wait times for litigants and enhance efficiency. Staggered schedules are used in some domestic violence, paternity and support, landlord tenant, civil, and criminal misdemeanor calendars;
- Launched of an automated appellate voting system that promotes timely decisions on motions and petitions and facilitates judicial collaboration on these matters;
- Posting of schedules online for Landlord Tenant courtrooms to facilitate litigant preparedness and speed case resolution.
- Consolidation of judge-in-chambers functions with other divisions to increase efficiency and decrease wait times in these urgent matters. For example, the Probate Division, which processes long-term guardianships for incapacitated adults now also processes emergency guardianships.
- Development of simplified forms in small claims matters to use plain language and make the form more user-friendly.
- Expansion of alternative dispute resolution to family cases involving intimate partner violence or abuse (studied by Indiana University and the University of Arizona to assess whether parties with high degrees of violence can be accommodated in mediation) thereby increasing access to justice for victims; to guardianship cases to help families reach agreement on the best care for incapacitated adults; to tax appeal cases to expedite resolution; and to same-day mediation in civil preliminary injunction cases, usually involving disputes between neighbors, to speed resolution of these cases;
- Implementation of a new process in civil action cases to assure procedural fairness in cases where a default has been entered against a defendant who failed to respond to a suit, whereby

the court holds an initial scheduling conference to give the defendant an additional opportunity to be heard;

- Creation of Web-Ex Warrant Process, in collaboration with other justice system agencies to streamline the process of issuing warrants and decrease travel costs and overtime pay for the Metropolitan Police Department: police officers scan warrants into the computer system at the Police District, a judge reviews the warrant with the officer via web conference, and, if approved, the court electronically sends the warrant to the officer, who makes an arrest or executes a search;
- Expansion of the Superior Court's Community Court city-wide, which addresses quality-of-life crimes through a blend of therapeutic and restorative justice (i.e., solve the underlying issue causing the criminal behavior and restore, or pay back, the community through service hours), after a program evaluation showed the initial community court reduced recidivism rates by as much as 60%;
- Operation of the adult Mental Health Community Court to address the special needs of defendants suffering from mental illnesses, including a mental health clinic in the courthouse. A recent study revealed that Mental Health Community Court participants were significantly less likely than defendants in traditional courts to be re-arrested during the year after exiting the Mental Health Court;
- Operation of the Family Treatment Court provides residential substance abuse treatment to parents in the child welfare system, keeping their children with them during treatment, rather than placing the children in foster care;
- Enhancement of case processing opportunities for persons with housing problems, including a Housing Conditions Calendar, where tenants can file expedited actions to enforce remediation of housing code violations, and a Foreclosure Calendar with specially trained mediators, counselors, and *pro bono* attorneys;
- Implementation of new procedures to establish guardianships for abused and neglected children, thereby more efficiently creating permanent families for these vulnerable young people;
- Implementation of a comprehensive revision of Court of Appeals rules of practice to reduce expenses associated with record preparation.

Chart 2
DISTRICT OF COLUMBIA COURTS
Organizational Structure

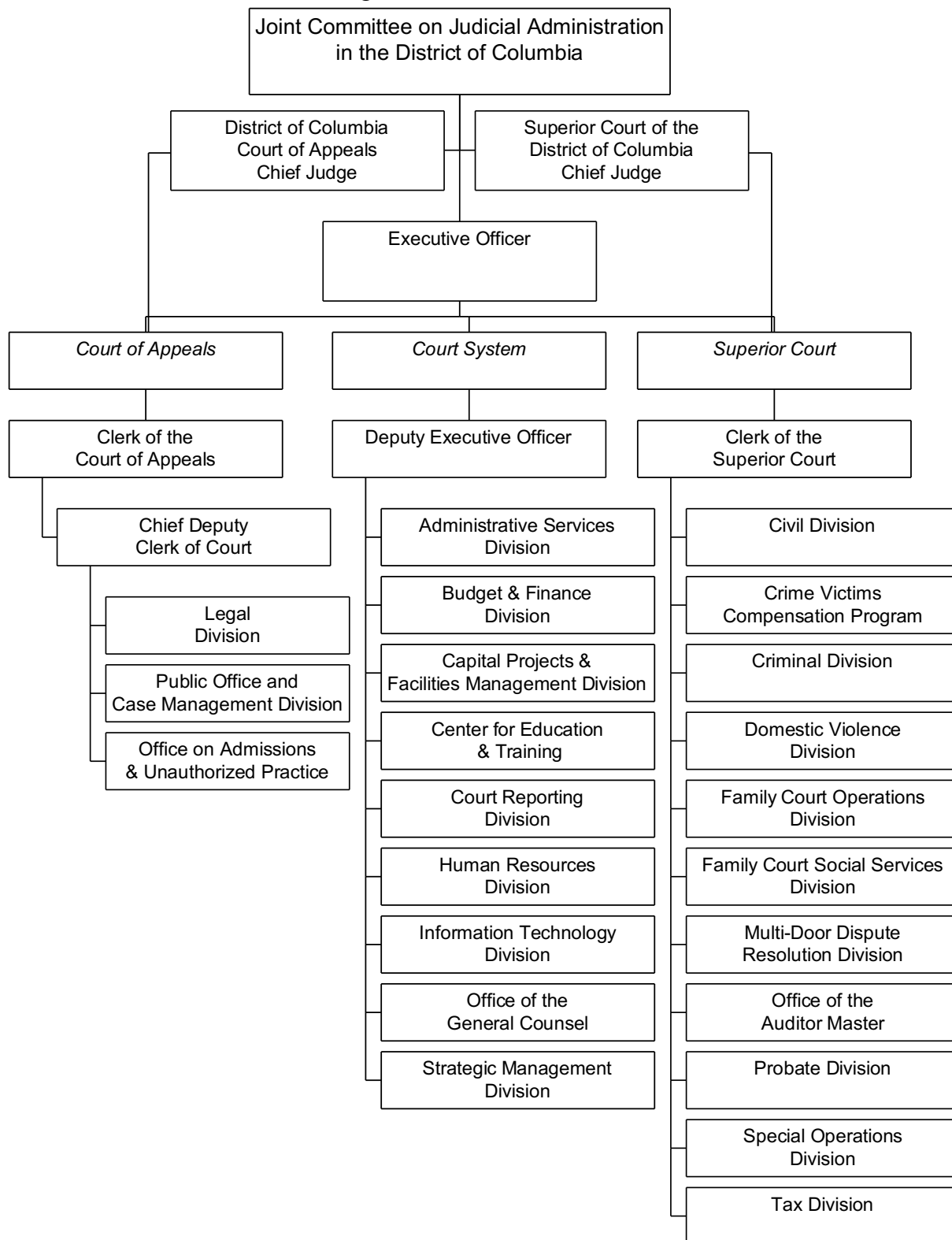


Table 3
DISTRICT OF COLUMBIA COURTS
FY 2026 Budget Justification
Summary Table

Operations

	Request	
	<u>Amount</u>	<u>FTE</u>
District of Columbia Court of Appeals		
FY 2025 Level	15,055,000	95
FY 2026 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Publishing Court Opinions	<u>131,000</u>	<u>1</u>
<i>Subtotal</i>	<i>131,000</i>	<i>1</i>
<i>B. Goal 3: A Great Place to Work</i>		
1. Law Clerk Pay Parity (Initiatives)	417,000	-
2. Addressing Pay Compression (Initiatives)	<u>87,000</u>	<u>-</u>
<i>Subtotal</i>	<i>504,000</i>	<i>-</i>
<i>C. Goal 4: Effective Court Management and Administration</i>		
1. Case Management System Implementation Operational Support	<u>800,000</u>	<u>-</u>
<i>Subtotal</i>	<i>800,000</i>	<i>-</i>
<i>D. Built-In Cost Increases</i>		
1. COLA, FY 2026	441,000	
2. Within-Grade Increases	199,000	-
3. Non-pay built-in cost increases	<u>52,000</u>	<u>-</u>
<i>Subtotal</i>	<i>692,000</i>	<i>-</i>
FY 2026 Budget, Court of Appeals	17,182,000	96

	Request <u>Amount</u>	<u>FTE</u>
Superior Court of the District of Columbia		
FY 2025 Level	141,973,000	942
FY 2026 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Enhancing Public Safety through Youth Services (Family Court Social Services Division)	379,000	4
2. Eviction Diversion Program Staff (Civil Division)	222,000	2
3. Language Access Interpreter Increase (Special Operations Division)	1,500,000	-
4. Monitoring Guardians of Incapacitated Adults (Probate Division)	330,000	3
5. Expanding Language Access Services (Special Operations Division)	372,000	3
<i>Subtotal</i>	<u>2,803,000</u>	<u>12</u>
<i>B. Goal 3: A Great Place to Work</i>		
1. Law Clerk Pay Parity (Initiatives)	3,257,000	-
2. Addressing Pay Compression (Initiatives)	606,000	-
<i>Subtotal</i>	<u>3,863,000</u>	<u>-</u>
<i>C. Goal 4: Effective Court Administration</i>		
1. Data Analysts (Family Court Social Services)	262,000	2
2. Deputy Director (Special Operations Division)	217,000	1
3. Branch Chief (Domestic Violence Division)	156,000	1
<i>Subtotal</i>	<u>635,000</u>	<u>4</u>
<i>D. Goal 5: Fair and Timely Case Resolution</i>		
1. Expediting Criminal Case Processing (Criminal Division)	522,000	4
2. Meeting the Demands of Magistrate Judges' Increasing Caseloads (Judges and Chambers)	510,000	2
3. Law Clerks (Judges and Chambers)	550,000	5
4. Staffing Courtrooms (Domestic Violence)	182,000	2
5. Staffing Courtrooms (Civil Division)	273,000	3
6. Staffing Courtrooms (Probate Division)	182,000	2
7. Attorney Negotiator (Family Court Operations Division)	156,000	1
8. Expediting Account Audits and Financial Review (Office of the Auditor Master)	220,000	2
9. Ensuring Excellence in Juror Services (Special Operations Division)	82,000	1
10. Expediting Victims Compensation (Crime Victims Compensation Program)	378,000	3
11. Increasing Access and Information to Probate Law (Probate Division)	312,000	2
12. Mediating Cases for the Public (Multi-Door Division)	462,000	4
13. Staffing Courtrooms (Office of the Auditor Master)	182,000	2
<i>Subtotal</i>	<u>4,011,000</u>	<u>33</u>
<i>E. Built-In Cost Increases</i>		
1. COLA, FY 2026	3,966,000	-
2. Within-Grade Increases	1,823,000	-
3. Non-pay built-in cost increases	571,000	-
<i>Subtotal</i>	<u>6,360,000</u>	<u>-</u>
FY 2026 Budget, Superior Court	159,645,000	991

Request

District of Columbia Court System	<u>Amount</u>	<u>FTE</u>
FY 2025 Level	88,290,000	308
FY 2026 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Eviction Diversion Program Staff--Court Navigators (Executive Office)	182,000	2
2. Justice Resource Center--Intake Specialist (Executive Office)	110,000	1
3. ADA Specialist (Executive Office)	<u>110,000</u>	<u>1</u>
<i>Subtotal</i>	<i>402,000</i>	<i>4</i>
<i>B. Goal 2: Public Trust and Confidence</i>		
1. Enhancing Public Security (Initiatives Section)	6,000,000	-
2. Strengthening Court Security (Executive Office)	131,000	1
3. Strengthening Information Security--Cloud Services (IT Division)	1,000,000	-
4. Advancing the Use of Artificial Intelligence (IT Division)	1,051,000	2
5. Customer Service Technician (IT Division)	331,000	3
6. Data Analytics Associates (Strategic Management Division)	<u>312,000</u>	<u>2</u>
<i>Subtotal</i>	<i>8,825,000</i>	<i>8</i>
<i>C. Goal 3: A Great Place to Work</i>		
1. Addressing Pay Compression (Initiatives)	219,000	-
2. Human Resources Administrative Assistant (Human Resources Division)	<u>100,000</u>	<u>1</u>
<i>Subtotal</i>	<i>319,000</i>	<i>1</i>
<i>D. Goal 4: Effective Court Administration</i>		
1. Enhancing Compliance with Legal Requirements (Office of the General Counsel)	434,000	2
2. Facility Maintenance Staff (Capital Projects and Facilities Management Division)	220,000	2
3. Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)	1,462,000	-
4. Accounts Payable Clerk (Budget and Finance Division)	82,000	1
5. Logistical Support (Administrative Services Division)	<u>74,000</u>	<u>1</u>
<i>Subtotal</i>	<i>2,272,000</i>	<i>6</i>
<i>E. Built-In Cost Increases</i>		
1. COLA, FY 2026	1,477,000	-
2. Within-Grade Increases	658,000	-
3. Non-pay built-in cost increases	<u>1,244,000</u>	<u>-</u>
<i>Subtotal</i>	<i>3,379,000</i>	<i>-</i>
FY 2026 Budget, Court System	103,487,000	327
Total FY 2025 Budget, D.C. Courts Operations	280,314,000	1,414

Capital Improvements		Request
Renovations, Improvements & Expansions		
1. Courtrooms and Chambers		44,560,000
<i>Modernizing Courtroom Sets for ADA Accessibility</i>		<i>26,500,000</i>
<i>Modernizing Judges' Chambers for Life Safety</i>		<i>16,280,000</i>
<i>Refreshing Critical Courtrooms and Chambers</i>		<i>1,780,000</i>
2. Life Safety and Code Compliance Upgrades		<u>5,980,000</u>
<i>Subtotal, Renovations, Improvements & Expansions</i>		<i>50,540,000</i>
Maintain Existing Infrastructure		
1. HVAC, Electrical and Plumbing Upgrades		24,430,000
2. Fire and Security Alarm Systems		15,290,000
3. General Repair Projects		26,520,000
4. Technology Infrastructure		<u>13,750,000</u>
<i>Subtotal, Maintain Existing Infrastructure</i>		<i>79,990,000</i>
FY 2026 Budget, Capital Improvements		130,530,000
Defender Services		
FY 2025 Level		<u>46,005,000</u>
FY 2026 Requested Increases		<u>-</u>
FY 2026 Budget, Defender Services		46,005,000

Table 4
DISTRICT OF COLUMBIA COURTS
FY 2026 Budget Justification
Interagency Agreements

Partner Agency	Contract Information	Agreement Amount (in dollars)
Federal Occupational Health Services	Health Care Services	581,000
Federal Occupational Health Services	Ergonomics consultation services	38,000
DCSA	Medical Clearance Review Services (For Contractual Security Officers)	34,000
General Services Administration	Steam	2,250,000
General Services Administration	WITS - FTSBILLS (Telephone services)	246,000
Interior Business Center	Accounting Operations Financial Services Support	2,250,000
Interior Business Center	Human Resources System	788,000
Office of Personnel Management	Electronic Official Personnel File (eOPF) Hosting & Maintenance	21,000
Office of Personnel Management	Adjudicated Services for Public Trust Investigations	17,000
Office of Personnel Management	FSAFEDS employee flexible spending risk reserve	25,000
US Department of Justice	US Marshals Service	2,100,000
US Department of Labor	Unemployment compensation	155,000
US Department of Labor	Workers' compensation	130,000
Total		8,635,000

**District of Columbia Courts
FY 2026 Budget Justification
Appropriations Language**

The D.C. Courts are following the format in the President's Recommendation budget and including appropriations language in italics, reflecting the Courts' proposed language. We note below a proposed change from the FY 2025 appropriation.

Language

FEDERAL PAYMENT TO THE DISTRICT OF COLUMBIA COURTS

For salaries and expenses for the District of Columbia Courts, including the transfer and hire of motor vehicles, \$410,844,000 to be allocated as follows: for the District of Columbia Court of Appeals, \$17,182,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the Superior Court of the District of Columbia, \$159,645,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the District of Columbia Court System, \$103,487,000, of which not to exceed \$2,500 is for official reception and representation expenses; and \$130,530,000, to remain available until September 30, 2027, for capital improvements for District of Columbia courthouse facilities: Provided, That funds made available for capital improvements shall be expended consistent with the District of Columbia Courts master plan study and facilities condition assessment: Provided further, That, in addition to the amounts appropriated herein, fees received by the District of Columbia Courts for administering bar examinations and processing District of Columbia bar admissions may be retained and credited to this appropriation, to remain available until expended, for salaries and expenses associated with such activities, notwithstanding section 450 of the District of Columbia Home Rule Act (D.C. Official Code, sec. 1-204.50): Provided further, That notwithstanding any other provision of law, all amounts under this heading shall be apportioned quarterly by the Office of Management and Budget and obligated and expended in the same manner as funds appropriated for salaries and expenses of other Federal agencies: Provided further, That 30 days after providing written notice to the Committees on Appropriations of the House of Representatives and the Senate, the District of Columbia Courts may reallocate not more than \$9,000,000 of the funds provided under this heading among the items and entities funded under this heading: Provided further, That the Joint Committee on Judicial Administration in the District of Columbia may, by regulation, establish a program substantially similar to the program set forth in subchapter II of chapter 35 of title 5, United States Code, for employees of the District of Columbia Courts.

Note.—This account is operating under the Full-Year Continuing Appropriations and Extensions Act, 2025 (Division A of Public Law 119-4).

**FEDERAL PAYMENT FOR DEFENDER SERVICES IN DISTRICT OF COLUMBIA
COURTS**

For payments authorized under section 11-2604 and section 11-2605, D.C. Official Code (relating to representation provided under the District of Columbia Criminal Justice Act),

payments for counsel appointed in proceedings in the Family Court of the Superior Court of the District of Columbia under chapter 23 of title 16, D.C. Official Code, or pursuant to contractual agreements to provide guardian ad litem representation, training, technical assistance, and such other services as are necessary to improve the quality of guardian ad litem representation, payments for counsel appointed in adoption proceedings under chapter 3 of title 16, D.C. Official Code, and payments authorized under section 21-2060, D.C. Official Code (relating to services provided under the District of Columbia Guardianship, Protective Proceedings, and Durable Power of Attorney Act of 1986), \$46,005,000, to remain available until expended: Provided, That funds provided under this heading shall be administered by the Joint Committee on Judicial Administration in the District of Columbia: Provided further, That, notwithstanding any other provision of law, this appropriation shall be apportioned quarterly by the Office of Management and Budget and obligated and expended in the same manner as funds appropriated for expenses of other Federal agencies.

Note.—This account is operating under the Full-Year Continuing Appropriations and Extensions Act, 2025 (Division A of Public Law 119–4).

Justification

Account: FEDERAL PAYMENT FOR DEFENDER SERVICES IN DISTRICT OF COLUMBIA COURTS	
Proposed change	Deletion of FY 2025 language: “(INCLUDING RESCISSION OF FUNDS)” and “: <i>Provided further</i> , That of the unobligated balances from prior year appropriations made available under this heading, \$12,000,000, are hereby rescinded not later than September 30, 2025”
Purpose	Removes the FY 2025 rescission of prior year unobligated balances in the Defender Services account.
Justification	<p>The D.C. Courts modestly increased the hourly rate for court-appointed attorneys in January 2023 for the first time since 2009, financing the increase from an unobligated balance that accrued during the pandemic. The account can no longer sustain any rescissions because costs have returned to pre-pandemic levels and the rate increase, which was phased in over several years, is nearly complete in FY 2026.</p> <p>As background, with the support of Congress and the President for language in the FY 2023 appropriation, the D.C. Courts increased the hourly rate by \$20, from \$90 to \$110. However, the rate paid to attorneys appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A, has risen to \$175 per hour. 7 Guide to Judiciary Policy: (<i>January 1, 2025</i>), http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses.</p> <p>Although the D.C. Courts have begun to address the hourly rate gap, the Federal Court rate is now 59 percent higher than the rate paid to attorneys appointed in District of Columbia cases. Any further rescissions of unobligated balances would limit the Courts’ ability to continue to finance the 2023 rate increase and preclude additional rate increases to address this disparity, which adversely affects the Courts’ ability to attract qualified attorneys for indigent parties who are entitled to appointed counsel.</p>

**District of Columbia Courts
FY 2026 Budget Justification
Initiatives**

ESTABLISHING LAW CLERK PAY PARITY

Initiative Element	Requested Increase
Law Clerk Pay Parity, Personnel Compensation	\$3,674,000

Problem Statement. Highly qualified law clerks are essential to the resolution of cases. As the D.C. Courts strive to meet the growing demand for fair and timely case resolution, a competitive compensation structure is necessary to ensure that the Courts can attract the best qualified law clerk to support our judicial officers. The D.C. Courts currently have a disparate pay structure for law clerks at the Court of Appeals and Superior Court; appellate law clerks are paid a grade higher than trial law clerks. In addition, the D.C. Courts' law clerk pay structure is considerably lower than similar positions in the federal judiciary. For example, law clerks in D.C. Superior Court with no prior legal experience are paid \$75,329 compared to similarly situated law clerks in federal court who are paid \$82,764, a 10 percent pay differential. The pay disparity is more pronounced for law clerks with post graduate legal experience and bar membership. The D.C. Court of Appeals pays law clerks with one or more years of post-graduate legal experience 16% less than federal law clerks, and the D.C. Superior Court pays similar law clerks 27% less than their federal counterparts. As the legal experience of law clerks increases, the pay gap widens. The salaries of D.C. Court of Appeals law clerks and D.C. Superior Court law clerks with two or more years of post-graduate legal experience are, respectively, 33% and 47% lower than the salaries of comparable federal law clerks. These pay disparities create challenges in attracting highly qualified law clerks who tend to opt for opportunities within the federal judiciary.

Relationship to Court Vision, Mission and Strategic Goals. The Courts have an obligation to take every measure to ensure a professional and engaged workforce. To address the law clerk pay disparities that currently exist between the D.C. Courts and the federal judiciary, the Joint Committee on Judicial Administration approved plans to align the salaries of D.C. Courts' law clerks with the federal judiciary, funding permitting.

Proposed Solution. The proposed salary structure will standardize the pay grades for law clerks in both the Court of Appeals and the Superior Court. Additionally, the new pay structure will establish an entry-level grade for law clerks who have graduated from law school but have not obtained bar membership. As law clerks gain one or more years of post-graduate legal experience and bar membership, they would be promoted to the next pay grade. Two or more years of post-graduate legal experience and bar membership would earn a promotion to the next pay grade. By aligning law clerk salaries with the federal judiciary, the D.C. Courts will become more competitive in recruiting highly qualified law clerk candidates.

Methodology. The cost estimate is based on historical data for law clerk experience and qualifications as well as the law clerk salary structure in the federal court.

Expenditure Plan. The positions will be recruited and hired in accordance with the Courts' personnel policies.

Performance Indicators. A number of performance indicators will be used to assess the success of this pay structure, including increased applicants for law clerk vacancies and increased levels of job satisfaction.

ADDRESSING PAY COMPRESSION

Initiative Element – Pay Compression	Requested Increase
Court of Appeals, Personnel Compensation	\$87,000
Superior Court, Personnel Compensation	\$606,000
Court System, Personnel Compensation	\$219,000
Total	\$912,000

Problem Statement. The Office of Personnel Management (OPM) crafted a legislative proposal to bolster federal worker pay under key pay systems to alleviate growing “pay compression” within the Federal workforce. Pay caps limit the compensation for many experienced, highly skilled employees and managers and impedes the government’s ability to recruit, retain, and advance this talent. “Pay compression” refers to situations where opportunity for salary growth at a work level is increasingly limited or where the salary differentiation between work levels becomes increasingly smaller. Pay compression has resulted from rates for General Schedule, Senior Executive Service, and other employees being capped by the official Executive Schedule pay rates, the adjustment of which has not kept pace with pay increases in the general labor market. The Office of Management and Budget (OMB) provided pay compression guidance for incorporation in the FY 2026 budget requests.

The D.C. Courts have independent personnel and compensation authority. D.C. Code §11-1726 states that the compensation of nonjudicial employees may be guided by the rates of compensation established for “employees in the executive and judicial branches of the Federal Government or State or local governments occupying the same or similar positions or occupying positions of similar responsibility, duty, and difficulty.” In setting compensation rates for court employees, the Joint Committee on Judicial Administration in the District of Columbia elected to provide parity with the salaries of federal government employees, funding permitting, to attract and retain talented employees in the same labor market as the Federal government.

Similar to the federal government, the D.C. Courts are experiencing pay compression that prevents employees who are near or at the salary cap at the JS-15, Court Executive Management Service (CEMS), and Court Executive Service (CES) pay levels from receiving the full annual cost of living adjustment. Over time, the salary cap results in employees with lower levels of responsibilities and job complexity receiving salaries comparable to (or even higher than) employees who are responsible for the administrative leadership of an entire division or an entire court entity (Court of Appeals, Superior Court, and Court System). For example, the current pay of court executives is only about \$4,000 higher than the salary of many of the division directors whom they supervise. Addressing pay compression would help the D.C. Courts hire and retain the most talented workforce and ensure a highly skilled, professional, and engaged workforce.

Relationship to Court Vision, Mission and Strategic Goals. The proposal to address pay compression will support the Courts’ strategic goal of “A Great Place to Work” by retaining a talented executive and senior management workforce.

Proposed Solution. The proposed pay increases are aligned with the OMB guidance and will assist in alleviating pay compression for employees nearing or who at the cap at the JS-15, Court Executive Management and Court Executive Service pay levels. By continuing to align court employees' salaries with federal government salaries, the Courts will remain competitive in recruiting and retaining highly skilled and talented employees.

Methodology. The Courts have performed an analysis of its current pay structure, with particular emphasis on its executive level and other identified positions that meet the criteria under the OMB guidance provided (including CES, CEMS, and JS-15 staff members).

Expenditure Plan. Employees who are near or have reached the pay cap will be paid in accordance with the new pay structure.

Performance Indicators. A number of performance indicators will be used to assess the success of this initiative, including the selection and retention of talented executive staff and senior managers and increased levels of employee engagement and job satisfaction.

ENHANCING PUBLIC SECURITY

Initiative Element	Requested Increase
Court Security Officers (staff increase) - 18 additional CSOs	\$3,500,000
Active Shooter Security Upgrades (Phase 1 of 2)	\$1,500,000
Increased Costs of Maintaining Current Contract and Security Equipment	\$1,000,000
Total	\$6,000,000

Problem Statement. Increasing incidents of violence in courthouses throughout the country have made the enhancement of courthouse security a top priority nationwide. A survey by the American Bar Association found that 60% of judges have been threatened, and locally the U.S. Marshals Service (USMS) has reported an increase in threats against judicial officers at the District of Columbia Courts. Located in the Nation's Capital, the D.C. Courts receive a significant number of bomb threats; and are positioned at the epicenter of many protests arising from high-visibility incidents of national interest. Due to the Courts' proximity to elevated risks facilities (U.S. Capitol, Federal Courthouse, Metropolitan Police Department Headquarters, etc.), the risk of active shooter threats or lone wolf attacks have increased exponentially.

The D.C. Courts operate one of the busiest courthouse complexes in the country. Daily, thousands of court participants, including hundreds of prisoners are processed into the Moultrie Courthouse. The D.C. Courts have seen a continual increase in disruptive behavior by Court participants over the past decade. This combined with the completion of phase 2B of the Moultrie Courthouse Construction project, which added an additional 108,000 occupiable sq. ft., has resulted in the need for additional Court Security Officers (CSOs) to provide baseline security, as well as address any active shooter or insider threat response. In addition to the Moultrie Courthouse, proceedings are occurring in all court buildings, including the Historic Courthouse, Buildings A, B, and C. The Courts also have support offices located near Gallery Place, and juvenile probation services are provided in Balanced and Restorative Justice (BARJ) centers located in various areas of the community. The additional CSOs will be utilized to strengthen the entry screening locations, cover high threat trials, and establish an increased security presence for BARJ onsite youth programing, including monitoring the presence of rival gangs during violence interruption programming.

With the increase in judicial threats and high threat trials, additional security staff is essential to ensure that courtroom decorum is maintained, and physical conflicts between parties as well as witness intimidation is mitigated. With the expanded use of electronic devices, the Courts must also have security staff in place to prevent the unauthorized recording and subsequent transmission of witness testimony.

In addition to the need for additional CSOs to support court operations, funding is needed to augment the base security contract to keep pace with escalating security costs. Effective April 2022, the USMS accepted a new rate structure for the CSOs contract. Acceptance of the new rate structure is part of the binding Collective Bargaining Agreement that is a component of the D.C. Courts contract with the USMS. In addition, the costs to maintain the current level of service with contracted security personnel, while maintaining the existing security equipment

have increased. Therefore, it is critical for the Courts to receive additional funding to maintain these mission critical requirements.

To mitigate active shooter threats, physical security system upgrades are necessary. Physical security systems serve as one of the first lines of defense in the mitigation of security risks, and an upgrade of the systems will enable the Courts to manage real time threats, provide incident responses, and document criminal and civil activities occurring within the Courts' campus. Given the magnitude of the security system upgrade, a phased approach is proposed, to occur over two fiscal years.

Relationship to Court Vision, Mission and Strategic Goals. The additional CSOs and active shooter enhancements support the Courts' Strategic Goals by providing a safe environment for the administration of justice and ensuring that operations continue in the event of an emergency or disaster." A secure environment is essential to the Courts' mission of protecting rights and liberties and upholding the law. The Courts have an obligation to take every available measure to proactively ensure the safety of all court participants, judges and court staff.

Proposed Solution. The Courts plan to procure additional CSOs in accordance with the current Security Services contract with the USMS. The Courts are a rider on the USMS's national contract for CSOs. The Courts will also begin upgrading its physical security systems which serve as one of the first lines of defense. Phase 1 of the physical security enhancements to mitigate active shooter threats will include: John Marshal security entrance redesign to establish standoff space and replace security doors, installation of unilateral lockdown programming on all Moultrie Courthouse entrance points, and installation of card readers on inner courtroom doors with remote locking feature located at the Courtroom Clerk's station.

Methodology. The cost estimate is based on historical data as well as the current rates established by the current Contracted Court Security Officers Services contract.

Expenditure Plan. The Courts' contracted Security Services and building security enhancements will be procured in accordance with the Courts' Procurement Guidelines.

Performance Indicators. The proposed enhancements comply with all Federal Courthouse security standards. Ultimately, in the area of security, the best measure of performance is the avoidance of harm to individuals and facilities. Since the precise level and nature of the risks changes constantly, overall threat management and event mitigation will establish the efficacy of security enhancements. The approach taken here is to identify known risks and gaps in existing security and to proactively address them.

DISTRICT OF COLUMBIA COURT OF APPEALS

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
95	15,055,000	95	15,055,000	96	17,182,000	1	2,127,000

The District of Columbia Court of Appeals is the highest court for this jurisdiction. The court consists of a Chief Judge and eight Associate Judges. However, the court has had one judicial vacancy since November 2013 and a second vacancy for lengthy periods since March 2017. These two vacancies represent a 22% decrease in the judicial workforce. To help address its workload, the court is assisted by the service of retired judges who have been recommended and approved as Senior Judges. The cases before the court are decided by randomly selected three-judge panels, unless a hearing or rehearing before the entire court sitting *en banc* is ordered.

As the court of last resort for the District of Columbia, the Court of Appeals is authorized to: (1) review all final orders and judgments, as well as specified interlocutory orders of the Superior Court of the District of Columbia (D.C. Superior Court); (2) review decisions of administrative agencies, boards, and commissions of the District government; and (3) answer questions of law certified by the Supreme Court of the United States, a Court of Appeals of the United States, or the highest appellate court of any state. The court also: (1) processes applications for admission to the District of Columbia Bar and attorney discipline matters; (2) manages the resolution of complaints of unauthorized practice of law; (3) promulgates its own rules and the rules of professional conduct for members of the District of Columbia Bar; and (4) reviews proposed rules of the D.C. Superior Court.

Organizational Structure

The staff of the Court of Appeals is divided into the following five components: (1) Clerk's Office; (2) Public Office and Case Management Division; (3) Appellate Mediation Office; (4) Legal Division; and (5) Office of the Committees on Admissions and the Unauthorized Practice of Law. Functionally, these components are involved in three major activities: case processing; mediation of cases; and bar admissions and unauthorized practice of law matters.

- Clerk's Office - The Clerk's Office, which includes the Clerk and the Chief Deputy Clerk, handles general administration; coordinates the processing of appeals after briefing (calendar, case screening, and processing motions and orders in calendared matters); coordinates the issuance of opinions and mandates; processes petitions for rehearing and/or rehearing *en banc*; processes bar-related discipline matters, admissions, and unauthorized practice of law matters; and provides library services. This office currently has 10 FTEs.
- Public Office and Case Management Division - The Public Office Section receives incoming documents, docket pleadings, maintains official case files, receives and

answers public inquiries, provides internal mail service, and supports courtroom operations. The Case Management Section oversees the processing of cases prior to calendaring for argument or submission without argument. The process includes motions matters, briefing schedules, and those matters expedited by order of the court. The section reviews incoming motions and pleadings and prepares proposed orders for approval by the Clerk and Chief Judge. This division currently has 18 FTEs.

- Office of the Committees on Admissions and the Unauthorized Practice of Law - The staff of the Committee on Admissions and the Committee on Unauthorized Practice of Law works to ensure that local legal needs are met by properly qualified and licensed attorneys. The office administers Bar admissions, including: (1) applications for admission to the Bar by examination and motion; (2) applications for authorization to practice as special legal consultants; (3) applications by law students to practice under D.C. App. R. 48; and (4) motions to practice law *pro hac vice* (in a particular case). This office also provides staff support to investigate complaints against unauthorized persons allegedly practicing law. This office currently has 7 FTEs.
- Appellate Mediation Office - The court's mediation program is an informal, confidential process in which the parties work with an impartial mediator to reach a negotiated resolution of their case. The court selects, trains, and oversees a roster of experienced mediators who provide their services without charge. The court also maintains and trains a roster of apprentice mediators who have expressed interest in volunteering with the program but lack the requisite experience. The court also provides mediation and negotiation training to the D.C. legal community generally through experienced alternative dispute resolution practitioners who volunteer to provide training sessions that are open to the public free of charge and are also available via live stream and video. This office currently has 2 FTEs.
- Legal Division - Attorneys serve as counsel to judges and staff throughout the appeals process. They provide research memos and accompanying draft orders on substantive motions filed in appellate cases, including dispositive motions and emergency matters (such as motions to stay the actions of the trial court or District agencies) and matters brought under the court's original and discretionary jurisdictions. They also review new cases to ensure that the Court of Appeals has jurisdiction over the matter, handle attorney discipline matters, support judicial committees, and prepare appellate manuals. This division currently has 9 FTEs.

Organizational Objectives

As the D.C. Courts work to implement the new strategic plan, the Court of Appeals will build on our existing our management action plan goals to serve the public over the next several years.

Open to All

Strategic 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.

Strategy: Provide user-friendly and accessible information to the public.

Key Result:

- Enhance online communication, including the website, text messaging, chat, and interactive resources.

Strategy: Improve services to litigants without attorneys.

Key Results:

- Expand the Court Navigator Program in the Court of Appeals.
- Explore the use of licensed legal paraprofessionals to provide selected legal assistance for court participants who cannot afford an attorney.

Strategy: Simplify processes, forms, and instructions.

Key Result:

- Collaborate with stakeholders to assess ways to simplify and enhance self-help resources for court participants.

Trusted by All

Strategic 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. While building these connections to the community, the Courts will seek opportunities to create a timely and respectful experience for all court users.

Strategy: Improve the customer service experience.

Key Result:

- Develop surveys and other tools to obtain feedback from court participants and regularly assess the customer service experience.

Strategic 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 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 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.

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

Key Result:

- The Court of Appeals will continue knowledge transfer and new skills development training through mentoring, job rotations, and other flexible work assignments.

Strategic 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.

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

Key Result:

- Implement a new case management system for the Court of Appeals.

Justice for All

Strategic 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.

Strategy: Enhance efficient case resolution.

Key Results:

- The Court of Appeals will apply technology to practices and internal operating procedures to enhance and expedite the processing of appeals.
- The Court of Appeals will continue to expand the appellate mediation program.

Workload Data

The Court of Appeals tracks its workload and performance for two major categories of activities: (1) case processing and (2) bar admissions and related activities. Case processing performance indicators include (1) the case clearance rate, or the ratio of cases disposed to cases filed in a given year; and (2) the reduction of cases pending at the end of the year. Factors used to assess staffing needs include the number and complexity of case filings, number and type of dispositions, number of cases pending, time involved in various stages of case processing, and types of cases pending.

The novel coronavirus impacted the court's caseload in 2020 and 2021, based on a significant reduction of filings and dispositions in the trial court and administrative agencies, resulting in fewer new cases filed in the Court of Appeals. In 2022 and 2023, case filings began to increase, as trial court and administrative agency work grew.

Table 1
COURT OF APPEALS
Caseload and Efficiency Measures
Case Processing Activity

Fiscal Year	Cases Filed	Cases Disposed	Case Clearance Rate*	Cases Pending	Motions and Petitions Filed
2019	1,307	1,323	101%	1,558	4,354
2020	973	1,191	125%	1,326	4,031
2021	946	1,120	118%	1,128	3,696
2022	1,026	1,117	109%	1,056	3,510
2023	1,091	1,057	97%	1,118	3,549

* Ratio of cases disposed to cases added (filed and reinstated) in a given year. A 100% case clearance rate means one case disposed for each case filed.

Table 2
COURT OF APPEALS
Workload and Efficiency Measures
Bar Admissions Activity

Fiscal Year	Applications for Admission by Examination	Applications for Admission by Motion or Uniform Bar Examination Transfer	Total Applications
2019	2,941	2,685	5,626
2020	3,113	2,506	5,619
2021	3,214	2,637	5,851
2022	2,762	3,314	6,076
2023	3,178	2,158	5,781

Table 3
COURT OF APPEALS

Key Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 2022	Actual FY 2023	Projection FY 2024	Projection FY 2025	Projection FY 2026
Productivity/ Efficiency	Clearance Rate	Court data	109%	97%	108%	108%	107%
Output/Activity	Number of Formal Opinions	Court data	182	156	153	154	156
Outcome	Mediated cases: Average days from filing to settlement	Court data	203	189	210	225	225
Outcome	Median overall days on appeal	Court data	267	280	310	307	300
Outcome	Median days for briefed cases to get before panels of judges	Court data	177	162	182	181	178
Outcome	Median days for panels of judges to decide cases	Court data	288	189	200	206	210

Restructuring and Work Process Design

Pandemic Lessons Learned

Although the novel coronavirus impacted every aspect of life in the District and across America and the world, the Court of Appeals remained open, finding new ways to serve the public. The court's dedicated public servants changed the way the court operates, and, following input from stakeholders such as employees, Public Defender Service, the United States Attorney's Office, Office of the Attorney General, and the Access to Justice Commission, many of these innovations have been carried forward as best practices. In addition to eliminating paper processes and accepting transcripts of trial court proceedings by email, the Court continues to accept email filings from parties without attorneys. Paper filings, critical for access to justice for those with limited technology or without email access (e.g., incarcerated persons), are also accepted. The Court continues to live stream oral arguments over YouTube so the public can see them in real time. Parties may also request to participate in oral arguments by videoconference.

Business Process Working Group

The Court launched a broad initiative that supports all of our strategic goals: the Business Process Working Group, an interdisciplinary committee including a judicial liaison, appellate court staff, information technology experts, data specialists, and others to examine broadly court business processes, identify opportunities for improvement, and to guide implementation. The group is charged with mapping processes, gathering input from all levels of the organization, leveraging technology, identifying data that should be collected and utilized, utilizing cross-training, managing change, and planning implementation of its recommendations.

Open to All

Strategic Goal 1: Access to Justice for All

The Court serves a large population of self-represented litigants; outside of criminal and certain types of family cases, in which parties are often eligible for publicly funded attorneys, more than

half of the court's cases involve one or more self-represented parties. To make the court more accessible to the public, particularly to these self-represented litigants, the court took the following steps recently:

- Initiated and expanded a pilot project to make case documents available to the public online. The project started with posting redacted briefs in selected cases scheduled for oral argument (briefs provide details on the facts and legal issues in a case). Following public comment and feedback from key stakeholders, the court has expanded the pilot to briefs, motions, and court orders in civil and criminal cases, and simplified the process. Parties must now file redacted documents in these cases so they can be available. After carefully evaluating compliance with requirements intended to safeguard private information, the court made orders and redacted briefs in civil cases available to the public in August 2022.
- Updated the court's web page on "[How to Start an Appeal](#)." The page includes infographics that provide user-friendly help for self-represented litigants as well as more detailed information and links.
- Implemented online software that helps parties fill out the forms required to initiate their appeals cases and to request waiver of fees, along with easy-to-read instructions.
- Launched an [online video](#) that illustrates the appellate process, explaining, at a high level, how to initiate an appeal and what happens as the court considers it and renders a decision.
- Established the D.C. Bar Pro Bono Working Group to collaborate with the legal community to increase legal services available to parties in appeals cases, in addition to the services available for trial court cases. A new pro bono manager recruits volunteers and conducted open houses to encourage attorneys to volunteer.
- Created an appellate mediation *pro bono* counsel panel that matches self-represented litigants with volunteer attorneys who provide limited scope representation for the mediation process. Because, to assure fairness, appellate mediation is available only in cases in which both parties have attorneys, the panel allows self-represented litigants to participate in mediation and to enjoy the benefits afforded by mediated settlement of cases. The court also worked with local law schools, recruiting students to assist with representation to provide additional resources to the parties and to build future capacity for appellate mediation in the District.

In addition, the court continued to provide one-on-one information to parties through the Public Office, to offer e-filing to self-represented parties (in addition to requiring attorneys to e-file), and to make court decisions and dockets available online.

Trusted by All

Strategic Goal 3: A Great Place to Work

The Court of Appeals achieved strong results on the 2022 Employee Viewpoint Survey, as indicated by three index scores that combine the results of related questions. The employee engagement index for appellate staff was 83, compared to the Federal Government engagement score of 71 (2021 survey). Employee satisfaction increased from 73% in 2019 to 76% in 2022. Although employee perception of fairness continued to present a challenge to the court, the fairness index remained steady at 55%. In addition, 100% of staff indicated they know what

is expected of them and 91% understand how their work relates to the broader D.C. Courts' goals.

Strategic Goal 4: Effective Court Management and Administration

As discussed above, the court launched the D.C. Bar Pro Bono Working Group in collaboration with the D.C. Bar and the legal community. Appellate cases require legal arguments; accordingly, it is particularly challenging for the court to serve self-represented litigants and, therefore, necessary to build the services available to appellate parties who cannot afford an attorney.

The court embarked on a project to gather requirements and procure the next appellate case management system, examining and updating process documentation, holding sessions with judges and staff, and evaluating bids from potential vendors. Our goal is to implement a state-of-the-art system that incorporates best practices to facilitate efficient service to the public. The current case management system was implemented in 2011.

Justice for All

Strategic Goal 5: Fair and Timely Case Resolution

- As noted above, the court expanded its mediation program by including self-represented parties. The Appellate Mediation Program provides parties an opportunity to resolve their cases in an efficient manner, saving time and money for the parties and judicial resources for the court. The court's mediation program is an informal, confidential process in which the parties work with a volunteer mediator, trained and selected by the court.
- To resolve cases at earlier stages of the appeals process and at lower cost to the parties, the court has continued to informally encourage parties to file motions for summary affirmance. These motions rely more heavily on staff resources for the court to issue a decision, reducing the judicial workload.
- The court modified its rules to eliminate the requirement, suspended during the pandemic, that parties submit paper copies of electronic filings, as it continues to transition to a paperless environment through e-filing and the court's case management system.

FY 2026 Request

In FY 2026, the D.C. Courts' request for the Court of Appeals is \$17,182,000, an increase of \$2,127,000 (14%) above the FY 2025 Enacted. The requested increase includes \$131,000 for 1 FTE to publish court decisions; \$800,000 for contractual services to support implementation of the new appellate case management system; \$417,000 for law clerk pay parity; \$87,000 to address pay compression; and \$692,000 for built-in cost increases.

Case Management System Implementation Operational Support, \$800,000

Problem Statement. As the D.C. Courts prepare to implement its state-of-the-art appellate case

management system, resources are required to prepare materials to train judges and staff in the new ways they will carry out the work of the court, complementing user manuals provided by the case management system vendor. In addition, the court will require training materials for attorneys and members of the public who will need to learn new ways to search for public case information and file pleadings electronically as well as system testing by key stakeholders. Finally, resources are required to identify and eliminate duplicate parties from the database. Consultants with expertise in these areas and bandwidth to perform the work are required.

The new case management system will bring many changes to the day-to-day work of judges and court staff. For example, collaboration that is now conducted via email will be conducted in the system, changing business processes for both judges and staff. The court requires materials that build on system- perspective user manuals provided by the vendor to create step-by-step procedures from the perspective of individual positions.

In addition, to ensure success of the new system, the public and court participants need to participate in training and testing. Materials, such as how-to videos for the public and attorneys are required so that they can access court services in the new system. Testing by court users is critical to the success of the implementation.

Finally, the resources are required to identify and address duplicate parties and attorneys in the current database so that the new system can more efficiently communicate with parties, identify conflicts, and process cases.

These aspects of the case management system implementation fall under the responsibility of the court's operational staff, who will also manage the court and work with the vendor to set the system up to support court business processes. Consultants with expertise in preparation of training materials, testing, and eliminating duplicates are required to supplement the work of the court staff.

Relationship to Court Mission and Goals. This request directly supports the D.C. Courts' Strategic Goal 4: Effective Court Management and Administration by providing resources critical to the new appellate case management system. It would also support the D.C. Courts' Strategic Goal 1: Access to Justice for All facilitating public use of the new case management system.

Relationship to Divisional Objectives. This request supports the Court of Appeals objective to implement a new case management system.

Relationship to Existing Funding. The Court of Appeals has a small administrative staff and does not have additional budgetary resources to meet this requirement.

Methodology. The cost estimate is based on hourly rates for consultants.

Expenditure Plan. Consultants would be selected in accordance with the D.C. Courts' procurement policies.

Performance Indicators. Performance of this initiative is a successful implementation of the new appellate case management system.

Publishing Court Decisions, 1 FTE, \$131,000

Reporter of Decisions, JS-12

Problem Statement. To strengthen review and issuance of written opinions that communicate court decisions and interpretations of the law to parties and the public, the Courts require a dedicated reporter of decisions. A core function of the Court of Appeals, issuance of opinions directly fulfills the Courts' mission to interpret the law. Formal opinions set precedents that guide understanding of District law for the community and beyond.

The Court of Appeals typically resolves more than 1,200 cases in a year, issuing nearly 500 formal opinions and memorandum opinions that explain the court's decisions. These documents range in length from approximately 10 pages to more than 100 pages. The Clerk's Office must conduct a careful, detailed review of each opinion to assure accuracy and correctness. Staff must check each court case referenced in the opinion, review the document for conformity with court grammar and style guidance, verify that the docket contains no outstanding motions filed by the parties, identify any outstanding legal issues, and work with the judges' chambers to address any errors prior to issuance and publication. In addition, staff prepares formal judgments that accompany the opinions, docket the final opinions, posts them on the Courts' Internet site, and transmits formal opinions for publication in legal reference materials. Staff also processes motions asking the court to publish memorandum opinions so that they may serve as precedent in later cases, drafting and docketing orders to carry out the judges' decision on these motions.

In addition, for nearly all of the 1,200 cases resolved in a year, once all further appeal rights are exhausted (e.g., a request for a rehearing by the entire Court of Appeals or an appeal to the U.S. Supreme Court) staff issues mandates returning jurisdiction for the cases to the trial court or administrative agency for further proceedings. Finally, the Clerk's Office staff works with the Court's Style Guide Committee to issue an updated Citations and Style Guide each year.

Currently, these critical functions are performed in addition to the other full-time duties of the staff, making it extremely challenging to remain abreast of all areas of the work. The extremely detailed nature of this work requires intense focus, and staff members often find it necessary to work on opinions on their personal time, risking burnout and errors and detracting from the Courts' goal of being a great place to work. In addition, this work is time sensitive, as formal opinions must be released on a particular day each week and memorandum opinions must be completed in the same week. Employees' other duties must often wait, leading to missed time standards and diminished customer service.

A reporter of decisions would dedicate full attention to opinions and related court documents, strengthening quality and timeliness in this core function of the Court of Appeals.

Relationship to Court Mission and Goals. This request directly supports the D.C. Courts'

mission to “interpret the law” by issuing the opinions laying out the appellate court’s interpretation of the law. The reporter of opinions position would support the D.C. Courts’ Strategic Goal 1: Access to Justice for All by making public court decisions. It also supports Strategic Goal 3: A Great Place to Work by alleviating the need for staff to work during their personal time to accomplish their duties and Strategic Goal 5: Fair and Timely Case Resolution by issuing the opinions that resolve many of the court’s cases each year.

Relationship to Divisional Objectives. This request supports the Court of Appeals objective to increase the availability of court information online by promulgating court decisions.

Relationship to Existing Funding. The Clerk’s Office has a small staff and does not have additional budgetary resources to meet this requirement.

Methodology. The grade level for this position is based on court personnel policies and practices.

Expenditure Plan. The new reporter of decisions would be recruited and hired according to the Courts’ personnel policies.

Performance Indicators. Performance indicators include a reduction in errors in the Clerk’s Office and an increase in employee satisfaction and engagement.

Table 4
COURT OF APPEALS
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Reporter of Decisions	JS-12	1	\$104,000	\$27,000	\$131,000

Table 5
COURT OF APPEALS
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	10,375,000	10,375,000	11,491,000	1,116,000
12 - Personnel Benefits	2,468,000	2,468,000	2,627,000	159,000
Subtotal Personnel Services	12,843,000	12,843,000	14,118,000	1,275,000
21 - Travel, Transp. of Persons	62,000	62,000	63,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	103,000	103,000	105,000	2,000
24 - Printing & Reproduction	86,000	86,000	88,000	2,000
25 - Other Services	1,229,000	1,229,000	2,059,000	830,000
26 - Supplies & Materials	92,000	92,000	94,000	2,000
31 – Equipment	640,000	640,000	655,000	15,000
Subtotal Non-Personnel Services	2,212,000	2,212,000	3,064,000	852,000
TOTAL	15,055,000	15,055,000	17,182,000	2,127,000
FTE	95	95	96	1

Table 6
COURT OF APPEALS
Detail Difference, FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY2025/FY2026
11 – Personnel Compensation	Current Position WIG	95	158,000	
	Current Position COLA	95	350,000	
	Reporter of Decisions	1	104,000	
	Law Clerk Parity		417,000	
	Pay Compression		87,000	
<i>Subtotal 11</i>				<i>1,116,000</i>
12 – Personnel Benefits	Current Position WIG	95	41,000	
	Current Position COLA	95	91,000	
	Reporter of Decisions	1	27,000	
<i>Subtotal 12</i>				<i>159,000</i>
Subtotal Personnel Services				1,275,000
21 – Travel, Transp. of Persons	Built-in Increases			1,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities	Built-in Increases			2,000
24 – Printing & Reproduction	Built-in Increases			2,000
25 – Other Services	Built-in Increases		30,000	
	Case Management System Operational Support		800,000	
<i>Subtotal 25</i>				<i>830,000</i>
26 – Supplies & Materials	Built-in Increases			2,000
31 – Equipment	Built-in Increases			15,000
Subtotal Non-Personnel Services				852,000
Total				2,127,000

Table 7
COURT OF APPEALS
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	2	2	2
JS-7	1	1	1
JS-8	5	5	5
JS-9	7	7	7
JS-10	7	7	7
JS-11	43	43	43
JS-12	6	6	7
JS-13	7	7	7
JS-14	2	2	2
JS-15	4	4	4
CES	2	2	2
Associate Judge	8	8	8
Chief Judge	1	1	1
Total Salaries	10,375,000	10,375,000	11,491,000
Total FTEs	95	95	96

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA

Overview

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
931	141,973,000	931	141,973,000	980	159,645,000	49	17,672,000

Introduction

The Superior Court of the District of Columbia stands out as a unique trial court among the nation's judiciary. As a single-tiered general jurisdiction trial court, it serves the residents, visitors, and business entities in the Nation's Capital. Directly funded by the Federal Government, the Superior Court plays a pivotal role in upholding justice and meeting the varied needs of the District's population. With the support of 120 judicial officers, including 62 associate judges, 32 senior judges, and 26 magistrate judges, the Superior Court is the court of general jurisdiction over nearly all local legal matters. Supported by 690 non-judicial personnel, the Court consists of six major operating divisions, along with additional ancillary divisions, programs, and offices. These include the Special Operations Division (including the Tax Division), the Domestic Violence Division, the Crime Victims Compensation Program, and the Office of the Auditor Master. The major operating divisions are:

- **Civil Division**, which has general jurisdiction over any civil action at law or in equity brought in the District of Columbia, regardless of the amount in controversy, including Small Claims and Landlord Tenant cases;
- **Criminal Division**, which has jurisdiction over defendants who are charged with criminal offenses under any law applicable exclusively to the District of Columbia;
- **Family Court**, which serves children and families in the District and is comprised of—
 - **Family Court Operations Division**, which has jurisdiction over the following types of cases: abuse and neglect, juvenile, domestic relations, paternity and support, mental health and habilitation, and adoptions; and
 - **Social Services Division**, which is the juvenile probation system for the District of Columbia and provides information and recommendations to assist the court in decision-making, court-supervised alternatives to incarceration, and support services to youth within the court's purview;
- **Probate Division**, which supervises the administration of all decedents' estates, guardianships of minors, conservatorships and guardianships of adults, certain trusts, and assignments for the benefit of creditors; and

- **Multi-Door Dispute Resolution Division**, which provides a variety of alternative dispute resolution services to assist citizens in resolving their problems without litigation.

Caseload and Efficiency Measures

During FY 2023, 50,371 new cases were filed with the Superior Court, with 44% of the caseload representing civil-related matters. The remainder of the new filings included 19% for family, 15% for domestic violence, 14% for criminal matters, 6% for probate, and 2% tax. Tables 1 and 2 provide Superior Court caseload data.

Table 1
District of Columbia Superior Court Caseload

Fiscal Year	New Cases	Start-of-Year Pending Cases	Total Cases Available for Disposition
2019	82,241	35,954	126,870
2020	52,569	34,236	91,210
2021	29,685	36,731	71,799
2022	39,740	35,089	79,458
2023	50,371	30,981	85,444

Note: Rows may not add because “total cases” includes reactivated and reopened cases not shown.

Table 2
District of Columbia Superior Court
Efficiency Measures
(Fiscal Year 2023 data)

	Cases Disposed	Cases Added	Clearance Rate*	Cases Pending		
				1-Oct	30-Sep	Change
Civil	20,021	22,556	85%	10,526	13,999	33.0%
Criminal**	10,048	6,993	108%	5,134	4,390	-14.5%
Domestic Violence	8,856	7,512	96%	996	1,318	32.3%
Family***	13,772	9,685	103%	3,890	3,596	-7.6%
Probate	2,332	2,805	75%	9,265	9,265	0.0%
Tax***	699	820	78%	1,170	1,352	15.6%
Total	50,758	50,371	93%	30,981	33,920	9.5%

* The Clearance Rate is a measure of court efficiency in which the total number of cases disposed is divided by the total number of cases added (i.e., new filings and reactivated and reopened cases) during a given time period. Rates of over 100% indicate that the Courts have disposed of more cases than were added, thereby reducing the pending caseload.

**Figure adjusted.

Enhancing Case Resolution, Data Management, and Legislative Response

The Superior Court of the District of Columbia is enhancing its service delivery and operations in alignment with the 2023-2027 Strategic Plan. Key initiatives focus on improving case resolution timelines, integrating advanced technology, adapting processes to evolving demands, and enhancing court procedures to better serve court users. In addition to these initiatives, the court is responding to new legislative requirements and managing increased data requests. Central to these efforts is the continued implementation of the court's new case management system, which will streamline and automate processes to improve operational efficiency and case resolution.

Recent legislative changes, such as the Prioritizing Public Safety Emergency Amendment Act of 2023, which expanded the scope of misdemeanor warrants and increased pre-trial hearings, and the Secure DC Omnibus Amendment Act of 2023, which introduces new offenses and requires additional documentation for defendants' release, have significantly impacted court operations. Additionally, the Second Chance Amendment Act of 2022 mandates the automatic sealing of numerous cases, adding complexity to case processing and necessitating more resources for effective expungement procedures. These legislative changes underscore the need for a robust data management framework to handle increased reporting requirements and ensure accurate, timely case management.

To address this need, the court must enhance its data management capabilities. Effective data analysis, comprehensive dashboards, and efficient handling of external requests are critical as case management and reporting complexities grow. Improving data quality and management will streamline operations, support informed decision-making, and ensure greater transparency. Increased staffing for data-based roles in divisions such as the Family Court Social Services Division, the Multi-Door Dispute Resolution Division, and the Office of the Auditor Master will enhance case management, auditing, and overall access to justice by providing better data management and analysis capabilities. Strengthening the court's data management is also essential for fostering innovation and upholding the D.C. Courts' mission.

The court has requested positions for case processing, courtroom management, and supervisory support to enhance operational efficiency and effectiveness. These roles will improve customer service by reducing delays and streamlining interactions, while also enhancing the overall user experience. Strong management support will strengthen collaboration with court partners and stakeholders, refine processes, and help the system adapt to evolving demands, ultimately leading to a more efficient and equitable court.

In response to the dynamic nature of its operations and the complexities of hybrid operations, the court is addressing rising case volumes and reducing backlogs by leveraging innovative thinking and technological advancements. Strategic initiatives such as the Family Court's customer service tool, which displays wait times in high-traffic offices, the streamlined pardon application process in the Criminal Division, and revamped exhibit management procedures highlight the court's commitment to innovation and efficiency. The Office of Interpreting Services has expanded ASL interpreter training, and advanced ADR training sessions reflect a proactive approach to staff professional development and enhanced mediation services. Additionally, the

Court Social Services Division has coordinated tutoring, mentoring, and culturally enriched educational and recreational activities, including museum tours, pro-social sporting events, and various developmental workshops to support youth rehabilitation. The Multi-Door Dispute Resolution Division's Family ADR Branch has developed an online MASIC (Mediator Assessment of Safety Issues and Concerns) questionnaire, providing a self-directed option for Intimate Partner Violence screening before intake interviews with Dispute Resolution Specialists. Furthermore, the Domestic Violence Division's integration of legal service providers into remote courtrooms and grants secured for the Domestic Violence Intake Center, along with the Probate Division's increased support for individuals navigating guardianship and estate matters, underscore the court's dedication to improving services for vulnerable populations.

These achievements highlight the court's effective use of ingenuity and targeted resources to advance its mission. To sustain and build upon these successes, increased staffing and support are essential. Strengthening these areas is key to achieving long-term improvements in service delivery and upholding high standards of justice. By continuing to develop its case management system and investing in data management, the court will be better positioned to serve the residents of the District of Columbia, ensure equitable and timely justice, and maintain public trust.

FY 2026 Request

The D.C. Courts' mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. 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 FY 2026 budget request enhances three of the Courts' strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All – \$2,803,000, 12 FTEs

The Courts are committed to eliminating barriers to meaningful participation in the judicial process and accessing court services, addressing issues such as lack of legal representation, limited literacy or English language skills, financial constraints, and physical or mental disabilities. Collaboration with justice and community partners is essential to ensure full access to the justice system.

The request includes \$379,000 for 4 FTEs to support rehabilitation of youth under court probation supervision, including psychological assessments, therapeutic interventions, crisis support effective treatment plans, clinical assessments, and GPS Electronic Monitoring to ensure 24-hour compliance with curfews and stay-away orders; \$222,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord-Tenant; \$330,000 for 3 FTEs to monitor guardians of incapacitated adults; \$1,500,000 to address a critical shortage of certified and qualified spoken language and sign language interpreters; and \$372,000 for 3 FTEs to manage the interpreter registry and expand language access services.

Goal 4: Effective Court Management and Administration – \$635,000, 4 FTEs

Effective management and operation of the justice system require a team of knowledgeable professionals collaborating to serve the public and ensure fiscal accountability. Building confidence in the judicial system necessitates that each case management function, both trial and appellate, understands and leverages shared responsibilities and resources.

The request includes \$262,000 for 2 FTEs to analyze and interpret data, supporting evidence-based decision-making and ensuring accurate reporting within the Family Court Social Services Division; \$217,000 for 1 FTE to manage, oversee operations, and develop procedures to enhance public access to justice; \$156,000 for 1 FTE to lead frontline supervisors and Domestic Violence Division staff and improve case management and service delivery.

Goal 5: Fair and Timely Case Resolution – \$4,011,000, 33 FTEs

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 Request includes \$522,000 for 4 FTEs to handle increased court filings due to recent legislation (the Public Safety Emergency Amendment Act of 2023, the Secure DC Omnibus Amendment Act, and the Second Chance Amendment Act); \$1,060,000 for 7 FTEs to manage the increasing caseloads of Magistrate Judges; \$819,000 for 9 FTEs to provide courtroom management, process cases, and support judicial officers and courtroom participants; \$156,000 for 1 FTE to resolve disputes in divorce, custody, visitation, and support matters; \$220,000 for 2 FTEs to expedite account audits and review complex financial case records; \$82,000 for 1 FTE to respond to prospective jurors, process juror mail, update and enter data into the jury management system, and manage juror check-ins; \$378,000 for 3 FTEs to manage crime victims compensation claims, support the grant and operations, and conduct victim interviews; \$312,000 for 2 FTEs to increase access to and information on Probate Law; and \$462,000 for 4 FTE to provide mediation services to the public.

Built-In Increases--\$6,360,000

The request also includes \$6,360,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases.

Table 3

SUPERIOR COURT
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	97,858,000	97,858,000	111,033,000	13,175,000
12 - Personnel Benefits	22,319,000	22,319,000	24,745,000	2,426,000
<i>Subtotal Personnel Cost</i>	<i>120,177,000</i>	<i>120,177,000</i>	<i>135,778,000</i>	<i>15,601,000</i>
21 - Travel, Transp. of Persons	384,000	384,000	394,000	10,000
22 - Transportation of Things	13,000	13,000	13,000	0
23 - Rent, Commun. & Utilities	4,098,000	4,098,000	4,205,000	107,000
24 - Printing & Reproduction	561,000	561,000	575,000	14,000
25 - Other Services	15,254,000	15,254,000	17,159,000	1,905,000
26 - Supplies & Materials	911,000	911,000	932,000	21,000
31 – Equipment	575,000	575,000	589,000	14,000
<i>Subtotal Non-Personnel Cost</i>	<i>21,796,000</i>	<i>21,796,000</i>	<i>23,867,000</i>	<i>2,071,000</i>
TOTAL	141,973,000	141,973,000	159,645,000	17,672,000
FTE	931	931	980	49

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA JUDGES AND CHAMBERS STAFF

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
246	37,297,000	246	37,297,000	253	43,381,000	7	6,084,000

Organizational Background

The Superior Court of the District of Columbia is the court of general jurisdiction over virtually all local legal matters. The Court is comprised of eleven divisions and offices, which provide all local litigation functions, including criminal, civil, family, probate, and tax. In FY 2023, Superior Court judges handled 50,371 case filings – a 26% increase over FY 2022. There are 61 Associate Judges and one Chief Judge in the Superior Court. The Chief Judge assigns each Associate Judge to a division on a yearly basis, with judges in the Family Court serving renewable three-year terms. Each Superior Court Associate Judge has two support staff, typically a judicial administrative assistant and a law clerk, or two law clerks.

The Superior Court also has 26 Magistrate Judges, 15 of whom are assigned to Family Court matters. Magistrate Judges in the Family Court and the Domestic Violence Division of the Superior Court are responsible for the following: (1) taking acknowledgements and administering oaths and affirmations; (2) conducting hearings, making findings, and entering judgments in connection with questions of child support handled by the Family Court and Domestic Violence Division, including establishing temporary support obligations and entering default orders; (3) making findings and entering interim and final orders or judgments in other contested or uncontested proceedings in the Family Court and Domestic Violence Division, except for jury trials or felony trials; and (4) ordering imprisonment of up to 180 days for contempt.

The eleven Magistrate Judges serving in other areas of the Superior Court are responsible for the following: (1) administering oaths and affirmations and taking acknowledgements; (2) determining conditions of release on bond or personal recognizance, or detention pending trial, of persons charged with criminal offenses; (3) conducting preliminary examinations and initial probation revocation hearings in all criminal cases to determine if there is probable cause to believe that an offense has been committed and that the accused committed it; and, (4) with the consent of the parties involved, making findings and entering final orders or judgments in other contested or uncontested proceedings in the Civil and Criminal Divisions, except for jury trials or felony trials.

Seventeen law clerks, six judicial administrative assistants, and one paralegal support the 26 Magistrate Judges and eight part-time members of the Commission on Mental Health (2 FTEs).

FY 2026 Request

In FY 2026, the Courts' request for the Judges and Chambers Staff is \$43,381,000, an increase of \$6,084,000 (16%) above the FY 2025 Enacted. The requested increase includes \$510,000 for two additional Magistrate Judges to meet increasing caseloads and assist in the timely resolution of cases, \$550,000 for five additional Magistrate Judges Law Clerks to support the Magistrate Judges, and \$1,767,000 for built-in cost increases.

Meeting the Demands of Magistrate Judges' Increasing Caseloads, 7 FTEs, \$1,060,000

Magistrate Judge (CEMS), 2 FTEs, \$510,000

Law Clerk (JS-10), 5 FTEs, \$550,000

Problem Statement. To fulfill its responsibility to administer justice effectively and efficiently, the Superior Court has a critical need for two Magistrate Judges and five law clerks to support them. Businesses and individuals depend on the Court to settle disputes, uphold the law, and safeguard their rights. Magistrate Judges play an essential role at the Court, alongside Associate and Senior Judges, in ensuring that high caseloads across all case types are resolved fairly and timely. Findings from a 2022 independent study of appropriate staffing allocation for Superior Court Magistrate Judges and their support staff conducted by the National Center for State Courts (NCSC), a national expert in the field of justice system and judicial resource analysis, displayed a need for 2 additional Magistrate Judges and 5.7 additional Law Clerks to meet the demands of existing caseloads. The NCSC study used a weighted workload model, which takes into account the number of cases handled, the complexity of different types of cases, and the amount of judicial and staff time needed to process them. Since the NCSC study was completed, the average caseload handled by the Magistrate Judges increased 87% from 234 in FY 2022 to 437 in FY 2023.

Overall caseload increases in Family Court, the Criminal Division, and the Probate Division increased Magistrate Judge workloads. In the Family Court, juvenile delinquency filings increased 52% from 714 cases in FY 2022 to 1,086 cases in FY 2023. Domestic relations cases, such as child custody and divorce, increased 13% from 3,844 cases in FY 2022 to 4,351 cases in FY 2023. To help meet this increasing demand, initial hearings in domestic relations matters were reassigned to Magistrate Judges. In FY 2024, 1,753 hearings have been scheduled for this new calendar. These matters require significant effort by the judges and their law clerks to prepare for hearings and involve families who have complex needs, may have experienced years of court involvement, and face multiple family related matters. Since most of the litigants in these cases cannot afford to hire an attorney, over 83% of the litigants must represent themselves in court, further complicating the work of the judges and staff. In the Criminal Division, the number of arraignment matters increased approximately 25% from FY 2022 (7,121) to FY 2023 (8,822). In the Probate Division, although filings decreased 6% from FY 2022 to FY 2023 (3,306 to 3,098 respectively), pending caseloads increased. At the end of FY 2022 there were 9,263 matters pending and in FY 2023 there were 10,031 matters pending. Additionally, dispositions remain lower when compared to pre-pandemic levels (2,332 in FY 2023 versus 2,853 in FY 2019).

An expansion of the case types handled by Magistrate Judges also increased their caseload. In

the Civil Division, Magistrate Judges were assigned an additional Landlord and Tenant calendar as well as Mortgage Foreclosure and Housing Conditions matters in April 2023. These case types require significant out-of-court preparation time reviewing case histories, drafting orders, and communicating with primarily self-represented parties.

Lastly, the impact of comprehensive legislation impacting the Criminal Division is expected to continue increasing the Magistrate Judges' workloads. The Criminal Division noted an increase in detention hearings, probable cause hearings, and bench warrants correlated with the passing of the "Secure DC Act" which expanded the definition of a crime of violence, created several new felony charges, increased the penalties associated with certain felonies, and requires the court to hold a probable cause hearing in more cases. The Criminal Division expects an increase in extraditable bench warrants and other related hearings due to provisions in the "Secure DC Act" to designate misdemeanor arrest warrants as extraditable for "good cause." Additionally, as of September 1, 2024, the Act will require judges to issue a written statement of reasons for release in cases where a defendant is charged with a violent crime.

To effectively administer justice in the District, two additional Magistrate Judges and five Law Clerks are needed. The increasing complexity and volume of cases, including those involving recent legislative changes, have significantly strained the current judicial resources. Magistrate Judges handle high caseloads across various divisions and are responsible for ensuring timely and fair resolutions. Additional judicial support is vital to managing caseloads efficiently, reducing delays, and ensuring timely and effective resolution of cases. By expanding the judiciary, the court can better manage the growing demands, uphold the law, and safeguard the rights of individuals and businesses.

Relationship to Court Mission, Vision, and Strategic Goals. Magistrate Judges and their law clerks are vital to the accomplishment of Goal I - Access to Justice, Goal II - Public Trust and Confidence, and Goal V - Fair and Timely Case Resolution due to their impact on resolving motions and cases fairly and timely.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The Magistrate Judge and Law Clerk positions were classified in accordance with the D.C. Courts' Personnel Policies and classification standards.

Expenditure Plan. The Magistrate Judge and Law Clerk positions will be recruited and hired according to D.C. Courts' Personnel Policies.

Performance Indicators. Success of the positions will be measured through key performance indicators, including time to case disposition, time to motions resolution, and court participant satisfaction.

Table 1
JUDGES AND CHAMBERS STAFF
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Magistrate Judge	CEMS	2	\$404,000	\$106,000	\$510,000
Law Clerk	JS-10	5	\$436,000	\$114,000	\$550,000
TOTAL		7	\$840,000	\$220,000	\$1,060,000

Table 2
JUDGES AND CHAMBERS STAFF
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	31,997,000	31,997,000	37,491,000	5,494,000
12 - Personnel Benefits	5,091,000	5,091,000	5,676,000	585,000
Subtotal Personnel Cost	37,088,000	37,088,000	43,167,000	6,079,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	29,000	29,000	30,000	1,000
25 - Other Services				
26 - Supplies & Materials	123,000	123,000	126,000	3,000
31 - Equipment	57,000	57,000	58,000	1,000
Subtotal Non Personnel Cost	209,000	209,000	214,000	5,000
TOTAL	37,297,000	37,297,000	43,381,000	6,084,000
FTE	246	246	253	7

Table 3
JUDGES AND CHAMBERS STAFF
Detail, Difference FY 2023/FY2025

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	246	357,000	
	Current Position COLA	246	1,041,000	
	Magistrate Judge	2	404,000	
	Law Clerk	5	436,000	
	Law Clerk Parity		3,256,000	
Subtotal 11				5,494,000
12 - Personnel Benefits	Current Position WIG	246	93,000	
	Current Position COLA	246	271,000	
	Magistrate Judge	2	106,000	
	Law Clerk	5	115,000	
Subtotal 12				585,000
Subtotal Personnel Services				6,079,000
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			3,000
31 - Equipment	Built-in Increases			1,000
Subtotal Non-personnel Services				5,000
Total				6,084,000

Table 4

JUDGES AND CHAMBERS (& MAGISTRATES)
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	122	122	122
JS-11	32	32	37
JS-12	1	1	1
JS-13			
JS-14	3	3	3
CEMS	26	26	28
CES			
Associate Judge	61	61	61
Chief Judge	1	1	1
Total Salary	31,997,000	31,997,000	37,491,000
Total FTEs	246	246	253

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE CLERK OF THE COURT**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
8	1,356,000	8	1,356,000	8	1,426,000	0	70,000

Mission Statement

The Superior Court is responsible for overseeing all local trial matters in the District of Columbia. These matters include civil, criminal, family court, probate, tax, landlord-tenant, small claims disputes, and traffic cases. The court is dedicated to enhancing access to justice and delivering exceptional customer service. Efforts are continuously made to streamline processes, improve efficiency, and adopt innovative practices that make the court user-friendly and responsive to the needs of the public.

The Office of the Clerk of the Court contributes to the Courts' strategic goals by providing managerial assistance and support to the operating divisions so they can provide fair, swift, and accessible justice; enhance public safety; and promote public trust and confidence in the justice system.

Organizational Background

The Clerk of the Court oversees the management and supervision of eleven operating divisions, programs, offices, specialized units, and their respective employees within the Superior Court. This includes the Civil Division, Crime Victim's Compensation Program, Criminal Division, Domestic Violence Division, Family Court Operations Division, Family Court Social Services Division, Multi-Door Dispute Resolution Division, Probate Division, Special Operations Division, and Office of the Auditor Master.

The Clerk of the Court is responsible for ensuring that each division and program processes all cases in a timely manner and provides timely and accurate customer service to residents of the District of Columbia, persons conducting business with the Courts, and judicial officers. The Clerk of the Court also delegates to each director or manager the responsibility to manage staff and budgetary and operating resources.

The administrative functions of the Clerk of the Court include maintaining and securing all court records and evidence, supervising non-judicial personnel, scheduling cases, preparing daily calendars, assigning courtrooms to judges, managing juror services, managing all case processing, and making the appropriate improvements to maximize the efficiency of all court operations and resources.

The Office of the Clerk of the Court supports the day-to-day operations of the Superior Court. In 2019, the Judicial Support Unit (JSU) was established as a unit within the Office of the Clerk of the Court to serve as a centralized resource that functions as support to and liaison among judges,

chambers staff, and the administrative offices of the Court. The Office of the Clerk of the Court is staffed by eight full-time equivalent employees (FTEs): the Clerk of the Court, Deputy Clerk of the Court, two Senior Operations Managers, two Judicial Administrative Support Specialists, and two administrative assistants.

FY 2026 Request

In FY 2026, the Courts' request for the Office of the Clerk of the Court is \$1,426,000, an increase of \$70,000 (5%) above the FY 2025 Enacted. The requested increase consists entirely of built-in costs.

Table 1
OFFICE OF THE CLERK OF THE COURT
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	1,041,000	1,041,000	1,097,000	56,000
12 - Personnel Benefits	269,000	269,000	283,000	14,000
<i>Subtotal Personnel Services</i>	<i>1,310,000</i>	<i>1,310,000</i>	<i>1,380,000</i>	<i>70,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	3,000	3,000	3,000	
25 - Other Services	6,000	6,000	6,000	
26 - Supplies & Materials	18,000	18,000	18,000	
31 - Equipment	19,000	19,000	19,000	
<i>Subtotal Non-personnel Services</i>	<i>46,000</i>	<i>46,000</i>	<i>46,000</i>	
TOTAL	1,356,000	1,356,000	1,426,000	70,000
FTE	8	8	8	0

Table 2
OFFICE OF THE CLERK OF THE COURT
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	8	22,000	
	Current Position COLA	8	34,000	
<i>Subtotal 11</i>				<i>56,000</i>
12 - Personnel Benefits	Current Position WIG	8	6,000	
	Current Position COLA	8	8,000	
<i>Subtotal 12</i>				<i>14,000</i>
<i>Subtotal Personnel Services</i>				<i>70,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Non-personnel Services</i>				<i>0</i>
Total				70,000

Table 3
OFFICE OF THE CLERK OF THE COURT
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			
JS-9	1	1	1
JS-10	2	2	2
JS-11	1	1	1
JS-12			
JS-13			
JS-14	3	3	2
JS-15			
CEMS			1
CES	1	1	1
Total Salary	1,041,000	1,041,000	1,097,000
Total FTEs	8	8	8

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
CIVIL DIVISION**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference</u> <u>FY 2025/2026</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>
101	9,533,000	101	9,533,000	106	10,519,000	5	986,000

Mission Statement

The mission of the Civil Division is to provide access to justice in civil matters by processing cases and providing courtroom support to ensure fair and timely case resolution and information to customers.

Introduction

The Civil Division has jurisdiction over any civil action at law or in equity (excluding family matters) brought in the District of Columbia, except where jurisdiction is exclusively vested in the Federal Court. In FY 2023, the division processed 20,021 civil cases. The overall caseload of the division was impacted in FY 2023 by the lift of many legislative stays and moratoriums enacted in response to the COVID-19 pandemic. The legislation impacted the division's high-volume caseloads of landlord/tenant, residential mortgage foreclosure and debt collection.

Organizational Background

The Division is comprised of a Director's Office, which has 13 FTEs, and the following branches and operational unit:

1. The **Civil Actions Branch** processes all new civil cases where the amount in controversy exceeds \$10,000, including cases requesting equitable relief (such as an injunction or temporary restraining order). In FY 2023, there were more than 7,650 civil action cases filed. Branch responsibilities also include providing case and procedural information to the public, reviewing and processing electronically filed documents and in-person filings in compliance with Court Rules and statutes, processing all post-judgment execution requests, scanning documents into the case management system, and securely maintaining all civil cases electronically. This branch has 21 FTEs.
2. The **Courtroom Support Branch** manages and assigns courtroom clerks who are responsible for courtroom management, processing cases, and assisting judicial officers and courtroom participants for 24 civil calendar assignments. This branch has 31 FTEs.
3. The **Landlord Tenant Branch** processes all actions for the possession of real property and violation of lease agreements filed by landlords including writs for the eviction process. The branch processed 13,088 filings in FY 2023. This branch has 22 FTEs.

4. The **Small Claims and Conciliation Branch** oversees the processing, scheduling, and adjudication of cases where the amount in controversy is up to \$10,000. The branch also processes all post-judgment execution requests. In FY 2023, there were 1,818 small claims cases filed. This branch has 14 FTEs.
5. The **Quality Management Unit** is responsible for monitoring caseload activity and performance measures across all operational branches; ensuring the quality of data and implementing measures to minimize case activity errors; writing and validating report requirements and data; and conducting case management system training for judicial and non-judicial staff. This unit's 6 FTEs are included in the count for the Director's Office.

Divisional Management Action Plan (MAP) Objectives

The following are key Civil Division MAP objectives implemented to further the Strategic Plan of the District of Columbia Courts:

- Improve the management of courtroom calendars, resources, and case scheduling to maximize efficiency of courtroom operations.
- Minimize wait times and delays for all court participants.
- Promote a values-based culture focused on high ethical standards to ensure a professional and engaged workforce.
- Enhance efficient and timely case resolution and customer satisfaction by expanding electronic filing to all civil cases and ensuring real-time processing of all electronic filings.
- Enhance internal and external customer service by training court personnel on the unique needs of the elderly, self-represented persons, and individuals with physical and mental health issues, with an emphasis on the impact of customer service on perceptions of procedural fairness.
- Collaborate with internal and external stakeholders to develop and implement a comprehensive eviction diversion program in compliance with the NCSC grant contract.

Key Strategic Accomplishments

Strategic Goal 1: Access to Justice for All

- **Remote Operations.** The division maintained remote operations and processed most filings within a business day to provide services to the public. More than 90% of hearings in the Civil Division were held remotely, increasing access for litigants without requiring travel to the courthouse. All civil division staff were able to maintain a high level of customer service by assisting litigants by phone, email and online chat while operating remotely and in person.

Strategic Goal 2: Public Trust and Confidence

- **Eviction Diversion.** The division planned and developed a program to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services

providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources.

The division participated in community outreach during FY 2023 and launched a WMATA campaign advertising the eviction diversion program (EDP) for 12 weeks. The EDP involves collaboration with many working groups, consisting of representatives from the D.C. government, D.C. Superior Court judicial officers and staff, legal services providers, housing agency representatives, and social services agency representatives, to develop strategies for connecting landlords and tenants with vital resources to prevent homelessness and ensure fair compensation for landlords.

- **Collaborative Partnerships.** The division continued its strategic partnerships with members of the bar and legal service providers to address legislative changes on the high-volume calendars including landlord/tenant, residential mortgage foreclosure and debt collection. These working groups meet monthly.

Strategic Goal 3: A Great Place to Work

- **Workforce Training.** Frequent training sessions with staff were conducted virtually through WebEx, Zoom or Microsoft Teams to ensure operational and case processing efficiency. The division is also expanding training opportunities to promote high achievement and professional development for all staff.

Strategic Goal 4: Effective Court Administration

- **Forms Refresh.** In collaboration with Superior Court's forms committee, the division began a comprehensive review of commonly used forms. Court forms and self-help materials are being reviewed for formatting, plain language, and increased usage of whitespace to improve readability for all filers.

Strategic Goal 5: Fair and Timely Case Resolution

- **Increased Access.** The division implemented a motions courtroom in the Landlord and Tenant Branch in response to an increasing caseload post-pandemic. This additional courtroom will further enhance access to justice, procedural fairness, and facilitate efficient and timely case resolution.

Workload Data

As shown in Table 1, the Civil Division disposed of 20,021 cases in F Y 2023, including 7,169 civil actions cases; 10,646 landlord tenant cases; and 2,206 small claims cases. The Division has a caseload clearance rate of 85% (with a 90% clearance rate for civil actions cases, 109% clearance rate for small claims cases and a 79% clearance rate for landlord tenant cases). The

Civil Division's current caseload and efficiency measures are reflected in Table 1, and the key performance measures are displayed in Table 2.

Table 1
CIVIL DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2023 Data)

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Actions	7,650	7,169	90%	5,606	6,369	13.6%
Landlord Tenant	13,088	10,646	79%	3855	6,748	75%
Small Claims	1,818	2,206	109%	1,065	882	-17.2%
Total	22,556	20,021	85%	10526	13,999	33%

*Ratio of cases disposed to cases filed in a given year. A standard efficiency measure is 100% meaning one case disposed for each case filed.

Table 2
CIVIL DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY2026	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Outcome	Customer satisfaction ratings of Good or Excellent.	Customer Surveys	95%	94%	95%	94%	95%	95%	95%	94%
Input	Case processing performed within established time standards and SOPs	BI Dashboard & Case Management System Reports	90%	90%	90%	91%	90%	92%	90%	92%
Outcome	Average customer wait time (Minutes)	eLobby	10	8	10	8	10	8	10	8

FY 2026 Request

In FY 2026, the Courts' request for the Civil Division is \$10,519,000, an increase of \$986,000 (10%) above the FY 2025 Enacted. The requested increase includes \$273,000 for 3 FTEs to support courtroom operations, \$222,000 for 2 FTEs to support the Eviction Diversion Program, and \$491,000 for built-in cost increases.

Staffing Courtrooms, 3 FTEs, \$273,000 *Courtroom Clerk (JS-7/8/9)*

Problem Statement. Courtroom Clerks are responsible for providing orderly and expeditious administration of courtroom proceedings in compliance with court rules, business processes, and standard operating procedures. Specifically, courtroom clerks are responsible for reviewing and preparing cases to be heard by the Court; coordinating and directing court participants and ensuring parties are ready for proceedings; calling and identifying for the record all cases before

the Court; recording all proceedings and judicial decisions in the Court's case management and recording systems; administering oaths to court participants and impaneling jurors; acting as a liaison between the judge, jurors, and other court participants; identifying, processing, and accounting for all exhibits; and providing administrative, procedural, and technical assistance to the judge. In addition to their regular courtroom assignments, courtroom clerks are required to provide coverage on an ad hoc basis for magistrate judges, senior judges, and ADA appeals. The current team of 24 courtroom clerks provides daily courtroom support to the division's 24 calendars and 28 daily courtroom assignments, including high-volume calendars in the Landlord Tenant and Small Claims Branches requiring 2 to 3 courtroom clerks. The shortage of courtroom clerks impairs the division's ability to cover all assignments effectively and on time. The supervisors frequently reassign deputy clerks to cover courtrooms, negatively impacting the timeliness of case processing in the clerk's office. On average, in FY 2023, supervisors had to provide courtroom coverage to mitigate staffing shortages at least 2-4 times monthly, which negatively impacted the supervisor's ability to perform their management and leadership duties. Support from other divisions is not possible, as they face similar staffing challenges.

As legislative stays and moratoriums enacted in response to the COVID-19 pandemic lifted, the division had a substantial increase in the number of cases filed. The resulting caseload increase has placed a significant burden on the staff to accommodate and keep up with the expected increase in the high-volume caseloads, which are summary in nature, such as landlord tenant, debt collection, and residential mortgage foreclosure. As a result of these shortages, the division has struggled to meet its time standard for entering 100% of courtroom events in the case management system in real-time. In FY 2023, the division entered 95% of courtroom events with the help of supervisors. As a result of this inconsistent performance, some judicial decisions are not entered in a timely manner. This is of particular concern for the Civil Division, which receives the highest volume of case filings in the Superior Court. This delay impacts the integrity of the public record but has also resulted in a backlog of scheduling future hearings, entering orders, and disposing of cases, which delays the resolution of cases and slows the eviction process. The Landlord Tenant FY 2023 filings were 13,088. In response to the increasing Landlord Tenant caseload, the Magistrate Judges, as well as Senior Judges, were employed to manage a 4th calendar to help manage the increasing caseload. This added calendar places additional strain on the Courtroom Support Branch for sufficient staffing levels and timely entry of courtroom results.

Relationship to the Courts' Vision, Mission, and Goals. The severe staffing shortage of courtroom clerks is directly impeding the Courts' ability to achieve its Strategic Goals 1, 2, 4, and 5 of access to justice, public trust and confidence, effective court administration, and fair and timely case resolution. This shortage is affecting the division's ability to facilitate fair and timely case resolution through effective case management and undermining the Court's efforts to ensure procedural fairness to litigants and maintain a professional and engaged workforce.

Relationship to Division MAP Objectives. This request is directly tied to the division's ability to facilitate fair and timely case resolution through effective case management, ensuring procedural fairness to litigants, and ensuring a professional and engaged workforce.

Methodology. The grade level and classification of these positions are determined by the Courts'

Personnel Policies and position classification standards.

Expenditure Plan. The division will recruit and fill these positions in accordance with the Courts' recruitment and hiring practices.

Relationship to Existing Funding. Funding for the positions is not available in the Courts' budget.

Performance Indicators. Performance indicators include providing courtroom clerk support to judicial officers in a timely manner, entering case outcomes for 100% of events in real-time, and providing enhanced support to judicial officers in the courtroom.

Civil Case Specialist, 2 FTEs, \$ 222,000

Civil Case Specialist (JS-11)

Problem Statement. Landlord Tenant cases have historically been the Court's largest single caseload, with approximately 30,000 case filings annually, and the Court is experiencing a surge of filings due to the expiration of federal and local eviction moratoria. The Court was awarded a grant from the National Center of State Courts to implement an eviction diversion program in the Landlord and Tenant Branch and has received grant funding to hire two civil case specialists. The goals of the Court's enhanced Eviction Diversion Program are to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources. To achieve these goals, the Court implemented a new case triage and management process for Landlord and Tenant cases and divert cases to early mediation. The Civil Case Specialists triage landlord and tenant cases upon case initiation and assign them to a case management pathway, contact parties to provide information about the court process, provide information about resources available for assistance, schedule cases for early mediation before an initial hearing, and monitor the outcomes of mediation. The court is seeking permanent funding for these positions to continue to promote the early diversion of eviction cases and ensure the just and speedy resolution of these cases for landlords and tenants.

Relationship to the Courts' Vision, Mission, and Goals. The requested civil case specialist positions are needed to fulfill Strategic Goals 1, 2, 4, and 5 of access to justice, public trust and confidence, effective court administration, and fair and timely case resolution by improving access to legal information and social services as well as early mediation.

Relationship to Division MAP Objectives. This request is directly tied to the Division's ability to facilitate fair and timely case resolution through effective case management, ensuring procedural fairness to litigants, and ensuring a professional and engaged workforce.

Methodology. The grade level and classification of these positions are determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The Division will recruit and fill these positions in accordance with the Courts' recruitment and hiring practices.

Relationship to Existing Funding. The court was awarded a grant from the National Center of State Courts and Wells Fargo to fund these positions in 2022. The Court seeks to institutionalize these positions as part of its FY 2025 budget. Funding is not available in the Courts' budget to fund the positions.

Performance Indicators. Performance indicators include early intervention resulting in agreements made; reduction in cases requiring judicial intervention; reduction in rate of defaults and default judgments and reduction in the rate of evictions in the District of Columbia.

Table 3
CIVIL DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Courtroom Clerk	JS-9	3	\$217,000	\$56,000	\$273,000
Case Specialist	JS-11	2	\$176,000	\$46,000	\$222,000
TOTAL		5	\$393,000	\$102,000	\$495,000

Table 4
CIVIL DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	7,378,000	7,378,000	8,158,000	780,000
12 - Personnel Benefits	2,055,000	2,055,000	2,258,000	203,000
Subtotal Personnel Cost	9,433,000	9,433,000	10,416,000	983,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	42,000	42,000	43,000	1,000
25 - Other Services				
26 - Supplies & Materials	33,000	33,000	34,000	1,000
31 - Equipment	25,000	25,000	26,000	1,000
Subtotal Non-personnel Cost	100,000	100,000	103,000	3,000
TOTAL	9,533,000	9,533,000	10,519,000	986,000
FTE	101	101	106	5

Table 5
CIVIL DIVISION
Detail, Difference FY 2024/FY2025

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	101	141,000	
	Current Position COLA	101	246,000	
	Courtroom Clerk	3	217,000	
	Civil Case Specialist	2	176,000	
<i>Subtotal 11</i>				<i>780,000</i>
12 - Personnel Benefits	Current Position WIG	101	37,000	
	Current Position COLA	101	64,000	
	Courtroom Clerk	3	56,000	
	Civil Case Specialist	2	46,000	
<i>Subtotal 12</i>				<i>203,000</i>
<i>Subtotal Personnel Services</i>				<i>983,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-personnel Services</i>				<i>3,000</i>
Total				986,000

Table 6
CIVIL DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	14	14	14
JS-7	8	8	8
JS-8	26	26	26
JS-9	26	26	29
JS-10	6	6	6
JS-11	7	7	9
JS-12	3	3	3
JS-13	7	7	7
JS-14	2	2	2
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	7,378,000	7,378,000	8,158,000
Total FTEs	101	101	106

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA CRIME VICTIMS COMPENSATION PROGRAM

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
13	1,454,000	13	1,454,000	16	1,906,000	3	452,000

Mission Statement

The mission of the Crime Victims Compensation Program is to assist victims and their families with financial burdens in the aftermath of a crime. The program offers support in a fair and consistent manner, prioritizing the dignity of the victim. It aids victims of crime, survivors of homicide, and their dependent family members by covering certain expenses that arise due to the crime. Compensable expenses include but are not limited to medical costs, mental health counseling, funeral bills, loss of wages and support, the cost of temporary emergency housing and moving expenses made necessary as the result of a crime, replacement of clothing held as evidence, and costs associated with cleaning a crime scene. Applications are filed, investigated, and accepted or rejected by Crime Victims Compensation Program staff. Victims of crime receive aid in submitting applications, accessing additional victim service programs, and addressing various quality of life matters that arise following victimization. The program's staff also actively reach out to the community to raise awareness about the services provided by the program.

Organizational Background

The Crime Victims Compensation Program has various responsibilities, including claims processing, record management, outreach, and administrative functions. Claims processing impacts all positions and represents the majority of the program's functions. Key tasks associated with claims management and processing encompass reviewing applications for completeness and accuracy, conducting victim interviews, entering data into the claims management system, examining and investigating claims, making claim approval or denial decisions, and providing compensation for eligible claimants' compensable services. The program is staffed by 13 FTEs and 1 grant-funded position. The team includes one Director, one Accounting Officer, one Administrative Assistant, seven Legal Claims Examiners, and four Assistant Legal Claims Examiners. Additionally, one position, the Legal Claims Examiner, is supported by grant and administrative funds.

Crime Victims Compensation Program Funding

The Crime Victims Compensation Program makes payments to victims during the fiscal year from the Crime Victims Fund, which is financed by court fines, fees, and assessments and an annual grant from the U.S. Department of Justice under the Victims of Crime Act (VOCA).

Operation of the Crime Victims Compensation Program (CVCP) is financed by the requested appropriation, administrative funds from the VOCA grant, and 50 percent of the unobligated

balance in the Fund at the end of each year. The VOCA formula grant is based upon past payments to victims funded directly by Court fines, fees, and assessments: CVCP receives 75% of the amount paid in victims' claims two years prior to the year of the grant award. In accordance with grant guidelines, up to 5% of the grant may be used for administrative expenses including staff, training, and other costs. In addition to the VOCA grant, administrative costs may be paid from up to 5% of the portion of the unobligated balance of the Crime Victims Fund retained by CVCP at the end of each year.²

Division Management Action Plan (MAP) Objectives

The MAP objectives of the Crime Victims Compensation Program are as follows:

- Enhance public outreach and increase program awareness through targeted communication strategies and initiatives. Through strategic communication channels and activities, we will strive to reach a wider audience, build strong community partnerships, and maximize program visibility.
- Provide timely service to crime victims by processing at least 80% of claims for assistance within 5 weeks.
- Explore enhanced processing, customer service, and claims management using electronic sign-in for claimants who visit the office.
- Continue to collaborate with other agencies to enhance the coordination of services to victims.
- Ensure the viability and longevity of the Crime Victims Fund by securing and managing grant awards to pay crime victim claims and operate the CVCP effectively.
- Promote employee engagement and professional development by offering in-service trainings on topics that will help staff perform their duties with greater understanding of victim services and the ancillary organizations that can assist with some of the issues created by victimization.
- Increase employee participation in the court-wide values initiative.
- Continue collaboration with victim service providers to ensure that sufficient temporary emergency shelter sites are in place and service protocols are followed.
- Participate in the Crime Victims Compensation Advisory Commission to review current rules and their application in everyday service provision.

Division Restructuring or Work Process Redesign

The Crime Victims Compensation Program has taken several innovative and collaborative approaches to improve interagency coordination, enhance public awareness, and improve timely access to information and services.

² At the end of each fiscal year, in accordance with statutory requirements, the unobligated balance of the Fund is calculated and one-half is distributed to the Mayor's Office of Victim Services and Justice Grants to fund local victim service providers. Of the half retained by the CVCP, 95% is needed to pay victims and 5% is available for administrative expenses.

Program Awareness and Accessibility

The Crime Victims Compensation Program (CVCP) remains committed to ensuring that the community is aware of the services provided by the Program in accordance with D.C. Code § 4-503(c)(6).³ The CVCP communicates updates on services, operating times, and locations through the CVCP Advisory Commission, the Courts' webpage, social media, and community partners. The Program established a working group to increase awareness of the CVCP during the COVID-19 pandemic. Post-pandemic, this group continues to meet monthly to discuss matters regarding CVCP changes, challenges, and potential innovations to enhance services.

The CVCP established the Program Awareness Team (PAT) in the spring of 2022 with the goal of significantly increasing program awareness by providing training to community groups and organizations regarding the CVCP and the services offered by the program. Since its inception, PAT has participated in numerous community outreach events, such as the H Street Festival, Delta Sigma Theta Community Day, No More Crime No More Tears, VIDA Senior Center Community Day and Advisory Neighborhood Commissions meetings. CVCP has also provided information and training sessions to organizations and agencies, such as the District Alliance for Safe Housing (DASH), Gun Violence Prevention Office, D.C. Department of Human Services, D.C. Long-Term Care, the Metropolitan Police Department (MPD) and one City Councilman and staff. During these different events, the CVCP team shared information, addressed inquiries, and even facilitated on-the-spot application submissions when necessary. PAT remains dedicated to organizing at least one in-person or virtual outreach or training event each month, while also distributing a minimum of 500 brochures monthly.

In FY2023, CVCP enhanced access to the community, victim services organizations, and strategic partners by revising the application and providing users with multiple options for completing and filing. For instance, CVCP implemented an online application process through the Forms Help Online platform which uses a question and response system to help users fill court forms. The CVCP application was also updated using best practices for plain language, readability, and accessibility and made available in Microsoft Word and as a fillable Adobe PDF. CVCP continued to allow court users to file applications by email and at four remote sites strategically located in each quadrant of the District of Columbia. Additionally, CVCP expanded the use of remote video technology to offer virtual intakes, interviews, and claim examiner appointments, reducing the need for in-person services and resulting in cost and time savings for crime victims.

Satellite Office

The new Southeast Domestic Violence Intake Center (S.E. DVIC) opened in December 2022. This center is a collaborative effort with other victim service providers and agencies in the District of Columbia, including the Superior Court's CVCP and Domestic Violence Division. Petitions for domestic violence protection orders may be filed at this center, as well as CVCP applications. Representatives from several domestic violence organizations, law enforcement

³ D.C. Code § 4-503(c)(6) provides that the Court shall publicize the existence of the Program and the procedure for obtaining compensation under the Program through the Court, government stakeholders, and community agencies and service providers.

agencies, and the CVCP share co-located offices. Not only does this center provide wrap-around services for the victim in one location, but it also creates, among the service providers, greater understanding of and compassion for the many challenges faced by victims.

Workload Data

Table 1
CRIME VICTIMS COMPENSATION PROGRAM
Caseload Overview

	Actual FY 2023	Estimated FY 2024	% Change
New Claims Filed	4,492	4,941	10%
Claims Processed (decisions rendered on claims w/n 90 days)	4,482	4,931	10%
Payment Amounts	5,000,000	5,500,000	10%

Key Performance Indicators

Table 2
CRIME VICTIMS COMPENSATION PROGRAM
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimated	Goal	Estimated	Goal	Projection
Input	New claims filed	Case Management Software	N/A	4,492	N/A	4,941	N/A	5,435	N/A	5,978
Output	Number of Claims processed within 90 days	Case Management Software	N/A	4,482	4,842	4,941	5,326	5,435	5,858	5,978
Outcome	Payment Amounts	Case Management Software	N/A	\$5.0M	N/A	\$5.5M	N/A	\$6.05M	N/A	\$6.7M

FY 2026 Request

In FY 2026, the Courts' request for the Crime Victims Compensation Program is \$1,906,000, an increase of \$452,000 (30%) above the FY 2025 Enacted. This increase includes \$378,000 for 3 FTEs, an Operations Supervisor, Claims Examiner and two Assistant Claims Examiners, to expedite claims processing, and \$74,000 for built-in cost increases.

Expediting Victims Compensation, 3 FTEs, \$378,000

Operations Supervisor (JS-13), 1 FTE, \$156,000

Claims Examiner (JS 10/11/12), 1 FTE, \$131,000

Assistant Claims Examiners (JS 9), 1 FTEs, \$91,000

Operations Supervisor (JS-13), 1 FTE, \$156,000

Problem Statement: To manage the increased workload, provide guidance and supervision, allocate resources, prioritize tasks, maintain quality control, and ensure efficient workflow and optimal productivity, an Operations Supervisor is required. Currently, the CVCP Program

Director oversees the daily operations of the program which includes supervising 13 employees (one Accounting Officer, one Administrative Assistant, seven Claims Examiners and four Assistant Claims Examiners). The day-to-day operations include managing and monitoring activities of claims examiners and assistant claims examiners regarding intake, processing of numerous applications, processing payments, distribution of food and metro cards, temporary housing placements and responding to complex questions from stakeholders. In addition, the Director is responsible for planning and scheduling work, ensuring requirements are met, processing claims timely, conducting performance evaluations, approving leave, recruiting talent for vacant positions, and planning ongoing training for staff.

The existing program structure poses a significant challenge for the Director, who must effectively manage various responsibilities, including day-to-day operations, personnel matters, policy changes, process improvements, foster innovation, and provide leadership to the program. The presence of an Operations Supervisor would provide valuable support to the Director in stakeholder engagement and the management of the Victims of Crime Act (VOCA) grant. The Director currently engages with approximately 16 stakeholders from various agencies and service provider groups, handling inquiries, attending meetings, and addressing their needs independently. With the addition of an Operations Supervisor, the Director can receive assistance in gathering, analyzing, and submitting quarterly statistics for compliance with reporting requirements related to the VOCA grant. Additionally, the supervisor can contribute to the maintenance of records concerning awards and final expenditure reports and collaborate with the Courts' Budget and Finance Division to ensure periodic financial auditing and facilitate process changes. An Operations Supervisor would enhance stakeholder management, provide crucial support in administering specific aspects of the VOCA grant and operational support.

As a result of the "Expanding Supports for Crime Victims Amendment Act of 2022," introducing six new crime categories and extending services to eligible claimants, increased crime rates, and enhanced program awareness efforts, the Director has taken on additional responsibilities such as training staff, stakeholders, and revising CVCP application materials. To allow the Director to focus on leadership tasks including budget management, grant award applications, program enhancements, community outreach, collaborative partnerships, continuous process improvements and innovation, and recruitment and retention of talented employees, it is vital to have an Operations Supervisor.

A supervisor is essential to manage the increased workload, provide guidance and supervision, allocate resources, prioritize tasks, and maintain quality control, ensuring efficient workflow and optimal productivity.

Claims Examiner (JS 10/11/12), 1 FTE, \$131,000

Assistant Claims Examiners (JS 9), 1 FTEs, \$91,000

Introduction: The processing of a CVCP application is complex and time consuming. Examiners must review every filed application, verify details with the claimant, request supporting documentation from law enforcement, prepare and send a notice of determination, complete various data entry tasks, and assign a claim number. For approved applications, examiners are responsible for coordinating a temporary housing placement, processing invoices, distributing

food and metro cards, validating documents for the audit process, and communicating with stakeholders. Examiners manage claims until the maximum allowance of \$25,000 is exhausted. Although claims are closed after 90 days of inactivity, they can be reopened at any time and remain open for several years due to no statute of limitations. To complete these tasks and ensure responsive customer service, examiners conduct intakes, interviews, and appointments at two locations and via remote video technology. CVCP currently uses 7 claims examiners and 4 assistant claims examiners (10 FTEs and 1 grant funded) to process applications.

Problem Statement: Current staffing levels are inadequate to meet the increasing demand of crime victims seeking compensation. A total of 4,492 applications were filed with 3,045 claims approved in FY23 compared to 3,738 filed with 2,224 approved in FY22, representing a 20% and 37% increase respectively.

Three major factors contributed to the increase in claims. New D.C. City Council legislation, "Expanding Supports for Crime Victims Amendment Act of 2022," introduced six new crime categories and extended services to eligible claimants. A 26% increase in crime from CY2022 to CY2023 according to the D.C. Metropolitan Police Department resulted in CVCP claims for homicides up 24%, carjackings up 118%, robberies up 48%, and domestic violence up 14%. While crime statistics are one indicator of new claims, they do not fully represent new CVCP filings because individuals have up to a year to file a claim, and some crimes, such as sexual assaults, are exempt from the one-year filing deadline.

Additionally, secondary victims are allowed to file, meaning that for a single crime, such as a homicide, CVCP may receive multiple applications (e.g., a parent, spouse, adult child). Lastly, the creation of the CVCP Program Awareness Team (PAT) enhanced program awareness efforts in accordance with the statutory mandate. The CVCP participated in 26 trainings in FY23 and distributed over 6,100 program brochures. This impacts filings as more people become aware of the program and exercise their right to file multiple claims.

The overall increase in applications and approved claims resulted in increased caseloads for claims examiners and assistant claims examiners. Specifically, each claims examiner was assigned an average of 436 new claims in FY23 compared to 318 in FY22, representing a 37% increase to their caseload.

Assistant claims examiners processed an average of 1,123 applications in FY23 compared to 935 applications in FY22, representing a 20% increase. Increased caseloads negatively affect crime victims due to delays in processing claims, increased error rates, and longer wait times. Increased caseloads also negatively affect examiners by enhancing vicarious trauma and increasing burnout which impacts performance and productivity.

To address these challenges, 1 additional claims examiner and 2 additional assistant claims examiners are needed to manage the increasing workload, improve claim processing, customer service, and wait times, and prevent examiner burnout.

Relationship to the Courts' Vision, Mission, and Goals. The addition of an Operations Supervisor, a Claims Examiner, and an Assistant Claims Examiners will significantly advance

the Courts' strategic plan goals. The Operations Supervisor will enhance oversight and management within the program, directly supporting Goal IV: Effective Court Administration. The Claims Examiner and Assistant Claims Examiner will improve claims processing efficiency, ensure quicker resolutions, and provide better customer service, advancing Goal I: Access to Justice for All and Goal II: Public Trust and Confidence. Additionally, these new positions will reduce the staff workload and burnout, contributing to Goal III: A Great Place to Work

Relationship to Division MAP Objectives. This request is directly linked to the CVCP's objectives of ensuring access to justice for all and public trust and confidence through timely claims processing and customer satisfaction.

Relationship to Existing Funding. Funding for the positions is not available in the Courts' budget.

Methodology. The grade levels for the positions were determined in accordance with the Courts' Personnel Policies and classification standards.

Expenditure Plan. CVCP will follow the Courts' Personnel Policies to recruit and select the best candidates for the positions.

Performance Indicators. The additional will decrease wait times for customer inquiries and claims processing and enhance quality customer service.

Table 3
CRIME VICTIMS COMPENSATION PROGRAM
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Claims Examiner	12	1	\$104,000	\$27,000	\$131,000
Operations Supervisor	13	1	\$124,000	\$32,000	\$156,000
Assistant Claims Examiners	9	1	\$72,000	\$19,000	\$91,000
TOTAL		3	\$300,000	\$78,000	\$378,000

Table 4
CRIME VICTIMS COMPENSATION PROGRAM
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	1,111,000	1,111,000	1,469,000	358,000
12 - Personnel Benefits	308,000	308,000	402,000	94,000
<i>Subtotal Personnel Cost</i>	<i>1,419,000</i>	<i>1,419,000</i>	<i>1,871,000</i>	<i>452,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	2,000	2,000	2,000	
25 - Other Services	19,000	19,000	19,000	
26 - Supplies & Materials	8,000	8,000	8,000	
31 - Equipment	6,000	6,000	6,000	
<i>Subtotal Non-personnel Cost</i>	<i>35,000</i>	<i>35,000</i>	<i>35,000</i>	
TOTAL	1,454,000	1,454,000	1,906,000	452,000
FTE	13	13	16	3

Table 5
CRIME VICTIMS COMPENSATION PROGRAM
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	13	22,000	
	Current Position COLA	13	36,000	
	Claims Examiner	1	105,000	
	Assistant Claims Examiners	2	144,000	
	Operations Supervisor	1	126,000	
<i>Subtotal 11</i>				<i>358,000</i>
12 - Personnel Benefits	Current Position WIG	13	6,000	
	Current Position COLA	13	10,000	
	Claims Examiner	1	27,000	
	Assistant Claims Examiners	2	38,000	
	Operations Supervisor	1	33,000	
<i>Subtotal 12</i>				<i>94,000</i>
<i>Subtotal Personnel Services</i>				<i>452,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Non-personnel Services</i>				<i>0</i>
Total				452,000

Table 6
CRIME VICTIMS COMPENSATION PROGRAM
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			
JS-9	4	4	5
JS-10	2	2	2
JS-11			
JS-12	5	5	6
JS-13			1
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
Total Salary	1,111,000	1,111,000	1,469,000
Total FTEs	13	13	16

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA CRIMINAL DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
109	11,925,000	109	11,925,000	113	13,043,000	4	1,118,000

Mission Statement

The Criminal Division's mission is to protect the public by processing criminal cases quickly, offering knowledgeable courtroom and administrative support to Judges, staff and the general public and disseminating accurate criminal case data.

The Criminal Division's responsibilities include processing criminal cases brought by the US Attorney and the Attorney General for the District of Columbia including violations of the US Code, the D.C. Official Code, and municipal and traffic regulations.

Introduction

The Criminal Division oversees all criminal cases in the District of Columbia that aren't exclusively federal. The Division assigns judges to cases, prepares judicial calendars (a list of cases assigned to each judge), docket proceedings and filings, looks for new ways to improve public service, recommends changes to the Criminal Rules and Procedures, automates operations, promotes operational efficiencies, and compiles statistical and public data.

Organizational Background

The Director's Office, four branches and nine Community Court Misdemeanor Calendars (low-level, nonviolent offenses) are all part of the Criminal Division, which has a total of 109 full time equivalent personnel (FTEs).

The Director's Office develops division policies and plans, manages and coordinates the activities of the Criminal Division, and oversees all administrative, financial, and personnel matters. The Director's Office has 11 FTEs.

The Quality Assurance Branch performs quality review of updates to the case management system and the final disposition of cases; ensures that judges' orders regarding release and commitment of defendants are followed; and handles matters regarding mental competency, scanning documents from court hearings and federal designation of prisoners. The Quality Assurance Branch has 14 FTEs.

The Case Management/Community Court Branch processes and maintains all felony, misdemeanor, traffic, and District of Columbia cases, motions, appeals, cases to be expunged, and sealed cases. The branch also assigns and monitors Community Service placement and

completion. Furthermore, the branch oversees the operation of several specialized diversion and community courts: the Mental Health Community Court (MHCC), the Drug Court (SCDIP-Superior Court Drug Intervention Program), the 1D (First District) Community Court, the 2D/4D (Second District/Fourth District) Community Court, the 3D (Third District) Community Court, the 5D (Fifth District) Community Court, the 6D (Sixth District) Community Court, the 7D (Seventh District) Community Court, and three D.C./Traffic Calendars. These Community Courts are unique in that they focus not only on holding criminals accountable for their conduct, but also on ensuring that they obtain essential drug and mental health treatment, social service connections, and, where necessary, ongoing judicial monitoring to reduce recidivism. This branch has 22 FTEs.

The Courtroom Support Branch consists of courtroom clerks designated to assist judges presiding on criminal calendars, including arraignment and presentation. In addition, the section educates courtroom clerks from other divisions that handle criminal cases and secures court evidence. This branch has 49 FTEs.

The Special Proceedings Branch includes three sections: Criminal Information, Criminal Finance and the Warrant Office. The Warrant office processes and maintains all bench warrants, search warrants, arrest warrants, subpoenas, habeas corpus writs, fugitive cases, out-of-state witness cases, grand jury directives, sex offender registration matters, and contempt of court/show cause orders. The Criminal Information section provides judicial officers, the public, law enforcement officers, and court staff with access to accurate criminal case information. The Criminal Finance Office receives court ordered fines, fees, bonds, and restitution payments and processes bond refunds. This branch has 13 FTEs.

Criminal Division Management Action Plan (MAP) Objectives

The following are the Criminal Division's strategic objectives implemented to further the Strategic Plan of the District of Columbia Courts.

- Provide a user friendly and accessible information to the public by developing a virtual helpdesk on Microsoft Teams for the public to access basic case information.
- Modify the Judicial Summons form to include WebEx information for hearings designated to be remote.
- Develop an Electronic Witness Voucher Process that allows attorneys to submit witness vouchers electronically.
- Improve the customer service experience by conducting a customer service survey for the Quality Assurance and Customer Service Counters of the Criminal Division.
- Foster innovation and continuous improvement in the delivery of court services to internal and external customers by working with court colleagues to ensure the timely transmittal of admitted trial exhibits for the purposes of appeal to DCCA.
- Develop a process for court customers to apply for Certificates of Innocence if they are seeking relief pursuant to the Unjust Conviction and Imprisonment Compensation Amendment Act of 2017.
- Ensure that Criminal Division cases are resolved timely and efficiently by maintaining performance standards within statutory and administrative requirements that address time

standards, trial certainty, staggered schedules, age of pending caseload, and accuracy of court records.

Divisional Restructuring and/or Work Process Redesign

Operations

The Criminal Division operates on a hybrid basis with jury trials, non-jury trials, and other evidentiary hearings (where witnesses testify and are cross-examined) conducted in person to ensure accessibility.

In FY 2023, the Criminal Division handled 7,173 out of 14,438 available cases, successfully conducting 334 bench trials and 184 jury trials. The Division also reinstated the Felony 1 Calendar 4 to address the backlog of felony 1 cases accumulated during the pandemic. Additionally, the Criminal Division collaborated with the Clemency Board to streamline the pardon application process, minimizing wait times and delays.

Conversion Integrated Justice Information System

The Criminal Division is actively preparing for the implementation of the new case management system to ensure a smooth and efficient transition. To achieve this objective, the staff has undertaken several measures to enhance the efficiency and effectiveness of the system. This includes modifying the standard operating procedures and business processes to streamline processes and optimize workflow. By making these adjustments, the Criminal Division is proactively working towards maximizing the benefits of the new case management system and ensuring a seamless experience for all stakeholders involved.

Implementation of Sealing Statute

The “Second Chance Amendment Act of 2022,” (the “Act”) making expungement for marijuana automatic, was enacted March 10, 2023, with an effective date in January 2026. The Act decreases the waiting period to 90 days for sealing criminal records that conclude without a conviction. Those accused of non-violent offenses or those who have not been charged formally may have their criminal records sealed without the need for a court order. The court must still decide whether it is in the best interests of justice to grant the request.

The detailed process outlined in the statute ensures the automatic sealing of cases, while the decriminalization of charges requires significant effort to seal relevant matters. As a result, the Criminal Division expects a notable increase in defendants filing motions to seal their criminal convictions, as the reduced wait times encourage them to do so.

Workload Data

The Criminal Division received 6,993 new cases and disposed of 7,173 cases in FY 2023, a 16% increase in case dispositions from the 6,184 cases disposed of in FY 2022. The total new case numbers reflect: 464 D.C. misdemeanors; 2,026 felony cases; 1,735 traffic cases; and 2,768 U.S. 26 misdemeanors.

Table 1

CRIMINAL DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2023 Data)

	New Filings (Includes reactivated & reopened cases)	Pending Cases 30-Sep	Disposition (Includes inactive status)	Clearance Rate*
D.C. Misdemeanors	464	183	457	110%
Felony	2,026	2,029	2,001	99%
Traffic	1,735	1,067	1,989	120%
U.S. Misdemeanors	2,768	1,111	2,726	107%
Total	6,993	4,390	7,173	108%

* The clearance rate, a measure of court efficiency, is the total number of cases disposed (including those placed in an inactive status), divided by the total number of cases added (i.e., new filings/reactivated/reopened) during a given time period. Rates of over 100% indicate that the court disposed of more cases than were added, thereby reducing the pending caseload.

Key Performance Indicators

Table 2
CRIMINAL DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY2026	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	**Processing of automatic sealing of misdemeanor and no papered cases	Management Report	N/A	N/A	N/A	N/A	N/A	N/A	75%	70%
Input	Felony I (Murder, Sexual Assault, etc.) case resolved within: 12 months 18 months 24 months	Management Report	75% 90% 98%	50% 63% 70%	75% 90% 98%	65% 75% 85%	75% 90% 98%	70% 80% 90%	75% 90% 98%	70% 85% 90%
Input	Felony II cases resolved within: 6 months 9 months 12 months	Management Report	75% 90% 98%	73% 82% 88%	75% 90% 98%	75% 85% 90%	75% 90% 98%	75% 85% 90%	75% 90% 98%	75% 85% 90%
Input	AFTC cases resolved within: 6 months 9 months 12 months	Management Report	75% 90% 98%	59% 67% 76%	75% 90% 98%	60% 70% 80%	75% 90% 98%	60% 70% 80%	75% 90% 98%	65% 70% 85%
Input	U.S. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report	75% 90% 98%	76% 82% 86%	75% 90% 98%	80% 85% 90%	75% 90% 98%	80% 85% 90%	75% 90% 98%	80% 85% 90%
Input	D.C. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report	75% 90% 98%	73% 80% 88%	75% 90% 98%	75% 90% 90%	75% 90% 90%	75% 90% 90%	75% 90% 98%	75% 90% 90%
Input	D.C. Traffic cases resolved within: 3 months 6 months 9 months	Management Report	75% 90% 98%	34% 70% 83%	75% 90% 98%	50% 75% 85%	75% 90% 98%	50% 75% 85%	75% 90% 98%	50% 75% 85%

* The figures for FY 2023 are lower than anticipated. But to resume normal operations after the COVID-19 outbreak, the Criminal Division scheduled more jury trials and working with the US Attorney's office to increase their indictment filings.

FY 2026 Request

In FY 2026, the Courts' request for the Criminal Division is \$13,043,000 an increase of 1,118,000 (9%) above the FY 2025 Enacted. This increase includes \$522,000 for 4 FTEs to address legislative changes and increased caseloads and \$596,000 for built-in cost increases.

Expanding Legal Resources to Address Legislative Changes and Increased Caseloads, 4 FTEs, \$522,000

Supervisory Attorney (JS-14), 1 FTE, \$184,000

Bilingual Paralegal (JS- 11/3), 1 FTE, \$118,000

Paralegal (JS-11), 2 FTEs, \$220,000

Problem Statement. In response to a recent rise in crime, the Council for the District of Columbia has passed a number of new laws that have major operational impacts.⁴ First, the Prioritizing Public Safety Act of 2023 altered the requirements for a defendant to be detained before trial, which increased the number of individuals in custody. There are now more hearings scheduled to decide the terms of release for a detained defendant, which has an impact on the Criminal Division operations. Additionally, misdemeanor warrants became extraditable under the same act. Previously, misdemeanor warrants could only be served within the District of Columbia. Now misdemeanor warrants can be served outside of the District, resulting in an increase in the number of bench warrant return hearings scheduled. During FY 2022, there were 234 active misdemeanor bench warrants compared to 473 active misdemeanor bench warrants in FY 2023, an increase of 102%.

Another significant criminal legislation was enacted on an emergency basis. The Secure DC Omnibus Act enhanced the severity of several penalties for many crimes and created new crimes, making almost a dozen new offenses eligible for jury trial. Additionally, under the permanent version of the Act, which is anticipated to be enacted in July 2024, if a judge determines to release a defendant for whom there is a presumption of detention, the judge is required to submit a written explanation for the release. This will require additional review of properly filed orders thereby increasing the Division's workload.

Furthermore, over the last few years, the Division has faced an influx in post-conviction hearings and motions. Beginning with the Incarceration Reduction Amendment Act (IRAA), which effectively has the Court serving in a Parole Board role, and the amendments to the Youth Rehabilitation Act, which allowed anyone who was under the age of 25 at the time a crime was committed to have their case set aside, have increased the responsibility of the Criminal Division to include:

1. Providing memorandums on preliminary legal determinations such as eligibility.
2. Arranging remote appearances for defendants held in other states (which constitute 99% of felony defendants).
3. Coordinating writs or movement of prisoners into the District of Columbia for their hearings. This includes keeping track of expired writs and monitoring writs to ensure that judges are complying with the temporal limits of writs.

⁴ For more detailed information about the increase of crime in the District of Columbia, please refer to the District of Columbia Justice Statistical Analysis Tool (DC JSAT) here: <https://dcjsat.net/index.html>. (DC JSAT) was developed by the Criminal Justice Coordinating Council (CJCC), in collaboration with District of Columbia Courts and justice system agencies, to report on trends and statistics regarding public safety in the District.

It is important to note that in a recent D.C. Court of Appeals decision (*Long v. United States*), the DCCA declared that IRAA's reach goes beyond the limits of the Parole Board, and defendants who are on supervisory release can seek relief under IRAA, which will increase the number of hearings and motions on these matters.

Additionally, the current staff have been challenged meeting the demands of the Second Chance Amendment Act, D.C.'s overhaul to the sealing statutes. A preliminary assessment reveals that more than 400,000 cases will need to be automatically sealed or expunged. However, this current estimation does not include offenses charged under obsolete Criminal Information System (CIS) charge codes or paper records that have not been digitized, which are estimated to be an additional 10,000 cases. Additionally, the legislative framework of the Second Chance Amendment Act requires the Court to automatically seal or expunge eligible cases within 90 days of January 1, 2026, for expungements and January 1, 2027, for sealings, or within 90 days of the termination of the case.

Given the time constraint imposed by this statutory mandate, additional staff are necessary to ensure strict compliance with the legislation, as current staff focused on sealings and expungements are already working at capacity, in part exacerbated by agency non-compliance with judicial orders to seal or expunge that has led to approximately 14,000 overdue agency certifications, that requires further follow up by staff. Furthermore, there is a proposed amendment to the Second Chance Amendment Act that would allow defendants in these 400,000 cases to file a motion before their case is automatically sealed.

At present, this act prohibits those eligible for automatic sealing or expungement from filing a motion to seal their record. The proposed legislation would give anyone who meets the requirements for automatic sealing the option to file a motion requesting to seal their record. If enacted, a large number of motions – potentially as many as 400,000 eligible cases – may be filed with the Court, requiring further case processing in addition to the automatic sealing of cases.

The Court anticipates a significant change in the process for sealing cases with this new Sealing Act. The legislation places considerable responsibility on the Court to ensure that cases are properly sealed, not only within the court but also by external agencies. The legislation will require the Court to review cases for compliance and collaborate with external agencies regarding complex calculations including credit time and sentence termination dates.

Given the importance of timely compliance with the statute, the volume of cases, the need for close legal scrutiny of sealings, and the complexity of the work, including intra- and inter-agency coordination, the Division requests four additional FTEs: one (1) Supervisory Attorney, one (1) Bilingual Paralegal, and two (2) Paralegals.

The Supervisory Attorney will ensure the Court meets its statutory obligations for sealings and other post-conviction actions, create training programs for staff and the judiciary, act as the office representative in inter-agency efforts, and provide legal and administrative expertise. The Paralegals will review additional paperwork generated by detention hearings, including new justifications required from judges, conduct quality control on sealings, review work distribution

and manage workflow, and flag cases needing legal review before eligibility for automatic sealing or expungement.

Relationship to Court Mission and Goals. The request for additional funding supports the Courts Strategic Plan Goal 1: Access to Justice for All by eliminating barriers to meaningful participation in the judicial process with adequate staff to handle the demand for increased requests for sealing criminal records for eligible individuals, support more hearings scheduled for detained defendants to determine the terms of release, and provide misdemeanor defendants access to justice through jury trials.

Relationship to Divisional Objectives. The new positions will support the Division's objectives to manage and resolve cases in a timely and efficient manner and ensure legislative compliance.

Relationship to Existing Funding. Funding for these positions is not available in the Courts' budget.

Methodology. The grade level for this position is determined in accordance with the Courts' Personnel Policies and classification standards.

Expenditure Plan. The Criminal Division's new FTEs will be recruited and hired according to the Courts' Personnel Policies and procedures.

Performance Indicators. These positions will support the Criminal Division by providing administrative and judicial support in understanding and advising staff of legislative changes, reducing errors, and enhancing overall operational efficiency. The success of these positions will be measured through key performance indicators, including time to disposition for cases, motion resolution, and court participant satisfaction.

Table 3
CRIMINAL DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Supervisory Attorney	14	1	\$146,000	\$38,000	\$184,000
Bilingual Paralegal	11/3	1	\$94,000	\$24,000	\$118,000
Paralegal	11	1	\$87,000	\$23,000	\$110,000
Paralegal	11	1	\$87,000	\$23,000	\$110,000
TOTAL		4	414,000	108,000	522,000

Table 4
CRIMINAL DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	9,232,000	9,232,000	10,117,000	885,000
12 - Personnel Benefits	2,569,000	2,569,000	2,798,000	229,000
<i>Subtotal Personnel Services</i>	<i>11,801,000</i>	<i>11,801,000</i>	<i>12,915,000</i>	<i>1,114,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	66,000	66,000	68,000	2,000
25 - Other Services				
26 - Supplies & Materials	29,000	29,000	30,000	1,000
31 - Equipment	29,000	29,000	30,000	1,000
<i>Subtotal Non-personnel Services</i>	<i>124,000</i>	<i>124,000</i>	<i>128,000</i>	<i>4,000</i>
TOTAL	11,925,000	11,925,000	13,043,000	1,118,000
FTE	109	109	113	4

Table 5
CRIMINAL DIVISION
Detail, Difference FY 2025/FY 2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	109	169,000	
	Current Position COLA	109	301,000	
	Supervisory Attorney	1	146,000	
	Paralegal	2	174,000	
	Bilingual Paralegal	1	94,000	
<i>Subtotal 11</i>				<i>885,000</i>
12 - Personnel Benefits	Current Position WIG	109	44,000	
	Current Position COLA	109	78,000	
	Supervisory Attorney	1	38,000	
	Paralegal	2	46,000	
	Bilingual Paralegal	1	24,000	
<i>Subtotal 12</i>				<i>229,000</i>
<i>Subtotal Personnel Services</i>				<i>1,114,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-personnel Services</i>				<i>4,000</i>
Total				1,118,000

Table 6
CRIMINAL DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	1	1	1
JS-7	15	15	15
JS-8	26	26	26
JS-9	35	35	35
JS-10	14	14	14
JS-11	2	2	5
JS-12	5	5	5
JS-13	8	8	8
JS-14	1	1	2
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	9,232,000	9,232,000	10,117,000
Total FTEs	109	109	113

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA DOMESTIC VIOLENCE DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
34	3,289,000	34	3,289,000	37	3,807,000	3	518,000

Mission Statement

The mission of the Superior Court’s Domestic Violence Division is to resolve domestic violence disputes, protect domestic violence victims, and hold perpetrators accountable.

Organizational Background

The Domestic Violence Division (Division) is comprised of 34 FTEs, including the Director’s Office (3 FTEs- Director, Deputy Director, Administrative Assistant), and the functions described below:

- The Clerk’s Office, comprised of 11 FTEs, processes all petitions for civil protection Orders (CPOs), Anti-Stalking Orders (ASOs), Extreme Risk Protection Orders (ERPOs), DV criminal contempt cases (CCCs), and subsequent filings related to DV Misdemeanor matters (DVMs). The Clerk’s Office is responsible for initiating cases; scanning all documents in the case management system; providing trauma-informed case and procedural information to the public; reviewing and processing documents filed electronically or in person; and securely maintaining all civil cases electronically in compliance with Court rules and statutes.
- The Courtroom Support Branch, comprised of 11 FTEs, processes all court hearings and provides courtroom clerk support for six judicial officers. The Courtroom Clerks manage high volume, fast-paced courtrooms and maintain paperless records by simultaneously uploading documents to an electronic case management system during court proceedings. Courtroom Clerks are cross trained to support the Division’s integrated adjudication of criminal and related civil matters (including CPOs, ASOs, ERPOs, CCC, and paternity and support cases with related domestic violence cases).
- The Quality Assurance Branch, comprised of 3 FTEs, reviews all cases initiated and adjudicated in the Division due to the emergency nature of domestic violence cases. This rigorous review process is crucial to guarantee the accuracy of case processing. Additionally, the Branch plays a vital role in facilitating prisoner movement and managing warrants related to DV cases.
- The Attorney Negotiators, comprised of 3 FTEs, meet with litigants appearing for trials in CPO and ASO cases. They provide information and help parties negotiate their cases. With their assistance, most parties are able to reach an agreement without a trial or dismissal of a

matter and obtain an order in the first trial setting. This allows parties to have autonomy over their cases which is critical in matters with domestic violence dynamics and supports court efficiency with the swift and expeditious disposition of cases. The Attorney Negotiators help ensure fair and timely case resolution in the Division by using trauma-informed skills to explain the court process to self-represented parties, drafting clear and enforceable orders to aid in accurate enforcement and future contempt litigation, and facilitating comprehensive agreements with input from both parties.

- The Branch Supervisors, comprised of 2 FTEs, manage the day-to-day operations of the Division, overseeing a team of 25 front-line employees. The Branch Supervisors are also responsible for training their assigned employees and maintaining and updating the Division's business processes and standard operating procedures. Their role is vital in ensuring the Division operates effectively and efficiently, providing essential supervision and leadership throughout the Division's operations.
 - The Clerk's Office Branch Supervisor manages 12 FTEs, overseeing case initiation, processing of subsequent filings, entry of warrant and protection order data into the national database, and one Quality Assurance employee who reviews the accuracy of case information and initial court hearings.
 - The Courtroom Support Branch Supervisor manages 13 FTEs, overseeing case flow of civil and criminal cases in six courtrooms (both on-site and remote) and the two Quality Assurance employees who review all hearings for accuracy.
- The Management and Program Analyst, comprised of 1 FTE, ensures accurate, validated, and transparent data reporting to support informed decision-making and maintain organizational integrity. The analyst researches, plans, develops, and administers projects and grants that improve the effectiveness, efficiency, and best practices of division operations and programs. The analyst also generates statistical reports pertaining to Division program goals and objectives to assist in the formulation of management action plans, key performance indicators and performance targets. The analyst serves as a valuable resource, offering administrative and technical support, as well as providing procedural guidance to attorneys, judicial officers, staff, and other personnel within the Court.

Management Action Plan (MAP) Objectives

The Division's main objective is to provide increased access to justice for all by ensuring that documents and information are in plain language and accessible in multiple languages; leveraging effective, trauma-informed practices to ensure fair and timely resolution of all matters; and maintaining accessible remote operations for the public.

Other objectives for the Domestic Violence Division are to:

- Maintain and increase partnerships with community organizations, including those providing pro bono legal representation to petitioners and respondents, to enhance access to resources for all Division customers.

- Collaborate with surrounding jurisdictions in Maryland and Virginia regarding enforcement of protection orders and service on their residents.
- Enhance the Division's business intelligence dashboard to improve data collection, achieve better oversight of performance standards, and enhance caseload monitoring and workflow management capabilities.
- Improve communication at the Southeast Intake Center's satellite office by implementing an electronic sign-in system to allow the main courthouse to receive real-time operational data from the offsite center.
- Update Court rules to expand service of process capabilities to expedite case resolution.
- Collaborate with the D.C. Courts' Executive Leadership and IT Division to configure and implement Superior Court's new Case Management System.

Restructuring or Work Process Redesign

Domestic violence cases are among the most complex and volatile in the D.C. Courts. Judges and court personnel must navigate complicated cases with family relationships and dynamics of abuse, and in some instances, severe mental health and addiction issues. The Division handles cases with parties who are sharing the same residence, and are alleging stalking, sexual abuse, or sexual assault. In addition, the Division handles requests for protection orders that require respondents to surrender firearms if they are a threat to themselves or others. The Division specializes in addressing these challenging cases in ways that increase victim safety, respondent accountability and rehabilitative support, and efficient and effective adjudication.

The Division has placed a strong emphasis on the quality and timeliness of its hybrid operations. Throughout FY 2023, the Division restructured business processes to ensure the Clerk's Office processed both electronic and in person filings simultaneously while maintaining time standards and customer service. While the majority of filings are submitted electronically, in person filings have continued to increase requiring the Division to enhance customer service protocols. New protocols and time standards were established for filers needing same day hearings, and a process was established to allow parties to check in for remote trials. In addition, the Division re-engineered the distribution of work within the teams and established automated reports to manage the work. Given the emergency nature of domestic violence cases, it is imperative that the process is just as accessible and timely despite the manner of filing.

In response to the accessibility to Domestic Violence filings, the division encountered a substantial surge in filings of all case types in FY 2023. The Division is focused on expanding data capabilities to ensure efficient operations.

Workload Data

In FY 2023, the Domestic Violence Division processed 7,252 new filings and reinstated cases, disposed of 7,854 cases and scheduled 32,554 hearings. Table 1 below provides caseload data for the Domestic Violence Division. Table 2 provides performance data for the Domestic Violence Division.

Table 1
DOMESTIC VIOLENCE DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2023 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct	30-Sep	Change
Intra-family (Protection Orders)	5,095	5,098	100%	378	380	.5%
Anti-Stalking Orders	1,241	1,296	104.4%	89	86	-3.3%
U.S. Misdemeanors	1,418	1,357	95.6%	404	417	3.2%
Extreme Risk Protection Orders	30	30	100%	4	4	0%
Criminal Contempt Cases	68	73	107.3%	41	30	-26.8%
Total	7,852	7,854	101.46%	916	917	N/A

* The clearance rate, a measure of court efficiency, is the total number of cases disposed divided by the total number of cases added (i.e., new filings/reopened) during a given time period. Rates over 100% indicate that the court disposed of more cases than were added, thereby reducing the pending caseload.

Table 2
DOMESTIC VIOLENCE DIVISION
Key Performance Measures

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Quality	Cases reviewed & processed within 48 hours in Court's database	CourtView	95%	98%	95%	95%	95%	95%	95%	95%
Quality	Cases reviewed & processed within 48 hours in the national law enforcement database (WALES)	CourtView/ WALES	100%	98%	100%	98%	100%	98%	100%	98%

FY 2026 Request

In FY 2026, the D.C. Courts' request for the Domestic Violence Division is \$3,807,000, an increase of \$518,000 (15%) above the FY 2025 Enacted. The requested increase includes \$338,000 for 3 FTEs to expand the Division's capacity to improve services to domestic violence survivors and meet the evolving service demands of expanded hybrid operations and \$180,000 for built in cost increases.

Ensuring Excellence in Domestic Violence Services, 4 FTEs, \$338,000

Branch Chief (JS- 13), and Two Courtroom Clerks (JS-9)

Branch Chief (JS-13)

Introduction. Due to the emergency nature of cases within the Division and the requirement for same-day hearings, the flow of filings intersects daily between the Clerk's Office, Courtroom Support, and Quality Assurance Branches. While Branch Supervisors currently oversee the day-to-day operations of their respective branches, the introduction of a Branch Chief is necessary to provide overarching supervision and ensure coordinated workflow and processes across all

branches.

The Branch Chief will play a vital role in supporting the Branch Supervisors, ensuring that business procedures and projects are developed to effectively respond to the increasing volume of cases, and the growing complexity of operations. As the Division relies on several technological systems to operate, it is vital that these systems undergo continuous review and enhancement to ensure their effectiveness. The Branch Chief will assume responsibility for overseeing these systems, constantly seeking opportunities for improvement, and leveraging technology to enhance efficiency.

The D.C. Courts spearheaded the relocation of the Domestic Violence Division's Intake Center, which had been housed at the United Medical Center since 2002, to a secure and accessible Satellite Office in the heart of Anacostia. The new facility was thoughtfully designed to support multiple emergency remote hearings simultaneously, minimize wait-times for those seeking assistance, and provide comprehensive wrap-around services. Having a dedicated Branch Chief to oversee operations at this offsite location will ensure the effective flow of cases and adherence to established processes. Currently, these responsibilities are managed by the Deputy Director, which diverts their focus from strategic planning and supporting the Director.

The Branch Chief position will directly manage and support the Branch Supervisors, allowing the Deputy Director and Director to concentrate on strategic-level work. This division of responsibilities ensures that strategic planning and vision-setting receive the necessary attention, while operational efficiency and effectiveness are upheld through the expertise of the Branch Chief.

Staffing Courtrooms, 2 Courtroom Clerks, JS-9

Introduction. According to a recent study by the D.C. Coalition Against Domestic Violence (DCCADV), 40% of female D.C. residents have been hit, slapped, punched, threatened, beaten, stalked, or raped by an intimate partner, 50% have experienced some form of psychological aggression by an intimate partner, and 30% have experienced sexual violence or stalking by an intimate partner. While there is significant underreporting of these crimes; on a given day in D.C., there are over 500 victims served by eleven domestic violence programs. (National Network to End Domestic Violence, 2022). Court filings have been steadily increasing over the years which indicates that there is increased awareness of the services and relief available to victims. Since the Division was established, the number of filings has increased each year. For example, in FY 2007, there were a total of 5,384 civil cases filed compared to FY 2023 where there were 6,336 civil cases filed. The volume in criminal cases is unpredictable but fluctuates between approximately 1,500 and 2,500 filings per year. In addition, the most recent case type added to the division in 2021, the Anti-Stalking Orders (ASO) often require lengthy trials to resolve because of the legal standard to prove stalking.

Problem Statement. The Division is requesting two additional Courtroom Clerks to support the fast-paced and high-volume operations of the Domestic Violence Division's hybrid courtrooms. The Division has six courtrooms operating daily, and all courtrooms are hybrid. This means that parties check in for court remotely and in-person, which requires a high degree of coordination by the Courtroom Clerk. Hybrid court proceedings require two courtroom clerks to manage the

parties in-person and remotely, to check- in attorneys in person or remotely, and to manage the high-volume paperwork since all documents and notices must be produced electronically or on paper to issue in-person. Furthermore, the record must be updated to reflect all courtroom activity and updates are transmitted to other criminal justice partners through information systems such as the Washington Area Law Enforcement System (WALES). All of this requires a high degree of coordination. Two courtroom clerks in each courtroom will ensure that proceedings are conducted timely and efficiently, and the public's needs related to Domestic Violence are addressed.

Relationship to Courts Mission and Goals. These requests support the Courts' Strategic Goal 4: Effective Court Administration by fostering innovation and continuous improvement of court services to internal and external customers, and Goal V: Fair and Timely Case Resolution by ensuring oversight of time standards and efficiency in the courtroom.

Relationship to Divisional Objectives. These requests are directly related to the Division's objectives to ensure timeliness and accuracy in fast paced hybrid operations and to ensure litigants have access to services both in person and remotely.

Relationship to Existing Funding. Funding for these positions is not available in the Courts' budget.

Methodology. The grade level for these positions is determined in accordance with the Courts' Personnel Policies and classification standards.

Expenditure Plan. The new FTEs will be recruited and hired according to the Courts' Personnel Policies and procedures.

Performance Indicators. The Branch Chief and Courtroom Clerk positions support performance indicators by improving reporting, reducing errors, increasing timeliness, and supporting data driven decision making.

Table 3
DOMESTIC VIOLENCE DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Branch Chief	13	1	\$124,000	\$32,000	\$156,000
Courtroom Clerk	9	2	\$144,000	\$38,000	\$182,000
TOTAL		3	\$268,000	\$70,000	\$338,000

Table 4
DOMESTIC VIOLENCE DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	2,562,000	2,562,000	2,973,000	411,000
12 - Personnel Benefits	709,000	709,000	816,000	107,000
<i>Subtotal Personnel Cost</i>	<i>3,271,000</i>	<i>3,271,000</i>	<i>3,789,000</i>	<i>518,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	10,000	10,000	10,000	
31 - Equipment	8,000	8,000	8,000	
<i>Subtotal Non-personnel Cost</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	
TOTAL	3,289,000	3,289,000	3,807,000	518,000
FTE	34	34	37	3

Table 5
DOMESTIC VIOLENCE DIVISION
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	34	54,000	
	Current Position COLA	34	89,000	
	Branch Chief	1	124,000	
	Courtroom Clerk	2	144,000	
<i>Subtotal 11</i>				<i>411,000</i>
12 - Personnel Benefits	Current Position WIG	34	14,000	
	Current Position COLA	34	23,000	
	Branch Chief	1	32,000	
	Courtroom Clerk	2	38,000	
<i>Subtotal 12</i>				<i>107,000</i>
<i>Subtotal Personnel Services</i>				<i>518,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Nonpersonnel Services</i>				<i>0</i>
Total				518,000

Table 6
DOMESTIC VIOLENCE DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	2	2	2
JS-7	5	5	5
JS-8	8	8	8
JS-9	7	7	9
JS-10	4	4	4
JS-11			
JS-12	2	2	2
JS-13	4	4	5
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	2,562,000	2,562,000	2,973,000
Total FTEs	34	34	37

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
FAMILY COURT OPERATIONS DIVISION**

						Difference	
<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>FY 2025/2026</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>
153	16,902,000	153	16,902,000	154	17,878,000	1	976,000

Mission Statement

The mission of the Family Court is to protect and support children brought before it, strengthen families in trouble, provide permanency for children, and decide disputes involving families fairly and expeditiously, while treating all parties with dignity and respect.

Organizational Background

The District of Columbia Family Court Act of 2001 (“the Act”) was enacted to ensure the safety and well-being of children and families in the District of Columbia. Pursuant to the Act, specially trained and qualified judges serve on the Family Court at least three years, all family cases remain assigned to judges serving on the Family Court bench, and a one judge/one family case management model is utilized to facilitate more informed decision making, thereby facilitating enhanced service delivery to families, avoiding the risk of conflicting orders, and reducing the number of court appearances for families.

The Family Court has jurisdiction over cases of child abuse and neglect, custody, termination of parental rights, adoption, paternity and support, mental health and mental habilitation, juvenile delinquency, marriage, and divorce. The Division is comprised of the Office of the Director and six administrative branches, along with the following offices: The Counsel for Child Abuse and Neglect, the Family Self Help-Center, the Legal Section, the Family Treatment Court, and the Fathering Court.

1. The Central Intake Center (CIC) serves as the initial point of contact between the public and the Family Court. Its primary mission is to provide comprehensive, timely, and efficient case processing services to the citizens of the District of Columbia and public agencies, from one centralized location. The CIC initiates cases and receives all subsequent case filings, as well as filing fees. The CIC is the primary location for the dissemination of Family Court case status information to the public. This office has 18 FTEs.
2. The Courtroom Support and Quality Control Branch provides in-court clerical support to judicial officers presiding over Family Court cases and supports all branches by processing prisoner transfer requests, preparing daily assignments for courtrooms, reviewing juvenile files after hearings, and conducting limited reviews of abuse and neglect files to facilitate compliance with the Adoptions and Safe Families Act (ASFA). This branch has 43 FTEs.
3. The Director’s Office is responsible for managing the Division’s budget and administrative staff. The Office of the Director oversees implementation of divisional objectives in support of the Courts’ Strategic Plan and court-wide performance measures.

The office is responsible for preparing all legally mandated reports on divisional operations required by the local legislature and the U.S. Congress. Including the Family Court Call Center, this office has 11 FTEs.

4. The Domestic Relations Branch processes divorce, annulment, custody, termination of parental rights, and adoption cases. This branch has 21 FTEs.
5. The Juvenile and Neglect Branch is responsible for cases involving children alleged to be delinquent, neglected, abused, or otherwise in need of supervision. This branch has 13 FTEs.
6. The Legal Section, managed by the Supervisory Attorney, consists of the Counsel for Child Abuse and Neglect (CCAN) Branch, Self-Help Center, and Attorney Negotiators. This section has a total of 12 FTEs.
 - The Attorney Negotiators meet with litigants, identify issues, propose parenting plans, and recommend solutions to the judicial officers regarding divorce, custody, visitation, and support cases.
 - The CCAN Branch recruits, trains, and assigns attorneys to provide representation for children, eligible parents, and caregivers in proceedings of child abuse and neglect.
 - The Self-Help Center provides legal information and assistance to self-represented parties.
7. The Marriage Bureau issues licenses and authorizations for marriages in the District of Columbia, performs civil weddings and maintains a list of officiants who are authorized to perform civil weddings. This branch has 9 FTEs.
8. The Mental Health and Mental Habilitation Branch is responsible for matters involving the emergency hospitalization or commitment of individuals in need of mental health services and matters for persons with intellectual disabilities in need of habilitation services. This branch has 8 FTEs.
9. The Parentage and Support Branch processes paternity actions and requests to establish, modify, and enforce child support orders. This branch has 16 FTEs.
10. The Specialty Courts consist of the Family Treatment Court and the Fathering Court. This office has 2 FTEs.
 - The Family Treatment Court, a partnership between the Family Court and the Office of the Deputy Mayor for Children, Youth, Families, and Elders, in cooperation with key District health and human services stakeholders, is a voluntary comprehensive residential substance abuse treatment program for parents whose children are the subject of a child neglect case.
 - The Fathering Court, a partnership between Family Court and the District of Columbia Office of Child Support Enforcement Services Division, provides services to non-custodial fathers who are unable to pay court-ordered child support. The program helps fathers find stable employment that will enable them to become financially supportive of their children. The Fathering Court empowers fathers to maintain a physical and emotional presence in the lives of their children.

Family Court Operations Division Management Action Plan Objectives

- Promote access to legal services for litigants without lawyers through the Family Court Self-Help Center and other methods.
- Provide efficient and timely case processing by performing division case processing activities within established time frames and standard operating procedures.
- Ensure case management and division performance by collaborating with judicial leadership to achieve established case processing time standards in compliance with the Administrative Order.
- Minimize wait-times and delays by increasing the use of electronic sign-in (for onsite customers) and utilizing the online “wait-time” feature, which allows customers of the Self-Help Center, Central Intake Center, and the Marriage Bureau to check wait times and visit when these offices are less busy.
- Promote timely case resolution by completing home studies within established time standards.
- Enhance the use of attorney negotiators to increase settlement rates and improve case dispositions.

Table 2
FAMILY COURT OPERATIONS DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Time to Disposition	Contested Custody Cases: 98% within 270 days	Performance Measure Report	98%	80%	98%	79%	98%	90%	98%	90%
Time to Disposition	Contested Divorce Cases: 98% within 270 days		98%	85%	98%	87%	98%	93%	98%	93%
Time to Disposition	Child Support: 90% within 18 months		90%	88%	90%	90%	90%	90%	90%	90%
Time to Disposition	Neglect (Child Removed): 100% with 105 days		100%	82%	100%	100%	100%	100%	100%	100%
Time to Disposition	Neglect (Child Not Removed): 100% with 45 days		100%	77%	100%	100%	100%	100%	100%	100%
Time to Disposition	Juvenile (Released): 98% with 270 days		98%	79%	98%	98%	98%	98%	98%	98%
Persons Assisted	Number of Persons Assisted in the Self-Help Center	Family Statistics	9,100	5,392	8,000	7,000	8,000	8,000	8,500	8,500

Workload Data

There were 3,890 pending pre-disposition cases in the Family Court on October 1, 2022. In fiscal year 2023, there were a total of 9,882 new cases filed or reopened in the Family Court. During the same period, 10,176 cases were disposed. As a result, there were 3,596 cases pending in the Family Court on September 30, 2023. The overall clearance rate was 103% (Table 1).

Table 1
FAMILY COURT OPERATIONS DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2023 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct-22	30-Sep-23	Change
Abuse & Neglect	164	160	98%	28	32	14.3%
Adoption	158	162	103%	101	97	-4.0%
Divorce & Custody	4,351	4,501	103%	1,898	1,748	-7.9%
Juvenile	1,086	843	78%	511	754	47.6%
Mental Health**	2,953	2,911	99%	139	181	30.2%
Parentage & Support	1,170	1,599	137%	1,213	784	-35.4%
Total	9,882	10,176	103%	3,890	3,596	-7.6%

*The clearance rate, a measure of court efficiency, is the total number of cases disposed divided by the total number of cases added (i.e., new filings/reopened) during a given time period. Rates over 100% indicate that the court disposed of more cases than were added, thereby reducing the pending caseload.

**One mental habilitation case was disposed. There was a change in legislation, Title II of D.C. Law 22-93, the “Disability Services Reform Amendment Act of 2018,” effective May 5, 2018, comprehensively repealed and amended the “Citizens with Intellectual Disabilities Constitutional Rights and Dignity Act of 1978,” ending new admissions and commitments of persons with intellectual disability.

FY 2025 Request

In FY 2026, the Courts’ request for the Family Court Operations Division is \$17,878,000, an increase of \$976,000 (6%) above the FY 2025 Enacted. The requested increase includes \$156,000 for 1 FTE to enhance dispute resolution in family court cases and \$820,000 for built-in cost increases.

Enhancing Negotiations in Divorce, Custody, Visitation, And Support Matters, 1 FTE, \$156,000

Attorney Negotiator (JS-13)

Introduction. In 2009, the D.C. Bar Family Law Task Force was created to make recommendations to expand access to justice and improve the administration of justice in Domestic Relations cases. The report of the Task Force, published in March 2013, outlined several recommendations, including the creation of attorney negotiator positions. These attorney negotiators help parties to resolve disputes and reach agreements (temporary and permanent) in divorce, custody, visitation and child support. Two attorney negotiator positions were funded in 2015.

Problem Statement: To provide timely negotiation sessions and resolve cases within the time standard, an additional attorney negotiator is required. Two full-time attorney negotiators are currently operating at maximum capacity due to increased referrals and an expansion of their role. An additional attorney negotiator will address the increased demand for attorney negotiations, improve efficacy of negotiations, and ultimately enhance access to justice and improve fair and timely case resolution.

The attorney negotiators have already received 358 referrals in FY2024 compared to 291 referrals in FY2023. At this rate, a total of 537 referrals are expected by the end of the fiscal year – an increase of 85%. Due to the voluminous number of referrals from the judges, the negotiators must schedule negotiation sessions far into the future, which impacts timely case resolution and affects the efficacy of negotiations as the passage of time may dull a party's willingness to engage in fruitful negotiations. Attorney negotiators are also unable to spend the preferred amount of time on each case, which may affect the success of the negotiation.

The expansion of the attorney negotiator role has resulted in larger workloads. Initially, attorney negotiators only received cases from the initial hearing stage of family court proceedings, but now cases are received at all stages of the proceedings (status, default and pre-trial hearings, and trial), which increases the number of settlement negotiations per case. Additionally, child support issues, which arise in the course of domestic relations cases, were added to the attorney negotiation process. The overall increase in referrals and workload supports an additional attorney negotiator to ensure access to justice and fair and timely case resolution.

Relationship to the Courts' Vision, Mission, and Goals. This request will support the accomplishment of Strategic Goal 1 - Access to Justice for All by ensuring all parties can access attorney negotiations when needed and Strategic Goal 5 - Fair and Timely Case Resolution by ensuring negotiations are conducted timely.

Relationship to Division MAP Objectives. This request is directly linked to the Division's MAP for access to justice by improving services to litigants without attorneys and enhancing court services. This request is also linked to the efficient and timely case processing as attorney negotiators help to resolve cases within the performance standards and reduces the workload of judicial officers.

Methodology. The grade level for these positions is determined in accordance with the Court's personnel policies.

Expenditure Plan. The Family Court Operations Division will recruit and hire the attorney negotiator in accordance with the Court's personnel policies.

Performance Indicators. The performance indicators would be an increase in the number of matters negotiated, and increased customer, stakeholder, and judicial staff satisfaction.

Table 3
FAMILY COURT OPERATIONS DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Attorney Negotiator	13	1	\$124,000	\$32,000	\$156,000

Table 4
FAMILY COURT OPERATIONS DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	12,099,000	12,099,000	12,844,000	745,000
12 - Personnel Benefits	3,335,000	3,335,000	3,529,000	194,000
Subtotal Personnel Cost	15,434,000	15,434,000	16,373,000	939,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	86,000	86,000	88,000	2,000
25 - Other Services	1,013,000	1,013,000	1,039,000	26,000
26 - Supplies & Materials	43,000	43,000	44,000	1,000
31 - Equipment	326,000	326,000	334,000	8,000
Subtotal Non-personnel Cost	1,468,000	1,468,000	1,505,000	37,000
TOTAL	16,902,000	16,902,000	17,878,000	976,000
FTE	153	153	154	1

Table 5
FAMILY COURT OPERATIONS DIVISION
Detail, Difference FY 2025/FY 2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	153	231,000	
	Current Position COLA	153	390,000	
	Attorney Negotiator	1	124,000	
Subtotal 11				745,000
12 - Personnel Benefits	Current Position WIG	153	60,000	
	Current Position COLA	153	102,000	
	Attorney Negotiator	1	32,000	
Subtotal 12				194,000
Subtotal Personnel Services				939,000
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service	Built-in Increases			26,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			8,000
Subtotal Non-personnel Services				37,000
Total				976,000

Table 6
FAMILY COURT OPERATIONS DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-5	1	1	1
JS-6	27	27	27
JS-7	9	9	9
JS-8	33	33	33
JS-9	32	32	32
JS-10	19	19	19
JS-11	6	6	6
JS-12	9	9	9
JS-13	14	14	15
JS-14	1	1	1
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	12,099,000	12,099,000	12,844,000
Total FTEs	153	153	154

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
FAMILY COURT SOCIAL SERVICES DIVISION**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
138	24,346,000	138	24,346,000	144	26,034,000	6	1,688,000

Mission Statement

The mission of the Family Court Social Services Division (CSSD) is to assist the Superior Court of the District of Columbia's Family Court and the city's juvenile justice system with screening, assessing, and rehabilitating youths and their families through the coordination of positive youth development frameworks, comprehensive prosocial services, and community supervision or monitoring to enhance public safety and prevent recidivism.

Organizational Background

As the juvenile probation agency for the Nation's capital, the CSSD is responsible for all youth involved in the District of Columbia's juvenile justice system who are not committed to the District of Columbia's Department of Youth Rehabilitation Services (DYRS). CSSD provides pre-trial services, formal diversion and supervision, as well as post-adjudicated probation. The Division's responsibilities primarily include: 1) screening and assessing each newly referred youth's social service needs and risk to public safety following arrest for delinquency or referral as a status offender (e.g. truant) or Person In Need of Supervision (PINS); 2) making initial detention and release decisions when court is not in session; 3) assessing each youth's eligibility for formal specialized diversion programs; 4) conducting youth and family assessments; 5) making petition and detention recommendations to the Office of the Attorney General for the District of Columbia (OAG); 6) advising and making recommendations to the Court throughout all phases of the adjudication process; 7) conducting home, school, and community assessments for comprehensive pre-trial and post-disposition probation services/supervision plans and alternatives to detention; 8) facilitating Family Group Conferences (FGC); 9) facilitating youth commitments to the DYRS; and 10) coordinating services and supervision to all court-involved youth. The Division is comprised of the Director's office and five (5) branches and has a total of 140 FTEs:

- The Director's Office is responsible for leadership, oversight and guidance of all goals, objectives, programs, and activities across the Division in accordance with the District of Columbia Code and Annotated Rules. The office has 4 FTEs.
- The Information, Contracts and Community Outreach Branch (ICCO) coordinates all court ordered referrals, oversees the procurement of services, coordinates reimbursement for contractual service providers, and compiles CSSD's data. ICCO develops Statements of Work and organizes Source Solicitation Evaluation Boards. These activities help the CSSD obtain services for youth and families through solicitations, with guidance from the Administrative Services Division. ICCO includes the Juvenile Information Control (JIC)

team, which manages the distribution of court reports and handles both incoming and outgoing mail. They also oversee vehicle maintenance and provide customer service to youth and families visiting the central administrative office for CSSD. The branch also oversees collocated absconder efforts and coordinates the Division's internships and staff training. The branch has 10 FTEs.

- The Intake Services and Delinquency Prevention Branch (ISDP) is comprised of three teams, including two teams designated to provide day, evening, and overnight intake services and one team responsible for community outreach and education, and Global Positioning System (GPS) electronic monitoring. Intake Units I and II screen newly referred youth for public safety risk, assess truancy referrals, conduct social assessments for youth referred by law enforcement, coordinate Connors and Sex Trafficking Assessment Review (STAR) assessments, present referrals to a juvenile judicial officer, and provide pre-trial recommendations. The Delinquency Prevention Unit (DPU) manages the Division's GPS electronic monitoring, coordinates detention diversion transportation, and facilitates public safety community education presentations and outreach throughout the city. The branch also leads many of the Division's collaborative efforts with other agencies in the District of Columbia. Intake Teams I and II operate 24 hours a day, seven days a week. The branch consists of 26 FTEs.
- The Pre/Post Probation Supervision Branch - Region I provides a unified set of services, including comprehensive case management and community monitoring and supervision by a dedicated probation officer for the entire duration of a youth's case. The branch consists of: 1) the Southeast Satellite Office (SESO), housed at the Southeast Balanced and Restorative Justice (BARJ) Drop-In Center, responsible for serving and supervising all youth residing in the southeast quadrant of the District; 2) the Southwest Satellite Office (SWSO), housed at the Southwest BARJ and serves youth residing in the southwest and lower northwest quadrants of the city; 3) the Leaders of Today in Solidarity – LOTS Satellite office, the city's first female gender-specific seamless probation program (created in 2006); and 4) Ultimate Transitions Ultimate Responsibilities Now (UTURN), responsible for case management, and the supervision of high-risk youth across the city. UTURN also provides an alternative to commitment to the DYRS. The branch consists of 45 FTEs.
- The Pre/Post Probation Supervision, Status Offender & Solution Courts Branch - Region II provides a unified set of services, including comprehensive case management and community monitoring and supervision by a dedicated probation officer for the entire duration of a youth's case. The branch also includes a unit serving status offenders and youth with principle mental health diagnoses, who are determined eligible for diversion, and adolescents identified as at-risk for or victims of exploitation and/or human trafficking. The branch consists of: 1) the Northwest Satellite Office (NWSO), housed at the Northwest BARJ, and is responsible for serving and supervising most youth residing in the northwest quadrant of the city; 2) the Northeast Satellite Office (NESO), housed at the Northeast BARJ, and is responsible for serving male youth residing in the Northeast quadrant of the city; 3) the Interstate Probation Supervision Office (IPSO), which manages all youth adjudicated in the District who reside outside the city as well as youth adjudicated outside the District who reside in the city; 4) the Status Offender and Solution Courts (SOSC) team, charged with

assessing, diverting, petitioning, case managing, and supervising youth referred for alleged habitual truancy (status offense) or as a Person in Need of Supervision (PINS) and youth served or supported by the youth solutions courts; the Juvenile Behavioral Diversion Program (JBDP), which serves youth with mental health challenges; the Truancy/PINS program; and the Here Opportunities Prepare You For Excellence (HOPE) Court, which serves victims of sex trafficking. This branch consists of 47 FTEs.

- The Child Guidance Clinic (CGC) Branch provides court-ordered psychological, psychoeducational, neuro-psychological, competency, forensic evaluations, and initial clinical screenings to determine the needs of youth and families and guide judicial decision-making. Additionally, CGC staff recommend eligible youth for the JBDP and HOPE Courts and provides psychotherapy to a limited number of uninsured youth and families. The CGC also serves on the city's residential Level of Care Committee; oversees Connors and Sex Trafficking and Assessment Review (STAR) screenings for all youth; oversees the designated Therapeutic Shelter Home; and coordinates use of Residential Treatment Center placements. The Unit has 8 FTEs and 3 paid interns.

Division Management Action Plan - MAP Objectives

To further the Strategic Plan of the District of Columbia Courts, CSSD will:

- Utilize reliable and valid assessment tools such as the Risk Assessment Instrument (RAI), Social Assessment, Connors, and Sex Trafficking Assessment Review (STAR) to interview all youth within four hours of referral following arrest processing by the Metropolitan Police Department (MPD). This will ensure appropriate decisions regarding detention or release when court is not in session and petitioning recommendations, following consultation with the Office of the Attorney General.
- Revalidate CSSD's Risk Assessment Instrument (RAI) with Evident Change, a nationally recognized social justice research and data analytics organization. This revalidation ensures objective and reliable decision-making by Intake staff, who make detention and release decisions when Court is not in session and recommend petitions to the Office of the Attorney General (OAG). Evident Change will also advise on augmenting the RAI into a companion Risk & Needs tool or developing a new tool for guiding service and supervision plans for court-involved youth.
- Provide high quality screenings for Persons In Need of Supervision (PINS) and alleged truant youth (status offenders) in non-secure settings, and ensure individualized services, and supervision to all youth determined eligible for pre-plea and post-disposition diversion and petitioning within 15 calendar days of the petition, as well as post-adjudication supervision.
- Advance developmental efforts to migrate from a paper log-in ledger system to an automated mobile e-sign system that interfaces with the Division's automated case management system, Teens At Promise for Success (TEAM). The e-sign system will enable real-time capture of attendance for youth and parents reporting for screenings and assessments, office visits, therapeutic services, and other required programming, including BARJ Centers. The new

mobile e-sign system will offer greater ease, access, and accuracy in capturing and validating data specific to each youth and parent's attendance and participation. Services provided by the Division's contract vendors will also be tracked and verified.

- Ensure accurate and timely processing of all services mandated by probation officers and/or court orders by processing all referrals within seven days of the probation officer of record receiving the case.
- Coordinate and facilitate Family Group Conferences (FGCs) on all youth within an average of 15 calendar days upon receiving the case to determine the appropriate level of services and community supervision necessary to achieve the objectives detailed in pre-trial and post-disposition plans for at least 97% of all juveniles.
- Ensure comprehensive service delivery and community supervision for all youth referred via Interstate Compact residing within a 20-mile radius of the city. Transfer all cases adjudicated in the District of Columbia involving youth residing outside the radius to the appropriate jurisdiction for services and supervision within 15 days of disposition.
- Provide high-quality psychological, neuro-psychological, psychosexual, and psycho-educational evaluations for all court-ordered youth within 25 business days.
- Maintain use of the Graduated Response Matrix guided by behavioral modification incentives for youth in compliance with court conditions, and the imposition of consequences for youth who fail to maintain compliance, consistent with BARJ principles.

Restructuring or Work Process Re-Design

The Family Court Social Services Division (CSSD) maintained its services and supervision of youth utilizing its strength-based, proactive, and prosocial philosophy, undergirded by a balanced approach to accountability. Following the designation of dual youth cohorts in 2022, attending BARJ Centers on alternating days per week, CSSD returned to serving youth in each of its BARJ Centers six days per week. CSSD also expanded the services provided to youth to include Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS). SPARCS is a trauma-focused, evidence-based emotional regulation skills-building intervention provided to youth in group settings.

CSSD also continued its Succeeding in Our Academic Responsibilities (SOARs) literacy enhancement program. Launched in Fall 2022, SOARs focused on adolescent high school males residing east of the Anacostia River struggling with school attendance and/or academic performance. SOARs emerged as a dynamic program, unique for its combined approach of intensive tutoring support, mentorship, and nutritional supplements. Of significance is the fact that each youth is paired with a mentor, many of whom are District of Columbia Courts staff who volunteer following their tour of duty. Youth attending SOARs are engaged in a variety of ways, including one-on-one, dyads, triads, and full group settings.

The Division continues to enhance its service model by focusing on four pillars: Accountability, Competency Development, Community Restoration, and Community Safety. These pillars emphasize individual and societal responsibility, the importance of shaping acceptable norms, restoring communities affected by crime, and ensuring the safety of all individuals. CSSD utilized the BARJ Graduated Rewards and Responses Matrix (GRM) to guide youth, develop competencies, enhance successful completion of court involvement, and enable timely responses to youth.

Workload Data

Table 1
FAMILY COURT SOCIAL SERVICES DIVISION
Caseload
(Fiscal Year 2023 Data)

Case Type	New Cases	Cases Closed	Cases Pending Beginning of FY 23	Cases Pending End of FY 23
Juvenile Intake	1,548	1,548	0	0
Intake Truancy Referrals	899	899	0	0
Pre/ Post Disp. Supervision	651	517	412	659
Status Offenders	2	3	14	13
Behavioral Health Court	28	28	17	17
HOPE Court	17	7	12	2
Child Guidance Clinic	413	397	63	47

Table 2
FAMILY COURT SOCIAL SERVICES DIVISION
Key Performance Indicators

Performance Indicators	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Percentage of juveniles undergoing drug screening at lockup	Pretrial Services Data	100%	0*	100%	0*	100%	100%	100%	100%
Percentage of juveniles successfully completing probation	CSSD Statistical Reports	90%	89%	90%	90%	90%	90%	90%	90%
Juveniles arrested for new offenses during probation (pursuant to national standards)	Superior Court Data	< 25%	24%	< 25%	22%	< 25%	20%	< 25%	20%
Average supervision caseload	CSSD Statistical Reports	18	12	18	16	18	18	18	18
Average intensive supervision caseload	CSSD Statistical Reports	12	12	14	14	14	14	14	14
Compliance with face-to-face and telephone curfew checks	CSSD Statistical Reports	78%	70%	78%	80%	80%	80%	82%	82%

* From October 2022 through May 2024, no drug screenings have occurred at lockup. Drug screenings at lockup are projected to resume in FY 2025.

Division Outcomes and Accomplishments in FY 2023

In FY 2023, the Family Court Social Services Division (CSSD) supervised approximately 582 juveniles monthly, with around 18% being females and 82% males. CSSD employed various innovative measures to support court-involved youth and maintained collaborative efforts with local public and private human service, as well as public safety agencies. CSSD also ensured its

evidence-based intake screening tools were administered timely, resulting in 99% of youth screened within four hours of receiving the referral from the MPD and 100% timely presentment of all newly arrested youth in the initial hearing. In FY 2023, 1,548 new delinquency cases were processed. Additionally, CSSD screened 899 Truancy referrals, of which 367 (41%) were referred to the Office of the Attorney General with a recommendation for petitioning.

During FY 2023, the Balanced and Restorative Justice Drop-In Centers offered alternative suspension day reporting for youth suspended from school for less than ten days, along with tutoring, mentoring, and life-skills training. The Division also facilitated a second Succeeding In Our Academic Responsibilities (SOARs) intensive tutorial for designated youth, supported by volunteer court staff. CSSD staff engaged youth using trauma-focused therapeutic skills acquired through the Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) training and certification. Additional pro-social groups included Developing Leaders for Life, Anger & Emotional Intelligence, Drug Awareness & Prevention, Conflict Resolution, Social Media & Impact, Smart Banking, and Sex Abuse Violates Everyone (SAVE). CSSD youth also participated in offsite outings, including museum tours, visits to historic landmarks, and various pro-social sporting events.

Table 3 shows average outcomes achieved by the SE BARJ Drop-In Center from October 2022 through September 2023. Among youth attending the SE BARJ Drop-In Center, an average of 97% were not suspended from school, and 97% were not re-arrested and petitioned.

Table 3
FAMILY COURT SOCIAL SERVICES DIVISION
Southeast (SE) BARJ Drop-In Center

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	15/56	26/60	17/65	13/63	23/66	23/71	12/78	19/76	23/84	20/80	22/87	24/93
**	97%	93%	95%	94%	97%	98%	93%	100%	100%	100%	100%	100%
***	99%	99%	100%	99%	97%	93%	99%	91%	100%	100%	100%	88%

* Number of youths attending versus the number of youths under supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 4 shows outcomes achieved by the SW BARJ Drop-In Center youth from October 2022 through September 2023. Among youth attending the SW BARJ Drop-In Center, an average of 93% were not suspended from school, and 95% were not re-arrested and petitioned.

Table 4
FAMILY COURT SOCIAL SERVICES DIVISION
Southwest (SW) BARJ Drop-In Center

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	18/40	22/46	23/48	18/38	13/30	13/30	13/30	26/40	17/37	5/35	7/40	8/42
**	89%	89%	90%	89%	91%	92%	92%	100%	100%	100%	100%	88%
***	100%	95%	99%	98%	97%	98%	100%	100%	100%	80%	100%	75%

* Number of youths attending versus the number of youths under supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not rearrested and petitioned.

Table 5 shows outcomes achieved by the NE BARJ Drop-In Center youth from October 2022 through September 2023. Among youth attending the NE BARJ Drop-In Center, an average 93% were not suspended from school, and 83% were not re-arrested and petitioned.

Table 5
FAMILY COURT SOCIAL SERVICES DIVISION
Northeast (NE) BARJ Drop-In Center

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	8/54	8/63	7/63	9/65	6/67	9/69	8/67	15/75	11/81	8/81	12/82	12/81
**	100%	100%	100%	100%	100%	67%	63%	100%	91%	100%	100%	100%
***	88%	75%	100%	100%	100%	56%	50%	80%	82%	100%	83%	83%

* Number of youths attending versus the number of youths under supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 6 shows outcomes achieved by the NW BARJ Drop-In Center youth from October 2022 through September 2023. Among youth participating in the NW BARJ Drop-In Center, an average 91% were not suspended from school, and 75% were not re-arrested and petitioned.

Table 6
FAMILY COURT SOCIAL SERVICES DIVISION
Northwest (NW) BARJ Drop-In Center

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	5/35	6/35	6/34	5/36	4/33	8/25	4/37	5/35	7/39	8/45	3/45	4/47
**	83%	98%	87%	83%	98%	95%	91%	60%	100%	100%	100%	100%
***	96%	97%	97%	98%	99%	98%	99%	40%	100%	88%	100%	75%

* Number of youths attending versus the number of youths under supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 7 shows outcomes achieved by the LOTS BARJ Drop-In Center youth from October 2022 through September 2023. Among youth participating in the LOTS BARJ Drop-In Center, an average and 90% were not suspended from school, and 96% were not re-arrested and petitioned.

Table 7
FAMILY COURT SOCIAL SERVICES DIVISION
Leaders Of Today in Solidarity (LOTS) BARJ Drop-In Center

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	12/54	9/63	8/60	9/61	5/61	13/66	15/79	15/88	12/97	12/109	9/107	15/115
**	84%	87%	87%	87%	87%	78%	73%	93%	100%	100%	100%	100%
***	97%	99%	96%	94%	97%	89%	91%	100%	92%	100%	100%	100%

* Number of youths attending versus the number of youths under supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 8 shows outcomes achieved by the BARJ Drop-In Center that serves participants in the court's juvenile solutions courts from October 2022 through September 2023. Among youth participating in this BARJ Drop-In Center, an average of 86% were not suspended from school, and 96% were not re-arrested and petitioned.

Table 8
FAMILY COURT SOCIAL SERVICES DIVISION
Behavioral Health (JBDP), Truancy & HOPE/BARJ Drop-In Center

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	13/37	9/37	5/39	6/40	6/42	5/41	11/43	9/41	14/41	17/39	20/42	18/44
**	88%	88%	87%	75%	79%	83%	85%	100%	86%	88%	85%	83%
***	98%	99%	99%	96%	100%	98%	98%	100%	79%	94%	95%	100%

* Number of youths attending versus the number of youths under supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 9 shows outcomes achieved by Interstate youth from October 2022 through September 2023. Among youth served and supervised by Interstate staff, an average 50% were not suspended from school, and 96% were not re-arrested and petitioned.

Table 9
FAMILY COURT SOCIAL SERVICES DIVISION
Interstate Juvenile Probation Satellite Office

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	108	115	108	110	105	102	106	108	115	122	141	155
**	59%	56%	57%	48%	49%	69%	60%	52%	42%	38%	41%	29%
***	97%	96%	93%	93%	96%	91%	98%	99%	97%	99%	97%	99%

Note: All Interstate staff and youth are decentralized across four (4) BARJ Drop-In Centers.

* Total number of youth under interstate supervision.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 10 shows outcomes achieved by UTURN Intensive Supervision youth from October 2022 through September 2023. Among youth participating in UTURN, an average of 74% were not suspended from school, and 97% were not re-arrested and petitioned.

Table 10
FAMILY COURT SOCIAL SERVICES DIVISION
Ultimate Transitions Ultimate Responsibilities Now (UTURN) Intensive Probation

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
*	72	78	77	74	71	84	58	59	62	69	78	82
**	85%	85%	85%	82%	84%	85%	76%	61%	65%	49%	72%	62%
***	97%	99%	99%	98%	98%	98%	98%	95%	94%	93%	99%	91%

Note: All UTURN staff and youth are decentralized across three (3) BARJ Drop-In Centers.

* Total number of youth under UTURN intensive probation.

** Percentage of youth who were not suspended.

***Percentage of youth who were not re-arrested and petitioned.

Table 11 illustrates a total of 10,007 face-to-face curfew checks were conducted by probation officers, and a total of 17,312 telephone curfew calls were conducted by probation officers for FY23. The population of youth receiving face-to-face curfew checks includes youth residing in the city, D.C. youth adjudicated outside the city, and youth adjudicated in D.C. but reside in a 20-mile radius of the city. The population of youth receiving telephone curfew checks includes all youth supervised by CSSD with either court-ordered or probation officer-imposed curfews.

Table 11
FAMILY COURT SOCIAL SERVICES DIVISION
Curfew Checks

Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
* 654	760	862	742	716	857	833	953	679	948	945	1,058
** 1,547	1,707	1,647	1,627	1,456	1,343	1,126	1,444	1,385	1,089	1,443	1,498

* Number of face-to-face curfew checks completed.

** Number of telephone curfew calls completed.

Table 12 reveals that for FY 2023, 90% of eligible parents complied with Parent Participation Orders (PPO). Parental involvement enables youth to build competencies and maintain higher degrees of compliance with court-ordered conditions, enhances social skills, and promotes their development toward becoming contributing citizens.

Table 12
FAMILY COURT SOCIAL SERVICES DIVISION
Parent Participation Orders

Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 22	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23
* 399	405	489	433	422	422	431	410	486	461	560	566
** 365	366	445	417	395	394	404	251	456	437	516	518
*** 91%	90%	91%	96%	93%	93%	94%	61%	94%	95%	92%	92%

* Number of parents under a PPO monthly.

** Number of parents compliant with the PPO.

*** Percentage of compliance among parents.

CSSD maintained its vital role in the city's juvenile justice system by expanding and implementing Standard Operating Procedures (SOPs) after thorough review and discussion among CSSD managers. Staff were advised of the updated SOPs and encouraged to review them to ensure alignment. Biweekly management meetings and several all-staff meetings facilitated the seamless flow of transparent information regarding operations, collaborative measures with strategic partners, and prioritized activities for youth and families.

CSSD met and often exceeded targeted expectations for public safety and court-involved youth. The Division managed a significant increase in daily attendance at BARJ Drop-In Centers and restructured city-wide curfew monitoring efforts, resulting in a 70% compliance rate for evening curfew checks. Enhanced electronic monitoring followed a successful migration to a new GPS tracking contract. CSSD also audited each active case for youth under supervision, providing staff with a comprehensive roadmap to bring all cases into full compliance with SOPs.

CSSD continued its targeted active programming, engaging youth in public service and community restoration projects. Anti-gun possession and use campaigns were developed by youth with CSSD staff assistance, with the best campaign judged by Family Court Judges and senior court leaders. CSSD youth created care packages from items donated by Court employees for distribution to those in need. The Division's annual Spring Fling-All Hands-on Deck initiative involved all staff to counteract the rise in youth crime during school breaks. College tours and educational venues allowed youth to experience daily life on campus. Additionally, CSSD launched electronic parental consent forms, also translated into Spanish.

FY 2026 Request

In FY 2026, the Courts' request for the Family Court Social Services Division is \$26,034,000, an increase of \$1,688,000 (7%) above the FY 2025 Enacted. The requested increase includes \$641,000 for 6 FTEs to enhance the efficiency and services in the division and \$1,047,000 for built-in cost increases.

Enhancing Public Safety through Youth Services, 6 FTEs, \$641,000

Enhancing Public Safety through Youth Services, 4 FTEs, \$379,000

Child Guidance Clinic Staff Psychologist (JS-13), 1 FTE, \$156,000

Delinquency Prevention Technician (JS-8), 2 FTEs, \$164,000

Post Doctoral Intern (JS-5), 1 FTE, \$59,000

Strengthening Performance Measurement, 2 FTEs, \$262,000

Data Analyst (JS-12)

Introduction. The Family Court Social Services Division (CSSD) requires additional staff to ensure the effective and timely delivery of services and supervision to court-involved youth. Since FY 2021, CSSD has experienced a consistent increase in youth referred for intake screenings following arrest: 1,106 in FY 2021, 1,287 (an 8.6% increase) in FY 2022, and 1,582 (an 8.1% increase) in FY 2023. Consequently, intake screenings, clinical evaluations, coordination of services, supervision, and the use of 24-hour electronic monitoring have all expanded. These increases, along with the daily volume of youth served and the nature of supervision, necessitate timely responses and accurate tracking.

The rise in gun violence, auto theft, aggravated assaults, and other serious offenses committed by adolescents in the nation's capital has increased juvenile arrests. The recently enacted Secure DC Emergency Amendment Act of 2024 has led to more youth being remanded to secure detention and shelter home placement. Additionally, court-ordered GPS Electronic Monitoring for youth has also increased. CSSD's objective in requesting additional staff is to ensure the timely completion of psychological evaluations, oversee youth under GPS Electronic Monitoring, and maintain accurate data retention and analysis to report CSSD's activities, thereby enhancing public safety, access to justice and timely case resolution.

Problem Statement. The CSSD is experiencing challenges in completing comprehensive psychological evaluations necessary to advise the Family Court in determining the most feasible services and supervisory support (e.g., behavioral health, educational, developmental, and supervision levels) for youth. Delays in these evaluations hinder court proceedings. Additionally, the Division faces challenges in ensuring timely redirection of youth who violate curfews and stay-away orders under GPS Electronic Monitoring due to limited staffing. The CSSD also struggles to meet demands for data tabulation, validation, and reporting without dedicated data management staff. To address these urgent needs, it is imperative to expand the Division's workforce.

Licensed Clinical Psychologist

Given the 40% increase in psychological evaluations from FY 2021 to FY 2022 and a 44% increase from FY 2022 to FY 2023, an additional licensed clinical psychologist is essential. This role will enable CSSD to provide comprehensive evaluations for youth released to the community and those detained during the pre-trial phase within the designated 25-day timeline. The psychologist will also support individual, group, and family therapy for uninsured or under-insured youth and assist in the facilitation of the Sexual Abuse Violates Everyone (SAVE) Program. These services are crucial for addressing the mental health needs of court-involved youth, which can significantly impact their rehabilitation and reduce recidivism.

Post Doctoral Intern

Due to the 40% increase in psychological evaluations from FY 2021 to FY 2022 and a 44% increase from FY 2022 to FY 2023, an additional Post Doctoral Clinical Intern is essential. Under the supervision of a Licensed Clinical Psychologist, the intern will expand the breadth of psychological evaluations for youth under community release and those detained during the pre-trial phase within the 25-day timeline. The intern will also assist in providing individual, family, and group services, helping CSSD to manage the influx of adolescent crime and arrests. This role will enhance the Division's capacity to address the complex psychological needs of youth, which is critical for their rehabilitation and the overall effectiveness of the juvenile justice system.

Delinquency Prevention Technicians

The proliferation of juvenile crime requires greater supervision of court-involved youth. GPS Electronic Monitoring offers 24-hour supervision that must be monitored. Delinquency Prevention Technicians monitor youth under GPS Electronic Monitoring in real time, ensuring compliance with curfews and stay-away orders. Technicians contact youth for redirection via system alerts (e.g., vibration, siren sounds, or voice messaging) and coordinate with the Metropolitan Police Department (MPD) as needed. They assist Probation Officers in monitoring high-risk youth and transporting youth to and from programming when safety concerns arise. These positions are vital for maintaining public safety and ensuring that youth comply with court orders, thereby reducing the likelihood of reoffending.

Data Analysts

As juvenile crime spikes in the nation's capital, tracking data outcomes to address youth needs, reduce recidivism, and enhance public safety is crucial. The increasing scope and requests for various data sets necessitate dedicated personnel. Data Analysts will compile, validate, and tabulate data trends within CSSD, support internal operations, and guide programming priorities. Managers will be able to guide staff in needed enhancements, and line staff will better understand how their efforts support CSSD. Accurate data analysis is essential for making informed decisions, improving program effectiveness, and demonstrating the impact of CSSD's initiatives to stakeholders.

Relationship to Courts Mission and Goals. This request supports the Courts' Strategic Goal 1: Access to Justice for All, by providing more high-quality, timely, and comprehensive psychological evaluations and effective 24-hour real time GPS Electronic Monitoring for youth released in the community; Goal 5 Fair and Timely Case Processing by enabling the Court access to necessary information regarding the needs of each youth, thereby avoiding delays to disposition sentencing. This request also supports the Courts' Strategic Goal 2: Public Trust and Confidence by ensuring data gathering, tabulation, aggregation and disaggregation and reporting are accurate, readily accessible, and valid; thus, enabling current staff to direct their time to case management, clinical services, monitoring and critical supervision of youth.

Relationship to Divisional Objectives. These positions are directly related to CSSD's objective to assist the Superior Court of the District of Columbia's Family Court and the city's juvenile justice system in rehabilitating court-involved youth, enhancing public safety, and preventing recidivism.

Relationship to Existing Funding. Funding for this position is not available in the Courts' current budget.

Methodology. The grade level for this position is determined in accordance with the Courts' Personnel Policies and classification standards.

Expenditure Plan. The new FTEs will be recruited and hired according to the Courts' Personnel Policies and procedures.

Performance Indicators. The licensed clinical psychologist will double the volume of evaluations by conducting and supervising the post-doctoral psychologist's evaluations. Success will be measured by the increased number of completed evaluations per week. The delinquency prevention technicians will monitor the expanded number of youths under GPS Electronic Supervision in real time, deterring curfew and stay-away violations and reducing recidivism. Success will be measured by the reduction in violation incidents and recidivism rates. The data analysts will manage data gathering, reporting, validation, and tabulation, allowing CSSD to meet reporting demands more efficiently and timely. Success will be measured by improved accuracy and timeliness of internal and external reports and strengthening of quality assurance measures and tools within the division.

Table 13
FAMILY COURT SOCIAL SERVICES
New Positions Requested

Positions	Grade	Number	Salary	Benefits	Total Personnel Costs
Child Guidance Clinic Staff Psychologist	13	1	\$124,000	\$32,000	\$156,000
Post Doctorial	5	1	\$47,000	\$12,000	\$59,000
Data Analyst	12	1	\$104,000	\$27,000	\$131,000
Data Analyst	12	1	\$104,000	\$27,000	\$131,000
Delinquency Prevention Technician	8	1	\$65,000	\$17,000	\$82,000
Delinquency Prevention Technician	8	1	\$65,000	\$17,000	\$82,000
TOTAL		6	\$509,000	\$132,000	\$641,000

Table 14
FAMILY COURT SOCIAL SERVICES
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	14,900,000	14,900,000	16,127,000	1,227,000
12 - Personnel Benefits	3,992,000	3,992,000	4,311,000	319,000
<i>Subtotal Personnel Cost</i>	<i>18,892,000</i>	<i>18,892,000</i>	<i>20,438,000</i>	<i>1,546,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	768,000	768,000	788,000	20,000
24 - Printing & Reproduction				
25 - Other Services	4,598,000	4,598,000	4,718,000	120,000
26 - Supplies & Materials	53,000	53,000	54,000	1,000
31 - Equipment	35,000	35,000	36,000	1,000
<i>Subtotal Non Personnel Cost</i>	<i>5,454,000</i>	<i>5,454,000</i>	<i>5,596,000</i>	<i>142,000</i>
TOTAL	24,346,000	24,346,000	26,034,000	1,688,000
FTE	140	140	144	6

Table 15
FAMILY COURT SOCIAL SERVICES
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	140	250,000	
	Current Position COLA	140	468,000	
	Child Guidance Clinic Staff Psychologist	1	124,000	
	Post Doctorial	1	47,000	
	Data Analyst	2	208,000	
	Delinquency Prevention Technician	2	130,000	
<i>Subtotal 11</i>				<i>1,227,000</i>
12 - Personnel Benefits	Current Position WIG	140	65,000	
	Current Position COLA	140	122,000	
	Child Guidance Clinic Staff Psychologist	1	32,000	
	Post Doctorial	1	12,000	
	Data Analyst	2	54,000	
	Delinquency Prevention Technician	2	34,000	
<i>Subtotal 12</i>				<i>319,000</i>
<i>Subtotal Personnel Services</i>				<i>1,546,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			20,000
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			120,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Nonpersonnel Services</i>				<i>142,000</i>
Total				1,688,000

Table 16
FAMILY COURT SOCIAL SERVICES
Detail of Full-Time Equivalent Employment

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-5			1
JS-6	6	6	6
JS-7	4	4	4
JS-8	18	18	23
JS-9	15	15	7
JS-10	3	3	3
JS-11	8	8	10
JS-12	57	57	64
JS-13	19	19	20
JS-14	6	6	6
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	14,900,000	14,900,000	16,127,000
Total FTEs	138	138	144

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
MULTI-DOOR DISPUTE RESOLUTION DIVISION**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
31	3,966,000	31	3,966,000	35	4,621,000	4	655,000

Mission Statement

The mission of the Multi-Door Dispute Resolution Division is to provide appropriate dispute resolution services to litigants and promote the fast, efficient, and fair settlement of disputes through the use of alternative dispute resolution (ADR).

Organizational Background

The Multi-Door Dispute Resolution Division provides mediation and other ADR services to assist in the settlement of disputes brought to the D.C. Superior Court. The person serving as the mediator or evaluator is referred to as a neutral, whose primary responsibility is to facilitate negotiations between the involved parties with the goal of reaching a resolution. The Division is comprised of the Director's office, which has 4, and three branches, Civil ADR, Family ADR, and Program Assessment and Training. The division has 31 FTEs.

1. The Civil ADR Branch provides mediation for most of the Superior Court's civil cases. Mediation is provided for small claims, landlord tenant, civil actions, and early medical malpractice cases as well as cases in the Tax and Probate Divisions. This branch has 10 FTEs.
2. The Family ADR Branch includes four programs: Child Protection Mediation, Community Information and Referral, Family Mediation, and Truancy Mediation. Child Protection Mediation includes multiple stakeholders who address family plans and legal issues in child neglect cases. The Community Information and Referral Program provides resource information, agency referrals, and mediation to individuals and families. The program addresses landlord tenant, consumer fraud, contract, domestic relations, and personal injury issues before a case is filed. The Family Mediation Program addresses domestic relations issues of custody, support, visitation, and property distribution. The Family Mediation Program also includes the Program for Agreement and Cooperation in Contested Custody Disputes (PAC), a parent education seminar for parents and their children involved in contested custody disputes. This seminar provides parents with information regarding the effects and potential consequences of a custody dispute on children and allows them to participate in a mediated resolution of the dispute in a manner that is in the best interest of the children. The Truancy Mediation Program is a joint effort between the Office of the Attorney General, the District of Columbia Public Schools and the Court. This branch has 14 FTEs.

3. The Program Assessment and Training Branch provides quality assurance through the training, evaluation, and support of 150 community-based mediators who are lawyers, social workers, government employees, retirees, and others providing ADR services to the court. Mediators receive a stipend for their services. This branch has 3 FTEs.

The Multi-Door Dispute Resolution Division is recognized as a model program that attracts both international and domestic visitors seeking guidance for establishing their own ADR programs. The ADR professionals within the division play an essential role by offering program information and technical assistance to judges, lawyers, government officials, and court administrators from various jurisdictions worldwide who are interested in establishing or improving their ADR programs.

Division MAP Objectives

The Multi-Door Dispute Resolution Division developed a management action plan (MAP) with the following performance metrics:

- ***Quality*** – ADR services will be of the highest possible quality;
- ***Responsiveness*** – ADR services will meet client needs; and
- ***Settlement*** – ADR services will facilitate settlement of cases filed at Superior Court.

These metrics are accomplished through annual target goals that are measured through quantitative and qualitative performance data. The “settlement” objective is measured through quantitative caseload measures (cases scheduled, ADR sessions held, cases settled, and settlement rate); the “responsiveness” and “quality” objectives are measured through quality assurance performance indicators that measure satisfaction with the ADR process, outcome, and neutral performance. The quality indicators measure client satisfaction through participant surveys.

The objectives of the Multi-Door Dispute Resolution Division MAP are designed to align with and reinforce the objectives of the Civil, Family Court, Probate and Tax divisions, as well as the D.C. Courts' Strategic Plan. The following are the objectives of the Multi-Door Dispute Resolution Division's MAP:

- Further the delivery of justice through effective and appropriate dispute resolution (ADR) in all case types by maintaining settlement and client satisfaction rates.
- Enhance case management by utilizing time standards for processing all cases referred to ADR.
- Enhance data collection and reporting procedures to ensure the integrity of court-wide data and the quality of all mediated agreements.
- Increase understanding of and access to ADR by conducting community outreach and education and creating high quality written materials in multiple languages and videos that better inform and prepare lawyers, clients and the public about the mediation process.
- Improve public access to Alternative Dispute Resolution by increasing services and options for participation, such as using technological solutions to increase accessibility.

- Recruit a well-trained roster of neutrals in all mediation programs by maintaining an open enrollment application process, providing basic and advanced mediation skills training, and maintaining a bi-annual renewal process to assure the quality of mediator performance.
- Enhance current and future delivery of Multi-Door Dispute Resolution Division services by initiating a workforce plan that includes position reengineering, cross training, and organizational and succession planning that aligns all division goals and objectives with individual employee performance plans.
- Foster inclusivity and ensure equitable access to mediation programs.
- Promote the “Living Our Values” initiative by developing and implementing a “Values” divisional plan.
- Foster employee engagement by seeking employee input and encouraging innovation and collaboration in the development of court processes and procedures.

Division Restructuring or Work Process Design

The Multi-Door Dispute Resolution Division continues to explore innovative and effective approaches to resolving disputes and designing dispute systems that resolve cases early in the court process. The Division supports and collaborates with the Family Court and Civil, Probate, and Tax Divisions by exploring new opportunities to mediate when the case is most amenable to settlement and developing new systems to improve the timing of the mediation process and its outcomes. In the current fiscal year, the division broadened its range of services by reintroducing in-person mediation alongside the ongoing utilization of remote online mediation methods, aiming to provide civil and family litigants with enhanced options for resolving their disputes.

Civil ADR Branch

In FY 2023, 3,980 civil mediations were scheduled in the Multi-Door Dispute Resolution Division’s Civil ADR Branch. Of those cases, 2,673 completed the mediation process. This is a 40% (761) increase in cases mediated from FY 2022 (1,912). Of the cases mediated in FY 2023, the Civil ADR Branch achieved settlements in 43% of the cases, a 2% settlement increase over the FY 2022 settlement rate.

In FY 2023, the Multi-Door Dispute Resolution Division's Civil ADR Branch implemented a significant change in case management for the Civil Actions mediation program that reduced the number of mediations scheduled but not mediated. This led to an increase in calendar management efficiency, focusing mediation calendar slots on cases most likely to attend mediation. The improved efficiency in case management reduced the rate of mediations not held from 84% in FY 2022 to 27% in FY 2023.

The number of mediations held by the Landlord and Tenant mediation program continued to increase during 2023, more than quadrupling the number of mediations held during 2022. In FY 2022 this program held 313 mediations. During FY 2023, the program held 1,265 mediations, representing a 304% increase. The settlement rate during the 2023 fiscal year increased to 56%, a 6% increase from the FY2022 settlement rate of 50%.

Across all programs, the Civil ADR Branch is projected to mediate 25% more cases in FY 2024 (3,333) compared to FY 2023 (2,673).

Family ADR Branch

Child Protection Mediation. The Child Protection Mediation (CPM) Program provides a collaborative problem-solving process for pre-and post-trial neglect and abuse cases. Child protection mediation remains an effective method for expediting and streamlining court proceedings, resulting in swift resolution of cases. As a result, it significantly diminishes the number of contentious legal disputes and minimizes the disruption experienced by children.

In FY 2023, CPM scheduled 135 families for mediation, representing 193 children. Of those families, 83 completed the mediation process. Parties reached an agreement on substantive issues and family services in 80 cases (96%), affecting 118 children who reached an earlier decision about their permanency status.

Family Mediation Program. The Family Mediation Program offers parties an opportunity and setting to discuss issues of communication, separation, divorce, child custody, visitation and support, alimony, debt, divisions of property, and other family matters.

In FY 2023, the Family Program scheduled mediation for 1,358 cases. Of those cases, 461 completed the mediation process. Parties reached an agreement on substantive issues in 167 cases (36%). The Family Program scheduled 2,139 mediation sessions in FY 2023, of which, 1,498 (70%) were held. The program continues to reach 100% compliance with case processing time standards.

The Family Mediation Program experienced an increase in the number of cases referred to mediation (800 cases referred to mediation, compared to 783 cases during this same time period in FY 2022).

Program for Agreement and Cooperation in Contested Custody Disputes (PAC). PAC is a Family Court parent education seminar that operates adults' and children's seminars for contested custody cases twice a month.

During FY 2023, 4,280 domestic relations cases were filed, of which 1,351 were eligible for PAC. During this period, 284 parents participated in the PAC educational seminars remotely. PAC cases scheduled for mediation numbered 331 representing 662 parents. Of those cases, 282 (85%) attended mediation, representing 564 parents.

The Community Information and Referral Program (CIRP). The Community Information and Referral Program (CIRP) serves people seeking help with all types of disputes before they file a court case and screens Family Court Domestic Relations cases for mediation. During FY 2023, referrals for intake/screenings at Multi-Door Dispute Resolution Division increased from 1,953 in FY 2022 to 1,977 in FY 2023. In FY 2024, the number of cases referred to Multi-Door Dispute Resolution Division for intakes/screenings continues to increase.

In addition, CIRP operates the Multi-Door Dispute Resolution Satellite Office at the Central American Resource Center (CARECEN) in the Adams Morgan Neighborhood in Northwest two days per month. In FY 2023, CARECEN referred 65 Spanish language cases to the division for resolution, including 18 cases referred to another agency for assistance and 43 cases resolved with Multi-Door Dispute Resolution Division's assistance. The remaining 4 cases were closed because one party was not willing to participate in services.

Community Partnership – Abating Truancy Through Engagement and Negotiated Dialogue (ATTEND). ATTEND is a truancy mediation program operated by the Multi-Door Dispute Resolution Division in conjunction with the Office of the Attorney General to help parents of children ages 5 through 12 resolve school attendance issues prior to charges being filed in the Superior Court. In FY 2023, ATTEND scheduled 68 families (74 children) for mediation. Of those 68 families, 34 families (50%) participated in mediation and developed a plan with the school for 37 children (100%), to abate truancy.

Program Assessment and Training Branch

In FY 2023, the Division trained 23 new mediators to serve in the Family Mediation Program and 14 new mediators to serve in the Landlord and Tenant Mediation Program. The Division offered two 40-hour mediation skill training programs that included mediation observations and six days of classroom training involving lecture and role-play. Additionally, the Division conducted 31 trainings on advanced ADR topics. The Division also collaborated with the Office of Court Interpreting Services to develop four educational videos on how to work with interpreters in mediation.

In FY 2024, the Division trained 26 new mediators for the Civil Branch's Small Claims and Civil Actions programs. Additionally, current mediators in the Family program received a two-day Property Training, resulting in 12 mediators gaining the ability to handle cases involving property issues, and 7 more being trained to mediate Child Protection Cases. The Division conducted 29 trainings on advanced ADR topics, covering subjects such as the Neuroscience of Conflict and Bias, Trauma and Self-Care, and the potential use of technology and AI in Mediation.

Mediator Attendance	Staff Attendance	Training Courses Held	Total Training Hours
454	37	29	2293.5

The Division is actively expanding its mediator training library by incorporating an online collection of thirty-seven recordings. This initiative enables mediators to access and review recorded sessions they were unable to attend, facilitating compliance with training requirements. In turn, these training sessions improve mediators' practices and enhance the services received by the parties.

Workload Data

Table 1
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Caseload Overview

	*Mediations Held	**Cases Settled	***Settlement Rate
FY 2023 Actual	3,254	1,430	46%
FY 2024 Estimated	4,045	2,985	50%

*Mediation Sessions Held, excludes the mediation sessions held and continued and only includes mediations that reach an outcome within the current fiscal year.

**Settlements include both full and partial settlements of family cases.

***Settlement rate reflects number of civil and family cases settled as reflected in Tables 2 and 3.

Table 2
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Civil ADR Programs
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2023 Actual	FY 2024 Estimated	Projection FY 2025	Projection FY 2026
Output	*Mediations Held	Enterprise Justice	2,673	3,333	3,500	3,675
Outcome	**Case Settlement Rate	Enterprise Justice	43%	51%	58%	66%
Outcome/Quality	Participant Satisfaction w/ ADR Process	Survey Monkey database	86%	88%	88%	88%
Outcome/Quality	Participant Satisfaction w/ Outcome	Survey Monkey database	76%	78%	78%	78%
Outcome/Quality	Neutral Performance Satisfaction	Survey Monkey database	90%	92%	92%	92%

*Mediation Sessions Held, excludes the mediation sessions held/continued and only includes mediations that reach an outcome within the year.

**Settlements include both full and partial settlements of civil cases.

Table 3
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Family ADR Programs
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2023 Actual	FY 2024 Estimated	Projection FY 2025	Projection FY 2026
Output	*Mediations Held	CourtView	581	712	745	765
Outcome	**Case Settlement Rate	CourtView	48%	48%	49%	50%
Outcome/Quality	Participant satisfaction w/ ADR process	Survey Monkey database	83%	88%	89%	90%
Outcome/Quality	Participant satisfaction w/outcome	Survey Monkey database	77%	78%	78%	78%
Outcome/Quality	Neutral performance satisfaction	Survey Monkey database	94%	95%	96%	97%

*Mediation Sessions Held, excludes the mediation sessions held/continued and only includes mediations that reach an outcome within the year.

**Settlements include both full and partial settlements of family cases.

During FY 2023, the total number of mediations held in the Division increased by 51% over FY 2022 (4,296 were held in FY 2023 compared to 2,845 held in FY 2022). In FY 2024, the total number of mediations held is estimated to increase by 57% for a total of 6,764 mediations. The number of family cases mediated in FY 2024 is estimated to increase by 22% and the number of civil cases mediated is estimated to increase by 25%. Mediation projections in FY 2025 and FY 2026 are based on an expected increase in mediations due to the depletion of Emergency Rental Assistance Program funds and the continued development of the D.C. Courts' Eviction Diversion Program for civil cases and an increase in filings in the Family Court.

Caseload projections in the Civil ADR program are based on the number of civil cases filed in the court and the number of cases referred to mediation. In the Family ADR branch, projections are based on the actual number of sessions held per case during the fiscal year. Family cases typically involve up to three mediation sessions per case. Settlement rate projections are based on continuing improvements to the ADR programs, increased compliance with mediation orders through operational improvements, and mediator performance.

The caseload statistics in Tables 2 and 3 represent the total number for all programs within that branch of the division. The quality performance elements reported in Tables 2 and 3 are measured through participant surveys distributed to all ADR participants after mediation is completed. The statistics reflect the percentage of respondents who report being either "satisfied" or "highly satisfied" with the overall ADR process, outcome, and neutral performance.

Key Performance Indicators

Multi-Door Dispute Resolution Division will continue to exercise best efforts to achieve its objectives of quality, responsiveness, and settlement in ADR service delivery. The Division's performance goals are to achieve settlement rates of at least 50% in every ADR program and to achieve ratings of "highly satisfied" from at least 30% of respondents in each of the three quality performance indicators (ADR process, ADR outcome, and neutral performance), and overall satisfaction rates (a combination of "satisfied" and "highly satisfied" responses) of at least 80%. Key performance indicators drawn from the Multi-Door Dispute Resolution Division MAP are as follows:

Table 4
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	Settlement Rate	CourtView and Enterprise Justice	50%	46%	50%	50%	50%	50%	50%	50%
Outcome	Overall client satisfaction (ratings of satisfied or highly satisfied)	Survey Monkey database	80%	80%	80%	84%	80%	88%	80%	92%

FY 2026 Request

In FY 2026, the Courts' request for the Multi-Door Dispute Resolution Division is \$4,621,000 an increase of \$655,000 (16%) above the FY 2025 Enacted. The requested increase includes \$262,000 for two staff mediators to mediate civil cases, \$100,000 for an ADR Training and Quality Control Specialist to address the increased demand for trained, qualified mediators to mediate cases, \$100,000 for a Civil ADR Case Manager to address the increased caseload in civil cases, and \$193,000 for built-in cost increases.

Mediating Cases for the Public, 4 FTEs, \$462,000

Mediating Civil Cases, 2 FTEs, \$262,000

Staff Mediator (JS-12)

Problem Statement. Permanent changes in how mediation services are provided to the public have caused both an increase in demand for Civil ADR Branch mediations as well as a reduction in capacity to provide those mediations. During FY 2023, to accommodate increased case management responsibilities, the Civil Actions mediation program was forced to reduce its daily mediation settings from 20 to 12, a 40% reduction in capacity. Some of this reduction in capacity is offset by prioritizing scheduling for cases most likely to attend mediation. Additionally, Landlord and Tenant mediations have more than doubled in FY 2023. In FY 2022, the Landlord and Tenant mediation program held 313 mediations. It is projected that the Landlord and Tenant mediation program will hold 812 mediations in FY 2023, a 159% increase. That number is expected to continue to rise as the D.C. Courts refine the new Eviction Diversion Program in the Civil Division.

The increased demand and reduced capacity have resulted in substantial delays in scheduling mediation dates for cases. Certain types of cases are experiencing delays of six months or longer. This delay directly impedes the Courts' ability to achieve its strategic plan goals, particularly in terms of ensuring access to justice for all, facilitating fair and timely case resolution, and fostering public trust and confidence.

The primary operational barriers to resolving this demand issue are the reliance on volunteers to provide all Civil ADR Branch mediation services as well as the considerable amount of time and resources required to recruit and train new volunteers. Being completely reliant on volunteers to provide mediation services means that the Civil ADR Branch has no control over mediator availability. The lack of control over availability directly contributes to the lengthy timelines required to schedule mediations. Moreover, as the Civil ADR Branch depends on volunteer mediators for training and certifying new mediators, expanding the pool of volunteer mediators becomes a challenging task.

These operational barriers can be addressed by the addition of two staff mediators to the Civil ADR Branch. Each staff mediator can increase the capacity of Civil ADR Branch by approximately 480 mediations per year. The Civil ADR Branch is projected to mediate 2,719 cases in FY 2023. The addition of one staff mediator would increase that capacity to approximately 4,159, or a 53% increase in mediation capacity. Additionally, with the inclusion of staff mediators who can train new volunteers, we expect a significant surge in the availability

of volunteer mediators. This, in turn, is likely to result in an exponential increase in the number of volunteer mediators available to contribute to the mediation programs.

Relationship to Court Mission, Vision, and Strategic Goals. The Family Staff Mediator position supports the Courts' Strategic Goal 1: Access to Justice for All by increasing mediation availability and therefore removing barriers to participation; Goal 2: Public Trust and Confidence by improving the customer service experience through greater mediation access and Goal 5: Fair and Timely Case Resolution through increasing mediation availability and reducing wait times for mediation participation.

Relationship to Divisional Objectives. These positions directly impact the success of the Divisions' strategic objective to provide efficient and effective alternative dispute resolution and case management.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The Civil Staff Mediator is a grade JS-12 based on the Courts' classification standards.

Expenditure Plan. The Civil Staff Mediators will be recruited and hired according to D.C. Courts' Personnel Policies.

Performance Indicators. Success of the position will be measured through timely civil mediations and the employee's performance plan.

Mediator Training, Support, and Quality Control, 1 FTE, \$100,000
ADR Training and Quality Control Specialist (JS-10)

Problem Statement. Recent enhancements in the operations of the Multi-Door Dispute Resolution Division, as well as increased demand for its mediation services, have revealed a staffing shortage in the Division's Alternative Dispute Resolution (ADR) Training Branch. The Division continues to experience an ongoing increase in demand for mediation services to provide the public with access to justice and timely case resolution. Meeting this demand has necessitated accelerated recruiting and training of new mediators, creating a substantial obstacle to the ADR Training Branch's duty to recruit, train, support, and ensure the high-quality performance of the Division's mediators.

To facilitate the transition to a virtual mediation environment, the ADR Training Branch implemented several new technologies that make mediating cases and recording agreements not only possible in a remote setting but more efficient overall. These new technologies, while increasing access to Division programs for the public, have created an increased need for mediator training and support to facilitate the use of the many applications required to successfully accomplish mediations in a remote environment, including the Web Vouchers System (WVS), Web Mediator Management System (WMMS), HotDocs, AdobeSign, Zoom, and others.

Records from FY 2022 show that 84 unique mediators performed virtual mediation services for residents of the District through the Multi-Door Dispute Resolution Division's various programs. In FY 2023, the ADR Training Branch trained 37 new mediators to support the Division's Family Mediation Program and the Landlord and Tenant Mediation Program. In FY 2024, an additional 26 mediators were trained for the Civil Branch's Small Claims and Civil Actions programs, culminating in 63 additional mediators trained for the various programs in the Division, a 75% increase in mediators requiring training and support in only a two-year period.

The rapid increase in the number of mediators in the Division's programs and observable differences between the performance of existing mediators and newly trained mediators highlighted inconsistencies in maintaining and reinforcing mediator performance quality and standards across the Division's programs. To address this issue, the ADR Training Branch innovated a centralized quality control process that consists of periodic term renewals and a peer review process for all Division mediators coordinated with staff from the Division's Civil and Family Branches. As with other responsibilities of the Division's ADR Training Branch, these additional quality assurance measures strain the existing resources and impede the Division's ability to efficiently coordinate training sessions, manage volunteer mediators, and manage the technology used to support the mediators.

These operational barriers can be addressed by the addition of one full-time ADR Training and Quality Control Specialist to the ADR Training Branch of the Multi-Door Dispute Resolution Division. This position would assist in the effective development and presentation of training programs and have responsibilities in managing the mediator term renewal processes, enhancing outreach efforts, and providing technical support for mediators. The ADR Training and Quality Control Specialist will handle customer-reported incidents, update and maintain issues in the tracking system, and ensure timely and professional resolution of customer requests. Additionally, the specialist will troubleshoot mediator issues and evaluate the effectiveness of support services.

Relationship to Court Mission, Vision, and Strategic Goals. The ADR Training and Quality Control Specialist position supports the Courts' Strategic Goal 1: Access to Justice for All by improving mediator competency in providing services which will remove barriers to party participation; Goal 2: Public Trust and Confidence by enhancing engagement with crucial volunteer stakeholders; Goal 4: Effective Court Administration by eliminating inconsistencies in mediator performance; Goal 5: Fair and Timely Case Resolution through improved training of mediators and reduced wait times for customer service.

Relationship to Divisional Objectives. This position directly impacts the success of the division's strategic objectives to provide efficient and effective training for mediators, manage volunteer and mediator processes, enhance outreach and recruitment efforts, and ensure high quality performance of the Division's mediators.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The ADR Training and Quality Control Specialist is a grade JS-10 based on the Courts' classification standards.

Expenditure Plan. The ADR Training and Quality Control Specialist will be recruited and hired according to D.C. Courts' Personnel Policies.

Performance Indicators. Success of the position will be measured through timely and effective delivery of training programs, efficient management of the volunteer and mediator renewal processes, and effective resolution of customer-reported incidents. The employee's performance plan will include specific metrics related to these duties.

Mediating Cases for Landlord and Tenant Cases, 1 FTE, \$100,000

Case Manager (JS-10)

Problem Statement. In response to increased demand for Multi-Door Dispute Resolution Division's Landlord & Tenant Mediation Program services over the last several years, the Division's Civil Alternative Dispute Resolution (ADR) Branch has significantly expanded the availability of Landlord & Tenant mediations. Due to an increase in the number of Landlord & Tenant cases being filed, the implementation of the D.C. Courts' Eviction Diversion Initiative, and the D.C. Courts' emphasis on access to justice and timely case resolution of Landlord & Tenant cases identified as public safety cases, Multi-Door Dispute Resolution Division's Civil ADR branch expanded Landlord & Tenant Mediation offerings from 100 monthly mediations to 256 monthly mediations. This more than doubled mediation services available to the Civil Division of the D.C. Courts and the residents of the District while also more than doubling the required case management services to support this demand. Current staffing for Landlord & Tenant mediation case management remains insufficient and threatens the ability of the Multi-Door Dispute Resolution Division to meet the ongoing demand for Landlord & Tenant mediations.

In 2022, ever-increasing wait times made it apparent that the need for Landlord & Tenant mediation services exceeded the capacity of the Multi-Door Dispute Resolution Division's Landlord & Tenant mediation program. An assessment of program efficiency revealed that the limiting factor in meeting the demand for Landlord & Tenant mediations was the Division's ability to provide supporting case management services. The maximum capacity of a single case manager was determined to be 80 cases per month. At that time, the Division was already scheduling 100 cases per month, creating residual demand monthly and further delaying mediation scheduling.

In 2023, the delay for Landlord & Tenant mediation scheduling increased to 7 months, significantly out of alignment with the goal of achieving scheduling within 3 months and inconsistent with the goal of timely case resolution. In response, the Multi-Door Dispute Resolution Division's Civil ADR Branch expanded the number of available Landlord & Tenant mediations to 196 per month. To support the increase in demand for Landlord & Tenant case management services, the Division reassigned a case manager from the Family ADR Branch to the Civil ADR Branch on a permanent basis.

In 2024, the Multi-Door Dispute Resolution Division's Civil ADR Branch once again expanded

the number of available Landlord & Tenant mediations. To reinforce public trust and confidence and increase access to justice, especially for Public Safety Landlord & Tenant cases, the Division collaborated with the Executive Office, the Clerk of the Court's Office, the Office of the Presiding Judge, and the Civil Division to increase mediation offerings to 256 per month. This was an increase of 156% in scheduled mediations in less than 2 years.

The addition of a permanent full-time case manager to the Division's Civil ADR Branch will allow the Division to maintain current program operations and provide the necessary support to the residents of Washington D.C.

Relationship to Court Mission, Vision, and Strategic Goals. The Case Manager position supports the Courts' Strategic Goal I – Access to Justice for All by increasing case management services to allow more parties to participate in mediation programs; Goal II – Public Trust and Confidence by improving the customer service experience through increase case management services; Goal IV – Effective Court Administration by reducing costs associated with providing case management services; Goal V – Fair and Timely Case Resolution by increasing the number of mediations that can be serviced and reducing overall wait times for mediation availability.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The Case Manager is a grade JS-10 based on the Courts' classification standards.

Expenditure Plan. The Case Manager will be recruited and hired according to D.C. Courts' Personnel Policies.

Performance Indicators. Success of the position will be measured through timely and effective delivery of mediation case management duties including providing necessary support to mediators and mediation parties. The employee's performance plan will include specific metrics related to these duties.

Table 5
MULTI-DOOR DISPUTE RESOLUTION DIVISION
New Position Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Civil ADR Case Manager	10	1	\$79,000	\$21,000	\$100,000
ADR Training and Quality Control Specialist	10	1	\$79,000	\$21,000	\$100,000
Staff Mediator	12	2	\$208,000	\$54,000	\$262,000
TOTAL		4	\$366,000	\$96,000	\$462,000

Table 6
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	2,713,000	2,713,000	3,222,000	509,000
12 - Personnel Benefits	738,000	738,000	871,000	133,000
<i>Subtotal Personnel Cost</i>	<i>3,451,000</i>	<i>3,451,000</i>	<i>4,093,000</i>	<i>642,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	1,000	1,000	1,000	
25 - Other Services	495,000	495,000	508,000	13,000
26 - Supplies & Materials	12,000	12,000	12,000	
31 - Equipment	7,000	7,000	7,000	
<i>Subtotal Non-personnel Cost</i>	<i>515,000</i>	<i>515,000</i>	<i>528,000</i>	<i>13,000</i>
TOTAL	3,966,000	3,966,000	4,621,000	655,000
FTE	31	31	35	4

Table 7
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	33	49,000	
	Current Position COLA	33	94,000	
	Civil ADR Case Manager	1	79,000	
	ADR Training and Quality Control Specialist	1	79,000	
	Staff Mediator	2	208,000	
<i>Subtotal 11</i>				<i>509,000</i>
12 - Personnel Benefits	Current Position WIG	33	13,000	
	Current Position COLA	33	24,000	
	Civil ADR Case Manager	1	21,000	
	ADR Training and Quality Control Specialist	1	21,000	
	Staff Mediator	2	54,000	
<i>Subtotal 12</i>				<i>133,000</i>
<i>Subtotal Personnel Services</i>				<i>642,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			13,000
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Nonpersonnel Services</i>				<i>13,000</i>
Total				655,000

Table 8
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	1	1	1
JS-7	1	1	1
JS-8	1	1	1
JS-9			
JS-10	14	14	16
JS-11	5	5	5
JS-12	4	4	6
JS-13	3	3	3
JS-14			
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	2,713,000	2,713,000	3,222,000
Total FTEs	31	31	35

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE AUDITOR-MASTER**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
6	1,025,000	6	1,025,000	10	1,476,000	4	451,000

Mission Statement

The mission of the Office of the Auditor Master is to assist the judiciary and parties in actions filed in the D.C. Superior Court by investigating and stating accounts in matters involving complex financial computations. Most of these matters involve fiduciaries who have been appointed by the court to manage the assets of adults and minors incapable of managing their own assets, and fiduciaries appointed to administer decedents' estates. These matters are referred to the Office of the Auditor Master when allegations of misappropriation and mismanagement have been brought before the Court, or when the fiduciaries have failed to satisfy the accounting requirements of the Probate Division. Other matters are referred to the Office of the Auditor Master by the Civil and Family Court Operations Divisions when parties are seeking an accounting of jointly owned assets.

The principal role of the Office of the Auditor Master is to state accounts, determine the value of assets and liabilities, and make other complex financial calculations where no agreement has been reached among the parties, thus conserving judicial time and resources. Through its subpoena authority, the Office of the Auditor Master secures all relevant financial data, conducts evidentiary hearings, and presents a detailed account and report for the Court's consideration. The Office of the Auditor Master is available to assist the judiciary by presiding over discovery disputes, settlement negotiations, and other pretrial issues. The Office is also available for post-trial monitoring of judgments, consent decrees, and settlements in complex civil litigation.

Organizational Background

The position of the Auditor Master was created by D.C. Code §11-1724. The Office of the Auditor Master currently consists of 6 FTEs: the Auditor Master, Deputy Auditor Master, two Attorney Advisors, an Accountant, and an Administrative Assistant.

Divisional MAP Objectives

The objectives of the Office of the Auditor Master are as follows:

- Further the administration of justice through effective case processing by implementing streamlined procedures, leveraging technological advancements, and prioritizing timely resolution of cases.
- Foster employee engagement by seeking employee input and encouraging innovation and collaboration in the development of processes and procedures.
- Enhance case management by utilizing time standards for processing all cases referred to the Office of the Auditor Master.

- Promote employee engagement and professional development; and
- Increase employee participation in the Court-wide values initiative.

Division Restructuring of Work Process

In support of the D.C. Courts' goal to increase case processing efficiency, the Office of the Auditor Master has implemented several initiatives to improve the timeliness of disposition and clearance rate of all assigned matters. Some of these efforts include the following:

- Collaborated with the Superior Court's forms team to develop standardized case forms and notices, which pre-populate case information to streamline the generation of forms and notices and improve case processing.
- Adopting trial court case management best practices, such as conducting status hearings to identify issues in contention, advance the settlement process, and resolve cases in a timelier manner.
- Promoting cross-training efforts among staff to improve the efficiency of investigations and expedite the resolution of matters; and
- Reengineering business processes and standard operating procedures to increase the use of remote hearings and trials, offering parties and court participants a more accessible, cost-effective, flexible, and efficient means of engaging in court proceedings.
- Implementation of a deadline calendar that automatically calculates the number of days left to complete a case as well as calculating the numbers of days a case is beyond the resolution deadline.

Workload Data

The majority of cases referred to the Office of the Auditor Master are assigned by the Probate Division. The rapidly increasing value of real property, along with a corresponding rise in wealth among District of Columbia residents, has resulted in larger decedent, guardianship, and conservatorship estates. This shift has increased the complexity and contentiousness of matters referred to the Office. Additionally, the Office has seen a rise in cases referred by the Civil Division and Family Court. These cases require extensive research, investigation, and restatement of complex material accounts and asset valuations for the Court's consideration in civil and business disputes. As a result, the increased complexity and volume of cases have significantly extended the time required to resolve these matters. The additional time needed for thorough research and detailed investigation prolongs the resolution process, leading to longer case durations and delayed outcomes for the parties involved.

Table 1
OFFICE OF THE AUDITOR-MASTER
Caseload Overview

Fiscal Year	Case Activity			Cases Pending		
	Reports (Dispositions)	Cases Referred	Clearance Rate	Oct 1	Sep 30	Change
2022	43	37	116%	129	123	- 5%
2023	26	27	96%	123	124	+1%

Table 2
OFFICE OF THE AUDITOR-MASTER
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	Percentage of cases where Reports are approved/approved in part	Management Reports	95%	100%	95%	95%	95%	95%	95%	95%
Output	Cases completed within 6 months		65%	23%	45%	20%	45%	20%	45%	35%
Output	Cumulative Cases completed within 9 months		80%	27%	70%	25%	70%	25%	80%	55%
Output	Cumulative Cases completed within 12 months		85%	31%	85%	30%	85%	30%	85%	65%
Output	Cumulative Cases completed within 18 months		95%	73%	95%	65%	95%	65%	95%	75%
Efficiency	Clearance Rate (Reduction of pending cases)		100%	104%	100%	85%	100%	85%	100%	100%

FY 2026 Request

In FY 2026, the Courts' request for the Office of the Auditor Master is \$1,476,000, an increase of \$451,000 (42%) above the FY 2025 Enacted. The requested increase includes 4 FTEs to expedite orders of reference and subpoenas, improve accounting processes, and enhance courtroom management, as well as \$49,000 for built-in cost increases.

Expediting Account Audits and Financial Review, 2 FTEs, \$220,000

Paralegal (JS-11), \$110,000

Accountant (JS-11), \$110,000

Paralegal (JS-11), \$110,000

Problem statement. The Office of the Auditor-Master needs a Paralegal to handle legal research and administrative tasks, allowing the Auditor-Master and Deputy Auditor-Master to focus on their responsibilities of investigating referred matters, preparing for, and conducting hearings, and writing reports for the Court. The lack of personnel in the Office has significantly impacted caseload processing. The Auditor-Master is required to complete investigations and issue most reports within 270 days as stated in the court orders referring cases to the Office. The Office faces challenges in meeting these prescribed completion dates with only 27% of cases meeting the 9-month time standard. Additionally, each referring division has established Time to Disposition Standards, which ensure the timely resolution of cases overall. These standards range from 6 months for less complex cases to 36 months for the most complex matters. Referrals to the Auditor-Master typically occur after a case has been pending for a significant duration of time within the respective referring division. To adhere to the Time to Disposition Standards, the Office of the Auditor-Master requires more personnel to assist with case research, indexing, subpoena drafting, and reviewing returned subpoenas to ensure they contain all

requested documentation. A Paralegal will help the Office meet the time standards for resolving cases.

Relationship to Court Vision, Mission, and Strategic Goals. This additional position is needed to support the Courts' Strategic Goal V - Fair and Timely Case Resolution by minimizing wait times and delays for cases participants, resolving disputes and legal matters in a timely manner, and improving the management of calendars, case scheduling and completion of legal tasks.

Relationship to Divisional Objectives. The new position will support the Office's objectives of managing and resolving cases in a timely and efficient manner and meeting case processing performance standards.

Relationship to Existing Funding. Funding for this position is not available in the Courts' existing budget.

Methodology. The grade level and classification of this position is determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. A new FTE will be recruited, hired, and compensated according to the Courts' Personnel Policies and procedures.

Performance Indicators. The requested FTE will decrease the wait time for participants, improve customer satisfaction ratings and the time-to-disposition performance measure for cases referred to the Office of the Auditor Master.

Accountant (JS-11), \$110,000

Introduction. The Office of the Auditor Master requires expertise in accounting functions to analyze complex cases referred by the Family Court and Civil and Probate Divisions. With only one accountant, the Office faces challenges in meeting the prescribed completion dates stated in the orders of reference. Additionally, it is important to highlight that each referring division has established Time to Disposition Standards, which aim to ensure timely resolution of cases. These standards vary, ranging from 6 months for less complex cases to 37 months for the most complex matters. Referrals to the Auditor Master typically occur after a case has been pending for a significant duration within the respective division. In order for the court to adhere to the Time to Disposition Standards, the Office of the Auditor Master must expedite the completion of these matters. To enhance case accounting processing time and reduce delays for court participants, the addition of another accountant is necessary.

Problem Statement. The Office currently operates with an Auditor Master, Deputy Auditor Master, two Attorney Advisors, an Accountant, and an Administrative Assistant. Cases referred to the Office involve overly complex issues that require a great deal of time of staff with accounting skills. The accounting requires investigation and scrutiny of hundreds to thousands of transactions over an average of three to five years, or even longer for complex cases. The materiality could involve millions of dollars. As an example, the Office recently completed an accounting report for a complex and lengthy civil case, encompassing over 2,200 pages in PDF format. Apart from the extensive volume of banking and investment financial statements, most

cases require the meticulous examination and input of numerous boxes of supporting documentation and receipts. These sources include a wide range of data, such as bank and investment statements, credit card statements, spreadsheets, land records, rental records, utility bills, tax records, and receipts from various sources. Presently, the process involves manually migrating each transaction, one by one, from each source document into Excel or accounting software like Quicken or QuickBooks. Despite extensive research, the Office has not discovered reliable automation software capable of directly scanning and transferring documents from financial statements into Excel. Similarly, we have found no available software for directly transferring financial data from backup documentation into Excel.

With only one Accountant, the Office is not adequately equipped to address its current caseload. With the current staffing level, the Office is unlikely to achieve its performance goals. These goals include completing 45% of cases within six months, 80% within nine months, 85% within 12 months, and 95% within 18 months, as well as maintaining a 100% clearance rate. Additional staffing is necessary to address these challenges and enable the Office to meet its performance targets and effectively manage the workload.

Many of the investigated cases require an Accountant to work exclusively on one case at a time for lengthy periods. They must input each transaction from the financial documents, examine backup financial documents, scrutinize individual transactions that lack sufficient source documentation and state accounts. Examples of the complexity and time-consuming nature of these cases include a case that involves six years of banking transactions for 17 separate bank accounts. Another case involved eight adult heirs demanding an accounting for the proceeds from the sales of ten encumbered rental properties. That case required the investigation of land and rental records, and property expenses to account for the properties, including the rents, encumbrances, and related expenditures over the past 13 years. The restated account for another case consisted of 45 pages of transactions where a fiduciary misappropriated a significant sum of money that was held in a conservatorship. The case included volumes of credit card transactions, the opening and closing of multiple accounts, and repetitive transfers of funds to prevent detection. These cases are typical, not aberrant. In addition to these typical complex cases, the Office also receives referrals for civil cases with disputes involving extremely convoluted accounting records. One recent example is a case where parties have disputed their business accounts since the 1990s, with thousands of pages and images of records that had to be sorted, investigated, recorded, and restated. The complexity of the accounting process for this case took the sole Accountant months to perform and resulted in more than 2,200 pages of an Accounting Report.

The Auditor Master and Deputy Auditor Master are each supported by an Attorney Advisor to aid in case resolution. Ideally, having an Accountant for each of them would significantly improve the office's capacity to meet time standards and enable simultaneous hearings. The addition of an Accountant would provide dedicated support to expedite hearings, ultimately enhancing access to justice and improving the timely administration of justice for the public. The timely management of the Court's caseload and the successful operations of the Office of the Auditor Master heavily depend on the approval of an additional Accountant position.

Relationship to Court Vision, Mission, and Strategic Goals. This additional FTE Accountant

position is needed to reach the Courts' Strategic Goal V - Fair and Timely Case Resolution by minimizing wait times and delays for court participants, resolving disputes and legal matters in a timely manner, improving the management of calendars and case scheduling, enabling evidentiary hearings to start on their first scheduled day, and reducing the need to delay a matter because an accurate and comprehensive account has not been prepared.

Relationship to Divisional Objectives. The new position will support the Office's objectives of managing and resolving cases in a timely and efficient manner and meeting case processing performance standards.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The grade level and classification of this position is determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. A new FTE will be recruited, hired, and compensated according to the Courts' Personnel Policies and procedures.

Performance Indicators. The requested FTE will decrease the wait time for participants, improve customer satisfaction ratings and the time-to-disposition performance measure for cases referred to the Office of the Auditor Master. With the additional staff, the Office expects to meet its goal of completing 85% of its cases within 12 months.

Staffing Courtrooms, 2 FTEs, \$182,000

Courtroom Clerk (JS 7/8/9)

Introduction. The Office of the Auditor Master conducts hearings during which evidence is presented and testimony is secured under oath. Courtroom Clerks are needed to input hearing information into the Court's case management system, to facilitate the court recording system, to swear in witnesses, to properly annotate the record of testimony (who testifies and when) and to receive and disseminate exhibits entered into evidence during hearings. Currently, the Attorney Advisors are burdened with multiple responsibilities, including assisting the Auditor Master and Deputy Auditor Master with case prosecution and managing extensive documentation and exhibits. However, with the hearings becoming more complex and the volume of exhibits increasing, it is impractical for the Attorney Advisors to also serve as Courtroom Clerks.

The need for courtroom clerks has increased tremendously since the implementation of the Court's new case management system, Enterprise Justice. The new system has allowed this Office to establish a court docket that provides the public with immediate access to case information. However, in providing this service to the public, we have discovered that timely and consistent maintenance of the court docket is required. The office is in need of full-time employee positions dedicated to this function.

Problem Statement. The Office needs two Courtroom Clerks to initiate and result hearings, maintain the calendar of hearings, and notify and remind counsel and parties of hearings to ensure their presence, issue subpoenas, and assist in exhibit preparation. Exhibit preparation is a time-

consuming process which requires redacting all personal information from financial documents, numbering the exhibits and pages for identification, and scanning the exhibits for dissemination. Assigning the responsibilities of a Courtroom Clerk to the Attorney Advisors impedes their ability to fulfill their primary role responsibilities effectively. Moreover, it places excessive demands on their capacity to handle the growing caseload of the Office. It is imperative for the Office to obtain the necessary resources to manage hearings and trials efficiently. Failing to do so would be a disservice to our mission.

Relationship to Court Vision, Mission, and Strategic Goals. These additional Courtroom Clerk positions are needed to accomplish the Courts' Strategic Goal V - Fair and Timely Case Resolution by improving the management of calendars and case scheduling and enabling evidentiary hearings to start on their first scheduled day.

Relationship to Divisional Objectives. The new position will support the Office's objectives of managing and resolving cases in a timely and efficient manner and meeting case processing performance standards.

Relationship to Existing Funding. The existing funding cannot support the requested positions.

Methodology. The grade level and classification of these positions is determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. New FTEs will be recruited, hired, and compensated according to the Courts' personnel policies.

Performance Indicators. The requested FTEs will decrease the wait time for participants, improve customer satisfaction ratings, and help meet the time to disposition performance measure for cases referred to the Office of the Auditor-Master. With the additional staff, the Office expects to meet its goal of completing 85% of its cases within 12 months.

Table 3
OFFICE OF THE AUDITOR-MASTER
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Paralegal	11	1	\$87,000	\$23,000	\$110,000
Accountant	11	1	\$87,000	\$23,000	\$110,000
Courtroom Clerks	9	2	\$144,000	\$38,000	\$182,000
TOTAL		4	\$318,000	\$84,000	\$402,000

Table 4
OFFICE OF THE AUDITOR-MASTER
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	800,000	800,000	1,157,000	357,000
12 - Personnel Benefits	208,000	208,000	302,000	94,000
Subtotal Personnel Cost	1,008,000	1,008,000	1,459,000	451,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	2,000	2,000	2,000	0
25 - Other Services	5,000	5,000	5,000	0
26 - Supplies & Materials	5,000	5,000	5,000	0
31 - Equipment	5,000	5,000	5,000	0
Subtotal Non Personnel Cost	17,000	17,000	17,000	0
TOTAL	1,025,000	1,025,000	1,476,000	451,000
FTE	6	6	10	4

Table 5
OFFICE OF THE AUDITOR-MASTER
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	6	13,000	
	Current Position COLA	6	26,000	
	Accountant	1	87,000	
	Courtroom Clerk	2	144,000	
	Paralegal	1	87,000	
Subtotal 11				357,000
12 - Personnel Benefits	Current Position WIG	6	3,000	
	Current Position COLA	6	7,000	
	Accountant	1	23,000	
	Courtroom Clerk	2	38,000	
	Paralegal	1	23,000	
Subtotal 12				94,000
Subtotal Personnel Services				451,000
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
Subtotal Non-personnel Services				0
Total				451,000

Table 6
OFFICE OF THE AUDITOR-MASTER
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			
JS-9			2
JS-10	1	1	1
JS-11			2
JS-12	1	1	1
JS-13	2	2	2
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
Total Salary	800,000	800,000	1,157,000
Total FTEs	6	6	10

6

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
PROBATE DIVISION/OFFICE OF THE REGISTER OF WILLS**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
65	7,328,000	65	7,328,000	72	8,505,000	7	1,177,000

Mission Statement

The mission of the Probate Division/Office of the Register of Wills is to deliver quality services to the public fairly, promptly, and effectively; to record and maintain wills and case proceedings; to monitor supervised estates of decedents, incapacitated and developmentally disabled adults, guardianships of mentally challenged adults, minors, and certain trusts; to audit fiduciary accounts to ensure that the funds of disabled persons and other persons under court supervision are handled properly; and to make recommendations to judges on certain matters over which the Superior Court has probate jurisdiction.

Introduction

The Probate Division/Office of the Register of Wills has jurisdiction over decedents' estates, trusts, guardianships of estates of minors, guardianships of mentally challenged adults, and guardianships and conservatorships of adults otherwise incapacitated.

The Probate Division has ongoing and periodic responsibility in these matters throughout the lifespan of the case. For example, Probate works to –

- Ensure large and small estates are administered in accordance with the law and the wishes of the decedent;
- Determine that adult guardianships remain in the least restrictive setting necessary and that court-appointed guardians perform their duties in accordance with the law;
- Review the financial activities of court-appointed conservators;
- Protect vulnerable persons and their property from financial exploitation; and
- Assist self-represented people gain access to justice under the law.

An effective court recognizes and responds appropriately to emergent public issues such as the rapidly increasing proportion of persons over age 65 in the US population, the even more rapid increase in the proportion of persons over age 85, and the advances in medical care that enable persons with developmental disabilities as well as victims of catastrophic illnesses and accidents to live longer. These patterns and factors influence both the volume and complexity of the matters overseen by the Probate Division. For example, a large estate may take up to 3 years to administer and may involve the resolution of complex family and financial circumstances. Minor children are entitled to the protection of their assets until they reach the age of 18. These cases may also bring complex family dynamics before the Court and require periodic oversight. An adult guardianship, may be in place for decades, requiring semi-annual reporting, formal periodic

review, and episodic problem resolution. In fiscal year 2023, 3,098 new cases were initiated. Of the 3,098, the Court will have an ongoing role in more than 18% of all new Probate matters, requiring formal supervision. This role may involve tasks such as auditing of accounts and appointing social workers to complete mandatory periodic reviews, among other responsibilities related to the probate process.

Organizational Background

The Probate Division consists of the Office of the Register of Wills, a statutory role with varied and specific obligations under the law. Included in the Office of the Register of Wills is the Probate Systems Office and Probate Analysis Office. These offices support the Register of Wills by providing technology and data support, maintaining physical records, and overseeing the retrieval of off-site archival records, including original wills. The Office of the Register of Wills has 6 FTEs. The Register of Wills and the Probate Division are supported by:

- Operations Branch – 27 FTEs are the primary point of contact for the public, providing courtroom support, filing intake, and ensuring the integrity of the official court record.
- Legal Branch – 6 FTEs review pleadings, prepare recommendations for judges, and represent the Register of Wills in hearings before the Court.
- Auditing Branch – 12 FTEs audit the accounts of fiduciaries in supervised estates, trusts under court supervision, guardianship of minors' assets cases, and review the requests for compensation filed by court-appointed guardians, conservators, and attorneys.
- Guardianship Assistance Program – 6 FTEs provide support to the public, court-appointed guardians, persons under guardianship, and care providers through seminars, informational products, and one-on-one service. The Program staff also reviews the bi-annual Report of Guardian mandatory filing in every adult guardianship case.
- Self-Help Center – 8 FTEs assist self-represented persons in small estate matters, large estates of moderate complexity, and adult guardianship matters. The center provides a road map to estate administration, checklists and other materials designed to enhance access to justice for people without an attorney.

Divisional Management Action Plan (MAP) Objectives

The Probate Division Management Action Plan (MAP) includes the following objectives:

1. Expand performance measures to additional case types and further consider options to increase the efficiency and productivity of current performance measures: triage eFiled documents within one business day of receipt in the eFiling queue; issue Letters of Administration within one day of processing orders of appointment or qualifying for appointment as personal representative; and identify delinquent filings timely and take appropriate action within 10 days of delinquency.
2. Enhance efficient and timely case resolution and customer satisfaction by expanding eFiling, enhancing information available on the Division's website, and providing information via multiple communication platforms.

3. Expand comprehensive workforce planning to prepare for a changing workforce and create an integrated staff portal that includes an employee performance dashboard, personalized training modules and customer experience data.
4. Enhance customer service metrics and ensure customer experience data is included in the development of self-help center tools and partnership programs.

Divisional Restructuring and/or Work Process Redesign

During FY 2024 the Probate Division:

1. Updated and revised configurations for the new case management system. To ensure a smooth and efficient transition to the new system, the Probate Division:
 - a. Developed, tested, and implemented updates to configurations for Probate work processes;
 - b. Refined and revised Division standard operating procedures and business processes as well as identified, eliminated, and/or reengineered inefficient processes to support the implementation of the new system;
 - c. Assessed enhanced solutions for more automated features in the case management system to remove the need to collect physical paperwork, allowing documentation to be gathered and stored electronically. Manually collecting documents from filers and other parties wastes valuable resources and delays the successful resolution of cases. Automation and electronic filing will eliminate a significant amount of manual filing; and
 - d. Coordinated and conducted training on the new case management system for judicial officers, law clerks, and Division employees, covering system functionality, business processes, and standard operating procedures.
 - e. Participated in trainings and information sessions provided to the public related to Probate matters.
2. Ensured court procedures and policies were streamlined and communicated in plain language to allow self-represented filers the ability to better navigate the court system while preserving substantive and procedural fairness. This included continued virtual self-help center options while also providing more in-person offerings to self-represented litigants. The Division has also implemented processes to facilitate increased remote access to the court system. This includes leveraging technologies that enable greater remote functionality, such as an online scheduling system for appointments with Probate Division staff, online guided interviews to facilitate review of documents, and live chat options further enhancing accessibility for court users. These initiatives reflect the Division's commitment to adopting and utilizing innovative solutions that promote convenience and efficiency in accessing court services.
3. Continued the work of the Elder Justice Innovation grant from the U.S. Department of Health and Human Services Administration for Community Living. The project manager hired a Research Consultant to assist with conducting an evaluation of the current monitoring system and produce a report that identifies barriers to effective court monitoring, discussing best practices and innovations from other jurisdictions and offering a set of recommendations to improve the administration of intervention proceedings and enhance access to justice for vulnerable adults under court jurisdiction.

Under the guise of this initiative, the Division also recruited and trained new Examiners and Visitors to support the work in intervention proceedings.

4. Initiated the development of a fixed fee voucher program for Intervention Proceedings to pay examiners and visitors from the Guardianship Fund.

Workload Data

The Probate Division processed 12,527 court orders and held 2,602 court hearings. Due to the District of Columbia's emergency orders on social distancing and the prohibition on in-person visits in facilities that serve incapacitated and elderly persons, the pandemic essentially eliminated the Division's ability to physically access adult persons under guardianship. Therefore, mandatory periodic reviews were suspended to ensure safety measures were in place to provide the highest levels of consideration to vulnerable populations. The division is still recovering from the suspension which created a backlog of nearly 1,683 cases to be reviewed. As the District ended its COVID-19 emergency protocol, the Probate Division has resumed its periodic mandatory review process and is addressing the backlog. As shown in Table 1 below, the Probate Division disposed of 2,332 cases during FY 2023, with an overall clearance rate of 75%.

Table 1
PROBATE DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2023 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct 2022	30-Sept 2023	Change
Cases Involving the Deceased						
Formal Probate (Decedents Estates)	1,790	983	55%	4,768	5,575	17%
Small Estates	584	497	85%	215	302	40%
Foreign Proceedings	151	119	79%	201	233	16%
Cases Involving the Incapacitated						
Conservatorships (Old Law) **	0	0	n/a	5	5	0%
Guardianships (of Minors)	15	4	27%	231	242	5%
Intervention Proceedings (Adult Guardianships/Conservatorships)	544	724	133%	3,721	3,541	-5%
Trusts	14	5	36%	124	133	7%
Total	3,098	2,332	75%	9,265	10,031	8%
* Ratio of cases disposed to cases added in a given year. A standard efficiency measure is 100%, meaning one case disposed for each case filed.						
** "Conservatorships (Old Law)" refers to conservatorships created prior to 1989. Obsolete case type.						

Key Performance Indicators

Table 2
PROBATE DIVISION

Key Performance Indicators

Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
		Goal	Actual	Goal	Estimated	Goal	Projection	Goal	Projection
Time Standard from Filing to Disposition									
Administration of Decedents Estates	Monthly Reports								
Within 395 days		30%	43%	30%	30%	30%	30%	30%	30%
Within 1,125 days		75%	78%	75%	75%	75%	75%	75%	75%
Within 1,490 days		98%	88%	98%	98%	98%	98%	98%	98%
Appointment of fiduciary or other resolution in guardianship cases (incapacitated adults/minors)	Monthly Reports								
Within 60 days		60%	10%	60%	60%	60%	60%	60%	60%
Within 90 days		80%	12%	80%	80%	80%	80%	80%	80%
Efiled documents triaged w/in 1 business day of receipt	Monthly Reports	80%	N/A	80%	80%	80%	80%	80%	80%
Letters of appointment issued w/in 1 business day of processing order or qualifying event	Monthly Reports	80%	97%	80%	80%	80%	80%	80%	80%
Delinquent filings identified and acted on w/in 10 days	Monthly Reports	80%	N/A	70%	70%	70%	70%	70%	70%
Audit of Accounts w/in 45 days of filing	Monthly reports	30%	N/A	75%	35%	75%	50%	75%	50%
Fee requests submitted to Court processed w/in 45 days	Monthly Reports	80%	100%	80%	80%	80%	80%	80%	80%
Schedule Hearing on Approval of Account w/in 45 days	Monthly Reports	80%	N/A	70%	70%	70%	70%	70%	70%
Number of GAP reports submitted	Monthly Report	500	40	500	300	500	300	500	300

N/A – The N/A in the chart indicates that the information is unavailable from the case management system/dashboard.

FY 2026 Request

In FY 2026, the Courts' request for the Probate Division is \$8,505,000, an increase of \$1,177,000 (16%) above the FY 2025 Enacted. The requested increase includes \$824,000 for 7 FTEs to address increased caseloads, support courtroom operations, and improve access to probate information, and \$353,000 for built-in cost increases.

Increasing Access and Information to Probate Law, 2 FTEs, \$312,000 Attorney Advisor (JS-13)

Introduction. The Probate Division of the District of Columbia Superior Court serves a vital role in overseeing the administration of probate matters and resolving related disputes in a fair and impartial manner. However, the court faces significant challenges in fulfilling its mandate due to

the increasing complexity of probate cases. A lack of estate planning and the proliferation of blended families and non-traditional relationships has led to a rise in contested wills and disputes over inheritance rights.

Likewise, changes in the nature of families and adult relationships coupled with a lack of planning have also led to more complicated intervention proceedings.

In this complex legal landscape, the expertise of probate attorney advisors is indispensable due to their specialized knowledge in estate law, probate procedures, and fiduciary responsibilities. Seasoned probate practitioners have retired, and the interest in estates, trusts, and Probate law has decreased significantly, with a smaller number of new attorneys opting to specialize in this complex area.

Historically, judicial officers assigned to the Probate Division come to the division without prior experience in probate law. The lack of expertise and experience in this nuanced area can lead to errors. Probate Attorney Advisors provide valuable guidance to the Court and information to parties. Whether navigating complex legal issues, interpreting ambiguous wills, or offering guidance on how disputes may be mediated among beneficiaries, Probate Attorney Advisors play an important role in ensuring the efficient administration of probate matters and the equitable resolution of conflicts.

Problem Statement. To provide adequate support to all Probate judges and their chambers without compromising other essential duties, two attorney advisors are required. As the volume and intricacy of probate cases continue to grow, there is a pressing need for dedicated legal expertise to ensure the efficient administration of estates and the fair resolution of all probate matters. Without adequate support from probate attorney advisors, the court risks delays, errors, and injustices in its probate proceedings.

Current resources are insufficient to effectively support five Probate judges, their chambers, and rotating senior judges with analysis, advice, and assistance on Probate laws, rules, and legal issues. The division has one attorney advisor dedicated to the Self-Help Center. This attorney advisor routinely communicates with senior judges' chambers via telephone and email regarding pleadings. The Legal Branch Manager and Assistant Deputy Register of Wills frequently handle phone calls and emails from the five assigned judges and their chambers regarding transmittals, proposed orders, and other information related to hearings requiring rulings. This time commitment to judges and chambers detracts current resources from their primary responsibilities in the Legal Branch and the Self-Help Center. Two attorney advisors will allow the division to provide adequate support to all five judges, their chambers, and senior judges without compromising other essential duties. Additionally, the attorney advisors will enhance capacity to provide legal memoranda, make recommendations to the Office of the Register of Wills (OROW), assist judges in courtrooms, and represent the OROW in summary hearings where the Attorney Advisor presents the Division's position regarding irregularities and issues due to an appointed person's failure to file a statutory filing. The attorney advisor will help clarify legal procedures and ensure that court proceedings are conducted according to established rules and regulations. Their involvement helps demystify the legal process for the public, fostering greater understanding and transparency.

As caseloads continue to escalate and legal complexities multiply, there is an urgent need to bolster the capacity of the Probate Division by expanding the team to include dedicated probate attorney advisors. By investing in additional legal expertise, the court can enhance its effectiveness, reduce wait times in Court, and uphold the principles of justice, fairness, and public trust and confidence. This investment will not only address the immediate challenges faced by the Probate Division but also ensure its ability to adapt to future changes in the legal landscape and uphold the integrity of the law.

Relationship to D.C. Courts' Vision, Mission, and Goals. This request supports Strategic Goal 1: Access to Justice by enhancing assistance to judges, chambers, and thereby provide better outcomes to the public; Goal 2: Public Trust and Confidence by providing support to judges and Court staff to ensure decisions are made based on sound legal principles and evidence in line with the multiple sets of Probate rules.; and Goal 4: Fair and Timely Case Resolution by ensuring the efficient and equitable resolution of conflicts.

Relationship to Divisional Objectives. With the requested Attorney Advisors, the current Probate Division Management Action Plans and key performance indicators would be achievable.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The grade level and classification of this position is determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The new staff will be recruited, hired, and compensated according to the Courts' Personnel Policies.

Key Performance Indicators. Key performance indicators include an increase in cases meeting time to disposition standards, a decrease in the time to identify delinquent filings, and increased efficiency and quality in summary hearings where the Attorney Advisor presents the Division's position regarding irregularities and issues due to an appointed person's failure to file a statutory filing.

Staffing Courtrooms, 2 FTEs, \$182,000

Courtroom Clerk (JS-7/8/9)

Introduction. The Probate Division seeks funding to secure two courtroom clerks to provide hearing and courtroom management support in the Operations Branch. The Operations Branch is responsible for all administrative and courtroom support functions of the Division. Services include issuing notices, scheduling hearings, resulting hearings, completing post order docket maintenance, setting time standards, and providing other case management support to the Operations Branch.

The Probate Division has six courtroom clerk FTEs to perform a myriad of services, including:

- Managing the courtroom and processing proceedings in accordance with Division standards;

- Completing post order docket maintenance to ensure orders issued trigger Division action
- Completing Web Voucher System requests timely and accurately in accordance with Division standards;
- Scheduling court hearings;
- Processing court orders;
- Setting due dates to ensure court orders and statutory requirements are followed;
- Identifying delinquent filings to schedule summary hearings for failure to file;
- Issuing notices;
- Assisting judicial officers during court proceedings by keeping track of exhibits, administering oaths to witnesses, and maintaining order in the courtroom; and
- Providing general courtroom support during court proceedings, such as operating audiovisual equipment, distributing documents, and assisting with courtroom setup.

In FY 2023, 3,098 new cases were initiated in the Probate Division, resulting in the division maintaining more 10,031 pending cases. There are 13 case types in Probate, each of which may require various hearings, including initial hearings, pre-trial conferences, hearings on subsequent pleadings, approval of accounts, and summary hearings for statutory filing failures; thus, the courtroom court workload is very high. For instance, the division processed 12,527 written court orders and held 2,602 hearings in FY 2023.

Problem Statement. To provide adequate hearing support and process court orders timely, two courtroom clerks are needed in the Probate Division. Currently, six courtroom clerks support five judges and a large caseload. The Probate Division is challenged when a clerk is on leave or in training as the shortage of courtroom clerks impairs the Division's ability to provide courtroom support in an effective and timely manner, causes operative delays in providing service to the public, and impedes efficient hearing management in Probate cases. To provide adequate hearing support and coverage, courtroom clerk assignments are often revised daily. Staff from other Probate Division branches, including managers and supervisors, are often reassigned to manage hearings, result hearings, and complete post order docket maintenance. Two additional courtroom clerks will more effectively support the judicial officers and the public and allow the Division to establish a daily emergency courtroom to effectively handle urgent petitions that demand immediate attention and resolution.

Relationship to Courtwide Strategic Goals. Additional courtroom clerks support Strategic Goal 1: Access to Justice by assisting with the support and management of case files and records during court proceedings, ensuring that all relevant information is accessible and correctly documented during proceedings; Strategic Goal 2: Public Trust and Confidence by ensuring accurate and efficient handling of court documents and proceedings to maintain the integrity and transparency of the judicial process; and Strategic Goal 4: Effective Court Administration by improving efficiencies in supporting courtrooms with managing exhibits, recording proceedings, resulting hearings, managing party appearances, scheduling future hearings, and coordinating with judges, attorneys, and pro se participants.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Expenditure Plan. The Probate Division will recruit and hire all additional staff in accordance

with the Courts' personnel policies.

Performance Indicators. The performance indicators of this initiative include increased customer satisfaction and efficiency of operations.

Monitoring Guardians of Incapacitated Adults, 3 FTEs, \$330,000
Social Worker, JS-9/11

Problem Statement. The Guardianship Amendment Act of 2014, D.C. Act 20-552, effective as of March 11, 2015 (the "Act"), requires the regular review of guardianships of incapacitated adults at least once every three years in cases where a guardian is appointed after January 1, 2015, by a social worker licensed in the District of Columbia. This mandate represents a dramatic increase in cases subject to review and a critical shift from the Probate Division's former stance and use of volunteers to conduct guardianship reviews. Prior to the amendment, the program utilized volunteer Master of Social Work Students to review and report on guardianship cases under the supervision of the Guardianship Assistance Program (GAP)'s Program Manager and Deputy Program Manager. Prior to the Act, GAP reviewed between 100 to 150 guardianship cases per fiscal year. This is less than 20% of the total number of guardianships in the Probate Division's current caseload of 3,721.

The legislation imposes additional duties by GAP when undertaking case reviews, which lengthen the amount of time needed to investigate and prepare the report submitted to the court for each ward under court supervision. The new duties include, but are not limited to, obtaining an updated medical report or psychological report addressing current capacity, obtaining a statement from the person under guardianship regarding his or her expressed preferences regarding the guardianship and continuation thereof, investigating the least restrictive alternative to guardianship, if any, and arranging for personal service of the filed report on the person under guardianship.

As a result, GAP requires additional social workers to review approximately 600 cases per year. It should be noted that the pandemic created a backlog of approximately 1,600 cases. GAP currently employs four full-time social workers. However, the existing backlog of cases places a considerable burden on the staff, resulting in increased workload and challenges. This situation has a direct impact on the vulnerable population served and the well-being of the dedicated staff. Due to the backlog resulting from the pandemic and the unique characteristics of the vulnerable adult guardianship population, it is not feasible to complete the mandatory periodic reviews within the established time frame using the current number of social workers in the Division.

Relationship to D.C. Courts' Vision, Mission, and Goals. This request supports Strategic Goal I: Access to Justice and would enhance assistance to the public by providing services to address the needs of incapacitated adults, often elderly and or disabled and enhance public trust and confidence (Strategic Goal II).

Relationship to Divisional Objectives. With the requested social worker case managers, the current Probate Division case processing standard and the National Probate Court Standard of increased case monitoring would be achievable.

Relationship to Existing Funding. Funding for this position is not available in the Courts’ budget.

Methodology. The grade level and classification of this position is determined by the Courts’ Personnel Policies and position classification standards.

Expenditure Plan. The new staff will be recruited, hired, and compensated according to the Courts’ Personnel Policies.

Key Performance Indicators. The key performance indicator would be an increase in the number of in- depth reports submitted due to the addition of three social worker case managers. To comply with the new legislation, an estimated 875 cases will need to be reviewed annually.

Table 3
PROBATE DIVISION
Key Performance Indicator for Additional Funding Request

Key Performance Indicator	Data Source	FY2022		FY2023		FY2024		FY2025	
		Goal	Actual	Goal	Actual	Goal	Estimate	Goal	Estimate
Number of GAP in-depth reports submitted	Oracle Business Intelligence	500	0	500	60	500	384	500	384

Table 4
PROBATE DIVISION/OFFICE OF THE REGISTER OF WILLS
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Attorney Advisor	13	1	\$124,000	\$32,000	\$156,000
Attorney Advisor	13	1	\$124,000	\$32,000	\$156,000
Social Worker	11	3	\$262,000	\$68,000	\$330,000
Courtroom Clerk	9	2	\$145,000	\$37,000	\$182,000
TOTAL		7	\$655,000	\$169,000	\$824,000

Table 5
PROBATE DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	5,650,000	5,650,000	6,583,000	933,000
12 - Personnel Benefits	1,564,000	1,564,000	1,806,000	242,000
<i>Subtotal Personnel Cost</i>	<i>7,214,000</i>	<i>7,214,000</i>	<i>8,389,000</i>	<i>1,175,000</i>
21 - Travel, Transp. of Persons	13,000	13,000	13,000	
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	6,000	6,000	6,000	
25 - Other Services	52,000	52,000	53,000	1,000
26 - Supplies & Materials	21,000	21,000	21,000	
31 - Equipment	22,000	22,000	23,000	1,000
<i>Subtotal Non-personnel Cost</i>	<i>114,000</i>	<i>114,000</i>	<i>116,000</i>	<i>2,000</i>
TOTAL	7,328,000	7,328,000	8,505,000	1,177,000
FTE	65	65	72	7

Table 6
PROBATE DIVISION
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	65	87,000	
	Current Position COLA	65	191,000	
	Attorney Advisor	2	248,000	
	Courtroom Clerk	2	145,000	
	Social Worker	3	262,000	
<i>Subtotal 11</i>				<i>933,000</i>
12 - Personnel Benefits	Current Position WIG	65	23,000	
	Current Position COLA	65	50,000	
	Attorney Advisor	2	64,000	
	Courtroom Clerk	2	37,000	
	Social Worker	3	68,000	
<i>Subtotal 12</i>				<i>242,000</i>
<i>Subtotal Personnel Services</i>				<i>1,175,000</i>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			1,000
26 - Supplies & Materials				
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Nonpersonnel Services</i>				<i>2,000</i>
Total				1,177,000

Table 7
PROBATE DIVISION
Detail of Full Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	11	11	11
JS-7	1	1	1
JS-8	6	6	6
JS-9	15	15	17
JS-10	1	1	1
JS-11	8	8	11
JS-12	10	10	10
JS-13	8	8	10
JS-14	3	3	3
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	5,650,000	5,650,000	6,583,000
Total FTEs	65	65	72

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA SPECIAL OPERATIONS DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
27	5,269,000	27	5,269,000	32	7,660,000	5	2,391,000

Mission

The Special Operations Division has administrative oversight for the Tax Division and provides specialized services within its seven units to litigants, the general public, and court operations. The Division's mission is to provide the highest quality service to the Courts and the public through efficiency, professionalism, and innovation.

Organizational Background

The Special Operations Division consists of six units and the Director's Office (3 FTEs), as follows:

- The Tax Division manages all tax appeals filed in the District of Columbia and prepares and certifies these records on appeal. This office has 3 FTEs.
- The Juror Office maintains a listing of potential jurors, processes summonses, qualifies jurors, obtains information on the size of the juror panel needed, randomly selects, and disperses jurors, and selects and swears-in grand jurors. This office has 10 FTEs.
- The Superior Court Library houses law books, legal periodicals, and digital research tools for the use of judges, attorneys, court staff, and the public. The Library also manages the Moultrie Remote Hearing Room for the Superior Court. This office has 2 FTEs.
- The Child Care Center provides childcare using developmentally appropriate practices for children of jurors, witnesses, other parties appearing in court, and court staff. This office has 2 FTEs.
- The Office of Court Interpreting Services provides foreign language and sign language interpreters to parties and others for judicial and quasi-judicial proceedings as well as court-related translations upon request. The Office is also responsible for developing and monitoring the D.C. Courts' Language Access Plan. This office has 5 FTEs.
- The Onboarding and Training Unit specializes in the standardization of operating procedures and role-based training in the Superior Court, developing training materials and online learning tools, and providing onboarding oversight. This office has 2 FTEs.

Division MAP Objectives

The Special Operation Division's MAP objectives, implemented to further the Strategic Plan of the D.C. Courts, include the following:

- Manage the summoning, qualification, allocation, and dispersal of jurors to enable efficient jury trials in the Superior Court.

- Improve juror yield and juror utilization to ensure juror demand more closely matches juror availability, reduce wait times for juror check in, conserve court resources, and create a better experience for jurors.
- Enhance informed judicial decision-making by maintaining a library for judges, law clerks, attorneys, and court staff that provides up-to-date print and digital resources on a broad range of subjects relevant to the administration of justice.
- Provide high quality childcare services for jurors, witnesses, and other persons attending court proceedings by offering age-appropriate play opportunities, supportive adult supervision, and a safe, stress-free environment.
- Ensure access to court proceedings and services by non-English speaking and deaf/hard-of-hearing persons by providing, upon request, certified foreign language and sign language interpreters for defendants and other parties for court hearings and interpreting-related training to court employees and judges in order to improve efficiency in providing language access services.
- Expand access to court services for non-English speaking and deaf/hard-of-hearing persons conducting business with or litigating matters at the courthouse by assisting in the implementation of remote and hybrid interpreting systems and developing and monitoring the Courts' Language Access Plan.
- Expand access to court services by providing written translations of court forms, publications, notices, and orders, to assist non-English speaking persons conducting business with or litigating matters at the courthouse.
- Design engaging training videos and materials for court staff for the purpose of communicating standard operating procedures and reducing reliance on informal or inconsistent training methods.
- Utilize cutting-edge technology to standardize training methods and monitor the effects of training on employee performance.

Summary of Program Improvements

During FY 2023, D.C. Superior Court implemented its new case management system, IJIS2. The Tax Division configured system behavior for tax-related processes, redesigned business processes, and introduced measures to ensure higher data quality. The results of these efforts were shared internally across the court and externally with members of the Tax Rules Advisory Committee and the Tax Bar, producing greater uniformity in case administration and simplification of divisional procedures.

For Civil Tax cases, due to increased filing rates stemming from the COVID-19 pandemic, filings outpaced dispositions, and the clearance rate decreased from 97% in FY 2022 to 78% in FY 2023. The pending caseload rose from 1,170 to 1,350, and the percentage of cases pending for 36 months or more remained stable, increasing slightly from 3% (33 cases) in FY 2022 to 3% (39 cases) in FY 2023. For Criminal Tax cases, the clearance rate decreased from 200% in FY 2022 to 50% in FY 2023, although only 2 cases were initiated.

During FY 2023, the Juror Office initiated a long-term project, Realigning Jury Operations, to increase juror yield and utilization, reduce juror waste, and validate the data used for the Jury Master Wheel. The Project team implemented a process to reduce the number of summonses

erroneously sent to jurors who no longer live in the District of Columbia and is working to develop a juror summoning prediction model that will enable the Juror Office to more precisely match its summoning targets to the trials scheduled; that deliverable is expected to be completed in FY 2024.

By the close of FY 2023, 160 felony jury trials were conducted, 53 civil jury trials were held, and 39 grand jury panels were enrolled for service.

During FY 2023, the Office of Court Interpreting Services (OCIS) met its baseline responsibilities to provide interpretation services to limited English proficient (LEP) and deaf/hard-of-hearing court participants in compliance with the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794), Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq.), and the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. § 3789d(c)). In FY 2023, OCIS engaged 8,226 interpreters to fulfill 6,710 requests for interpreting services. This amounts to a 32% increase in the number of interpretation service requests received from FY 2022, when 5,095 interpretation requests were received. Interpretations services for Spanish speakers encompassed 65% of interpretation requests. Other frequently requested languages included American Sign Language, Amharic, French, Arabic, Korean, Tigrinya, Vietnamese, and Mandarin. Interpreting services were offered for both in-person and remote hearings.

In FY 2023, the number of certified and qualified interpreters in the D.C. Courts' Interpreter Registry decreased from 171 in FY 2022 to 165 in FY 2023, while the languages represented increased from 61 in FY 2022 to 63 in FY 2023. In FY 2023, OCIS held two orientation workshops to fully onboard 20 new interpreters.

Registry interpreters are required to complete 12 hours of continuing education every two years to remain in good standing. In FY 2023, OCIS offered 11 hours in continuing education courses. Two courses were offered on Death Investigation and Bloodstain Pattern ID, and four courses were offered on Raising Your Remote Game; D.C. Courts Landlord and Tenant Branch 101 for Interpreters; Language Access and the Interpreter: A View from the Bench; and D.C. Courts Abuse and Neglect Branch 101 for Interpreters.

OCIS also provided two mandatory Language Access training sessions for new D.C. Courts employees through the Center for Education and Training. The number of these mandatory training sessions increased in FY 2024 to four sessions annually. In FY 2023, the Office also provided trainings on the D.C. Court Language Access Program to new judicial officers and court personnel throughout the year.

OCIS facilitated a 12-hour skills-building workshop over two days for Amharic interpreters with a declared interest in sitting for the Amharic Court Interpreter Certification Exam to become certified Amharic court interpreters. Participants received continuing education credits for attending the workshop.

In FY 2023, OCIS administered the Amharic Court Interpreter Certification Examination, which was developed by the D.C. Courts in collaboration with the National Center for State Courts

(NCSC) in FY 2020 and partially funded by grant monies from the State Justice Institute. The Amharic Court Interpreter Certification Examination is the first such examination for Amharic interpreters in the United States and will ensure that Amharic interpreters are fully qualified to interpret in a court setting, thus enhancing the public's access to justice. In June 2023, OCIS administered the Amharic Court Interpreter Certification Exam to two registered candidates.

To address the nationwide shortage of ASL interpreters with the knowledge, skills, and abilities to successfully work as court interpreters and to interpret for deaf jurors, OCIS designed and facilitated a 12-hour skills-building workshop over two days in FY 2023 for certified ASL interpreters with a declared interest in court training and interpretation. The workshop was partially funded by grant monies from the State Justice Institute. Participants received continuing education credits for attending the workshop.

A goal of the Court is to ensure that LEP parties have access to court documents in their own languages in compliance with Department of Justice guidance. In FY 2023, OCIS translated 524 court orders, vital documents, email correspondence, and mediation agreements into other languages for court users. This represents a 20% decrease from the 658 document translations completed in FY 2022. The total word count in FY 2023 decreased to 374,544, compared to 474,507 in FY 2022, representing a decrease of 21% in total words translated. Improving translation consistency and quality and expanding translation services will continue to be a priority in FY 2024 and forward.

In FY 2023, the Child Care Center provided information for distribution at community events and engaged in other efforts to inform the public and other service providers about the Courts' childcare services. In FY 2023, the Child Care Center provided childcare services 172 times to 125 children of jurors (11), parties (78), witnesses (1), Court staff (22), and others (13). This is a 380% increase in the number of children served in comparison to FY 2022 (26 children).

During FY 2023, the Superior Court Library completed a redesign to improve functionality. The redesign created work areas, public computer stations for legal research, and improved access to case search engines and the online catalog. The library's physical collection was organized to improve the quality and ease of finding material around the library. The public library webpage was updated with new features that increase access to justice for the community, including a new virtual reference program called "Ask-a-Librarian" which allows the public to send reference questions to the library. Since the service started, the program has answered 40 questions from all over the country. The public library webpage also includes the Legislative History catalog, which has been searched 82 times since its addition in July 2023. The D.C. Courts' library page also added several open access websites to support public research with credible, curated resources.

In FY 2023, the Moultrie Remote Hearing Room was relocated to the Superior Court Library. Since March 2023, the Moultrie Remote Hearing Room has helped 191 members of the public attend their virtual hearings. Improving library services and resources will continue to be a priority in FY 2024 and onward.

The Onboarding and Training Unit was created in the Special Operations Division in September

2023. During FY 2023, the unit completed compatibility testing and familiarization of two e-learning platforms for hosting its training materials. To efficiently produce high-quality training materials, the unit developed and deployed an artificial intelligence voice lexicon to transform text into audio and automate scripts.

Workload Data

In FY 2023, the Special Operations Division performed as follows:

- The Juror Office issued approximately 305,274 summonses to District of Columbia residents to appear for jury service.
- The Office of Court Interpreting Services dispatched 8,226 interpreters to fulfill 6,710 requests for interpretation services.
- The Tax Division processed 820 new case filings and 4,179 subsequent pleadings, filed in paper and electronically, and disposed of 643 cases.

Tables 1 through 4 provide performance data for the Juror Office, the Office of Court Interpreting Services, the Tax Division, and the Superior Court Library, respectively.

Table 1
SPECIAL OPERATIONS DIVISION
Juror Office
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2023	FY 2024	FY 2025	FY 2026
			Actual	Estimated	Projection	Projection
Output / Activity	# of summons issued to jurors for jury duty	Courts' Information Technology (IT) Division	305,274	449,316	280,000	260,000
Output / Activity	# of jurors qualified to serve on <i>voir dire</i> panels	Business Intelligence Jury Reports	51,811	90,172	56,000	54,600
Outcome	Judicial requests for <i>voir dire</i> panels met	Business Intelligence Jury Reports	99%	85%	85%	85%
Outcome	Jury Yield*	Business Intelligence Jury Reports	17%	20%	20%	21%
Outcome	Juror Utilization**	Business Intelligence Jury Reports	18%	13%	18%	20%

*Goal set at 40% based on NCSC performance studies⁵.

**Goal set at 70% based on NCSC Trial Court Performance Measures⁶.

⁵ https://www.ncsc-jurystudies.org/_data/assets/pdf_file/0012/101244/2023-SOS_PerformanceMeasures_FINAL.pdf

⁶ https://www.courttools.org/_data/assets/pdf_file/0016/8233/courttools_trial_measure8_effective_use_of_jurors.pdf

Table 2
SPECIAL OPERATIONS DIVISION
Office of Court Interpreting Services
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2023	FY 2024	FY 2025	FY 2026
			Actual	Estimated	Projection	Projection
Input	Requests for interpreters	Web Interpreter and Translator System (WITS)	6,753	8,136	8,975	9,430
Output	Requests for interpreters met	WITS	6,710	8,088	8,795	9,150
Output	Interpreters Dispatched	WITS	8,226	9,915	10,750	11,150
Efficiency	Clearance rate	WITS	99%	99%	98%	97%

Table 3
SPECIAL OPERATIONS DIVISION
Tax Division
Caseload and Efficiency Measures
(Fiscal Year 2023 Data)

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Tax	818	642	78%	1,170	1,350	15%
Criminal Tax	2	1	50%	1	2	100%

*Ratio of cases disposed to cases filed in a given year. A standard efficiency measure is 100% meaning one case disposed for each case filed.

Table 4
SPECIAL OPERATIONS DIVISION
Superior Court Library
Workload Overview

	Research Assistance Provided	# Library Users	# Remote Hearing Room Users
FY 2023 Actual*	164	167	191
FY 2024 Estimated	185	286	574

*The Library reopened to the public in March 2023.

FY 2026 Request

In FY 2026, the Courts' request for the Special Operations Division is \$7,660,000, an increase of \$2,391,000 (44%) above the FY 2025 Enacted. The requested increase includes \$671,000 for 5 FTEs, \$1,500,000 for a contract interpreter rate increase to strengthen language access services, and \$220,000 for built-in cost increases.

Enhancing Court Management and Administration, 1 FTE, \$217,000 *Deputy Director (JS-15)*

Introduction. The Special Operations Division is requesting a Deputy Director to supervise staff, oversee operations, and develop and implement procedures and program improvements to enhance the public's access to justice at the D.C. Courts.

Problem Statement. The Special Operations Division is the only operating division without a Deputy Director. The Division has seven work units, each of which operates independently, utilizes separate data management systems, pursues distinct objectives, engages with different internal and external stakeholders, and conducts business under requirements and standards that are unique to each office. The Director manages each of these operations and supervises 31% (or 8 FTEs) of the total staff in the Division. The Director's direct reports range from Grade 9 to Grade 14, each requiring different levels of supervision, direction, and support. For offices in the Division, such as the Superior Court Library and the Tax Division, the Director has covered operations in the unexpected absence of staff, including processing pleadings in the eFiling queue and responding to public inquiries when back-up coverage is not available or unable to provide such assistance. Even when the offices are fully staffed, the Director is required to provide mid-level management to safeguard quality control standards.

Serving as the sole senior manager in the Division has negatively impacted the Director's ability to focus on strategic planning, meet the Division's reporting requirements in a timely fashion, and collaborate effectively with judicial officers, other divisions of the Court, and representatives of the Office of the Attorney General, the United States Attorney's Office, the D.C. Bar, and legal service providers to refine operations and identify and resolve problems. A Deputy Director will enable the Director to engage with stakeholders and leadership in a more meaningful way by assuming the Director's supervisory responsibilities and assisting with strategic planning and budget management. The position will also enhance the operational oversight necessary to ensure greater responsiveness and accountability in the Division.

Relationship to Court Mission and Goals. The addition of a Deputy Director will support the Courts' goals related to Access to Justice for All (Goal 1), Public Trust and Confidence (Goal 2), a Great Place to Work (Goal 3), Effective Court Management and Administration (Goal 4), and Fair and Timely Case Resolution (Goal 5) by enabling the Division's senior leadership to focus on high-level strategic planning to improve services to stakeholders, including more robust services for self-represented litigants in the Tax Division and limited English proficient individuals doing business at the Court, enhanced use of technology to improve juror services and access to Library resources, greater engagement with the community, and the ongoing values implementation and employee initiatives in the Division.

Relationship to Divisional Objectives. The addition of a Deputy Director will provide critical support needed to achieve the Division's objectives, including modeling accountability and demonstrating respect, resourcefulness, and innovation to meet goals.

Relationship to Existing Funding. Funding for this position is not available in the Courts' budget.

Methodology. The position should be graded in accordance with the D.C. Court's classification standards.

Expenditure Plan. The Division will recruit for and hire this position in accordance with the D.C. Court's personnel policies.

Performance Indicators. The addition of a Deputy Director will increase the Special Operation Division's ability to engage other internal and external stakeholders and develop program improvements that enhance services for the population we serve.

Expanding Language Access Services, 3 FTEs, \$372,000

Spanish Staff Interpreter (JS-12), 2 FTEs, \$262,000

Program Officer (JS-11), 1 FTE, \$110,000

Introduction. The D.C. Courts is mandated by federal law to provide interpretation and translation services to LEP and deaf/hard-of-hearing court participants. The Office of Court Interpreting Services (OCIS) is the point of contact for all language access services at the Court. OCIS is staffed by five FTEs: a Language Access Coordinator, a certified Spanish language court interpreter, a certified American Sign Language interpreter, a Program Officer, and a Program Specialist. In addition to full-time staff, OCIS has access to approximately \$941,000 of the Special Operations Division's FY 2024 contract budget (Object Class 25) to hire contract interpreters, who provide services at the majority of interpreting events at the D.C. Courts.

At its current staffing levels, OCIS cannot and has never succeeded in providing interpretation and translation services that meet national guidelines for interpretation and translation. Even when requests for interpreters were relatively low during the COVID-19 pandemic, OCIS could not ensure adequate preparation, scheduling, and oversight for all interpreting events. As the number of requests for interpreters has increased post-pandemic, OCIS staff have been unable to meet the existing demand, leading to a rise in the number of contract interpreters hired. This increase in interpretation needs is driven by several factors: the higher volume of requests, the expanded use of remote hearings, and the shift to court calendars with precise start times impacting the flexibility of interpreter assignments. These changes have heightened expectations for interpretation coverage. To meet and exceed industry standards of practice, OCIS requires additional staff.

Problem Statement. OCIS received and processed approximately 10,200 initial requests for interpreting services in FY 2023. Around 34% of these requests were canceled or abandoned after the fact, leaving OCIS to fulfill over 6,700 interpreting events in FY 2023, a 38% increase over FY 2022. To cover interpreting events in FY 2023, OCIS dispatched interpreters more than 8,200 times.

In FY 2026, OCIS anticipates fielding 14,200 initial requests due to increasing demands for interpretation services. Assuming a cancellation/abandonment rate of 34%, OCIS is expecting to dispatch around 11,150 interpreters to cover 9,150 interpreting events by FY 2026.

The administrative work required to research, schedule, confirm, and prepare assigned interpreters for interpreting events is not insignificant. In FY 2026, approximately 4,750 hours of labor will be needed to perform the necessary work. OCIS current staff of five cannot assume the increased work without further sacrificing quality and performance of core duties and will need to hire more contract interpreters to cover interpretation events because staff interpreters must provide administrative support. The administrative work will also continue to impact the ability

of the program officer to expand the Courts' interpreter registry, as noted in FY 2023 when the number of registry interpreters fell to 165. When OCIS cannot hire registry interpreters, it is forced to hire interpreters from contract agencies that charge anywhere from 20% to 450% more than the registry interpreters.

Because OCIS supports work across all the operating divisions in the Courts, the increased number of interpreter requests and concomitant workload impact the functions of those divisions. OCIS has traditionally compensated by reducing the amount of research and preparation staff members provide to interpreters, though this can, and sometimes does, result in interpretation below industry standards. In addition, OCIS has faced constraints in expanding language access initiatives at the Courts. OCIS is unable to monitor interpreter performance for quality, accuracy, and professionalism. Staff interpreters are unable to validate the quality of translations produced by translation agencies. Finally, unlike Maryland or Virginia, the District of Columbia does not offer interpreter certification for any language other than Amharic.

Therefore, the Special Operations Division requests that OCIS receive three (3) new positions, one (1) Program Officer and two (2) Spanish Staff Interpreters.

Program Officer. The OCIS Program Officer manages all aspects of the interpreter registry and is responsible for data entry quality assurance and reporting, invoice approval, financial trend tracking, and data analysis. Ensuring payment eligibility for contract interpreters involves a substantial time investment. These tasks, alongside research and scheduling, consume significant time, hindering interpreter onboarding and preventing the implementation of certification tests for languages beyond Amharic to improve interpreting services.

As the registry interpreter count declines, reliance on unvetted contract interpreters increases, raising concerns about interpreter quality and availability. Insufficient oversight extends to ASL interpretation, exacerbated by a lack of ASL interpreter accreditation since 2015. This necessitates significant effort to vet, retain, and train ASL interpreters, crucial for ADA accommodations and upholding language access commitments.

The Special Operations Division requests a Program Officer to enable OCIS to proactively recruit interpreters to the registry, provide closer oversight of interpreter qualifications, initiate a project for offering certification tests at the D.C. Courts, and provide better oversight for ASL operations.

Spanish Staff Interpreters. In FY 2023, OCIS provided Spanish interpreters for 4,392 interpreting events, a 10% increase from the 3,991 interpreting events in FY 2022. In any given year, 65% of interpreting events are for Spanish, and 46% of contract interpreter expenses are for Spanish interpreting events, as OCIS hires a minimum of 6 contract Spanish language interpreters per weekday. Spanish is also the only interpretation language for which requests are regularly received for Saturdays (arraignment court and Parenting for Agreement and Cooperation (PAC) sessions).

Adding two Spanish Staff Interpreters will reduce the amount spent on contract interpreter costs by \$158,000 per year per interpreter (240 workdays at \$658 per day, estimated for FY 2026).

Equally important, staff interpreters are more versatile and reliable than contract interpreters, since they are subject to performance plans and review; as such, OCIS can better trust staff interpreters to adhere to D.C. Courts and OCIS policies on response timeliness, particularly for trials, which reduces judicial and public wait times and increases the efficiency of operating divisions. Spanish Staff Interpreters are more familiar with legal terminology and can translate more accurately than contract interpreters. Finally, OCIS has been unable to review the quality of translations provided by translation agencies since 2020, when it was forced to rely more heavily on translation agencies due to increased workload demands on the sole Spanish Staff Interpreter. Spanish translations represented 68% of all translations by word count in FY 2023. The Special Operations Division is therefore requesting two additional Spanish Staff Interpreters for OCIS to reduce expenses for contract interpreters and improve the quality of language access provided to the public.

Relationship to Court Mission and Goals. These positions will support the Courts' goals related to Access to Justice for All (Goal 1) because they will enhance the ability of LEP and deaf or hard-of-hearing court participants to access court services.

Relationship to Divisional Objectives. These positions will ensure that OCIS achieves its mission of providing access to justice for all through language assistance services for the LEP and deaf or hard-of-hearing community. Funding the positions would streamline the provision of interpretation services at the Courts and enhance language assistance for the public.

Methodology. The grade level for the positions was determined in accordance with the D.C. Courts' personnel policies.

Expenditure Plan. The positions would be recruited and hired in accordance with the D.C. Courts' Personnel Policies.

Relationship to Existing Funds. There are no resources available in the Courts budget for the requested positions.

Performance Indicators. The success of the positions will be indicated by reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter and to have their cases heard; increased number of interpreters added to the interpreter registry; fewer complaints received from courtrooms; the provision of certification exams; and enhanced operational efficiencies to enable the language access programmatic improvements court-wide to better serve the Court and LEP and deaf or hard-of-hearing public.

Language Access Interpreter Rate Increase, \$1,500,000

Introduction. To promote access to justice and trial date certainty, the Office of Court Interpreting Services (OCIS) requests additional funds to finance a rate increase for contract interpreters.

Problem Statement. Interpreters are in high demand by courts and agencies throughout the D.C. Metropolitan area. Consequently, OCIS secures contract interpreters several months in advance of scheduled events to meet daily demands for language access services. The Courts paid

certified interpreters \$566 per day and qualified interpreters \$495 per day in FY 2023 and will need to increase rates again in FY 2025. The same pool of interpreters engaged by the Court is also utilized by the U.S. Attorney's Office and U.S. Department of State, which currently pays \$597 per day, a 5% increase. Due to inflation and the slowly decreasing number of interpreters, who can command a market premium for their services, the Courts expect payments for interpreters to increase by 5% or more per year for the foreseeable future.

The Court's current contract interpreter budget is inadequate to meet the rising cost of language access services. The current interpreter budget is \$941,000 and OCIS expects to spend \$2,550,000 per year on contract interpreters by FY 2026. In its FY 2025 budget request, the Special Operations Division requested a funding increase of \$1,220,000 to fill its needs; however, that funding request was not approved. The increase in the number of contract interpreters, combined with rising payment rates, has increased expenditures for contract interpreters above the FY 2025 request. The Special Operations Division thus requests additional funding of \$1,530,000 to support the provision of language access services across the court system.

Relationship to Court Mission and Goals. Additional funding will support the Courts' goals related to Access to Justice for All (Goal 1) because it will ensure resources to enable LEP and deaf or hard-of-hearing court participants to access court services.

Relationship to Divisional Objectives. Additional funding is critical to ensure that OCIS carries out its mission of providing access to justice for all through language assistance services for the LEP and deaf or hard-of-hearing community.

Methodology. The contract interpreter rate and funding increase was determined by analysis and forecasting of OCIS budget outlays and comparisons with local competitor agencies.

Expenditure Plan. Payment procedures for contract interpreters will be modified and the rates will be set administratively.

Relationship to Existing Funds. There are no resources available in the Courts budget for the contract interpreters funding increase.

Performance Indicators. Performance indicators for this initiative include reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter and to have their cases heard and reduced number of trial continuances and delays due to the lack of available interpreters.

Performance Indicators. Performance indicators for this initiative include reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter and to have their cases heard and reduced number of trial continuances and delays due to the lack of available interpreters.

Ensuring Excellence in Juror Services, 1 FTE, \$82,000

Juror Clerk (JS-8), 1 FTE

Introduction. The Juror Office anticipates an increase in jury trial requests due to provisions in the Secure DC Omnibus Act of 2024 and is currently in year two of its Realigning Jury Operations project. This project, initiated to increase juror yield (the percentage of jurors who respond to an initial summons) and utilization (the percentage of jurors who participate in jury selection), has identified necessary process improvements for the organization and operation of the Juror Office.

For example, if the Juror Office were to raise juror yield from its current rate of 18% to 40%, aligning with similar court systems in other jurisdictions, the D.C. Courts would save at least \$111,500 in operating costs, and the community would save \$1,400,000 in time not spent responding to jury summonses. The estimated savings for the Courts result from issuing fewer summonses, thereby reducing costs associated with paper and postage, as each paper summons costs \$0.80 to mail. Achieving a 40% yield would mean summoning 139,000 fewer jurors, or more. For the community, the savings are based on the D.C. average wage in 2022 of \$40.34 per hour, with each juror assumed to spend 15 minutes processing a summons, resulting in a cost of \$10.08 per summons. However, the Juror Office currently lacks the FTEs necessary to implement the policies needed to improve its function.

Problem Statement. The Criminal Division expects changes to the D.C. Criminal Code to increase the number of scheduled jury trials. The Secure DC Omnibus Amendment Act of 2024, upon passage, will introduce 12 new jury-demandable crimes to the D.C. Criminal Code; several of those crimes are considered high-priority enforcement targets and their impact on the Criminal Division caseload will likely be felt immediately. Additional trials may also arise when judicial vacancies, 13 currently, are filled. The increase in trials will impede the Juror Office's pursuit of initiatives to improve its performance in the key areas cited below.

The D.C. Courts summon more than 300,000 residents per year to serve as jurors, but only 18% respond to the summons and are eligible for service. The low response rate is driven, in part, by the absence of dedicated resources to follow-up with nonresponsive jurors. Research performed by the National Center for State Courts suggests that second or third notices to nonresponsive jurors can dramatically improve juror yield. However, the Juror Office does not have sufficient staff to process returned mail timely or to review summoned juror pools to identify nonresponsive jurors.

Jurors that respond to the summons and are advised to appear for service confront additional obstacles once they arrive at the courthouse. Because staff are otherwise busy processing the extensive number of potential jurors being summoned, they are not available to focus on the needs of jurors who appear for service. Consequently, some actions that could have been performed prior to a juror's appearance, such as qualifying jurors or postponing service, are conducted instead during the check-in process, contributing to longer lines and wait times. While technology, such as check-in kiosks, may be able to supplement the efforts of the Juror Office to reduce wait times, it cannot substitute the human effort needed to verify that jurors are present when trials are called and direct jurors to the courtrooms. Delays in assembling jury panels for

trial delay trials and impact access to justice.

To combat these issues and provide appropriate and expansive customer support to jurors, an additional Juror Clerk is needed. A Juror Clerk is responsible for processing mail, responding to telephone and email requests from prospective jurors, updating and entering data into the jury management system (Clearview), checking in jurors, directing jurors, and other sundry administrative tasks. Most of these tasks require close attention to detail, empathetic customer service, and the ability to perform multiple actions with efficiency. The current staff of six Juror Clerks and two Juror Specialists are not sufficient to handle the high volume of jurors who are summoned and/or report to the courthouse which leads to substandard customer support, mediocre data entry, and below-average response times.

Relationship to Court Mission and Goals. Adding two Juror Clerks to support jury operations would improve the Juror Office's capabilities to provide adequate customer service to jurors, thereby enhancing Public Trust and Confidence (Goal 2) and making court administration more effective (Effective Court Administration, Goal 4).

Relationship to Divisional Objectives. These positions are necessary to ensure that the Juror Office can meet internal standards for customer service and improve the D.C. Courts' summoning practices.

Methodology. The grade levels for these positions were determined in accordance with the D.C. Courts' personnel policies.

Expenditure Plan. The positions would be recruited and hired in accordance with the D.C. Courts' Personnel Policies.

Relationship to Existing Funds. There are no resources available in the Courts budget for the requested positions.

Performance Indicators. Performance indicators for this initiative include increased juror satisfaction with jury service, decreased complaints about jury service, and shorter wait times for jurors.

Table 5
SPECIAL OPERATIONS DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Deputy Director	15	1	\$172,000	\$45,000	\$217,000
Program Officer	11	1	\$87,000	\$23,000	\$110,000
Spanish Staff Interpreter	12	1	\$104,000	\$27,000	\$131,000
Spanish Staff Interpreter	12	1	\$104,000	\$27,000	\$131,000
Juror Clerk	8	1	\$65,000	\$17,000	\$82,000
TOTAL		5	\$532,000	\$139,000	\$671,000

Table 6
SPECIAL OPERATIONS DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	2,989,000	2,989,000	3,665,000	676,000
12 - Personnel Benefits	799,000	799,000	975,000	176,000
Subtotal Personnel Cost	3,788,000	3,788,000	4,640,000	852,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	145,000	145,000	149,000	4,000
25 - Other Services	1,091,000	1,091,000	2,620,000	1,529,000
26 - Supplies & Materials	235,000	235,000	241,000	6,000
31 - Equipment	10,000	10,000	10,000	
Subtotal Non Personnel Cost	1,481,000	1,481,000	3,020,000	1,539,000
TOTAL	5,269,000	5,269,000	7,660,000	2,391,000
FTE	27	27	32	5

Table 7
SPECIAL OPERATIONS DIVISION
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position WIG	27	51,000	
	Current Position COLA	27	93,000	
	Deputy Director	1	172,000	
	Program Officer	1	87,000	
	Spanish Staff Interpreter	2	208,000	
	Juror Clerk	1	65,000	
Subtotal 11				676,000
12 - Personnel Benefits	Current Position WIG	27	13,000	
	Current Position COLA	27	24,000	
	Deputy Director	1	45,000	
	Program Officer	1	23,000	
	Spanish Staff Interpreter	2	54,000	
	Juror Clerk	1	17,000	
Subtotal 12				176,000
Subtotal Personnel Services				852,000
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			4,000
25 - Other Service	Built-in Increases		29,000	
	Staff Interpreter		1,500,000	
Subtotal 25				1,529,000
26 - Supplies & Materials	Built-in Increases			6,000
31 - Equipment				
Subtotal Nonpersonnel Services				1,539,000
Total				2,391,000

Table 8
SPECIAL OPERATIONS DIVISION
Detail of Full Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	2	2	2
JS-7	1	1	1
JS-8	6	6	7
JS-9	5	5	5
JS-10	1	1	1
JS-11	1	1	2
JS-12	6	6	8
JS-13	3	3	3
JS-14	1	1	1
JS-15			1
CEMS			
CES	1	1	1
Total Salary	2,989,000	2,989,000	3,665,000
Total FTEs	27	27	32

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
MANAGEMENT ACCOUNT**

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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	18,283,000	0	18,283,000	0	19,389,000	0	1,106,000

To capitalize on centralization of function and economies of scale, a variety of enterprise-wide expenses are consolidated in a “management account.” This account provides support for procurement and contract services; safety and health services; and general administrative support in the following areas: space, telecommunications, office supplies, printing and reproduction, payments to the U.S. Postal Service, payments for juror and witness services, and publications as well as enterprise personnel costs such as subsidies for employee use of mass transit. The fund also includes replacement of equipment.

FY 2026 Request

In FY 2026, the Courts’ request for the Management Account is \$19,389,000, an increase of 1,106,000 (6%) above the FY 2025 Enacted. The requested increase consists of \$606,000 to address pay compression and \$500,000 for built-in costs.

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

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Salaries	5,386,000	5,386,000	6,130,000	744,000
12 - Personnel Benefits	682,000	682,000	718,000	36,000
<i>Subtotal Personnel Services</i>	<i>6,068,000</i>	<i>6,068,000</i>	<i>6,848,000</i>	<i>780,000</i>
21 - Travel, Transp. of Persons	371,000	371,000	381,000	10,000
22 - Transportation of Things	13,000	13,000	13,000	0
23 - Rent, Commun. & Utilities	3,330,000	3,330,000	3,417,000	87,000
24 - Printing & Reproduction	179,000	179,000	183,000	4,000
25 - Other Services	7,975,000	7,975,000	8,191,000	216,000
26 - Supplies & Materials	321,000	321,000	329,000	8,000
31 - Equipment	26,000	26,000	27,000	1,000
<i>Subtotal Non-personnel Services</i>	<i>12,215,000</i>	<i>12,215,000</i>	<i>12,541,000</i>	<i>326,000</i>
TOTAL	18,283,000	18,283,000	19,389,000	1,106,000
FTE	0	0	0	0

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2025/FY2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/FY 2026
11 - Personnel Compensation	Current Position COLA	0	138,000	
	Pay Compression		606,000	
12 - Personnel Benefits	Current Position COLA	0	36,000	
<i>Subtotal Personnel Services</i>				<i>780,000</i>
21 - Travel, Transp. Of Persons	Built-in Increases			10,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			87,000
24 - Printing & Reproduction	Built-in Increases			4,000
25 - Other Service	Built-in Increases			216,000
26 - Supplies & Materials	Built-in Increases			8,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-personnel Services</i>				<i>326,000</i>
Total				1,106,000

DISTRICT OF COLUMBIA COURT SYSTEM Overview

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
308	88,290,000	308	88,290,000	327	103,487,000	19	15,197,000

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. The following nine Court System divisions are managed by the Executive Office and provide administrative support to both the Court of Appeals and the Superior Court: 1) Administrative Services; 2) Budget and Finance; 3) Capital Projects and Facilities Management; 4) Center for Education and Training; 5) Court Reporting; 6) Office of the General Counsel; 7) Human Resources; 8) Information Technology; and 9) Office of Strategic Management.

FY 2026 Request

The D.C. Courts' mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. 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 FY 2026 budget request enhances three of the Courts' strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$402,000 4 FTEs

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, 2023 – 2027 Strategic Plan District of Columbia Courts navigate court buildings and judicial processes, and conveniently access court proceedings and services.

The request includes \$182,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant, providing directions and information about court processes; \$110,000 for 1 FTE to help link court participants with community and legal services; and \$110,000 for 1 FTE to help the court accommodate persons with disabilities.

Goal 2: Public Trust and Confidence--\$8,825,000 8 FTEs

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 request includes \$6,131,000 and 1 FTE to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$1,000,000 to strengthen cybersecurity, \$1,051,000 and 2 FTEs to develop the Courts' capacity for artificial intelligence; \$331,000 and 3 FTEs to provide IT customer support; and \$312,000 for 2 FTEs to strengthen data governance, collection, analysis, reporting and exchange capabilities.

Goal 3: A Great Place to Work -- \$319,000 1 FTE

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

The request \$219,000 to address pay compression and \$100,000 for 1 FTE to provide administrative support services for the Human Resources Division

Goal 4: Effective Court Administration--\$2,272,000 6 FTEs

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 request includes \$434,000 to enhance compliance with legal requirements; \$220,000 and 2 FTEs to maintain court facilities; \$1,462,000 to maintain the Moultrie Courthouse Addition; \$82,000 for 1 FTE to manage court payments; and \$74,000 for 1 FTE to provide logistical support.

Built-In Increases--\$3,379,000

The request also includes \$3,379,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases.

Table 3
COURT SYSTEM
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	35,254,000	35,254,000	39,140,000	3,886,000
12 - Personnel Benefits	9,974,000	9,974,000	10,929,000	955,000
<i>Subtotal Personnel Services</i>	<i>45,228,000</i>	<i>45,228,000</i>	<i>50,069,000</i>	<i>4,841,000</i>
21 - Travel, Transp. of Persons	422,000	422,000	432,000	10,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Commun. & Utilities	9,497,000	9,497,000	9,722,000	225,000
24 - Printing & Reproduction	109,000	109,000	111,000	2,000
25 - Other Services	27,848,000	27,848,000	37,846,000	9,998,000
26 - Supplies & Materials	711,000	711,000	726,000	15,000
31 – Equipment	4,469,000	4,469,000	4,575,000	106,000
<i>Subtotal Non-personnel Services</i>	<i>43,062,000</i>	<i>43,062,000</i>	<i>53,418,000</i>	<i>10,356,000</i>
TOTAL	88,290,000	88,290,000	103,487,000	15,197,000
FTE	308	308	327	19

DISTRICT OF COLUMBIA COURT SYSTEM EXECUTIVE OFFICE

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference</u> <u>FY 2025/2026</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>
27	3,955,000	27	3,955,000	32	4,669,000	5	714,000

Introduction

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 oversees all administrative functions of the Courts and has delegated responsibility for the supervision of the Court System divisions to the Deputy Executive Officer. The Court System divisions provide support to the two courts and include: Administrative Services; Budget and Finance; Capital Projects and Facilities Management; Center for Education and Training; Court Reporting; Human Resources; Information Technology; Office of the General Counsel; and Strategic Management.

In addition to the support divisions listed above, there are a variety of other matters handled in the Executive Office, including public information, press and government relations, courthouse security, internal audits, court access, and equal employment opportunity compliance.

Mission Statement

The Executive Office supports the mission of the D.C. Courts by fostering leadership, supporting staff, and shaping the direction of the organization to ensure court-wide success in the delivery of justice.

Management Action Plan (MAP) Objectives

- Foster a safe environment for the administration of justice by coordinating security planning, conducting assessments and training, and implementing procedures that enhance personal safety at the Courts.
- Ensure that the judiciary functions during emergencies by maintaining a Continuity of Operations Plan (COOP) in coordination with all District justice system partners.
- Ensure that the Courts are accessible to the public and persons with disabilities by coordinating access initiatives and monitoring compliance.
- Promote effective operations by reengineering business processes, optimizing process documentation, and implementing court improvement projects that reflect best practices and enhance accountability.

- Maintain fiscal integrity and an appropriate level of funding by preparing the Courts' budget requests, monitoring budget execution, and managing public funds.
- Enhance employee well-being by developing and promoting employee engagement, work-life balance, and wellness initiatives, reinforcing the Courts' Living Our Values and Great Place to Work cultures.
- Improve work processes by creating internal communications programs and providing change management support.
- Promote transparency, financial accountability, and effective operations by conducting internal audits, risk assessments, and program evaluations.
- Assist court participants with court processes and provide linkages to other services by implementing a court navigators program.
- Provide information to the public on court services and programs by managing media outreach, and online channels disseminating court information.
- Enhance public and inter-governmental understanding of the judicial branch through government relations, legislative analysis, and community outreach activities.
- Enhance access to justice by eliminating barriers to meaningful participation in the justice system.

FY 2026 Request

In FY 2026, the Courts' request for the Executive Office is \$4,677,000, an increase of \$714,000 (17%) above the FY 2025 Enacted Budget. The requested increase includes \$533,000 for 5 FTEs, and \$181,000 for built-in cost increases.

Coordinating Services for the Justice Resource Center, 1 FTE, \$110,000

Intake Specialist, (JS-11)

Introduction Statement. The District of Columbia Courts is requesting one FTE Intake Specialist to assist with coordinating the delivery of services in the Justice Resource Center (JRC). The FTE will build strategic partnerships with city agencies and local organizations to provide information and services at court facilities; and will engage, screen, and guide court participants in connecting to appropriate on-site and off-site services. The JRC will promote community well-being and enhance public trust and confidence in the justice system by providing court participants with access to information and services to address the underlying social issues that often contribute to or coincide with appearing in court.

Problem Statement. Many court participants face health, psychological, and other social problems that contribute to or coincide with justice involvement. Community members often come into

contact with the judicial system only after other efforts and systems have failed to successfully address these problems. While traditional court processes protect court participants' rights and liberties, hold offenders accountable, and ensure public safety, most were not designed to address the underlying social problems that accompany individuals to court. Unfortunately, many community members return to court when their problems are not alleviated. Public trust and confidence is eroded as community members continue to interact with the court and other agencies without finding solutions to the root causes that led to system involvement.

The D.C. Courts are dedicated to collaborating with city agencies and community organizations to enhance court participants' access to information and services that promote community well-being. However, several challenges impact the success of connecting court participants to key services. City agencies and community organizations are spread across the city, making it time-consuming and cost prohibitive for court participants to travel from court facilities to each of the referred services. This results in a large number of individuals that never reach the intended agency or organization. Additionally, some court participants need more guidance beyond a referral to an agency or organization due to limited knowledge of how to navigate processes related to service acquisition. For instance, community members find it challenging to decipher the specific building or office to visit, the operating hours, the correct forms to complete, the necessary paperwork or identification to bring, and the order in which they may need to visit the service agencies. Each of these challenges becomes a barrier that makes it less likely the community member will continue to seek services. Lastly, court participants lack information about relevant and available services and remain unaware that the court is a resource for connecting to service providers.

The JRC will provide access to services that address the underlying social service needs of court participants and will foster cross-sector collaboration to meet those needs. Specifically, the JRC will host liaisons from city agencies and community organizations that offer assistance with behavioral and mental health, education, employment, food and material assistance, health, housing, and social and cultural engagement. The Intake Specialist will engage, screen, and guide court participants in connecting with on-site and off-site services. Additionally, the Intake Specialist will assist with promoting awareness of the JRC as a resource at the court, identify appropriate services for each individual, and provide information about the process to acquire services. Providing access to services at court facilities and providing information and guidance in navigating processes will greatly reduce the barriers that prevent court participants from acquiring services. As a result, the JRC will promote community well-being and enhance public trust and confidence in the justice system.

Relationship to Court Mission and Goals. The proposed staffing increase will support Strategic Goal I: Access to Justice for All by reducing barriers to information and services; and Goal II: Public Trust and Confidence by collaborating with city and community partners to advance justice.

Relationship to Divisional Objectives. The new position will support the Executive Office's objectives of promoting access to justice.

Relationship to Existing Funding. The JRC is a new initiative of the D.C. Courts. Funding for

the position is not available in the Courts' budget.

Methodology. The grade level for the additional FTE was determined according to the Courts' position classification standards.

Expenditure Plan. The Intake Specialist position will be recruited and selected in accordance with the Courts' Personnel Policies and procedures.

Performance Indicators. Many performance indicators will be used to assess the success of the Justice Resource Center. The major outcome indicators of the program will include increased perceptions of access to information and services and increased perceptions of the Court as an effective community resource for improving well-being. Output indicators such as the number of strategic partners available at court facilities, the number of court participants screened at intake, and the number of successful on-site service connections will aid in assessing the center's effort to improve access to services, thus promoting community well-being and enhancing public trust and confidence in the justice system.

Ensuring Equal Access in Accordance with ADA, 1 FTE, \$110,000

ADA Specialist, (JS-11)

Introduction. The D.C. Courts envision a court system that is open to all. In advancement of that vision and in compliance with the Americans with Disabilities Act (ADA), the Courts must ensure equal access for any court employee or member of the general public with a disability. More specifically, the Courts must:

- Ensure that people with disabilities have an equal opportunity to participate in and benefit from all programs, services, and activities provided by the Courts.
- Modify its policies, practices, and procedures when needed (i.e., reasonable accommodation).
- Ensure that all facilities are accessible to the public and to those persons with disabilities.
- Provide auxiliary aids and services such as accessible written materials, sign language interpreters, and real-time captioning to ensure communication with individuals who have vision, hearing, and/or speech disabilities is equally as effective as communication with individuals without disabilities.
- Adopt and publish a complaint or grievance procedure for members of the public.
- Investigate and quickly resolve all complaints received about any failure to comply with ADA responsibilities in a timely manner.

To effectuate compliance with Title II of the Americans with Disabilities Act as required by Federal law and to manage the protections and mandated responsibilities under the ADA, the Courts established an ADA Coordinator position. The ADA Coordinator serves as the lead resource for accessibility and disability nondiscrimination regulation.

Problem Statement. To effectively ensure equal access to all members of the public and staff and to prevent discrimination under ADA requirements, an ADA specialist is required. The Courts serve over 1,300 staff members and thousands of members of the public that visit each day. A

number of these court staff members and members of the public request in-person accommodation under the ADA. For instance, between June 1, 2023 and June 1, 2024, the Courts investigated 228 inquiries regarding accommodation and responded to 114 requests for physical and ergonomic accommodation. Although only one ADA Coordinator is required by the law, other large public entities have numerous staff dedicated to ADA compliance. The United States Department of Justice and The Government of the District of Columbia similarly have “Offices of Disability Rights” dedicated to providing accessibility to persons with disabilities.

An ADA Specialist will enhance the Courts’ commitment to equal access for qualified people with disabilities by ensuring that persons with disabilities have an equal opportunity to participate in and benefit from all programs, services, and activities provided in the most integrated setting possible. The ADA Specialist will work in conjunction with the ADA Coordinator to ensure that nearly 10,000 persons who access the Courts per day and more than 1300 employees are treated equally under the protections of the ADA as well as to ensure that access and disability nondiscrimination regulations are strictly adhered to. The ADA Specialist will also perform the functions of the ADA Coordinator in their absence and ensure that all complaints or grievances involving ADA related issues are resolved timely and in accordance with those mandates provided under the ADA. The ADA Specialist will assist the ADA Coordinator with investigating all complaints or grievances under the ADA, which would augment the Courts’ ability to timely ensure that all qualified individuals are provided with “reasonable accommodation.” Providing access to qualified people with disabilities greatly reduces the barriers that prevent court participants from acquiring services and gaining equal access to justice.

Relationship to Court Mission and Goals. An ADA Specialist will support the following Courts’ Strategic Goals: Goal I – Access to Justice for All by ensuring all persons with disabilities have an equal opportunity to benefit from all court programs, services, and activities; Goal III – A Great Place to Work by promoting the well-being of court staff and Goal IV – Effective Court Administration by ensuring timely access to accommodation.

Relationship to Divisional Objectives. This request is directly aligned with the Courts commitment to eliminate barriers to meaningful participation in the judicial process and to enhance access to court services. The new position will support the Executive Office in ensuring that the Courts are accessible to the public and persons with disabilities by coordinating access initiatives and monitoring compliance.

Relationship to Existing Funding. Funding is not available in the Courts’ budget to fund these positions.

Methodology. The grade levels for this additional FTE were determined in accordance with the Courts’ position classification standards.

Expenditure Plan. The ADA Specialist position will be recruited and selected in accordance with the Courts’ Personnel Policies and procedures.

Performance Indicators. The major outcome indicators of the program will include increased access to justice for court users and increased access to employment for court staff with disabilities. Output indicators such as the number of requests for accommodation made and successfully filled will aid in assessing the Courts' effort to improve access to the courts and provide an engaged workforce, thus enhancing public trust and confidence in the justice system.

Enhancing Security Management, 1 FTE, \$131,000

Senior Security Specialist, (JS-11/12), 1 FTE

Introduction. The District of Columbia Courts is inclusive of six facilities on the main Judicial campus and another 9 satellite facilities located in the District of Columbia or Maryland (Warehouse facility only). The D.C. Courts operate one of the busiest courthouse complexes in the country. Daily, between 5,000 and 10,000 persons visit the D.C. Courts, and between 150 and 350 prisoners are processed in the Moultrie Courthouse. To properly manage the safety and security of the Courts and the Public, the Courts' Security Office provides daily management and oversight of its security and safety programs.

Problem Statement. To effectively manage additional responsibilities that ensure the safety of court employees and members of the public, the Security Office requires a Senior Security Specialist. Current resources are inadequate to properly manage a myriad of responsibilities, including management of the court security officers' contract, coordination of construction projects, oversight of electronic access credentials, and migration to PIV and PIV-I cards. Each of these responsibilities requires extensive time and attention to detail with lasting impacts on the security and safety of court personnel and the public. For instance, the Courts provide electronic access credentials to more than 500 agency partners. The credentials and access cards expire on varying timeframes ranging from six months to a maximum of five years. Between new issuance, renewals, and re-issuance for lost or stolen electronic access badges, the Security office is constantly busy with card issuance and resolution to access control issues. Additionally, revised logical access protocols now require all organizations that interface with Federal systems to migrate to PIV and PIV-I cards. While the Courts have begun the process, additional personnel are required to complete the process in a timely manner, to manage the systems, and to maintain all applicable standards such as yearly audits by third parties. A Senior Security Specialist will ensure that PIV-I cards, credentials, and electronic access cards are properly issued and meet all requirements for continued access to critical government systems and facilities.

Relationship to Court Vision, Mission and Strategic Goals. A Senior Security Specialist supports Strategic Goal IV: Effective Court Administration by ensuring that court facilities and technology are safe, secure and up-to-date.

Methodology. The cost estimate is based on historical data, defined card issuance goals, and projected cost increase.

Expenditure Plan. The D.C. Courts will fill the position utilizing established hiring procedures for personnel vacancies. Background services will be procured from the Office of Personnel Management (OPM) and Defense Counterintelligence (DCCS) in accordance with Federal

Guidelines, D.C. Court procurement guidelines and in compliance with G-Invoicing procedures.

Performance Indicators. Performance indicators include timely issuance of PIV and PIV-I cards, accurate credentialing and electronic access to systems and facilities, and compliance with all standards required through yearly audits.

Sustaining Eviction Diversion Programming, 2 FTEs, \$182,000

Court Navigators, (JS-8/9)

Introduction Statement. The District of Columbia Courts are requesting two FTE court navigator positions to enhance access to justice for a growing number of self-represented litigants in the courthouse. Court Navigators will improve self-represented litigants' abilities to participate meaningfully in the judicial process, enhance perceptions of access and fairness, and connect court participants to a wide variety of internal and external services by providing directional information and assistance, offering resources and information about court processes, and assisting with access to available services.

Problem Statement. Landlord and Tenant cases have historically been the Court's largest single caseload, with approximately 30,000 case filings annually, and a surge of filings has occurred since the expiration of federal and local eviction moratoria. An overwhelming majority of tenants in landlord and tenant disputes are self-represented. Self-represented litigants face a number of challenges when engaging in the court process, including a lack of knowledge and information about the laws and processes of the court, difficulties in preparing forms and pleadings, and the fast pace in which courts must resolve cases. These access to justice challenges often hinder litigants' abilities to participate meaningfully in the judicial process, thereby affecting the outcomes of cases and reducing perceptions of access and fairness.

The Courts were awarded a grant from the National Center of State Courts to implement an eviction diversion program in the Landlord and Tenant Branch and has received grant funding to hire two court navigators. The goals of the Court's enhanced Eviction Diversion Program are to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources.

To aid in the achievement of these goals, the Courts will devote two court navigators to help court users navigate the landlord and tenant court process. The Court Navigators will assist parties locate courtrooms and offices; access forms; find options for representation; gather and organize information related to court processes and proceedings; and refer parties to legal, housing and other social service providers to address their needs. The Courts are seeking permanent funding for these positions to continue to promote the early diversion of eviction cases and ensure the just, speedy, and inexpensive resolution of landlord and tenant cases.

The initial survey findings on the Court Navigator Program are very favorable. A survey was

conducted in August 2019 to assess progress towards the achievement of the program goals and to solicit feedback from court participants. Specifically, the survey assessed perceptions of access and fairness and customer satisfaction. A total of 106 court participants completed the survey. Ninety percent strongly agreed or agreed that they will return to the Court Navigator Office if they need help in the future. Participants assisted by a navigator had more positive perceptions of access to justice than participants not assisted by a navigator.

Relationship to the Courts' Vision, Mission, and Goals. The requested Court Navigator positions are needed to fulfill the Courts' Strategic Goals I – Access to Justice for All, and Goal V – Fair and Timely Case Resolution by enhancing access to legal information and social services as well as early mediation.

Relationship to Division MAP Objectives. This request is directly aligned with the Courts commitment to eliminate barriers to meaningful participation in the judicial process and to enhance access to court services. To this aim, the Courts developed a key strategy to develop a Court Navigator Program to assist court participants with court processes and provide linkages to other services.

Methodology. The grade level and classification of these positions are determined by the Courts' Personnel Policies and position classification standards.

Expenditure Plan. The Division will recruit and fill these positions in accordance with the Courts' recruitment and hiring practices.

Relationship to Existing Funding. The Courts were awarded a two-year grant from the National Center of State Courts and Wells Fargo to fund these positions in 2022. The Court seeks to institutionalize these positions as part of its FY 2024 budget. Funding is not available in the Courts' budget to fund the positions.

Performance Indicators. A number of performance indicators will be used to assess the success of the program. The major outcome indicator of the program will be increased perceptions of access and fairness as measured by NCSC's *CourTools* Access and Fairness survey. Output indicators such as the availability of process plans to enhance understanding of court processes and proceedings, and indicators related to escorting, introducing, or making appointments with internal and external services as well as the number and type of services will serve as measures to assess the program's success in connecting court participants to a wide variety of internal and external services. The ultimate goal is a reduction in the rate of evictions in the District of Columbia.

Table 1
EXECUTIVE OFFICE
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Intake Specialist- Justice Resource	11	1	87,000	23,000	110,000
ADA Specialist	11	1	87,000	23,000	110,000
Senior Security Specialist	11/12	1	104,000	27,000	131,000
Court Navigators	8/9	2	144,000	38,000	182,000

Total		5	422,000	111,000	533,000
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Table 2
EXECUTIVE OFFICE
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	3,089,000	3,089,000	3,655,000	566,000
12 - Personnel Benefits	848,000	848,000	996,000	148,000
<i>Subtotal Personnel Services</i>	<i>3,937,000</i>	<i>3,937,000</i>	<i>4,651,000</i>	<i>714,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	11,000	11,000	11,000	0
31 – Equipment	7,000	7,000	7,000	0
<i>Subtotal Non-personnel Services</i>	<i>18,000</i>	<i>18,000</i>	<i>18,000</i>	<i>0</i>
TOTAL	3,955,000	3,955,000	4,669,000	714,000
FTE	27	27	32	5

Table 3
EXECUTIVE OFFICE
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY2025/2026
11 - Personnel Compensation	Current Position WIG	27	39,000	
	Current Position COLA	27	105,000	
	Intake Specialist- Justice Resource Center	1	87,000	
	ADA Specialist	1	87,000	
	Senior Security Specialist	1	104,000	
	Court Navigators	2	144,000	
<i>Subtotal 11</i>				<i>566,000</i>
12 - Personnel Benefits	Current Position WIG	27	10,000	
	Current Position COLA	27	27,000	
	Intake Specialist- Justice Resource Center	1	23,000	
	ADA Specialist	1	23,000	
	Senior Security Specialist	1	27,000	
	Court Navigators	2	38,000	
<i>Subtotal 12</i>				<i>148,000</i>
<i>Subtotal Personnel Services</i>				<i>714,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials				
31 – Equipment				
<i>Subtotal Non-personnel Services</i>				<i>0</i>
Total		32		714,000

Table 4
EXECUTIVE OFFICE
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			
JS-9	5	5	7
JS-10			
JS-11	3	3	5
JS-12	2	2	3
JS-13	6	6	6
JS-14	6	6	6
JS-15	3	3	3
CEMS	1	1	1
CES	1	1	1
Total Salary	3,089,000	3,089,000	3,655,000
Total FTEs	27	27	32

DISTRICT OF COLUMBIA COURT SYSTEM ADMINISTRATIVE SERVICES DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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	6,785,000	45	6,785,000	46	7,159,000	1	374,000

Organizational Structure

The Administrative Services Division (ASD) consists of the Office of the Administrative Officer, the Procurement and Contracts Branch, the Office Services Branch, and the SmartPay Purchase and Fleet Card Program Operations. The Administrative Officer is also responsible for contract awards up to \$1 million.

- The SmartPay Purchase and Fleet Card Program is responsible for the management and control of approximately 70 purchase and fleet cards throughout the Courts.
- The Procurement and Contracts Branch is responsible for court wide small purchases, major contract acquisitions, construction contracts, and the Acquisition Institute, which provides acquisition training for all personnel involved in acquiring goods and services for the Courts. The Procurement and Contracts Branch is also responsible for maintaining updated Procurement Guidelines that provide direction for the acquisition of these goods and services.
- The Office Services Branch is responsible for mailroom operations, records management, reproduction and graphics, the Information Center, warehouse and supply room operations, furniture and furnishings inventory, fixed and controllable assets, property disposal, receipt of delivery orders, room and function set-ups, staff relocation services, help-desk operations and vehicle fleet management. The branch is also responsible for local criminal background and child abuse clearances as well as FBI fingerprint background clearances for any contractors who provides direct services for children under the supervision of the Courts.

MAP Objectives

- Develop, encourage, and support the workforce by developing a highly skilled, professional, and competent team to increase overall efficiencies and effectiveness of the information, supply management, and acquisition operations.
- Provide excellent service to the public at the Information Center, giving individuals the information, they need to find their courtrooms, locate court offices, or otherwise access court services.

- Increase the utilization of technology to streamline the acquisition process and improve customer service at the Information Window, the Help Desk, Supply Store, the Warehouse, the SmartPay Purchase and Fleet Card Program, and in Records Management.
- Maintain and update, on an annual basis, the Courts' Procurement Guidelines to reflect best practices and industry standards.
- Plan, develop, and implement a strategy for on-going procurement training of the D.C. Courts' acquisition workforce, including contracting officer technical representatives (COTRs), contract administrators, project managers, source selection team members, and individuals involved in the payment and closeout process.
- Provide convenient, safe, and secure off-site storage for vital court records and other critical documents, supplies and equipment.
- Provide on-going monitoring and consistent oversight to prevent waste, fraud, and abuse in the Courts' SmartPay Purchase and Fleet Card Programs.
- Monitor performance, results and evaluate programs and services to ensure the effectiveness of Court's SmartPay Purchase and Fleet Card Programs.
- Implement and maintain a fixed asset inventory control system for all property assets acquired, maintained, transferred, and disposed throughout the asset's life cycle, and to improve the overall efficiency of accounting for fixed and controllable assets.
- Ensure D.C. Courts fleet vehicles are in good working condition, well maintained and functioning in accordance with the vehicle's individual maintenance plan. Provide clear reporting of vehicle maintenance, repair costs as well as adhering to best practices for vehicle retention.
- Scan and digitize Procurement and Contracts records allowing for immediate access of materials by all Procurement and Contracts Staff.
- Providing mission critical direct support to judicial offices, operating divisions and other support units by providing efficient and effective logistical operations support related to building moves, office/event setups, and driving support.

Workload Data

SmartPay Purchase and Fleet Card Program Operations

In FY 2026, the SmartPay Purchase and Fleet Card Programs anticipate an increase in the number of transactions from over 950 in FY 2023 to more than 1,100 in FY 2026. In 2023, card transactions reflected more than \$300,000 in activity and it is expected that by FY 2025, card transactions will be more than \$315,000. Prior to the Novel Coronavirus Pandemic, where

activity totals reflected more than \$500,000; there has been a slower progression towards a return to normalcy. Card transaction volume is affected by extended continuing resolution periods which ultimately decrease the timeframe during the fiscal year in which card activity can occur. This gradual growth trend is also reflective of advantageous opportunities participants are utilizing through use of commercial and federal marketplaces resulting in overall cost savings and one-stop acquisition buying power.

Procurement and Contracts Branch

In FY 2026 the Procurement and Contracts Branch expects to process approximately 300 small purchases (< \$150,000) within 30 days of receipt of a complete request package and 100 large contracts (> \$150,000) within 120 days of receipt of a complete request package. These numbers reflect an estimate in the number of large and small purchases as a result of a continued return to normalcy as we've moved beyond pandemic status as well as when funding is received after continuing resolutions. Additionally, a delay in funding will impact the purchasing timeframe, which can decrease total annual purchases. Furthermore, the intricacy of acquisition actions will impact processing time.

The complexity of major acquisitions, quality assurance procedures and changing technology requires the Courts to maintain a knowledgeable and experienced acquisition workforce with the required critical thinking and business expertise to support the needs of the Courts. The Procurement and Contracts Branch established an "Acquisition Institute" to provide internal training to the procurement staff and to court personnel with acquisition and contract management responsibilities. The Acquisition Institute has provided one-on-one classes as well as formal training sessions to the Courts' personnel. In FY 2019, the Acquisition Institute began implementing a full curriculum designed to register and certify court personnel as Contracting Officer Technical Representatives (COTRs) for D.C. Courts' procurement actions. These courses included Writing Statements of Work, Responsibilities of Contracting Officer's Technical Representative, Procurement Fraud and Ethics, Contract Administration Plan and Financial Operations, Post Award Orientation, and other training designed to strengthen the skills of the D.C. Courts' COTRs. In FY 2019, the Branch began offering a full complement of courses and is working to continue to enhance the online presence of the Institute, allowing COTRs to review course content from the convenience of their own offices. In FY 2021 The Acquisition Institute began its first fully virtual training for D.C. Courts. The goal is to continue to enhance the training experience with readily available training videos as well as refresher courses and course highlights on the Administrative Services Division intranet page. In FY 2024 The Acquisition Institute is currently working to improve its virtual training modules by leveraging new technology by seeking to add AI voice-over features to the training presentations thus continuing to further enhance the training experience for the D.C. Court acquisition community.

Office Services Branch

In FY 2026, the mailroom expects to process approximately 196,000 juror summonses, 110,000 subpoenas, and 70,000 other outgoing pieces of mail. It is anticipated that reductions in the

Courts' output of mail may continue due to advancements in technology, online forms, and electronic communication methods.

The Information Center expects to assist an estimated 3,000 members of the public per month (36,000 persons per year) at the Information Window in the courthouse and to respond to an average of 12,000 incoming calls per month (or 144,000 calls per year). With the return to post-pandemic normalcy, the Information Center has steadily seen numbers return to pre-pandemic foot traffic. These numbers may also be impacted in the long term as more members of the public utilize the Courts' website, on-line chats, and social media outlets to access court information and data.

In FY 2026 the Help Desk expects to receive approximately 12,000 calls from court personnel. The help desk has maintained its call volume traffic post pandemic with in-person activities returning to normal. In 2017, the Courts implemented the D.C. Courts' Service Portal so court personnel can make service requests online, thereby reducing phone calls to the Help Desk. Now in 2024, the Courts are implementing a new vendor for the D.C. Courts' Service Portal which will further assist help desk staff to process tickets. Additionally, other business enhancements including but not limited to the D.C. Courts Flexplace Work Program were adopted during the pandemic are allowing for a more efficient use of staff resources thereby enhancing customer service. Furthermore, the Courts' Call Management System tracks and captures all incoming calls more efficiently. With these enhancements, the Courts can continue to streamline business practices and provide greater improvements to customer service.

The Records Management Unit expects to process 15,000 individual case records for storage and 1,000 requests for records. It is anticipated that the number of case records prepared for storage and transferred to the Record Center will decrease in FY 2025 and FY 2026 due to the implementation of electronic records, the completion of a mass storage initiative, the online availability of case information to the public, as well as the continued use and acceptance of online data which is becoming a societal norm, and the digitization of older case records. In contrast, in FY 2016 and 2017 the Courts processed a much higher volume of case records (65,305) as part of an initiative to decrease the number of case records in divisional file rooms.

The Graphics and Reproduction Unit will continue to enhance its business processes and operational procedures to produce high quality professional documents for internal customers within a 24 to 48-hour response time. This unit handles approximately 400 to 500 requisitions annually, totaling over 1.5 million copied pages as well as the production of the budgets, programs, brochures, and posters. New production plotter machines and upgraded commercial color and BW printers were installed in FY22. In FY23 high volume production laminator machines were purchased to decrease turnaround times with large scale printing requests that included lamination. These upgrades will allow the Graphics and Reproduction unit to continue to maintain efficiency with increased demands.

Table 1
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

SmartPay Purchase and Fleet Card Program Operations									
Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual purchase card transactions	US Bank Reporting	1,600	587	1,700	1,700	1,700	1,700	750	750
Annual Fleet card transactions	Voyager Electronic Reporting System	610	376	610	610	610	610	350	350
Transaction reviews or random checks	Voyager; Us Bank Reporting; Oracle Federal Financials	150	657	150	150	150	150	150	150
Program audits conducted	Cardholder Purchase/ Fleet Card Logs; Supporting Documentation	2	1	2	2	2	2	2	2

Table 2
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

Office Services Branch									
Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Monthly calls	Call Accounting Reports	10,000	11,198	10,000	10,000	10,000	10,000	10,000	10,000
Jury summons processed yearly	Database	180,000	279,903*	180,000	196,000	180,000	196,000	180,000	196,000
Subpoenas processed yearly		110,000	116,096*	110,000	110,000	110,000	110,000	110,000	110,000
Outgoing metered mail (pieces) yearly		70,000	141,575*	70,000	70,000	70,000	70,000	70,000	70,000
Help Desk Calls received and processed yearly	Automated Tracking System	12,000	13,231	12,000	12,000	12,000	12,000	12,000	12,000
Days to conduct physical inventory and account for and reconcile discrepancies for all fixed assets	Electronic Data Base	45	45	45	45	45	45	45	45
Records Center requests filled yearly	Electronic Data Base	1,400	1,546	1,400	1,400	1,400	1,400	1,400	1,400
Individual Case Records Stored Yearly	Electronic Data Base	20,000	18,941	20,000	20,000	20,000	20,000	20,000	20,000

* Return to normal pre-pandemic amount, with some categories making up by double for pandemic decreases

Table3
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

Procurement Branch									
Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual small purchases	Automated Financial System and Manual Accounting	350	268	350	350	350	350	350	300
Annual large purchases		100	108	100	100	100	100	150	150
Annual modifications		700	452	700	700	700	700	700	700
Small purchases processed within 30 days		95%	95%	95%	95%	95%	95%	95%	95%
Large purchases processed within 90-120 days after receipt of SOW		95%	95%	95%	95%	95%	95%	95%	95%
Acquisition Institute courses conducted yearly	Internal Records	4*	3	4	4	4	4	5	5

*Course Modules delivered in a live virtual setting or via self-study module

FY 2026 Request

In FY 2026, the Courts' request for the Administrative Services Division is \$7,159,000 an increase of \$374,000 (5.3%) above the FY 2025 Enacted Budget. The requested increase consists of \$74,000 for 1 FTE to provide logistical support, and \$300,000 for built-in cost increases.

Logistical Support Operations, \$74,000

Lead Office Services Technician, (JS-7), 1 FTE

Introduction. Logistical support operations are critical to the daily functioning of judicial officers, court staff, and the public. Key duties include set-up and disassembly for judicial events, staff trainings, and community engagement, moving and set-up of furniture and material for judicial and staff offices, transportation of materials from warehouse to court buildings, transportation of judges and senior leadership to events, and the planning and coordination related to these activities. Logistical support is required during normal business hours as well as evenings, early mornings, and weekends. Requests involve several interrelated tasks and complex coordination with Capital Project Facilities and Management (CPFMD).

Problem Statement. To respond to logistical support requests efficiently and effectively from judges and court staff, a Lead Office Services Technician and a Supply Inventory Clerk/Driver are required. Currently, logistical support is provided by 3 FTEs working in an all-hands-on-deck posture. If a staff member is unavailable, logistical support operations are delayed and over budget, especially due to the need for contract assistance and overtime payments. Overtime costs for staff exceeded \$87,000 in FY23 and already exceed \$50,000 in FY2024. When multiple requests are received, managers must decide which operation to support on time. Additional staff are required to reduce costs, deliver logistical support timely, enhance coverage for mission critical daily operations, and ensure availability of drivers for various court events.

The Lead Office Services Technician will coordinate staff and materials to meet requests and provide oversight of staff at event locations as well as overall supervision when the Office Services Supervisor is unavailable. Duties will include scheduling of assignments and drivers, monitoring time and attendance, and directing and assisting with all logistical support tasks such as the transportation of materials, event set-up and disassembly, and driving.

Relationship to Court Mission and Goals. A Lead Office Services Technician supports Strategic Goal 2- Public Trust and Confidence by enhancing community outreach and engagement and collaborating with city and community partners to advance justice as the ASD logistical support operations staff are directly responsible for setting up the many public outside and indoor events at various locations as well as providing transportation for court staff. The position also supports Goal 3- A Great Place to Work by promoting employee well-being, engagement, and work-life balance; Goals 4 – Effective Court Administration by fostering innovation and continuous improvement in the delivery of Court services to internal and external customers; and Goal 5 – Fair and Timely Case Resolution by supporting the needs of judicial officers and court staff responsible for resolving cases.

Relationship to Divisional Objectives. The additional support operations staff will support the divisional objectives of providing direct support services to the judicial offices, operating divisions, and other support units of the Courts as well as the public through the efficient and effective collaboration and assistance for the continued operation of the entire Courts.

Relationship to Existing Funding. Funding is not available in the Courts’ budget to support the additional positions.

Methodology. The grade level for the additional FTE’s was determined according to the Courts’ position classification standards.

Expenditure Plan. The Division will recruit and fill these positions in accordance with the Courts’ recruitment and hiring practices.

Performance Indicators. The requested support operations staff will enable the Courts to meet the required schedules for moves, set-ups, relocations and driving activities. These positions will augment and support the divisions capabilities to meet the key performance indicators:

- On time fulfillment of logistical support requests from judicial offices, operating divisions, and other support units.
- On time fulfillment of all operational plans requiring building to building moves, office to office moves, materials relocations, driving support and event setup.
- Reduced overtime pay and contract assistance.

Table 4
Administrative Services Division
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Lead Office Services Technician	7	1	59,000	15,000	74,000

Table 5
ADMINISTRATIVE SERVICES DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	4,119,000	4,119,000	4,388,000	269,000
12 - Personnel Benefits	1,149,000	1,149,000	1,218,000	69,000
<i>Subtotal Personnel Services</i>	<i>5,268,000</i>	<i>5,268,000</i>	<i>5,606,000</i>	<i>338,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	66,000	66,000	67,000	1,000
25 - Other Services	1,330,000	1,330,000	1,362,000	32,000
26 - Supplies & Materials	90,000	90,000	92,000	2,000
31 - Equipment	31,000	31,000	32,000	1,000
<i>Subtotal Non-Personnel Services</i>	<i>1,517,000</i>	<i>1,517,000</i>	<i>1,553,000</i>	<i>36,000</i>
TOTAL	6,785,000	6,785,000	7,159,000	374,000
FTE	45	45	46	1

Table 6
ADMINISTRATIVE SERVICES DIVISION
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	45	74,000	
	Current Position COLA	45	136,000	
	Lead Office Services Technician	1	59,000	
<i>Subtotal 11</i>				<i>269,000</i>
12 - Personnel Benefits	Current Position WIG	45	19,000	
	Current Position COLA	45	35,000	
	Lead Office Services Technician	1	15,000	
<i>Subtotal 12</i>				<i>69,000</i>
<i>Subtotal Personnel Services</i>				<i>338,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service	Built-in Increases			32,000
26 - Supplies & Materials	Built-in Increases			2,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-personnel Services</i>				<i>36,000</i>
Total		46		374,000

Table 7
ADMINISTRATIVE SERVICES DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-4	1	1	1
JS-5	3	3	3
JS-6	8	8	8
JS-7	3	3	4
JS-8	3	3	3
JS-9	5	5	4
JS-10	2	2	2
JS-11	4	4	4
JS-12	5	5	5
JS-13	9	9	9
JS-14	1	1	1
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salaries	4,119,000	4,119,000	4,388,000
Total FTEs	45	45	46

DISTRICT OF COLUMBIA COURT SYSTEM BUDGET AND FINANCE DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
37	5,850,000	37	5,850,000	38	6,212,000	1	362,000

Background

The Budget and Finance Division of the District of Columbia Courts is responsible for using high quality financial and performance information to make and implement effective policy, management, stewardship, and program decisions. This Division prepares, enacts, and administers the D.C. Courts' annual spending plan (budget); develops and maintains the accounting and reporting system of the D.C. Courts; receives and processes payments (i.e. court fees, fines, and forfeitures) made in the D.C. Courts; and issues, audits, reviews, tracks and pays vouchers for the Criminal Justice Act (CJA) and Counsel for Child Abuse and Neglect (CCAN) programs as well as makes payments for court-ordered compensation to legal and expert service providers under the D.C. Courts' Guardianship program.

Title 11-1723 (a)(3) of the District of Columbia Code states "The Fiscal Officer (Chief Financial Officer) shall be responsible for the approval of vouchers and shall arrange for an annual independent audit of the accounts of the courts." The Courts' financial statements for each fiscal year, beginning with FY 2008, have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) and other statements promulgated by the Federal Accounting Standards Advisory Board (FASAB) and, as appropriate, by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB). Although no findings of material weakness have been found in the Courts' internal controls for a number of years, the Courts remain committed to strengthening fiscal management and accountability by enhancing internal controls, complying with financial management laws and regulations, and taking timely corrective actions on any auditors' recommendations concerning reportable conditions or potential areas of material weaknesses or non-conformance.

Organizational Structure

The Budget and Finance Division is comprised of the Director's Office and four branches and employs 37 FTEs.

- The Director's Office (6 FTEs) 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 expenditures by the various divisions and operations of the D.C. Courts 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.
 - Ensure the development, implementation, and management of internal controls and business processes that provide for the 1) routine reconciliation of the Courts' accounts; 2) safeguarding of Court assets and accounts; and 3) segregation of duties.
 - Prepare and issue the Courts' financial statements in accordance with applicable laws, guidelines, circulars, industry practices, and generally accepted accounting principles.
- The Budget Branch (5 FTEs) has a mission to support officials of the D.C. Courts in maintaining and improving the Courts' fiscal health and services through the evaluation and execution of a balanced budget. This branch also provides timely, accurate, and useful financial information for making decisions, monitoring performance day-to-day, and maintaining fiscal stewardship to support the Courts' divisions and other users of court financial information.
 - The Financial Operations Branch (12 FTEs) has a mission to provide for the timely and accurate payment of valid and approved invoices to vendors for goods and services received by the Courts. This branch also has the responsibility for distribution of funds (usually by an order of the Court) that are maintained under the stewardship of the Courts (e.g. escrows and other sums deposited in the registry of the Courts).
 - The Defender Services Branch (5 FTEs) has a mission to administer the 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.
 - The Reporting and Controls Branch (9 FTEs) has as its mission to ensure the accurate accounting, safeguarding and reporting of the Courts' financial resources. As part of this effort, this branch works collaboratively with the Courts' operating divisions in providing quality assurance for the receipting, accounting and banking (daily deposits) of payments received at various locations throughout the D.C. Courts.

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 (within 15 business days after the end of each month) for 100% compliance with established Federal and District government statutes and regulations and generally accepted accounting principles.

- Provide for the timely and accurate payment processing of valid invoices within 30 days (45 days for claim submissions under the Defender Services Programs) of being received and accepted by the Courts in accordance with the *Prompt Pay Act*.
- Generate timely and accurate accounts and reports of all collections, disbursements, escrows, deposits and fund balances under the Courts' stewardship for internal control purposes that are in compliance with generally accepted accounting practices/principles (GAAP) and audit standards.
- Enhance efficient use of resources and the availability of accurate and current financial information by preparing monthly division-level financial reports for division directors.
- Ensure the prudent use of the Courts' fiscal resources by managing the Courts' operating budget in compliance with law and the Courts' financial and contracting policies and regulations, ensuring that expenditures do not exceed budgetary limits, and maximizing achievement of strategic objectives and performance targets.
- Enhance the Courts' ability to reconcile defender services accounts, project defender services obligations, and, at the same time, improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been correctly prepared and submitted with the Web Voucher System.
- Ensure prudent fiscal management of the Courts' training resources and the timely processing of training and travel requests and reimbursements for the Courts' personnel by managing with streamlined yet well-defined policies and procedures.
- Ensure the continued development of sound financial business processes that enable the routine reconciliation of the Courts' general ledger accounts, as well as for the preparation of the Courts' financial statements, including the Courts' annual financial statements due 45 days from the end of the fiscal year (i.e. by November 15th of the next year).
- 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 the Courts' integrated justice information system (CourtView).
- Enhance the Courts' compliance with grant requirements with improved procedures for preparing timely and accurate financial reports.
- Enhance the ability of the Courts' executive management to make informed decisions regarding the allocation of court resources and comply with appropriations law by developing timely, accurate, and meaningful annual spending plans and monthly reports for the operating and capital budgets and maintaining a high level of monitoring through effective financial 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 created a position control system to track more closely FTE levels and strengthen financial controls. In collaboration with the Information Technology Division, the B&F Division fully implemented the Web-based Voucher System to

track defender services vouchers and streamline the payment process. The Division also implemented a more secure electronic process to combat fraudulent activities in our bank accounts. To enhance customer service, the Division expanded options for paying Court obligations to include credit cards, as well as ACH and payments. The division also introduced debit cards as an efficient means to compensate subpoenaed witnesses and jurors.

Restructuring and Work Process Redesign

The B&F Division reengineered the way the D.C. Courts report their financial performance. New business processes 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). Further, in an effort to augment controls over the Courts' accounting, safeguarding of funds and proper segregation of duties, the Reporting and Controls Unit was developed.

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 an automated system to enhance tracking of CJA and CCAN vouchers from submission through payment. The continued development and enhancement of the Courts' Web-based Voucher System is a result of a collaborative effort of the B&F Division's Defender Services Branch, the Information Technology Division, the Probate Division, the Criminal Division, and the Family Court. The B&F Division's cost benefit analysis of the Web-based Voucher System 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 to the Defender Services internal accounting system reduces data entry, permitting staff to concentrate on quality control and auditing functions; (3) reduction of time judicial officers and attorneys expend performing administrative tasks related to voucher review; (4) reduction in expenses and time for postage and handling; and (5) reduction in paper consumption and cost. This technology has been leveraged to support other court operations that require processing of invoices for recurring services as well.

In addition, the Courts began accepting credit cards for payment of fines and fees due to the U.S. Treasury and the program was recently expanded to include on-line payments.

Table 1
BUDGET AND FINANCE DIVISION
Key Performance Indicators

Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
		Goal	Estimate	Goal	Estimate	Goal	Estimate	Goal	Estimate
Material weaknesses or reportable conditions noted by external auditors	Annual Financial Audit Report	0	0	0	0	0	0	0	0
Valid vendor invoices processed within 30 days (Prompt Pay Act) of being received and accepted by the Courts.	Payment Accounting Invoice Tracking	100%	100%	100%	100%	100%	99%	100%	99%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	100%	100%	100%	100%	100%	100%	100%	100%
Accurate completion of the monthly bank reconciliations of the D.C. Courts' bank accounts within 15 business days after each month's end.	Courts' Financial System of Record	100%	100%	100%	100%	100%	99%	100%	99%

FY 2026 Request

In FY 2026, the D.C. Courts' request \$6,212,000 for the Budget and Finance Division, an increase of \$362,000 (5.9%) above the FY 2025 Enacted Budget. The requested increase includes \$82,000 for 1 FTE to manage court payments and \$280,000 for built-in cost increases.

Issuing Accurate and Reliable Payments, 1 FTE, \$82,000

Accounts Payable Clerk, (JS-7/8)

Introduction. The Financial Operations Division is requesting funding to support the hire of an Accounts Payable Clerk to support the vital work of the division. The Financial Operations Branch is responsible for the financial processing, monitoring, and issuance aspects of electronic and manual payments for the Courts.

Problem Statement. An Accounts Payable Clerk is needed to properly monitor and issue accurate and reliable payments while adhering to federal financial mandates. Effective June 8, 2018, the Courts implemented the U.S. Department of the Treasury's Invoice Processing Platform (IPP), as mandated by the Office of Management and Budget (OMB) Memorandum M-15-19. This created a significant increase in the number of invoices submitted and processed within the Courts. In alignment with the Courts Strategic Plan to ensure up-to-date technology and foster continuous improvements, the Financial Operations Branch implemented an IPP artificial intelligence BOT to download, record, organize, and submit IPP invoices throughout the Courts. The IPP BOT requires a high level of attention and daily monitoring to ensure invoices are properly logged, approved, and processed timely. In the absence of an Accounts Payable Clerk to assist with the daily monitoring of the IPP BOT along with other account payable tasks, these tasks have been rotated among other Accounting Technicians to perform the full scope of administrative functions. This compromises the level of attention given to other

financial accounts payable payments and functions, increasing the risk of unmet leadership objectives and the delay of discovering exceptions. An Accounts Payable Clerk would address this position misalignment and provide for a more efficient use of personnel resources.

The Accounts Payable Clerk position will perform the following duties:

- Monitoring daily the IPP.GOV Bot for invoice submission information, payment status, and timely resolution of issues or exceptions,
- Monitoring electronic mail and inquires within the Accounting Branch in-box for timely and appropriate response to Supplier payments,
- Preparing, recording, and mailing Court mandated manual checks,
- Tracking divisional Court mandated manual check payments to ensure prompt and timely payments, and
- Organizing the division's shared folders and electronic resources with regards to Suppliers contracts and modifications.

Relationship to the D.C. Courts' Vision, Mission, and Goals. An Accounts Payable Clerk supports Strategic Plan Goal IV - Effective Court Administration by providing much needed administrative support for critical accounts payable functions, ensuring adherence to OMB requirements, addressing payment requests properly and timely, as well as providing a more efficient use of resources.

Relationship to Divisional Objectives. The Accounts Payable Clerk will support the administrative accounts payable needs of the Financial Operations Branch as well as the Budget and Finance Division leadership, while bolstering the divisional objective of providing prompt payments and support services to the Courts' internal and external stakeholders in the effective and efficient management of the Courts' people resource.

Relationship to Existing Funding. The funding for the Accounts Payable Clerk position is not currently available in the Courts' budget.

Methodology. The grade level and salary for the requested FTE is classified pursuant to the D.C. Courts' personnel policies and is consistent with similar positions previously classified in the same manner.

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

Performance Indicators. Performance indicators include timely monitoring and execution of the IPP artificial intelligence BOT, timely processing of IPP invoices, timely identification and resolution of issues or exceptions regarding IPP invoices, and timely issuance of manual checks to Suppliers.

Table 2
BUDGET AND FINANCE DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Accounts Payable Clerk	7/8	1	65,000	17,000	82,000

Table 3
BUDGET AND FINANCE DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	3,967,000	3,967,000	4,240,000	273,000
12 - Personnel Benefits	1,108,000	1,108,000	1,179,000	71,000
<i>Subtotal Personnel Services</i>	<i>5,075,000</i>	<i>5,075,000</i>	<i>5,419,000</i>	<i>344,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	10,000	10,000	10,000	0
25 - Other Services	738,000	738,000	756,000	18,000
26 - Supplies & Materials	17,000	17,000	17,000	0
31 – Equipment	10,000	10,000	10,000	0
<i>Subtotal Non-Personnel Services</i>	<i>775,000</i>	<i>775,000</i>	<i>793,000</i>	<i>18,000</i>
TOTAL	5,850,000	5,850,000	6,212,000	362,000
FTE	37	37	38	1

Table 4
BUDGET AND FINANCE DIVISION
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY2025/2026
11 - Personnel Compensation	Current Position WIG	37	77,000	
	Current Position COLA	37	131,000	
	Accounts Payable Clerk	1	65,000	
<i>Subtotal 11</i>				<i>273,000</i>
12 - Personnel Benefits	Current Position WIG	37	20,000	
	Current Position COLA	37	34,000	
	Accounts Payable Clerk	1	17,000	
<i>Subtotal 12</i>				<i>71,000</i>
<i>Subtotal Personnel Services</i>				<i>344,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			18,000
26 - Supplies & Materials				
31 – Equipment				
<i>Subtotal Non-personnel Services</i>				<i>18,000</i>
Total		38		362,000

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

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			1
JS-9	6	6	6
JS-10			
JS-11	6	6	6
JS-12	6	6	6
JS-13	12	12	12
JS-14	5	5	5
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	3,967,000	3,967,000	4,240,000
Total FTEs	37	37	38

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

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference</u> <u>FY 2025/2026</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>
26	9,866,000	26	9,866,000	28	11,892,000	2	2,026,000

Mission Statement

The mission of the Capital Projects and Facilities Management Division (CPFMD) is to provide a high-quality facilities environment for the public, judicial staff, court employees, and others working in the courthouse by creating and maintaining structural facilities that are clean, healthy, functional, and secure.

Division Organizational Structure

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

- The Director's Office (3 FTEs) provides administrative oversight over the operations of the division and is responsible for budget preparation, planning, implementation, and management of the Courts' facilities and construction initiatives. This office is also responsible for the development of the Courts' 10-year Facilities Master Plan (updated in 2021), that addresses the Courts' long-term space needs, required improvements to the Courts' infrastructure and physical environment.
- The Building Operations Branch (18 FTEs) is responsible for the management of the Courts' facilities, which includes leased space. These responsibilities include maintenance and repair of the heating, ventilation and air conditioning, mechanical, electrical, and plumbing systems throughout the enterprise. This branch also provides oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts and visitors so they can operate in a clean and well-maintained environment.
- The Capital Projects Branch (5 FTEs) is responsible for the planning, design and management of new construction, expansion, renovation or replacement to the Courts' infrastructure pursuant to the D.C. Courts' Facilities Master Plan and in accordance with ADA requirements. This document assists the Capital Projects Branch to develop realistic and comprehensive project schedules while efficiently completing construction and maintenance on its 1.5 million sq. ft. Judiciary Square complex and 76,000 rentable sq. ft., providing new, high-quality space and services to the D.C. Courts' employees and visitors.

Division Strategic Plan/MAP Objectives

In support of the Courts' 2018-2022 Strategic Plan, the Capital Projects and Facilities Management Division has identified the following objectives:

Program Area	Objective
Building Operations	Provide oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts' employees and visitors so they can operate in a clean and well-maintained environment.
Building Operations	Develop and maintain a quality control system for ensuring that customer building operational concerns are addressed expeditiously.
Building Operations	Ensure mechanical systems (i.e. HVAC, elevators, plumbing) and building shell conditions are maintainable with assigned preventive maintenance schedules (PMS) based upon industry standards and manufacturer recommendations.
Building Operations	Expand the CPFMD's routine replacement program to all of the D.C. Courts' buildings to maximize longevity of assets and reduce annual operating and repair costs.
Building Operations	Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the D.C. Courts' upgraded facilities and grounds.
Capital Projects	Define, assess and plan a responsible facility ADA initiative to ensure the D.C. Courts' infrastructure is effectively designed and constructed in accordance with ADA requirements.
Capital Projects	Develop a realistic, comprehensive Capital Project schedule through FY 2023 utilizing the Facilities Master Plan.
Capital Projects	Efficiently complete construction on all court building projects to provide new and high-quality services to the D.C. Courts' visitors and personnel.
Capital Projects	Complete pre-design, design and construction projects on the D.C. Courts' campus to maximize and modernize space to provide an open and collaborative work environment that is flexible to the evolving needs of the Courts' visitors, judicial officers, and staff.

The Courts' facilities must be both secure and functional of their public significance and character. The D.C. Courts occupy over 1.5 million gross square feet of space in Judiciary Square, which is one of the original significant green spaces in the District of Columbia as designed in the L'Enfant Plan for the Nation's Capital. The Courts are responsible for the Historic Courthouse at 430 E Street, NW (whose restoration was designed and constructed to a LEED Silver standard); the Moultrie Courthouse at 500 Indiana Avenue, NW (the C Street Addition to the Courthouse was designed and constructed to a LEED Platinum standard and received LEED Platinum certification in August 2024); the Southwest Garage at 449 5th Street, NW; Building A at 515 5th Street, NW; Building B at 510 4th Street, NW and Building C at 410 E Street, NW (designed and constructed to a LEED Gold certified), as well as the addition of the Historic Recorder of Deeds Building located at 515 D Street, N.W.

Capital Projects and Facilities Management Division Achievements and Highlights

CPFMD has advanced the implementation of the D.C. Courts' Facilities Plan across the spectrum with significant progress being made during FY 2024. A number of key milestones were achieved during the last fiscal year. The Courts also expect to substantially complete Phase 2B of the H. Carl Moultrie I Courthouse building (HCMCH) C Street Addition and the upgrade of the building's chilled water piping. CPFMD is also continuing work on various other projects throughout the enterprise in support of court operations, including the:

- 1) Renovation of the Magistrate Judicial Suite, (two out of the four planned phases have been completed) that included an upgrade of technology, lighting, layout and addition of sprinklers, to better ensure ADA and life safety compliance;
- 2) Major upgrades of directional and campus wide signage have been updated to include wayfinding in the C Street Addition, which completed the planned migration of divisions to the H. Carl Moultrie I Courthouse;
- 3) The chilled water piping upgrade project began in this last fiscal year and is in the progress of replacing the 1976 original piping in the Moultrie Courthouse as well;
- 4) Completion of the electrical system upgrade and related coordination study in the Moultrie Courthouse for the operation of this modernized equipment, which has significantly enhanced the Courts' outdated electrical infrastructure;
- 5) The Courts have achieved its objective of full consolidation of the Family Court to meet its long-term space initiatives.

The D.C. Courts' most recent Facilities Master Plan has been completed and was updated in FY 2021 to reflect changes in court technology, organization and operations, and the expected growth of the District of Columbia's population. This most recent plan is being expanded to re-examine the structural, electrical, plumbing and interior of the *Recorder of Deeds* building (prior assessments of this facility, upon which the projected costs of stabilization was based on, were performed several years ago) – this reassessment will provide an update on its condition and therefore projected stabilization costs to better ensure it is safeguarded from water intrusion and further degradation. In addition, it is envisioned that this planned reassessment will better enable the Courts to prioritize the use of the funding that was appropriated for stabilization. The Courts have also continuously updated its facilities standards to reflect changing technologies, products, and energy efficiency.

Workload Data

In FY 2026, CPFMD will continue to provide services to all of the divisions of the D.C. Courts for infrastructure maintenance, repair, and operations (MRO) to *“ensure that the facilities are safe and secure and can adequately accommodate court operations and personnel”*. The facilities MRO costs for the entire D.C. Courts' complex are projected to be over \$15.00/square foot.

CPFMD will continue to manage the housekeeping/custodial services contract for the Courts' 1.5 million sq. ft. of net occupiable space (430 E Street, NW; 449 5th Street, NW; 500 Indiana Ave. NW; 515 5th Street, NW; 510 4th Street, NW; 410 E Street, NW; Gallery Place ; 2041 Martin Luther King Jr. Avenue, SE; 2575 Reed Street, NE; 920 Rhode Island, NE; 1215/1201 South Capitol, SW; 118 Q Street, NE and 4209 9th Street, NW) and the landscaping maintenance contract for lawn cutting, tree pruning and irrigation maintenance for the Courts' 4.2 acres of green space in a cost-effective manner. The division will continue to manage the vertical transportation maintenance contract to ensure all elevators, escalators and lifts are functioning properly and compliant to safety code requirements.

As demonstrated by the full completion of multiple construction projects, infrastructure upgrades and enhancements, CPFMD continues to demonstrate its commitment to maintaining and leveraging the public's investment in court facilities. With the completion of its most recent Facilities Conditions Assessment (FCA) in May 2022, the Courts have been able to update its baseline needs and is better enabled to identify the state of its most critical assets and systems. This document provided a detailed lifecycle analysis and replacement values for the Courts' facility assets and cost estimates for future funding requirements.

In addition to the Facilities Conditions Assessment (FCA), CPFMD utilizes a Computerized Maintenance Management System (CMMS). This platform provides CPFMD with a tool to efficiently manage the Court's facilities, property, and services by tracking work orders, work requests and recurring preventive maintenance tasks.

CMMS also provides an inventory management database that allows CPFMD to monitor and track inventory supplies and repair materials. The ability to track inventory allows for better use of storage by ordering material on an as needed basis and examining trends in the quality of certain manufacturers to determine the need for new products.

Table 1
CAPITAL PROJECTS AND FACILITIES MANAGEMENT
Key Performance Indicators

Performance Indicator	Data Source	Evaluation Frequency	FY 2024		FY 2025		FY 2026	
			Goal	Estimate	Goal	Estimate	Goal	Estimate
Number of Help Desk calls resolved in two business days	CPFMD CMMS Reports	Monthly	100%	75%	100%	90%	100%	95%
Number of capital projects completed on-time and within budget according to the Earn Value Management Process	CPFMD Project Pay Applications and PM Schedule Monitoring	Semi-Annually	100%	85%	100%	90%	100%	95%
Number of CPFMD projects that are DCRA code compliant	DCRA Permits	Annually	100%	100%	100%	100%	100%	100%
Number of building inspections completed in accordance with internal established guidelines	Building Inspection Checklist	Monthly	100%	85%	100%	90%	100%	95%
Preventive maintenance work completed in accordance with Manager Plus Equipment Matrix Schedule.	Manager Plus Equipment PM Schedule	Monthly	100%	85%	100%	90%	100%	95%

FY 2026 Request

In FY 2026, the Courts' request for the Capital Projects & Facilities Management is \$11,892,000, an increase of \$2,026,000 (19.8%) above the FY 2025 Enacted Budget. The requested increase includes \$220,000 for 2 FTEs, \$1,462,000 for Maintenance, Repairs, and Operation costs for the Moultrie Courthouse, as well \$344,000 for built-in cost increases.

Facility Maintenance Engineer (JS-8/9/11) 2 FTEs, \$220,000

Problem Statement. In addition to the need to support the facilities maintenance and repair for the additional square footage realized with the full completion of the Moultrie Courthouse C Street Addition project, additional staff is needed to maintain the Courts' existing facilities as well. Moreover, the position description also provides the Courts with flexibility to retain a Master Electrician (at the JS-11), which will better enable the Courts to align its electrical infrastructure with the District's initiative to provide for greater energy efficiency in buildings throughout the city. This initiative, under the District of Columbia Sustainable Energy Utility (DCSEU), was developed to help District residents, businesses, and institutions save energy and funds through energy efficiency and renewable energy programs. This effort will require the replacement of fixtures and equipment that can meet the Courts' electrical energy requirements in a more efficient manner. The Courts also anticipate the Records of Deeds building being added as an additional facility, which will utilize these added positions as well.

Relationship to Court Mission and Goals. Adequate staff to ensure the effective and efficient maintenance and report of all court facilities will support the Courts' Strategic Plan Goal V, "Effective Court Management and Administration." Specifically, the addition of this specific staff member will enable the Courts to better ensure that all facilities are safe, secure, well maintained and can adequately accommodate court operations and personnel. Servicing and maintaining all critical equipment will be under this position's responsibilities.

Relationship to Divisional Management Action Plans. The additional facility maintenance engineering staff will support the divisional objective of providing direct support services to the judicial offices, the operating divisions, and other support units of the Courts, as well as to the public through effective and efficient management of the Courts' facilities.

Relationship to Existing Funding. Funding is not available in the Courts' budget to support these additional positions.

Methodology. The grade level of the requested positions are classified in accordance with the Courts' Personnel Policies.

Key Performance Indicators. This Facility Maintenance Engineer position will enable the Courts to meet required maintenance schedules. This position will further bolster the division's ability to meet the following key performance indicator:

- Expand the CPFMD's routine service and maintenance program for all major MEP equipment located in all D.C. Courts' buildings to maximize longevity of assets and reduce annual operating and repair costs.

- Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the D.C. Courts' upgraded facilities and grounds.

Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition, \$1,462,000

Problem Statement. With the completion of the Moultrie Courthouse Addition, the amount of site area to be maintained by CPFMD is increasing by 108,000 occupiable square feet (OSF). The increased inventory of usable courthouse space and landscaped grounds will require additional cleaning, maintenance, repairs and landscaping services. In addition to the expanded area, the Courts must keep up the high level of cleanliness and the professional appearance of the existing facilities. The Courts must also maintain equipment that was installed to enhance access under the Americans with Disabilities Act (ADA).

Relationship to Court Mission, Vision and Strategic Plan. The additional funding for facilities maintenance, repair, and operation costs supports the Courts' Strategic Goal V, "Effective Court Management and Administration." Specifically, the Courts will ensure that all facilities are safe and secure and can accommodate court operations and personnel.

Relationship to Divisional Objectives. The increase in funding is crucial to ensuring that CPFMD is able to carry out its mission of providing a clean, healthy, functional, safe, and secure environment for the public, judicial staff, court employees, and detainees. The following divisional objectives are supported: to provide oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts' employees and visitors so they can operate in a clean and well-maintained environment, and to ensure mechanical systems (i.e. HVAC, elevators, plumbing) and building shell conditions are maintainable with assigned preventive maintenance schedules (PMS) based upon industry standards and manufacturer recommendations.

Relationship to Existing Funding. Funding for the facilities maintenance, repair and operations costs for the Moultrie Courthouse Addition currently does not exist in the Courts' budget.

Methodology. The division will contract for additional services for cleaning, landscaping, specialized equipment repair, and environmental services in accordance with the D.C. Courts' Procurement Guidelines.

Key Performance Indicators. Performance indicators include the timely completion of service requests, the cleanliness of court facilities, and compliance with maintenance schedules.

Table 2
CAPITAL PROJECTS AND FACILITIES MANAGEMENT DIVISION
New Position Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Maintenance Engineer	8/9/11	2	174,000	46,000	220,000

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

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	3,153,000	3,153,000	3,462,000	309,000
12 - Personnel Benefits	869,000	869,000	950,000	81,000
Subtotal Personnel Services	4,022,000	4,022,000	4,412,000	390,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	5,808,000	5,808,000	7,443,000	1,635,000
26 - Supplies & Materials	28,000	28,000	29,000	1,000
31 - Equipment	8,000	8,000	8,000	
Subtotal Non-Personnel Services	5,844,000	5,844,000	7,480,000	1,636,000
TOTAL	9,866,000	9,866,000	11,892,000	2,026,000
FTE	26	26	28	2

Table 4
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	26	25,000	
	Current Position COLA	26	110,000	
	Facility Engineer	2	174,000	
<i>Subtotal 11</i>				<i>309,000</i>
12 - Personnel Benefits	Current Position WIG	26	7,000	
	Current Position COLA	26	28,000	
	Facility Engineer	2	46,000	
<i>Subtotal 12</i>				<i>81,000</i>
Subtotal Personnel Services				390,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases		173,000	
	Moultrie Courthouse MRO		1,462,000	
<i>Subtotal 25</i>				<i>1,635,000</i>
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment				
Subtotal Non-Personnel Services				1,636,000
Total		28		2,026,000

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

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8	4	4	4
JS-9	6	6	6
JS-10	1	1	1
JS-11	5	5	7
JS-12			
JS-13	6	6	6
JS-14	2	2	2
JS-15			
JS-16			
CEMS	1	1	1
CES	1	1	1
Total Salaries	3,153,000	3,153,000	3,462,000
Total FTEs	26	26	28

DISTRICT OF COLUMBIA COURT SYSTEM CENTER FOR EDUCATION AND TRAINING

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference</u> <u>FY 2025/2026</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>
8	2,700,000	8	2,700,000	8	2,797,000	0	97,000

Mission Statement

The Center for Education and Training (CET) provides training for the D.C. Courts’ judicial officers, employees and professional community that is the bridge to a bright future for the organization as a whole and court staff serving the public. Training opportunities provided by CET develop the skilled workforce needed for tomorrow, support the Courts’ strategic plan and help assist in creating a professional and engaged workforce. Strategic offerings support and sustain the organizational values and leadership principles of our evolving court system and contribute to learning about cultural competence. Training is critical to ensuring that our next generation of supervisors, managers and leaders are well-prepared for succession. New employees receive an orientation, mandatory classes, and a mentor that allows them to be engaged from their first day on the job. The judicial officers are versed in the very latest scientific, constitutional, social science and legal trends, to provide a meaningful judicial process for our citizens. Access to justice for all is crucial to the fiber of the Courts. Hosting many delegations from around the world each year, both virtually and in-person, the CET shares the best of American justice with the global community.

Organizational Background

The CET staff 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 CET offers classes in current legal issues, judicial procedure, executive leadership skills, supervision and performance management, effective communication and grammar, customer service, procedural fairness and implicit bias, anti-bullying, and special populations. Employees are taught how to manage stress, trauma and promote healing in the workplace, build personal resilience and embrace others who are different than themselves. The CET also offers technology classes on various software programs used by the Courts, such as Microsoft Office including Office 365 Key Features, SharePoint End User, Stream, Tips & Tricks and Teams, Prezi, Oracle Discoverer, Business Intelligence, Microsoft Publisher, Webpage Creation, Digital Video Production and Editing, Audio Visual Operations and Video Conferencing in a Courtroom Environment, Adobe Photoshop, Adobe InDesign, Adobe Flash, Captivate, Camtasia, Audacity, Comptia A+; CourtView, Six Sigma, Artificial Intelligence and other systems. The CET also engages two Learning Management Systems to allow employees to train as their work schedules allow. The CET offers all newly hired court employees a year-long series of sessions that pertain to their employment at the Courts, such as Sexual Harassment, Understanding Courts, Implicit Bias, Language Access, Ethics, Court Security, Personnel Policies, and the Courts’ Strategic Plan. Newly appointed Associate and Magistrate Judges

receive 4 weeks of individualized training arranged by the CET. Community conferences for lawyers, social workers, educators and other justice system professionals are held several times per year. 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 CET also develops and provides virtual and in-person educational programs for court visitors, including local lower-level schools, high schools and universities, and many delegations of international guests visiting to learn about the rule of law and to help develop and improve the justice systems in their countries.

Division MAP Objectives

- **Courtwide Training Plan** – Develop an annual training plan that is aligned with the Courts’ strategic goals for a professional and engaged workforce and offers comprehensive job-related programs including judicial, leadership, management, supervisor, technology, soft skills, cross-training, and various conferences plus extensive protocols and onboarding for new employees. Ensure an efficient use of resources and a successful learning experience for all. Training ensuring access to justice for all, effective court administration, fair and timely case resolution.
- **Judicial Institute** – Enhance the effectiveness of the judiciary by providing a myriad of judicial education opportunities to all judicial officers in the D.C. Courts, including leadership, current issues, legal topics, cultural competence, roundtable discussions for appellate judges, training specific to Court Divisions, annual and intermittent community conferences for several Divisions, comprehensive orientation and peer coaching for all new judges, and opportunities to attend national trainings.
- **Leadership Institute** – Develop effective court management and administration and maximize the effectiveness of the Executive Team and Senior Managers in achieving the highest levels of court performance. Establishing a Leadership Institute that offers teambuilding, leadership courses, individual assessments, coaching, enhanced orientation to new Court Executive Service (CES) employees, and personal and professional development activities. Support positive organizational change through extensive involvement of executives and senior leadership in the “Building a Great Place to Work”, “Living Our Values” and “Leadership Principles” Initiatives. One of the key tenets is to uphold public trust and confidence in the pursuit of justice.
- **Management Institute and Strategic Training** – The goal of the Management Institute and Strategic Training is to maximize the effectiveness of the Courts’ managers and supervisors and increase the pool of future managers and leaders. The Management Institute includes the Management Training Program and the Supervisors Training Program. The focus of the training of managers, supervisors, and employees is on issues relevant to achieving the goals outlined in the Strategic Plan of the District of Columbia Courts (2023-2027). These strategic goals are coupled with upholding the Courts’ core values and cultural competencies. Position managers and supervisors as well as court leaders, change agents, and role models participate in these efforts.

- **Visitors Program** – Provide a quality educational experience for international, national, and local delegations visiting the D.C. Courts, thereby increasing access and understanding of the justice system at many levels and fostering public trust and confidence. Provide campus and virtual tours for all new employees.

Restructuring or Work Process Redesign

The Center has institutionalized a variety of structural and work process changes over the last decade. The staff of eight has been completely restructured and works well together to achieve the Division's goals. These changes are a result of feedback received through a myriad of assessment tools, including an internal needs assessment, direct interaction, and questionnaires completed by court personnel, both judicial and non-judicial. The Center has completed a plan designed to enhance communication, increase outreach, update and streamline organizational processes, and redesign all training curricula including the use of in person and virtual classrooms to build stronger and transferable skills. CET reorganized all training offerings structured into career development tracks and rebranded. From 2018-19, the CET continued to address the strategic goal of increased access for all and began coaching for the Courts' mid-level managers and supervisors. CET continues to offer classes in customer service, developing empathy for court customers, handling mental health issues in the courthouse, and dealing with stressed or difficult customers. Other initiatives, such as the Leadership Institute, the Management Institute, the Judicial Leadership Initiative, the Roundtable Series for the Court of Appeals judges, and the biennial Courtwide Employee Conference also continue.

The Leadership Institute continues to focus on team efforts to improve the D.C. Courts as a "Great Place to Work", integrate the six Court Leadership Principles into daily practice, and offer opportunities for senior management in areas such as values-based management, coaching, and skills development. Based on the results of the 2009, 2011, 2013, 2015, 2017, 2019, 2021 & 2023 Employee Viewpoint Surveys (formerly named Federal Human Capital Surveys), initiatives and teams were established in the areas of health and wellness (including mental health), work/life balance, internal communications, performance management, cross-training, and *Living Our Values*. Employee Engagement is now a court-wide performance metric. The next Employee Viewpoint Survey will be in 2025. In 2016-2022, 22 Court Divisions have been actively involved in various values projects designed by each Division. In 2014, the first *Leadership Summit* for judicial and executive leaders of Superior Court operating divisions was held. In 2014 and 2015, the values and leadership initiatives were expanded to include middle- and first-line managers. Starting in 2016, quarterly meetings of the expanded leadership group have been held each year through the present. All court leadership and senior management change initiatives are aligned with the goals outlined in the Strategic Plan, the Organizational Values and the Court Leadership Principles. The judges of the D.C. Court of Appeals continue to enjoy a series of educational roundtable discussions with nationally recognized legal experts. The discussions have been extremely well received. The CET and the Court of Appeals will continue this innovative effort and offer additional staff training to meet the unique needs of the Court of Appeals.

Considering the current wave of retirements and the need for better development and retention of talented employees, the CET and the Management Training Committee initiated a Management

Training Program (MTP) in 2007 for 20 employees competitively selected from each division within the Courts. Every other year, the MTP offers a very successful 12-month series of classes taught by nationally recognized experts and in-house leaders. Many of the graduates from the Program have received promotions to the highest levels in the Courts and many have received increased responsibility. The Courts take seriously the importance of succession planning and continue to move in a proactive direction toward recruiting, nurturing, and retaining excellent employees. Similarly, the D.C. Courts have established a seven-day, four-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, this training program has been completed by 98% of court supervisors. All new supervisors are similarly trained. Graduates of the programs participate in advanced courses on leadership, performance management, employee development, and cultural competence. In 2016 through the present, most executive service, senior leaders, branch chiefs, managers and supervisors have completed Quick Start training, an engaging, interactive nine-module series on leadership and performance management.

Technology and skill-development classes are an ever-evolving training need of not only our Courts, but everywhere in today's society. Utilizing three computer labs, there is a new focus on more advanced technology training, use of learning management systems and other platforms, as almost all employees now possess requisite office computer skills. The CET offers certification training and testing for Microsoft Office Specialist (MOS), CompTIA A+, Project Management Professional and Six Sigma. Employees are developing new skill sets to enable them to produce E-learning classes such as Camtasia, Captivate and Audacity, stylish publications, websites, Prezi presentations and e-learning audio video materials. In addition to on-line tutorials, the new focus is on classes that teach operating processes unique to courts. There is an ongoing need for the CET to offer technology classes on other more sophisticated, court-focused programs such as CourtView and Odyssey (the software for the Integrated Justice Information System), Oracle Discoverer and Oracle Business Intelligence. The CET has developed alternative learning methods such as virtual training and distance learning, computer-based training, blended learning, flipped classrooms, job shadowing and cross training. As part of the Strategic Human Resources redesign and implementation of the Talent Management System, the CET offers an E-learning Library from Skilport and Learning Management systems from Percipio and Udemy.

The CET has consistently offered over 200 classes during 2023 & 2024 and 200 for the previous years. Training hours completed by court employees and judicial officers for each year had consistently been close to 20,000 hours prior to the pandemic, but training hours decreased in 2021 to around 14,000 hours with many cancellations occurring during the pandemic as priorities shifted after employees returned to work needing to play "catch-up" with work which left little time for professional development. After the pandemic, indicators pointed to increased training interest using distance learning models, which remains consistent to this day. Training hours increased to close to 15,000 hours.

Finally, another very important program administered by the CET is the International Visitors Program, which supports efforts to strengthen the rule of law and the development of justice systems around the world. Generally, approximately 70 international delegations visit each year, most of them are very high-level representatives from other nations' justice systems. During the

pandemic, virtual trainings and discussions were made available to international guests who wished to participate. Providing educational experiences for international visitors is an important function unique to the Courts of the Nation's Capital. Many of these visiting groups are sponsored by the U.S. Department of State, USAID, Meridian, World Bank, or international cultural exchange organizations, and each educational program is tailored to the needs and interests of the individual delegation. Once again, the number of international delegations and visitors has risen, post pandemic, as travel has increased.

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 delivery of support to other divisions' training and organizational change efforts, and the number of visitors attending educational programs.

Table 1
CENTER FOR EDUCATION AND TRAINING
Workload Data

Data Measure^[1]	FY 2023 Actual	FY 2024 Actual	FY 2025 Estimate	FY 2026 Projected
Course Offered	213	210	200	200
Judicial Participants	858	800	650	650
Employee Participants	2,696	2,400	2,500	2,500
Divisions Supported	17	17	17	17
Number of Official Visitors	569	450	500	1,500

^[1] A judicial officer or employee may participate in multiple training programs during the year.

Table 2
CENTER FOR EDUCATION AND TRAINING
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Projected	Goal	Projected
Outcome	Program Quality	Participants Evaluations	85% > 3.5	100% > 4.5	85% > 4.0	95% > 4.0	90% > 4.0	90% > 4.0	90% > 4.0	90% > 4.0
Outcome	Judges and Employees Total Training Hours Completed	Training Database and Sign-in Sheets	15,000	13,575	15,000	15,500	15,000	15,000	15,000	15,000
Output	Visitors Tours and Programs	Visitors Schedule	70	29	50	45	50	40	50	40
Outcome	Bi-Annual Management Training Program Graduates	Training Schedule & Participant List	NA	NA	20	25	NA	NA	20	20
Output	Management Training Institute Courses Offered	Training Schedule	10	4	NA	NA	10	10	NA	NA
Output	Executive/Senior Leadership Development Sessions	Training & Meeting Schedule and Consultant Reports	2	2	2	2	2	2	2	2
Outcome	Judicial Leadership Team Retreats	Meeting Schedule	2	1	2	1	2	2	2	2
Output	Court of Appeals Programs Offered	Training Schedule	4	3	4	4	4	4	4	4

FY 2026 Request

In FY 2026, the Courts' request for the Center for Education and Training Division is \$2,797,000, an increase of \$97,000 (3.5%) above the FY 2025 Enacted Budget. The requested increase consists entirely of built-in cost increases.

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

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 – Personnel Compensation	1,223,000	1,223,000	1,279,000	56,000
12 – Personnel Benefits	333,000	333,000	347,000	14,000
<i>Subtotal Personnel Services</i>	<i>1,556,000</i>	<i>1,556,000</i>	<i>1,626,000</i>	<i>70,000</i>
21 – Travel, Transp. Of Persons	286,000	286,000	293,000	7,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Services	844,000	844,000	864,000	20,000
26 – Supplies & Materials	8,000	8,000	8,000	0
31 – Equipment	6,000	6,000	6,000	0
<i>Subtotal Non-Personnel Services</i>	<i>1,144,000</i>	<i>1,144,000</i>	<i>1,083,000</i>	<i>27,000</i>
TOTAL	2,700,000	2,700,000	2,659,000	97,000
FTE	8	8	8	0

Table 4
CENTER FOR EDUCATION AND TRAINING
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 – Personnel Compensation	Current Position WIG	8	16,000	
	Current Position COLA	8	40,000	
<i>Subtotal 11</i>				<i>56,000</i>
12 – Personnel Benefits	Current Position WIG	8	4,000	
	Current Position COLA	8	10,000	
<i>Subtotal 12</i>				<i>14,000</i>
<i>Subtotal Personnel Services</i>				<i>70,000</i>
21 – Travel, Transp. Of Persons	Built-in Increases			7,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Service	Built-in Increases			20,000
26 – Supplies & Materials				
31 – Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>27,000</i>
Total		8		97,000

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

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8			
JS-9	1	1	1
JS-10			
JS-11			
JS-12			
JS-13	5	5	5
JS-14			
JS-15	1	1	1
CES	1	1	1
CEMS			
Total Salaries	1,223,000	1,223,000	1,279,000
Total FTEs	8	1	8

DISTRICT OF COLUMBIA COURT SYSTEM COURT REPORTING DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
46	6,839,000	46	6,839,000	46	7,134,000	0	295,000

Mission

The mission of the Court Reporting Division (CRD) is to support fair and timely case resolution by providing attorneys, litigants and other interested parties with accurate and timely transcripts of court proceedings to aid the litigation of cases in the Superior Court and to provide records of trial court proceedings for review by the Court of Appeals. The Division is committed to providing a professional and engaged workforce that uses the most efficient and up-to-date technology for reporting and producing the record.

Organizational Background

The CRD is responsible for producing verbatim proceedings in accordance with CRD Transcript Guidelines. The Division has 46 FTEs and is comprised of the Director's Office (3 FTEs) and the following branches: Court Reporting Branch (27 FTEs), and Administrative Branch (16 FTEs). CRD utilizes resilient and responsive technology by providing instantaneous real-time translation to members of the judiciary to aid in decision-making and to any party requesting real-time to facilitate access to the Courts and to comply with the Americans with Disabilities Act (ADA).

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 D.C. Courts' Strategic Plan, Values Initiative, and support of all D.C. Courts' programs.
2. The Court Reporting Branch is comprised of Official Court Reporters who are responsible for providing instantaneous real-time translation of trial proceedings to the judiciary and preparing official transcripts in accordance with CRD's Transcript Guidelines.
3. The Administrative Branch is comprised of Case Managers who are responsible for handling all Criminal Justice Act, *in forma pauperis*, domestic violence, civil, and juvenile appeal transcript requests and delivery of completed transcripts to the Court of Appeals; Transcript Records Clerks who are responsible for processing incoming and outgoing transcript requests and entering data into the Web Transcript Tracking System (WTTS) for statistical purposes; and the transcription section which is responsible for overseeing the transcribing of recorded proceedings held in D.C. Superior Court.

Division MAP Objectives

The CRD supports access to justice for all by:

- Utilizing resilient and responsive technology

- Providing instantaneous real-time translation to members of the judiciary to aid in decision-making
- Providing instantaneous real-time translation to requesting parties
- Complying with the Americans with Disabilities Act (ADA)
- Producing verbatim and timely transcripts for lower court litigation and for review by the Court of Appeals

The CRD's Management Action Plan (MAP) objectives are, as follows:

- Provide real-time to the judiciary, which assists in making judicial rulings.
- Create a pipeline of new court reporters through active recruitment at court reporting schools and establishing a Court Reporting Trainee Program.
- Enhance efficient operations and the quality of service provided to persons conducting business with the CRD by developing a plan to reengineer processes through technology 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 the production of accurate transcripts by performing quarterly random audits to verify that transcripts are a verbatim record of court proceedings.

Work Process Redesign

In December of 2023, personnel from the former Transcription Branch were centralized under the Administrative Branch. This personnel reorganization supported the CRD's mission of fair and timely case resolution by leveraging personnel resources to ensure accurate and timely transcripts of recorded proceedings held in D.C. Superior Court. The CRD provides onsite official court reporter coverage daily as well as having the ability to provide coverage for remote proceedings to include providing remote real-time to the judiciary when necessary. The CRD continues its initiative to provide customers with the ability to utilize credit cards to purchase transcripts. Implementation of this responsive technology will provide the public with expanded payment alternatives.

Workload Data

Table 1
COURT REPORTING DIVISION
Workload Measures

Type of Indicator	Performance Indicator	Data Source	FY 2023 Actual	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate
Input	Transcription orders received	Division Records	3,500	5,000	5,000	5,000
Input	Court Reporting Branch orders received	Division Records	2,500	4,000	4,000	4,000
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	328,000	385,000	385,000	385,000

Table 2
COURT REPORTING DIVISION
Key Performance Indicators

Type of Indicator	Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Timeliness	Average time (in days) to complete transcripts of taped appellate proceedings	Division Records	60	39	60	35	60	35	60	40
Timeliness	Average time (in days) to complete transcripts of taped <i>non</i> -appellate proceedings	Division Records	30	13	30	11	30	11	30	15
Timeliness	Average time (in days) to complete appellate transcripts by court reporters *	Division Records	60	37	60	35	60	35	60	40
Timeliness	Average time (in days) to complete <i>non</i> -appellate transcripts by court reporters *	Division Records	30	17	30	13	30	13	30	15

* CRD 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.

FY 2026 Request

In FY 2026, the Courts' request for the Court Reporting Division is \$7,134,000 an increase of \$295,000 (4.1%) above the FY 2025 Enacted Budget. The requested increase consists entirely of built-in cost increases.

Table 3
COURT REPORTING DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	5,266,000	5,266,000	5,497,000	231,000
12 - Personnel Benefits	1,469,000	1,469,000	1,530,000	61,000
<i>Subtotal Personnel Services</i>	<i>6,735,000</i>	<i>6,735,000</i>	<i>7,027,000</i>	<i>292,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	4,000	4,000	4,000	0
25 - Other Services	28,000	28,000	29,000	1,000
26 - Supplies & Materials	46,000	46,000	47,000	1,000
31 – Equipment	26,000	26,000	27,000	1,000
<i>Subtotal Non-Personnel Services</i>	<i>104,000</i>	<i>104,000</i>	<i>107,000</i>	<i>3,000</i>
TOTAL	6,839,000	6,839,000	7,134,000	295,000
FTE	46	46	46	0

Table 4
COURT REPORTING DIVISION
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	46	60,000	
	Current Position COLA	46	171,000	
<i>Subtotal 11</i>				<i>231,000</i>
12 - Personnel Benefits	Current Position WIG	46	16,000	
	Current Position COLA	46	45,000	
<i>Subtotal 12</i>				<i>61,000</i>
<i>Subtotal Personnel Services</i>				<i>292,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			1,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-Personnel Services</i>				<i>3,000</i>
TOTAL		46		295,000

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

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6	1	1	1
JS-7	2	2	2
JS-8	4	4	4
JS-9	1	1	1
JS-10	7	7	7
JS-11	9	9	9
JS-12	18	18	18
JS-13	2	2	2
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salaries	5,266,000	5,266,000	5,497,000
Total FTEs	46	46	46

DISTRICT OF COLUMBIA COURT SYSTEM HUMAN RESOURCES DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
23	4,012,000	23	4,012,000	24	4,322,000	1	310,000

Mission

As a strategic partner, the Human Resources Division supports the District of Columbia Courts' overall mission and is committed to developing and administering comprehensive programs for recruiting, retaining, and supporting a highly qualified and talented workforce. The Division promotes a work environment characterized by fairness and accountability while providing exemplary customer service.

The Human Resources Division is responsible for consistent, uniform implementation of the personnel policies adopted by the Joint Committee on Judicial Administration. The Division undertakes workforce planning, maintains systems to enhance staff development and employee accountability, and promotes 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 ensures compliance with Federal and local statutes prohibiting discrimination in employment by promoting equal employment opportunity for women and members of minority groups who seek employment with the Courts or participation in court programs.

Organizational Background

The Division is comprised of the Office of the Director and five supporting functional areas as described below:

The Office of the Director sets and aligns the strategic direction of the Division with court-wide human capital initiatives. The Office is responsible for developing, interpreting, and implementing personnel policies. The Office of the Director also administers and manages the performance management and classification management programs and conducts internal audits and continuous process improvement functions. The Deputy Director oversees the day-to-day operations of the Division and implementation of the Division's strategic initiatives and serves as Contract Administrator for the Courts' Health Unit and Employee Assistance Program.

The Benefits Operations Support Services Branch is responsible for the administration of the Federal benefit programs including health, life, and long-term care insurance programs; retirement programs; transportation subsidy; flexible spending accounts programs; and Workers' Compensation. The Branch also administers the Courts' voluntary dental and vision insurance program and long- and short-term disability insurance programs. The Branch is responsible for payroll, time and attendance, new employee orientation, compensation studies and retirement and financial literacy training.

The Talent Acquisition Branch is responsible for recruiting highly qualified talent for all competitive court positions. This includes performing job analyses; developing announcements, crediting plans and other performance and ability measurements; conducting computer testing for clerical and other positions; developing referral and recommendation panels; and making job offers. The branch ensures that all selection measures are valid, job-related, fair, non-discriminatory, and compliant with federal and professional guidelines. The branch is also responsible for workforce planning, succession planning, and project management for various human resources related special projects and initiatives.

The Performance and Employee Relations Unit is responsible for the strategic management and administration of the D.C. Courts' performance management and employee relations programs. Performance management involves using coaching, feedback, and basic management tools to maintain and improve individual performance of job duties and requirements. Employee Relations focuses on the employer-employee relationship and workplace conduct to ensure compliance with applicable laws, regulations, rules, and policies. This unit also has an organizational development component and is responsible for coordinating the development, facilitation, and administration of the Division's Strategic Plan and internal program analysis.

The Human Resources Information Systems Unit is responsible for providing analytical support to maintain and advance the Human Resources Division's technical systems. This support involves ensuring quality and consistency of HR's electronic information and serving as liaison and providing HR-related technical support within the division and court-wide. In addition, this unit is responsible for assessing and making recommendations for technical enhancements to all HR functional areas. The unit provides support for court-wide access, processing, and training on HR information systems and is responsible for the management of the comprehensive integrated payroll and personnel system.

Division MAP Objectives

Several of the Division MAP Objectives follow:

- Build strategic partnerships with the Courts' leadership to enhance workforce success.
- Support efficient operations by performing targeted HR activities within established timeframes and in accordance with Standard Operating Procedures.
- Maximize staff productivity and increase employee knowledge of and access to their benefits.
- Ensure a strong workforce by enhancing the quality of the Court's Performance Management Program by conducting data analyses and presenting recommendations to address consistency in application and perceptions of fairness of the program.

- Ensure a strong workforce by collaborating with key stakeholders to engage in comprehensive workforce planning – using scenario planning and data analysis – to ensure workforce readiness.
- Ensure a strong future workforce by collaborating with court leadership and the Center for Education and Training to engage in comprehensive workforce planning.

Division Highlights

The Human Resources Division has accomplished the initiation, development and implementation of several human resources initiatives that are tactically and progressively linked to the strategic plan of the Division and the Courts. The Human Resources Division staff worked collaboratively with our partners in the Courts to build and promote a ***Great Place to Work***. Division members are on various workplace committees to include:

- Strategic Planning Leadership Council
- Personnel Advisory Committee
- Working on Wellness
- Living Our Values Leadership Council
- Mental Health Advisory Council
- Management Training Committee

The Division is active in the promotion of professional development and work life balance tips and resources available through the Employee Assistance Program. Additionally, through our partnership with Federal Occupational Health, the Division is promoting health and wellness to our workforce with on-site health screenings, flu vaccinations, and inspiring guest speakers. The following are some of the division's accomplishments that promote employee engagement and emphasize the division's commitment to customer service and support:

- Conducted training on the Courts' Flexplace Program to support flexible workplace options in support of talent attraction and retention and work-life balance.
- Fully engaged in and supported the Courts ongoing response to the COVID-19 Pandemic.
- The Performance Management and Employee Relations Unit was instrumental in the facilitation of all employee performance and conduct actions, including required trainings and policy advisement. On average the PERU teams consult on 15-20 cases per week. Additionally, various trainings have been provided to include the following:
 - Eight (8) Performance Management Trainings for New Employees
 - Three (3) Personnel Policies Course for New Employees
 - Nine (9) Sessions of Policy 220 Compliance Training were held for approximately 949 participants.
- Conducted training and seminars as part of the Retirement and Benefits Educational Program for Court Employees.

- Conducted “Hiring the Best Candidate” classes and continued recruitment guidance and support to managers and supervisors to ensure compliance with policy and best practices as well as ensure the selection of the best candidate.
- Conducted training on the HRIS, the Courts’ official personnel action processing system, to teach users how to properly and timely submit and process actions.

Workload Data

During FY 2021, the Human Resources Division managed 55 active Family and Medical Leave Act cases and over 9,810 job applications for 79 announced vacancies. Over 5,000 individual employee benefit consultations were conducted via telephone, or virtually; as well as benefits workshops, seminars, and fairs, etc.

Table 1
HUMAN RESOURCES DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2023		FY 2024		FY 2025		FY 2026	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Output	# of employees attending benefit seminars, retirement workshops, health fairs, etc.	Registration & attendance documents	700	700	700	700	750	750	850	750
Output	# of employees attending Performance Management Training and Briefings	Registration & attendance documents	200	200	250	250	250	250	500	500
Output	Performance Evaluations Processed ¹	Rec’d Evals	900	900	900	900	900	900	900	900
Output	# of employees with access to eOPF	HR Data Reports	1,300	1,286	1,305	1,286	1,305	1,286	1,305	1,300

¹Performance evaluations are conducted for all permanent, non-judicial staff who have completed their probationary periods. This goal reflects evaluation of all eligible employees.

FY 2026 Request

In FY 2026, the Courts’ request for the Human Resources is \$4,322,000 an increase of \$310,000 (7.3%) above the FY 2025 Enacted Budget. The requested increase consists of \$100,000 for 1 FTE, and \$210,000 for built-in cost increases.

Human Resources Administrative Assistant, 1 FTE (JS-9/10)- \$100,000 *Administrative Assistant, (JS-9/10)*

Introduction. The Human Resources Division is requesting funding to support the hire of an Administrative Assistant to support the important work of the division. The Human Resources Division provides personnel support to all employees of the District of Columbia Courts in the critical areas of talent acquisition and retention; employee relations, performance management, and FMLA administration; federal benefits administration to include judicial benefits and

retirement administration; and strategic workforce planning. These areas require effective and efficient management to enable the Courts to have the right people in the right position at the right time to achieve its objectives.

Problem Statement. To ensure efficient use of division leadership's time in focusing on strengthening and expanding HR's position as a strategic partner in supporting the effectiveness of the Courts, an Administrative Assistant is required. The leadership ability of the Division Director and the Deputy Division Director is currently compromised due to the need to focus significant time on administrative functions. Restoration of the Administrative Assistant would address this problem by providing invaluable assistance to the Director's office through the following duties:

- Drafting correspondence for leadership review and serving as note taker on behalf of the Director's Office;
- Coordinating meeting arrangements to include reserving a venue (virtual or physical); preparing agendas and supporting documentation; and transmitting invitations to meeting participants;
- Answering calls and responding to inquiries received on the division's main line;
- Tracking the division inventory of supplies and equipment;
- Assisting with purchasing and receipting invoices for program supplies and resources;
- Processing and tracking personnel actions in the HRIS for the division;
- Formally receipting and distributing incoming postal mail and monitoring electronic mail for timely and appropriate response;
- Tracking divisional training and educational endeavors;
- Preparing monthly reports on divisional metrics; and
- Organizing the division's shared folders and electronic resources.

Relationship to the D.C. Courts' Vision, Mission, and Goals. An Administrative Assistant will support the Courts' Strategic Plan Goal III: A Great Place to Work and Goal IV: Effective Court Administration by providing much needed administrative support of critical managerial functions and enhancing the efficient use of resources.

Relationship to Divisional Objectives. The Administrative Assistant will support the administrative needs of the divisional leadership, while enhancing support services to the Courts' internal stakeholders.

Relationship to Existing Funding. The funding for the Administrative Assistant position is not currently available in the Courts' budget.

Methodology. The grade level and salary for the requested FTE is classified pursuant to the D.C. Courts' Personnel Policies and position classification standards.

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

Key Performance Indicators. Key performance measures include enhanced service to judicial officers and court employees and more timely processing of matters under the responsibility of the Human Resources Division.

Table 1
HUMAN RESOURCES DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Admin Assistant	9/10	1	79,000	21,000	100,000

Table 2
HUMAN RESOURCES DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	3,118,000	3,118,000	3,364,000	246,000
12 - Personnel Benefits	863,000	863,000	927,000	64,000
Subtotal Personnel Services	3,981,000	3,981,000	4,291,000	310,000
21 - Travel, Transp. of Persons	10,000	10,000	10,000	0
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	12,000	12,000	12,000	0
31 - Equipment	9,000	9,000	9,000	0
Subtotal Non- Personnel Services	31,000	31,000	31,000	0
TOTAL	4,012,000	4,012,000	4,322,000	310,000
FTE	23	23	24	1

Table 3
HUMAN RESOURCES DIVISION
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	23	66,000	
	Current Position COLA	23	101,000	
	Admin Assistant	1	79,000	
<i>Subtotal 11</i>				<i>246,000</i>
12 - Personnel Benefits	Current Position WIG	23	17,000	
	Current Position COLA	23	26,000	
	Admin Assistant	1	21,000	
<i>Subtotal 12</i>				<i>64,000</i>
<i>Subtotal Personnel Services</i>				<i>310,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>0</i>
Total		24		310,000

Table 4
HUMAN RESOURCES DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	2	2	2
JS-8			
JS-9	2	2	2
JS-10			1
JS-11			1
JS-12	5	5	6
JS-13	7	7	5
JS-14	5	5	5
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	3,118,000	3,118,000	3,364,000
Total FTEs	23	23	24

DISTRICT OF COLUMBIA COURT SYSTEM INFORMATION TECHNOLOGY DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
81	16,486,000	81	16,486,000	86	19,598,000	5	3,112,000

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 Chief Information Officer by a program management office and quality assurance and operations branches that develop applications, administer computer networks, administer databases and applications, oversee information security, provide customer service support to end users, and ensure continuity of operations.

Mission Statement

To provide agile, resilient, innovative, reliable, and responsive technology solutions to support the work of the D.C. Courts.

Vision Statement

Be *service minded* achieving positive results, *forward thinkers* in technology so that the Courts can implement justice timely, fairly, and to all, and display *excellence* in everything we do.

Guiding Principles

- Customer/User Experience Focus – Design and deliver information technology services that puts the needs of customers and users first,
- Confidentiality, Integrity, and Availability of Information – Enhanced security, quality, availability, and delivery of information
- Innovation – Foster innovation and adoption of new technologies
- Efficiency – Increase efficiency, transparency and accountability of information technology
- Value – Provide business value to all users and stakeholders.

Introduction

The Information Technology Division in the years to come will become more digital, innovative, and cybersecurity focused. Digital transformation is the continuous process by which the Courts adapt to or drive strategic changes in their services by leveraging digital competencies to deliver information systems services and support to all other court divisions. Some of the Division's major services include:

- Implementing the new case management system for the Superior Court that provides improved access to justice, case initiation and processing, judicial decision-making, case financial management, and data exchange with other federal and local agencies.

- Implementing the online dispute resolution system for the Superior Court which uses technology to facilitate the resolution of disputes between parties.
- Supporting the D.C. Courts' jury management, case management, financial/payroll management, procurement management, and human resources management through automation of business processes.
- Enabling computer-based data exchange among District of Columbia criminal and juvenile justice agencies.
- Protecting court information and assets from cyber threats and other risks, both internal and external.
- 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 court operations.
- Maintaining and supporting courtroom and enterprise-wide audio and video applications.
- Managing and supporting the Courts' website, intranet, and Internet applications.

Organizational Background

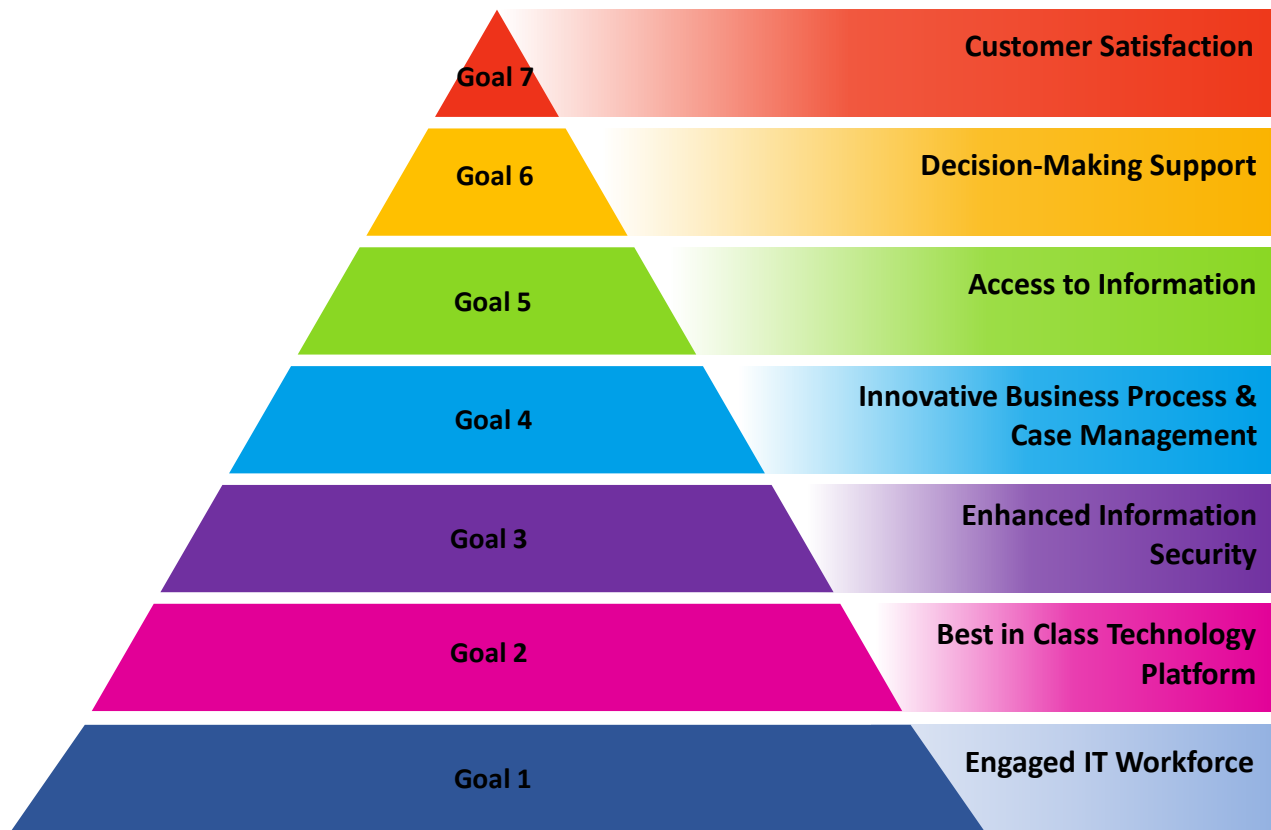
The Information Technology Division has seven primary responsibilities in support of court operations:

- *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 the Courts' mission critical case information. Additional areas include maintaining and monitoring e-mail, calendaring, enterprise data storage, the Courts' Internet and intranet websites, enterprise databases and data warehouse, streaming video, and backup services throughout the Courts' campus.
- *Courts' Case Management Applications Support* involves the daily administration, maintenance, and monitoring tasks associated with the case management systems. User access is managed, notices and calendars are printed, judicial proceedings are recorded, and management reports are produced.
- *Office Automation Support and Development* consists of providing requirements gathering, business process re-engineering, and applications development to streamline the Courts' business processes and enhance public access.
- *Information Exchange* consists of providing software interfaces between the Courts' case management systems and other agency case management systems that automate the data exchange among justice agencies; and providing tools to disseminate court information to the public through reports, public use terminals, kiosks, and the Courts' Internet website.
- *Information Security* involves protecting the Courts' information and information systems from unauthorized access, use, disclosure, disruption, modification, and/or destruction.
- *Courtroom Technology* enhances the legal process through the use of electronic equipment, electronic documentation display, enhanced sound systems, integrated audio, multimedia

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

IT Strategic Plan and Measures

To support the D.C. Courts' mission, in February 2018, the Information Technology Division released a new five-year IT Strategic Plan that is closely aligned with the D.C. Courts Strategic Plan. This Plan outlines how IT will achieve its goals of using an engaged IT workforce to provide best in class technology platform, enhanced information security, innovative business process and case management system, access to information, decision-making support, and customer satisfaction.



Each fiscal year, the Information Technology Division develops a Management Action Plan (MAP) that provides both short-term and long-term strategic roadmaps for the initiatives derived from the IT Strategic Plan. The MAP includes specific objectives, timelines, and provides performance measures and key performance indicators to assess how well the goals are being accomplished. While performance measures are branch level metrics, key performance indicators are tracked at the division level.

Operational Effectiveness

To improve its operational efficiency and effectiveness, the Information Technology Division manages all major IT operations and projects following industry best practices, including the Software Engineering Institute's Capability Maturity Model – Integration (CMMI), and the Information Technology Infrastructure Library (ITIL v4) methodologies.

The IT Strategic Plan serves as a valuable management tool and an effective communication vehicle. The Information Technology Division uses this Plan to guide budget planning, prioritize initiatives, control project execution, and communicate among the Information Technology Division and with its customers and stakeholders.

Governing these complex initiatives, the Information Technology Division's directives and initiatives are approved through an IT Steering Committee with the participation of the Courts' judiciary and senior management. The IT Steering Committee meets monthly and reviews major IT projects and policies/directives regarding business alignment, effective IT strategic planning and IT performance.

The IT Enterprise Architecture Board (EAB) consists of a cross-section of technology experts who assess, evaluate, and recommend new technologies that will meet the D.C. Courts' current and future needs and will result in measurable returns on investments. The EAB also establishes and documents the current and future technology architecture. The EAB is chaired by the Chief Technology Officer and complements the Information Technology Steering Committee (ITSC) by providing advice in establishing technology standards, planning IT investments, and evaluating new technologies.

The IT Change Advisory Board (CAB) consists of a cross-section of Information Technology Division professionals who assess, evaluate, and recommend a course of action (i.e. approval or rejection) for requested configuration changes to the Courts' production systems. The CAB is chaired by the Information Technology Division Change Manager and operates with the goal of maintaining the quality of services provided to the Courts' end users, adhering to the Courts' IT architecture, and maximizing the interoperability, reliability, availability, and security of the Courts' information systems.

Recent Achievements and Highlights

Superior Court New Case Management (IJIS2). The Court continued implementing its hosted trial case management system (IJIS2). The “future state” business processes are largely complete across the following primary areas: case initiation, case processing, hearings/calendars, financials, and dispositions. The Court has also invested significant resources toward custom reports development, forms/templates automated workflow designs for court-wide processes, and robust electronic interface exchanges with third-party systems and agency partners. The Court implemented Phase 1 non-charged cases such as Civil, Probate, Tax, Multi-Door dispute resolution, and the Auditor Master's Office in October 2022. Activities for Phase 2 are in progress. This phase focuses on charge-based case types managed in the Criminal, Domestic Violence, and Family Court. Approximately 90% of the Future State business process

documentation is completed, and User Acceptance Testing is underway. The Court anticipates go-live for Phase 2 by mid-2025.

Ancillary activities such as finance, interpreter services, and transcript management are included in each phase. Electronic data exchange, including electronic filing and public access and business intelligence/data warehouse integrations, are integrated into each phase.

QR Code - IT Division implemented Cloud Based QR “quick response” Code creation. A QR code is a graphical representation of digital data that can be printed or posted, and later scanned by a smartphone or similar device. Current users of QR codes are Civil, Family, Special Operations, Crime Victims, Clerk of the Superior Court, Executive Office, and Court of Appeals.

Vulnerability Management - The IT Division used the Nessus Tenable vulnerability management tools to accurately identify, investigate, and prioritize vulnerabilities for the Courts' public-facing websites, network, and services, including the Payment Card Industry (PCI) Card-not-Present platform. With Tenable Professional Services, the division upgraded the system to optimize performance and reported delivery types. Tenable allows security and audit teams to share multiple Nessus, Nessus Agent, and Nessus Network Monitor scanners, scan schedules, scan policies, and scan results among an unlimited set of users or groups. By making different resources available for sharing among users and groups, Tenable provides endless possibilities for creating customized workflows for vulnerability management programs regardless of the numerous regulatory or compliance drivers that demand to keep the Courts' IT environment secure.

Business Intelligence (BI) / Power BI Solution - new implementations and enhancements - The IT Division BI team delivered intelligent insights into the Courts' Physical security incidents, using data from the Court Security Officers (CSO) Incident Reporting system and the Power BI Platform accessible via the Microsoft Azure Cloud. Through this integration of the Courts' Power BI cloud visualization tool with the cloud Azure SQL databases, the IT division is strongly aligned to support the strategic goal of data-driven Decision Making. The BI team has also been providing insights on visitor wait times in the Family Court Divisions Self-help Center, Central Intake Center, and Marriage Bureau, which assists the public with near real-time information on when to visit and or expect to be served when they visit the Courts.

ADA System - In April 2024, the IT Division automated the Americans with Disabilities Act (ADA), a request module for external and internal users to submit ADA requests and implemented an approval module for administrators to manage the ADA forms. This solution is hosted in the Cloud environment using Power BI for dashboard and reporting needs. This solution is aligned with the IT Strategic goals of delivering Innovative Business Solutions.

Shared Parking Management System - In February 2024, the IT Division implemented major enhancements to the Shared Parking Request and Management modules for all employees. Courts provide parking benefits to employees, and the judicial staff has been managing requests for parking permits and allotments and tracking them using spreadsheets for many years. The IT division collaborated with the Executive Office, Senior Leaders, and other divisions to automate shared parking management. This solution is hosted in the cloud environment using Power BI for

dashboard and reporting needs. This solution is aligned with the IT Strategic goals of delivering Innovative Business Solutions.

Appellate Voting System Enhancements – Power Apps Solution - The IT Division made enhancements to the Appellate Voting System (AVS). AVS was developed in-house and is the Courts' first fully automated voting solution in the cloud. The solution allows D.C. Court of Appeals judges to electronically vote on motions and petitions and collaborate with panel members. This process enables staff to capture the votes, send automated reminders to panel judges, and communicate and share voting-related information. The IT Division is working with the Court of Appeals Judges to accommodate their new requirements and make this system more intuitive and robust. Additionally, we are working to streamline the AVS and Court of Appeals case management system (C-Track) integration to ensure data consistency. This initiative is aligned with the IT Division's strategic goals of delivering innovative business solutions and the strategic goals of time and fair resolution of cases.

Court Security Officers – Incident Reporting System - The IT Division is enhancing the Court Security Officers Incident Reporting System to avoid manual copying and scanning of documents by introducing digital signatures, automating the supervisor approval process, leading the supervisor to final approval, and transmitting the signed PDF form to the US Marshals Service. This system provides capabilities for security offices, supervisors, US Marshals, and Courts Chief Security officers to gather more intelligent and meaningful insights into various security-related incidents at multiple buildings and at different times of the year powered by the data collected through this solution. This helps CSOs understand the trends in security incidents specific to each location and plan for various mitigation strategies and programs. This initiative aligns with the Court's Strategic Goal 2 of Public Trust and Confidence and supports Goal 4 of Effective Court Administration.

Server Vulnerability Tenable Report Dashboard - The IT Division created a proof-of-concept dashboard that visualizes data from Tenable Nessus, a proprietary vulnerability scanning server, reports for simplified analysis, with an initial emphasis on reporting critical vulnerabilities to prioritize immediate concerns. This allows for quick identification and understanding of vulnerabilities, helping to prioritize actions based on the severity of vulnerabilities. It also facilitates tracking vulnerability trends over time and aids in efficiently allocating resources to address critical vulnerabilities first. Streamlines the reporting process for management review, and the dashboard will serve as a crucial tool for proactive risk management by highlighting server vulnerabilities. It will provide actionable insights to support informed decision-making regarding security measures. This dashboard aligns with the strategic goal of enhancing our cybersecurity posture by providing a clear and actionable overview of server vulnerabilities, thereby enabling timely and effective responses. It's a step towards strengthening our defense mechanisms against potential security threats.

Childcare Application - The IT Division enhanced the Childcare application by providing the ability to enter fees, payment modes, and receipt numbers for each child admitted. In addition, we created a summary report within the application for each child, providing the child's details based on the dates entered by the user. This capability will enable the Childcare Center to send more accurate reports to the Executive Office.

Court Social Services Division (CSSD) Youth Electronic Sign In application - The IT Division created a proof of concept for the youth check-in application for the CSSD. This will help CSSD streamline the check-in process and make it available on multiple devices, kiosks, and court locations for youths to sign in. CSSD will be able to view reports and dashboards to analyze trends and plan accordingly.

Web Voucher System – Court of Appeals C-Track automation - The IT Division has automated the voucher creation process for the Court of Appeals. The Court of Appeals case management system (C-Track) Criminal Justice Act (CJA) vouchers are now created automatically through this process, replacing the manual file creation by an associate. This automation helps associates save time and streamline the process, reducing errors.

Web Voucher System (WVS) – Criminal Justice Act (CJA)/Counsel for Child Abuse and Neglect (CCAN) - The IT Division upgraded the WVS DNA module, achieving a comprehensive enhancement. It streamlined information gathering, ensuring that attorneys provide all necessary information upfront. Provided a new comment section that allows attorneys to include important notes, facilitating a quicker testing process. It allows attorneys to add multiple children to the DNA process in a single instance. The improvements have led to a decrease in post-voucher data corrections by the Defender Services Branch team. The enhancements also have minimized delays and frustrations for parties at test collection and for vendors, leading to a more efficient process overall.

DCCA New Case Management System. Information Technology Division staff are playing a key role in the acquisition of a new Case Management System for the D.C. Court of Appeals.

FY 2026 Request

In FY 2026, the Courts request \$19,598,000 for the IT Division, an increase of \$3,112,000 (18.1%) above the FY 2025 Enacted Budget. The requested increase includes \$732,000 for 5 FTEs; \$650,000 for a Robotics Automation Process; \$1,000,000 for Microsoft Cloud Services increases to strengthen information security; and \$730,000 for built-in cost increases.

Strengthening Information Security, \$1,000,000

Microsoft Cloud Services

Problem Statement. To keep pace with technology industry standards for efficiency and security, funding is required to support the movement of technology to the cloud, the efficient implementation of technology projects, and enhanced security services. The Courts rely on technology for day-to-day operations, ensuring public access, and providing analytic capabilities that support data-informed decision making.

As the Courts' reliance on data increases, so does the need to establish a modernized data warehouse to safeguard information that is collected from litigants, jurors, and other stakeholders. To ensure that the Courts' data is kept in a highly scalable, flexible, and easily

retrievable environment, resources are needed to migrate the existing data warehouse to the cloud.

The Courts have begun migrating technology platforms from our premises to the cloud, the Microsoft Azure cloud. For example, the Court of Appeals' C-Track case management system was migrated to Azure (Platform-as-a-Service) and the Superior Court case management system will be cloud-based. Recently, the Courts migrated the email system to Microsoft Office 365. Cloud computing is essential to provide efficient access to case management data as well as other court technology platforms that will migrate to the cloud in the future. To strengthen network performance and security, the Courts must establish a secure private network connection to Microsoft Azure. This private network is called Azure ExpressRoute.

Relationship to Court Mission and Goals. The implementation of Microsoft Cloud Services, Private Network Connection to Azure, and Data Warehouse with Real-time Analytics will support Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution by enhancing data security, ensuring public access, and providing analytic capabilities that support data-informed decision making.

Relationship to Divisional Objectives. Microsoft Cloud Services, Private Network Connection to Azure, and Data Warehouse with Real-time Analytics will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Decision-Making Support
- Access to Information
- Customer Satisfaction

Relationship to Existing Funding. Funding for Microsoft Cloud Services is partially available in the Courts' budget, but the private network connection and Data Warehouse with Real-time Analytics is not available.

Methodology. The IT Division will follow Microsoft best practices, IT Division Disaster Recovery Plan, and the Courts' Information Security Directives.

Expenditure Plan. Microsoft Cloud Services and Data Warehouse with Real-time Analytics are subscription-based service costs based on utilization, and ExpressRoute charges are based on a pre-determined rate.

Performance Indicators. The following performance indicators can tangibly measure the success of this initiative:

- Improved user satisfaction. Users will have access to case records and data whenever needed.
- Availability of a system. Access to the Courts systems will be 24/7.
- Improved security and compliance. Access to the Courts resources over a private and secure

network, and a cloud platform built upon the foundational principles of security, privacy and control, compliance, and transparency.

- Business Value Delivered. Cost savings and reduction.

Improving IT Customer Service

IT Service Desk Tier-1 Technician, (JS-9/10), 2 FTEs, \$200,000

IT Service Desk Tier 2 Technician, (JS 11/12), 1 FTE, \$131,000

IT Service Desk Tier-1 Technician, 2 FTEs (JS-9/10), \$200,000

Problem Statement. Information technology customer service is a critical function and the public face of the IT Division that judges, courtroom clerks, and other end users utilize when they experience computer issues and/or request new hardware and software in chambers, courtrooms, offices, and public areas throughout the Courts' facilities. Increased IT "Service Desk" call volume has caused a degradation of customer service for the end user community. As a result of insufficient staffing, the Tier-1 technicians who are tasked with answering and documenting the initial calls to the Service Desk (and assessing the severity of the issue) often need to assist in problem resolution tasks that cause them to physically leave the Service Desk call area. The resulting lack of responsiveness to Service Desk calls leads to poor customer service, end-user frustration, and decreased productivity. These same staff personnel are responsible for the physical move of employee workstations and peripherals resulting from relocations, new hires and construction related moves due to the Moultrie Courthouse Addition Project currently in progress.

An independent assessment by a consulting firm rated the Courts' IT services at 2.15 on a 5-point scale for incident management and problem management processes. The assessment recommended that the Service Desk be designated as the single point of contact for all operational issues and recommended that the IT Division expand its current Service Desk to become a more comprehensive three-tier customer service organization. A staffing plan was developed requiring two additional Tier 1 technicians to improve customer service and enhance IT operations.

Relationship to Court Mission and Goals. The hiring of two Service Desk Tier-1 Technicians will assist the Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal III: A Great Place to Work, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution through effective and efficient support of technology in a timely manner, thereby increasing the efficiency of court operations.

Relationship to Divisional Objectives. The core function of the Courts' Information Technology Division is to provide computing capabilities critical to the administration of justice. Hiring two Service Desk Tier-1 Technicians will allow the IT Division to meet three of its strategic objectives, which are:

- Innovative Business Process & Case Management
- Access to Information
- Customer Satisfaction

Relationship to Existing Funding. Funding for this position is not currently available in the Courts' budget.

Methodology. The Information Technology Division will follow the Information Technology Infrastructure Library (ITIL) framework to develop and deploy new services.

Expenditure Plan. Funds will be used to hire two employees at the JS-9 level in accordance with the Courts' personnel policies.

Performance Indicators. Success of the initiative will be measured by the percent of customers satisfied with IT overall services, percent of calls answered, percent of tickets resolved within service level agreements, and time to resolution.

IT Service Desk Tier 2 Technician, 1 FTE (JS 11/12) \$131,000

Problem Statement. The Information Technology customer service area is the critical frontline that judges, courtroom clerks, and other end users utilize when experiencing issues and difficulties in chambers, courtrooms, and other areas using the Courts' technology systems. Over the years, the Courts have provided mobile technologies to judicial officers, senior court managers, and teleworkers. The customer service area has been gradually experiencing a degradation of services provided to the end-user community due to the increased call volume, requiring timely resolution of hardware and software issues. As a result of insufficient staffing, Tier 1 technicians who are solely tasked with answering the initial calls, assessing the severity of the issue, and documenting the calls are often required to assist in tasks that cause them to leave the call area physically. The Tier 2 and 3 technicians assist in answering calls during high volume periods and are required to perform desk-side repairs and resolutions throughout the enterprise. In addition to this current staffing shortage, the customer service area has been tasked with the physical movement of the end-user workstations and peripherals resulting from the Courts' renovation projects. This project requires the physical migration of court staff throughout the court buildings. As a result of this increased call volume and associated duties, the IT Division requests funding for one Tier 2 Technician. The addition of this technician will significantly improve the customer service level by providing an additional staff with the requisite skills to handle the ever-increasing service requests.

Relationship to Court Mission and Goals. Hiring a Customer Service Technician will support the Courts Strategic Goal 2: Public Trust and Confidence by improving IT customer service and Strategic Goal 4: Effective Court Administration through effective and efficient technical support, thereby increasing the efficiency of court operations.

Relationship to Divisional Objectives. The Customer Service Technician position will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Enhanced Information Security
- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for the Customer Service Tier 2 Technician is currently not available in the Courts' budget.

Methodology. The Information Technology Division will follow the Information Technology Infrastructure Library (ITIL) framework to develop and deploy new services.

Expenditure Plan. Funds will be allocated to hire the Customer Service Tier 2 Technician in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the percent of customers satisfied with IT overall services, percent of calls answered, percent of tickets resolved within Service Level Agreements, and a reduction in the time to resolve service requests.

Advancing the Use of Artificial Intelligence, 2 FTEs, \$1,051,000

Chief Artificial Intelligence (AI) Officer, (JS-15), 1 FTE, \$217,000

Robotics Process Automation Developer, (JS-13/14), 1 FTE, \$184,000

Robotics Process Automation (RPA), \$650,000

Chief Artificial Intelligence (AI) Officer, (JS-15), 1 FTE, \$217,000

Problem Statement. As the Courts continue to embrace digital transformation and leverage cutting-edge technologies, the strategic role of artificial intelligence (AI) becomes increasingly critical. Therefore, the urgent need to hire a Chief AI Officer is paramount to driving our AI strategy and ensuring we effectively harness AI to achieve our objectives.

The Chief AI Officer will play a pivotal role in leading the development and implementation of AI initiatives across the organization. Their expertise will be instrumental in identifying opportunities where AI can drive innovation, significantly improve operational efficiency, and transform customer experiences. Additionally, the Chief AI Officer will manage risks from using AI and carry out the Courts' responsibilities defined in Executive Order 13960 on Promoting the Use of Trustworthy Artificial Intelligence in the Federal Government of December 3, 2020, and Executive Order 14110 on Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence of October 30, 2023.

Furthermore, with the growing importance of data privacy and ethical AI practices, the Chief AI Officer will be tasked with establishing robust governance frameworks and ensuring that our AI applications adhere to the highest standards of ethics and compliance.

In conclusion, hiring a Chief AI Officer is crucial for the Courts to stay ahead in a rapidly evolving digital landscape, capitalize on the potential of AI, and address how the Courts can use AI effectively, efficiently, and ethically to promote the administration of justice.

Relationship to Court Mission and Goals. The Chief AI Officer position supports Strategic Goal 1: Access to Justice for All, Goal 2: Public Trust and Confidence, Goal 3: A Great Place to Work, Goal 4: Effective Court Administration, and Goal 5: Fair and Timely Case Resolution by

providing the core capabilities of designing, building, and delivering reliable, sustainable, and highly AI solutions to all areas of court operations.

Relationship to Divisional Objectives. The Chief AI Officer position will allow the Information Technology Division to meet six of its strategic objectives, which are:

- Best in Class Technology Platform
- Enhanced Information Security
- Innovative Business Processes and Case Management
- Access to Information
- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for this initiative is not currently available in the Courts' budget.

Methodology. The Information Technology Division will follow the Cognitive Project Management for AI (CPMAI) Methodology, which encompasses six distinct but interconnected phases: Business Understanding, Data Understanding, Data Preparation, Model Development, Model Evaluation, and Model Operationalization.

Expenditure Plan. Funds will be allocated to hire one employee in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the percentage of customers satisfied with the timely and reliable delivery of innovative solutions.

Robotics Process Automation Developer, (JS-13/14), 1 FTE, \$184,000

Problem Statement. As the Courts continue to embrace digital transformation and leverage cutting-edge technologies, the strategic role of artificial intelligence (AI) becomes increasingly critical. Therefore, hiring an RPA Developer is paramount to driving our AI strategy and ensuring we effectively harness AI to achieve our objectives.

The RPA Developer is essential for the Courts' advancement and operational efficiency. RPA technology has the potential to revolutionize our business processes by automating repetitive tasks, minimizing errors, and boosting productivity. Bringing on a skilled RPA developer can streamline our operations, save time and resources, and enhance overall precision. Additionally, with the escalating demand for automation throughout the Courts, having an RPA developer will support those demands and position the Courts as innovative and forward-thinking.

The RPA Developer is a key player in our journey towards innovative AI-driven solutions. Their expertise can enhance operational efficiency, elevate customer experiences, and address how the Courts can use AI effectively and efficiently. Most importantly, their role is crucial in ensuring the ethical use of AI, which is a cornerstone of our commitment to responsible digital transformation and the promotion of justice.

Relationship to Court Mission and Goals. The RPA Developer position support Strategic Goal 1: Access to Justice for All, Goal 2: Public Trust and Confidence, Goal 3: A Great Place to Work, Goal 4: Effective Court Administration, and Goal 5: Fair and Timely Case Resolution by providing the core capabilities of designing, building, and delivering reliable, sustainable, and highly AI solutions to all areas of court operations.

Relationship to Divisional Objectives. The RPA Developer position will allow the Information Technology Division to meet six of its strategic objectives, which are:

- Best in Class Technology Platform
- Enhanced Information Security
- Innovative Business Processes and Case Management
- Access to Information
- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for this initiative is not currently available in the Courts' budget.

Methodology. The Information Technology Division will follow the Cognitive Project Management for AI (CPMAI) Methodology, which encompasses six distinct but interconnected phases: Business Understanding, Data Understanding, Data Preparation, Model Development, Model Evaluation, and Model Operationalization.

Expenditure Plan. Funds will be allocated to hire one employee in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the percentage of customers satisfied with the timely and reliable delivery of innovative solutions.

Robotics Process Automation (RPA), \$650,000

Problem Statement. The Courts continue to enter case management system data and review E-filed documents before updating case management systems. After documents enter systems, secondary document processing workflows are created that require additional document review and data entry by the clerks.

E-filing has streamlined the provision of documents to the courts and expanded submission hours to 24x7x365. However, Clerks still manually process documents and update case management systems on an 8x5 clock. Due to a decrease in staff, the Courts are struggling to handle the volume of documents as it has not decreased in proportion to the staffing levels.

Federal agencies are under the mandate to modernize their operations, including automating the manual processing of data and documents.

Relationship to Court Mission and Goals. This request will support the following Courts'

Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal III: A Great Place to Work, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution by modernizing the processing of data and documents.

Relationship to Divisional Objectives. The RPA implementation will allow the Information Technology Division to meet seven of its strategic objectives, which are:

- Engaged IT Workforce
- Best in Class Technology Platform
- Enhanced Information Security
- Innovative Business Processes and Case Management
- Access to Information
- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for this implementation is not currently available in the Courts' budget.

Methodology. Cost is determined through market research on robotics process automation applications capable of meeting the requirements.

Expenditure Plan. Robotics process automation includes the software subscription for the AI, the RPA (bots) and all professional services charges the year of purchase. Thereafter, the expenditure model will have a 3%-5% increase for support from one fiscal year to the next.

Performance Indicators. The following performance indicators will measure the success of this initiative:

- Enable court personnel to perform their work effectively and efficiently.
- Enhance technology capabilities that will help reduce significant amounts of manual labor, reduce errors, and simplify complex tasks
- Improved customer satisfaction by reducing wait times and provide better services to the claimants and other stakeholders and faster resolution of cases.

Table 1
INFORMATION TECHNOLOGY DIVISION
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
IT Service Desk, Tier 1	9/10	2	158,000	42,000	200,000
Chief AI Officer	15	1	172,000	45,000	217,000
IT Service Desk, Tier 2	11/12	1	104,000	27,000	131,000
Robotics Process Automation Developer	13/14	1	146,000	38,000	184,000
Total		5	580,000	152,000	732,000

Table 2
INFORMATION TECHNOLOGY DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	9,024,000	9,024,000	10,046,000	1,022,000
12 - Personnel Benefits	2,493,000	2,493,000	2,760,000	267,000
<i>Subtotal Personal Services</i>	<i>11,517,000</i>	<i>11,517,000</i>	<i>12,806,000</i>	<i>1,289,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	443,000	443,000	453,000	10,000
24 - Printing & Reproduction	29,000	29,000	30,000	1,000
25 - Other Services	3,896,000	3,896,000	5,694,000	1,798,000
26 - Supplies & Materials	176,000	176,000	180,000	4,000
31 - Equipment	425,000	425,000	435,000	10,000
<i>Subtotal Nonpersonal Services</i>	<i>4,969,000</i>	<i>4,969,000</i>	<i>6,792,000</i>	<i>1,823,000</i>
TOTAL	16,486,000	16,486,000	19,598,000	3,112,000
FTE	81	81	86	5

Table 3
INFORMATION TECHNOLOGY DIVISION
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	81	138,000	
	Current Position COLA	81	304,000	
	IT Customer Service Desk Tech Tier 1	2	158,000	
	Chief AI Officer	1	172,000	
	IT Customer Service Desk Tech Tier 2	1	104,000	
	Robotics Process Automation Developer	1	146,000	
<i>Subtotal 11</i>				<i>1,022,000</i>
12 - Personnel Benefits	Current Position WIG	81	36,000	
	Current Position COLA	81	79,000	
	IT Customer Service Desk Tech Tier 1	2	42,000	
	Chief AI Officer	1	45,000	
	IT Customer Service Desk Tech Tier 2	1	27,000	
	Robotics Process Automation Developer	1	38,000	
<i>Subtotal 12</i>				<i>267,000</i>
<i>Subtotal Personnel Services</i>				<i>1,289,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities	Built-in Increases			10,000
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service	Built-in Increases		148,000	
	Robotics Automation Process		650,000	
	Microsoft Cloud Services		1,000,000	
<i>Subtotal 25</i>				<i>1,798,000</i>
26 - Supplies & Materials	Built-in Increases			4,000
31 - Equipment	Built-in Increases			10,000
<i>Subtotal Non-personnel Services</i>				<i>1,823,000</i>
Total		86		3,112,000

Table 4
INFORMATION TECHNOLOGY DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-6			
JS-7			
JS-8	7	7	7
JS-9			
JS-10	6	6	8
JS-11	11	11	11
JS-12	4	4	5
JS-13	40	40	40
JS-14	10	10	11
JS-15			1
CEMS	2	2	2
CES	1	1	1
Total Salary	9,024,000	9,024,000	10,046,000
Total FTEs	81	81	86

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

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference</u> <u>FY 2025/2026</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>
5	887,000	5	887,000	7	1,369,000	2	482,000

Mission and Organizational Background

The mission of the Office of General Counsel (OGC or Office) is to provide excellent legal advisory services to the D.C. Courts in accordance with its values of public accountability, fairness, integrity, and transparency, and its vision of open and trusted justice for all.

The Office of General Counsel is comprised of the General Counsel, 3 (three) Associate General Counsel and an Administrative Assistant, for a total of 5 FTEs. OGC’s primary responsibility is to provide legal advice and guidance to the Courts’ leadership and principal stakeholders. In the D.C. Courts, OGC finds a dynamic judicial system and client that strives to be responsive to the challenging and evolving needs of its constituencies – District residents, legal practitioners, justice partners, and other stakeholders. OGC provides myriad legal advisory functions to the Courts, including but not limited to:

- Providing legal guidance and support to the Joint Committee for Judicial Administration, Executive Officer, Court of Appeals and Superior Court leadership, judges, directors, and managers, and Court Systems, the administrative arm of the Courts;
- Conducting research and analysis of legal issues, and preparing memoranda;
- Supporting key initiatives and emerging challenges;
- Managing the development of updates and revisions to the Courts’ Rules, Rules Advisory committees and subcommittees;
- Proposing and interpreting Courts’ policies;
- Ensuring compliance with law, rules, regulations; and,
- Legislative drafting and analyzing proposed legislation impacting Courts’ authorities and operations.

OGC also manages legal matters and litigation:

- Serving as in-house counsel to our outside counsel, the Office of the Attorney General for the District of Columbia, in litigation filed against the Courts, its officials and employees, including managing the discovery process;
- Monitoring all legal matters in which the Courts has an institutional interest;
- Representing the Courts before administrative tribunals, disciplinary and unemployment compensation hearings;
- Supporting managers and employees subpoenaed to testify or produce Courts’ documents;
- Advising managers on corrective and disciplinary actions;
- Protecting statutorily confidential records from unauthorized disclosure and supporting the authorized release of Courts’ data and release;

- Preparing legal instruments documenting relationships and partnerships with other justice entities;
- Reviewing contracts, property leases, interagency agreements and grants; and
- Drafting Administrative Orders, Rules Promulgation Orders, and other Courts' documents and responses.

Staff from OGC also leads or serves as members of the following standing and ad hoc committees, working groups, and task forces:

- Access to Audio of Court Proceedings Working Group;
- Advisory Committee on Judicial Conduct;
- Advisory Committee on Mental Health;
- Artificial Intelligence Task Force;
- Court of Appeals Business Process Working Group;
- Data Governance Council;
- Digital Exhibits Working Group;
- Language Access Advisory Committee;
- Legal Advisory Council;
- Parole Working Group;
- Personnel Advisory Committee; and
- Values Leadership Council.

The General Counsel also serves as the Courts' Ethics Officer.

Objectives and Key Performance Indicators

OGC's overall objective is to ensure that accurate, responsive, and timely legal research and analysis is provided to Courts' leadership and management in each of OGC's primary practice areas: appropriations and fiscal law, bar administration, civil, contracts and procurement, Courts' administration and operation, criminal, employee rights and benefits, ethics, government audits and accounting, grants, interagency agreements, judicial conduct and retirement, judicial procedures, legislation, personnel and human resources, rulemaking, and tax.

Key performance indicators include:

- Effectiveness of Oral and Written Legal Advice;
- Timeliness of Legal Matter, Claim, and Dispute Resolution;
- Deterrence of Significant Litigation or Loss;
- Compliance with Laws, Regulations, and Standards;
- Outcome of Internal and External audits, including Fraud Reporting Requirements;
- Quality of Contract Review and Avoidance of Anti-Deficiency Act Violations;
- Mitigation of Legal, Operational and Reputational Risk; and
- Adherence to Performance and Efficiency Standards.

Relationship to Courts Mission and Goals

The Office of General Counsel's provision of legal services is vital to effective court administration and achievement of the Courts' mission, vision, and Strategic Plan goals. For example, OGC supports Goal 1—Access to Justice for All, Goal 3—Public Trust and Confidence, and Goal 4—Effective Court Administration by ensuring, that: (1) court rules, regulations, policies, and procedures are up-to-date and rules amendments are promulgated promptly; (2) the Courts' interests are protected in contracts and agreements; (3) statutorily confidential court records and proceedings are preserved; and (4) strong liaison contacts are established and maintained with the Government Accountability Office, Department of the Treasury, relevant District agencies, and the Office of the Attorney General of the District of Columbia on legal and ancillary matters. OGC also supports Goal 3—A Great Place to Work by ensuring that: (1) employment and pay issues are fairly, equitably, and swiftly resolved; and (2) management is well represented in administrative hearings and disciplinary proceedings.

Key Strategic Accomplishments

- Led the effort to create an electronic request portal to receive, process, and respond to records request from the District of Columbia Clemency Board;
- Conducted internal investigations, in coordination with Internal Audit, of whistleblower and other complaints of alleged improper conduct;
- Supported implementation of the IJIS case management system, including co-facilitating the traceability analysis of Phase 1 requirements;
- Embarked on project to identify OGC system requirements, conduct market research, and gather information and cost a case and document management systems for OGC. Our goal is to procure a state-of-the-art system that incorporates best practices and emerging technologies; OGC has operated to date without a case and document system.;
- Conducted a comprehensive review and revamp of the eFiling Requirements for Civil, Probate, and Tax Division;
- Conducted quarterly live Ethics Training for new employees to support knowledge of, and compliance with, the Courts' Code of Conduct and Personnel Policies;
- Received favorable outcomes in administrative disciplinary hearings filed against the Courts;
- Completed comprehensive amendments to the following Courts' Rule sets:
 - Modernized the Appellate Rules to reflect the Court of Appeal's shift from paper documents to electronic filings and exhibits;
 - Revised the Landlord and Tenant Rules to implement the *Eviction Record Sealing Authority and Fairness in Renting Amendment Act*; and,
 - Revised the Appellate, Civil, and Domestic Relations Rules to implement the *Expanding Fee Waivers for Low-Income Litigants Amendment Act*.
- Assisted the Court of Appeals in updating the D.C. Bar Rules;
- Provided legal advice for more than 75 (seventy-five) new contracts or renewals, grant applications, procurement actions, grants and leases;
- Resolved several potential contract disputes and terminations;
- Negotiated two dozen new or updated memoranda and agreements and understanding with district agencies, justice partners and stakeholders; and

- Provided legal guidance on dozens of appropriations, fiscal law, and spending questions.

FY 2026 Request

For FY 2026, the Courts request \$1,369,000 for the Office of General Counsel, an increase of \$482,000 (51.6%) over the FY 2025 Enacted Budget. The request includes \$434,000 for 2 FTEs and \$48,000 for built-in cost increases.

Enhancing Compliance with Legal Requirements, 2 FTEs, \$434,000

Assistant General Counsel for Responsive Technology, (JS 13/14/15), 1 FTE, \$217,000

Assistant General Counsel for Rulemaking, (JS-13/14/15), 1 FTE, \$217,000

Assistant General Counsel for Responsive Technology, (JS 13/14/15), 1 FTE

Introduction Statement. The Office of General Counsel requires an attorney to serve as a subject matter expert on Artificial Intelligence (AI) laws, regulations, and related compliance, privacy, and security issues. The attorney will serve as a resource to the judicial officers, leadership, and management, providing advice and guidance on the legal impact of emerging technology and increasing use of AI on data governance, contracting, privacy, confidentiality, security, and the availability and accuracy of public documents.

Problem Statement. AI and generative AI (GenAI) are rapidly emerging technologies that are impacting every industry in the private and public sectors, including court systems and the practice of law. To keep pace with these developing technologies, the Courts require an attorney with practice experience in information technology (IT) and a solid understanding of the benefits and risks of open and closed source AI technologies. The attorney will be responsible for, among other things, assessing and executing plans to ensure AI and related technologies are implemented in accordance with applicable rules and regulations, developing methods for the Courts to evaluate and implement generative AI and AI tools, advising on data, privacy, and security protections, developing judicial, attorney, and employee ethical standards, and drafting AI principles, guidelines, use policies, and rules. In addition to managing the operational impact of AI technology, this role will also serve as subject matter expert on digital forensics and the law, providing advice and guidance on the protocols of handling digital evidence.

Indeed, OGC has had occasion to address authenticity, reliability, and privacy concerns relative to the use of digital evidence, including legal implications of misuse by practitioners and parties and its impact on the integrity of the judicial process and attorney discipline.

This additional attorney position is critically needed to support the Court's ability to integrate and utilize this powerful new technology to streamline internal court operations and effect related cost savings.

Relationship to the D.C. Courts' Vision, Mission, and Goals. The requested position directly aligns with the D.C. Courts Strategic Plan Goal 1–Access to Justice for All, and Goal 2–Public Trust and Confidence, by supporting adoption of technology solutions that reduce barrier to full meaningful user experiences. The position also directly aligns with Goal 4–Effective Court

Administration, by ensuring that innovations in AI technology support efficient delivery of services to internal and external constituents.

Relationship to Divisional Objectives. This request supports the following OGC objectives: (1) providing timely and accurate legal advice, analysis, and memoranda of law; (2) providing legal and organizational support for committees, working groups, and key court initiatives, including those impacting access to justice, access to information, and emerging technologies such as the Artificial Intelligence Task Force of which the General Counsel is a member; (3) providing responsive legal advice and assistance to the judiciary, court managers, and employees in matters where AI technology may be considered or utilized; and (4) mitigating legal, operational, compliance, and security risks.

The request also supports the following ethical objectives: (1) providing timely and accurate ethics advice, and (2) anticipating and analyzing ethical issues arising from the use of AI technology, including potential impact on the Courts' employee Code of Conduct and Ethics Policy, the Code of Judicial Conduct, Ethical Standards for Public Contracting, and practices by lawyers and litigants using AI in legal proceedings.

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

Methodology. The grade level and salary for the requested FTE is classified in accordance with the D.C. Courts' personnel policies.

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

Key Performance Indicators. Effectiveness of Oral and Written Legal Advice and Compliance with Laws, Regulations, and Standards. The new position would provide the Office of General Counsel with much needed expertise in emerging technologies and allow OGC to provide timelier oral and written legal advice to D.C. Courts' leadership, management, committees, and working groups, thereby advancing the overall efficiency of court operations.

Assistant General Counsel for Rulemaking, (JS-13/14/15), 1 FTE

Introduction Statement. The Office of General Counsel (OGC) requires an additional attorney to effectively support current and upcoming initiatives of the D.C. Courts, to timely respond to legal inquiries from Courts' leadership and management, and to ensure compliance with statutes, regulations, and court rules. It is critical that the Office of General Counsel employ an attorney to support the rulemaking process for the D.C. Court of Appeals, Superior Court, and various advisory rules committees and working groups.

The OGC provides guidance and support to the Court of Appeals and Superior Court Boards of Judges and their Rules Committees, rules advisory committees and subcommittees comprised of judges, agency and private practitioners, and legal service providers. OGC also performs a broad spectrum of related advisory legal functions, including analysis of pending legislation; drafting proposed legislation; conducting legal research; providing legal advice to judges, court

management; and staffing committees responsible for rulemaking and policy interpretation.

The rulemaking process is a resource intensive, multi-stage process that includes legal research and drafting, formal Notice and Comment, promulgation, and implementation for 18 sets of Court Rules of Procedure: Appeals, Civil, Landlord and Tenant, Small Claims, Probate, Tax, Criminal, Juvenile, Domestic Violence, Crime Victims Compensation Program (CVCP) Rules, Section 23-100 (motions by persons in custody under D.C. Code § 23-110), Family, Adoption, Domestic Relations, Mental Health, Mental Habilitation, Neglect and Abuse, and Parentage. To this end, the Courts actively encourage the submission of comments and rule proposals from the bench, bar, individuals, organizations, partners, and stakeholders. The substantial impact of rules on the practice of law and the administration of justice in the District demands exacting and meticulous care in reviewing, amending, and drafting rules for both the D.C. Court of Appeals and Superior Court.

Problem Statement. OGC requires a dedicated attorney to oversee management of the rulemaking process, provide expert advice and counsel to Judges and the Courts' rulemaking committees, and engage interested internal and external stakeholders. OGC's work managing the rulemaking process is robust. Over the past year alone, OGC has supported more than 50 Rules and Rules meetings, each typically requiring legal and legislative research, rule drafting, preparation and presentation of meeting materials, memorandum of law, and recording committee actions such as votes and referrals to the Boards of Judges. As a result, more than 83 new and amended Rules were released with more than 20 associated Notices of Proposed Amendment and Promulgation Orders. And yet despite these best efforts, at current staffing levels and competing priorities, 5 or almost 30% of the Courts' 18 rule sets remain woefully out of date. Comprehensive updates to the Juvenile Rules have not been completed since 1995; Crime Victims Compensation Program since 2003; Neglect & Abuse Rules since 2004; Mental Health Rules and Mental Habilitation Rules since 2005; and Tax Rules since 2009. As an example of what this means for those interacting with the Superior Court's Mental Health and Habilitation Branch, the procedural rules reference and include outdated laws, processes, district and federal agencies, and naming conventions, as well as offensive nomenclature.

This rulemaking position is critically needed to ensure OGC's ability to fulfill its mission and objectives and best serve the needs of the D.C. Courts community. Without it, OGC remains hindered in ensuring Access to Justice and Public Confidence in the Courts for attorney practitioners, self-represented litigants, and community stakeholders alike.

Relationship to the D.C. Courts' Vision, Mission, and Goals. The requested position directly supports the D.C. Courts' Strategic Plan Goal I—Access to Justice by ensuring rules provide court users with accurate information and Goal IV—Effective Court Administration by ensuring rules are up-to-date and enhancing the efficiency of court operations.

Relationship to Divisional Objectives. This request supports the following divisional objectives: (1) providing timely and accurate legal advice, analysis, and drafting of memoranda of law; pending or proposed legislation, memoranda of understanding, and policies; (2) providing legal and administrative support for committees and working groups supporting key court initiatives, including those impacting access to justice and access to information such as language access;

and (3) providing 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.

Relationship to Existing Funding. Funding is not available to support these positions.

Methodology. The grade levels and salaries for the requested FTEs are classified in accordance with the D.C. Courts' Personnel Policies.

Expenditure Plan. The positions will be recruited and hired according to the D.C. Courts' Personnel Policies and position classification standards.

Key Performance Indicators. Compliance with Laws, Regulations, and Standards, Adherence to Performance and Efficiency Standards. The new position would provide the Office of General Counsel with much needed support for rulemaking matters and reduce the time required to update and issue new procedural rules for the D.C. Courts, thereby advancing the overall efficiency of court operations.

Table 1
OFFICE OF THE GENERAL COUSEL
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Assistant General Counsel- Responsive Technology	13/14/15	1	172,000	45,000	217,000
Assistant General Counsel- Rulemaking	13/14/15	1	172,000	45,000	217,000
Total		2	344,000	90,000	434,000

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

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	680,000	680,000	1,062,000	382,000
12 - Personnel Benefits	191,000	191,000	291,000	100,000
Subtotal Personnel Services	871,000	871,000	1,353,000	482,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	10,000	10,000	10,000	0
31 – Equipment	6,000	6,000	6,000	0
Subtotal Non-Personnel Services	16,000	16,000	16,000	0
TOTAL	887,000	887,000	1,369,000	482,000
FTE	5	5	7	2

Table 3
OFFICE OF THE GENERAL COUNSEL
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	5	15,000	
	Current Position COLA	5	23,000	
	Assistant General Counsel- Rulemaking	1	172,000	
	Assistant General Counsel- Rulemaking	1	172,000	
<i>Subtotal 11</i>				<i>382,000</i>
12 - Personnel Benefits	Current Position WIG	5	4,000	
	Current Position COLA	5	6,000	
	Assistant General Counsel- Rulemaking	1	45,000	
	Assistant General Counsel- Rulemaking	1	45,000	
<i>Subtotal 12</i>				<i>100,000</i>
<i>Subtotal Personnel Services</i>				<i>482,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>0</i>
Total		7		482,000

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

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13			
JS-14			
JS-15	3	3	5
CEMS			
CES	1	1	1
Total Salary	680,000	680,000	1,062,000
Total FTEs	5	5	7

DISTRICT OF COLUMBIA COURT SYSTEM STRATEGIC MANAGEMENT DIVISION

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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>
10	1,749,000	10	1,749,000	12	2,132,000	2	383,000

Mission Statement

The Strategic Management Division provides innovative strategies and evidence-based information to develop policies, enhance the administration of justice, and improve the quality of services at the D.C. Courts.

Introduction

The Strategic Management Division provides strategic planning and development, grant acquisition and management, research and evaluation, performance measurement, policy and data analysis and business analytics services for the D.C. Courts. The Division leads and coordinates the Courts' efforts to establish data collection and reporting standards, performance goals, strategies and metrics to achieve its mission to serve the public, and to enhance transparency and accountability to the public as the District's judicial branch. The Division also undertakes research and analysis to provide data and information that will enhance evidence-based decision-making by the Courts and coordinates the provision of court data to justice system stakeholders in the District of Columbia and nationally.

Organizational Function

The Strategic Management Division directly supports Goal 2, *Public Trust and Confidence*, and Goal 5, *Fair and Timely Case Resolution*, of the Courts' 2023-2027 Strategic Plan. The Plan includes the following strategies to promote public trust and confidence and fair and timely case resolution, promoting the Courts' values of accountability, fairness and transparency in the Judicial Branch:

Goal 2 - Public Trust and Confidence:

- *Improve the customer service experience.* The Strategic Management Division supports the routine collection of feedback from court users on their experience at the courthouse and works with court leadership to design and execute surveys, as well as report findings.
- *Identify and publish performance data to promote transparency and accountability.* The Strategic Management Division works with court leadership to enhance the reporting of organizational performance data that align with the Strategic Plan to promote transparency and accountability. The Division co-leads efforts to create dashboards to report court performance metrics.

Goal 5 – Fair and Timely Case Resolution:

- *Assess time standards and procedures for the resolution of motions and case disposition.* The Strategic Management Division works with court leadership to ensure that meaningful and achievable performance metrics are established for motions and case disposition to promote fair and timely case resolution. The Division co-facilitates a performance standards workgroup that monitors time standards to ensure performance targets are being met and/or modified as needed.
- *Evaluate court programs and operations and implement enhancements.* The Strategic Management Division collaborates with court leadership to identify programs and operations to be assessed in order to enhance effectiveness and to promote fair and timely case resolution. The Division designs and implements rigorous research studies, program evaluations, and business process analyses to develop or evaluate court programs, services and operations.

Division MAP Objectives

The Strategic Management Division has the following multi-year MAP objectives:

1. To promote a results/outcome-based organizational culture including the institutionalization of performance standards, evidence-based decision-making, and reporting of results.
2. To lead the Courts' organizational performance measurement and management activities, systematically assessing court performance and making recommendations to court leadership to enhance court performance and service to the public.
3. To lead the Courts' data governance program to create a consistent enterprise view of data while leveraging it as a strategic asset to improve confidence and trust in data, make information accessible, understandable and reusable, ensure data security and privacy, promote information-sharing and reduce cost and duplication.
4. To ensure the D.C. Courts employ a robust and inclusive court-wide strategic planning process to develop and report key results for the Courts' five-year Strategic Plans.
5. To plan and facilitate strategy development/performance review sessions among court leaders by providing information and data, analyses, and recommendations regarding goals, performance measures, outcomes and results.
6. To conduct research and evaluation that is aligned with the Courts' strategic agenda and that meets the needs of court units.
7. To deliver just-in-time analyses, reports and recommendations that support informed judicial and executive decision-making.

8. To partner with external research organizations on research and evaluation initiatives to enhance the Courts' mission and goals.
9. To promote continuity and enhance data accuracy and reporting by coordinating data sharing and exchange with justice partners, researchers and the general public.
10. To lead and coordinate the Courts' grant-seeking activities to achieve strategic and operational goals.
11. To foster strategic development by working collaboratively with court units to conceptualize and design court improvement projects and new processes or services.

Accomplishments

Selected accomplishments of the Strategic Management Division during this Fiscal Year are noted below:

- Provided technical assistance to divisions in developing Management Action Plans (MAPs) to ensure the alignment of key results and performance measures to the new Strategic Plan.
- Redesigned the Courts' Annual Report to align more with Strategic Plan strategies and key results accomplishments.
- Coordinated the Courts' efforts to introduce *Strategy Learning Sessions* in all divisions designed to review the new Strategic Plan and align work activities with strategies and key results.
- Led the Courts' organizational performance measurement and management activities with courts/divisions to review and identify appropriate performance measures for core functions, operations and key results outlined in the Strategic Plan, as well as to report in the annual Congressional budget submission.
- Co-facilitated Superior Court Chief Judge's Performance Standards Committee comprised of judicial and divisions' leadership to enhance the quality of reporting on operational performance and case-related status.
- In collaboration with IT, co-led the Courts' Business Intelligence Program to enhance data quality and reporting for informed decision-making.
- Co-facilitated project teams to support operational system enhancements to ensure more complete data collection associated with phase 1 of the IJIS2 case management system, as well as provided technical guidance with data reporting requirements.
- Conducted research and analysis to support informed judicial and executive decision-making to include work on civil regulatory reform, artificial intelligence, access to justice, juvenile probation and specialty courts, surveys and other projects, as requested.

- Worked with justice agency partners, researchers, and other external agencies/organizations to facilitate the exchange of data for mandated legislation, special projects, committee reporting, research studies, legal/informational briefings, applications, surveys, and publications.
- Worked with court units to compile annual caseload statistics and prepared the Courts' Statistical Summary, as well as to report detailed case level data to the National Center for State Courts.
- Collaborated with divisions to ensure compliance with federal grant reporting requirements.
- Supported the Courts efforts to ensure access to justice and enhance public trust and confidence and received technical assistance funding to hire consultant for the planning, impact and the use of generative artificial intelligence at the D.C. Courts.
- Continued to work with juvenile probation to enhance programmatic data collection, performance reporting, and outcomes.

Restructuring

The Division routinely reviews projects and activities to ensure alignment with the Courts' Strategic Plan and works cross-functionally to optimize collaboration.

Workload and Performance Measures

The Strategic Management Division establishes and monitors performance metrics for its functional areas on a project-by-project basis, depending upon the particular goals and requirements of the work. Generally, the Division monitors the quality of work products in terms of: 1) accuracy; 2) responsiveness to requirements; 3) adherence to accepted professional standards and Division protocols; 4) adherence to management directives, in addition to quality measures the Division monitors; 5) the efficiency of resources used in completing deliverables; and 6) timeliness.

FY 2026 Request

In FY 2026, the Courts' request for the Strategic Management Division is \$2,132,000, an increase of \$383,000 (21%) above the FY 2025 Enacted Budget. The requested increase consists of \$312,000 for 2 FTEs and \$71,000 for built-in cost increases.

Enhancing Data Quality for Accountability and Transparency, 2 FTEs, \$312,000

Data Analytics Associate, (JS-13)

Introduction Statement. The D.C. Courts are building their capacity to leverage data as a strategic

asset, to assist in decision-making, to improve services to the public, to monitor and report on court performance, and to enhance information-sharing with justice system agencies, funding agencies and other stakeholders including the general public.

With the launch of the new IJIS 2 case management system in Superior Court and the planned transition to a new case management system in the Court of Appeals, as well as other initiatives outlined in the Courts' 2023-2027 Strategic Plan including a public dashboard, the Strategic Management Division is working on a variety of fronts to build the Courts' data collection, analysis, reporting and exchange capabilities. Towards this end, the Division has identified three focus areas that require additional support.

As detailed below, these areas are: 1) the Courts' Data Governance Program which promotes the institutionalization of uniform policies and practices governing the collection, reporting and dissemination of data; 2) the Courts' External Data Requests Program which provides court data to external agencies and organizations such as academic researchers, government justice data-sharing agencies, state and federal legislatures, and the like, consistent with statutory requirements and confidentiality policies; and 3) the Courts' Business Intelligence Program which is responsible for developing dashboards and reports to assess performance and perform data quality reviews. Two FTEs are requested to undertake projects in support of these three programs, which are experiencing greatly increased demands as the Courts receive more and more requests to produce performance-related data, to participate in automated data exchanges with other agencies, and to comply with new legislative mandates.

Problem Statement. To ensure data accuracy as the D.C. Courts seek to utilize data for strategic purposes and promote public accountability and transparency, two data analytics associates are required. The Strategic Management Division is responsible for co-leading a key initiative under the 2023-2027 Strategic Plan to create a public dashboard that will feature caseload, performance, and trend data. The public dashboard design will be interactive and enable users to visualize caseload data from the Court of Appeals and the Superior Court. Initially, the public dashboard would feature caseload activity, including all incoming and outgoing cases, as well as active and inactive pending cases. Then performance measures and trends would be added, such as clearance rates, time to disposition, and age of pending cases. Also, select datasets frequently requested by the public or required by legislation would be added to the dashboard to enhance transparency. Future dashboard iterations may include additional information such as crime victims' compensation activity, mediation outcomes, jury service, interpreting services, auditor master activity, etc. The implementation of the public dashboard as well as other internal and external reporting that utilize data for accountability and transparency are dependent on resources for the Data Governance Program, the External Data Requests Program, and the Business Intelligence Program.

The D.C. Courts are committed to enhancing the quality and availability of court records for internal and external reporting. The implementation of phase 1 of the new case management system (CMS) in Superior Court resulted in several projects related to examining current data practices in order to institute changes for the new system. In 2020, the Courts established a Data Governance Program to examine all data-related policies and practices to ensure accuracy of records, to enhance the utility of data to inform decision-making, and to promote transparency. Led by the Strategic Management Division, the Data Governance Program (DGP) has the

mission of leveraging data as a strategic asset. A DGP Board, comprised of senior leadership, sets priorities and approves deliverables, while a DGP Council, which includes subject matter expert representatives from across the Courts, recommends projects, carries out the Board's mandates, and monitors compliance. Pre-phase 1 Superior Court CMS implementation, the Board approved three projects: adopt a maturity model to provide a framework around which data governance can be assessed and progress measured; develop an open data policy to detail policy statements that will inform about the concepts and principles of the initiative; and conduct an inventory of datasets to serve as a foundational basis for other data governance projects. These projects were postponed during the COVID 19 pandemic as court staff focused on core operations and more recently, during phase 1 of the Superior Court CMS implementation.

In preparation for the Phase 1 CMS data migration, subject matter experts (SMEs) including Strategic Management Division staff were assigned to work with the vendor and internal technical staff to review business processes and to collaborate on functionality, as well as to ensure the reporting of caseload activity and performance measures. Moreover, structural components of data storage and source retrieval were examined to ensure appropriate data fields were loaded and formulas confirmed that will accurately report on caseload performance. SMEs participated in work groups to address: 1) code usage (more than 12,500 docket, result, disposition and event codes were reviewed); 2) utility of forms (more than 1,000 documents were reviewed and their respective codes generated from the current case management system to examine their utility); 3) identity consolidation – to develop guidelines on identity matching and consolidation of party information, such as date of birth, social security number, address, etc., for the more than 300,000 party duplications identified each year; and 4) division-level system access - to develop guidelines for granting various access levels (read only, add or create, edit or delete, by type of user and by type of case). The recommendations from the working groups were utilized to inform the configuration phase of the development of the new CMS.

Post phase 1 Superior Court CMS implementation, SMEs, vendors and internal technical staff are now focused on standardizing policies and practices to ensure data continuity across divisions, enhance data quality, and improve reporting. Expanded SME work groups have been established to identify and address priority issues, such as development of rules governing uniformity in capturing and reporting demographics, effective tracking of motions by case type and judicial assignment, source data determination/validation for performance reporting, development of a data dictionary on case terminology across divisions, etc. These initiatives ultimately support the goals of the Data Governance Program as well as the Business Intelligence Program in that they are enhancing the Superior Court's capacity to utilize data for all aspects of court operations and public data-sharing. Moving forward, staff resources will be dedicated to the development and maintenance of subject areas for the new CMS, which will have a significant impact on the Business Intelligence Program. Specifically, collecting subject area requirements and validating subject area data element mappings continues to require a high level of effort that includes SMD staff as well as operating division end users. For the migration of the pending phase 2 division ad-hoc BI reports, there is an inventory of about 350 reports that must be re-written to align with the new data element mappings based on the data converted into the new CMS and an estimated 100 reports in phase 1. Most of these reports tend to be different variations of inventory reports and error reports.

In addition to the data governance and business intelligence related work for the new Superior Court CMS implementation, the Courts are experiencing a substantial increase in the number of requests from external agencies and organizations for court data and datasets. Nearly eight years ago, the Courts implemented a plan to centralize and improve the external data request process as requests were being sent directly to judges, court managers and division staff, resulting in a lack of consistency and duplication of efforts. There was no mechanism to fully screen/monitor the level of information shared (e.g., personal-identifiable data, protected populations, etc.), ensure accuracy, or guarantee private and secure transmission. The Strategic Management Division (SMD) was designated to serve as the central point of contact for all non-media requests. Internal guidance was developed and presented to judicial officers and court leadership. A fillable data request form was placed on the website for easy access by anyone seeking court data. A dedicated email account was created for receipt of all external data requests. A mandated division-level review and executive officer approval process was established.

Procedures to ensure that court data are shared via a secure electronic transmission application were implemented. Technical consultation with the Office of General Counsel was enhanced to ensure compliance with statutory requirements, privacy and confidentiality considerations for special populations. A standard data use agreement for agencies/organizations receiving case or person level data was created. A requirement for IRB approval for research projects utilizing court data was instituted to ensure the protection of human subjects. When data requests are received by SMD, they are routed to the pertinent division for clarification and to determine data availability, identification of data issues, and timeline for data extraction if the division will be providing the data. If the request involves a protected population, the Chief Judge of Superior Court and the Office of General Counsel (legal) would be consulted. Once a data request is approved, the data may be extracted by the respective operating division(s), the Strategic Management Division or the IT Division.

In recent years, the number, frequency, and complexity of data requests from external entities have increased exponentially. The number of requests resulting in the provision of a dataset increased from 17 in 2017 to 48 in 2023, an increase of 182%. As of April 30, 2024, the Courts have received over 30 requests to date, with 18 one-time data requests, four annual requests, and nine requests filled quarterly. Types of requests range from simple aggregate data such as the number of cases filed in a particular time period and their disposition, to datasets requiring the combination of multiple extracts such as the demographic characteristics of youth who entered and exited the juvenile behavior diversion program during a given time period, along with their associated petitioned charges. A large percentage of the data requests are from local criminal justice agencies and in response to mandatory and emergency legislation on criminal activity in the District. In fact, six of the nine quarterly reports currently being generated are the result from legislation passed by the D.C. Council. In the past six months, SMD has coordinated with the Office of General Counsel to obtain seven Administrative Orders for the release of data.

Not only have the requests become more complex in terms of data being requested, but the amount of staff time to respond to these requests, for both the Strategic Management Division and other court divisions and offices, has increased to an unsustainable level. The Courts do not have staff dedicated to processing external data requests, and when staff must be pulled from

their regular duties to handle these requests, court operations are adversely impacted. The Strategic Management Division's sole Senior Research Associate has been pulled nearly full-time from division assignments to manage and support the External Data Requests Program. For most of the data requests received, there is an extensive amount of back and forth dialogue with the requestor to clarify their request, to help the requestor clarify the data needed, to educate the requestor on what data are available, to extract and disseminate the data, and to clarify understanding once requestors receive data. In addition, for local criminal justice agencies, time is routinely spent reviewing proposed deliverables and providing clarification statements, so as to minimize misinterpretations. Also, there are significant and multiple exchanges with divisions' data points of contact, staff from the Office of General Counsel and the IT Division, as well as with the Chief Judge, Clerk of Superior Court and the Executive Office to discuss requests, review policies, to determine appropriateness under guidance from statutes and legislation, and the need for an Administrative Order for protected classes, such as juvenile and sealed cases. This process is very labor-intensive and pulls court staff from other duties.

To support the work detailed above, the Strategic Management Division is requesting two FTE Data Analytics Associate positions. These positions would support the Data Governance Program, the Business Intelligence Program, the External Data Requests Program, and related assignments such as data quality audits, data extractions, design of data visualizations and dashboards, etc.

Relationship to Court Mission and Goals. This initiative supports Goal II – Public Trust and Confidence, Strategy D – identify and publish performance data to promote transparency and accountability, of the D.C. Courts 2023-2027 Strategic Plan. Under this goal, the D.C. Courts are committed to sharing information about our performance to further the values of transparency and accountability.

Relationship to Divisional Objectives. The Data Analytics Associates would support the Division's research and evaluation, data governance, business intelligence, external data requests, and statistical reporting functions. Under these functional areas, the Division provides guidance to operations on analytics and data collection methodology and reporting.

Relationship to Existing Funding. There are no resources in the Division's budget for the requested resources. The new FTEs will support a variety of efforts to build the Courts' capacity to leverage data as a strategic asset and improve accountability and transparency. |

Methodology. The grade level for the additional FTEs was determined according to the Courts' personnel policies and practices.

Expenditure Plan. The positions will be recruited and hired in accordance with the Courts' personnel policies.

Performance Indicators. A number of performance indicators will be used to assess the success of these positions, including for example, increased datasets and variables on the public dashboard, reduced backlog of ad hoc BI report requests, increased timeliness of fulfillment of external data requests, etc.

Request Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2024	FY 2025	FY2026
			Goal	Goal	Goal
Outcome	Real-time case activity readily available on Courts' website	Courts' website	N/A	Set Baseline	Increase by 20%
Outcome	Real-time performance measures readily available on Courts' website	Courts' website	N/A	Set Baseline	Increase by 15%
Outcome	Real-time standard datasets readily available on Courts' website	Courts' website	N/A	Set Baseline	Increase by 10%
Output	Uniform data policies/protocols	Program Deliverable	N/A	1	3
Output	Reduction in ad-hoc BI reports backlog	Inventory	N/A	Set Baseline	Increase by 15%

Table 1
Strategic Management Division
New Positions Requested by Grade

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Data Analytics Associates	13	2	248,000	64,000	312,000

Table 2
STRATEGIC MANAGEMENT DIVISION
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	1,331,000	1,331,000	1,635,000	304,000
12 - Personnel Benefits	371,000	371,000	449,000	78,000
Subtotal Personnel Services	1,702,000	1,702,000	2,084,000	382,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	33,000	33,000	34,000	1,000
26 - Supplies & Materials	7,000	7,000	7,000	0
31 - Equipment	7,000	7,000	7,000	0
Subtotal Non- Personnel Services	47,000	47,000	48,000	1,000
TOTAL	1,749,000	1,749,000	2,132,000	383,000
FTE	10	10	12	2

Table 3
STRATEGIC MANAGEMENT DIVISION
Detail Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Current Position WIG	10	12,000	
	Current Position COLA	10	44,000	
	Data Analytics Associates	2	248,000	
<i>Subtotal 11</i>				<i>304,000</i>
12 - Personnel Benefits	Current Position WIG	10	3,000	
	Current Position COLA	10	11,000	
	Data Analytics Associates	2	64,000	
<i>Subtotal 12</i>				<i>78,000</i>
<i>Subtotal Personnel Services</i>				<i>382,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			1,000
26 – Supplies & Materials				
31 – Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>1,000</i>
Total		12		383,000

Table 4
STRATEGIC MANAGEMENT DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12	1	1	1
JS-13	2	2	4
JS-14	3	3	3
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	1,331,000	1,331,000	1,635,000
Total FTEs	10	10	12

DISTRICT OF COLUMBIA COURT SYSTEM MANAGEMENT ACCOUNT

<u>FY 2024 Enacted</u>		<u>FY 2025 Enacted</u>		<u>FY 2026 Request</u>		<u>Difference FY 2025/2026</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	29,161,000	0	29,161,000	0	36,203,000	0	7,042,000

To capitalize on centralization of function and economies of scale, a variety of enterprise-wide expenses are consolidated in a “management account.” This fund supports courtwide contracts, and services, including financial services; procurement; telecommunications; utilities; security services as well as enterprise personnel costs such as subsidies for employee use of mass transit. This fund also includes replacement of equipment.

FY 2026 Request

In FY 2026, the D.C. Courts request for the Management Account is \$36,203,000, an increase of \$7,042,000 (23.5%) above the FY 2025 Enacted Budget. The requested increase consists of \$219,000 to address pay compression and \$6,000,000 to Enhance Public Security (both of which are described in the **Initiatives** section), as well as \$823,000 for built-in cost increases.

Table 1
MANAGEMENT ACCOUNT
Budget Authority by Object Class

	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Request	Difference FY 2025/2026
11 - Personnel Compensation	284,000	284,000	512,000	228,000
12 - Personnel Benefits	280,000	280,000	282,000	2,000
<i>Subtotal Personnel Services</i>	<i>564,000</i>	<i>564,000</i>	<i>794,000</i>	<i>230,000</i>
21 - Travel, Transp. of Persons	126,000	126,000	129,000	3,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Comm. & Utilities	9,054,000	9,054,000	9,269,000	215,000
24 - Printing & Reproduction				
25 - Other Services	15,171,000	15,171,000	21,664,000	6,493,000
26 - Supplies & Materials	306,000	306,000	313,000	7,000
31 - Equipment	3,934,000	3,934,000	4,028,000	94,000
<i>Subtotal Non-personnel Services</i>	<i>28,597,000</i>	<i>28,597,000</i>	<i>35,409,000</i>	<i>6,812,000</i>
TOTAL	29,161,000	29,161,000	36,203,000	7,042,000
FTE	0	0	0	0

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2025/2026

Object Class	Description of Request	FTE	Cost	Difference FY 2025/2026
11 - Personnel Compensation	Built-in Increases		9,000	
	Pay Compression Initiative		219,000	
<i>Subtotal 11</i>				<i>228,000</i>
12 - Personnel Benefits	Built-in Increases			2,000
<i>Subtotal Personnel Services</i>				<i>230,000</i>
21 - Travel, Transp. of Persons	Built-in Increases			3,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			215,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases		493,000	
	Additional Court Security Officers		3,500,000	
	Active Shooter Upgrades (Phase 1)		1,500,000	
	Increased Costs of Maintaining Current Contract and Security Equipment		1,000,000	
<i>Subtotal 25</i>				<i>6,493,000</i>
26 - Supplies & Materials	Built-in Increases			7,000
31 – Equipment	Built-in Increases			94,000
<i>Subtotal Non-personnel Services</i>				<i>6,812,000</i>
Total		0		7,042,000

**District of Columbia Courts
FY 2026 Budget Justification
New Positions Requested by Grade**

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
COURT OF APPEALS						
Reporter of Opinions		JS-12	1	104,000	27,000	131,000
<i>Court of Appeals Subtotal</i>			1	104,000	27,000	131,000
SUPERIOR COURT						
Magistrate Judge	Judges and Chambers Staff	CEMS	2	404,000	106,000	510,000
Deputy Director	Special Operations Division	JS-15	1	172,000	45,000	217,000
Supervisory Attorney	Criminal Division	JS-14	1	146,000	38,000	184,000
Child Guidance Clinic Staff Psychologist	Court Social Services Division	JS-13	1	124,000	32,000	156,000
Operations Supervisor	Crime Victims Compensation Program	JS-13	1	124,000	32,000	156,000
Branch Chief	Domestic Violence Division	JS-13	1	124,000	32,000	156,000
Attorney Negotiator	Family Court Operations Division	JS-13	1	124,000	32,000	156,000
Attorney Advisor	Probate Division	JS-13	2	248,000	64,000	312,000
Data Analyst	Court Social Services Division	JS-12	2	208,000	54,000	262,000
Claims Examiner Supervisor	Crime Victims Compensation Program	JS-12	1	104,000	27,000	131,000
Staff Mediator	Multidoor Dispute Resolution Division	JS-12	2	208,000	54,000	262,000
Spanish Staff Interpreter	Special Operations Division	JS-12	2	208,000	54,000	262,000
Civil Case Specialist	Civil Division	JS-11	2	176,000	46,000	222,000
Bilingual Paralegal	Criminal Division	JS 11/13	1	94,000	24,000	118,000
Paralegal	Criminal Division	JS-11	2	174,000	46,000	220,000
Accountant	Office of Auditor Master	JS-11	1	87,000	23,000	110,000
Paralegal	Office of Auditor Master	JS-11	1	87,000	23,000	110,000

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
Social Worker	Probate Division	JS-11	3	262,000	68,000	330,000
Program Officer	Special Operations Division	JS-11	1	87,000	23,000	110,000
Law Clerk	Judges and Chambers Staff	JS-10	5	436,000	114,000	550,000
ADR Training and Quality Control Specialist	Multidoor Dispute Resolution Division	JS-10	1	79,000	21,000	100,000
Civil ADR Case Manager	Multidoor Dispute Resolution Division	JS-10	1	79,000	21,000	100,000
Courtroom Clerk	Civil Division	JS-9	3	217,000	56,000	273,000
Assistant Claims Examiner	Crime Victims Compensation Program	JS-9	1	72,000	19,000	91,000
Courtroom Clerk	Domestic Violence Division	JS-9	2	144,000	38,000	182,000
Courtroom Clerk	Office of Auditor Master	JS-9	2	144,000	38,000	182,000
Courtroom Clerk	Probate Division	JS-9	2	145,000	37,000	182,000
Delinquency Prevention Technician	Court Social Services Division	JS-8	2	130,000	34,000	164,000
Juror Clerk	Special Operations Division	JS-8	1	65,000	17,000	82,000
Post Doctorial	Court Social Services Division	JS-5	1	47,000	12,000	59,000
Superior Court Subtotal			49	4,719,000	1,230,000	5,949,000
COURT SYSTEM						
Chief AI Officer	Information Technology Division	JS-15	1	172,000	45,000	217,000
Assistant General Counsel- Responsive Technology	General Counsel Division	JS-13/14/15	1	172,000	45,000	217,000
Assistant General Counsel- Rulemaking	General Counsel Division	JS-13/14/15	1	172,000	45,000	217,000
Robotics Process Automation Developer	Information Technology Division	JS-13/14	1	146,000	38,000	184,000
Data Analytics Associates	Strategic Management Division	JS-13	2	248,000	64,000	312,000
Senior Security Specialist	Executive Office	JS-11/12	1	104,000	27,000	131,000

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
IT Service Desk, Tier 2	Information Technology Division	JS-11/12	1	104,000	27,000	131,000
Facility Maintenance Engineer	Capital Projects and Facilities Management Division	JS-8/9/11	2	174,000	46,000	220,000
ADA Specialist	Executive Office	JS-11	1	87,000	23,000	110,000
Intake Specialist- Justice Resource	Executive Office	JS-11	1	87,000	23,000	110,000
Administrative Assistant	Human Resources Division	JS-9/10	1	79,000	21,000	100,000
IT Service Desk, Tier 1	Information Technology Division	JS-9/10	2	158,000	42,000	200,000
Court Navigators	Executive Office	JS-8/9	2	144,000	38,000	182,000
Accounts Payable Clerk	Budget and Finance Division	JS-7/8	1	65,000	17,000	82,000
Lead Office Services Technician	Administrative Services Division	JS-7	1	59,000	15,000	74,000
<i>Court System Subtotal</i>			19	1,971,000	516,000	2,487,000
D.C. COURTS TOTAL			69	6,794,000	1,773,000	8,567,000

DISTRICT OF COLUMBIA COURTS CAPITAL BUDGET

District of Columbia Courts Budget Justification Summary Fiscal Year 2026 (dollars in millions)	PY-1 and earlier	PY 2024	CY 2025	Request BY2026	BY+1 2027	BY+2 2028	2029 and beyond	Total, unfunded amounts (sum 2026- beyond)
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Renovations, Improvements, and Expansions								
Courtrooms and Judges Chambers	0.00	6.72	0.00	44.56	64.93	54.51	385.92	531.86
<i>Modernizing Courtroom Sets for ADA Accessibility</i>	0.00	6.72	0.00	26.50	28.14	37.35	367.35	459.33
<i>Modernizing Judges' Chambers for Life Safety</i>	0.00	0.00	0.00	16.28	32.84	14.98	17.31	65.13
<i>Refreshing Critical Courtrooms & Chambers</i>	0.00	0.00	0.00	1.78	3.95	2.19	1.26	7.40
Life Safety & Code Compliance Upgrades	11.34	2.72	0.00	5.98	9.41	6.56	0.00	18.96
Subtotal	11.34	9.44	0.00	50.54	74.34	61.07	385.92	550.82

Maintain Existing Infrastructure								
HVAC, Electrical and Plumbing Upgrades	0.00	0.00	7.62	24.43	48.24	9.03	21.73	87.75
Security and Fire Protection Systems	0.00	4.50	1.04	15.29	17.43	6.10	8.34	34.07
General Repair Projects	10.88	12.86	6.41	26.52	33.98	11.67	17.75	71.98
Technology Infrastructure	4.99	4.00	3.72	13.75	19.67	9.92	11.87	47.89
Subtotal	15.87	21.36	18.79	79.99	119.32	36.72	59.69	241.69

BUDGET REQUEST TOTAL	-	30.80	18.79	130.53	193.66	97.79	445.61	792.51
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Projects Not Requiring Funding in FY 2026								
Campus Security, Signage & Lighting	9.15	0.00	0.00	0.00	8.26	7.80	0.00	16.06
Historic Recorder of Deeds Restoration	34.79	15.95	27.50	0.00	0.00	0.00	0.00	0.00
Subtotal	-	15.95	27.50	0.00	8.26	7.80	0.00	16.06

BUDGET YEAR TOTAL (includes requests in out years)	-	46.75	46.29	130.53	201.92	105.59	445.61	808.57
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Introduction: D.C. Courts Fiscal Year 2026 Capital Budget Request

The District of Columbia Courts (D.C. Courts) operate one of the busiest courthouse complexes in the country, processing tens of thousands of cases each year, employing approximately 1,200 personnel, and accommodating hundreds of employees of Federal and local agencies who are located on the D.C. Courts' Judiciary Square campus—all who directly serve the public, process court cases, and provide administrative support. On a daily basis, pre-pandemic, approximately 10,000 persons visited the D.C. Courts, and between 200 and 400 prisoners were processed into the H. Carl Moultrie I Courthouse. To meet the demands of high-traffic and heavy public use, the D.C. Courts' facilities must be both functional and emblematic of their public significance and character and must provide a safe and secure environment within which court business is conducted. The D.C. Courts address these facility demands comprehensively in the FY 2026 Capital Budget request.

The D.C. Courts' capital funding requirements are significant because they include funding for projects critical to maintaining and preserving safe and functional courthouse facilities essential to meeting the heavy demands of the administration of justice in our Nation's Capital.

In preparation for the FY 2026 Capital Budget request, the D.C. Courts carefully assessed the capital requirements essential to performing our statutory and constitutionally mandated functions. The D.C. Courts' request for capital funding in FY 2026 supports priority goals that are aligned with contemporary life safety protocols, improved utilization of space in the courthouses, consolidation and co-location of vital business functions, and cost-effective use of government-owned properties rather than continued use of high-cost and less secure leased space. The capital projects identified in this request directly support the need to address (1) dynamic space requirements; (2) essential public health and safety conditions in high-traffic, visitor-centric buildings, such as the H. Carl Moultrie I Courthouse; and (3) efficient capital investments that increase building safety and resiliency, enhanced building sustainability, and avoid substantially increased costs resulting from phased construction.

The capital funding requirements addressed in the FY 2026 Capital Budget request are included for seven (7) D.C. Courts' facilities ranging in age from 48 to 204 years old, and for grounds on which the buildings sit spanning approximately eighteen (18) acres over four (4) city-blocks within a historically significant area of D.C. Some buildings have significant maintenance and infrastructure needs and aging security equipment that is essential to keep the courthouse campus safe for the public and D.C. Courts personnel who occupy them.

Specifically relating to safety, increasing incidents of violence in courthouses throughout the country has made the enhancement of courthouse security a top priority nationwide. Studies conducted by the Center for Judicial and Executive Security found that the number of violent incidents in state courthouses has gone up every decade since 1970. Locally, the United States Marshals Service (USMS) has reported an increase in threats against judicial officers at the D.C. Courts.

The D.C. Courts have dedicated significant time and resources to enhance and support the administration of justice, as well as create and maintain a healthy and safe environment within both public and workplace settings. The recent completion of capital projects that will be detailed throughout this narrative—planned within the framework of the Judiciary Square Master Plan (Master Plan), the D.C. Courts Facilities Master Plan (Facilities Master Plan), and the District of Columbia Facilities Condition Assessment (FCA)—has demonstrated the D.C. Courts exemplary stewardship of federal funds. These projects fulfill safety, security, accessibility, and energy efficiency goals while proactively addressing the needs of the public served at the D.C. Courts facilities. In addition, the D.C. Courts have been committed to providing economic opportunities for the local community by utilizing small business entities to complete capital and infrastructure projects.

Although the D.C. Courts are federally funded and follow similar security protocols as our federal counterparts, the D.C. Courts differ from the U.S. Courts in the following critical ways:

1. The D.C. Superior Court is a court of general jurisdiction for all civil and criminal matters within the District of Columbia. The D.C. Superior Court has a broader caseload and must accommodate special litigants, such as children, whose cases do not come under the jurisdiction of the Federal Courts. The Superior Court functions not addressed in Federal Courts include Family Court (such as child abuse and neglect, marriages, divorces, child support, child custody, adoptions, mental health proceedings, and juvenile cases, holding areas, and juvenile probation services), Domestic Violence, Probate, and Small Claims and Landlord Tenant Courts. The Superior Court also houses a high-volume arraignment court, large cellblock areas for 200 to 400 prisoners, and a sizeable contingent of U.S. Marshals, as well as representatives of various municipal agencies that support the criminal justice system.
2. D.C. Superior Court courtrooms and judges' chambers are considerably smaller than those of the Federal District Courts. The D.C. Courts use nearly 160,000 useable square feet (USF) less space compared to federal court standards. Trial courtrooms in the H. Carl Moultrie I Courthouse are up to 44% smaller than the size of a standard Federal District courtroom. In fact, of the sixty-six (66) existing courtrooms in the H. Carl Moultrie I Courthouse, fifty-seven (57) are 44% smaller than federal courtrooms.

Historic Judiciary Square

The D.C. Courts are primarily located in the proposed Historic Judiciary Square District within the Pennsylvania Avenue National Historic Site, with satellite offices and field units in other locations. The historical and architectural significance of the Judiciary Square lends dignity to the important business conducted by the D.C. Courts and, at the same time, complicates efforts to upgrade or alter the structures within the area of the historic site. Great care was exercised undertaking the restoration of the D.C. Court of Appeals, the Historic Courthouse at 430 E Street N.W.—the centerpiece of the square—to preserve the character not only of the building, but also of the proposed Historic Judiciary Square District site. As one of the original and remaining historic green spaces identified in Pierre L'Enfant's plan for the capital of a new nation, the Judiciary Square site in its entirety remains a key component of the Nation's Capital.

Buildings at 515 5th Street N.W. (Building A), 510 4th Street N.W. (Building B), and 410 E Street N.W. (Building C), are situated symmetrically along the view corridor comprised of the National Building Museum on the north, the Historic Courthouse in the center, and John Marshall Park on the south, and form part of the historic, formal composition of the Judiciary Square. The H. Carl Moultrie I Courthouse, although not historic, is also located along the view corridor and, having similar form and materials, reinforces the symmetry of the municipal building located across the John Marshall Plaza. The historic Recorder of Deeds Building at 515 D Street N.W. is situated directly across the street from the H. Carl Moultrie I Courthouse, within two blocks from all the other D.C. Courts' buildings in Judiciary Square and has architectural ties to three other court buildings in Judiciary Square designed by Nathan Wyeth.

Judiciary Square Master Plan

In 2001, the National Capital Planning Commission (NCPC) required that the D.C. Courts develop a Judiciary Square Master Plan—an urban design plan—before any construction by the D.C. Courts and others could commence in the area. The D.C. Courts led the effort and worked on the Master Plan with all stakeholders, including the United States Court of Appeals for the Armed Forces, the National Law Enforcement Officers Memorial Fund, the then Newseum, and the Metropolitan Police Department. The Judiciary Square Master Plan was approved by NCPC in August 2005 with subsequent amendments in April 2011 and June 2014.

The Master Plan resolves important technical issues related to access, service, circulation, and security within a rapidly changing and publicly oriented area of the District, while re-establishing the importance of the historic setting in the “City of Washington.” It provides a comprehensive framework for capital construction for all local entities and laid the groundwork for the regulatory approval process with the NCPC, the U.S. Commission of Fine Arts, the District of Columbia Office of Historic Preservation, the District of Columbia Office of Planning, and the District of Columbia Department of Transportation, among others. The Master Plan ensures the preservation and restoration of one of the last historic green spaces in the District of Columbia undergoing revitalization. The Master Plan incorporates civic green space and new pedestrian paths to create a campus-like environment that is fully integrated into the growing residential community nearby. As improvements to the buildings and site are made, Judiciary Square continues to become a place where citizens can feel safe and secure at any hour, day, or night; whether on campus conducting court business or traveling to nearby destinations.

Master Plan for D.C. Courts Facilities

In 2001, the D.C. Courts developed the first Master Plan for D.C. Courts' Facilities, which delineated the D.C. Courts' interior space requirements and provided a blueprint for optimal space utilization by co-locating D.C. Courts components and consolidating them into lower cost government-owned facilities on the Judiciary Square campus.

The Facilities Master Plan incorporated significant research, analysis, and planning by experts in architecture, urban design and planning to address the following:

1. Accommodation of space needs through 2022 for all court components and court-related agencies, including expansion of the trial courtroom capacity and consolidation of the Family Court as per the D.C. Family Court Act (Public Law Number 107-114);
2. Continued enhancements to create and maintain a healthy and safe environment within public and workplace settings;
3. Delineation of total capital requirements, schedule, and phasing approach for Facilities Master Plan implementation;
4. Realignment of D.C. Courts' functions within existing and proposed new D.C. Courts' facilities;
5. Continued implementation of required building code, life safety, security upgrades; and
6. Accommodation of new technologies, particularly in courtrooms.

A 2013 update of the Facilities Master Plan identified a space shortfall for the D.C. Courts notwithstanding the progress that the D.C. Courts had continuously made since 2001 by systematically completing projects identified in the Facilities Master Plan.

With the understanding that the D.C. Courts' Judiciary Square portfolio of government-owned facilities would not be sufficient to meet projected space shortfalls, and with a vision to continue the restoration of underutilized historic buildings within the proposed Historic Square District, the D.C. Courts commissioned a feasibility study for the restoration and modernization of the historic Recorder of Deeds Building after the building had been vacated. The feasibility study concluded that, with extensive restoration and modernization efforts, the D.C. Courts could add a minimum of approximately 20,100 USF above ground to its portfolio at Judiciary Square.

Following a more recent examination of the Facilities Master Plan in 2019 and projection of the D.C. Courts' space needs about ten years into the future, the space shortfall projected in 2013 was confirmed and it was concluded that the addition of the Recorder of Deeds Building to the D.C. Courts' Judiciary Square portfolio is ideal and essential to meeting the D.C. Courts' anticipated space need without dependency on high cost leased space. As such, with funds received to date, the D.C. Courts has begun stabilizing the severely deteriorated building, and are awaiting the balance of funds in FY 2025 required to complete the full restoration and modernization of the Recorder of Deeds Building located at 515 D Street N.W.

The restoration and modernization of the historic building will not only preserve a piece of the District's important history but will fulfill the Courts impending space need and result in a completely consolidated D.C. Courts into government-owned facilities at Judiciary Square.

Overview of the D.C. Courts' Facilities

As elements of the master plans are completed, the D.C. Courts are committed to protecting the significant public investment that has been made in its facilities (see listing below). As noted in

prior budget justifications, the D.C. Courts recognize the need to preserve the results of taxpayer investments in the D.C. Courts' Judiciary Square campus. Accordingly, baselines were established in the Facilities Condition Assessment Report that the D.C. Courts completed in March 2013. This document provided the D.C. Courts with a detailed life cycle analysis, as well as with periodic maintenance and replacement schedules for all facility assets in the D.C. Courts' portfolio. Projected replacements were identified in the Facilities Condition Assessment Report and the costs of those replacements were estimated for future funding requirements. Notably, the H. Carl Moultrie I Courthouse received a fair to poor rating, reflecting the yet to be completed upgrades to the building infrastructure, building interiors and surrounding site. To maintain all facilities in good repair, the D.C. Courts have utilized the Facilities Condition Assessment Report findings to develop funding requests since 2013 and have re-baselined the Facilities Condition Assessment in 2021 (2021 FCA) to update the requirements for detailed facility needs through 2026 and service life requirements through 2030.

D.C. Courts Facilities Summary				
Building	Building Address	Year Built	Lot Size (ACRES)	Interior Gross Square Feet (GSF)
Historic Recorder of Deeds Building	515 D St NW	1943	1.1	39,250
Historic Courthouse	430 E St NW	1820	2.7	146,550
H. Carl Moultrie Courthouse	500 Indiana Ave NW	1976	5.1	909,400
Building A & Parking Lot	515 5 th St NW	1937	3.2	123,900
Building B & Parking Lot	510 4 th St NW	1939	3.2	122,500
Parking Garage	449 5 th St NW	2006	1.2	101,200
Building C	410 E St NW	1939	1.2	54,000
TOTAL			17.7	1,496,800

515 D Street, N.W. (Historic Recorder of Deeds Building)

Known as the Historic Recorder of Deeds Building, it is the newest addition to the D.C. Courts' facilities portfolio. It is a contributing building to the Pennsylvania Avenue National Historic Site with deep cultural ties to the District of Columbia and the United States as a whole. Located within the proposed Historic Judiciary Square District, adjacent to other D.C. Courts' buildings, it is uniquely positioned to meet the Courts' anticipated 2030 space need without dependency on high cost leased space.

430 E Street, N.W. (Historic Courthouse)

The restoration of the Historic Courthouse for use by the District of Columbia Court of Appeals, pivotal to meeting the growing space needs of the D.C. Courts, was completed in 2009. This \$130 million capital project involved the approval of external stakeholders including the National Capital Planning Commission, Commission of Fine Arts, and D.C. State Historic Preservation Office. Numerous complex technical challenges were met with state-of-the-art solutions, bringing the project to successful conclusion on time and within budget.

Investment in this restoration has not only improved efficiencies by co-locating the offices that support the Court of Appeals, but also provided 37,000 USF of vacated space in the H. Carl

Moultrie I Courthouse that has been renovated and reconfigured to increase life safety and security and improve the utilization of space in the building.

The restoration of the Historic Courthouse for use as a functioning court building has also preserved this historic treasure of our nation and imparted new life to one of the most significant historic buildings and precincts in Washington, D.C. The transformation of a 200-year-old building into a 21st century courthouse required the integration of expanded facilities and modern systems with minimal disruption to the historic structure.

In addition to maintaining the building infrastructure, the D.C. Courts has continued to protect the taxpayer's investment by proactively monitoring the impact of construction activities in the surrounding area and acting when necessary to mitigate risk of damaging the structural components of the building and the building foundation.

500 Indiana Avenue, N.W. (H. Carl Moultrie I Courthouse)

The H. Carl Moultrie I Courthouse is uniquely designed to meet the needs of a busy trial court. It has three separate and secure circulation systems—one for judges, a second for the public, and a third for the 200 to 400 prisoners brought to the courthouse each day. Built in 1978 for 44 trial judges, today it is strained beyond capacity to accommodate 62 trial judges and 26 magistrate judges in the trial court, and nearly 10,000 visitors per day, pre-pandemic. Currently, the H. Carl Moultrie I Courthouse houses most D.C. Superior Court and Family Court operations and clerk's offices. Essential criminal justice and social service agencies also occupy office space in the H. Carl Moultrie I Courthouse.

Addition to the H. Carl Moultrie I Courthouse

The D.C. Courts now occupy the entirety of the addition to the H. Carl Moultrie I Courthouse, a six-story addition to the south face of the Courthouse starting at the C level and rising to the 4th floor. The final phase, completed in 2023 has added approximately 61,000 USF to the D.C. Courts' portfolio, including six courtrooms, 20 associate judge chambers, juvenile probation and Family Court related offices, and juror facilities. The D.C. Courts are received LEED® Platinum Certification for the addition.

Family Court

Completion of the Moultrie Courthouse Addition has realized the vision of the Family Court Act to consolidate the Family Court. Personnel moves into the Addition was the final milestone to mark the satisfaction of the Family Court mandate.

Courtrooms and Judges Chambers

In recent years, some courtrooms on the Indiana Ave, second and third levels of the Moultrie Courthouse have been renovated, however there are ninety-five (95) courtroom sets and judges' chambers combined in the D.C. Courts' portfolio that lack adequate fire and life safety systems. Modernizing these courtroom sets and judges' chambers are the D.C. Courts' near term highest priority.

Life Safety

The D.C. Courts continue to make significant progress addressing life safety upgrades in the H. Carl Moultrie I Courthouse. With each renovation project, fire and life safety systems are being installed increasing overall building coverage, improving life safety within the building, and bringing the building closer to the goal of compliance with current building codes.

Infrastructure

While updating and reconfiguring interior space, the D.C. Courts have simultaneously completed building-wide HVAC, electrical and plumbing infrastructure upgrade projects, new equipment installations and utility relocations throughout the H. Carl Moultrie I Courthouse. These infrastructure upgrades provide a more robust infrastructure backbone to support the Moultrie Courthouse Addition and ensure that fire and life safety protection in all buildings are continuously improved. D.C. Courts will continue to implement planned infrastructure upgrades to maintain the infrastructure of the existing facilities.

515 5th Street, N.W. (Building A)

In 2007, the D.C. Courts updated Building A. The building exterior was refurbished to include restoration of the historic windows, replacement of exterior doors and new signage, and the building interior was improved and reconfigured to comply with 2007 building code requirements. Building A currently houses the Probate Division, the Crime Victims Compensation Program, courtrooms, judges' chambers, and is soon to be the permanent location for the Auditor Master operations.

510 4th Street, N.W. (Building B)

In 2003, the D.C. Courts updated Building B. The building exterior was refurbished to include restoration of the historic windows, replacement of exterior doors, new signage, and landscape improvements and some areas in the building interior were improved and reconfigured to comply with 2003 building code requirements. Building B currently houses the Landlord Tenant and Small Claims branches of the Civil Division and is soon to be the permanent location for the Administrative Services Division, the Budget and Finance Division, and the Capital Projects and Facilities Management Division.

410 E Street, N.W. (Building C)

In 2012, a full restoration of Building C provided approximately 29,000 usable square feet of modern office space compliant with all 2012 building, mechanical, electrical, fire, life safety, health, and accessibility codes. The restoration also preserved significant and contributing historic elements of the building. The D.C. Courts' Information Technology and Multi-Door Dispute Resolution Divisions were relocated to the building after its restoration. The D.C. Courts received a Leadership in Energy and Environmental Design (LEED®) Gold certification for Building C.

The D.C. Courts' Strategic Plan

The capital projects included in the FY 2026 Capital Budget request are an integral part of the *Strategic Plan of the District of Columbia Courts 2023-2027* (Strategic Plan). The Strategic Plan articulates the mission, vision, and values of the D.C. Courts in light of current initiatives, recent trends, and future challenges. It addresses issues such as economic disparity, complex social problems of court-involved individuals, the increasing presence of litigants without legal representation, rapidly evolving technology, the competitive funding environment, emphasis on public accountability, competition for skilled personnel, and increased security risks.

The D.C. Courts' 2026 capital budget supports the D.C. Courts' goal to “...*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.*”

In 2019, the D.C. Courts finalized an agreement with the District for exclusive use of the historic *Recorder of Deeds* (ROD) building for 99 years to fulfill another D.C. Courts' goal to “*enhance access to justice for all*” by providing a one stop center where persons can receive information and services aimed at addressing the underlying social issues that contribute to or coincide with justice system involvement.

Work to restore and modernize the ROD building is underway and anticipated to be ready for occupancy in 2027, contingent on the receipt of the balance of required funding. In its planned configuration, the building will provide approximately 20,100 useable square feet (USF) above ground, both establishing the Justice Resource Center in a permanent space and fulfilling the D.C. Courts' projected space needs through the year 2030.

Improved Energy Efficiency

Implementation of the Facilities Master Plan has resulted in numerous improvements to the energy efficiency of existing court buildings and building systems. The Historic Courthouse was designed and renovated to meet LEED® Silver standards for sustainability. In Buildings A and B, the replacement of exterior doors and windows improved the building enclosures, resulting in significant reduction of energy loss. The replacement of mechanical systems in these buildings led to more efficient energy use as well. As noted above, Building C at 410 E Street, N.W. achieved LEED® Gold certification.

On the Moultrie Courthouse Addition, a new solar reflective and insulated green roof has improved energy efficiency by reducing solar heat gain and cooling system upgrades (including new pumps and valves) have increased the efficiency to cool as average annual temperatures in the District have increased during the last fifty (50) years and are expected to continue to rise in the future.

The D.C. Courts continue to hold greater energy efficiency as a goal as future projects are implemented. In August 2024, the D.C. Courts received LEED® Platinum certification for the

Moultrie Courthouse Addition. All planned projects, such as the replacement of all existing lighting fixtures with energy efficient fixtures and courtroom and chamber modernizations, will continue with energy conservation as the standard.

Capital Funding in FY 2026

The funds requested in the FY 2026 Capital Budget will be essential to maintain and improve the facility infrastructure and fulfill the D.C. Courts' strategic plan to ensure a modern, safe, and innovative environment for conducting court operations, to protect the physical health and safety of all who enter the court buildings, and to enhance modern technology essential to increasing employee effectiveness and efficiency and optimize services to court users.

Exhibit 300: Capital Asset Plan and Business Case Summary

The FY 2026 Capital Budget Request is divided into two sections. The first section includes projects to renovate, improve, and expand court facilities, as detailed in the master plans. The second section includes projects necessary to maintain the existing infrastructure in the D.C. Courts' facilities portfolio as detailed in the re-baselined 2021 FCA.

The D.C. Courts' FY 2026 Full Capital Budget Request totals \$130.53 million, including \$50.54 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$79.99 million to maintain the D.C. Courts' existing facilities and surrounding public space.

Renovations, Improvements & Expansions

Courtrooms and Judges' Chambers

To ensure a modern, safe, and innovative environment to conduct court activities, the D.C. Courts must prioritize the modernization of courtroom sets, courtroom support space, and judges' chambers across the campus that are not compliant with current ADA law and are lacking complete fire and life safety systems. The modernization of fifty-one (51) courtroom sets (to include their supporting functions) and forty-four (44) judges' chambers (of which 29 are original to the building) is required to ensure all D.C. Courts primary judicial spaces are accessible and safe.

The FY 2026 total request for \$44.56 million supports the near-term priorities to include three (3) initiatives. When these modernizations are complete, all courtrooms and judges' chambers on the Judiciary Square campus will have complete fire and life safety systems, indicating completion of the initiatives detailed below:

Modernizing Courtroom Sets for ADA Accessibility

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since the building was constructed in the 1970's and the same is true for courtrooms in other court buildings on Judiciary Square campus. The D.C. Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, most of the Courts' portfolio of existing

courtrooms lack complete fire protection systems, building systems, and technology to efficiently support contemporary courtroom practices. This targeted initiative is to ensure that all courtrooms in the Judiciary Square campus are fully ADA compliant and have complete fire protection systems. The initiative is focused on the modernization of courtroom sets that currently lack fire protection systems, are in poor condition, and that the D.C. Courts are targeting to make ADA accessible. Priority for modernization are the courtroom sets that are not currently ADA compliant.

Modernizations will include much-needed fire and life safety, security, electrical, and HVAC upgrades; new finishes; and technology upgrades to accommodate case processing and evidence presentation equipment that was barely imaginable when these courtrooms were constructed. The result will be fully modernized, ADA accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the Courts' goal for provision of ADA accessible courtrooms is met and all courtroom sets (to include their supporting functions) have complete fire and life safety systems.

With the receipt of \$6.72 million in FY 2024, and no funds anticipated in FY 2025, the FY 2026 full request of \$26.50 million supports the balance of funds required to modernize courtrooms 100-104 and hearing rooms 105-110 on the IA level of the H. Carl Moultrie I Courthouse.

The scope includes modernization of the entire area that encompasses the courtroom sets (and their supporting functions) to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with contemporary ADA accessibility standards and have complete fire and life safety systems, while ensuring a visual and functional extension of the addition in this area of the H. Carl Moultrie I Courthouse. The total scope includes modernization of the following:

- Five (5) existing courtroom sets including:
 - Five (5) courtrooms
 - Four (4) jury rooms
 - Nine (9) jury room toilets
 - Four (4) holding rooms with toilets
 - Ten (10) Attorney/Witness rooms
- Six (6) existing small hearing rooms converted to three (3) larger hearing rooms with space required for separation of participants
- Conversion of one (1) existing small hearing room into three (3) attorney/witness rooms
- Existing toilets, janitorial & storage closets adjacent to courtroom sets
- Existing public corridor
- Extension of existing detainee corridor and addition of a holding cell to courtroom 100
- Completion of all 2021 FCA items identified in building area

Modernizing Judges Chambers for Life Safety

Like courtrooms, there are many judges' chambers in the D.C. Courts' Judiciary Square campus buildings that have been refreshed over the years, however, there are a total of twenty-nine (29) chambers *original* to the Moultrie building that lack adequate fire and life safety systems, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers lack adequate fire and life safety systems, in some cases are not ADA compliant, lack mechanical and

electrical infrastructure to support modern equipment, and have outdated finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of judges and court personnel occupying them.

In addition to these twenty-nine (29) chambers, other chambers, and adjacent spaces (such as restricted corridors) included in the project scope may have been refreshed previously or may have been renovated to include sprinkler coverage. However, either the renovation work was completed more than ten (10) years ago, and/or a full modernization was not completed to include installation of complete fire and life safety systems.

When the projects including these twenty-nine (29) original chambers are complete with modern fire and life safety systems and are compliant with modern ADA accessibility requirements, the initiative to modernize all judges' chambers on the Judiciary Square campus will be complete.

The FY 2026 request for \$16.28 million funds a project that includes the modernization of Judges' chambers original to the H. Carl Moultrie I Courthouse (constructed in the 1979) and infrastructure upgrades associated with the adjacent space impacted by the modernization to include the following:

- Modernize four (4) Associate Judges' chambers 3510, 3520, 3530, 3540 on East perimeter. These chambers are original to the Moultrie building (constructed in the 1979) and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three (3) Associate Judges' chambers 3410, 3420, 3430 on the north perimeter. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Modernize suite 3500 vacated by the Chief Judge into two (2) Associate Judges' chambers. The existing suite was utilized as a swing chamber for the Chief Judge. It does not have sprinkler coverage and lacks adequate fire & life safety systems.
- Modernize three (3) Associate Judges' chambers in 3440 (as permanent/non-swing chambers). In 2015 these chambers were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2026 finishes will be expired beyond the expected ten (10) year refresh or replacement cycle.
- Renovate two (2) adjacent secure corridors. Sprinklers have been installed; however, the fixtures and finishes have expired beyond the expected ten (10) year refresh or replacement cycle.
- Completion of all 2021 FCA items identified in the project area.

Refreshing Critical Courtrooms & Chambers for Continuity of Operations

Considering that so many courtrooms and judges' chambers in the Courts' portfolio are in poor condition and that modernization of all of them may take up to ten (10) years, the Courts must make upgrades to, or "refresh" some courtrooms and chambers in the short term. This initiative targets courtrooms and chambers that are in poor condition (resulting in complaints to the facilities maintenance team) and are not planned for modernization for at least 3-5 years.

Though sprinklers may have been installed in the chambers identified for refresh as part of this initiative; the chambers identified lack adequate fire and life safety systems, and the fixtures and finishes have expired beyond the expected ten (10) year refresh or replacement cycle.

The FY 2026 request for \$1.78 million funds a project to refresh Judges' chambers where sprinklers were installed in 2009, however a full modernization was not completed, and these chambers have not been refreshed since 2009. The total reflects the funds required to complete 2021 FCA items identified in the project area where the chamber refreshes are occurring.

The D.C. Courts will identify the exact courtrooms and chambers to be refreshed and will schedule refreshes to align with other budget initiatives and master plan priorities to ensure cost and construction efficiencies. This initiative will be complete when the following conditions are met:

- All courtrooms and judges' chambers have been modernized to include complete fire and life safety systems.
- All courtrooms and judges' chambers have been refreshed within the expected ten (10) year refresh or replacement cycle for fixtures and finishes.

Life Safety and Code Compliance Upgrades

With receipt of \$2.72 million in FY 2024, and no funds anticipated in FY 2025, the D.C. Courts request the remainder of \$5.98 million in FY 2026 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an imminent threat to the personnel and visitors who occupy the space.

Fire Protection System Replacements or Repairs

The 2021 FCA identified corrosion on the sprinkler system piping, sprinkler heads, and other associated standpipe and sprinkler system components throughout Buildings B, D, C, and the H. Carl Moultrie I Courthouse. In addition, components of the fire protection system such as fire pumps, fire pump controllers, and jockey pumps are either damaged or at end-of-life and require replacement. Not only the aged components, but the corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building.

Some of the issues within the work area of the Migration from Gallery Place Modernization Project in Building B will be mitigated or repaired, however the full extent of damage outside of the project boundary, and in Buildings D, C and the H. Carl Moultrie I Courthouse will remain unaddressed.

Funds received in FY 2024 will support (1) the completion of an engineering investigation and identification of the building-wide issue in each building, (2) the development of a strategy and cost for correction of the issue(s) identified and (3) the start of work to correct the issues, beginning with the highest priorities in each building. The receipt of funds in FY 2026 will support the continuance of work to correct all damage to the fire protection system components and replacement of end-of-life system components in all buildings.

This is identified as a highest priority item in the FCA; therefore, D.C. Courts will conduct mitigation activities until funds are available to comprehensively repair the systems in all buildings. The engineering investigation, strategy for correction, and cost that will be completed with FY 2024 funds will solidify the funds required beyond the FY 2026 request.

Vertical Transportation Systems Railing Replacements or Repairs

The 2021 FCA identified railings on vertical transportation systems (stairs, ramps, balcony walls, and escalators) in Buildings A and B a life safety risk for immediate correction in 2021. In addition, corrective actions for vertical transportation systems railings were identified in all other buildings on campus, and a more comprehensive survey is recommended to ensure all issues campus-wide are addressed.

The FY 2026 request will fund (1) the completion of an engineering investigation and identification of railing issues of all vertical transportation systems in each building, beginning with Buildings A and B as the highest priority; (2) the development of a strategy and cost for correction of the issue(s) identified; and (3) the start of work to correct the issues, beginning with the highest priority items in each building.

This is identified as a highest priority item in the FCA; therefore, to ensure life safety D.C. Courts will conduct mitigation activities until funds are available to comprehensively replace or repair the railings in all buildings. The engineering investigation, strategy for correction, and cost that will be completed with FY 2026 funds will solidify the cost to completion, and funds required beyond the FY 2026 request.

Maintain Existing Infrastructure

The FY 2026 Capital Budget request includes a total of \$79.99 million to address necessary building maintenance and infrastructure upgrades. Significant public resources have been expended over the past decade to restore and modernize the D.C. Courts' older buildings. As detailed in the 2021 FCA, mechanical systems and structural repairs are necessary to ensure the safety of building occupants and to preserve the integrity of these historic structures, and to protect taxpayer investment in building restorations.

Mechanical (including HVAC), Electrical and Plumbing Upgrades

The D.C. Courts request \$24.43 million to address the highest priority HVAC, electrical, and plumbing items identified in the 2021 FCA that (1) require immediate corrective action on or before 2026, (2) have reached the end of their useful life by 2026, and (3) will require costly and/or emergency repairs or a life safety event in the event of a failure. The most critical items identified in the 2021 FCA items include:

Mechanical

- Campus-wide repair of systems where they pose a life safety threat (such as falling objects) due to loose/shaking equipment.
- Campus-wide replacement of end-of-life equipment such as exhaust, supply and return fans.

Electrical

- Campus-wide replacement of exit and emergency system equipment such as damaged emergency light battery packs and exit signs.
- Campus-wide replacement, repair, and upgrade of electrical panel equipment beyond its end-of-life or those not suitable to support current operations such as panels, surge protective devices, breakers, and feeders.
- Campus-wide replacement, repair and upgrade of electrical main switch boards, switches, transformers, wiring and meters beyond their end-of-life or those not suitable to support current operations, specifically at fire pumps and other fire system components.
- Campus-wide separation of emergency loads from normal operating modes for increased life safety.

Plumbing

- Complete jet clean and camera investigation of all buried sanitary waste and vent piping below the basement slab at 430 E Street, N.W. (Building D) to identify piping that is original to the building and is damaged or beyond its intended service life.
- Identification of strategy to replace or repair of sanitary piping to accommodate low flow fixtures and reduce re-occurring back-ups and clogs.

Security and Fire Protection Systems

The FY 2026 Capital Budget request includes a total of \$15.29 million to address mission-critical security and fire protection upgrades.

Security Systems

The D.C. Courts' video management system serves as an initial line of defense, enabling the D.C. Courts to manage real time threats, provide incident responses, and document criminal activities occurring in court buildings. The existing video management system was installed in 2004 and, at twenty-two (22) years old by 2026, has aged beyond its useful life. In the event of a system malfunction, neither tech support nor replacement parts are available, rendering the system inoperable. As a temporary solution, the D.C. Courts has been salvaging analog system parts for repairs as funded replacements are completed. As the system is analog based, much of the marketplace has ceased production of equipment components, and the remaining vendors plan to do so within the next year. In addition, all technology support for analog-based systems ended in 2022. The unavailability of parts has already forced the D.C. Courts to depend, not only on salvaging parts, but on creative stop-gap solutions to keep existing outdated systems operable.

The 2026 capital request will fund the continuation of a multi-year effort to replace this existing analog-based video management system with a contemporary Internet Protocol (IP) system campus-wide. Funding requested in 2026 is planned to replace the failing analog-based video management and intercom system in the adult holding cells in the H. Carl Moultrie I Courthouse. This replacement is critical for the D.C. Courts to avoid a system-wide failure, as a functional video management system allowing for continuous video monitoring of public as well as secure courthouse space is central to ensuring that the D.C. Courts provide a safe and secure environment for the administration of justice.

Fire Protection Systems

D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors. The highest priority fire protection system items identified in the 2021 FCA are as follows:

- Fire Alarm Notification System. The completion of a comprehensive survey of fire alarm notification appliances at 515 5th Street N.W. (Building A) and a correction plan to address all identified deficiencies.
- Fire-Rated Door Assemblies. The completion of a comprehensive survey of all exterior and interior fire-rated door assemblies campus-wide and a correction plan to address all identified deficiencies. This work is critical to maintain code required fire separations inside and around the perimeter of all buildings.
- Firestop Assemblies. The completion of a comprehensive deficiency survey of firestop assemblies at 515 5th Street N.W. (Building A) and a correction plan to address all identified deficiencies. This study is essential to identify and provide firestopping at floor penetrations created by pipes, conduits, wires, etc. in electrical rooms, mechanical rooms, and communications rooms that weaken essential fire protection barriers when left unaddressed.
- Fire Protection Material Application. The application of fire resistive material, intumescent paint, gypsum board encasement, etc. at locations where it is missing in the H. Carl Moultrie I Courthouse.

General Repair Projects

The \$26.52 million request will fund work essential for the D.C Courts to ensure that all seven (7) of D.C. Courts' Judiciary Square campus facilities and grounds are "up-to-date, safe, and secure for the public, judges, and staff."

Updates to the D.C. Courts facility planning and standards documents are of the most critical importance, as they all define requirements to fulfill the D.C. Courts' Strategic Plan; ensure the quality of facility projects delivered; ensure consistency and equitability among facility space that is modernized, renovated, or refreshed; ensure maintainability and sustainability of systems installed in D.C. Courts' facilities; and support the delivery of facility projects within budgeted costs. The required updates are as follows:

Facilities Condition Assessment (FCA) Update

This update to the 2021 assessment will be essential to plan the D.C. Courts' FY 2027 capital budget. In 2026, five (5) years will have lapsed since the previous assessment was completed that detailed facility corrective actions through 2026.

Facilities Master Plan Update

In 2026, seven (7) years will have lapsed since the previous update was published in 2019 and master plan initiatives identified in detail through 2025 have either been completed or have been funded and are underway:

- The H. Carl Moultrie I Courthouse Addition is complete and fully occupied.

- The mandated consolidation of the Family Court was completed with the occupancy of the H. Carl Moultrie I Courthouse Addition.
- The D.C. Courts have been fully consolidated in government-owned facilities with the move from leased space to Building B.
- Modernization of the Historic Recorder of Deeds building has been funded and pre-design and stabilization efforts are underway.

As the D.C. Courts prioritize a systematic modernization of the primary functions of their business in the coming years, a Master Plan that solidifies the D.C. Courts' vision and strategy to bring a new strategic plan to fruition is essential to success.

Facilities Design Standards Update

In 2026, ten (10) years will have lapsed since the previous major update was published in 2016. To support the D.C. Courts' strategic goal to make D.C. Courts "a great place to work," and to ensure that projects are delivered according to the D.C. Courts' quality standards and within budgeted costs, maintaining updated design standards is essential. The coordination of design standards with master plan initiatives, conveys to project vendors that D.C. Courts not only has a vision for their facilities, but a standard by which that vision shall be executed and delivered.

Roof Repairs

Funds received in FY 2026 will support (1) the completion of a deficiency investigation and identification of the roofing issues in each building, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) correction of the deficiencies, beginning with the highest priorities at each building.

Water Intrusion, Subsidence, and Foundation Repairs

Funds received in FY 2026 will support (1) the completion of a comprehensive deficiency survey and identification all locations of water intrusion, foundations and or basement walls, and subsidence campus-wide, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) correction of the deficiencies, beginning with the highest priorities.

Technology Infrastructure

The FY 2026 request totaling \$13.75 million will fund upgrades to ensure a more robust IT infrastructure and systems to support court operations and enhance services to the public.

This funding is crucial to maintain and enhance the technology infrastructure and implement technologies that will elevate the level of service provided to the public. The technology allocation will primarily focus on four (4) key areas to address critical shortcomings and ensure the highest standard of efficiency and effectiveness:

- Maintaining and improving audio/visual equipment, network/telecommunication infrastructure, and enhancing technology capabilities through innovative solutions such as cloud computing and workspace virtualization are essential to promoting operational effectiveness and ensuring compliance with federal requirements and internal standards.

- Implementing information security technologies to safeguard court information and assets from cyber threats and other risks is critical. These measures will effectively prevent attacks on information technology assets, ensure continuous, uninterrupted service of court systems, allow for high availability of essential court applications, and ensure compliance with the NIST Cybersecurity Framework and FISMA.
- Continued implementation of the D.C. Court of Appeals Case Management System (CMS) that reached its end-of-life in 2023. The current system, which will have been in operation for fifteen (15) years by 2026, lacks essential capabilities and efficiency enhancements commonly found in modern appellate court case management systems. The lack of functionality in the existing system significantly hampers efficient case processing and limits the use of data for administrative decision-making.
- Expansion of web-based and mobile applications to enhance access to justice and timely case resolution. This project will improve access to information and services for court participants, provide court personnel with remote access to computer applications, and enhance staff productivity, thereby improving the overall efficiency of court operations.

The requested funding is essential in addressing critical information technology needs and supporting the efficient and effective administration of justice.

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information and Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2024
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Courtrooms and Judges Chambers

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2026?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2026 should not select O&M)

Planning	_____
Full Acquisition	_____ <u>X</u> _____
Operations and Maintenance	_____
Mixed Life	_____
Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

To ensure a modern, safe, and innovative environment to conduct court activities, the D.C. Courts must prioritize the modernization of courtroom sets, courtroom support space, and judges' chambers across the campus lacking complete fire and life safety systems. The modernization of fifty-one (51) courtroom sets (to include their supporting functions) and forty-four (44) judges' chambers (of which 29 are original to the building) is required to ensure all of D.C. Courts primary judicial spaces are made safe.

The FY 2026 total request for \$44.56 million supports the near-term priorities, to include three (3) initiatives. When these modernizations are complete, all courtrooms and judges' chambers on the Judiciary Square campus will have complete fire and life safety systems with the completion of the initiatives detailed below:

Modernizing Courtroom Sets for ADA Accessibility

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since the building was constructed in the 1970's and the same is true for courtrooms in other

court buildings on Judiciary Square campus. The Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, most of the Courts' portfolio of existing courtrooms lack complete fire protection systems, building systems, and technology to efficiently support contemporary courtroom practices. This targeted initiative is to ensure that all courtrooms are fully ADA compliant in the Judiciary Square campus. The project is focused on the modernization of courtroom sets that are in poor condition and are not ADA accessible. Priority for modernization within the initiative is given to courtroom sets that are not currently ADA compliant. Modernizations will include much-needed fire and life safety, security, electrical, and HVAC upgrades; new finishes; and technology upgrades to accommodate case processing and evidence presentation equipment that were barely imaginable when these courtrooms were constructed. The result will be fully modernized, ADA accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the Courts' goal for the provision of ADA accessible courtrooms is met and all courtroom sets (to include their supporting functions) have complete fire and life safety systems.

With the receipt of \$6.72 million in FY 2024, and no funds anticipated in FY 2025, the FY 2026 full request of \$26.50 million supports the balance of funds required to modernize courtrooms 100-104 and hearing rooms 105-110 on the IA level of the H. Carl Moultrie I Courthouse.

The scope includes modernization of the entire area that encompasses the courtroom sets (and their supporting functions) to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with contemporary ADA accessibility standards and have complete fire and life safety systems, while ensuring a visual and functional extension of the addition in this area of the H. Carl Moultrie I Courthouse. The total scope includes modernization of the following:

- Five (5) existing courtroom sets including:
 - Five (5) courtrooms
 - Four (4) jury rooms
 - Nine (9) jury room toilets
 - Four (4) holding rooms with toilets
 - Ten (10) Attorney/Witness rooms
- Six (6) existing small hearing rooms converted to three (3) larger hearing rooms with space required for separation of participants
- Conversion of one (1) existing small hearing room into three (3) attorney/witness rooms
- Existing toilets, janitorial & storage closets adjacent to courtroom sets
- Existing public corridor
- Extension of existing detainee corridor and addition of a holding cell to courtroom 100
- Completion of all 2021 FCA items identified in building area

Modernizing Judges Chambers

Like courtrooms, there are many judges' chambers in the D.C. Courts' Judiciary Square campus buildings that have been refreshed over the years, however, there are a total of twenty-nine (29) chambers *original* to the Moultrie building that lack adequate fire and life safety systems, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers lack adequate fire and life safety systems, in some cases are not ADA compliant, lack mechanical and

electrical infrastructure to support modern equipment, and have outdated finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of judges and court personnel occupying them.

In addition to these twenty-nine (29) chambers, other chambers, and adjacent spaces (such as restricted corridors) included in the project scope may have been refreshed previously or may have been renovated to include sprinkler coverage. However, either the renovation work was completed more than ten (10) years ago, and/or a full modernization was not completed to include installation of complete fire and life safety systems.

When the projects including these twenty-nine (29) original chambers are complete with modern fire and life safety systems and are compliant with modern ADA accessibility requirements, the initiative to modernize all judges' chambers on the Judiciary Square campus will be complete.

The FY 2026 request for \$16.28 million funds a project that includes the modernization of judges' chambers original to the H. Carl Moultrie I Courthouse (constructed in the 1970s) and infrastructure upgrades associated with the adjacent space impacted by the modernization to include the following:

- Modernize four (4) Associate Judges' chambers 3510, 3520, 3530, 3540 on East perimeter. These chambers are original to the Moultrie building (constructed in the 1970s) and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three (3) Associate Judges' chambers 3410, 3420, 3430 on the north perimeter. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Modernize suite 3500 vacated by the Chief Judge into two (2) Associate Judges' chambers. The existing suite was utilized as a swing chamber for the Chief Judge. It does not have sprinkler coverage and lacks adequate fire and life safety systems.
- Modernize three (3) Associate Judges' chambers in 3440 (as permanent/non-swing chambers). In 2015 these chambers were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2026 finishes will be expired beyond the expected ten (10) year refresh or replacement cycle.
- Renovate two (2) adjacent secure corridors. Sprinklers have been installed; however, the fixtures and finishes have expired beyond the expected ten (10) year refresh or replacement cycle.
- Completion of all 2021 FCA items identified in the project area.

Refreshing Critical Courtrooms & Chambers for Continuity of Operations

Considering that so many courtrooms and judges' chambers in the Courts' portfolio are in poor condition and that modernization of all of them may take up to ten (10) years, the Courts must make upgrades to, or "refresh" some courtrooms and chambers in the short term. This initiative targets courtrooms and chambers that are in poor condition (resulting in complaints to the facilities maintenance team) and are not planned for modernization for at least 3-5 years.

Though sprinklers may have been installed in the chambers identified for refresh as part of this initiative; the chambers identified lack adequate fire and life safety systems, and the fixtures and finishes have expired beyond the expected ten (10) year refresh or replacement cycle.

The FY 2026 request for \$1.78 million funds a project to refresh judges' chambers where sprinklers were installed in 2009; however, a full modernization was not completed, and these chambers have not been refreshed since 2009. The total reflects the funds required to complete 2021 FCA items identified in the project area where the chambers refreshes are occurring.

The D.C. Courts will identify the exact courtrooms and chambers to be refreshed and will schedule refreshes to align with other budget initiatives and master plan priorities to ensure cost and construction efficiencies. This initiative will be complete when the following conditions are met:

- All courtrooms and judges' chambers have been modernized to include complete fire and life safety systems.
- All courtrooms and judges' chambers have been refreshed within the expected ten (10) year refresh or replacement cycle for fixtures and finishes.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

Section B: Summary of Funding (Budget Authority for Capital Assets)

Investment: Courtrooms and Judges Chambers

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2024	CY 2025	BY 2026	BY+1 2027	BY+2 2028	BY+3 2029 and beyond	Total unfunded <i>(sum 2026 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	6.72	0.00	44.56	64.93	54.51	385.92	531.86
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	6.72	0.00	44.56	64.93	54.51	385.92	531.86
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

TOTAL (not including FTE costs):	0.00	6.72	0.00	44.56	64.93	54.51	385.92	531.86
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column “PY-1 and earlier”
1 year (2023)
2. Insert the number of years covered in column “BY+3 and beyond”
1 year (2029)
3. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes:
2025 President’s Budget Request did not include initiative, due to competing priorities, therefore, requirement has increased in FY 2026 to address minimum scope required. Total scope of requirement has been prioritized and packaged into three (3) long-term initiatives.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1	Contract 2	Contract 3
Short description of acquisition	Moultrie IA Level Modernization	3 rd Floor Judges’ Chambers Modernization	Courtroom & Chamber Refresh, FCA corrective actions
Contract Status	awaiting funding balance	awaiting funding	awaiting funding
Procurement Instrument Identifier (PIID)	TBD	TBD	TBD
Indefinite Delivery Vehicle (IDV) Reference ID	N/A	N/A	N/A
Solicitation ID	TBD	TBD	TBD
Alternative financing	N/A	N/A	N/A
EVM Required	N/A	N/A	N/A
Ultimate Contract Value	\$33.22M	\$16.28M	\$1.78M
Type of Contract/Task Order (Pricing)	Design-Build	Design-Build	Design-Build
Is this contract a Performance Based Service Acquisition (PBSA)?	Yes	Yes	Yes
Effective Date	N/A	N/A	N/A
Actual or expected end date of Contract/Task Order	N/A	N/A	N/A

Extent Competed A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	A	A	A
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- | | |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 1. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: | EVM required |
| 2. Has an Acquisition Plan been developed? If yes, please answer the questions that follow: | Yes No X |
| a) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 | Yes No |
| b) Was the Acquisition Plan approved in accordance with agency requirements | Yes No |
| c) If "yes," enter the date of approval? | |
| d) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? | Yes No |
| e) Does the acquisition plan meet the requirements of EOs 13423 and 13514? | Yes No |
| f) If an Acquisition Plan has not been developed, provide a brief explanation. | Awaiting funding |

Section C: Performance Information

1. Performance Information Table

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	1. Most existing courtrooms and chambers that are original to the building in 1979 have not been fully modernized to include fire and life safety, security, and technology upgrades. 2. Public is underserved due to limitation of original design	1. Modernize courtrooms per current codes & technology. 2. Modernize chambers per current codes & technology. 3. Add new ADA accessible courtrooms to the Courts' portfolio per Facilities Master Plan.	5 courtrooms will be modernized on time, within, scope, on schedule.

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2024
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Life Safety and Code Compliance

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2026?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2026 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 2018
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

With receipt of \$2.72 million in FY 2024, and no funds anticipated in FY 2025, the D.C. Courts request a remainder of \$5.98 million in FY 2026 to complete work in locations where life safety and code compliance issues have progressed to a point that poses an imminent threat to the personnel and visitors who occupy the space.

Fire Protection System Replacements or Repairs

The 2021 FCA identified corrosion on the sprinkler system piping, sprinkler heads, and other associated standpipe and sprinkler system components throughout Buildings B, D, C, and the H. Carl Moultrie I Courthouse. In addition, components of the fire protection system such as fire pumps, fire pump controllers, and jockey pumps are either damaged or at the end-of-life and require replacement. Not only the aged components, but the corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building.

Some of the issues within the work area of the Migration from Gallery Place Modernization Project in Building B will be mitigated or repaired, however the full extent of damage outside of the project boundary, and in Buildings D, C and the H. Carl Moultrie I Courthouse will remain unaddressed.

Funds received in FY 2024 will support (1) the completion of an engineering investigation and identification of the building-wide issues in each building, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) the start of work to correct the issues, beginning with the highest priorities in each building. The receipt of funds in FY 2026 will fund the continuance of work to correct all damage to the fire protection system components and replacement of end-of-life system components in all buildings.

This is identified as a high priority item in the FCA; therefore, D.C. Courts will conduct mitigation activities until funds are available to comprehensively repair the systems in all buildings. The engineering investigation, strategy for correction, and cost that will be completed with FY 2024 funds will solidify the cost to completion, and funds required beyond the FY 2026 request.

Vertical Transportation Systems Railing Replacements or Repairs

The 2021 FCA identified railings on vertical transportation systems (stairs, ramps, balcony walls, and escalators) in Buildings A and B as a life safety risk for immediate correction in 2021. In addition, corrective actions for vertical transportation systems railings were identified in all other buildings on campus, and a more comprehensive survey is recommended to ensure all issues campus-wide are addressed.

The FY 2026 request will fund (1) the completion of an engineering investigation and identification of railing issues at all vertical transportation systems in each building, beginning with Buildings A and B as the highest priority; (2) the development of a strategy and cost for correction of the issue(s) identified; and (3) the start of work to correct the issues, beginning with the highest priority items in each building.

This is identified as a highest priority item in the FCA to ensure life safety; therefore, D.C. Courts will conduct mitigation activities until funds are available to comprehensively replace or repair the railings in all buildings. The engineering investigation, strategy for correction, and cost that will be completed with FY 2026 funds will solidify the cost to completion, and funds required beyond the FY 2026 request.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

Section B: Summary of Funding (Budget Authority for Capital Assets)

Investment: Life Safety & Code Compliance

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2024	CY 2025	BY 2026	BY+1 2027	BY+2 2028	BY+3 2029 and beyond	Total unfunded <i>(sum 2026 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	11.34	2.72	0.00	5.98	9.41	6.56	0.00	18.96
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	11.34	2.72	0.00	5.98	9.41	6.56	0.00	18.96
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	11.34	2.72	0.00	5.98	9.41	6.56	0.00	18.96
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column “PY-1 and earlier”
 1 year (2023)
2. Insert the number of years covered in column “BY+3 and beyond”
 1 year (2029)
3. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes:
 N/A

Section C: Acquisition/Contract Strategy (All Capital Assets)

	Contract 1	Contract 2	Contract 3
Short description of acquisition	Engineering Studies (multiple buildings)	Correction Strategy & Cost (multiple buildings)	Correction (multiple buildings)
Contract Status	Developing solicitation	Awaiting Funding	Awaiting Funding
Procurement Instrument Identifier (PIID)	TBD	TBD	TBD
Indefinite Delivery Vehicle (IDV) Reference ID	N/A	N/A	N/A
Solicitation ID	TBD	TBD	TBD
Alternative financing	N/A	N/A	N/A
EVM Required	N/A	N/A	N/A
Ultimate Contract Value	\$2.72M	\$5.98M	
Type of Contract/Task Order (Pricing)	Existing A/E IDIQ – Task Order	Existing A/E IDIQ – Task Order	N/A
Is this contract a Performance Based Service Acquisition (PBSA)?	No	N/A	N/A
Effective Date	Quarter 2 - FY 2024	N/A	N/A
Actual or expected end date of Contract/Task Order	Quarter 3 FY 2024	N/A	N/A
Extent Competed (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	NDO	N/A	N/A
		Contract 1	

Short description of acquisition	Engineering Study - Sprinkler System Corrosion (multiple buildings)
Contract Status	Developing solicitation
Procurement Instrument Identifier (PIID)	TBD
Indefinite Delivery Vehicle (IDV) Reference ID	N/A
Solicitation ID	TBD
Alternative financing	N/A
EVM Required	N/A
Ultimate Contract Value	\$3.49M
Type of Contract/Task Order (Pricing)	Existing A/E IDIQ – Task Order
Is this contract a Performance Based Service Acquisition (PBSA)?	No
Effective Date	Quarter 2 FY 2024
Actual or expected end date of Contract/Task Order	Quarter 3 FY 2024
Extent Competed (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	NDO

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

EVM required

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1
- c) Was the Acquisition Plan approved in accordance with agency requirements
- d) If "yes," enter the date of approval?

Yes X No

Yes N/A No

Yes N/A No

- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?
- g) If an Acquisition Plan has not been developed, provide a brief explanation.

Yes N/A No _____

Yes N/A No _____

Preparing solicitation

Section C: Performance Information

1. Performance Information Table

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Determine root of corrosion on sprinkler system elements.	N/A	Code compliant fire protection systems w/o leaks

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2024
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

HVAC, Electrical and Plumbing Upgrades

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2026?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2026 should not select O&M)

Planning	_____
Full Acquisition	X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____
7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

Mechanical (including HVAC), Electrical and Plumbing Upgrades

The D.C. Courts request \$24.43 million to address the highest priority HVAC, electrical, and plumbing items identified in the 2021 FCA that (1) require immediate corrective action on or before 2026, (2) have reached the end of their useful life by 2026, and (3) will require costly and/or emergency repairs or a life safety event in the event of a failure. The most critical items identified in the 2021 FCA items include:

Mechanical

- Campus-wide repair of systems where they pose a life safety threat (such as falling objects) due to loose/shaking equipment.
- Campus-wide replacement end-of-life equipment such as exhaust, supply and return fans.

Electrical

- Campus-wide replacement of exit and emergency system equipment such as damaged emergency light battery packs and exit signs.

- Campus-wide replacement, repair, and upgrade of electrical panel equipment beyond its end-of-life or not suitable to support current operations such as panels, surge protective devices, breakers, and feeders.
- Campus-wide replacement, repair and upgrade of electrical main switch boards, switches, transformers, wiring and meters beyond their end-of-life or not suitable to support current operations, specifically at fire pumps and other fire system components.
- Campus-wide separation of emergency loads from normal operating modes for increased life safety.

Plumbing

- Complete jet clean and camera investigation of all buried sanitary waste and vent piping below the basement slab at 430 e Street NW (Building D) to identify piping that is original to the building and is damaged or beyond its intended service life.
- Identification of strategy to replace or repair of sanitary piping to accommodate low flow fixtures and reduce re-occurring back-ups and clogs.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

Section B: Summary of Funding (Budget Authority for Capital Assets)

Investment: HVAC, Electrical and Plumbing Upgrades

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2024	CY 2025	BY 2026	BY+1 2027	BY+2 2028	BY+3 2029 and beyond	Total unfunded <i>(sum 2026 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	0.00	7.62	24.43	48.24	9.03	21.73	87.75
Planning & Acquisition Government FTE Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	7.62	24.43	48.24	9.03	21.73	87.75
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	0.00	7.62	24.43	48.24	9.03	21.73	87.75
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

1. Insert the number of years covered in the column “PY-1 and earlier”

1 year (2023)

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2029)

3. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes:

N/A

Section C: Acquisition/Contract Strategy (All Capital Assets)

	Contract 1
Short description of acquisition	Multiple
Contract Status	Awaiting funding
Procurement Instrument Identifier (PIID)	N/A
Indefinite Delivery Vehicle (IDV) Reference ID	N/A
Solicitation ID	N/A
Alternative financing	N/A
EVM Required	N/A
Ultimate Contract Value	TBD
Type of Contract/Task Order (Pricing)	TBD
Is this contract a Performance Based Service Acquisition (PBSA)?	TBD
Effective Date	N/A
Actual or expected end date of Contract/Task Order	N/A
Extent Competed (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: _____ EVM Required _____
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes ___ No X
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes ___ No ___
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes ___ No ___
- d) If "yes," enter the date of approval? _____
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes ___ No ___
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes ___ No ___
- g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding

Section C: Performance Information

1. Performance Information Table

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Perform scheduled/preventive maintenance work to preserve expected useful life and replace systems within one (1) year of identified end-of-life date, as required.	Building MEP systems have been upgraded yearly as funded projects have been completed. FCA re-baselined in 2021 to identify and prioritize most critical MEP issues campus wide.

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2024
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Fire and Security Alarm Systems

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2026?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2026 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

Security and Fire Protection Systems

The FY 2026 Capital Budget request includes a total of \$15.29 million to address mission-critical security and fire protection upgrades.

Security Systems

The D.C. Courts' video management system serves as an initial line of defense, enabling the D.C. Courts to manage real time threats, provide incident responses, and document criminal activities occurring in court buildings. The existing video management system was installed in 2004 and, at twenty-two (22) years old by 2026, has aged beyond its useful life. In the event of a system malfunction, neither tech support nor replacement parts are available, rendering the system inoperable. As a temporary solution, the D.C. Courts has been salvaging analog system parts for repairs as funded replacements are completed. As the system is analog based, much of the marketplace has ceased production of equipment components, and the remaining vendors plan to do so within the next year. In addition, all technology support for analog-based systems ended in 2022. The unavailability of parts has already forced the D.C. Courts to

depend, not only on salvaging parts, but on creative stop-gap solutions to keep existing outdated systems operable.

The 2026 capital request will fund the continuation of a multi-year effort to replace this existing analog-based video management system with a contemporary Internet Protocol (IP) system campus-wide. Funding requested in 2026 is planned specifically to replace the failing analog-based video management and intercom system in the adult holding cells in the H. Carl Moultrie I Courthouse. This replacement is critical for the D.C. Courts to avoid a system-wide failure, as a functional video management system allowing for continuous video monitoring of public as well as secure courthouse space is central to ensuring that the D.C. Courts provide a safe and secure environment for the administration of justice.

Fire Protection Systems

D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors. The highest priority fire protection system items identified in the 2021 FCA are as follows:

- Fire Alarm Notification System. The completion of a comprehensive deficiency survey of fire alarm notification appliances at 515 5th Street N.W. (Building A) and a correction plan to address all identified deficiencies.
 - Fire-Rated Door Assemblies. The completion of a comprehensive survey of all exterior and interior fire-rated door assemblies campus-wide and a correction plan to address all identified deficiencies. This work is critical to maintain code required fire separations inside and around the perimeter of all buildings.
 - Firestop Assemblies. The completion of a comprehensive deficiency survey of firestop assemblies at 515 5th Street N.W. (Building A) and a correction plan to address all identified deficiencies. This study is essential to identify and provide firestopping at floor penetrations created by pipes, conduits, wires, etc. in electrical rooms, mechanical rooms, and communications rooms that weaken essential fire protection barriers when left unaddressed.
 - Fire Protection Material Application. The application of fire resistive material, intumescent paint, gypsum board encasement, etc. at locations where it is missing in the H. Carl Moultrie I Courthouse.
- b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

Section B: Summary of Funding (Budget Authority for Capital Assets)
Investment: Fire and Security Alarm Systems

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2024	CY 2025	BY 2026	BY+1 2027	BY+2 2028	BY+3 2029 and beyond	Total unfunded <i>(sum 2026 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	4.50	1.04	15.29	17.43	6.10	8.34	34.07
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	4.50	1.04	15.29	17.43	6.10	8.34	34.07
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	4.50	1.04	15.29	17.43	6.10	8.34	34.07
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

2. Insert the number of years covered in the column “PY-1 and earlier”

1 year (2023)

3. Insert the number of years covered in column “BY+3 and beyond”

1 year (2029)

4. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes:

N/A

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1	Contract 2
Short description of acquisition	CCTV & Intercom Replacement (adult prisoner cell blocks & holding areas) – Phases 1-3 of 5	CCTV & Intercom Replacement (adult prisoner cell blocks & holding areas) – Phases 4-5 of 5
Contract Status	awaiting funding	awaiting funding
Procurement Instrument Identifier (PIID)	N/A	N/A
Indefinite Delivery Vehicle (IDV) Reference ID	N/A	N/A
Solicitation ID	TBD	TBD
Alternative financing	No	No
EVM Required	N/A	N/A
Ultimate Contract Value	\$2M	\$1.8M
Type of Contract/Task Order (Pricing)	Fixed	Fixed
Is this contract a Performance Based Service Acquisition (PBSA)?	Yes	Yes
Effective Date	N/A	N/A
Actual or expected end date of Contract/Task Order	N/A	N/A

Extent Competed (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD	TBD
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If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: EVM Required

2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes N/A No
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes No
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes No
- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes No
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes No
- g) If an Acquisition Plan has not been developed, provide a brief explanation. awaiting funding.

Section C: Performance Information

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Outdated analog CCTV system converted to digital system in all D.C. Courts facilities.	Fully commissioned digital CCTV system campus wide.	awaiting funding

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2024
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

General Repair Projects

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2026?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2026 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

The \$26.52 million request will fund work essential for the D.C Courts to ensure that all seven (7) of D.C. Courts' Judiciary Square campus facilities and grounds are "up-to-date, safe, and secure for the public, judges, and staff."

Updates to the D.C. Courts facility planning and standards documents are of the most critical importance, as they all define requirements that need to be fulfilled to materialize the D.C. Courts' Strategic Plan; ensure the quality of facility projects delivered; ensure consistency and equitability among facility space that is modernized, renovated, or refreshed; ensure maintainability and sustainability of systems installed in D.C. Courts' facilities; and support the delivery of facility projects within budgeted costs. The required updates are as follows:

Facilities Condition Assessment (FCA) update

This update to the 2021 assessment will be essential to plan the D.C. Courts' FY 2027 capital budget. In 2026, five (5) years will have lapsed since the previous assessment that identified detailed facility corrective actions only through 2026.

Facilities Master Plan Update

In 2026, seven (7) years will have lapsed since the previous update was published in 2019 and master plan initiatives identified in detail through 2025 have either been completed or have been funded and are underway:

- The H. Carl Moultrie I Courthouse addition is complete and fully occupied.
- The mandated consolidation of the Family Court was completed with the occupancy of the H. Carl Moultrie I Courthouse Addition.
- The D.C. Courts will be fully consolidated in government-owned facilities with the move from leased space at 700 6th Street, N.W. to Building B within the near term.
- Modernization of the Historic Recorder of Deeds Building has been partially funded and pre-design and stabilization efforts are underway.

As the D.C. Courts prioritize a systematic modernization of the most primary function of their business in the coming years, a Master Plan that solidifies the D.C. Courts' vision and strategy to bring a new strategic plan to fruition is essential to success.

Facilities Design Standards Update

In 2026, ten (10) years will have lapsed since the previous major update was published in 2016. To support the D.C. Courts' strategic goal to make D.C. Courts "a great place to work," and to ensure that projects are delivered according to the D.C. Courts' quality standards and within budgeted costs, maintaining updated design standards is essential. The coordination of design standards with master plan initiatives, conveys to project vendors that D.C. Courts not only has a vision for their facilities, but a standard by which that vision shall be executed and delivered.

Roof Repairs

Funds received in FY 2026 will support (1) the completion of a deficiency investigation and identification of the roofing issues in each building, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) correction of the deficiencies, beginning with the highest priorities at each building.

Water Intrusion, Subsidence, and Foundation Repairs

Funds received in FY 2026 will support (1) the completion of a comprehensive deficiency survey and identification of all locations of water intrusion, foundations and or basement walls, and subsidence campus-wide, (2) the development of a strategy and cost for correction of the issue(s) identified, and (3) correction of the deficiencies, beginning with the highest priorities.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

Section B: Summary of Funding (Budget Authority for Capital Assets)
Investment: General Repair Projects

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2024	CY 2025	BY 2026	BY+1 2027	BY+2 2028	BY+3 2029 and beyond	Total unfunded (sum 2026 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	10.88	12.86	6.41	26.52	33.98	11.67	17.75	71.98
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	10.88	12.86	6.41	26.52	33.98	11.67	17.75	71.98
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	10.88	12.86	6.41	26.52	33.98	11.67	17.75	71.98
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry.

2. Insert the number of years covered in the column “PY-1 and earlier”

1 year (2023)

3. Insert the number of years covered in column “BY+3 and beyond”

1 year (2029)

4. If the summary of funding has changed from the FY 2021 President’s Budget request, briefly explain those changes:

The D.C. Courts re-baselined the FCA in 2021. The request includes the funds to correct the highest priority projects identified within the report.

Section C: Acquisition/Contract Strategy (All Capital Assets)

	Contract 1
Short description of acquisition	Multiple
Contract Status	TBD
Procurement Instrument Identifier (PIID)	TBD
Indefinite Delivery Vehicle (IDV) Reference ID	TBD
Solicitation ID	TBD
Alternative financing	TBD
EVM Required	TBD
Ultimate Contract Value	TBD
Type of Contract/Task Order (Pricing)	TBD
Is this contract a Performance Based Service Acquisition (PBSA)?	TBD
Effective Date	TBD
Actual or expected end date of Contract/Task Order	TBD
Extent Competed (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

1. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: EVM required

2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes <u> </u>	No <u>X</u>
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 - b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes <u>N/A</u>	No <u> </u>
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 - c) Was the Acquisition Plan approved in accordance with agency requirements

Yes <u>N/A</u>	No <u> </u>
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 - d) If "yes," enter the date of approval?
 - e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes <u>N/A</u>	No <u> </u>
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 - f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes <u>N/A</u>	No <u> </u>
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 - g) If an Acquisition Plan has not been developed, provide a brief explanation.

Awaiting funding. The 2021 FCA will be prioritized and utilized to develop Acquisition Plan based on amount of funding received.

Section C: Performance Information

1. Performance Information Table

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Perform scheduled/preventive maintenance work to preserve expected useful life.	Building systems have been upgraded yearly as funded projects have been completed. FCA re-baselined in 2021 to identify and prioritize most critical projects campus wide.

Exhibit 300: Capital Asset Plan and Business Case Summary
Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2024
2. Agency: District of Columbia Courts
3. Bureau: NA
4. Name of this Investment:

Technology Infrastructure

5. Unique Project (Investment) Identifier: (For IT investment only, see section 53.9. For all other, use agency ID system.) 95-1712
6. What kind of investment will this be in FY 2026?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2026 should not select O&M)

Planning	_____
Full Acquisition	_____X_____
Operations and Maintenance	_____X_____
Mixed Life Cycle	_____X_____

7. What was the first budget year this investment was submitted to OMB? 2023
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

The FY 2026 request totaling \$13.75 million will fund upgrades to ensure a more robust IT infrastructure and systems to support court operations and enhance services to the public.

This funding is crucial to maintain and enhance the technology infrastructure and implement technologies that will elevate the level of service provided to the public. The technology allocation will primarily focus on four (4) key areas to address critical shortcomings and ensure the highest standard of efficiency and effectiveness:

- Maintaining and improving audio/visual equipment, network/telecommunication infrastructure, and enhancing technology capabilities through innovative solutions such as cloud computing and workspace virtualization are essential to promoting operational effectiveness and ensuring compliance with federal requirements and internal standards.
- Implementing information security technologies to safeguard court information and assets from cyber threats and other risks is critical. These measures will effectively prevent attacks on information technology assets, ensure continuous, uninterrupted

service of court systems, allow for high availability of essential court applications, and ensure compliance with the NIST Cybersecurity Framework and FISMA.

- Continued implementation of the D.C. Court of Appeals Case Management System (CMS) that reached its end-of-life in 2023. The current system, which will have been in operation for fifteen (15) years by 2026, lacks essential capabilities and efficiency enhancements commonly found in modern appellate court case management systems. The lack of functionality in the existing system significantly hampers efficient case processing and limits the use of data for administrative decision-making.
- Expansion of web-based and mobile applications to enhance access to justice and timely case resolution. This project will improve access to information and services for court participants, provide court personnel with remote access to computer applications, and enhance staff productivity, thereby improving the overall efficiency of court operations.

The requested funding is essential in addressing critical information technology needs and ensuring the efficient and effective administration of justice.

9. b) Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

Section B: Summary of Funding (Budget Authority for Capital Assets)

Investment: Technology Infrastructure

Table 1.B.1: Summary of Funding (In millions of dollars) (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2024	CY 2025	BY 2026	BY+1 2027	BY+2 2028	BY+3 2029 and beyond	Total unfunded (sum 2026-beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	4.99	4.00	3.72	13.75	19.67	9.92	11.87	47.89
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	4.99	4.00	3.72	13.75	19.67	9.92	11.87	47.89
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

TOTAL (not including FTE costs):	4.99	4.00	3.72	13.75	19.67	9.92	11.87	47.89
TOTAL (including FTE costs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total number of FTE represented by Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: The two sub-total rows and total row will be calculated – not for data entry. 2.

1. Insert the number of years covered in the column “PY-1 and earlier”

1 year (2023)

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2029)

3. If the summary of funding has changed from the FY 2021 President’s Budget request, briefly explain those changes:

N/A

Section C: Acquisition/Contract Strategy (All Capital Assets)

Table I.C.1 Contracts Table		
	Data Description	Contract 1
Short description of acquisition	See www.usaspending.gov/learn	TBD
Contract Status	(1) Awarded, (2) Pre-award Post-solicitation, (3) Pre-award Pre-solicitation	TBD
Procurement Instrument Identifier (PIID)	See www.usaspending.gov/learn?tab=FAQ#2	TBD
Indefinite Delivery Vehicle (IDV) Reference ID	Required only for IDVs. See www.usaspending.gov/learn?tab=FAQ#2	TBD
Solicitation ID	See www.fbo.gov	TBD
Alternative financing	(ESPC, UESC, EUL or N/A)	TBD
EVM Required	Y/N	TBD
Ultimate Contract Value	Total Value of Contract including base and all options. Complete using dollars to two decimal places.	TBD
Type of Contract/Task Order (Pricing)	See FAR Part 16 . Can be fixed price, cost, cost plus, incentive, IDV, time and materials, etc.	TBD
Is this contract a Performance Based Service Acquisition (PBSA)?	Y/N Indicates whether the contract is a PBSA as defined by FAR 37.601 . A PBSA describes the	TBD

	requirements in terms of results rather than the methods of performance of the work.	
Effective Date	MM/DD/YYYY Actual or expected Start Date of Contract/Task Order, the date that the parties agree will be the starting date for the contract's requirements.	TBD
Actual or expected end date of Contract/Task Order	MM/DD/YYYY	TBD
Extent Competed	(A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

N/A

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes No X

b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes No

c) Was the Acquisition Plan approved in accordance with agency requirements

Yes No

d) If "yes," enter the date of approval?

e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes No

f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes No

g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding

DISTRICT OF COLUMBIA COURTS
FY 2026 Budget Justification
Grant-funded Activities and Reimbursements

For Fiscal Year 2024, the District of Columbia Courts secured nearly \$4.2 million in Federal, local and private grant funds to: (1) provide services to victims of crime; (2) expedite permanent placement of children as required by ASFA legislation; (3) address the needs of children who are in an out-of-home placement or at risk of being placed in an out-of-home placement as a result of a parental substance abuse; (4) develop a comprehensive eviction diversion initiative; (5) grow the pool of qualified interpreters of American Sign Language; (6) improve court interpreter services; (7) support operations and activities at the Courts Southeast Domestic Violence Intake Center; (8) assess the current status of the adult guardianship system in the District of Columbia; and (9) provide consulting services for the planning, impact and the use of Artificial Intelligence in the D.C. Courts. The Courts currently receive funds through 10 active grants secured from various Federal, local, and private sources. Of these, five grants totaling approximately \$1,186,000 are scheduled to expire at the end of FY 2024. Table 1 lists the Courts' grants and reimbursement funding for Fiscal Years 2024 and projected through 2026, while Table 2 lists grants scheduled to expire.

I. FEDERAL GRANTS

(a) Abused and Neglected Children

- ***Court Improvement Program (CIP).*** U.S. Department of Health and Human Services, Administration for Children and Families.

To assess and improve judicial proceedings that handle child abuse and neglect and related foster care and adoption litigation. The Superior Court continued collaboration with District child welfare agencies in examining the effectiveness of current practices and procedures, adequacy of resources and coordination among key agencies to enhance parental engagement with the Court, ensure that youth have a voice, ensure that permanent placements promote the child's best interests, and provide quality representation for children and families in the District of Columbia. Grant funds will enable the Court to continue implementation and expansion of the CASA led *Preparing Youth for Adulthood* initiative, allow for the continuation of the *Hooked on Books* program for children in the foster care system, support the Court's Quality Legal Representation project by funding a *Multi-Disciplinary Representation Project* that will provide Court-appointed attorneys (CCAN attorneys) with an opportunity to partner with an experienced social worker for the benefit of their parent-clients, and support the CIP Project Coordinator position. This grant award period includes carry over funds from multiple awards that included emergency funds to address COVID-19 related needs.

(b) Crime Victims

- ***Crime Victims Compensation Program (Claims).*** U.S. Department of Justice, Office of Victims of Crime.

To provide funds from the Crime Victims Compensation Fund for District of Columbia victim compensation payments to eligible crime victims.

(c) Family Drug Court Program

- ***Family Treatment Court Program. U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP)***

To increase the well-being of, improve permanency outcomes for, and enhance the safety of children who are in an out-of-home placement or at risk of being placed in an out-of-home placement as a result of a parental substance abuse. Grant funds are used to achieve six primary goals: (1) Increase program capacity from 35 to 50 families, (2) Expand the array of supportive recovery services to families, (3) Employ additional staff who will assist in providing supportive services to FTC participants to improve participant engagement in the program, (4) Provide at least one cross-training opportunity for new and existing FTC staff and stakeholders each quarter, as well as a quarterly training for FTC participants, (5) Establish a comprehensive incentives and therapeutic responses program component, and (6) Provide transportation assistance to help eliminate lack of transportation as a barrier to successful completion of services.

(d) Justice for Families Program

- ***Justice for Families Program. U.S. Department of Justice, Office on Violence Against Women (OVW)***

To support the operation/activities of the Domestic Violence Intake Center Southeast Site, including personnel, rent and direct service costs. DC SAFE is a subrecipient and the direct service provider partner under this grant. Funds will be used to hire a Court Intake Specialist and partially fund two DC SAFE positions, as well as support partial lease payments at DVIC-SE.

(e) Elder Justice Innovation

- ***Elder Justice Innovation Grant-Guardianship Monitoring. U.S. Department of Health and Human Services, Administration for Community Living (ACL)***

To implement a focused initiative to assess the current status of the adult guardianship system in the District of Columbia. The goal of the project is to assess the fairness, safety, and integrity of the adult guardianship process from petition to court proceeding, to appointment, monitoring, and termination. The majority of funds will be used to hire a contractor to develop a web-based system to produce capacity assessment reports and

consultant who will convene a working group to conduct an assessment of the District's adult guardianship system.

II. D.C. FEDERAL BLOCK GRANTS

For each of the grants listed in this section, the District of Columbia Courts are a sub-grantee of the District of Columbia.

(a) Victims of Domestic Violence

- ***Domestic Violence Project.*** D.C. Office of Victim Services on behalf of the U.S. Department of Justice, Office of Violence Against Women, STOP Grant Program.

To enhance the safety and improve services of domestic violence victims residing in Wards 7 and 8. Grant funds are used to support operations at the Southeast Family Justice Center and support domestic violence and sexual assault training for judicial officers and staff in the Domestic Violence Unit and Family Court.

- ***Supervised Child Visitation Center.*** Office of the Attorney General (U.S. Department of Health and Human Services, Access and Visitation Grant).

To support the Court's supervised visitation center through a grant from the Health and Human Services agency. The Center serves as a safe, neutral location in which non-custodial parents in domestic violence cases may visit their children.

III. PRIVATE GRANTS

(a) Access to Justice

- ***Language Access Project Grant.*** State Justice Institute.

To develop the first nationwide Amharic language court interpreter certification exam and to implement the Courts' Interpreter Registry, a formal court interpreter testing and training program. Grants funds are used to contract with the National Center for State Courts (NCSC) to develop the certification exam that will test candidates in their consecutive and simultaneous interpretation and sight translation skills. The Interpreter Registry will include a database published on the Courts' website and enable interpreters to update their contact information while Court staff update and verify interpreter credentials.

- ***Specialized Workshops for American Sign Language Interpreters.*** State Justice Institute.

To attract and retain an increased number of certified ASL interpreters qualified to work in court, the Courts were awarded funding to hold a series of workshops

designed for interpreters who hold the National Interpreter Certification, but who no longer have a viable means of obtaining legal and court training or credentials. The workshops provide the interpreters with the knowledge, skills, and abilities to qualify to work in court and to interpret for deaf jurors.

- ***Eviction Diversion Initiative.*** National Center for State Courts.

To implement a new case triage and management process for Landlord and Tenant cases, divert cases to early mediation, expand the use of trained court navigators to assist litigants and connect them earlier in the court process to needed legal and social services, and partner with the Greater Washington Urban League on a comprehensive public education initiative. Furthermore, this grant seeks to (1) Establish or expand court-based eviction diversion programs to prevent avoidable evictions, (2) Identify and address barriers faced by litigants with the goal of redesigning and simplifying court processes to be more responsive to community needs, (3) Collaborate with legal aid agencies, social service agencies, rental assistance programs, and community-based organizations to expand access and facilitate connections to legal and non-legal resources that can further stabilize litigants, (4) Strengthen data collection efforts to better understand the impact and outcomes of reform efforts, and (5) Pursue other aligned goals as identified by each local jurisdiction.

(b) Organizational Assessment

- ***The Planning, Impact and Use of Artificial Intelligence (AI) in the D.C. Courts.*** State Justice Institute.

This Technical Assistance grant provides consulting services for the planning, impact and the use of Artificial Intelligence. The proposed tasks are to: (1) Support the efforts of the local AI Task Force by advising and providing education over a period of 12 months; (2) inventory systems, processes, roles, skillsets and any current uses of AI related technologies; (3) Interview members of the task force and Joint Committee on Judicial Administration to understand goals, priorities, desired uses of AI, and concerns around AI; (4) analyze and compile information; (5) collaboratively develop a roadmap with task force representatives; (6) and prepare and present a summary report documenting the process and roadmap.

Table 1
DISTRICT OF COLUMBIA COURTS
Amounts Available for Obligation: Grants and Reimbursements
(\$ in thousands)

Grant or Reimbursement	Source	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
I. FEDERAL GRANTS:				
Abused and Neglected Children				
Court Improvement Program	U.S. Department of Health and Human Services	566	283	283
Crime Victims				
Crime Victims Compensation Payments	U.S. Department of Justice	2,668	2,668	2,668
Domestic Violence-Justice for Families				
Justice for Families Program	U.S. Department of Justice	68	482	-
Family Court- Family Drug Court Program				
Family Treatment Court	U.S. Department of Justice	271	526	-
Probate Court—Elder Justice				
Elder Justice Innovation Grant-Guardianship Monitoring	U.S. Department of Health and Human Services	50	386	-
<i>Subtotal, Federal Grants</i>		3,623	4,345	2,951
II. D.C. FEDERAL BLOCK GRANTS:				
Domestic Violence				
Supervised Child Visitation Center	U.S. Department of Health and Human Services	107	107	107
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	120	120	120
<i>Subtotal, D.C. Federal Block Grants</i>		227	227	227
III. PRIVATE GRANTS:				
Access to Justice				
Language Access Project	State Justice Institute	1	-	-
Specialized Workshops for American Sign Language Interpreters	State Justice Institute	1	8	-
Eviction Diversion Initiative	National Center for State Courts	353	-	-
Organizational Assessment				
The Planning, Impact and Use of Artificial Intelligence (AI) in the D.C. Courts	State Justice Institute	32	32	-
<i>Subtotal, Private Grants</i>		387	40	-
GRANTS TOTAL		4,237	4,612	3,178
REIMBURSEMENTS:				
Child Support Enforcement	D.C. Title IV-D Agency	894	900	900

Grant or Reimbursement	Source	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Miscellaneous Reimbursements	Pretrial Services Agency	110	120	120
REIMBURSEMENTS TOTAL		1,004	1,020	1,020
GRAND TOTAL		5,241	5,632	4,198

* Includes carry over funds from multiple awards with extended grant periods.

Table 2
DISTRICT OF COLUMBIA COURTS
Grants that Expired in FY 2024
(\$ in thousands)

Grant	Source	Grant Period (Includes Extensions)	Original Grant Award
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	Oct. 2023 – Sept. 2024	120
Court Improvement Program	U.S. Department of Health & Human Services	Oct. 2022 – Sept. 2024	283
Language Access Project	State Justice Institute	June 2019-Sept. 2024	66
Eviction Diversion Initiative	National Center for State Courts	June 2022-Sept.2024	606
Supervised Visitation	U.S. Department of Health and Human Services	Oct. 2023 – Sept. 2024	111
Total			1,186

DISTRICT OF COLUMBIA COURTS
FY 2026 Budget Justification
PROGRAM EVALUATION and EVIDENCE TEMPLATE

The District of Columbia Courts have implemented a systematic approach to evaluating new initiatives and ongoing programs. Such assessments are essential in ensuring that court programs and services effectively and efficiently serve the residents of the District. Assessments are undertaken by internal researchers, or the Courts provide oversight of independent research firms to ensure that appropriated funds are utilized prudently and to enhance accountability and transparency. Below is a description of the internal program evaluations completed or in progress at the Courts at present:

1. Evidence Act Evaluation Activities

The Strategic Management Division (SMD) continued to revise the activities included in the Learning Agenda and in accordance with the Evidence Act. SMD completed the Juvenile Behavioral Diversion Program (JBDP) evaluation that focused on the key characteristics of youth participating in the program and their outcomes. SMD also continued to participate in the working group for the Court of Appeals case management system and public availability of case documents. SMD focused on ensuring that the new case management system can accurately capture and report on key strategic goals, key initiatives and measures, and that publicly released documents adhere to requirements for redaction. SMD continued to participate in the working group implementing the Superior Court's new case management system, ensuring that the processes and policies associated with the system capture data necessary to implement the Learning Agenda, and that the system supports the goals of data quality and transparency.

2. Family Court Social Services Division's Comprehensive Data Study

SMD collaborated with Family Court Social Services Division (CSSD) to conduct the first phase of an evaluation of supervision practices and outcomes. The purpose of the assessment was to identify opportunities to align juvenile supervision programming and services with best practices research in the field and to enhance the understanding of the outcomes of juveniles supervised by CSSD. The initial assessment revealed the need to refine processes for both data gathering and reporting, including enhanced data alignment with Family Court Operations Division. Prior to beginning Phase 2 of the evaluation, SMD is leading efforts to enhance CSSD's data collection and reporting capabilities. This is proceeding through a collaborative workgroup including representatives of CSSD, the Family Court Operations Division and SMD to develop a priority list of data reporting needs and assessing based on data availability, quality, data collection processes, and reporting capabilities, in support of the Learning Agenda.

3. Multi-Door Party Analysis

SMD began an analysis for the Multi-Door Division, to determine the location and characteristics of parties served through the Division. Party information will be used to determine if participants are individuals or businesses, and address information will be

merged with census and population demographics to determine the characteristics of neighborhoods where parties reside. The purpose of the evaluation is to better identify and understand parties so that appropriate training can be provided to parties related to the mediation process.

4. Probate Voucher Payment Analysis

SMD conducted an analysis of voucher payments for visitors and examiners to determine the average and median hours billed, hourly rates, payments requested, and final payments. The purpose of the analysis was to determine an acceptable flat fee rate that can be implemented to replace the filing of individual detailed vouchers. The Probate Presiding Judge and Division Director are currently working with stakeholders to finalize the flat fee rate, and with the IT Division to implement an electronic reimbursement process based on the established flat fees.

FY 2026 EVIDENCE SUBMISSION

1. Agency Contributors to Evidence Submission

The individuals who contributed to the D.C. Courts' FY 2026 Evidence Submission are: a) Herbert Rouson, Jr., Executive Officer; b) Dana Friend, Deputy Executive Officer, c) Marie Robertson, Acting Chief Deputy Clerk of the Court of Appeals; d) Lisa VanDeVeer, Director, Strategic Management Division; e) Kim Beverly, Deputy Director, Strategic Management Division; f) Sandra Embler, Senior Research Associate, Strategic Management Division; Evaluation Officer, and g) Jonathan Motley, Senior Court Business Analytics Associate, Strategic Management Division, Chief Data Officer.

2. Evidence Act Implementation

The D.C. Courts are committed to building evidence and better integrating evidence into policy, programmatic, budget, operational, and management decision-making. The Strategic Management Division leads and coordinates the Courts' evidence-building activities. Its mission is to provide innovative strategies and evidence-based information to develop policies, enhance the administration of justice, and improve the quality of services at the D.C. Courts. The Division's operational objectives include the following:

- To promote a results/outcome-based organizational culture including the institutionalization of performance standards, evidence-based decision-making, and reporting of results;
- To conduct research and evaluation that is aligned with the Courts' strategic agenda and that meets the needs of court units;
- To deliver just-in-time analyses, reports and recommendations that support informed judicial and executive decision-making;
- To partner with external research organizations on research and evaluation initiatives to enhance the Courts' mission and goals;
- To lead the Courts' organizational performance measurement and management activities systematically assessing court performance and making recommendations to court leadership to enhance court performance and service to the public;
- To ensure the D.C. Courts employ a robust and inclusive court-wide strategic planning process to develop the Courts' five year Strategic Plans;
- To plan and facilitate strategy development/performance review sessions among court leaders by providing information and data, analyses, and recommendations regarding goals, performance measures, outcomes and results; and
- To promote continuity and enhance data accuracy and reporting by coordinating data sharing and exchange with criminal justice partners, researchers and the general public.

In 2010, the Courts invested in a multi-million-dollar Business Intelligence Program which has resulted in the establishment of an Enterprise Data Warehouse that serves as a central repository of court-wide data for analysis. The BI Program has enabled the creation of analytical reports and performance dashboards for court leaders and staff. In 2019, the Courts acquired a state-of-

the-art case management system for Superior Court which replaced aging technology. The new system will be operational, in phases, beginning in 2022. Configuration of this new case management system has focused on meeting both the operational and information needs of the Court. Significant efforts have been applied to ensure that data to inform reporting is captured and available for ingestion into the established Enterprise Data Warehouse. The Court has also expanded its use of reporting to better ensure data entry accuracy and compliance with established business rules. Additionally, the Court acquired access to a state-of-the-art analytical software with the new case management system that will allow for reporting on key performance metrics such as caseload activity and time to disposition. The Courts also established a Data Governance Program to support the further development of an evidence-based culture throughout the Courts. The vision of the Data Governance Program is to create a data-driven culture that promotes informed decision-making. The Data Governance Program is developing court-wide data standards, assessing data quality, and developing policies and processes to ensure the privacy of data.

The Foundations for Evidence-Based Policymaking Act of 2018 provides a unique opportunity for the D.C. Courts to continue and expand their efforts to become an evidence-based organization. To date, the Courts have met the requirements to designate key personnel as Evaluation Officer and Chief Data Officer. The designation of a Statistical Official will take place as soon as this position can be authorized and recruited. The Courts have also established a Data Governance Program, as previously noted. For FY26 the Courts will continue their efforts to meet the requirements of the Act by reviewing and revising their Learning Agenda and annual Evaluation Plan. In addition, the Courts will further communicate their Evaluation Guidance to internal and external stakeholders and continue the assessment of the organization's evaluation capabilities by administering a formal validated Capacity Assessment to stakeholders. Progress to date on each of these initiatives is detailed below.

(a) Learning Agenda

In conjunction with stakeholders and in alignment with the Strategic Plan, the Courts have developed a Learning Agenda which concentrates on the focus areas of self-represented litigants, data quality, and performance measures. Within each focus area, the Courts developed priority questions, key activities, and identified potential data, methods, and analytic approaches that are most effective in answering the priority questions. The Courts also identified responsible personnel for each focus area and anticipated end products.

For FY26 the Courts will continue advancing the activities in the Learning Agenda and revising as necessary to meet the changing needs of the organization. The Courts have developed a new Strategic Plan outlining priorities over the next five years. It is anticipated that results from the learning activities will be used to inform this process.

(b) Annual Evaluation Plan

Based on the learning activities in the Learning Agenda, the Courts developed an Evaluation Plan which serves as a roadmap for annual evaluation activities. Going forward, the Courts plan to continue evaluation activities as outlined in the Strategic Plan and to further develop

criteria for determining which evaluations are considered “significant” and should be subsequently included in the annual evaluation plan. The following evaluation activities are scheduled, Evidence Act projects, Procedural Review of the Release of Public Documents in the DCCA, Family Court Social Services Division Evaluation of Juvenile Supervision Practices and Outcomes, Reimagining the D.C. Courts, and Auditor Master time-task study.

(c) Evaluation Policy

The Courts are not a CFO-Act agency and recognize that an evaluation policy is not an explicit requirement of the Evidence Act. However, the Courts recognize the value of standards and guidance to inform internal and external research and evaluations and realize that the practice of evaluation is fundamental to the organization’s future strength. The Courts understand that evaluation is the means through which it can obtain systematic, meaningful feedback about its policies and initiatives and that the results of evaluations can provide the information that aids decision makers in developing and revising policies and programs and provides confirmation of the effectiveness of existing initiatives.

The Courts have developed “A Guide for Internal and External Evaluations” based in significant ways on the evaluation standards developed by the Office of Management and Budget (OMB) Circular M-20-12 “Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices.” This guidance presents key principles that will govern the Courts’ planning, conduct, and use of evaluations. Through this guidance, the Courts seek to promote the key standards of relevance, utility, rigor, independence, objectivity, transparency, and ethics in the conduct of internal and external evaluations.

In FY26, the Courts plan to continue to communicate this guidance to internal and external stakeholders and develop detailed implementation plans to ensure that all evaluation activities embrace this guidance.

(d) Data Governance

The D.C. Courts established a Data Governance Program in 2019. A Data Governance Council, chaired by the Chief Data Officer, carries out the main work of the Program and reports to an executive level Data Governance Board. The Data Governance Council is comprised of key staff from each of the Courts’ major operating divisions who serve as Data Stewards for their divisions, as well as staff from the Strategic Management Division and the Information Technology Division. The Data Governance Board is comprised of members of the Courts’ Executive Team (Executive Officer, Deputy Executive Officer, Clerk of the Court of Appeals, and Clerk of the Superior Court) as well as the Chief Information Officer and the Director of the Strategic Management Division.

The mission of the Data Governance Program is to leverage data as a strategic asset focusing on data quality, data security, and understanding of data, through the coordinated efforts of cross-functional teams.

The Data Governance Program has been on hold during the pandemic and while the Courts have been implementing a new trial court case management system and are planning for the implementation of a new appellate court case management system. However, there have been, and will continue to be, efforts during the case management system project implementations to examine data quality and availability issues and implement new best practices for data management as the Courts have converted legacy data to the new system and planned for data collection with the new system(s). All of this work supports the Courts' long-range goals for the Data Governance Program, which will be re-launched in phases as court staffing resources currently dedicated to the case management system implementations can be re-deployed.

The Courts are aware of the Open Data Plan requirement in the Evidence Act and will provide an update on this requirement in a future report. Before addressing the Open Data Plan, the Council, in coordination with the Office of General Counsel, must first identify and consolidate all statutes and directives related to data confidentiality and privacy. This requirement is on the future agenda of the Data Governance Council.

(e) Barriers

Despite the Courts' many investments in building capacity for using evidence to inform decision-making, the Courts are challenged to make evidence and evaluation a front and center activity given the pressing demands of day-to-day operation as a high-volume urban court system. Historically, the Courts received over 80,000 new case filings annually and handled tens of thousands more matters in a post-disposition review capacity. The volume of new case filings slowed significantly during the pandemic and is slowly rising again while at the same time the Courts have and are continuing to implement new business practices to align with a post-pandemic "new normal" environment where many hearings are held online and court customers and agency stakeholders expect more online services. Given this operational focus, there remain several potential barriers to implementing the components of the Evidence Act.

First, the Courts maintain complex case management systems and employ hundreds of clerks to input data into these systems; however, these systems were designed primarily for processing cases and making the official court record rather than analysis and research. Data are collected with the primary purpose of fulfilling the individual Division's or program's needs, leading to inconsistency and the inability to analyze data across the Courts. The Clerk of the Court's Office is addressing this issue within Superior Court as the new case management system is implemented. At the appellate level, these issues will be considered during the future implementation of their new case management system.

Second, given the press of business in the courtrooms and clerks' offices where data entry occurs, there are inevitable errors which compromise the quality and reliability of the data. Additionally, the Courts' data systems include data that does not originate in the Courts and over which the Courts have little oversight. The Metropolitan Police Department, for example, enters all the demographic information for defendants in the criminal court. The

Data Governance Program will address data quality issues within the Courts as one of its future focus areas.

Third, new programs and services may be brought “on line” without regard to the collection of data that will be needed for future evaluations. Evaluation is not always considered early in the development or implementation of policies, programs, or initiatives to identify or collect outcome measures. Because the Courts have traditionally focused on the day-to-day work of case processing, the consideration of the evaluation process at conception will require a shift in the culture and habits of court personnel.

Fourth, initiatives in several areas are complicated by the lack of a Privacy Officer. While the Courts do have a point of contact for privacy and compliance within the Office of General Counsel, this is not a dedicated position. This individual has competing priorities and areas of responsibility and, as a result, is unable to fully engage in the time-consuming but necessary tasks of policy development and training.

Notwithstanding these challenges, efforts are being made to introduce consideration of data collection for evaluative processes earlier in the process of program development and implementation. Additionally, the Courts have undertaken an effort to identify key performance indicators for all core court functions, to facilitate future performance measurement and program evaluation. With the Data Governance Program, the Courts expect to broaden the responsibilities of Data Stewards in each of the operating divisions to raise awareness of data-related issues, to enhance data quality, and to increase the use of data analysis to inform decision-making at all levels of the organization. The Courts anticipate that the development of an Evaluation Policy will guide future research and evaluation efforts and integrate evidence-building activities into the organizational culture.

(f) Identification of Training Needs/Technical Support

The D.C. Courts are aware of the information and resources offered by OMB on the MAX.Gov website and are fully utilizing these resources to assist with developing the Learning Agenda, Capacity Assessment, and Evaluation Plan. Staff have also participated in various webinars that have been offered by OMB. However, the Courts could benefit from any peer learning opportunities and examples of implementation strategies, especially as they pertain to non-CFO agencies.

DISTRICT OF COLUMBIA COURTS DEFENDER SERVICES

<u>FY 2024 Enacted</u>	<u>FY 2025 Enacted</u>	<u>FY 2026 Request</u>	<u>Difference FY 2025/2026</u>
46,005,000	46,005,000	46,005,000	0

Introduction

As required by the Constitution and statute, the District of Columbia Courts appoint and compensate attorneys to represent persons who are financially unable to obtain representation under three Defender Services programs. The Criminal Justice Act (CJA) program provides court-appointed attorneys to indigent persons charged in adult and juvenile criminal matters (including misdemeanor domestic violence).⁷ The Counsel for Child Abuse and Neglect (CCAN) program provides the assistance of a court-appointed attorney in family proceedings (e.g. adoptions, child abuse or neglect, termination of parental rights) where the parent, guardian, or custodian of the child is indigent.⁸ The Guardianship program provides for compensation to service providers in guardianship and protective proceedings for incapacitated adults.⁹ The Defender Services account finances court-appointed attorneys and related services (e.g. transcripts of court proceedings; expert witness testimony; investigations; and genetic testing).

The District of Columbia is a leader in the nation in protecting citizen's due process rights and in preventing excessive confinement of the accused due to bail requirements that disproportionately impact low-income individuals. Quality legal representation is essential, and the public defenders in our city are considered among the best.

Attorney Appointment

The Courts establish a panel of attorneys who are eligible for appointment to these cases, following an extensive application and review process by a committee of judges. Attorneys are appointed by judges in individual cases, based on the needs of the individual and case (e.g., area of legal expertise required, language skills needed). In addition, under CCAN, some representation is provided on a contractual basis with the Children's Law Center, a non-profit organization. Payment vouchers are reviewed and approved by the judge presiding over the case and payments are processed by the Budget and Finance Division.

Forecasting Costs and Enhancing Efficiency

Forecasting the cost of Defender Services has historically proven difficult; accordingly, the Courts have taken steps over the past several years to control costs by enhancing operations and efficiency improvements. The difficulty arises from the nature of the account—costs vary with changes in the caseload, police and prosecution initiatives, and demographics in the community

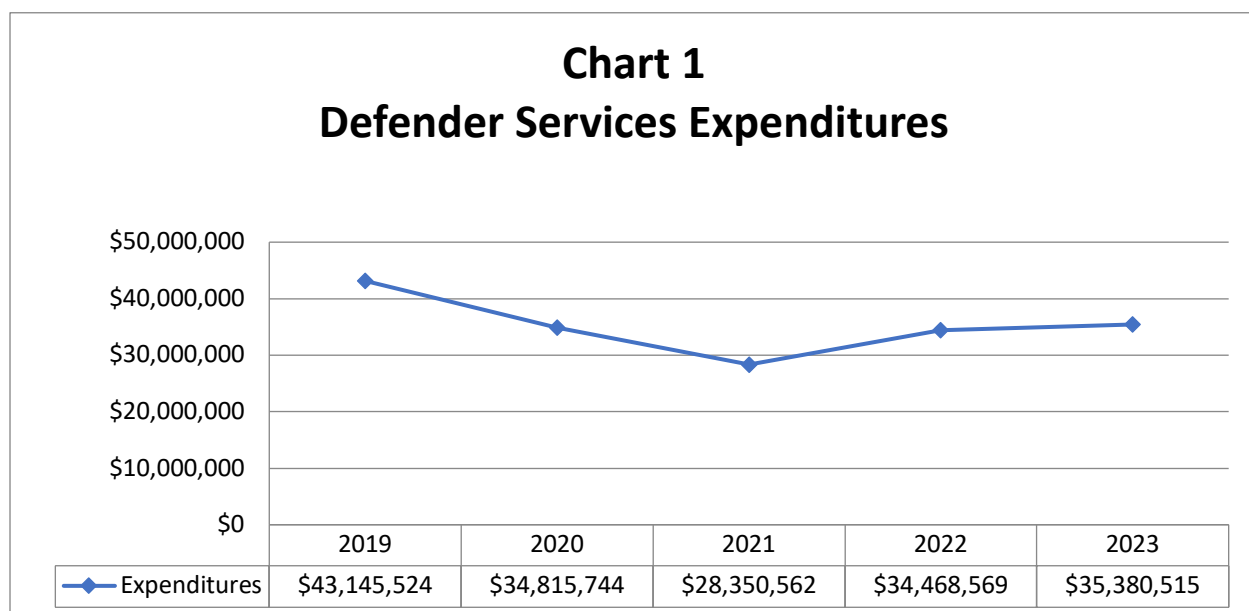
⁷ See D.C. Code §11-2601 *et seq.*

⁸ See D.C. Code §16-2304.

⁹ See D.C. Code §21-2060.

and, in most cases, attorneys submit vouchers for payment at the conclusion of a case (often two or three years after assignment).

The Courts have implemented several operational changes that improved our ability to account for and project liabilities in the Defender Services account. For example, the Courts initiated the attorney panels to improve the quality of representation, also enhancing cost-efficiency. In addition, the Courts established guideline vouchers (a flat fee based on the number of hours typically required by a given case type), automated the voucher process, established duty attorneys to provide efficient representation in high-volume areas, and imposed stricter rules and requirements for participating attorneys and investigators. Among these requirements, the Court implemented a training and screening process for a CJA investigator panel, established requirements for panel attorneys to attend initial and continuing legal education offered by the Public Defender Service (PDS) and attorney associations, and adopted practice standards developed by committees including judges, PDS attorneys, private and non-profit practitioners, and court staff. Chart 1 provides Defender Services costs over the past four fiscal years.



Caseload Data

The following data provide details on the Defender Services caseload, including historical data for calendar year 2019 to 2023. (2020, 2021 and 2022 decreased due to the Pandemic)

Chart 2 below shows the number of cases in which representation was financed by the Defender Services account. For each year, the figure reflects the number of cases for which a voucher was generated in that year, including cases that were filed in prior years. For example, vouchers may be issued for post-trial matters or experts months or years after the case was filed. In addition, guardianship and CCAN cases tend to have lengthy durations, and vouchers are issued for payment on an annual basis.

Typically, guardianships are established to protect elderly persons no longer able to manage their affairs. During the court proceeding to determine whether a guardianship is needed, the elderly person is represented by court-appointed counsel and the judge receives a health report from a court-appointed medical provider. After these initial costs to the Defender Services account, the guardian manages the affairs of the incapacitated individual and petitions the Court for fees annually during the guardianship, usually the lifetime of the incapacitated person. This caseload is growing, with the aging of the population.

In child abuse and neglect cases, the initial proceedings determine the child's placement and involve attorneys and experts on the child's needs. Once the initial case is closed, the court continues to monitor the child's welfare while the child is in foster care, for example. The attorney and any experts are issued vouchers on an annual basis.

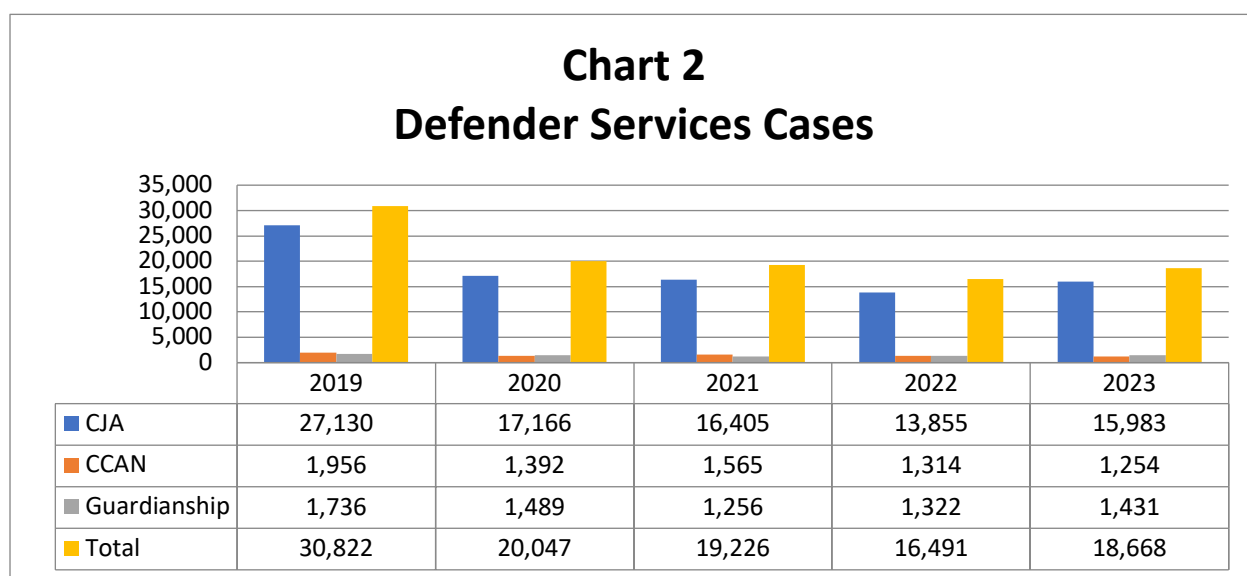
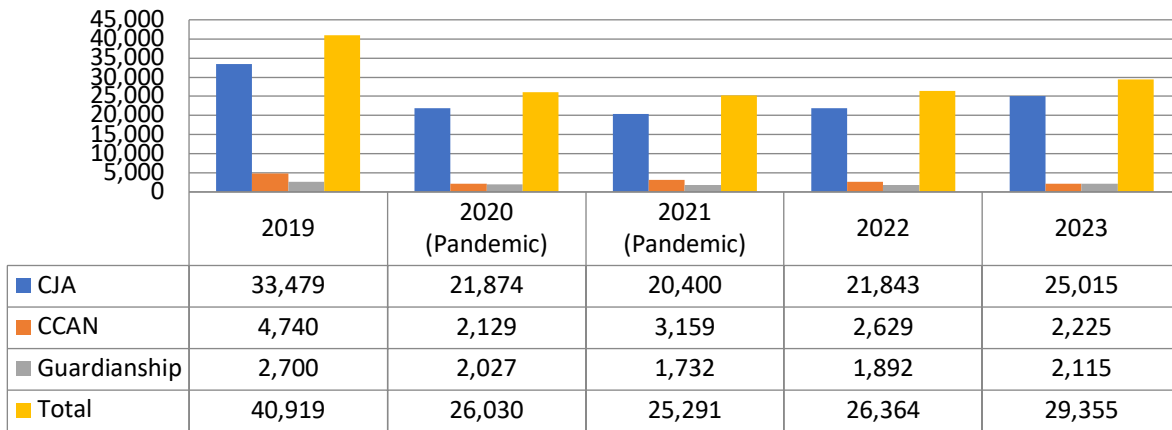


Chart 3 below shows the number of vouchers issued each year, including the monthly invoices paid from the CCAN account to the non-profit contractor and Guardianship fee petitions. As is evident from the numbers, multiple vouchers are issued in many cases; these finance services of experts such as ballistics or DNA experts in criminal cases, educational advocates in CCAN cases, or medical experts in Guardianship cases, as well as the attorney or attorneys (in some cases, multiple attorneys may be appointed to one case, either to work as a team on a complex case or as a replacement for an attorney no longer able to represent the client).

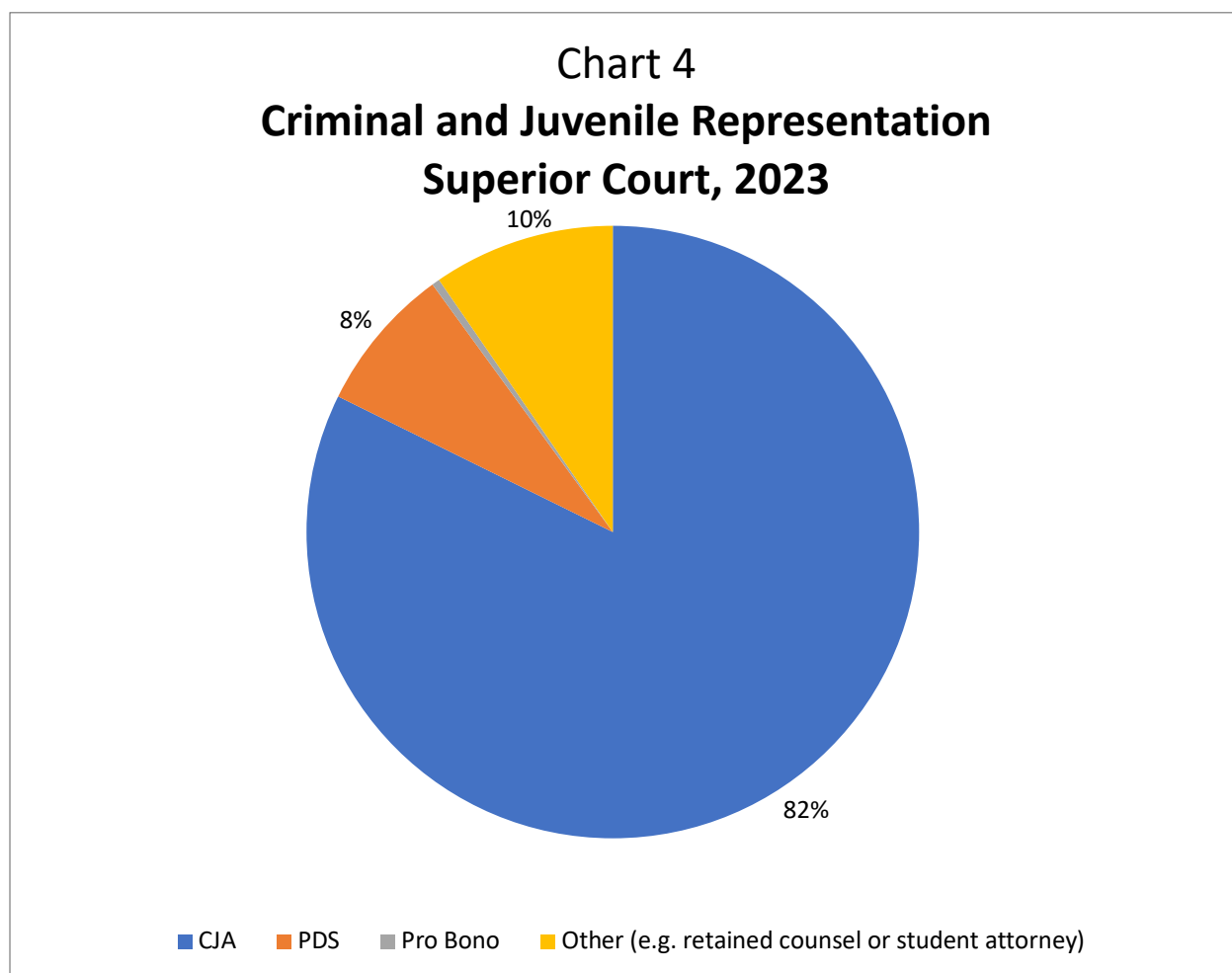
Chart 3
Defender Services Vouchers Issued



As depicted in both charts, the caseload is variable. The number of cases supported by the Defender Services account decreased 54% from 2019 to 2020, followed by a 4% decrease in 2021, a 17% decrease in 2022, and a 12% increase in 2023. The number of vouchers issued decreased by 36% from 2019 to 2020, decreased by 3% in 2021, increased by 4% in 2022 (due to the Pandemic), and increased by 11% in 2023.

Who Provides Representation

In the vast majority of criminal cases in the District of Columbia, CJA attorneys appointed by the Court represent the defendant. Attorneys employed by the Public Defender Service (PDS) typically represent defendants with the most difficult and complex cases but take a very small percentage of the cases. Chart 4 shows the breakdown of representation in Superior Court criminal adult and juvenile cases (including adult criminal, fugitive, criminal domestic violence, civil protection order, criminal contempt, and criminal traffic cases and juvenile delinquency, persons in need of supervision, and interstate cases) to which attorneys were appointed in calendar year 2023.



Rate Increase

Prior to January 1, 2023, attorneys appointed to represent indigent defendants, attorneys appointed for children and indigent parties in neglect, termination of parental rights, and adoption proceedings, and investigators had not received a rate increase since 2009. Attorneys were paid \$90 an hour and investigators received \$25 an hour. The hourly rate paid to attorneys

appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A, increased to \$175 beginning January 1, 2025.¹⁰ This rate is significantly higher than the rate paid to attorneys appointed in District of Columbia cases. A disparity also existed between the hourly rate paid to investigators in cases under the D.C. Criminal Justice Act and investigators in federal cases under the Criminal Justice Act. The disparity in pay for attorneys and investigators had adversely affected the D.C. Courts' ability to attract qualified attorneys and investigators in cases involving indigent parties and impaired the defendants' rights to receive services necessary for an adequate defense.

With the support of the President and Congress, the Consolidated Appropriations Act of 2023 included requested language to permit the Courts to raise the rate for attorneys up to the amount paid to attorneys in federal cases, which is tied to adjustments in the General Schedule. Accordingly, to begin to address these compensation disparities and assure quality representation necessary for the fair and efficient administration of justice, the Joint Committee on Administration approved an hourly rate increase of \$20 for attorneys and investigators. The hourly compensation rate for attorneys increased from \$90 to \$110 and the hourly rate for investigative services increased from \$25 to \$45. The hourly rate increase applied to cases and proceedings initiated on or after January 1, 2023, phasing in the rate increase as attorneys take on new cases.

An unobligated balance in the account, which accrued during the pandemic, was used to finance the rate increase. However, caseloads have largely returned to their pre-pandemic levels, and rescissions in prior years reduced the unobligated balance. Any additional rescissions would limit the Courts' ability to finance these critical services.

FY 2026 Request

The Courts request \$46,005,000 for Defender Services in FY 2026, the same as in FY 2025.

As shown Table 1, about half of the projected \$9 million balance will be needed in FY 2026 to finance the critical legal services provided to the public under the Defender Services appropriation. The Courts anticipate requesting additional resources in FY 2027 and beyond.

¹⁰ 7 Guide to Judiciary Policy, Vol. 7, Defender Services, Part. A, § 230.16(A) (last revised January 1, 2025); Available at <http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses>

Table 1
DISTRICT OF COLUMBIA COURTS
DEFENDER SERVICES OUTLAY TABLE
(in dollars)

	Actual FY 2024	PROJECTED FY 2025	PROJECTED FY 2026	PROJECTED FY 2027	PROJECTED FY 2028
APPROPRIATIONS	46,005,000	46,005,000	46,005,000	46,005,000	46,005,000
Prior Year Carryover (unreserved)	55,000,000	34,180,000	9,185,000	4,882,000	-1,571,000
TOTAL AVAILABLE FUNDING	101,005,000	80,185,000	55,190,000	50,887,000	44,434,000
 LESS: TOTAL OUTLAYS	 41,825,000	 47,000,000	 50,308,000	 52,458,000	 53,533,000
Outstanding Liability Adjustment		12,000,000			
Rescission	25,000,000	12,000,000			
NET CARRYOVER (unreserved)	34,180,000	9,185,000	4,882,000	-1,571,000	-9,099,000