

FY 2023 Budget Justification



District of Columbia Courts

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**District of Columbia Courts
FY 2023 Budget Justification
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DISTRICT OF COLUMBIA COURTS
Budget Justification
Summary
Fiscal Year 2023

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 on-site. 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 \$365,125,000 for operations and capital improvements in FY 2023. Of this amount, \$15,150,000 is requested for the Court of Appeals operations; \$142,112,000 is requested for the Superior Court; and \$90,263,000 is requested for the Court System. For capital improvements to courthouse facilities \$117,600,000 is requested. In addition, the Courts request \$46,005,000 for the Defender Services account.

The Courts request two language changes in the Appropriations Language section of this submission. The first would clarify the Courts' authority to procure automobiles and is similar to language in other Federally-funded District criminal justice agencies. The second would permit the Courts to increase the rate paid to court-appointed attorneys and investigators, capped at the rate paid in the nearby Federal court.

Table 1 compares the FY 2022 enacted budget with the FY 2023 request.

Table 1
DISTRICT OF COLUMBIA COURTS
FY 2023 Budget Justification
Comparison Table

	FY 2022 Enacted	FY 2023 Request	Difference
Court of Appeals	14,366,000	15,150,000	784,000
Superior Court	133,829,000	142,112,000	8,283,000
Court System	<u>83,443,000</u>	<u>90,263,000</u>	<u>6,820,000</u>
Subtotal, Operations	231,638,000	247,525,000	15,887,000
Capital	25,953,000	117,600,000	91,647,000
Total, Federal Payment	257,591,000	365,125,000	107,534,000
Defender Services	46,005,000	46,005,000	-

Summaries of the operating budget request by strategic goal, the capital request, and the defender services request follow under the FY 2023 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.

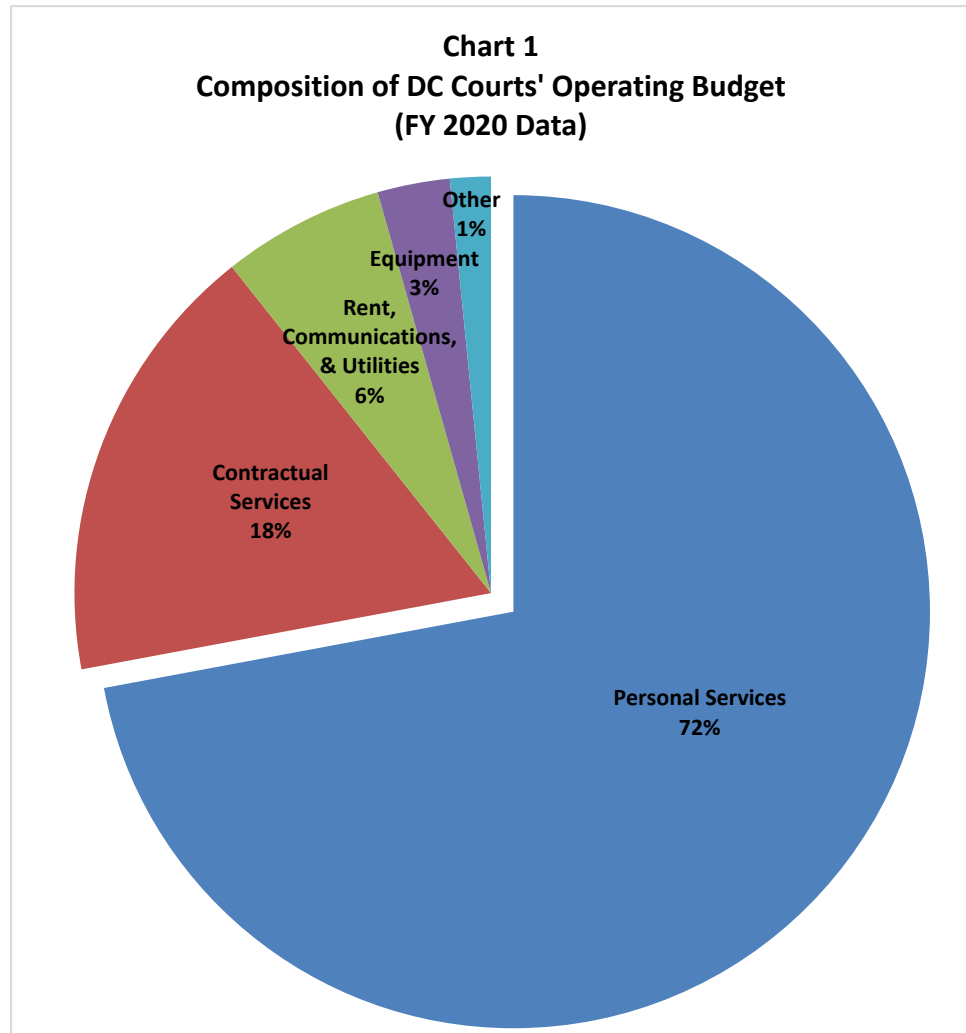
D.C. Courts Budget Overview

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 (72%) 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 in the past few years, the Courts' non-judicial staffing levels remain significantly reduced.



Pandemic Operations

The novel coronavirus forced drastic changes to court operations, as it impacted society at large. The Courts struggled, like other institutions, to balance competing demands to carry out our mission and to protect the health and safety of litigants, jurors, judges, and court staff.

Initially, in mid-March 2020, the Courts closed facilities to the public (with few exceptions), canceled all but emergency proceedings, and transitioned judges and staff to remote work as much as possible. Policies requiring social distancing and masks were put in place to protect persons who could not avoid entering court facilities and to protect health and safety as the Courts increased on-site proceedings.

The Court of Appeals, which relies more on legal documents and less on evidentiary proceedings than the trial court, continued to process cases, accepting e-filings and paper documents delivered to the courthouse. Initially, the court canceled oral arguments, deciding cases based on the documents, unless the parties requested to reschedule. The Court innovated to transition almost completely to remote work, setting up an email box for emergency filings, advancing use of electronic signatures, and conducting meetings by videoconference. In May 2020, the court held its first oral argument by videoconference, live streaming the proceedings on YouTube for public access. The court also elected to offer its first-ever remote bar examination and negotiated reciprocity agreements with at least a dozen other jurisdictions to facilitate examinees' licensure and employment in multiple locations.

The Superior Court, which typically serves approximately 10,000 persons in person every day, faced increased challenges to conduct its work and provide access to justice for the community. Initially, the court canceled proceedings, except in limited cases. Over the following months, the court deployed technology to return operations to more than 80 courtrooms, most working remotely via videoconference or telephone. In addition, the court expanded capacity to accept online payments. In April 2021, the court resumed criminal jury trials, posting a video outlining safety procedures (<https://youtu.be/sUR-mFZvuls>) and holding its first jury trial in over a year. In September 2021, the Superior Court expanded in-person proceedings, prioritizing trials for defendants who had been detained pending trial.

The Court System worked to support both courts in transitioning to remote work and protecting the safety of personnel on site. Most prominently, Information Technology staff supported the rapid transition to nearly universal telework and audio or video court proceedings. Cleaning protocols were intensified, plexiglass screens installed in courtrooms and public counters, and markers placed on the floor to promote social distancing. Recruitment, hiring, and onboarding new staff was conducted remotely.

The Courts explored ways to provide access remotely in an environment where large segments of the community lack Internet service and equipment to participate. Accordingly, in September 2020, the Courts opened five locations in the community where persons can use computers and Internet connections to access court services. In July 2021, the Courts opened public counters to strengthen access to justice.

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 have been gathering input from judges, staff, attorneys, and other stakeholders, examining innovations sparked by the pandemic conditions, and looking to the future.

From a budgetary standpoint, the court increased spending for technology implementation, janitorial services to increase cleaning, personal protective equipment, and physical barriers. Conversely, with significantly fewer in-person proceedings, security savings offset these cost increases. In addition, with fewer proceedings, the Defender Services account realized savings.



Management Practices

Although the D.C. Courts are not an executive agency, many of our management and operational initiatives and practices coincide with Executive Branch themes of advancing equity, addressing climate change, prioritizing modernized information technology and cybersecurity, delivering results, and applying evidence and evaluation.

Advancing Equity

The D.C. Courts are committed to fairness and access to all. Promoting racial equity has always been a priority for the D.C. Courts. Nevertheless, the current local and national environment calls for a renewed sense of purpose, and stronger actions with measurable outcomes. In April 2021, the Joint Committee on Judicial Administration, the Courts’ policy-making body, launched a Racial Equity Initiative to establish a comprehensive strategy and next steps to assess the D.C. Courts’ processes, policies, and procedures through a racial equity lens.

The Racial Equity Initiative consists of a four-pronged approach, including the following:

- Expanding education and training on racial equity;
- Engaging an expert on racial equity to conduct an examination of operations throughout the D.C. Courts through a racial equity lens, including systematic data collection and analysis across our processes and procedures and an evaluation of our existing hiring and employment practices for staff, including judicial staff;
- Gauging interest in establishing a coalition of outside stakeholders and agency partners to implement changes across the D.C. criminal and civil justice systems, as needed;
- Establishing an Advisory Committee to plan and facilitate internal efforts, programs, and strategies to promote and enhance a culture of racial equity within the Courts.

The D.C. Courts have leveraged existing resources, adding to our personnel policies, establishing an employee dispute resolution plan, and expanding the reach of our Equal Employment Office to include a focus on diversity, equity, and inclusion. This request includes additional resources

to promote equity: an analyst to support the Racial Equity Initiative and an Access to Justice Director to reduce barriers to equal treatment.

The D.C. Courts are committed to intensifying our efforts to address inequities in our justice system, and to make the systemic changes required to ensure that equal access to justice is a reality for all. We must fulfill our vision of being “Open to All, Trusted by All, with Justice for All.”

Addressing Climate Change

The D.C. Courts play our part in addressing climate change. As detailed in the Capital Budget section of this submission, the Courts incorporate clean infrastructure into our capital improvements. Recent major capital projects, for example, have been designed to U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) standards for energy efficiency, water conservation, green materials, and other environmental benefits. In addition, our capital budget request includes funds to conserve resources, such as installation of energy-efficient lighting. Timely maintenance promotes efficient operation of mechanical and other building systems. Furthermore, operational changes in recent years not only enhance court functions, but also yield environmental benefits. For example, electronic filing reduces paper consumption and trips to the courthouse; virtual proceedings also reduce trips to the courthouse.

Prioritizing Information Technology (IT) Modernization and Cybersecurity

Information Technology is a key element of the D.C. Courts’ Strategic Plan. Goal IV of the Plan, “Resilient and Responsive Technology,” reflects the Courts’ intention to enhance technology capabilities to serve the public and provide modern IT tools to our workforce to enhance mission effectiveness. Strategies and key results to achieve this goal include providing court personnel remote access to core court systems (which was expedited during the pandemic), expanding public electronic access to court information, enhancing electronic disaster preparedness, improving data quality, digitizing files, and complying with Federal Information Security Management Act (FISMA) standards for cybersecurity.

Information technology, however, runs through every area of the Strategic Plan. For example, electronic public interfaces, mobile-friendly applications, electronic filing for self-represented litigants, informational web-based videos, and electronic check-in for court participants are key strategies and results needed to achieve Goal I: Access to Justice for All. Goal II: Fair and Timely Case Resolution is also reliant on technology to transform business processes and enhance mission effectiveness. As noted above, the Courts are now using technology for video or teleconference court proceedings. We envision expanding technology to formal notification, document transmission, and service of process in court cases as well as new case management systems.

As shown in Table 2 below, the D.C. Courts have prioritized requested resources for IT modernization and cybersecurity. Technology initiatives are described in detail in the Information Technology Division section of this request as well as the Capital Budget. The Courts utilize shared services for financial and human resources management systems. We are

moving to cloud-based solutions for email, document storage, and major case management systems, with the appellate case management system migrated to the Cloud in July 2020 and the new trial court system in development for cloud implementation.

Delivering Results

The D.C. Courts are committed to translating court values and vision into results 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 18 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 newest Plan includes publication of these metrics on our website, enhancing public accountability. 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 fourth five-year strategic plan, “Open to All, Trusted by All, Justice for All: Strategic Plan of the District of Columbia Courts 2018 – 2022”, which is available on our website.¹ 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 five strategic goals as well as strategies to achieve them: 1) access to justice for all, 2) fair and timely case resolution, 3) professional, engaged workforce, 4) resilient and responsive technology, and 5) effective court management and administration.

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.

Applying Evidence and Evaluation

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 a recent evidence-based decision is the Courts’ expansion of the community court model citywide, following a program evaluation that showed significantly reduced

¹ The Strategic Plan is available at https://www.dccourts.gov/sites/default/files/matters-docs/2018-2022_StrategicPlan.pdf .

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.

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 2023 Request Summary

Operating Budget by Strategic Goal

The D.C. Courts are currently operating under our fourth five-year Strategic Plan, which guides court operations from 2018 to 2022. 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 2023, the Courts require adequate resources. Listed below are the D.C. Courts' strategic goals and requested additional operating budget resources, arranged by goal, to ensure that we adapt to the changing needs and perform our mission with professionalism, efficiency, and fiscal integrity.

Goal 1: Access to justice for all

Goal 2: Fair and timely case resolution

Goal 3: Professional, engaged workforce

Goal 4: Resilient and responsive technology

Goal 5: Effective court management and administration

The FY 2023 budget request enhances four of the five strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$1,796,000, 20 FTEs

The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.

The request includes The request includes \$327,000 for 4 FTEs to expedite criminal case resolution, address case backlogs, and address pending legislation; \$455,000 for 5 FTEs to respond to growing demand for domestic violence services by expediting the creation of new cases, supporting remote hearings, negotiating cases and improving data quality; \$171,000 for 3 FTEs to meet increasing probate caseloads; \$174,000 for 2 FTEs to provide legal research for magistrate judges; \$135,000 for 1 FTE to support the Courts' diversity, equity, and inclusion initiative; \$186,000 for one FTE to direct the Courts' efforts to remove barriers impeding access to justice; and \$348,000 for 4 FTEs to address the increased mediation caseload in family cases.

Goal 2: Fair and Timely Case Resolution--\$308,000, 3 FTEs

The Courts are committed to resolving disputes and legal matters in a fair and timely manner. The Courts must continue to provide due process and equal protection of the law, giving individual attention to each case and consistently applying the law in all cases.

The request includes \$79,000 for 1 FTE to provide administrative support in the Court of Appeals, freeing resources for operations; \$135,000 for 1 FTE to expedite compensation to victims of violent crime; and \$95,000 for 1 FTE to speed review of complex financial records involved in court cases.

Goal 4: Resilient and Responsive Technology--\$1,475,000, 5 FTEs

The D.C. Courts must continue to enhance information technology capabilities to provide the highest level of service to the public and state-of-the-art technology tools to its workforce. The Courts must develop, manage, and maintain an information technology infrastructure and services that are effective, efficient, and resilient in supporting the Courts' mission. The Courts must focus on providing exceptional customer service by expanding access to court information and services, enhancing technology capabilities, and ensuring optimal security for court data and information assets.

The request includes \$270,000 for 3 FTEs to strengthen information security; \$920,000 to keep pace with technology industry standards for efficiency and security; and \$190,000 for 3 FTEs to support courtroom technology capabilities and remote operations.

Goal 5: Effective Court Management and Administration--\$1,971,000, 4 FTEs

Effective management and operation of the justice system for the District of Columbia requires a team of knowledgeable professionals with a common mission and shared resources, collaborating to achieve results that best serve the public. The Courts are committed to fiscal accountability with respect to all Courts' resources. Confidence in the judicial system necessitates that each case management function -- trial and appellate -- understands the individual responsibilities and unique role of the other while leveraging opportunities for shared approaches to administrative functions.

The request includes \$1,620,000 to maintain the Moultrie Courthouse Addition; \$216,000 for 3 FTEs to support facilities maintenance and repair; and \$135,000 for 1 FTE to enhance compliance with legal requirements.

Built-In Increases--\$10,337,000

The request also includes \$10,337,000 for built-in increases, including cost-of-living (at 4.6%), within-grade, and non-pay inflationary increases. The Courts request funding for within-grade increases because we have a considerably lower turnover rate compared to the Federal government, which can finance within grade increases through higher turnover (10.5% in 2019 versus 16.4%, respectively).

Capital Budget Request

The FY 2023 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 (FCA) Report.

The D.C. Courts' FY 2023 Capital Budget Request totals \$117.6 million, including \$70.93 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$46.68 million to maintain the D.C. Courts' existing facilities and surrounding public space.

Renovations, Improvements & Expansions

Recorder of Deeds Restoration

The FY 2023 Capital Budget request includes a total of \$30.66 million to restore the historic Recorder of Deeds building to meet space requirements. The building, which contains culturally significant murals, has deteriorated considerably since it was vacated by the District Government in 2008.

The benefits of restoring the Recorder of Deeds building for the D.C. Courts' use are three-fold:

1. The D.C. Courts' anticipated space need will be fulfilled through 2030 without dependency on high-cost leased space, as all D.C. Courts' components requiring

functional adjacency to the courthouses will be consolidated into the D.C. Courts' Judiciary Square portfolio of government-owned facilities.

2. Adjacency to the courthouse will allow the D.C. Courts to provide greater "access to justice for all" in the D.C. community by co-locating the D.C. Courts and D.C. community partners who deliver vital services in one easily accessible location.
3. Restoration of the historic Recorder of Deeds Building will not only preserve a building that is an important part of our nation's African American history, but it will also lower the number of excess and underutilized properties in the District of Columbia's real property portfolio by bringing a vacant, deteriorating building back into active use.

Accommodating the D.C. Courts' Anticipated Growth Through 2030

In 2018, the D.C. Courts commissioned a master planning team to perform an update to the Facilities Master Plan. The intent of the Facilities Master Plan update was to assess progress that has been made implementing both the Judiciary Square Master Plan (an urban design plan for the area) and the Facilities Master Plan to date, and to look forward ten years to determine D.C. Courts' facility needs through 2030. As part of the master planning effort, the team assessed space requirements based on historic patterns, current usage, current caseload, D.C. Courts space standards, funded positions, and anticipated operational changes and growth over time. Based on their research and statistical analysis of these factors, paired with the anticipated increase in District of Columbia population over the next 10 years, the master planning team concluded that, through 2030, the D.C. Courts will require approximately 18,000 USF in addition to what is currently in the D.C. Courts' Judiciary Square government-owned portfolio. The Recorder of Deeds building, restored in its existing configuration, will provide approximately 20,100 USF above ground, thereby fulfilling the D.C. Courts' projected space need through 2030.

The projected 2030 space requirements are modeled on the relationship between the size and characteristics of the D.C. population and the D.C. Courts' facilities necessary to serve them. Court operations with a high degree of public transactions are sensitive to demographic shifts and population changes and, therefore will grow as the DC population grows.

The anticipated space need through 2030 is based on the following assumptions:

- Courtrooms, chambers and needs of most D.C. Courts' organizations will not increase over the next five years. Existing courtrooms and chambers are expected to absorb projected court activity increase to 2030.
- Public-oriented D.C. Courts divisions will grow reflecting the projected District of Columbia population growth. The rate of growth applied is 13.9% based on 2019 Census Bureau average projected growth from 2020 to 2030. This percentage is applied to D.C. Courts' divisions with significant public service functions.
- Technology improvements will offset growth in general administrative areas. For example, filing requirements are decreasing with e-filing procedures and an ongoing program to scan existing hard copy files.
- D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings.
- The D.C. Courts' formal telework policy will not reduce the anticipated space need through 2030. It allows work off-premises, however, personnel working off premises

retain their assigned workspace within court buildings. To impact long-term space needs, the Courts would need to adopt new space-use policies such as shared workstations, unassigned workstations, small touchdown workstations for teleworkers, or full-time telework options for certain groups.

Providing “Greater Access to Justice for All”

As detailed above, one assumption that underlies the D.C. Courts’ space need through 2030 is that D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts’ buildings, as the provision of additional space would contribute to an anticipated space shortfall in future years. Consequently, *The Strategic Plan of the District of Columbia Courts 2018-2022*, that articulates the D.C. Courts’ goal to collaborate with city and community partners to offer expanded information and selected services at court facilities would not be realized. This goal is only realized with either (1) the addition of space to the existing D.C. Courts’ portfolio of government-owned facilities or (2) the continued use of high-cost leased space adjacent to the courthouse. A designated location, such as the historic Recorder of Deeds Building, would provide the additional space required to not only fulfill the anticipated space requirement, but also to meet the intent of the Strategic Plan Goal I:

“The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts will work to ensure full access to the justice system and court services.”

Preserving Our Nation’s History

As noted by the D.C. Preservation League, the historic Recorder of Deeds “building [and the artwork within] expresses the interplay between political aspirations, social struggle, the search for civic identity, and even the influence of global war on the District of Columbia.” This building, listed on the District of Columbia’s inventory of Historic Sites, and an important stop on the African American Heritage Trail now sits vacant, visibly neglected by lack of protection against twelve years of water intrusion after the building was vacated in 2008. Review of the original building drawings, various reports, assessments, and studies performed prior to 2011, combined with recent visual assessments have revealed that deterioration of the building has escalated and threatens the structural integrity of the historic building and unique artwork that together strongly identify with the struggle of African Americans for political and social rights in the United States. With the addition of the historic Recorder of Deeds Building to the D.C. Courts’ portfolio at Judiciary Square, the D.C. Courts will work with our partners to save this deteriorating landmark and continue to serve as a custodian for assets of historical significance—operating and maintaining a total of four historically significant buildings designed by Nathan Wyeth within the proposed Historic Judiciary Square District.

Courtrooms and Judges' Chambers

The Courts must systematically modernize courtrooms, courtroom support space, and judges' chambers campus wide. The renovation of approximately 70 courtrooms (including their supporting spaces), hearing rooms, and approximately 70 judges' chambers will be phased over 15 to 20 years. Near-term priorities include the following initiatives:

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 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 types of court cases have a fully ADA compliant venue on the Judiciary Square campus. It is, therefore, focused on the modernization of courtroom sets that are in poor condition and that the DC Courts are targeting to make ADA accessible; priority for modernization will be 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 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.

The FY 2023 request for \$13.33 million supports the Courts' two top priorities: 1) the provision of ADA accessible courtrooms and courtroom support space, and 2) the accommodation of all court personnel in government-owned buildings to eliminate dependency on high-cost lease space. The funds requested in FY 2023 will address the following within Building B:

- Modernization of the existing Landlord Tenant and Small Claims Courtroom sets;
- Reconfiguration and modernization of existing space housing Landlord Tenant and Small Claims courtroom personnel supporting courtroom functions;
- Re-stacking, reconfiguration and modernization of space required to accommodate personnel growth within divisions who need to remain in the building for operational efficiency, require adjacency to courtrooms, and cannot be accommodated elsewhere;
- Modernization of all building infrastructure required to support the interior reconfigurations and modernizations detailed above, as identified in the 2021 FCA;
- The renovation of all swing space necessary for uninterrupted court operations during the construction phase of the efforts detailed above.

The Courts prioritize the Landlord Tenant and Small Claims Courtroom sets in FY 2023 because they are high-traffic courtrooms that have experienced increased caseloads (and therefore increased space needs) in recent years. To meet those space needs they have expanded into space planned for other court functions. To ensure these courtrooms have permanent assigned space and that they operate efficiently as ADA accessible venues, complete reconfiguration and modernization of space is essential and time sensitive.

2. 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, many judges' chambers still lack complete fire protection systems and have egress issues, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers are not ADA compliant, they lack mechanical and electrical infrastructure to support modern equipment, and they have outdated finishes, fixtures and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of court personnel. This initiative will continue until all chambers have complete fire protection systems and comply with ADA requirements.

The FY 2023 request for \$5.69 million includes the modernization of judges' chambers on the north and northeast perimeter of the 3rd floor of the H. Carl Moultrie I Courthouse, including adjacent support space and access pathways.

3. Refreshing 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 twenty years, the Courts must make minor 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.

The FY 2023 request for \$840,000 includes the refresh of 10 courtrooms and 10 chambers. 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.

Campus Security, Signage and Lighting

The Courts request \$11.78 million to complete security enhancements to the Courts' Judiciary Square campus as detailed in the Judiciary Square Master Plan and the Open Space and Perimeter Security Design. This project will provide a secure perimeter around court buildings and increased pedestrian safety. The Courts have prioritized portions of the total requirement and identified the following FY 2023 initiatives:

1. Securing the Northeast Block of Campus

This initiative will secure the perimeter of the northeast block of the Courts' campus at Judiciary Square, implementing the Open Space and Perimeter Security Design, approved by the National Capital Planning Commission (NCPC). The FY 2023 request for \$6.20 million includes the renewal of existing parking access and control measures and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards, and hardened benches) to create a continuous security perimeter around the block on which Building B sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrians and D.C. Courts personnel. Now that the D.C. Courts' migration from Gallery

Place effort has been funded, the fund request will support the start of exterior work to secure the block as work on the interior of Building B is being completed.

2. Securing the Northwest Block of Campus

This initiative is focused to implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northwest block of the D.C. Courts' campus at Judiciary Square. The FY 2023 request for \$5.58 million includes the replacement of aged parking access and control devices and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building A sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrian and D.C. Courts personnel. The funding request is aligned with the *Securing the Northeast Block of Campus* initiative to complete both initiatives as one project, thereby achieving construction mobilization efficiencies and cost savings.

Life Safety and Code Compliance Upgrades

The D.C. Courts request \$8.62 million in FY 2023 to complete projects in locations where life safety and code compliance issues have compounded due to increased personnel counts without expansion or reconfiguration of space to accommodate those personnel. The funds requested will be used to complete all activities required to provide safe accommodation of two offices—the Crime Victims Compensation Program and the Landlord Tenant Resource Center. In addition, the funds requested will support the completion of all items (as identified in the 2021 FCA) requiring immediate corrective action to ensure life safety campus wide.

1. Crime Victims Compensation Program Upgrades

The number of personnel in the Crime Victims Compensation Program has increased since building upgrades were made over 14 years ago in 2007. As a result, the suite they occupy on the first floor of Building A is currently over-populated, creating egress and other building code compliance issues. In addition, the suite lacks a complete fire protection system, posing a life safety threat; is not ADA compliant; lacks essential physical security controls to protect court personnel and visitors and personal data stored in the suite; lacks energy efficient lighting; and does not meet D.C. Courts Design Standards. The funds requested not only include the renovation and expansion of the existing suite, but the cost of all relocations and swing space accommodations required to support continued operations during construction.

2. Landlord and Tenant Resource Center Relocation

The Center has expanded onto the 2nd floor of Building B and currently occupies space that has long been reserved for court personnel migrating from Gallery Place. To accommodate the court personnel on the 2nd floor as originally planned, the Center must be relocated. The D.C. Courts have identified space on the lower level of Building B to accommodate the Center and consolidate the Center adjacent to free services provided by the DC Bar. To relocate the Center to the lower level, essential life safety, code and ADA accessibility issues need to be addressed. For example, 1) life safety systems must be completed in all space to be occupied, 2) ADA

accessible restrooms must be created for public use, and 3) an accessible pathway must be created from other floors of Building B to the lower level.

3. High Priority Life Safety Items Campus Wide

The recent re-baselining of the FCA in 2021 identified campus wide life safety and code compliance items that require action within 1-2 years to ensure life safety of D.C. Courts personnel and visitors. The FY 2023 funds request will support the completion of these items, beginning with those of the highest priority in 2023.

Maintain Existing Infrastructure

The FY 2023 Capital Budget request also includes \$46.68 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.

The D.C. Courts request \$12.75 million for the HVAC, Electrical, and Plumbing Upgrades project to continue to upgrade electrical systems in the H. Carl Moultrie I Courthouse and replace HVAC equipment throughout the campus as components reach the end of their useful life. Campus wide, the recent re-baselining of the FCA in 2021 identified mechanical, electrical, and plumbing items that require action within 1-2 years to avoid near term failure. As a result, in addition to system upgrades and equipment replacements in the Moultrie Courthouse, the FY 2023 funds request will support the completion of mechanical, electrical, and plumbing action items identified in the 2021 FCA Report, beginning with those of the highest priority in 2023.

Regarding court security, 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 nineteen years old by 2023, has aged beyond its useful life. In the event of a system malfunction in the near future, neither tech support nor replacement parts will be available, rendering the system inoperable. The system is analog based, much of the marketplace has ceased production of analog components, and the remaining vendors plan to do so within the next two to six years. All technology support for analog-based systems will end after 2022. The unavailability of parts has already begun to affect the repair of the existing systems. The \$4.81 million requested for Fire and Security Alarm Systems 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. 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.

The \$20.21 million in the request for General Repair Projects will permit the D.C. Courts to continue, in all five Judiciary Square campus buildings, (1) accessibility and safety

improvements; (2) replacement of fixtures, lighting, flooring, and ceiling tiles; and (3) replacement of equipment, as required due to aging and failure. General repair projects will be completed as prioritized and recommended in the 2021 Facilities Condition Assessment Report, and funds requested in FY 2023 will support the completion of projects identifying what repairs are most urgent to complete in 2023 to ensure operational continuity in court facilities. To keep elevators and escalators in good working order in all five Judiciary Square campus buildings, \$360,000 is requested. A total of \$360,000 is requested for Restroom Improvements to maintain public restrooms in the Judiciary Square campus buildings.

In the area of technology, the D.C. Courts are requesting \$5.2 million to provide an initial base year of funding to support the organization's strategic goals, specifically, to provide resilient and responsive technology resulting in the highest level of service to the public. The D.C. Courts four (4) major areas where the technology request is focused are: (1) The current D.C. Court of Appeals' case management system (CMS) is approaching the end of useful life in 2023. The CMS will have been in production for twelve years in 2023 and unfortunately lacks capabilities and efficiency enhancements found in current state-of-the-art Appeals Court case management systems. The review, selection and implementation of a new Appeals Court case management system would enable the DC Court of Appeals to efficiently manage its significant caseload, particularly in view of current judicial vacancies and the lack of an intermediate appellate court in the District of Columbia. Although the court has put in place manual processes to accomplish this workload, assuring and maximizing efficiency is crucial in providing timely administration of justice to the constituents of the District of Columbia. As an example, judicial panel voting on appeals cases and related motions cannot be conducted within the existing system. This lack of functionality hampers efficient case processing. In addition, the current system's reporting capacity limits the use of data available for administrative decision-making. (2) Access to information to ensure efficient access to justice, fair and timely case resolution through web-based and mobile applications that will provide court participants greater access to information and data enhancing productivity. This initiative will additionally provide court personnel with the ability to utilize computer applications remotely. (3) Enhancing technology capabilities to promote operational effectiveness by seeking innovative technology solutions, specifically cloud computing, workspace virtualization, and network infrastructure enhancements. Implementing these technologies will ensure compliance with federal requirements and internal standards and (4) Information security technologies that protect court information and assets from cyber threats and other risks, both internal and external. The implementation of these technologies will provide effective prevention against attacks on information technology assets, ensure continuous uninterrupted service of court systems and allow for high availability of critical court applications in the event of an emergency.

Finally, \$2.99 million is requested for the completion of items in the Historic Courthouse and the adjacent plaza identified in the 2021 FCA Report as requiring immediate corrective action, beginning with those of the highest priority in 2023.

Defender Services Budget Request

To support Strategic Goal 2: Access to Justice, the FY 2023 Defender Services request totals \$46,005,000, unchanged from FY 2022. The Courts have requested legislative authority to set

the rates for attorneys and investigators in the Defender Services accounts, up to that paid in the Federal court.

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 2023 Operating Budget Request Priorities**

#	FY 2022 Level	Court of Appeals		Superior Court		Court System	
		Amount	FTE	Amount	FTE	Amount	FTE
		14,366,000	94	133,829,000	924	83,443,000	301
1	Built-in Increases to Maintain Current Service Level	706,000		6,578,000		3,053,000	
2	Strengthening Information Security (IT Division)					270,000	2
3	Microsoft Cloud Services (IT Division)					920,000	-
4	Eliminate Pandemic Backlog and Expedite Case Resolution						
4.1	Multimedia Specialists (IT Division)					285,000	3
4.2	Processing Jury Trials and Expungements (Criminal Division)			327,000	4		
4.3	Responding to the Growing Demand for DV Services (Domestic Violence Division)			455,000	5		
4.4	Meeting the Demands of an Increasing Caseload (Probate Division)			171,000	3		
4.5	Magistrate Judge Law Clerks (Judges and Chambers Staff)			174,000	2		
5	Strengthening Diversity, Equity, and Inclusion (Executive Office)					135,000	1
6	Access to Justice Director (Executive Office)					186,000	1
7	Administrative Assistant	78,000	1				
8	Mediating Cases for Families (Multi-Door Dispute Resolution Division)			348,000	4		
9	Maintaining Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)					1,620,000	-
10	Expediting Victims Compensation (Crime Victims Compensation Program)			135,000	1		
11	Expediting Financial Review (Office of the Auditor Master)			95,000	1		
12	Facility Maintenance (Capital Projects and Facilities Management Division)					216,000	3
13	Enhancing Compliance with Legal Requirements (Office of the General Counsel)					135,000	1
	Total Request	15,150,000	95	142,112,000	944	90,263,000	312

Recent Achievements

In FY 2020, the Court of Appeals and the Superior Court resolved nearly 56,000 cases (1,221 and 54,544 cases, respectively). The Courts look forward to continued success in enhancing technology, expediting case processing, promoting equity, 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 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;
- Facilitated payment of court financial obligations with an online payment system for criminal cases and credit card machines available 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 Navigator 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 in all four quadrants of D.C. 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; 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;
- Expansion of public access to court documents online by adding documents in some felony cases to the Superior Court public access portal, where the public has had access to criminal, probate and civil case dockets, as well as images of documents in all civil cases and lower level criminal cases in addition to operation of a public access portal in the D.C. Court of Appeals where the public can view docket information.

Goal II: Fair and timely case resolution

- 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;
- 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 (which is being 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;
- 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;
- 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;
- Creation of a Guardianship Assistance Program to improve services provided to incapacitated adults through a collaborative program in which master degree social work students at local universities are appointed by the Probate Court to visit adult wards, report on the services being provided, and work with the guardians appointed by the court to address any unmet needs of the wards;
- Initiation of a new procedure for the public to bring complaints about adult guardianship cases to the attention of the court;
- 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, expanded in 2013, 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.

Goal III: Professional, engaged workforce

- 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, 97% of D.C. Courts' employees indicated they were willing to put in extra effort to get the job done. The Courts will continue to focus on the areas of health and wellness, work/life balance, internal communications, and performance management.

Goal IV: Resilient and Responsive Technology

- Initiated implementation of a new cloud-based trial court case management system, which will also enhance data quality and link with the Courts' business intelligence system. "Go live" for the first phase is scheduled in February 2022;
- 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;
- Initiation of electronic, online application for admission to the D.C. Bar;
- 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;
- Implementation of a cloud-based case management system to manage juveniles under court supervision;
- Expansion of the use of Voice Over Internet Protocol (VoIP) technology for telephone service, making phone calls portable, decreasing costs, and simplifying administration;
- 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;
- 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;
- Implementation of a computerized intake system, electronic scheduling, and an automated check-in system to enhance customer service and operational efficiencies.

Goal V: Effective Court Management and Administration

- 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, the U.S. Agency for International Development (USAID), World Bank, and international cultural exchange organizations, providing educational programs tailored to the needs and interests of each individual delegation;

- 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;
- Implementation of the Courts' fourth Strategic Plan to ensure strategic alignment of our goals, functions, and resources in 2018 - 2022, 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;
- 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;
- 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 2020;
- Operation of an Acquisition Institute to train court staff with acquisition and contract management responsibilities;
- Construction of the western portion of the Moultrie Courthouse Addition, which will provide 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.

Chart 2
DISTRICT OF COLUMBIA COURTS
Organizational Structure

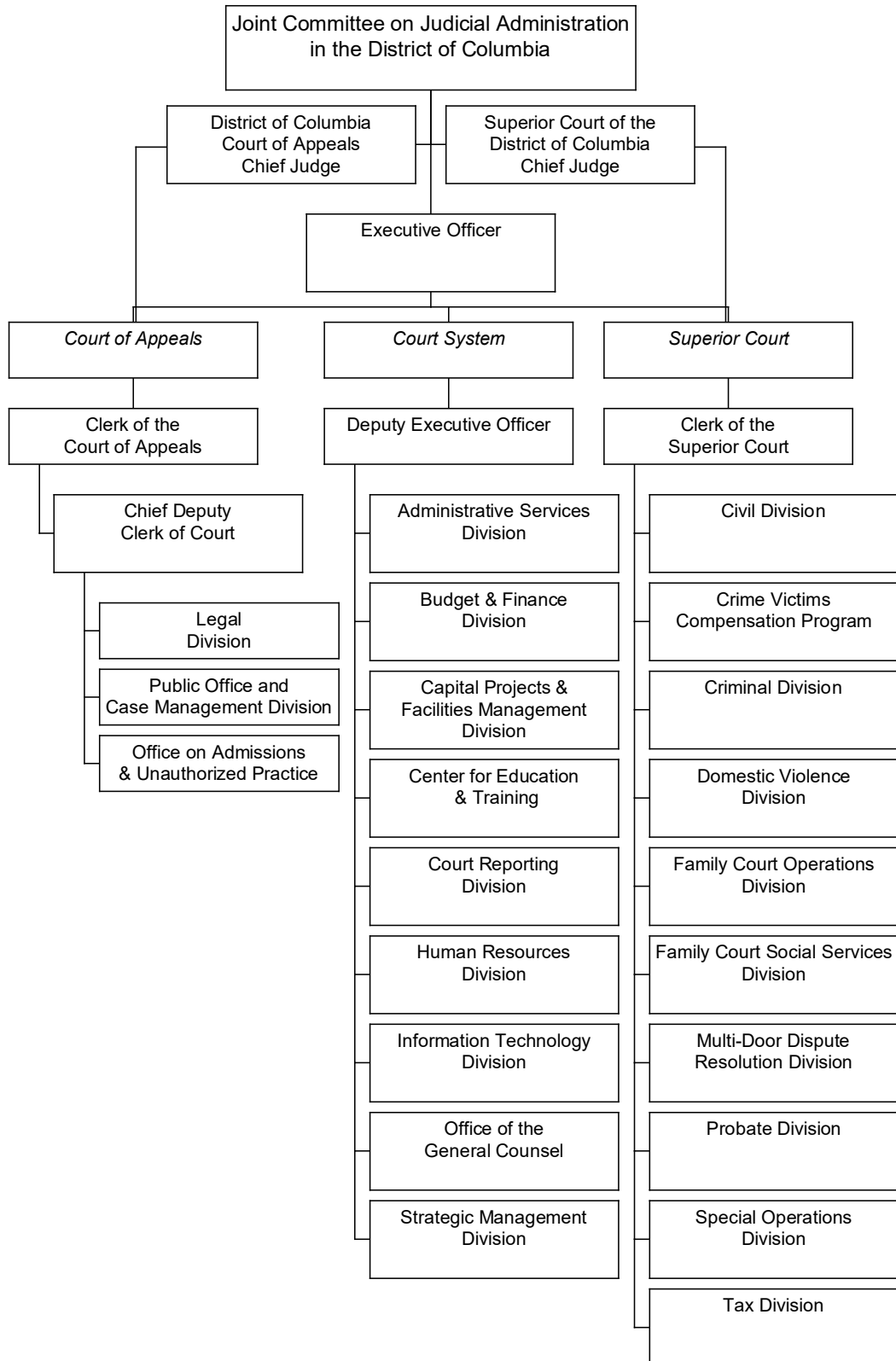


Table 3
DISTRICT OF COLUMBIA COURTS
FY 2023 Budget Justification
Summary Table

Operations

	<u>Amount</u>	<u>FTE</u>
District of Columbia Court of Appeals		
FY 2022 Level	14,366,000	94
FY 2023 Requested Increases		
<i>A. Goal 2: Fair and Timely Case Resolution</i>		
1. Administrative Assistant	<u>78,000</u>	<u>1</u>
<i>Subtotal</i>	<i>78,000</i>	<i>1</i>
<i>B. Built-In Cost Increases</i>		
1. COLA, FY 2023	567,000	-
2. Within-Grade Increases	95,000	-
3. Non-pay built-in cost increases	<u>44,000</u>	<u>-</u>
<i>Subtotal</i>	<i>706,000</i>	<i>-</i>
FY 2023 Budget, Court of Appeals	15,150,000	95
Superior Court of the District of Columbia		
FY 2022 Level	133,829,000	924
FY 2023 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Responding to the Growing Demand for DV Services (Domestic Violence Division)	455,000	5
2. Mediating Cases for Families (Multi-Door Dispute Resolution Division)	348,000	4
3. Processing Jury Trials and Expungements (Criminal Division)	327,000	4
4. Magistrate Judge Law Clerks (Judges and Chambers Staff)	174,000	2
5. Meeting the Demands of an Increasing Caseload (Probate Division)	<u>171,000</u>	<u>3</u>
<i>Subtotal</i>	<i>1,475,000</i>	<i>18</i>
<i>B. Goal 2: Fair and Timely Case Resolution</i>		
1. Expediting Victims Compensation (Crime Victims Compensation Program)	135,000	1
2. Expediting Financial Review (Office of the Auditor Master)	<u>95,000</u>	<u>1</u>
<i>Subtotal</i>	<i>230,000</i>	<i>2</i>
<i>C. Built-In Cost Increases</i>		
1. COLA, FY 2023	5,206,000	-
2. Within-Grade Increases	909,000	-
3. Non-pay built-in cost increases	<u>463,000</u>	<u>-</u>
<i>Subtotal</i>	<i>6,578,000</i>	<i>-</i>
FY 2023 Budget, Superior Court	142,112,000	944

	<u>Amount</u>	<u>FTE</u>
District of Columbia Court System		
FY 2022 Level	83,443,000	301
FY 2023 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Access to Justice Director (Executive Office)	186,000	1
2. Strengthening Diversity, Equity, and Inclusion (Executive Office)	<u>135,000</u>	<u>1</u>
<i>Subtotal</i>	<i>321,000</i>	<i>2</i>
<i>B. Goal 4: Resilient and Responsive Technology</i>		
1. Microsoft Cloud Services (IT Division)	920,000	-
2. Multimedia Specialists (IT Division)	285,000	3
3. Strengthening Information Security (IT Division)	<u>270,000</u>	<u>2</u>
<i>Subtotal</i>	<i>1,475,000</i>	<i>5</i>
<i>C. Goal 5: Effective Court Management and Administration</i>		
1. Maintaining Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)	1,620,000	-
2. Facility Maintenance (Capital Projects and Facilities Management Division)	216,000	3
3. Enhancing Compliance with Legal Requirements (Office of the General Counsel)	<u>135,000</u>	<u>1</u>
<i>Subtotal</i>	<i>1,971,000</i>	<i>4</i>
<i>D. Built-In Cost Increases</i>		
1. COLA, FY 2023	1,912,000	-
2. Within-Grade Increases	322,000	-
3. Non-pay built-in cost increases	<u>819,000</u>	<u>-</u>
<i>Subtotal</i>	<i>3,053,000</i>	<i>-</i>
FY 2022 Budget, Court System	90,263,000	312
 Total FY 2023 Budget, D.C. Courts Operations	 247,525,000	 1,351

Capital Improvements

Renovations, Improvements & Expansions	
1. Historic Recorder of Deeds Restoration	30,660,000
2. Courtrooms and Chambers	19,860,000
<i>Modernizing Courtroom Sets for ADA Accessibility</i>	<i>13,330,000</i>
<i>Modernizing Judges' Chambers</i>	<i>5,690,000</i>
<i>Refreshing Courtrooms and Chambers for Continuity of Operations</i>	<i>840,000</i>
3. Campus Security, Signage, and Lighting	11,780,000
<i>Securing the Northeast Block of Campus</i>	<i>6,200,000</i>
<i>Securing the Northwest Block of Campus</i>	<i>5,580,000</i>
4. Life Safety and Code Compliance Upgrades	<u>8,620,000</u>
<i>Subtotal, Renovations, Improvements & Expansions</i>	<i>70,920,000</i>
Maintain Existing Infrastructure	
1. HVAC, Electrical and Plumbing Upgrades	12,750,000
2. Fire and Security Alarm Systems	4,810,000
3. General Repair Projects	20,210,000
4. Elevator and Escalator Repairs and Replacement	360,000
5. Restroom Improvements	360,000
6. Technology Infrastructure	5,200,000
7. Historic Courthouse	<u>2,990,000</u>
<i>Subtotal, Maintain Existing Infrastructure</i>	<i>46,680,000</i>
FY 2023 Budget, Capital Improvements	117,600,000

Defender Services

FY 2022 Level	46,005,000
FY 2023 Requested Increases	<u>-</u>
FY 2023 Budget, Defender Services	46,005,000

Table 4
DISTRICT OF COLUMBIA COURTS
FY 2023 Budget Justification
Object Class Table

Operating Budget

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
Court of Appeals				
11 - Personnel Compensation	9,622,000	9,854,000	10,450,000	596,000
12 - Personnel Benefits	2,287,000	2,344,000	2,488,000	144,000
<i>Subtotal Personnel Services</i>	<i>11,909,000</i>	<i>12,198,000</i>	<i>12,938,000</i>	<i>740,000</i>
21 - Travel, Transp. of Persons	60,000	61,000	62,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	99,000	101,000	103,000	2,000
24 - Printing & Reproduction	83,000	84,000	86,000	2,000
25 - Other Services	1,185,000	1,205,000	1,229,000	24,000
26 - Supplies & Materials	89,000	90,000	92,000	2,000
31 – Equipment	617,000	627,000	640,000	13,000
<i>Subtotal Non-Personnel Services</i>	<i>2,133,000</i>	<i>2,168,000</i>	<i>2,212,000</i>	<i>44,000</i>
TOTAL	14,042,000	14,366,000	15,150,000	784,000
Superior Court				
11 – Compensation	86,093,000	89,857,000	96,060,000	6,203,000
12 – Benefits	19,848,000	20,749,000	22,366,000	1,617,000
<i>Subtotal Personal Services</i>	<i>105,941,000</i>	<i>110,606,000</i>	<i>118,426,000</i>	<i>7,820,000</i>
21 - Travel, Transp. of Persons	399,000	409,000	417,000	8,000
22 - Transportation of Things	14,000	14,000	14,000	0
23 - Rent, Commun. & Utilities	4,244,000	4,367,000	4,454,000	87,000
24 - Printing & Reproduction	582,000	598,000	610,000	12,000
25 - Other Services	12,941,000	16,250,000	16,575,000	325,000
26 - Supplies & Materials	945,000	973,000	992,000	19,000
31 – Equipment	594,000	612,000	624,000	12,000
<i>Subtotal Nonpersonal Services</i>	<i>19,719,000</i>	<i>23,223,000</i>	<i>23,686,000</i>	<i>463,000</i>
TOTAL	125,660,000	133,829,000	142,112,000	8,283,000
Court System				
11 – Compensation	30,970,000	33,042,000	35,787,000	2,745,000
12 – Benefits	8,842,000	9,398,000	10,114,000	716,000
<i>Subtotal Personal Services</i>	<i>39,812,000</i>	<i>42,440,000</i>	<i>45,901,000</i>	<i>3,461,000</i>
21 - Travel, Transp. of Persons	405,000	414,000	422,000	8,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Commun. & Utilities	9,099,000	9,310,000	9,497,000	187,000
24 - Printing & Reproduction	105,000	107,000	109,000	2,000
25 - Other Services	25,492,000	26,086,000	29,148,000	3,062,000
26 - Supplies & Materials	683,000	698,000	711,000	13,000
31 – Equipment	4,285,000	4,382,000	4,469,000	87,000
<i>Subtotal Nonpersonal Services</i>	<i>40,075,000</i>	<i>41,003,000</i>	<i>44,362,000</i>	<i>3,359,000</i>
TOTAL	79,887,000	83,443,000	90,263,000	6,820,000

Table 5
DISTRICT OF COLUMBIA COURTS
FY 2023 Budget Justification
Interagency Agreements

Partner Agency	Contract Information	Agreement Amount (in dollars)
Federal Occupational Health Services	Health Care Services	551,000
Federal Occupational Health Services	Employee Assistance Program & WorkLife4You	18,000
Federal Occupational Health Services	Medical Clearance Review Services (For Contractual Security Officers)	40,000
Federal Occupational Health Services	Medical employability case review services	30,000
Federal Occupational Health Services	Ergonomics consultation services	50,000
Federal Occupational Health Services	Dependent backup care services	5,000
General Services Administration	Steam	1,700,000
General Services Administration	WITS - FTSBILLS (Telephone services)	765,000
Interior Business Center	Accounting Operations Financial Services Support	2,800,000
Interior Business Center	Human Resources System	700,000
Office of Personnel Management	Electronic Official Personnel File (eOPF) Hosting & Maintenance	30,000
Office of Personnel Management	Adjudicated Services for Public Trust Investigations	20,000
Office of Personnel Management	FSAFEDS employee flexible spending risk reserve	15,000
US Department of Justice	US Marshals Service	650,000
US Department of Labor	Unemployment compensation	120,000
US Department of Labor	Workers' compensation	150,000
Total		5,051,000

**District of Columbia Courts
FY 2023 Budget Justification
Appropriations Language**

Language

FEDERAL PAYMENT TO THE DISTRICT OF COLUMBIA COURTS

For salaries and expenses, *including the transfer and hire of motor vehicles*, for the District of Columbia Courts, [\$273,508,000] \$365,125,000 to be allocated as follows: for the District of Columbia Court of Appeals, [\$14,366,000] \$15,150,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the Superior Court of the District of Columbia, [\$133,829,000] \$142,112,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the District of Columbia Court System, [\$83,443,000] \$90,263,000, of which not to exceed \$2,500 is for official reception and representation expenses; and [\$25,953,000] \$117,600,000, to remain available until September 30, [2023]2024, 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. (*Financial Services and General Government Appropriations Act, 2022*)

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: (*Financial Services and General Government Appropriations Act, 2022*)

ADMINISTRATIVE PROVISION

SEC. ____.

ADJUSTMENTS IN COMPENSATION RATES FOR CERTAIN PERSONNEL.

- a. Attorneys Representing Indigent Defendants.
 - 1. IN GENERAL. Section 11–2604(a), District of Columbia Official Code, is amended by striking “at a fixed rate of \$90 per hour” and inserting “an hourly rate not to exceed the rate payable under section 3006A(d)(1) of title 18, United States Code”.
 - 2. EFFECTIVE DATE. The amendments made by this section shall apply with respect to cases and proceedings initiated on or after the date of the enactment of this Act.
- b. Criminal Justice Investigators.
 - 1. IN GENERAL. Section 11–2605, District of Columbia Official Code, is amended in subsections (b) and (c) by striking “(or, in the case of investigative services, a fixed rate of \$25 per hour)” each place it appears.
 - 2. EFFECTIVE DATE. The amendments made by this section shall apply with respect to investigative services provided in connection with cases and proceedings initiated on or after the date of the enactment of this Act.

Justification

ACCOUNT: FEDERAL PAYMENT TO THE DISTRICT OF COLUMBIA COURTS	
Proposed change	Added language: “, including the transfer and hire of motor vehicles,”
Purpose	Clarifies the D.C. Courts’ authority to procure vehicles for official business.
Justification	The D.C. Courts require motor vehicles to conduct official business. For example, probation officers must travel to juveniles’ homes to perform curfew checks; employees must transport mail, supplies, and equipment among court facilities on Judiciary Square and throughout the city; and judges and staff must meet with stakeholders and attend training sessions at other sites. The requested language is similar to language in the appropriations of two other Federally-funded District criminal justice agencies, the Public Defender Service and the Court Services and Offender Supervision Agency as well as the Federal Judiciary. The language would clarify the Courts’ authority to use appropriated funds for this purpose.

Account: FEDERAL PAYMENT FOR DEFENDER SERVICES IN DISTRICT OF COLUMBIA COURTS—
ADMINISTRATIVE PROVISION

Proposed change Added language: “SEC. ____.

ADJUSTMENTS IN COMPENSATION RATES FOR CERTAIN PERSONNEL.

- a. Attorneys Representing Indigent Defendants.
 - 1. IN GENERAL. Section 11–2604(a), District of Columbia Official Code, is amended by striking “at a fixed rate of \$90 per hour” and inserting “an hourly rate not to exceed the rate payable under section 3006A(d)(1) of title 18, United States Code”.
 - 2. EFFECTIVE DATE. The amendments made by this section shall apply with respect to cases and proceedings initiated on or after the date of the enactment of this Act.
- b. Criminal Justice Investigators.
 - 1. IN GENERAL. Section 11–2605, District of Columbia Official Code, is amended in subsections (b) and (c) by striking “(or, in the case of investigative services, a fixed rate of \$25 per hour)” each place it appears.
 - 2. EFFECTIVE DATE. The amendments made by this section shall apply with respect to investigative services provided in connection with cases and proceedings initiated on or after the date of the enactment of this Act.”

Purpose Permits the District of Columbia Courts to set the hourly rate for attorneys appointed to represent indigent defendants, capped at the hourly rate paid in the federal courts for similar matters.

Justification While the rate for these court-appointed attorneys in the D.C. Courts has not been increased for more than 10 years, *see* Pub. Law No. 111-8, §822(a), 125 Stat. 700 (2009) (setting the \$90 rate), the rate paid to attorneys appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A, has risen to \$158 per hour. 7 Guide to Judiciary Policy: *December 14, 2021*), <http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses>. This rate is 75 percent higher than the rate paid to attorneys appointed in District of Columbia cases, and this disparity adversely affects the Courts’ ability to attract qualified attorneys for indigent parties who are entitled to appointed counsel. Allowing the D.C. Courts to set the hourly rate of compensation for court-appointed attorneys at a rate up to the rate paid in the federal courts would allow the Courts to pay a more comparable rate and increase its ability to attract qualified attorneys.

DISTRICT OF COLUMBIA COURT OF APPEALS

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
94	14,042,000	94	14,366,000	95	15,150,000	1	784,000

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 from March 2017 to January 2020 and again from August 2020 to the present. These two vacancies represent a period of over seven years with an 11% decrease in the judicial workforce, including more than three years with a 22% decrease. 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 four 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 7 FTEs.

- Public Office and Case Management Division - The Public Office Section receives incoming documents, docketed 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, Chief Judge, or a motions panel (comprised of three judges). 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: (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

Strategic Goal 1: Access to Justice for All

Management Action Plan: The courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a

lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and business partners, the Court of Appeals will work with the legal community to increase *pro bono* representation.

Management Action Plan: Expand the availability of court information and services online to enhance public access and reduce the need for in-person visits to the courthouse. Mobile applications will be developed so court users can access information about how to file cases and documents with the courts, make payments, and obtain information and other services. The Court of Appeals will update and expand information on our website for self-represented parties.

Strategic Goal 2: Fair and Timely Case Resolution

Management Action Plan: Ensure appropriate and timely processing of appeals by developing and implementing practices and internal procedures which enhance and expedite the processing of appeals.

Management Action Plan: The Court of Appeals will review and revise, as appropriate, time standards for case processing and implementing quality assurance review throughout the operations unit (Intake and File Room) to ensure that new cases, pleadings, motions, records on appeal, transcripts are processed accurately and efficiently by staff.

Management Action Plan: Building on the success of alternative dispute resolution at the trial court level, the courts introduced mediation at the Court of Appeals. During the next five years, the Court of Appeals will continue to expand the appellate mediation program.

Strategic Goal 3: A Professional and Engaged Workforce

Management Action Plan: Develop the next generation of court leaders through training and development to ensure that employees can qualify for management and leadership positions when they become available. The Court of Appeals will continue knowledge transfer and new skills development training through mentoring, job rotations, and other flexible work assignments.

Management Action Plan: Identify areas of performance for staff improvement, support their participation in training opportunities and provide in-house, on-going training programs regarding the legal process, in general, and appellate procedure, in particular.

Strategic Goal 5: Effective Court Management and Administration

Management Action Plan: The Court of Appeals will continue to measure and monitor our performance and use the results to improve operations. To ensure the high quality of court records and data, the Court of Appeals will review and update data quality management practices as part of the courtwide initiative.

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 of case filings, number and type of dispositions, cases pending, time involved in various stages of the case process, and types of cases pending.

The novel coronavirus impacted the caseload in 2020, significantly reducing case filings due to decreased filings in the trial court and administrative agencies and suspended filing deadlines, but through rapid adoption of telework, the Court's output of case dispositions was near normal.

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
2016	1,356	1,564	115%	1,266	5,137
2017	1,425	1,447	102%	1,381	4,847
2018	1,438	1,514	102%	1,298	5,030
2019	1,307	1,323	101%	1,520**	4,354
2020	979	1,221	125%	792	4,031

* 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.

** 2019 Cases Pending figure reflects a new methodology of accounting for the cases.

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
2016	1,132	3,610	4,742
2017	1,806	3,362	5,168
2018	2,840	3,011	5,851
2019	2,941	2,685	5,626
2020	3,113	2,506	5,619

Table 3
COURT OF APPEALS
Key Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 2020	Projection FY 2021	Projection FY 2022	Projection FY 2023
Productivity/ Efficiency	Clearance Rate	Court data	125%	109%	109%	109%
Output/Activity	Number of Formal Opinions	Court data	120	141	137	150
Outcome	Mediated cases: Average days from filing to settlement	Court data	207	227	227	227
Outcome	Median overall days on appeal	Court data	392	344	338	340
Outcome	Median days for briefed cases to get before panels of judges	Court data	209	186	190	176
Outcome	Median days for panels of judges to decide cases	Court data	153	129	136	120

Restructuring and Work Process Design

Pandemic Response

The novel coronavirus impacted every aspect of life in the District and across America and the world. The Court remained open to serve the public, albeit in new ways. The Court continued to accept new filings and to publish decisions online. Transitioning almost entirely to telework over the course of a few days, the court's dedicated public servants innovated to change the way the court operates, most publicly by hearing oral arguments by videoconference. In addition, the court automated processes that traditionally required an official's signature on paper, accepted transcripts of trial court proceedings by email, and extended deadlines during the early months of the pandemic.

The Court took several steps to facilitate public access during the pandemic. A new [video](#) explains health and safety procedures during the pandemic and how to access the court during this time. The Court live streamed videoconference oral arguments over YouTube so the public could see them in real time. To receive emergency filings, such as appeals of trial court decisions regarding compassionate release from incarceration, the Court established a new email address. The Court also permitted self-represented parties to send filings to an email address and continued to process paper filings from those without email access (e.g., incarcerated persons).

Furthermore, the court continued to process applications for admission to the bar and, grappling with the challenges of administering a bar examination to assure the competence of those licensed to practice law, delayed the traditional July 2020 bar exam, instead adopting a remote bar exam, the first Uniform Bar Examination jurisdiction to do so. The court anticipates resuming in-person examinations in 2022.

The Court began to expand on-site operations in July by opening public counters, particularly to assist parties who lack access to technology. The "Reimagining the Court" initiative explored possibilities for the "new normal" after the pandemic. The court surveyed employees and received input from community stakeholders, such as the Public Defender Service, the United

States Attorney's Office, and the Access to Justice Commission, among others. We anticipate additional expansion of on-site activities in the coming months, conditions permitting.

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, and data specialists 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.

Strategic Goal 1: Access to Justice

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 a pilot project to make case documents available to the public online, starting with redacted briefs in selected cases scheduled for oral argument. Following public comment, the court expanded the pilot to briefs in civil cases, requiring parties to file redacted briefs in these cases effective August 2021 so they can be available online.
- 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 DC 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. (also supports Strategic Goal 5)
- 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 recruited law students to assist with representation, to provide additional resources to the parties and to build future capacity for appellate mediation in the District. (also Supports Strategic Goal 2)

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), to make court decisions and dockets available online, and to live stream oral arguments.

Strategic Goal 2: 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 continues to transition to a paperless environment through e-filing and the court's case management system.

Strategic Goal 3: A Professional and Engaged Workforce

The Court of Appeals achieved strong results on the 2019 Employee Viewpoint Survey, as indicated by three index scores that combine the results of related questions. The employee engagement index for appellate staff was 79, compared to the Federal Government engagement score of 62. Employee satisfaction increased from 71% in 2017 to 73% in 2019. Although employee perception of fairness continued to present a challenge to the court, the fairness index increased from 41% in 2017 to 55% in 2019. In addition, 95% of staff indicated a willingness to put in extra effort to get the job done, 97% believe their work is important, and 97% believe the quality of the work in their office is high quality.

The court will continue to work with the Center for Education and Training on employee development. Scores for training assessment, employee satisfaction with job training, and supervisor support of employee development remained stable, with statistically insignificant fluctuations.

Strategic Goal 4: Resilient and Responsive Technology

The Court reorganized the small information technology unit that serves the Court of Appeals, merging it with the larger IT Division in the Court System to enhance efficiency and leverage skill sets across the organization.

Strategic Goal 5: Effective Court Management and Administration

As discussed above, the court launched the DC Bar Pro Bono Working Group in collaboration with the DC 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.

FY 2023 Request

In FY 2023, the D.C. Courts' request for the Court of Appeals is \$15,150,000, an increase of \$784,000 (5%) above the FY 2022 Enacted Level. The requested increase includes \$78,000 for one FTE to provide administrative support to the Clerk's Office; and \$706,000 for built-in cost increases.

Supporting Court Operations, 1 FTE, \$78,000 ***Administrative Assistant (JS-9/10)***

Problem Statement. To fulfill its mission of providing executive leadership to the Court of Appeals and performing several operational assignments, the Office of the Clerk of the Court requires administrative support. The Clerk of the Court serves multiple roles in the District of Columbia Courts: as part of the Executive Team, he is a courtwide leader; he has oversight of the administrative staff of the Court of Appeals; he is responsible for appellate operational procedures and protocols; he advises and supports the Chief Judge of the Court of Appeals; he personally signs many of the orders issued by the Court of Appeals; and he manages the operational functions of the Clerk's Office. The professional staff of the Clerk's Office perform numerous tasks critical to the functioning of the court as it serves the public. Special Assistants process several types of actions, including parties' requests for the whole court to re-hear a case previously decided by a panel of three judges, cases involving a licensed attorney alleged to have committed misconduct and recommended for discipline by the court, and various other petitions and motions filed by the public. They issue the court's opinions and judgments as well as draft and issue court orders. They support the Court's Rules Committee. The Calendar Clerk works with the Chief Judge's chambers to set and promulgate the court's schedule and manages motions and orders related to cases on the calendar. The Librarian manages online legal research subscriptions and the court's print collection, keeps court personnel abreast of new research materials, provides research assistance, and assists with issuance of opinions. A clerical worker supports judicial chambers. In addition, this small staff must respond to telephone calls from the public, schedule appointments, and provide other administrative support to the Clerk and Chief Deputy Clerk. An Administrative Assistant is critically needed to support the Clerk of the Court in his myriad duties and free the staff to focus their time and attention on their operational responsibilities.

Relationship to the D.C. Courts' Vision, Mission and Goals. The requested position supports the D.C. Courts' Strategic Goal II, "Fair and Timely Case Resolution" by providing administrative support to free staff to perform operational functions more expeditiously.

Relationship to Court of Appeals MAP Objectives. The position supports the Court of Appeals' Management Action Plan of enhancing and expediting the processing of appeals.

Relationship to Existing Funding. The office is currently staffed with the 7 FTEs outlined above and requires additional funding to support the requested position.

Methodology. The grade level and salary for the requested FTE is classified in accordance with the D.C. Courts' Personnel Policies.

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

Key Performance Indicators. Key performance measures include enhanced service to internal and external customers and more timely processing of matters under the responsibility of the Clerk's Office.

Table 4
COURT OF APPEALS
New Positions Requested

Positions	Grade	Number	Salary	Benefits	Total Personnel Cost
Administrative Assistant	JS-9	1	62,000	16,000	78,000

Table 5
COURT OF APPEALS
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	9,622,000	9,854,000	10,450,000	596,000
12 - Personnel Benefits	2,287,000	2,344,000	2,488,000	144,000
Subtotal Personnel Services	11,909,000	12,198,000	12,938,000	740,000
21 - Travel, Transp. of Persons	60,000	61,000	62,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	99,000	101,000	103,000	2,000
24 - Printing & Reproduction	83,000	84,000	86,000	2,000
25 - Other Services	1,185,000	1,205,000	1,229,000	24,000
26 - Supplies & Materials	89,000	90,000	92,000	2,000
31 - Equipment	617,000	627,000	640,000	13,000
Subtotal Non-Personnel Services	2,133,000	2,168,000	2,212,000	44,000
TOTAL	14,042,000	14,366,000	15,150,000	784,000
FTE	94	94	95	1

Table 6
COURT OF APPEALS
Detail Difference, FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY2022/FY2023
11 – Personnel Compensation	Current Position WIG	94	75,000	
	Current Position COLA	94	459,000	
	Administrative Assistant	1	62,000	
<i>Subtotal 11</i>				<i>596,000</i>
12 – Personnel Benefits	Current Position WIG	94	20,000	
	Current Position COLA	94	108,000	
	Administrative Assistant	1	16,000	
<i>Subtotal 12</i>				<i>144,000</i>
Subtotal Personnel Services				740,000
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			24,000
26 – Supplies & Materials	Built-in Increases			2,000
31 – Equipment	Built-in Increases			13,000
Subtotal Non-Personnel Services				44,000
Total				784,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6	2	2	2
JS-7	1	1	1
JS-8	3	3	3
JS-9	8	8	9
JS-10	7	7	7
JS-11	43	43	43
JS-12	8	8	8
JS-13	3	3	3
JS-14	4	4	4
JS-15	4	4	4
CES	2	2	2
Associate Judge	8	8	8
Chief Judge	1	1	1
Total Salaries	9,622,000	9,854,000	10,450,000
Total FTEs	94	94	95

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA

Overview

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
921	125,660,000	924	133,829,000	944	142,112,000	20	8,283,000

Introduction

The Superior Court of the District of Columbia is unique among the nation's trial courts. It accounts for among the highest number of case filings per capita in the United States (as reported by the National Center for State Courts for several years) as it serves all those residing, visiting, and conducting business in the Nation's Capital. It receives its funding directly from the Federal government and operates in the nation's most visible arena. With the support of 122 judicial officers, including 62 active judges, 36 senior judges, and 24 magistrate judges, the Superior Court is the court of general jurisdiction over virtually all local legal matters. Supported by approximately 800 non-judicial personnel, the Court operates six major divisions identified below and the Special Operations Division (including the Tax Division), the Domestic Violence Division, and the Crime Victims Compensation Program. 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 2020, more than 52,000 new cases were filed with the Superior Court, with 51% of the caseload representing civil matters. The remainder of the new filings was 18% criminal, 15% family, 12% domestic violence matters, 3% probate, and 1% tax. Tables 1 and 2 provide Superior Court caseload data.

Table 1
**District of Columbia Superior Court
Caseload**

<u>Fiscal Year</u>	<u>New Cases</u>	<u>Start-of-Year Pending Cases</u>	<u>Total Cases Available for Disposition</u>
2016	89,506	33,698	135,216
2017	89,224	35,730	133,842
2018	89,055	36,819	128,499
2019	82,241	35,954	126,870
2020	52,569	34,236	91,210

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 2020 data)**

	Cases Disposed	Cases Added	Clearance Rate*	Cases Pending		
				1-Oct	30-Sep	Change
Civil	28,876	27,117	106%	13,733	11,974	-12.8%
Criminal**	9,760	12,807	76%	5,452	8,499	55.9%
Domestic Violence	3,843	6,370	60%	787	3,314	321.1%
Family***	8,179	8,011	102%	3,687	3,519	-4.6%
Probate	2,778	2,094	133%	8,983	8,299	-7.6%
Tax***	1,108	575	193%	1,594	1,061	-33.4%
Total	54,544	56,974	96%	34,236	36,666	7.1%

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

**Includes all outgoing case activity.

***Beginning pending figures adjusted.

Impact of the Pandemic on Court Operations

In response to the novel coronavirus pandemic, the Court extended court deadlines, and implemented remote courtroom operations and methods to pay court fees and fines to ensure access to justice to court participants and the public in a virtual environment. The Superior Court, one of the busiest trial courts in the country which typically serves thousands of persons

on-site every day, faced challenges to conduct its work and provide access to justice for the community. To fulfill its mission of resolving cases fairly and timely, the Superior Court transitioned from in-person proceedings and case processing to primarily remote proceedings. During several months, the court deployed technology to return operations to more than 80 courtrooms, most working remotely via videoconference or telephone. Throughout the pandemic, the work of the Superior Court continued.

The Criminal Division is currently operating 25 courtrooms with 13 of the courtrooms operating entirely remotely. Arraignment Court has remained fully operational, with some defendants presented remotely, to ensure individuals are appointed counsel and appear before the court within 24 to 48 hours. Pleas, sentencing, non-jury trials, dispositive motion hearings, bond review and show cause hearings, as well as hearings under the Incarceration Reduction Amendment and Compassionate Release Acts have continued. In-person detained preliminary hearings for felony cases resumed in July 2020 and in-person detained evidentiary motions hearings resumed in November 2020. In-person non-jury trials for misdemeanor cases resumed in November 2020. Drug Court and Mental Health Court calendars resumed in January 2021. As soon as it was safe to do so, in April 2021 the Superior Court resumed criminal jury trials. A remote Safe Surrender was held in July for individuals with outstanding misdemeanor bench warrants.

To enhance public safety and address the needs of the District's youth under pretrial or probation supervision, the Family Court Social Services Division performed many of the services remotely and offered an array of prosocial services in collaboration with local juvenile and criminal justice, child welfare, health, behavioral health, and education stakeholders. Intake probation officers were relocated to a centralized location at the Youth Services Center and all youth were screened and assessed within the 4-hour timeline recommended by the Office of Juvenile Justice and Delinquency Prevention, and the social history reports required as part of the Juvenile Intake Hearing were completed and presented timely.

Family Court is currently operating 22 courtrooms. Since March 2020 juvenile initial hearings have been conducted remotely in partnership with the Youth Services Center. Beginning in June 2020 all family case types were processed remotely. The use of remote hearings has resulted in greater levels of participation by juveniles, parents, and other parties. Marriage license were issued and civil ceremonies were performed remotely. Both the Family Court Self-Help Center and the Intake Center assisted court users remotely.

In the Domestic Violence Division, seven courtrooms are operating remotely or partially remotely. The Domestic Violence Division has been offering detained defendants opportunities to set non-jury trials since November 2020. The use of remote hearings for domestic violence cases has proven beneficial. Feedback from domestic violence survivors on remote hearings indicates that far more survivors have been present for their court hearings than during in-person hearings. Also, victims have reported reduced stress when they do not have to come to the courthouse or remain in the same room as the opposing party. Stakeholders have reported that victims feel empowered and are able to have their voices heard when they are not in the physical

presence of the offenders. Improvements in the safety of survivors have been noted as well by the stakeholders

The Civil Division is currently operating 20 courtrooms. All civil hearings, including non-jury trials are being scheduled and heard remotely except hearing in cases stayed by statute or administrative stays, such as debt collections, mortgage foreclosures and landlord/tenant cases filed after March 10, 2020. In-person civil jury trials have been scheduled since May 2021. An additional courtroom was assigned in June for the conduct of civil jury trials.

There are five courtrooms currently operating in the Probate Division and all proceedings are conducted remotely, except mandatory periodic reviews of intervention matters due to suspension of visitations. Summary hearings for matters including bonds, failure to file accounts and inventories and compliance with court orders will be scheduled beginning October 2021. The Self-Help Center began providing in person services in July 2021.

As the District and the surrounding jurisdictions rolled back pandemic restrictions and area public health metrics improved, the Superior Court expanded in-person services. Beginning June 28th, juvenile probation services expanded including face-to-face curfew checks, home visits and office visits. On July 12th, all public offices began providing in-person services. There are plans to increase the number of criminal jury trials from two per week to three or four trials per week by late July and four to five criminal jury trials by mid-August. Effective September 7, 2021, all felony calendars will resume in-person operations with a focus on addressing the backlog as a priority and the misdemeanor calendars will operate remotely.

However, the Court continues to meet challenges to completely resolve cases particularly for criminal matters. Remote operations also present obstacles for litigants who do not have adequate technology to participate as a result of the digital divide, and the hearings typically take longer than in-person hearings due to technology issues. These challenges have resulted in delays for resolving cases and meeting performance standards. The Court will continue to collaborate with partner agencies and stakeholders to overcome challenges to promote the administration of justice in a remote environment.

FY 2023 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 Courts have identified five strategic goals:

- Goal 1:** Access to justice for all
- Goal 2:** Fair and timely case resolution
- Goal 3:** Professional, engaged workforce
- Goal 4:** Resilient and responsive technology
- Goal 5:** Effective court management and administration

The FY 2023 budget request enhances two of the five strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$1,475,000, 18 FTEs

The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.

The request includes \$327,000 for 4 FTEs to expedite criminal case resolution, address case backlogs, and address pending legislation; \$455,000 for 5 FTEs to respond to growing demand for domestic violence services by expediting the creation of new cases, supporting remote hearings, negotiating cases and improving data quality; \$171,000 for 3 FTEs to meet increasing probate caseloads; \$174,000 for 2 FTEs to provide legal research for magistrate judges; and \$348,000 for 4 FTEs to address the increased mediation caseload in family cases.

Goal 2: Fair and Timely Case Resolution--\$230,000, 2 FTEs

The Courts are committed to resolving disputes and legal matters in a fair and timely manner. The Courts must continue to provide due process and equal protection of the law, giving individual attention to each case and consistently applying the law in all cases.

The request includes \$135,000 for 1 FTE to expedite compensation to victims of violent crime and \$95,000 for 1 FTE to speed review of complex financial records involved in court cases.

Built-In Increases--\$6,578,000

The request also includes \$6,578,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases. The Courts request funding for within-grade increases because we have a considerably lower turnover rate compared to the Federal government, which can finance within grade increases through higher turnover (10.5% in 2019 versus 16.4%, respectively).

Table 3
SUPERIOR COURT
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 – Compensation	86,093,000	89,857,000	96,060,000	6,203,000
12 – Benefits	19,848,000	20,749,000	22,366,000	1,617,000
<i>Subtotal Personal Services</i>	<i>105,941,000</i>	<i>110,606,000</i>	<i>118,426,000</i>	<i>7,820,000</i>
21 - Travel, Transp. of Persons	399,000	409,000	417,000	8,000
22 - Transportation of Things	14,000	14,000	14,000	0
23 - Rent, Commun. & Utilities	4,244,000	4,367,000	4,454,000	87,000
24 - Printing & Reproduction	582,000	598,000	610,000	12,000
25 - Other Services	12,941,000	16,250,000	16,575,000	325,000
26 - Supplies & Materials	945,000	973,000	992,000	19,000
31 – Equipment	594,000	612,000	624,000	12,000
<i>Subtotal Nonpersonal Services</i>	<i>19,719,000</i>	<i>23,223,000</i>	<i>23,686,000</i>	<i>463,000</i>
TOTAL	125,660,000	133,829,000	142,112,000	8,283,000
FTE	921	924	944	20

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA JUDGES AND CHAMBERS STAFF

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/FY 2023</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	33,350,000	248	35,056,000	250	37,184,000	2	2,128,000

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 ten divisions and offices, which provide for all local litigation functions, including criminal, civil, family, probate, and tax. In FY 2020, Superior Court judges handled more than 52,500 case filings. There are 61 Associate Judges in the Superior Court and one Chief Judge. The Associate Judges are assigned to a division by the Chief Judge on a yearly basis, with judges in the Family Court serving renewable three-year terms. Each Superior Court judge has two support staff (typically a judicial administrative assistant and a law clerk, or two law clerks).

The Superior Court also has 24 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) administering oaths and affirmations and taking acknowledgements and; (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 nine 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.

Eighteen law clerks, five judicial administrative assistants, and one paralegal support the 24 Magistrate Judges and eight part-time members of the Commission on Mental Health (2 FTEs).

FY 2023 Request

In FY 2023, the Courts' request for the Judges and Chambers Staff is \$37,184,000, an increase of \$2,128,000 (6%) above the FY 2022 Enacted Level. The requested increase consists of \$174,000 for two additional Magistrate Judges' Law Clerks, and \$1,954,000 for built-in cost increases.

Magistrate Judge Law Clerk (JS-10), 2 FTEs, \$174,000

Problem Statement. To carry out its function of administering justice for the community, the Superior Court has a critical need for additional Magistrate Judge Law Clerks. Businesses and individuals in the District rely on the court to resolve disputes, uphold the law, and protect their rights. Additional Law Clerks are needed to support the Magistrate Judges in addressing the increasing number of incapacitated elderly persons and decedents estates in the Probate Division, and the high volume of litigants in the Landlord Tenant and Small Claims Branches as well as to manage requests for warrants in the Criminal Division. In addition, the Court has requested an amendment to Title 11 of the District of Columbia Official Code to expand the authority of Magistrate Judges to handle a broader range of hearing types in the Probate, Civil, Criminal, and Family Court Operations Divisions which will further increase the caseload handled by the Magistrate Judges. The additional law clerks are needed to meet the fairness and timeliness expectations of court participants.

Relationship to Court Mission, Vision, and Strategic Goals. Magistrate Judges and their law clerks are vital to the accomplishment of Goal 1-Access to Justice, particularly to reduce wait times, and Goal II - Fair and Timely Case Resolution, to increase timeliness, trial date certainty, and procedural fairness.

Relationship to Existing Funding. Existing funding is not sufficient to fund the law clerk positions.

Methodology. The law clerk positions were classified in accordance with the D.C. Courts' Personnel Policies and classification standards.

Expenditure Plan. The 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 disposition for cases and motions resolution and court participant satisfaction.

Table 1
JUDGES AND CHAMBERS STAFF
New Positions Requested

Positions	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Law Clerk	JS-10	2	\$138,000	\$36,000	\$174,000

Table 2
JUDGES AND CHAMBERS STAFF
Budget Authority by Object Class

	FY 2020 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	28,763,000	30,183,000	31,868,000	1,685,000
12 - Personnel Benefits	4,372,000	4,651,000	5,089,000	438,000
<i>Subtotal Personnel Cost</i>	<i>33,135,000</i>	<i>34,834,000</i>	<i>36,957,000</i>	<i>2,123,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	29,000	30,000	31,000	1,000
25 - Other Services				
26 - Supplies & Materials	127,000	131,000	134,000	3,000
31 - Equipment	59,000	61,000	62,000	1,000
<i>Subtotal Non-Personnel Cost</i>	<i>215,000</i>	<i>222,000</i>	<i>227,000</i>	<i>5,000</i>
TOTAL	33,350,000	35,056,000	37,184,000	2,128,000
FTE	246	248	250	2

Table 3
JUDGES AND CHAMBERS STAFF
Detail, Difference FY 2022/FY2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	248	159,000	
	Current Position COLA		1,388,000	
	Magistrate Judges Law Clerk	2	138,000	
<i>Subtotal 11</i>				<i>1,685,000</i>
12 - Personnel Benefits	Current Position WIG	248	41,000	
	Current Position COLA		361,000	
	Magistrate Judges Law Clerk	2	36,000	
<i>Subtotal 12</i>				<i>438,000</i>
<i>Subtotal Personnel Services</i>				<i>2,123,000</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			3,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-Personnel Services</i>				<i>5,000</i>
Total				2,128,000

Table 4
JUDGES AND CHAMBERS STAFF
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	121	121	123
JS-11	35	35	35
JS-12	1	1	1
JS-13			
JS-14	3	3	3
JS-15	24	26	26
Associate Judge	61	61	61
Chief Judge	1	1	1
Total Salary	28,763,000	30,183,000	31,868,000
Total FTEs	246	248	250

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	1,259,000	8	1,288,000	8	1,355,000	0	67,000

Mission Statement

The Office of the Clerk of the Court manages the day-to-day operations of the Superior Court. The Clerk provides policy guidance, administrative direction, and supervision for nine Superior Court divisions and offices; reviews and issues final recommendations in employee disciplinary actions and grievances; approves division requests for staff, equipment, and other resources; plans and monitors the implementation of court improvement projects; and develops the Superior Court's annual budget.

In 2019 the Judicial Support Unit (JSU) was established as a unit within the Office of the Clerk of 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 primary purpose of JSU is to streamline and consolidate administrative functions to ensure operational efficiency and consistency for judicial chambers.

Organizational Background

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 ensure public trust and confidence in the justice system.

The Clerk of the Court has management and supervisory responsibility over eleven Superior Court operating divisions, programs, special units and their employees. Court divisions and offices under the administrative authority of the Clerk of the Court include 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, Office of the Auditor Master, and the new Judicial Support Unit. 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 judicial officers, residents of the District of Columbia, and persons conducting business with the Courts. The Clerk of the Court also delegates to each director or manager the responsibility to manage staff, and budgetary and operating resources.

The Office includes the Judicial Support Unit and is staffed by eight FTEs in total. The FTEs are assigned to the functions performed in the Office of the Clerk of the Court: Clerk of Court, three Senior Operations Managers, two Judicial Administrative Support Specialists, and two administrative support staff.

The Judicial Support Unit serves as the point of contact for coordinating logistics for chambers' moves and set-up; coordinating investiture and installation ceremony logistics; supporting the on-boarding and exiting/separation of judicial chambers staff; and maintaining and updating judicial library references. Additionally, the JSU provides training and support for administrative and logistical functions of chambers staff. The JSU is comprised of two Judicial Administrative Support Specialists (JASS).

FY 2023 Request

In FY 2023, the Courts' request for the Office of the Clerk of the Court is \$1,355,000, an increase of \$67,000 (5%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in costs.

Table 1
CLERK OF THE COURT
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 – Personnel Compensation	960,000	982,000	1,035,000	53,000
12 – Personnel Benefits	250,000	255,000	269,000	14,000
<i>Subtotal Personnel Services</i>	<i>1,210,000</i>	<i>1,237,000</i>	<i>1,304,000</i>	<i>67,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	3,000	3,000	3,000	0
25 - Other Services	7,000	7,000	7,000	0
26 - Supplies & Materials	19,000	20,000	20,000	0
31 – Equipment	20,000	21,000	21,000	0
<i>Subtotal Non-Personnel Services</i>	<i>49,000</i>	<i>51,000</i>	<i>51,000</i>	<i>0</i>
TOTAL	1,259,000	1,288,000	1,355,000	67,000
FTE	8	8	8	0

Table 2
CLERK OF THE COURT
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	8	8,000	
	Current Position COLA		45,000	
<i>Subtotal 11</i>				<i>53,000</i>
12 - Personnel Benefits	Current Position WIG	8	2,000	
	Current Position COLA		12,000	
<i>Subtotal 12</i>				<i>14,000</i>
<i>Subtotal Personnel Services</i>				<i>67,000</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				67,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
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	3
JS-15			
CES	1	1	1
Total Salary	960,000	982,000	1,035,000
Total FTEs	8	8	8

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA CIVIL DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	8,676,000	101	9,047,000	101	9,555,000	0	508,000

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 our 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. The Division is comprised of the Director's Office, four branches, and one unit, with 101 full time equivalent employees (FTEs). The Division processed 28,876 civil cases in FY 2020. The overall caseload of the division was impacted in FY 2020 by 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 2020, there were more than 6,300 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, processing all post-judgment execution requests, scanning documents into the case management system, and securely maintaining all civil cases electronically. This branch has 20 FTEs.
2. The **Courtroom Support Branch** manages and assigns courtroom clerks who are responsible for effective courtroom management, processing cases, and assisting judicial officers and courtroom participants for 21 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 handled a caseload in excess of 15,900 filings in FY 2020. 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 2020, there were over 4,200 small claims cases filed. This branch has 15 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; validating Business Intelligence (BI) report requirements and data; and conducting case management system training for judicial and non-judicial staff. This unit's 4 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.

Key Strategic Accomplishments

Strategic Goal 1: Access to Justice for All

- **Remote Operations.** In March 2020, the Division transitioned to fully remote operations within three business days to provide services to the public. All civil division staff were operating remotely by July 2020.
- **Expanded Electronic Filings.** The court partnered with the electronic filing vendor, File&ServeXpress, to rapidly expand the case types available for electronic filings; which now include name changes, vital record amendments and housing condition case initiation filings. In addition, the division expanded eFilings in sealed cases to increase timely case access and resolution.

- **Video Assistance.** The Court created online videos to assist self-represented litigants with understanding what to expect when they come to court in Landlord & Tenant and Small Claims cases which are posted on the Courts' website.
- **Online Instructional Videos.** The division partnered with its electronic filing vendor, File&ServeXpress, to rapidly develop online instructional videos to assist self-represented litigants with navigating and using the electronic filing process.

Strategic Goal 2: Fair and Timely Case Resolution

- **Increased Access.** Due to remote operations, the division created an email process to receive emergency and other filings from self-represented filers including fee waiver requests thereby continuing to increase access to justice, and enhance efficient and timely case resolution.
- **Online Calendars.** The division expanded the posting of calendars online for all of its remote courtrooms to ensure advanced access to information and facilitate case preparedness and resolution.
- **Remote Courtrooms.** The court expanded its ability to hold court hearings and non-jury trials virtually. All civil courtrooms were remote and virtual proceedings were being held by August 2020.

Strategic Goal 3: A Professional and Engaged Workforce

- **Workforce Training.** Frequent training sessions with staff were conducted virtually through Webex, Zoom and/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: Resilient and Responsive Technology

- **Online Payments.** Online payment portals were implemented to provide the public access to make protective order, certified copy and copy request payments.

Strategic Goal 5: Effective Court Management and Administration

- **Collaborative Partnerships.** The division continued its strategic partnerships with members of the bar and legal service providers to address strategic areas in the Landlord and Tenant, Mortgage Foreclosure and Small Claims and Conciliation Branches. These working groups meet monthly.
- **Community Outreach.** The division participated in a panel discussion presented by the Office of Tenant Advocate entitled "*Evictions Preparing for the Storm*" and provided information about changes in court processes and procedures as a result of legislation enactments.

Workload Data

As shown in Table 1, the Civil Division disposed of 28,876 cases in Fiscal Year 2020, including 6,325 civil actions cases; 15,997 landlord tenant cases; and 4,269 small claims cases. The Division has a caseload clearance rate of 106% (with a 96% clearance rate for civil actions cases, 112% clearance rate for small claims cases and a 109% 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 2020 Data)

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Actions	6,325	6,272	96%	6,377	6,633	4.0%
Landlord Tenant	15,997	17,673	109%	4,655	3,175	-31.8%
Small Claims	4,269	4,931	112%	2,701	2,166	-19.8%
Total	26,591	28,876	106%	13,733	13,733	-12.8%

*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 2020		FY 2021		FY 2022		FY2023	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Outcome	Customer satisfaction ratings of Good or Excellent.	Customer Surveys	95%	94%	95%	95%	95%	95%	95%	95%
Input	Case processing performed within established time standards and SOPs	BI Dashboard & CMS Reports	90%	91%	90%	92%	90%	92%	90%	92%
Outcome	Average customer wait time (Minutes)	eLobby	10	8	10	10	10	10	10	10
Output	Employee engagement index for the division	Employee Viewpoint Surveys, Internal Surveys	70%	58%	70%	60%	70%	62%	70%	64%

FY 2023 Request

In FY 2023, the Courts' request for the Civil Division is \$9,555,000, an increase of \$508,000 (6%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in costs.

Table 3
CIVIL DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	6,697,000	6,986,000	7,387,000	401,000
12 - Personnel Benefits	1,876,000	1,955,000	2,059,000	104,000
<i>Subtotal Personnel Cost</i>	<i>8,573,000</i>	<i>8,941,000</i>	<i>9,446,000</i>	<i>505,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	44,000	45,000	46,000	1,000
25 - Other Services				
26 - Supplies & Materials	34,000	35,000	36,000	1,000
31 – Equipment	25,000	26,000	27,000	1,000
<i>Subtotal Non-Personnel Cost</i>	<i>103,000</i>	<i>106,000</i>	<i>109,000</i>	<i>3,000</i>
TOTAL	8,676,000	9,047,000	9,555,000	508,000
FTE	101	101	101	0

Table 4
CIVIL DIVISION
Detail, Difference FY 2022/FY2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	101	80,000	
	Current Position COLA	101	321,000	
<i>Subtotal 11</i>				<i>401,000</i>
12 - Personnel Benefits	Current Position WIG	101	21,000	
	Current Position COLA	101	83,000	
<i>Subtotal 12</i>				<i>104,000</i>
<i>Subtotal Personnel Services</i>				<i>505,000</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				508,000

Table 5
CIVIL DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6	14	14	14
JS-7	8	8	8
JS-8	26	26	26
JS-9	26	26	26
JS-10	6	6	6
JS-11	7	7	7
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	6,697,000	6,986,000	7,387,000
Total FTEs	101	101	101

**THE SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
CRIME VICTIMS COMPENSATION PROGRAM**

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	1,331,000	13	1,382,000	14	1,605,000	1	223,000

Mission Statement

The mission of the Crime Victims Compensation Program is to provide assistance to victims and their families with financial burdens in the aftermath of violent crime. The program provides assistance with sensitivity to the dignity of the victim in a fair and consistent manner. The program assists innocent victims of violent crime, survivors of homicide, and their dependent family members with certain expenses that become necessary as a result of the crime. Compensable expenses include medical costs, mental health counseling, funeral bills, lost 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 adjudicated by Crime Victims Compensation Program staff. Crime victims are provided with assistance in filing applications, locating other victim service programs, and addressing many of the other quality of life issues that arise after victimization. Program staff also engage in outreach to ensure the community is aware of services.

Organizational Background

The major activities of the Crime Victims Compensation Program are case processing, record management, outreach, and administrative functions. Case processing, and its associated activities, affects every position and accounts for the majority of functions. The major tasks associated with case processing include conducting the victim interview, inputting the application into the case management system, examining and investigating the claim, approving/denying the claim, and paying for compensable services. The program has a total of 15 staff members: 13 FTEs – one Director, one Accounting Officer, one Administrative Assistant, six Legal Claims Examiners, three Assistant Legal Claims Examiners, and one Accounting Technician; 2 positions – one Legal Claims Examiner and one Assistant Legal Claims Examiner, are currently financed by grant and administrative funds.

Crime Victims Compensation Program Funding

More than \$5.4 million in payments to victims during Fiscal Year 2020 were made 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 a small portion 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 60% 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:

- Provide timely service to crime victims by processing at least 80% of claims for assistance within 5 weeks.
- Explore enhanced processing, customer service, and case management through the use of electronic sign-in for claimants who visit the office.
- Continue to collaborate with other agencies to enhance the coordination of services to victims.
- Administer the CVCP by securing and managing grant awards to ensure the viability and longevity of the Crime Victims Fund to pay crime victim claims and operate the program.
- 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 courtwide 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.

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 uses its webpage, social media, and community partners to communicate

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 on Victim Services 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.

³ D.C. Code § 4-503(c)(6) The Court shall: Publicize the existence of the Program and the procedure for obtaining compensation under the Program through the Court and the Crime Victims Compensation.

updates regarding services, times of operations, and locations. In addition, the Program has established a working group to focus on increasing awareness of the CVCP in light of the COVID-19 pandemic.

The pandemic impacted the CVCP's operation significantly. Prior to COVID-19, the Program provided in-person services only. The onset of the pandemic (mid-March 2020) required the Program to reengineer its processes and transition to a 100 percent remote operation. The Program established a new application email address, updated the website, and implemented a Microsoft Word and fillable Adobe PDF application. The CVCP began accepting applications via email in May 2020. The community partners and victim services providers assisted claimants with submitting applications to the CVCP until the Program fully transitioned to total remote operations. The Program has begun the process of creating an online application and continues to accept applications via the U.S. mail and email.

The Program is in the process of modifying the CVCP application to make it more user-friendly, including the use of plain language and a reduction in the number of pages. The goal is to have the CVCP application available online by FY 2022. We anticipate that many victims and advocacy organizations will start using the online application process once it is available.

In January 2021, with the assistance of the Court Navigators, the Program used four of the Courts' remotes sites for victims to pick up, drop off, and complete applications on-site. The remote sites located throughout the District of Columbia increased accessibility to the Program. Beginning March 2021, the Program resumed in-person intake services on Mondays, Wednesdays, and Fridays from 9:00 a.m. – 5:00 p.m.

The Program is expanding the use of technology to be fully accessible to the victims/claimants in the community and reduce the need for in-person services, thereby resulting in cost and time savings for crime victims. WebEx is available to conduct virtual intakes, interviews, and claim examiner appointments when needed.

Satellite Office

The Southeast Domestic Violence Intake Center (S.E. DVIC) is a collaborative effort with other victim service providers and agencies in the District of Columbia, including the Superior Court's Domestic Violence Division. Petitions for domestic violence protection orders may be filed at this center. Representatives from several different domestic violence organizations and law enforcement agencies share office space. Not only does this provide wrap-around services for the victim with all of the needed services provided in one location, it creates, among the service providers, greater understanding of and compassion for the many challenges faced by victims.

The number of visitors to the S.E. DVIC is considerable given there is only one program staff person available. The program initiated a video conferencing pilot to increase the availability of program staff to S.E. DVIC clientele. The pilot has been successful and provided a much-needed mechanism to connect victims with program staff. The video conferencing pilot has also provided an opportunity to explore how services could be provided remotely in a pandemic or COOP situation.

Workload Data

Table 1
CRIME VICTIMS COMPENSATION PROGRAM
Caseload Overview

	Actual FY 2020	Estimated FY 2021	% Change
New Cases Filed	2119	2,592	18%
Claims Processed	2171	2,673	19%

Key Performance Indicators

Table 2
CRIME VICTIMS COMPENSATION PROGRAM
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	FY 2020 *		FY 2021**		FY 2022		FY 2023	
			Goal	Actual	Goal	Estimated	Goal	Projection	Goal	Projection
Input	New claims filed	Case Management Software	3,500	2,119	3,000	2,592	3,300	2,851	3,630	3,136
Output	Claims processed	Case Management Software	3,500	2,171	3,000	2,673	3,263	2,940	3,622	3,234
Outcome	Payment Amounts	Case Management Software	\$7.5M	\$5.3M	\$7.5M	\$6.5M	\$7.5M	\$8.5M	\$7.5M	\$8.5M
Outcome	Avg. claim processing time	Case Management Software	5 weeks	10 weeks	5 weeks	12 weeks	5 weeks	12 weeks	5 weeks	12 weeks

* In FY 2020, CVCP operated at limited capacity due to the COVID pandemic, which impacted the number of actual claims. In FY 2021, with the expansion of onsite operations, it is estimated that the caseload will return to pre-pandemic levels

** In FY 2021, the pending new legislation adds five new crime categories to DC Code §4-501. It is estimated that the increase in crime categories will have a significant impact on the number of applicants who qualify for CVCP services.

FY 2023 Request

In FY 2023, the Courts' request for the Crime Victims Compensation Program is \$1,605,000, an increase of \$223,000 (16%) above the FY 2022 Enacted Level. This increase includes \$135,000 for 1 FTE to expedite claims processing and \$88,000 for built in cost increases.

Claims Examiner Supervisor, 1 FTE, \$135,000

Problem Statement. Currently, the CVCP Director oversees the daily work of the Claims Examiners (CE) and the Assistant Claims Examiners (ACE); and is responsible for providing guidance to CEs and ACEs with regards to the processing of claims and responding to complex questions from the CVCP stakeholders. This current reporting structure, coupled with the large number of claims submitted to the CVCP challenges the Director to balance day-to-day operations and focus on policy, process and procedural enhancements, stakeholder collaboration, innovations, and leadership of the Program. This challenge creates customer service and case processing delays. Pending legislation will increase the number of new crime categories eligible

for compensation. A Claims Examiner Supervisor is critically needed to supervise and train the staff and free the Director to focus her time and attention on leadership responsibilities and operational enhancements.

Relationship to the Courts' Vision, Mission, and Goals. This request will support the following Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Fair and Timely Case Resolution, and Goal V: Effective Court Management and Administration.

Relationship to Division MAP Objectives. This request is directly linked to the CVCP's MAP objectives of ensuring fair and timely case resolution through effective case management; ensuring procedural fairness to claimants; and enhancing efficient and timely case resolution and customer satisfaction.

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

Methodology. The grade level for this staff member is 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 candidate for the position.

Performance Indicators. This position will ensure the fair and timely case resolution and access to justice for all in accordance with the Courts' Strategic Plan. This position will ensure: decreased wait times for customer inquiries and claims processing and quality customer service.

Table 3
CRIME VICTIMS COMPENSATION PROGRAM
New Position Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Claims Examiner Supervisor	JS-13	1	\$107,000	\$28,000	\$135,000

Table 4

CRIME VICTIMS COMPENSATION PROGRAM
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	1,012,000	1,051,000	1,228,000	177,000
12 - Personnel Benefits	282,000	293,000	339,000	46,000
<i>Subtotal Personnel Services</i>	<i>1,294,000</i>	<i>1,344,000</i>	<i>1,567,000</i>	<i>223,000</i>
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	20,000	21,000	21,000	0
26 - Supplies & Materials	9,000	9,000	9,000	0
31 - Equipment	6,000	6,000	6,000	0
<i>Subtotal Non-Personnel Services</i>	<i>37,000</i>	<i>38,000</i>	<i>38,000</i>	<i>0</i>
TOTAL	1,331,000	1,382,000	1,605,000	223,000
FTE	13	13	14	1

Table 5

CRIME VICTIMS COMPENSATION PROGRAM
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Positions WIG	13	22,000	
	Current Position COLA	13	48,000	
	Claims Examiner Supervisor	1	107,000	
<i>Subtotal, 11</i>				<i>177,000</i>
12 - Personnel Benefits	Current Position WIG	13	6,000	
	Current Position COLA	13	12,000	
	Claims Examiner Supervisor	1	28,000	
<i>Subtotal, 12</i>				<i>46,000</i>
<i>Subtotal Personnel Services</i>				<i>223,000</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				223,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6			
JS-7			
JS-8			
JS-9	4	4	4
JS-10	1	1	1
JS-11	1	1	1
JS-12	5	5	5
JS-13			1
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
Total Salaries	1,012,000	1,051,000	1,228,000
Total FTEs	13	13	14

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA

CRIMINAL DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
107	10,581,000	107	11,002,000	111	11,922,000	4	920,000

Mission

The mission of the Criminal Division is to provide efficient criminal case processing to ensure public safety; to provide professional administrative and courtroom support services to judicial officers, staff, and the public; and to provide accurate criminal case information.

The Criminal Division's duties include processing criminal cases prosecuted by the United States Attorney and the District of Columbia Attorney General involving violations of the United States Code, District of Columbia Official Code, and municipal and traffic regulations.

Introduction

The Criminal Division is responsible for processing criminal cases in the District of Columbia that are not exclusively Federal. The Division implements judicial assignments to cases; prepares judicial calendars (the list of cases assigned to each judge); docket proceedings and filings; seeks new methods to improve service to the public; recommends changes and improvements to the Criminal Rules and Procedures; automates operations; promotes operational efficiencies; and compiles statistical and public information. Additionally, the Division promotes high standards of professional conduct and excellent public service.

Organizational Background

During 2019, the Criminal Division reorganized its branch structure. The Community Court staff was merged into the Case Management Branch. Some staff was relocated among the different branches to have a more consistent supervisor/employee ratio throughout the division. As a result, the Criminal Division is comprised of the Director's Office and four branches; and manages nine community court misdemeanor calendars (low-level non-violent offenses).

The Director's Office is responsible for establishing policies for the division; planning, managing, and coordinating all administrative, fiscal, and personnel matters for the Criminal Division. The Director's Office has 10 FTEs.

The Quality Assurance Branch performs quality review of updates to the electronic 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 17 FTEs.

The Case Management Branch/ Community Court processes and maintains all felony, misdemeanor, traffic, and District of Columbia cases, motions, appeals, cases to be expunged, and sealed. The branch also assigns and monitors Community Service placement and completion. The Criminal Division 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 DC/Traffic Calendars. These Community Courts are novel in that they not only hold offenders accountable for their actions, but also focus on ensuring the defendant receives needed drug and mental health treatment, linkages to social services and, when appropriate, ongoing judicial monitoring. This branch has 19 FTEs.

The Courtroom Support Branch consists of courtroom clerks assigned to work with the judges who preside over criminal calendars, including Arraignment and Presentment. The branch also secures court evidence and trains courtroom clerks from other divisions who handle criminal cases. This branch has 48 FTEs.

The Special Proceedings Branch includes three sections, the Warrant Office, the Criminal Finance Office, and Criminal Information. 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 Finance Office receives court ordered fines, fees, bonds, and restitution payments and processes bond refunds. The Criminal Information Section provides the public with access to accurate criminal case information. This branch has 13 FTEs.

Criminal Division MAP Objectives

The following are the Criminal Division's strategic objectives:

- 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
- Encourage professional development through mentoring, cross training, and coaching
- Ensure access to justice by eliminating barriers to meaningful participation in the judicial process by ensuring court documents and information are developed in plain language through multiple platforms
- Ensure access to justice for eligible misdemeanors offenses in compliance with legislation that expands jury trials
- Ensure that court personnel demonstrate professionalism, exemplify the Courts' values, and provide excellent customer service
- Enhance employee well-being initiatives
- Enhance the effectiveness and efficiency of the misdemeanor Community Courts by identifying programming and social service needs of defendants and connecting them to the

appropriate services to reduce recidivist behavior and continue to hold defendants accountable for their offense by increasing the number of community service sites where court-supervised community service can be performed

Divisional Restructuring and/or Work Process Redesign

Conversion Integrated JUSTIS Information System

During this current fiscal year, staff from the Criminal Division has been preparing for the implementation of the new case management system, Odyssey. It is anticipated that the Criminal Division's "go-live date" is scheduled for February 2022.

To ensure a smooth and efficient conversion to the new system, the Criminal Division continues to refine flowcharts of all work processes and documentation of all Division procedures. This effort is crucial to identify repetitive or inefficient processes that may be eliminated or re-engineered in the conversion to the new case management database.

Implemented Remote Operations

In March 2020, the Chief Judge of the Superior Court for the District of Columbia issued an order requiring all divisions within the Court to operate in a remote status due to the COVID-19 pandemic. Within days, the Criminal Division activated its Continuity of Operations Plan (COOP) and reengineered business processes to support staff working remotely. Statutory Courts such as arraignments, preliminary hearings and the two treatment courts (Drug Court and Mental Health) remained operational onsite. Additionally, arrest and search warrants were done electronically while bench warrant return hearings were temporarily transferred to Arraignment Court until coverage was secured.

Instituted Remote Proceedings

During FY 2019, the Criminal Division completed its multi-year Warrant Exchange Project (WEP). The WEP enabled the Court to electronically enter returned warrants, update, and clear misdemeanor warrants with the Metropolitan Police Department (MPD). The WEP allows stay away orders and the conditions of release to be shared. This project gives MPD immediate access to arrest and search warrant information, without having to travel to the Courthouse.

Electronic Payment Platform

The Criminal Division, in conjunction with the Information Technology and Budget and Finance Divisions, successfully implemented an electronic payment platform, which allows online payments of court ordered financial obligations, including the payment of bonds.

Workload Data

The Criminal Division's case disposition information and performance measures are reflected below. These measures reflect the adopted time standards for processing cases and reducing the length of time between filing and final disposition to ensure fair and timely resolution for court users.

The caseload and efficiency table below shows that the Criminal Division disposed of over 9,762 cases in FY 2020; a decrease from FY 2019 due the impact that COVID-19 had on court operations. This includes 368 D.C. misdemeanors; 1,955 Felony cases; 2,093 Traffic cases; and 5,346 U.S. Misdemeanors.

Table 1
CRIMINAL DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2020 Data)

	Cases Added	Pending Cases 30-Sep	Cases Disposed	Clearance Rate*
D.C. Misdemeanor	355	195	368	104%
Felony	2,913	2,425	1,955	67%
Traffic	2,532	1,737	2,093	83%
U.S. Misdemeanors	7,006	4,094	5,346	76%
Total	12,806	8,451	9,762	76%

* 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
(Calendar Year 2020 data)

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021*		FY 2022		FY2023	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	**Misdemeanor jury trials performed within established time standards and SOPs	Management Reports	N/A	N/A	N/A	N/A	70%	65%	75%	70%
Input	**Processing of automatic sealing of misdemeanor and no papered cases	Management Report	N/A	N/A	N/A	N/A	75%	70%	75%	70%
Input	Felony I (Murder, Sexual Assault, etc.) case resolved within:	Management Report								
			75%	70%	75%	67%	75%	67%	75%	79%
			90%	66%	90%	87%	90%	87%	90%	85%
Input	Felony II cases resolved within:	Management Report								
			75%	77%	75%	42%	75%	42%	75%	68%
			90%	82%	90%	60%	90%	60%	90%	81%
Input	AFTC cases resolved within:	Management Report								
			75%	74%	75%	37%	75%	37%	75%	68%
			90%	85%	90%	63%	90%	63%	90%	81%
Input	AFTC cases resolved within:	Management Report								
			75%	74%	75%	37%	75%	37%	75%	68%
			90%	85%	90%	63%	90%	63%	90%	81%
Input	AFTC cases resolved within:	Management Report								
			75%	74%	75%	37%	75%	37%	75%	68%
			90%	85%	90%	63%	90%	63%	90%	81%

Input	U.S. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report	75% 90% 98%	71% 84% 94%	75% 90% 98%	33% 47% 63%	75% 90% 98%	33% 47% 63%	75% 90% 98%	76% 89% 96%
Input	D.C. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report	75% 90% 98%	78% 88% 96%	75% 90% 98%	59% 68% 75%	75% 90% 98%	59% 68% 75%	75% 90% 98%	82% 92% 96%
Input	D.C. Traffic cases resolved within: 3 months 6 months 9 months	Management Report	75% 90% 98%	65% 88% 96%	75% 90% 98%	49% 68% 79%	75% 90% 98%	49% 68% 79%	75% 90% 98%	62% 88% 96%
Input	Felony I (Murder, Sexual Assault, etc.) jury cases resolved by the second trial date	Management Report	70%	67%	70%	100%	70%	70%	70%	60%
Input	Felony II jury cases resolved by the second trial date	Management Report	70%	71%	70%	0%	70%	70%	70%	75%
Input	AFTC jury cases resolved by the second trial date	Management Report	70%	50%	70%	100%	70%	70%	70%	74%
Input	U.S. Misdemeanor jury cases resolved by the second trial date	Management Report	70%	50%	70%	0%	70%	70%	70%	93%
Input	Traffic jury cases resolved by the second trial date	Management Report	70%	100%	70%	0%	70%	70%	70%	78%
Input	Felony non-jury cases resolved by the second trial date	Management Report	80%	63%	80%	50%	80%	50%	80%	63%
Input	U.S. Misdemeanor non-jury cases resolved by the second trial date	Management Report	80%	90%	80%	91%	80%	91%	80%	87%
Input	D.C. Misdemeanor non-jury cases resolved by the second trial date	Management Report	80%	86%	80%	0%	80%	80%	80%	87%
Input	Traffic non-jury cases resolved by the second trial date	Management Report	80%	96%	80%	0%	80%	80%	80%	87%

*The 2021 figures are significantly lower due to the limited operations during the COVID-19 pandemic.

**These two performance indicators reflect the pending legislation's impact on performance measures.

FY 2023 Request

In FY 2023, the Courts' request for the Criminal Division is \$11,922,000, an increase of \$920,000 (8%) above the FY 2022 Enacted Level. This increase consists of \$192,000 for 3 FTEs to expedite case-processing, reducing backlogs; \$135,000 for 1 FTE to perform legal analysis necessitated by pending legislation; and \$593,000 for built-in cost increases.

Fair and Timely Case Resolution – Expedited Case Resolution to Reduce Backlog, 3 FTEs, \$192,000
Courtroom Clerks (JS-7/8/9)

Problem Statement. Due to the COVID-19 public health emergency, the Courts substantially modified operations to ensure the safety and well-being of court participants and personnel. The Division implemented remote operations to hear most criminal cases except for arraignment and presentment matters which were conducted partially in-person. The remote operations have improved access to justice, allowing increased participation from parties, witnesses and counsel, however these remote proceedings require more time to ensure procedural fairness which increases the time to dispose of criminal matters. In addition to their normal duties, the Courtroom Clerks and Judicial Officers are tasked with ensuring that court participants are properly logged into the proceeding, clearly heard, and that the proceedings are free of distractions from observers, to ensure the quality of the court record. The Division has almost 10,000 cases pending, a 79% increase in pending caseload from before the pandemic, and more than 4,000 cases that are pending beyond the disposition time standards. The time associated with conducting remote hearings is limiting the Division's ability to maintain the pre-pandemic pace of disposing cases. The Division has expanded onsite operations, and will continue to expand in-person court proceedings to reduce the backlog.

The Court also expects a significant increase in the number of misdemeanor jury trials as a result of the enactment of pending legislation, the *Second Chance Amendment Act of 2021*, and the *Criminal Expungement Amendment Act of 2021*. The legislation will increase the number of jury trials in misdemeanor cases, and the Criminal Division projects that this is likely to result in no fewer than 300 additional misdemeanor jury trials per year. Given current caseloads and staffing levels, the division will be unable to timely address the estimated 300 additional jury trial requests in a fair and timely fashion. Three additional Courtroom Clerks are needed to oversee the courtroom by administering oaths, impaneling jurors, securing trial exhibits, and ensuring the quality of the court record, as well as making sure that all trial-related events are recorded in the case management system.

Relationship to Court Vision, Mission and Strategic Goals. The additional Courtroom Clerk positions are needed to enable the Criminal Division to adequately respond to pending legislation and to meet the Courts' Strategic Goal 1: "Access to Justice for All"; and Goal 2: "Fair and Timely Case Resolution."

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 meet case processing performance standards.

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

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

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

Performance Indicators. Performance will be measured by the number of jury trials sought and performed within the established time standards for time to disposition

Fair and Timely Case Resolution of Increased Jury Demandable Misdemeanors, Record Sealings and Expungements, 1 FTEs, \$135,000
Attorney Advisor (JS-13)

Problem Statement. As a result of the *Criminal Code Revision Commission (CCRC)* recommendations, the *Second Chance Amendment Act of 2021*, and the *Criminal Expungement Amendment Act of 2021*, the Criminal Division anticipates a significant increase in the number of misdemeanor jury trials, offenses eligible for expungement, and sealing of criminal records. Given current caseloads and staffing levels, the division will be unable to timely address the estimated 300 additional jury trial requests, and approximately 13,000 criminal record review requests in a fair and timely fashion. The CCRC is recommending an overhaul of crimes in Titles 7 (gun), 22 (general), and 48 (drugs); and Title 16 Chapter 7 "Criminal Proceeding in the Superior Court" of the D.C. Code. In addition to reclassifying crimes and their penalties, if adopted, the recommendations would increase the availability of jury trials in misdemeanor cases. The Criminal Division projects that this is likely to result in no fewer than 300 additional misdemeanor jury trials per year. The *Second Chance Amendment Act of 2021* and the *Criminal Expungement Amendment Act of 2021* were recently introduced in the D.C. Council. Both bills propose to amend Title 16 Chapter 8 of the D.C. Code, "Criminal Record Sealing." The immediate impact would result in decreasing the waiting period for sealing criminal records; and increasing the number of requests for reviewing criminal records for the court to make decisions regarding sealing criminal records. An Attorney Advisor would assist in reviewing the qualifications for automatic sealing based on the nature of the charges and the defendants existing record. This review requires a thorough understanding of the nuances of criminal charges and sentencing decisions. An Attorney Advisor is needed to assist in managing the anticipated increase in caseload and record review request.

Relationship to Court Vision, Mission and Strategic Goals. The additional Attorney Advisor position is needed to enable the Criminal Division to adequately respond to pending legislation and meet the Courts' Strategic Goal 1: "Access to Justice for All"; and Goal 2: "Fair and Timely Case Resolution.

Relationship to Divisional Objectives. The new positions will support the Office's objectives to manage and resolve cases in a timely and efficient manner and meet case processing performance standards.

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

Methodology. The grade level and classification of these positions are determined by Courts' personnel policies and position classification standards.

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

Performance Indicators. Performance will be measured by the number of jury trials sought and performed within the established time standards for time to disposition.

Table 3
CRIMINAL DIVISION
New Position Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Courtroom Clerks	JS-7	3	\$152,000	\$40,000	\$192,000
Attorney Advisor	JS-13	1	\$107,000	\$28,000	\$135,000
Total		4	\$259,000	\$68,000	\$327,000

Table 4
CRIMINAL DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY2022/2023
11 - Personnel Compensation	8,166,000	8,493,000	9,220,000	727,000
12 - Personnel Benefits	2,287,000	2,377,000	2,567,000	190,000
Subtotal Personnel Cost	10,453,000	10,870,000	11,787,000	917,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	69,000	71,000	72,000	1,000
25 - Other Services				
26 - Supplies & Materials	30,000	31,000	32,000	1,000
31 - Equipment	29,000	30,000	31,000	1,000
Subtotal Non-Personnel Cost	128,000	132,000	135,000	3,000
TOTAL	10,581,000	11,002,000	11,922,000	920,000
FTE	107	107	111	4

Table 5
CRIMINAL DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	107	77,000	
	Current Position COLA	107	391,000	
	Courtroom Clerk	3	152,000	
	Attorney Advisor	1	107,000	
<i>Subtotal 11</i>				<i>727,000</i>
12 - Personnel Benefits	Current Position WIG	107	20,000	
	Current Position COLA	107	102,000	
	Courtroom Clerk	3	40,000	
	Attorney Advisor	1	28,000	
<i>Subtotal 12</i>				<i>190,000</i>
<i>Subtotal Personnel Services</i>				<i>917,000</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				920,000

Table 6
CRIMINAL DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6	2	2	2
JS-7	3	4	6
JS-8	32	34	32
JS-9	37	34	37
JS-10	15	15	15
JS-11	2	2	2
JS-12	4	4	4
JS-13	8	8	9
JS-14	2	2	2
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	8,166,000	8,493,000	9,220,000
Total FTEs	107	107	111

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA DOMESTIC VIOLENCE DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
29	2,577,000	29	2,685,000	34	3,298,000	5	613,000

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 (DVD) is comprised of 29 FTEs, including the Director’s Office, and the functions described below:

- The DVD Clerk’s Office, comprised of 10 FTEs, processes all petitions for civil protection Orders (CPOs), Anti-Stalking Orders (ASOs), Extreme Risk Protection Orders (ERPOs), DV criminal contempt cases, and subsequent filings related to DV Misdemeanor matters. In FY 2020, the DVD Clerk’s Office processed 4,500 intrafamily offense cases, 49 paternity and support cases, over 1,600 DV misdemeanor cases, 4 ERPO cases, and 49 criminal contempt cases. 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. In FY 2020, the DVD responded to the COVID-19 pandemic by implementing remote operations to ensure litigants could access emergency orders without interruption.
- The Courtroom Support Branch, comprised of 9 FTEs, processes all matters in courtrooms and provides courtroom clerk support for six judicial officers. The Courtroom Clerks maintain paperless records and simultaneously upload documents to an electronic case management system, in high-volume and fast-paced courtrooms. Courtroom Clerks are cross trained to support the DVD’s integrated adjudication of criminal and related civil matters (including CPOs, ASOs, ERPOs, paternity and support, and custody matters).
- The Quality Assurance Unit, comprised of 3 FTEs, reviews all cases initiated and adjudicated in the DVD due to the emergency-based nature of DV cases. They also assist with prisoner movement, and processing of warrants.
- The DVD’s Attorney Negotiators, comprised of 2 FTEs, meet with all litigants, in which both parties appear, for CPO and ASO cases. Through these negotiations, most parties are able to come to an agreement (defined as a consent CPO or ASO) without a trial or dismissal of a matter and obtain an order in the first trial setting. In addition, negotiators ensure fair and timely case resolution in the DVD 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 facilitate comprehensive agreements with input from both parties.

- The Branch Supervisors, comprised of 2 FTEs, oversee the operations of the DVD and manage 22 employees. The Clerk's Office Branch Supervisor supervises 11 FTEs, overseeing case initiation, processing of subsequent filings, entry of warrant and protection order data into the national database, and one Quality Assurance employee. The Courtroom Support Branch Supervisor supervises 11 FTEs, managing case flow of civil and criminal cases in 6 courtrooms (both on-site and remotely) and the 2 Quality Assurance employees' timely review of all hearings. The Branch Supervisors are responsible for training all employees and maintaining and updating the Division's standard operating procedures and business processes.

Management Action Plan (MAP) Objectives

The DVD'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 DVD customers.
- Implement hybrid operations to ensure litigants have access to all DV services both in person and remotely.
- Provide petitioners immediate relief through the Temporary Protection Order (TPO) and Temporary Anti-Stalking Order (TASO) process including access to after-hours TPOs in emergency situations remotely.
- Maintaining and monitoring an Electronic Sign-In System in the Clerk's Office to reduce wait times and to ensure expeditious submission of filings.
- Continued collaboration with agencies providing respondents rehabilitative support through court-ordered DV and family-violence intervention, substance abuse, parenting skills classes, mental health evaluations, and anger management treatment through deferred sentencing and judicial review procedures that ensure completion of programs.
- Enhance access to justice for Spanish-speaking and other non-English speaking court users by translating all court forms into Spanish and other languages (e.g. Amharic and Chinese), ensuring that interpreters (or bilingual staff) are available during all stages of case processing and hearings, and making instructions and procedures accessible in various languages.
- Enhance and assure safety of victims by utilizing additional tools for enforcement of protection orders, such as updating the Regional and National Register for protection orders.
- Collaborate with surrounding jurisdictions in Maryland and Virginia regarding enforcement of protection orders and service on their residents.
- Enhance the DVD case management system by implementing new technology to improve data collection and meet performance standards.
- Leverage technology by expanding the function of the Electronic Courtroom Check-In System to allow negotiators to upload documents directly to the courtroom.

- Create an electronic platform for parties to check-in to their court hearing remotely and provide contact information in a confidential breakout room.
- Enhance informed judicial decision-making by ensuring that related cases are identified so that judicial officers have all necessary information available prior to the hearing.
- Continue to monitor and update the DVD web page to ensure the public has access to information, forms, resources, and current remote operations.
- Expand availability of video conferencing equipment to increase the number of remote hearings at the Southeast Intake Center from one to three hearings.
- Collaborate with an area law school to assist litigants with the service of process to expedite case resolution.
- Implement policy changes and update procedures and forms as required by the new Intrafamily Offenses Act, including the creation of the new Anti-Stalking Order (ASO) case type.
- Provide a video presentation to litigants in the courtroom (on-site, in person, and on the website), explaining court processes.

Restructuring or Work Process Redesign

Domestic Violence cases are among the most complex and volatile in the D.C. Courts. Judges and court personnel are tasked with handling cases with the complicated dynamics of abuse, including severe mental health and addiction issues, in family relationships. The Division also serves victims who share the same residence or allege stalking, sexual abuse, or sexual assault. The Division specializes in addressing these challenging cases in ways that increase victim safety, respondent accountability and rehabilitative support, and efficient and effective adjudication.

In April 2021, new legislation expanded the case types in the DVD by creating a new Anti-Stalking Order (ASO) case type and changing the CPO law. These changes impacted the DVD's business processes and resources by increasing case processing times; requiring additional training and supervision; and the development of new forms, case management system-changes, and informational materials.

In January 2019, the Division expanded its operations to include Extreme Risk Protection Orders (ERPOs), which are case types that require someone who is a threat to themselves or others to surrender a firearm. In FY 2020, ERPO filings increased by 67% which also impacted the DVD operations particularly as the court transitioned to remote operations.

When the pandemic was declared in March 2020, the DVD immediately transitioned to remote operations and began hearing cases virtually via Webex. The transition was challenging because all procedures had to account for the additional dangers of domestic violence during a pandemic. Petitioners could still be residing with their abusers and could only access remote services when the person was not in the home or paying attention. For those reasons, the Division collaborated with stakeholders to create a low-barrier remote process for parties to request assistance for emergency resources and prepare court filings, 24 hours a day. As a result of this collaboration, there was no gap in access to same-day emergency protection orders. In addition to creating a remote process, the Division strengthened its emergency temporary protection order process to

ensure parties could request an order after business hours and on the weekend from a police station. During the creation of these new procedures, the Division took the following steps to ensure its processes were trauma-informed and accessible: 1) Conducted a plain language review of all public-facing resources, filing platforms, and information; 2) Provided a crisis-response line phone number (in English and Spanish) in all court notices and electronic correspondence; 3) Trained and developed procedures for staff to follow when calling parties who could be in dangerous situations; and 4) developed safeguards during court proceedings by monitoring participants in virtual hearings and using breakout rooms for parties to privately connect with their advocate or attorney. Within six months, the Division held over 2,000 virtual hearings and the number of remote filings continues to grow each month.

In 2020, the Division relocated its satellite office to the Anacostia community where many of the most indigent litigants reside. The new satellite office accommodates the growing volume of litigants from the SE quadrant of the city, which now comprise 30% of all the DVD filings. The new satellite office has the capacity to facilitate up to three remote hearings at a time, tripling its capacity from the previous satellite office.

Workload Data

In FY 2020, the Domestic Violence Division processed 6,237 new filings and reinstated cases and disposed of 3,867 cases. 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 2020 Data)

	Cases Added*	Cases Disposed	Clearance Rate**	Cases Pending		
				1-Oct	30-Sep	Change
Intra-family (Protection Orders)	4,526	2,891	64%	347	2,163	145%
U.S. Misdemeanors	1,635	904	55%	440	1,744	119%
Extreme Risk Protection Orders	5	2	40%	0	3	0
Criminal Contempt Cases	49	46	94%	54	45	18%
Paternity & Child Support	49	25	51%	45	8	140%
Total	6,237	3,867	61%	886	3,963	84%

* Includes cases filed and reopened cases.

**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
DOMESTIC VIOLENCE DIVISION
Key Performance Measures

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output/Activity	Hearings/events scheduled	CourtView	30,000	23,682	32,000	32,000	32,900	32,900	32,900	32,900
Quality	Cases reviewed & processed within 48 hours in Court's database	CourtView	95%	98%	95%	95%	95%	85%	95%	85%
Quality	Cases reviewed & processed within 48 hours in the national law enforcement database (WALES)	CourtView/WALES	100%	98%	100%	98%	100%	85%	100%	85%
Activity	Case initiation in the SE Satellite Office	CourtView	25%	16%	30%	30%	30%	30%	30%	30%

FY 2023 Request

In FY 2023, the D.C. Courts' request for the Domestic Violence Division is \$3,298,000, an increase of \$613,000 (23%) above the FY 2022 Enacted Level. The requested increase includes \$455,000 for 5 FTEs to expedite the creation of new cases, support remote hearings, negotiate cases and improve data integrity, and \$158,000 for built-in cost increases.

Responding to the Growing Demand for Domestic Violence Services, 5 FTEs, \$455,000

Attorney Negotiator (JS-13)

Program Analyst (JS-13)

2 Courtroom Clerks (JS-7/8/9)

Bilingual Deputy Clerk (JS-6/7/8)

Introduction. The DVD needs additional staff to manage the changes posed by the newly enacted Intrafamily Offenses Act and new case law which have increased the length of hearings, case processing times, and heightened the demand for supervisors to train and review cases for accuracy. In addition, the establishment of remote operations has highlighted the safety benefits to virtual filings and hearings which require different business processes and increased staff. The goal of the DVD is to balance the litigants' need for trauma-informed services, while maintaining reasonable wait times for parties, and improve data collection and reporting. The DVD's integrated court model of civil and criminal matters, on-site intake center partnerships, and unique negotiation process make it a trailblazer in DV courts around the world. The Division must expand its workforce to continue to implement best practices and serve the changing needs of the public, particularly as the court expands its capacity to operate remotely.

Problem Statement. Since the Division's inception in 1997, the needs of this population have grown exponentially. As the world responds to the COVID-19 pandemic, many communities

have to confront other “pandemics within the pandemic,” including domestic violence. According to a 2017 study by the DC Coalition Against Domestic Violence (DCCADV), 39% of female DC residents have been hit, slapped, punched, threatened, beaten, stalked, or raped by an intimate partner. Furthermore, 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 severe underreporting for these crimes; on a given day in DC, there are over 500 victims served by eleven domestic violence programs. (National Network to End Domestic Violence [NNEDV], 2020). Of the services provided daily across the District, at least 27% involve some form of court assistance (NNEDV, 2020). In order to continue to adapt and meet the unique needs of this population, the DVD needs the addition of an Attorney Negotiator, Program Analyst, Bilingual Deputy Clerk, and two Courtroom Clerks.

Bilingual Deputy Clerk

The role of the Deputy Clerk is to process all cases filed in person and remotely. The initiation of a CPO case has many steps and requires a great deal of accuracy. The process requires a thorough background check of the parties to ensure that the judicial officers have all necessary information when ruling on a DV case. With the passage of the new Intrafamily Offenses Act of 2020, the Deputy Clerks also must initiate, screen-for, and navigate questions about the new Anti-Stalking Order (ASO) case type as well as the relatively new Extreme Risk Protection Order (ERPO) case type. In addition, because of the evolving remote operations in the DVD, the deputy clerks have an increased volume of phone calls regarding upcoming court dates, procedures, and technology, which pose additional time and resource challenges. Due to the emergency nature of the filings in the DVD, it is imperative that there are no delays in case initiation. Furthermore, the cases that require a translation take longer to process which impacts the overall case flow, thus the need for more staff. To reduce some of the added strain of expanded case types and remote operations, the DVD is requesting a Bilingual Deputy Clerk to also assist the growing Spanish speaking population navigate these added challenges.

Courtroom Clerks (2)

In March 2020, the DVD reengineered its operations to conduct remote hearings and filings. Since the declaration of the COVID-19 Pandemic, the Court had to shift from in person filings to remote filings in a matter of days. The DVD has remained accessible virtually and has held thousands of remote hearings since the start of the pandemic. During this time, the DVD has learned that remote hearings have many benefits for the parties such as safety and convenience. As a result of this, the DVD intends to permanently institute remote hearings. While remote court hearings increase access to justice and safety for parties, they are more time consuming and require the Courtroom Clerks to do more hands-on work. For instance, Courtroom Clerks have to ensure that parties, judges, witnesses, and attorneys are connected to the remote hearing room either by phone, or through Webex, and in some cases they have to provide technical support. In the Domestic Violence context, the courts have to be extra careful of potentially dangerous situations in reaching out to litigants by phone. They have to ensure that they do not share information with a non-party or even the abuser. Furthermore, they have to ensure that the information is transmitted securely to avoid unlawful publishing of sensitive information. Additionally, in cases in which the defendant is detained and the hearing takes place by video from the jail, there are additional steps, procedures, and time delays that are not present for in

person hearings. Currently the DVD operates seven courtrooms but only has nine courtroom clerks, which hinders the DVD from following best practices of having two people in each courtroom. Despite having the technology and space in the new SE Center, there are not enough Courtroom Clerks to support the community site. To address the staff shortage in light of the DVD's expanding operations and plans to permanently maintain remote hearings, the DVD is requesting two additional Courtroom Clerks to support courtroom operations.

Attorney Negotiator

One unique function of the Division is the use of shuttle negotiations in DV cases. Conducting negotiations in CPOs and ASOs is a delicate craft, requiring highly skilled negotiators with extensive experience in DV dynamics, how to navigate trauma, and understanding that successful negotiations in this context must be driven by the needs of the parties involved in the case. As a result of the negotiation, parties are able to navigate the court process armed with information, and reach comprehensive agreements that address safety and practical child custody considerations. Finally, this process greatly reduces the use of judicial resources because they will either receive a consent agreement, dismissal, or carefully crafted order and briefing of the salient legal and practical issues between the parties before a trial.

In FY 2019, there were over 3,000 cases in which both parties were present, or 6,000 individual litigants. While the number of individual case filings is significant, the volume of two-party cases most accurately highlights the demand for another negotiator. Collaborative efforts, including those with the Metropolitan Police Department, local law schools, and respondent-based pro-bono legal service efforts, have increased successful service and appearance of both parties in CPO and the new ASO cases. Meeting with litigants in traumatized and emotionally heightened conditions requires a great deal of time and expertise. Despite best efforts, the change from in-person to telephonic negotiations has increased the amount of time it takes to complete the negotiation process. For example, on-site- negotiators could see the parties' body language to assess which trauma-informed communication technique to implement; but, off-site- it is much harder to read a person's demeanor and effectively deescalate or ground individuals in heightened emotional states. Finally, negotiators have exhibited signs of vicarious trauma as a result of working with the DV population under heightened pressure to meet the increasing number of cases. The negotiators' experiencing vicarious trauma may affect the quality of services they are able to provide the public, both in terms of the technical negotiation and increased wait times due to absences or fatigue. An additional negotiator will make the attorney negotiator positions more manageable and ensure court participants continue to receive an adequate level of service.

Program Analyst

The DVD needs a dedicated program analyst to support the increasing use of data gathering and analysis to make data-driven decisions to improve efficiency, facilitate future strategic planning, and conduct grant-reporting activities. This function is extremely important in the DVD and involves tracking trends in both civil and criminal contexts to prevent homicides and continued violence, meet the needs of vulnerable communities, and ensure respondents have opportunities to comply with court-mandated rehabilitative services. The increased cases, operational

developments, and goals, make it impossible for the DVD to satisfy its basic grant-reporting obligations while implementing data-driven court-system innovations to meet the changing needs of the public, particularly in light of remote operations. In addition, the DVD relies on grant funding to support their innovative operations including the Domestic Violence Satellite Office. The Program Analyst will support the data gathering as well as the reporting requirements for grants.

Relationship to Courts Mission and Goals. This request supports the Courts’ Strategic Goal I, Access to Justice by helping parties resolve their cases and by providing the data to enhance services in the future.

Relationship to Divisional Objectives. These requests are directly related to the Division’s main objective to provide increased access to justice for all by ensuring fair and timely case resolution by well-trained and trauma-informed employees.

Relationship to Existing Funding. Currently, the funding for the Division is only sufficient for the current number of FTEs.

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

Expenditure Plan. The new FTEs will be recruited and hired according to the Courts’ personnel policies and procedures.

Performance Indicators. The new Bilingual Deputy Clerk will support the expeditious and accurate processing of cases, particularly for the growing number of Spanish speaking filers. The additional courtroom clerks will support the demands of remote hearings. The new Attorney Negotiator position will enhance access to justice for court participants by reducing wait times and ensuring that litigants understand the court process. It will further impact the timeliness of case resolution. The Program Analyst position will strengthen the integrity of the Court’s data and accuracy and timeliness of reports.

Table 3
DOMESTIC VIOLENCE DIVISION
New Positions Requested

Positions	Grade	Number	Salary	Benefits	Total Personnel Cost
Deputy Clerk	6	1	\$45,000	\$12,000	\$57,000
Courtroom Clerk	7	2	\$101,000	\$27,000	\$128,000
Attorney Negotiator	13	1	\$107,000	\$28,000	\$135,000
Program Analyst	13	1	\$107,000	\$28,000	\$135,000
TOTAL		5	\$360,000	\$95,000	\$455,000

Table 4
DOMESTIC VIOLENCE DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	1,997,000	2,082,000	2,567,000	485,000
12 - Personnel Benefits	560,000	583,000	711,000	128,000
<i>Subtotal Personnel Cost</i>	<i>2,557,000</i>	<i>2,665,000</i>	<i>3,278,000</i>	<i>613,000</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	9,000	9,000	9,000	0
<i>Subtotal Non-Personnel Cost</i>	<i>20,000</i>	<i>20,000</i>	<i>20,000</i>	<i>0</i>
TOTAL	2,577,000	2,685,000	3,298,000	613,000
FTE	29	29	34	5

Table 5
DOMESTIC VIOLENCE DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	29	29,000	
	Current Position COLA	29	96,000	
	Deputy Clerk	1	45,000	
	Courtroom Clerk	2	101,000	
	Attorney Negotiator	1	107,000	
	Program Analyst	1	107,000	
<i>Subtotal 11</i>				<i>485,000</i>
12 - Personnel Benefits	Current Position WIG	29	8,000	
	Current Position COLA	29	25,000	
	Deputy Clerk	1	12,000	
	Courtroom Clerk	2	27,000	
	Attorney Negotiator	1	28,000	
	Program Analyst	1	28,000	
<i>Subtotal 12</i>				<i>128,000</i>
<i>Subtotal Personnel Services</i>				<i>613,000</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				613,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6	3	3	4
JS-7			2
JS-8	8	8	8
JS-9	8	8	8
JS-10	4	4	4
JS-11			
JS-12	2	2	2
JS-13	2	2	4
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salaries	1,997,000	2,082,000	2,567,000
Total FTEs	29	29	34

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
157	15,480,000	157	16,083,000	157	16,933,000	0	850,000

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 Counsel for Child Abuse and Neglect Branch (CCAN) recruits, trains, and assigns attorneys to provide representation for children, eligible parents, and caretakers in proceedings of child abuse and neglect. This office has 3 FTEs.
3. 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 45 FTEs.
4. 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.
 5. The Domestic Relations Branch processes divorce, annulment, custody, termination of parental rights, and adoption cases. This branch has 19 FTEs.
 6. 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. This office has 2 FTEs.
 7. 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. This office has 2 FTEs.
 8. 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 15 FTEs.
 9. The Legal Section consists of the Family Court attorneys, including attorney negotiators, attorney advisors, staff attorney, and the branch chiefs for CCAN and the Self-Help Center. This office has 5 FTEs.
 10. The Marriage Bureau issues licenses and authorizations for marriages in the District of Columbia and maintains a list of officiants who are authorized to perform civil weddings. This branch has 8 FTEs.
 11. 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 7 FTEs.
 12. The Parentage and Support Branch processes paternity actions and requests to establish, modify, and enforce child support orders. This branch has 16 FTEs.
 13. The Self-Help Center provides legal information and assistance to self-represented parties. This office has 4 FTEs.

The Family Court Operations Division Management Action Plan Objectives

- Promote a competent and well-trained Family Court CCAN and Guardian *ad Litem* Panel by continuing to ensure compliance with practice standards and certification requirements and by conducting annual training and monthly brown bag sessions for attorneys.
- Ensure access to court services by providing Mental Habilitation Advocates.

- 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 Administrative Order.
- Minimize wait times and delays by increasing the use of electronic sign-in.
- Enhance procedures to start trials on their first scheduled dates and to finish them on succeeding days, beginning with neglect cases.
- Expand the use of electronic notice and document transmission.
- Promote timely case resolution by completing home studies within established time standards.
- Enhance employee engagement by holding weekly Director's Office video check-ins with employees.
- Ensure the effectiveness of court operations by providing legal analysis of statutes and case law and monitoring compliance with D.C. Code, e.g., §16-2310 (e).
- Manage and report on Family Court case data through various reports and presentations.
- Enhance the use of attorney negotiators to increase settlement rates and improve case dispositions.
- Enhance case processing, information management, and performance measurement and reporting through targeted technology investments.
- Enhance an electronic case processing system ("paperless") for all case types except Adoptions and Relinquishments.
- Monitor Call Center performance to determine its effectiveness in resolving customer inquiries and enhance customer satisfaction.

Workload Data

There were 3,687 pending pre-disposition cases in the Family Court on October 1, 2019. In fiscal year 2020, there were a total of 7,836 new cases filed and 175 cases reopened in the Family Court. During the same period, 8,179 cases were disposed. As a result, there were 3,519 cases pending in the Family Court on September 30, 2020. The overall clearance rate was 102% (Table 1).

Table 1
FAMILY COURT OPERATIONS DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2020 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct-19	30-Sep-20	Change
Abuse & Neglect	230	237	103%	50	43	-14.0%
Adoption	170	183	108%	163	150	-8.0%
Divorce & Custody	2,912	2,767	95%	1,316	1,461	11.0%
Juvenile	1,044	1,202	115%	528	370	-29.9%
Mental Health**	2,724	2,700	99%	160	184	15.0%
Parentage & Support	931	1,090	117%	1,470	1,311	-10.8%
Total	8,011	8,179	102%	3,687	3,519	-4.6%

*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.

**No new mental habilitation cases were filed in 2020 due to 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.

Table 2
FAMILY COURT OPERATIONS DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	2020		2021		2022		2023	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Time to Disposition	Contested Custody Cases: 98% within 270 days	Performance Measure Report	98%	84%	98%	98%	98%	98%	98%	98%
Time to Disposition	Contested Divorce Cases: 98% within 270 days		98%	91%	98%	98%	98%	98%	98%	98%
Time to Disposition	Child Support: 90% within 18 months		90%	93%	90%	90%	90%	90%	90%	90%
Time to Disposition	Neglect (Child Removed): 100% with 105 days		100%	73%	100%	100%	100%	100%	100%	100%
Time to Disposition	Neglect (Child Not Removed): 100% with 45 days		100%	48%	100%	100%	100%	100%	100%	100%
Time to Disposition	Juvenile (Released): 98% with 270 days		90%	85%	90%	90%	90%	90%	90%	90%
Persons Assisted	Number of Persons Assisted in the Self-Help Center	Family Statistics	9,100	6,085 ⁴	7,000	7,000	8,000	8,000	8,500	8,500

⁴The Family Court Self-Help Center is a walk-in center, and, despite transitioning to telephone support during COVID-19, the number of clients served was significantly decreased from previous years.

FY 2023 Request

In FY 2023, the Courts' request for the Family Court Operations Division is \$16,933,000, an increase of \$850,000 (5%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in costs.

Table 3
FAMILY COURT OPERATIONS DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	10,911,000	11,349,000	11,998,000	649,000
12 - Personnel Benefits	3,051,000	3,171,000	3,340,000	169,000
<i>Subtotal Personnel Cost</i>	<i>13,962,000</i>	<i>14,520,000</i>	<i>15,338,000</i>	<i>818,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	88,000	91,000	93,000	2,000
25 - Other Services	1,048,000	1,079,000	1,101,000	22,000
26 - Supplies & Materials	45,000	46,000	47,000	1,000
31 - Equipment	337,000	347,000	354,000	7,000
<i>Subtotal Non-Personnel Cost</i>	<i>1,518,000</i>	<i>1,563,000</i>	<i>1,595,000</i>	<i>32,000</i>
TOTAL	15,480,000	16,083,000	16,933,000	850,000
FTE	157	157	157	0

Table 4
FAMILY COURT OPERATIONS DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	157	127,000	
	Current Position COLA	157	522,000	
<i>Subtotal 11</i>				<i>649,000</i>
12 - Personnel Benefits	Current Position WIG	157	33,000	
	Current Position COLA	157	136,000	
<i>Subtotal 12</i>				<i>169,000</i>
<i>Subtotal Personnel Services</i>				<i>818,000</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	Built-in Increases			22,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			7,000
<i>Subtotal Non-Personnel Services</i>				<i>32,000</i>
Total				850,000

Table 5
FAMILY COURT OPERATIONS DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5	1	1	1
JS-6	18	18	18
JS-7	9	9	9
JS-8	42	42	42
JS-9	35	35	35
JS-10	19	19	19
JS-11	7	7	7
JS-12	10	10	10
JS-13	13	13	13
JS-14	1	1	1
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	10,911,000	11,349,000	11,998,000
Total FTEs	157	157	157

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
140	22,452,000	140	23,281,000	140	24,326,000	0	1,045,000

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 provision and coordination of positive youth development frameworks, comprehensive prosocial services, and community supervision to enhance public safety and prevent recidivism.

Organizational Background

As the juvenile probation agency for the nation's capital, which includes pre-trial services, formal diversion and supervision as well as post-adjudicated probation, 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 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/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 recommendations to the Office of the Attorney General (OAG); 6) advising and making recommendations to the court throughout all phases of the adjudication process; 7) conducting home, school, and community assessments toward the development of comprehensive pre-trial and post-disposition probation services/supervision plans and alternatives to detention; 8) facilitating Family Group Conferences (FGC); 9) coordinating youth commitment to the DYRS; and 10) coordinating services and supervision to all court-involved youth. The Division is comprised of the Director's office, two units, and four branches:

- The Director's Office is responsible for management and oversight of all goals, objectives, programs and activities across the Division in accordance with the District of Columbia Municipal Code and Annotated Rules. The office has 5 FTEs.
- The Juvenile Information Control (JIC) Unit processes all cases through adjudication and disposition in the case management system. The JIC Unit also manages the distribution of court reports, oversees the general maintenance of the Division's vehicles, and provides customer service to youth and families reporting to Building B, the central administrative office for CSSD. The unit has 4 FTEs.

- The Contract Monitoring, Data and Financial Analysis (COMDAF) branch coordinates all court-ordered referrals, oversees the procurement of services, coordinates reimbursement for contractual service providers, and compiles CSSD's data. The COMDAF Unit is also responsible for developing Statements of Work and convening Source Solicitation Evaluation Boards that enable the CSSD to procure services for youth and families via solicitations managed by the Administrative Services Division. The Unit oversees co-located absconder efforts and coordinates the Division's internships and staff training. The unit has 10 FTEs.
- The Intake Services and Delinquency Prevention Branch (ISDP) is comprised of three teams, including two teams dedicated to day, evening and overnight intake services and one team responsible for community outreach and education, as well as Global Positioning System (GPS) electronic monitoring. Intake Units I and II are responsible for screening each newly referred youth's risk to public safety; screening and assessing all truancy referrals; conducting social assessments on all youth referred by law enforcement; coordinating Connors and STAR assessments; presenting all referrals before a judicial officer presiding over the juvenile new referrals calendar (JM-15); and making pre-trial recommendations. The Delinquency Prevention Unit (DPU) manages the Division's GPS electronic monitoring, coordinate's 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. 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 seamless set of services, comprehensive case management, and community monitoring/supervision provided by one probation officer of record throughout the life of the youth's case. The branch consists of: 1) the Southeast Satellite Office (SESO) 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), created to serve youth residing in the southwest and lower northwest quadrants 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; 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 41 FTEs.
- The Pre/Post Probation Supervision, Status Offender & Solution Courts Branch -Region II is responsible for providing seamless comprehensive case management services and community monitoring/supervision by one probation officer of record throughout the life of the 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. The branch consists of: 1) the Northwest Satellite Office (NWSO), responsible for serving and supervising most youth residing in the northwest quadrant of the city; 2) the Northeast Satellite Office (NESO) Balanced and Restorative Justice (BARJ) Drop-In Center responsible for serving male youth residing in the Northeast quadrant of the city; 3) the Leaders of Today in Solidarity - LOTS, the city's first female gender-specific seamless probation program (created in 2006); 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/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 44 FTEs.

- The Child Guidance Clinic (CGC) Branch provides court-ordered psychological, psycho-educational, 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 recommends eligible youth for the Juvenile Behavioral Health Court 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 10 FTE's and 3 paid interns.

Division Management Action Plan - MAP Objectives

The Family Court Social Services Division - CSSD will:

- Use a valid Risk Assessment Instrument (RAI), Social Assessment, Connors, and Sex Trafficking Assessment Review (STAR) screening tools to interview all youth within four hours of referral, ensuring sound detention/release, petitioning recommendations (following consultation with the Office of the Attorney General), and expeditious case initiation by transferring 99% of cases to appropriate teams within three business days of initial hearing.
- Provide high quality screenings for Persons In Need Of Supervision (PINS) and alleged truant youth (Status Offenders) in non-secure settings, and also ensure assessments, 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.
- Ensure accurate and timely processing of all services designated by probation officers and/or court order by processing all referrals within seven days of the probation officer of record receiving the case.
- Coordinate and facilitate Family Group Conferences (FGC) on all youth within 15 calendar days of 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.
- Develop comprehensive strength-based social studies to guide services and supervision of all juveniles (as ordered by the Court) by completing 97% of all social studies within 1 day for detained youth and 3 days of the court order for non-detained youth.

- Ensure comprehensive service delivery and community supervision for all youth referred via Interstate Compact who reside within a 20-mile radius of the city and ensure all cases adjudicated in the District of Columbia involving youth residing outside of the radius are transferred to the appropriate jurisdiction for services and supervision within 15 days of the disposition.
- Provide high-quality psychological, neuro-psychological, psychosexual, and psycho-educational evaluations for all court-ordered youth within 25 business days.
- Coordinate with local law enforcement (Metropolitan Police and Metro Transit Police) canvassing high traffic areas to ensure the safe passage of youth to and from school and afterschool enrichment programs.
- 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) continues to enhance its strength-based, proactive, and prosocial positive youth development philosophy to guide the services to supervised youth. In 2019, the court opened the sixth Balanced and Restorative Justice (BARJ) Drop-In Center to serve adolescent males in the Northwest area by offering educational, therapeutic, nutritional, and other social services.

Maintaining its commitment to retain a progressive workforce and ensure timely delivery of services to youth and families, while educating the public on the role of the CSSD within the city's juvenile justice system consistent with the Strategic Plan of the D.C. Courts, the Division continued to enhance essential components of its service model. The four pillars of this approach are: 1) Accountability - we are all accountable for our actions; 2) Competency Development - crime reduction is contingent on society's ability to aid individuals in the development of acceptable norms and values which govern our behavior; 3) Community Restoration - when a crime occurs communities, victims and transgressors must be restored to an equal or better state such that members of the community can continue developing; and 4) Community Safety - societies are responsible for the safety of all individuals.

The CSSD continued to identify youth victimized by exploitation and sex trafficking for specialized solutions courts. The Division also continued to utilize its BARJ Graduated Responses Matrix (GRM) to guide youth, aid competency development, enhance successful completion of court involvement, and enable timely responses for youth.

Workload Data

Table 1
FAMILY COURT SOCIAL SERVICES DIVISION
Caseload
(Fiscal Year 2020 Data)

Case Type	New Cases	Cases Closed	Cases Pending Beginning of FY 20	Cases Pending End of FY 20
Juvenile Intake	1,612	1,612	0	0
Intake Truancy Referrals	639	639	0	0
Pre/ Post Disp. Supervision	451	507	305	330
Status Offenders	3	23	14	8
Behavioral Health Court	14	19	22	22
*HOPE Court	6	17	26	15
Child Guidance Clinic	97	76	0	0

Table 2
FAMILY COURT SOCIAL SERVICES DIVISION
Key Performance Indicators

Performance Indicators	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Juveniles under supervision monthly cases average of total CSSD cases	Superior Court Data	1,100	518	900	750	800	800	800	800
Juveniles under supervision and drug screening conducted (youth screened at lockup)	Pretrial Services Data	1,200	0*	300	750	800	950	950	950
Juvenile probationers screening positive for drugs during probation	Pretrial Services Data	600	298	350	375	400	400	475	475
Percentage of Juveniles successfully completing probation	CSSD Statistical Reports	88%	88%	90%	88%	90%	90%	90%	90%
Juveniles arrested for new offenses during probation	Superior Court Data	18%	14%	15%	15%	15%	15%	15%	15%
Average supervision caseload	CSSD Statistical Reports	22	12	18	18	18	18	16	16
Average intensive supervision caseload	CSSD Statistical Reports	12	12	12	12	12	12	12	12
Curfew checks -- face-to-face home contact	CSSD Statistical Reports	17,500	4,465	7,500	8,000	10,000	12,500	12,500	12,500
Curfew checks -- telephone calls	CSSD Statistical Reports	24,000	13,035	15,000	15,000	17,500	18,000	17,500	17,500
Compliance with face-to-face and telephone curfew checks	CSSD Statistical Reports	80%	78%	78%	78%	78%	78%	75%	78%

* During FY 2020, no drug screenings were conducted at lockup due to logistical changes; screenings resumed in FY 2021.

Division Outcomes and Accomplishments in FY 2020

In FY 2020 with an average daily population of 518, of whom 98 or 19% were females and 420 or 81% were males, the CSSD continued its innovative and comprehensive measures to serve and supervise court-involved youth. The Division continued to enhance successful prevention measures, including collaborative efforts with local agencies. The CSSD also ensured its evidenced-based screening and assessment tools were administered timely, resulting in 100% timely presentment of all newly arrested youth in the initial hearing. A total of 1,612 new

delinquency cases were processed, representing a 37% decrease from 2,558 in FY 2019. Additionally, the CSSD successfully screened 639 Truancy and PINS referrals. More than-two thirds of the Truancy referrals (74%) screened were not petitioned, and returned to the referring school based upon CSSD's findings and shared with the Office of the Attorney General.

As a result of the COVID-19 pandemic, the division conducted virtual face-to-face curfew visits (an average of 637 per month) with youth and families and conducted curfew calls (an average of 1,862 per month). CSSD expanded coordination of sound case management, and facilitated a variety of social services, offering enrichment experiences to youth in the satellite offices.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# youth in BARJ/# supervision cases	0/39	0/41	0/41	0/42	0/44	0/43	0/46
% Not suspended from school	41%	76%	73%	98%	57%	72%	91%
% Not rearrested	100%	100%	100%	100%	100%	100%	100%

*No youth attended BARJ in FY21 due to the COVID-19 pandemic.

Table 3 shows average outcomes achieved by the SE BARJ Drop-In Center from October 2020 through April 2021. As of March 2020, this BARJ Drop-In Center did not operate evening programming due to the COVID-19 pandemic. Pre-Trial and Post Disposition youth were supervised remotely. Among the youth attending the SE BARJ Drop-In Center, an average of 100% were not re-arrested and 73% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# youth in BARJ/# supervision cases	0/29	0/32	0/38	0/30	0/28	0/28	0/29
% Not suspended from school	83%	100%	100%	77%	82%	82%	100%
% Not rearrested	100%	100%	100%	100%	100%	100%	100%

*No youth attended BARJ in FY21 due to the COVID-19 pandemic.

Table 4 shows outcomes achieved by the SW BARJ Drop-In Center youth from October 2020 through April 2021. As of March 2020, this BARJ Drop-In Center did not operate evening programming due to the COVID-19 pandemic. Pre-Trial and Post Disposition youth were supervised remotely. Among the youth attending the SW BARJ Drop-In Center, an average of 100% were not re-arrested and 89% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# youth in BARJ/# supervision cases	0/28	0/33	0/35	0/34	0/35	0/37	0/32
% Not suspended from school	89%	64%	60%	62%	74%	84%	81%
% Not rearrested	100%	100%	100%	100%	97%	100%	100%

*No youth attended BARJ in FY21 due to the COVID-19 pandemic.

Table 5 shows outcomes achieved by the NE BARJ Drop-In Center youth from October 2020 through April 2021. As of March 2020, this BARJ Drop-In Center did not operate evening programming due to the COVID-19 pandemic. Pre-Trial and Post Disposition youth were supervised remotely. Among the youth attending the NE BARJ Drop-In Center, an average of 99% were not re-arrested and 73% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# youth in BARJ/# supervision cases	0/28	0/29	0/26	0/21	0/25	0/25	0/24
% Not suspended from school	100%	34%	27%	19%	28%	28%	0%
% Not rearrested	100%	100%	100%	100%	100%	100%	100%

*No youth attended BARJ in FY21 due to the COVID-19 pandemic.

Table 6 shows outcomes achieved by the NW BARJ Drop-In Center youth from October 2020 through April 2021. As of March 2020, this BARJ Drop-In Center did not operate evening programming due to the COVID-19 pandemic. Pre-Trial and Post Disposition youth were supervised remotely. Among youth participating in the NW BARJ Drop-In Center, an average of 100% were not re-arrested and 34% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# youth in BARJ/# supervision cases	0/39	0/47	0/46	0/50	0/54	0/57	0/57
% Not suspended from school	74%	68%	70%	64%	74%	72%	61%
% Not rearrested	100%	89%	100%	100%	100%	100%	100%

*No youth attended BARJ in FY21 due to the COVID-19 pandemic.

Table 7 shows outcomes achieved by the LOTS BARJ Drop-In Center youth from October 2020 through April 2021. As of March 2020, this BARJ Drop-In Center did not operate evening programming due to the COVID-19 pandemic. Pre-Trial and Post Disposition youth were supervised remotely. Among youth participating in the LOTS BARJ Drop-In Center, an average of 100% were not re-arrested and 69% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# Truancy PINS/JBDP/HOPE youth in BARJ/# supervision cases	0/46	0/43	0/44	0/43	0/42	0/37	0/45
% Not suspended from school	100%	100%	100%	100%	100%	100%	100%
% Not rearrested	100%	100%	100%	100%	100%	100%	100%

*No youth attended in BARJ in April due to the COVID-19 Emergency Amendment Act of 2020.

Table 8 shows outcomes achieved by the BARJ Drop-In Center that serves participants in the court's juvenile solutions courts from October 2020 through April 2021. As of March 2020, this BARJ Drop-In Center did not operate evening programming due to the COVID-19 pandemic. Pre-Trial and Post Disposition youth were supervised remotely. Among the youth participating

in this BARJ Drop-In Center, 100% were not re-arrested and 100% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# Youth supervision cases	90	87	80	76	76	77	73
% Not suspended from school	24%	29%	31%	91%	18%	31%	19%
% Not rearrested	89%	94%	100%	100%	100%	99%	100%

*No Interstate youth were supervised in person due to the COVID-19 pandemic.

Table 9 shows outcomes achieved by Interstate youth from October 2020 through April 2021. As of March 2020, interstate youth did not attend CSSD BARJ Centers due to the COVID-19 pandemic. Pre-Trial and Post Disposition interstate youth were supervised remotely. Among youth served and supervised by Interstate staff, an average of 97% were not re-arrested and 35% were not suspended from school.

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

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# Youth supervision cases	90	87	80	76	76	77	73
% Not suspended from school	30%	15%	25%	37%	22%	30%	75%
% Not rearrested	64%	68%	71%	75%	72%	83%	89%

* A subset of UTURN youth were supervised in person due to COVID-19 pandemic.

Table 10 shows outcomes achieved by UTURN Intensive Supervision youth from October 2020 through April 2021. As of March 2020, UTURN youth did not attend CSSD BARJ Centers due to the COVID-19 pandemic. Pre-Trial and Post Disposition UTURN youth were supervised remotely. Among youth participating in UTURN, an average of 75% were not re-arrested and 33% were not suspended.

Table 11
FAMILY COURT SOCIAL SERVICES DIVISION
Curfew Checks

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# Virtual Face-to-Face	630	620	610	610	625	650	720
# Telephone	1,650	1,760	1,678	1,775	1,805	2,172	2,195

* In-person curfews were suspended in FY 21 due to COVID-19 pandemic.

Table 11 illustrates a total of 4,465 face-to-face curfew checks were conducted by probation officers from October 1, 2020 through April 30, 2021, and a total of 13,035 telephone curfew checks were conducted by probation officers. 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. who reside within a 20-mile radius of the city. The population of youth receiving telephone curfew checks includes all youth supervised by CSSD with court-ordered curfews.

Table 12
FAMILY COURT SOCIAL SERVICES DIVISION
Parent Participation Orders

Month/Year	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21
# Parent Participation Orders	306	319	317	302	318	313	316
Compliance	287	294	281	279	289	281	289
% Compliance among parents	94%	92%	89%	92%	91%	90%	92%

Table 12 reveals that from October 2020 through April 2021, 91% of eligible parents complied with Parent Participation Orders. Parental involvement enables youth to build competencies and maintain higher degrees of compliance with court-ordered conditions, enhances social skills, and promotes their development into contributing citizens.

In FY 2020, the CSSD continued to enhance partnerships with local, regional and national juvenile and criminal justice, child welfare, health and behavioral health stakeholders as well as public and public charter school professionals and agencies across the city. Through regularly convened collaborative meetings, committees, and task forces, the scope of innovative activities and programs targeting at-risk youth were increased.

The Court continued its leadership role as a juvenile justice and child welfare. This year, the CSSD staff was trained in using Therapeutic Aggression Control Techniques (TACTS) as a comprehensive model for trauma-sensitive behavioral health management, crisis de-escalation and physical interventions. TACTS will enhance CSSD staff's ability to effectively engage with youth, and redirect non-productive youth behavior. TACTS is a nationally recognized strengths-based training that will enable CSSD staff to effectively engage at-risk youth. The CSSD's access to many of the educational, recreational, entertainment, and cultural venues was limited due to the COVID-19 pandemic. As a result, the CSSD enhanced its mentoring program, life-skills and tutoring services to support youth operating in a new virtual learning environment.

FY 2023 Request

In FY 2023, the Courts' request for the Family Court Social Services Division is \$24,326,000, an increase of \$1,045,000 (5%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 13
FAMILY COURT SOCIAL SERVICES DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	13,153,000	13,675,000	14,412,000	737,000
12 - Personnel Benefits	3,652,000	3,794,000	3,986,000	192,000
<i>Subtotal Personnel Services</i>	<i>16,805,000</i>	<i>17,469,000</i>	<i>18,398,000</i>	<i>929,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	796,000	819,000	835,000	16,000
24 - Printing & Reproduction				
25 - Other Services	4,760,000	4,899,000	4,997,000	98,000
26 - Supplies & Materials	55,000	57,000	58,000	1,000
31 - Equipment	36,000	37,000	38,000	1,000
<i>Subtotal Non-Personnel Services</i>	<i>5,647,000</i>	<i>5,812,000</i>	<i>5,928,000</i>	<i>116,000</i>
TOTAL	22,452,000	23,281,000	24,326,000	1,045,000
FTE	140	141	141	0

Table 14
FAMILY COURT SOCIAL SERVICES DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	141	108,000	
	Current Position COLA	141	629,000	
<i>Subtotal 11</i>				<i>737,000</i>
12 - Personnel Benefits	Current Position WIG	141	28,000	
	Current Position COLA	141	164,000	
<i>Subtotal 12</i>				<i>192,000</i>
<i>Subtotal Personnel Services</i>				<i>929,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			16,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			98,000
26 - Supplies & Materials	Built-in Increases			1,000
31- Equipment	Built-in Increases			1,000
<i>Subtotal Non-Personnel Services</i>				<i>116,000</i>
Total				1,045,000

Table 15
FAMILY COURT SOCIAL SERVICES DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6	8	8	8
JS-7	3	4	4
JS-8	21	21	21
JS-9	15	15	15
JS-10	3	3	3
JS-11	8	8	8
JS-12	55	55	55
JS-13	19	19	19
JS-14	6	6	6
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	13,153,000	13,675,000	14,412,000
Total FTEs	140	141	141

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
28	3,313,000	28	3,447,000	32	3,986,000	4	539,000

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 individual who serves as the mediator, arbitrator, evaluator, or conciliator is identified as a neutral. The neutral's role is to facilitate negotiations between the parties in an effort to resolve the case. The Division is comprised of the Director's office and three branches, Civil ADR, Family ADR, and Program Assessment and Training.

1. The Civil ADR Branch provides mediation for most of the Superior Court's civil cases. Mediation is provided for small claims, landlord tenant, and civil actions cases as well as cases in the Tax and Probate Divisions. This branch has 9 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, conciliation, 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 13 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 2 FTEs.

International and domestic visitors look to the Multi-Door Division as a model program upon which to base their own programs. The ADR professionals of the Multi-Door Division provide program information and technical assistance to judges, lawyers, government officials, and court administrators from around the country and the world who seek to establish or improve ADR programs in their own jurisdictions.

Division MAP Objectives

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

- ***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 objectives 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 Multi-Door Division MAP includes objectives that align with and serve the three division objectives as well as the D.C. Courts’ Strategic Plan. Multi-Door’s MAP objectives are as follows:

- 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.
- Recruit a well-trained roster of neutrals in all mediation programs by maintaining an open enrollment application process and providing basic and advanced mediation skills training and by maintaining a bi-annual renewal process to assure the quality of mediator performance.

- Enhance current and future delivery of Multi-Door 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.
- Promote diversity by outreach efforts to minority groups.
- 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. During this fiscal year, the division implemented remote online mediation processes to assist civil and family litigants in resolving their disputes without physically coming to the court.

Civil ADR Branch

During FY 2020, the Multi-Door Civil ADR Branch experienced a 5% (323 cases) reduction in the number of cases scheduled for mediation compared to FY 2019. This reduction in scheduled mediations follows a parallel reduction in the number of cases filed in the Civil Division. Of the cases scheduled for mediation in FY 2020, the Civil ADR Branch achieved a 49% settlement rate, a 4% decrease under the 53% settlement rate for FY 2019.

In FY 2020, the Multi-Door Dispute Resolution Division has been and continues to be significantly impacted by the Coronavirus Pandemic. The Civil ADR Branch has used this time to organize our remote operating capacity with all employees teleworking. Our focus shifted to the development of necessary knowledge and transition to a remote mediation operation for all five of our existing civil mediation programs. This work included an extensive review of remote mediation processes and services. From this information, the branch developed remote mediation guidelines and technology instructions for our staff, mediators and mediation participants. Working with our stakeholders, we tested and refined our existing procedures including an online training program for mediators. As we continue to offer remote mediation to cases with existing scheduled mediation dates, we will refine these processes.

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 continues to provide an expeditious and efficient court process that resolves the court case quickly; thus reducing the number of contested court matters.

In FY 2020, CPM scheduled 200 families for mediation, representing 313 children. Of those families, 126 completed the mediation process. Parties reached an agreement on substantive issues and family services in 116 cases (92%), affecting 173 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 2020, the Family Program scheduled mediation for 1,089 cases. Of those cases, 419 completed the mediation process. Parties reached an agreement on substantive issues that resolved the court case in 143 cases (34%). The Family Program scheduled 1,859 mediation sessions in FY 2020, of which, 1,191 (64%) were held. The program continues to reach 100% compliance with case processing standards.

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 2020, 2,885 domestic relations cases were filed, of which 888 were eligible for PAC. During this period, 431 parents and 27 children participated in the PAC educational seminars. PAC cases scheduled for mediation numbered 295, representing 590 parents. Of those cases, 221 (75%) attended mediation, representing 442 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 Operations Division Domestic Relations Branch (DRB) cases for mediation. Due to the COVID-19 pandemic, DRB referrals for intake/screenings at Multi-Door decreased by 53%, from 2,461 in FY 2019 to 1,154 in FY 2020.

In addition, CIRP operates the Multi-Door Dispute Resolution Satellite Office at the Central American Resource Center (CARECEN) in Adams Morgan two days per month. In FY 2020, CARECEN referred 76 Spanish language cases to the division for resolution, including 9 cases referred to another agency for assistance, 46 cases resolved with Multi-Door assistance, and 1 case was not resolved. The remaining 20 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 that began as a pilot in January 2018 and became a full program in January 2019. ATTEND is 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 2020, ATTEND scheduled 23 families (27 children) for mediation. Of those 23 families, 6 families (26%) participated in mediation and developed a plan with the school for 6 children (22%), to abate truancy.

Commencing March 2020 all in-person mediations under the Family ADR Branch, which include Family, CPM and Truancy were rescheduled for a later date due to the stay at home order caused by the pandemic. All family branch cases were rescheduled for remote mediation beginning May 2020.

Program Assessment and Training Branch

In FY2020, the Division trained 24 new mediators to serve in the Family Mediation Program. The Division offered a 40-hour mediation skill training program that included mediation observations and six days of classroom training involving lecture and role-play. The Division also delivered Permanency Mediation Training for mediators in the Child Protection Mediation Program. The division delivered 109 trainings in FY 2020. Of these trainings, 15 were related to learning to conduct mediation online, 85 were small group skills and coaching session on remote practice, and 9 were on advanced ADR topics. This increase in trainings was an effort to ensure the quality of remote mediation, and specifically to confirm mediators had the technical ability and skills necessary to conduct mediation sessions online. This also included the creation of six YouTube videos to assist mediators in learning essential remote mediation skills.

During FY 2021, the Division conducted 22 trainings on topics such as rapport building online, understating impasse and mediator ethics. This also included a Basic Mediation Training for five staff members over 11 weeks. The Division anticipates conducting six additional trainings in FY 2021 including a three-day online Child Protection Mediation training.

The Division continues to expand its mediator training library to include an online library of thirteen recordings, allowing mediators to view the recording of sessions they could not attend and to comply more easily with training requirements while remote. In turn, these training sessions improve mediators' practices and enhance the services received by the parties.

The Multi-Door Division, with the assistance of the Information Technology Division, completed improvements to its mediator database; allowing for easier system access and enhanced accuracy in recordkeeping and reporting. The system-centralizes information on mediators' length of service, and compiles data on performance quality and compliance with program standards.

Workload Data

Table 1
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Caseload Overview

	Mediation Sessions Scheduled	*Mediations Held	**Cases Settled	***Settlement Rate
FY 2020 Actual	8,883	2,983	1,452	49%
FY 2021 Estimated	9,831	2,859	825	29%

*The decrease in mediations held reflect the impact of the COVID-19 pandemic on in-person mediations. 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 2020 Actual	FY 2021 Estimated	Projection FY 2022	Projection FY 2023
Input	Cases Scheduled	CourtView	6,784	6,306	6,776	7,234
Output	Mediation Held	CourtView	2,426	1,464	3,659	4,391
Outcome	Case Settlement Rate	CourtView	54%	45%	52%	55%
Outcome/Quality	Participant Satisfaction w/ ADR Process	SPSS database	84%	90%	90%	90%
Outcome/Quality	Participant Satisfaction w/ Outcome	SPSS database	73%	76%	76%	76%
Outcome/Quality	Neutral Performance Satisfaction	SPSS database	81%	92%	92%	92%

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

Type of Indicator	Performance Indicator	Data Source	FY 2020 Actual	FY 2021 Estimated	Projection FY 2022	Projection FY 2023
Input	Mediation Sessions Scheduled	CourtView	2,099	3,525	3,775	3,990
Output	*Mediation Sessions Held	CourtView	557	1,395	1,495	1,580
Outcome	**Case Settlement Rate	CourtView	48%	50%	53%	55%
Outcome/Quality	Participant satisfaction w/ process	SPSS database	79%	89%	90%	91%
Outcome/Quality	Participant satisfaction w/outcome	SPSS database	64%	80%	82%	83%
Outcome/Quality	Neutral performance satisfaction	SPSS 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 2020 the number of cases that went to mediations decreased because of health and safety concerns during the COVID Pandemic and are expected to increase due to the implementation of remote mediations. Mediation projections in FY 2022 and FY 2023 are based on an expected increase in mediations due to the moratoriums for civil cases being lifted 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. Due to the moratorium, landlord and tenant cases and collection cases were stayed during FY 2020 and FY 2021. 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 participation in three to five mediation sessions; therefore, the number of family mediation sessions is larger than the number of cases referred. Settlement rate projections are based on continuing improvements to the ADR programs and improving 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 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 MAP are as follows:

Table 4
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	Settlement Rate	IJIS database	50%	49%	50%	40%	50%	50%	50%	50%
Outcome	Overall client satisfaction (ratings of satisfied or highly satisfied)	SPSS database	80%	79%	80%	87%	80%	87%	80%	88%

FY 2023 Request

In FY 2023, the D.C. Courts’ request for the Multi-Door Dispute Resolution Division is \$3,986,000, an increase of \$539,000 (16%) above the FY 2022 Enacted Level. The requested increase includes \$348,000 for 4 FTEs to address the increased caseload in family cases and \$191,000 for built-in cost increases.

Mediating Cases for Families, 4 FTEs, \$348,000 **Case Managers (JS-10)**

Problem Statement. To provide families timely access to mediation to help them resolve their own cases, in the face of an increased caseload, additional staff are required.

The Family ADR Branch recently broadened access to mediation and its benefits for participants. Now all eligible family cases, including those with a history of intimate partner violence and truancy diversion cases, can participate in mediation. In just two years, the number of cases scheduled for mediation increased by 62% (from 1,374 cases in FY 2017 to 2,229 cases in FY 2019) and the number of mediation sessions scheduled increased by 54% (2,104 sessions in 2017 to 3,241 sessions in 2019). This trend is expected to continue post-pandemic, as the Family

ADR Branch has already begun to see over 100% increases in the number of family cases referred to mediation.

The court must expedite mediation of post-trial abuse and neglect permanency cases to help place children in permanent homes more quickly. Under the Adoption and Safe Families Act, the goal is to achieve permanency for abused or neglected children within 22 months. Expediting mediations for these families is critical to meeting this goal and supporting positive outcomes for the children and families.

Moreover, the court requires parties in contested matters to participate in mediation early in the case (prior to the pre-trial hearing). If, after a mediated case settles, a dispute arises regarding the settlement agreement (e.g. its interpretation or implementation) parties must return to mediation before filing an action in court. Current staffing levels in the Family ADR Branch are not adequate to serve the number of family cases (Domestic Relations, Abuse and Neglect, Truancy, Permanency, and Post Adoption Contact) referred for mediation nor to ensure timely scheduling of mediation sessions, despite scheduling mediations five days each week, three evenings each week, and at least three Saturdays per month.

In addition, over the past two years, cases involving intimate partner violence have increased. Expediting mediation in these cases (through a carefully developed and tested model) affords families the opportunity to develop a self-determined resolution, avoids exacerbating the situation with contentious litigation, and expedites their access to justice.

To meet standards for timely service to families, the Family Mediation Program must complete the mediation process within 120 days from the date a case is accepted to mediation. Case managers provide a range of administrative and clerical support; coordinate the scheduling of mediation between parties and mediators; provide case information to mediators, litigants, and court personnel; and provide mediation information to litigants before mediation sessions. In accordance with best practices, case managers also contact parties two business days before the scheduled mediation session (and any subsequent sessions), which anecdotal data indicate increases settlements. With the increasing family mediation caseload, the Program requires additional staff to process new case referrals and manage on-going cases to avoid delays in case review, scheduling, and case management.

Relationship to Court Mission, Vision, and Strategic Goals. The Family ADR Case Manager positions support the Courts' Strategic Goal I – Access to Justice, particularly for self-represented litigants and Goal II – Fair and Timely Case Resolution.

Relationship to Divisional Objectives. This position directly impacts the success of the Divisions' strategic objective to provide efficient and effective alternative dispute resolution and case management to families in need of services.

Relationship to Existing Funding. The Division has no excess personnel funding for these positions.

Methodology. The positions are graded at a JS-10 based on the Courts' classification policies for comparable staff positions.

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

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

Table 5
MULTI-DOOR DISPUTE RESOLUTION DIVISION
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Case Manager	JS-10	4	\$276,000	\$72,000	\$348,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	2,172,000	2,265,000	2,684,000	419,000
12 - Personnel Benefits	607,000	633,000	742,000	109,000
Subtotal Personnel Cost	2,779,000	2,898,000	3,426,000	528,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	1,000	1,000	1,000	0
25 - Other Services	512,000	527,000	538,000	11,000
26 - Supplies & Materials	13,000	13,000	13,000	0
31 - Equipment	8,000	8,000	8,000	0
Subtotal Non-Personnel Cost	534,000	549,000	560,000	11,000
TOTAL	3,313,000	3,447,000	3,986,000	539,000
FTE	28	28	32	4

Table 7
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Detail, Difference FY 2022/FY2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/FY 2023
11 - Personnel Compensation	Current Position WIG	28	39,000	
	Current Position COLA	28	104,000	
	Case Manager	4	276,000	
<i>Subtotal 11</i>				<i>419,000</i>
12 - Personnel Benefits	Current Position WIG	28	10,000	
	Current Position COLA	28	27,000	
	Case Manager	4	72,000	
<i>Subtotal 12</i>				<i>109,000</i>
<i>Subtotal Personnel Services</i>				<i>528,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			11,000
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Non-personnel Services</i>				<i>11,000</i>
Total				539,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6	1	1	1
JS-7	1	1	2
JS-8			
JS-9	1	1	1
JS-10	10	10	14
JS-11	5	5	5
JS-12	4	4	4
JS-13	3	3	3
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	2,172,000	2,265,000	2,684,000
Total FTEs	28	28	32

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	957,000	6	972,000	7	1,121,000	1	149,000

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 to expeditiously state accounts for persons under the authority of the Court who have defaulted in their fiduciary responsibilities and to resolve controversies involving complex financial computations and transactions in the Civil, Probate, and Tax Divisions and Family Court.

The principal role of the Auditor-Master is to state accounts and 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. The Auditor-Master is also available to assist the judiciary by presiding over discovery and settlement negotiations and other pretrial issues, as well as post-trial monitoring of judgments, consent decrees, and settlements in complex civil litigation. The Auditor-Master presides over hearings, takes testimony and issues subpoenas to establish the record.

Organizational Background

The position of the Auditor-Master was created in accordance with 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 delivery of justice through effective case processing by maintaining client satisfaction;
- 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:

- Developing standard case processing forms, and other templates, which enhances consistency and timeliness;
- Adopting trial court case management best practices, such as status hearings, to identify issues in contention, advance the settlement process, and resolve cases more timely;
- Promoting cross-training efforts amongst staff, to improve the efficiency with which matters are investigated; and
- Reengineering internal office procedures and practices to allow the office to conduct remote hearings and trials.

Workload Data

As the number of cases that are referred from the Probate Division increase – which is the source of 90% of cases referred to the Office of the Auditor Master – it is anticipated that a similar increase in the Office's workload will occur. With the rise of real property values in the District, it will result in increases in the size of decedent and conservatorship estates. This will also add to the complexity and contested nature of matters referred to the Office.

In FY 2020, the Office of the Auditor Master increased its clearance rate to 86%.

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
2019	53	98	54%	57	101	77%
2020	52	59	86%	101	108	7%

Table 2
OFFICE OF THE AUDITOR-MASTER
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	Cases Referred	Management Reports	80	59	80	90	90	110	90	100
Output	Cases completed within 6 months		65%	16%	65%	45%	65%	45%	65%	45%
Output	Cumulative Cases completed within 9 months		80%	37%	80%	70%	80%	70%	80%	70%
Output	Cumulative Cases completed within 12 months		85%	47%	85%	75%	85%	75%	85%	75%
Efficiency	Clearance Rate (Reduction of pending cases)		100%	86%	80%	70%	80%	70%	80%	70%
Input	Percentage of cases wherein Reports are approved/approved in part		95%	100%	95%	97%	95%	97%	95%	97%

FY 2023 Request

In FY 2023, the D.C. Courts request for the Office of the Auditor-Master is \$1,121,000, an increase of \$149,000 (15%) above the FY 2022 Enacted Level. The requested increase includes \$95,000 for 1 FTEs to expedite review of financial records of referred cases and \$54,000 for built-in cost increases.

Expediting Account Audits and Financial Review, 1 FTE, \$95,000 Accountant (JS-11)

Introduction. The Office of the Auditor-Master utilizes expertise in accounting functions to analyze complex cases referred by the Court from the Civil, Family and Probate Divisions, but, with an increased caseload, the Office is unable to conduct this work in a timely manner. Each of these divisions has Time to Disposition Standards to ensure that cases are resolved promptly. These standards range from 6 months for less complex cases to 37 months for the most complicated. The work of the Auditor-Master, which typically resolves only part of a case, is not the first step in a case, and takes place after a case has already been pending for some time. For the court to meet the Time to Disposition Standards, the Office of the Auditor-Master must complete these matters more quickly than is possible with existing resources. An additional accountant is needed to improve case processing time and minimize delay for court participants.

Problem Statement. The Office currently operates with an Auditor-Master, Assistant Auditor Master, two Attorney Advisors, an Accountant, and an Administrative Assistant. Many cases involve highly complex issues that require a great deal of time from staff with accounting skills. The accounting requires investigation and scrutiny of thousands of transactions over an average of three years and involving millions of dollars. Cases have as many as 17 boxes of financial

information and cover up to 40 years of transactions. The complex and voluminous sources of data for inspection, verification, and analysis come from multiple sources, including bank and investment statements, credit card statements, spreadsheets, land records, rental records, utility bills, and receipts from miscellaneous sources. As reflected above in Table 2, for FY 2021 and FY 2022, with only one accountant, the Office will not be equipped to address the projected caseload from the Probate Division. Moreover, the Office will not meet its performance goals of completing 65% of the cases within six months, 80% within nine months, and 85% within 12 months nor its 80% clearance rate goal.

Many of the investigated cases require the Accountant to work exclusively on one case at a time for lengthy periods to examine financial documents, scrutinize individual transactions from source documentation and state accounts. Examples of the complexity and time-consuming nature of these cases include a current case that involves six years of banking transactions for 17 separate bank accounts; another case involves eight adult heirs demanding an accounting for ten properties that were sold, encumbered, or rented, which requires the investigation of land records, rental records, and property expenses to recreate what happened with these properties, and account for the rents, encumbrances, and related expenditures over the past 13 years; and a case in which the draft account consisted of 45 pages of transactions where a fiduciary misappropriated significant monies held in conservatorship, including volumes of credit card transactions, opening and closing multiple accounts, and repetitive transfers of funds to prevent detection.

An Accountant must actively participate in the hearings for the cases in which they have prepared the accounting. Having only one accountant creates a delay in cases being heard and hence a backlog of cases. With two hearing officers capable of hearing cases with the assistance of two Attorney Advisors, cases are double-tracked and often heard simultaneously or concurrently throughout the day in separate hearing rooms. Similar to the need to have two Attorney Advisors (one to assist each hearing officer) there is a need to have an accountant to assist each hearing officer with the financial aspects of the cases. Given the nature of the work performed in this office and the projection of increased referrals, an additional Accountant position is crucial to perform the functions necessary to handle the Court's caseload in a timely manner.

Relationship to Court Vision, Mission and Strategic Goals. This additional FTE Accountant position is needed to reach the Courts' Strategic goal of fair and timely case resolution by minimizing wait times and delays for court participants, resolving disputes and legal matters in a timely manner by 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 to manage and resolve cases in a timely and efficient manner and meet case processing performance standards.

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

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.

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 by 2023.

Table 3
OFFICE OF THE AUDITOR-MASTER
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Accountant	JS-11	1	\$75,000	\$20,000	\$95,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 – Compensation	746,000	758,000	876,000	118,000
12 – Benefits	194,000	197,000	228,000	31,000
<i>Subtotal Personal Services</i>	940,000	955,000	1,104,000	149,000
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
<i>Subtotal Nonpersonal Services</i>	17,000	17,000	17,000	0
TOTAL	957,000	972,000	1,121,000	149,000
FTE	6	6	7	1

Table 5
OFFICE OF THE AUDITOR-MASTER
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11- Personnel Compensation	Current Positions WIG	6	8,000	
	Current Positions COLA	6	35,000	
	Accountant	1	75,000	
<i>Subtotal 11</i>				<i>118,000</i>
12- Personnel Benefits	Current Positions WIG	6	2,000	
	Current Positions COLA	6	9,000	
	Accountant	1	20,000	
<i>Subtotal 12</i>				<i>318,000</i>
Subtotal Personal Services				149,000
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 Nonpersonal Services				0
Total				149,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9	1	1	1
JS-10			
JS-11	1	1	2
JS-12			
JS-13	2	2	2
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
Total Salaries	746,000	758,000	876,000
Total FTEs	6	6	7

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
61	6,535,000	61	6,793,000	64	7,330,000	3	537,000

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.

The demographic that the Probate Division serves continues to grow and expand. Last year was the 15th straight year of population growth in the District, according to U.S. Census Bureau data provided in April 2021 by D.C.'s Office of the Chief Financial Officer. From 2005 - 2020, D.C.'s population grew by 88,000. In particular, the size of the older adult population has “increased in D.C., growing from 62,392 in 2005 to 79,016 in 2016, yielded a 27 percent increase in 11 years,” according to 2018 data from a D.C. Policy Center report titled *Portrait of D.C.'s Adults*.

Clear patterns in population growth are developing. These patterns and factors influence both the volume and complexity of the matters handled 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. Of the 2,094 probate cases filed last year, 1,026 will require on-going formal supervision. In addition, an estimated 453 estate matters filed will require on-going formal supervision. This means that the Court has an on-going role in nearly 50% of all new Probate matters.

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. The Office of the Register of Wills has 5 FTEs. The Register of Wills and the Probate Division are supported by:

- Operations Branch – 24 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 and Appraisals Branch – 10 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 – 7 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.
- Probate Systems Office – 1 FTE supports the core technology used by the division, maintains physical files, and oversees retrieval of off-site archival records, including the original wills filed with the Register of Wills.

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 efilings 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 and information platforms to all probate cases.

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 2020 the Probate Division:

1. In October 2019, began expansion of the law student program originally launched with George Washington University – DC Superior Court Probate Partnership to include four additional law schools in the District of Columbia. The expanded program offered law students an opportunity to provide legal information and, in a limited capacity, legal advice to the people served by the Probate Self Help Center.
2. In February 2020, expanded and restructured the business processes needed to support changes to the District of Columbia guardianship law, which requires in-depth periodic reviews of Court-appointed guardianships by licensed social workers. The statute calls for the personal service of filings upon the ward, and numerous additional court hearings depending upon the individual circumstances in the guardianship case.
3. In April 2020, expanded and restructured the Guardian Assistance Program’s business processes needed to support court appointed guardians; and to monitor the incapacitated wards of the Court that experienced widespread disruption resulting from the COVID-19 pandemic.
4. In April 2020, implemented remote/email filing of emergency temporary guardianships and provided expanded filer engagement by adapting remote filing processes for self-represented filers.
5. In July 2020, expanded and restructured the business processes needed to support electronic filings, fiduciary accounts, and reopened decedent’s estates.

Workload Data

The Probate Division processed 10,741 court orders and held 3,742 court hearings. There were 96 mandatory guardianship review reports during the 2020 fiscal year. As shown in Table 1 below, the Probate Division disposed of 2,778 cases during FY 2020, with an overall clearance rate of 133% for the fiscal year.

Table 1
PROBATE DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2020 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct 2019	30-Sept 20120	Change
Cases Involving the Deceased						
Formal Probate (Decedents Estates)	1,233	1,818	147%	4,912	4,327	-12%
Small Estates	302	348	115%	144	98	-32%
Foreign Proceedings	106	170	160%	196	132	-33%
Cases Involving the Incapacitated						
Conservatorships (Old Law) **	0	3	n/a	8	5	-37%
Guardianships (of Minors)	30	20	67%	187	197	5%
Intervention Proceedings (Adult Guardianships/Conservatorships)	417	416	99%	3,422	3,423	<1%
Trusts	6	3	50%	114	117	3%
Total	2,094	2,778	133%	8,983	8,299	-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 2020		FY 2021		FY 2022		FY 2023	
		Goal	Actual	Goal	Estimated	Goal	Projection	Goal	Projection
Time Standard from Filing to Disposition									
Administration of Decedents Estates	Monthly Reports								
Within 395 days		30%	27%	30%	30%	30%	30%	30%	30%
Within 1,125 days		75%	88%	75%	75%	75%	75%	75%	75%
Within 1,490 days		98%	98%	98%	98%	98%	98%	98%	98%
Appointment of fiduciary or other resolution in guardianship cases (incapacitated adults/minors)	Monthly Reports								
Within 60 days		75%	83%	75%	75%	75%	75%	75%	75%
Within 90 days		98%	91%	98%	90%	98%	90%	98%	90%
Efiled documents triaged w/in 1 business day of receipt	Monthly Reports	90%	95%	90%	90%	90%	90%	90%	90%
Letters of appointment issued w/in 1 business day of processing order or qualifying event	Monthly Reports	90%	95%	90%	90%	90%	90%	90%	90%
Delinquent filings identified and acted on w/in 10 days	Monthly Reports	90%	93%	90%	90%	90%	90%	90%	90%
Fee requests submitted to Court w/in 45 days	Monthly Reports	90%	96%	90%	90%	90%	90%	90%	90%
Schedule Hearing on Approval of Account w/in 45 days	Monthly Reports	90%	98%	90%	90%	90%	90%	90%	90%
Number of GAP reports submitted	Monthly Report	500	97*	500	0*	500	300	500	300

*In-person visits and the resulting GAP reports are suspended during the pandemic.

FY 2023 Request

In FY 2023, the Courts' request for the Probate Division is \$7,330,000 an increase of \$537,000 (8%) above the FY 2022 Enacted Level. The requested increase includes \$171,000 for 3 FTEs to address increased caseloads and \$366,000 for built-in cost increases.

Meeting the Demands of an Increasing Caseload, 3 FTEs, \$171,000 Deputy Clerk, 3 FTEs (JS-6/7/8)

Problem Statement. To provide administrative support for meeting the demands of an increasing caseload within the Probate Division, additional Deputy Clerks are required. The functions that must be performed include initiating cases, processing filings, maintaining records, disseminating information on Probate Division activities, and providing other administrative and management support to the Division and its branches/offices.

The caseload and workload in the Probate Division has increased 6% over five years, from 3,097 new cases in FY 2014 to 3,293 new cases in FY 2019. Over those same years, the number of pending cases in Probate increased by 24% from 7,238 to 8,983 due to the longevity of certain case types. While the number of Deputy Clerks has remained constant, operational requirements and the caseload have increased.

The Probate Division is challenged daily to meet the demands of the increasing caseload. The shortage of deputy clerks impairs the division's ability to cover all case assignments in an effective and timely manner, which causes operational delays in providing service to the public, and leads to inefficiencies in disposing of Probate cases. Without additional Deputy Clerks, senior managers are forced to cover case assignments, which compromises their ability to perform their necessary management and leadership duties.

Relationship to D.C. Courts' Vision, Mission and Goals. The requested position supports the D.C. Courts' Strategic Goal I, "Access to Justice for All", and Strategic Goal II, "Fair and Timely Case Resolution".

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

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

Performance Indicators. The performance indicators of this initiative would be increased customer satisfaction and efficiency of operation.

Table 3
PROBATE DIVISION/OFFICE OF THE REGISTER OF WILLS
New Positions Requested

Positions	Grade	Number	Salary	Benefits	Total Personnel Costs
Deputy Clerk	JS-6	3	136,000	35,000	171,000

Table 4
PROBATE DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	5,016,000	5,215,000	5,641,000	426,000
12 - Personnel Benefits	1,399,000	1,454,000	1,564,000	110,000
<i>Subtotal Personnel Services</i>	<i>6,415,000</i>	<i>6,669,000</i>	<i>7,205,000</i>	<i>536,000</i>
21 - Travel, Transp. of Persons	14,000	14,000	14,000	0
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	7,000	7,000	7,000	0
25 - Other Services	54,000	56,000	57,000	1,000
26 - Supplies & Materials	22,000	23,000	23,000	0
31 - Equipment	23,000	24,000	24,000	0
<i>Subtotal Non-Personnel Services</i>	<i>120,000</i>	<i>124,000</i>	<i>125,000</i>	<i>1,000</i>
TOTAL	6,535,000	6,793,000	7,330,000	537,000
FTE	61	61	64	3

Table 5
PROBATE DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	61	50,000	
	Current Position COLA	61	240,000	
	Deputy Clerk	3	136,000	
<i>Subtotal 11</i>				<i>426,000</i>
12 - Personnel Benefits	Current Position WIG	61	13,000	
	Current Position COLA	61	62,000	
	Deputy Clerk	3	35,000	
<i>Subtotal 12</i>				<i>110,000</i>
<i>Subtotal Personnel Services</i>				<i>536,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			1,000
26 - Supplies & Materials				
31 - Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>1,000</i>
Total				537,000

Table 6

PROBATE DIVISION
Detail of Full Time Equivalent Employment

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-5			
JS-6	4	4	7
JS-7	2	2	2
JS-8	9	9	9
JS-9	11	11	11
JS-10	4	4	4
JS-11	6	6	6
JS-12	12	12	12
JS-13	8	8	8
JS-14	3	3	3
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	5,016,000	5,215,000	5,641,000
Total FTEs	61	61	64

SUPERIOR COURT OF THE DISTRICT OF COLUMBIA SPECIAL OPERATIONS DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
25	4,880,000	25	5,049,000	25	5,256,000	0	207,000

Mission

The Special Operations Division has administrative oversight for the Tax Division and provides specialized services within its six 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 five units plus the Director's Office (3 FTEs), as follows:

- The Tax Division is responsible for the daily management of all tax appeals filed in the District of Columbia and for preparing and certifying these records on appeal. This office has 2 FTEs.
- The Jurors' Office maintains a listing of potential jurors, processes summons, 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 11 FTEs.
- The Superior Court Library houses law books, legal periodicals, and electronic research tools for the use of judges, attorneys, court staff, and the public. This office has 2 FTEs.
- The Child Care Center provides child care 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.

Division MAP Objectives

The Special Operation Division's MAP objectives, implemented to further the Strategic Plan of the D.C. Courts, include the following:

- Extend the time elapsing between juror summons for District of Columbia residents from 2 years to 3 years by increasing juror yield and monitoring juror utilization to ensure juror demand more closely matches juror availability.
- Enhance informed judicial decision-making by maintaining a library for judges, law clerks, attorneys, and court staff that provides up-to-date print and electronic resources on a broad range of subjects relevant to the administration of justice.

- Provide high quality child care 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 interpreting systems and developing and monitoring the Courts' Language Access Plan.

Restructuring and Work Process Redesign

Several restructuring efforts are underway in the Special Operations Division.

The Tax Division continues to make significant strides reducing the backlog of cases pending more than 36 months as of the start of FY 2020 and ensuring all cases progress in a controlled manner towards timely disposition. Time standards and other refinements implemented in FY 2017 resulted in a 90% reduction in aged Civil Tax cases from 321 on October 1, 2017 to 31 as of September 30, 2020; an increase in clearance rate from 83% in FY 2017 to 193% in FY 2020; and an increase in the rate cases are disposed within 36 months from 65% in FY 2017 to 97% in FY 2020. The Tax Division expects to meet its goal to dispose of 98% of Civil Tax cases within 36 months by the close of FY 2021.

To improve data quality and access to historical tax cases, the Tax Division also converted records from microfilm to a digitized format in FY 2019. Approximately 590,000 images for civil tax cases filed in as early as 1937 are now available in an electronic database with searchable fields, significantly reducing the processing time for staff and the waiting time for the public. In FY 2020, the Tax Division also converted paper records and images associated with 4,000 cases to a digitized format, which is now available in the Court's case management system.

During FY 2020, the Jurors' Office continued its efforts to increase juror utilization with *Jurors on Call*, which uses a predictive model to more closely align juror demand with juror supply. The system alerts potential jurors the evening prior to their summons date if they must report for service on the summons date. Jurors who are instructed not to report for service are placed back into the jury pool until the next summoning cycle (approximately 24 months). A total of 6,080 jurors did not have to report for jury duty, saving their time and saving the court \$30,400. The yearly juror utilization rate decreased from 72% to 60%. The Jurors' Office continues to collaborate with the Strategic Management Division to develop a more refined, data-driven predictive model to issue jury summons.

During FY 2020, the Office of Court Interpreting Services fulfilled 3,889 requests for interpreting services, predominantly for Spanish speakers. Other frequently requested languages

include Amharic, French, Korean, Tigrinya, Vietnamese, Mandarin, and American Sign Language. In addition, the Courts' Language Access Advisory Committee actively engaged with interpreters and legal community stakeholders to gather feedback on the Courts' performance in meeting the needs of the limited English proficient (LEP) and Deaf communities. A subgroup of the Language Access Advisory Committee met regularly to develop a formal program that establishes minimum testing and training requirements for all freelance interpreters who provide interpreting services at the Court, including certification (or its functional equivalent) in the target language, completion of training on the Interpreter Code of Ethics, courtroom procedures and practice standards, skill-based training, and completion of annual continuing education training. This new program, The District of Columbia Courts Interpreter Registry, was launched on October 1, 2019. In FY 2020, the Interpreter Registry expanded its roster by 16% and has over 160 certified and qualified interpreters who provide services to the Courts. Beginning in 2021, the Courts will require all interpreters to complete 8 hours of continuing education per year to maintain eligibility.

In FY 2020, the Courts created an Amharic Court Interpreter Certification Examination, the first such examination for Amharic interpreters in the United States; and contracted with the National Center for State Courts (NCSC) to develop exam materials and provide expert guidance on test construction and administration. The first Amharic Court Interpreter Certification Examination will be administered in June 2021.

In FY 2020, the Courts provided Child Care services to 110 children of jurors, witnesses, litigants, and other court users to enable the parents and caregivers to participate in court proceedings and conduct business in the courthouse without the challenge of having to find alternate care for their children. The Child Care Center also implemented a database to track utilization of its services and continued its efforts to collaborate with community stakeholders to increase awareness of the availability of Child Care services for court users.

In FY 2019, the Superior Court Library implemented a database, the D.C. Superior Court Library System, to track the number of Library users and research requests received, manage/monitor the Library's collection, track subscription renewals, and monitor the delivery of Judicial Bench Materials to chambers. The new system will enable court employees to search the Library's collection through the court's intranet site and check a book out if available, and it will provide to the public the ability to view and search the Library's collection on the Court's public-facing Internet site. In FY 2020, the Library implemented the LexisNexis Digital Library, a platform that hosts an expansive collection of eBook resources, and has made access to legal reference materials more flexible during the COVID-19 pandemic.

Workload Data

In FY 2020, the Special Operations Division handled the following:

- The Jurors' Office issued approximately 78,202 summonses to District of Columbia residents to appear for jury service
- The Office of Court Interpreting Services dispatched 4,968 interpreters to fulfill 3,889 requests for interpreting services

- The Tax Division disposed of 1,121 cases

Tables 1 through 4 provide performance data for the Jurors' Office, the Office of Court Interpreting Services, the Tax Division, and the Library, respectively.

Table 1
SPECIAL OPERATIONS DIVISION
Jurors' Office
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
			Goal	Actual*	Goal	Estimated*	Goal	Projection	Goal	Projection
Output / Activity	# of summons issued to jurors for jury duty	Courts' Information Technology (IT) Division	160,000	78,202	160,000	103,000	176,400	196,000	176,400	196,000
Output / Activity	# of jurors qualified to serve on <i>voir dire</i> panels	Business Intelligence Jury Reports	38,000	10,362	38,000	34,300	40,000	34,300	40,000	34,300
Outcome	Judicial requests for <i>voir dire</i> panels met	Business Intelligence Jury Reports	65%	60%	65%	80%	65%	68%	65%	68%
Outcome	Jury Yield*	Business Intelligence Jury Reports	40%	43%	40%	15%	40%	15%	40%	20%

*Actuals and estimates affected by COVID-19 pandemic.

Table 2
SPECIAL OPERATIONS DIVISION
Office of Court Interpreting Services
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2022	
			Goal	Actual*	Goal	Estimated*	Goal	Projection	Goal	Projection
Input	Requests for interpreters	Web Interpreter and Translator System (WITS)	6,975	3,911	6,975	2,589	6,975	6,340	6,975	6,340
Outcome	Requests for interpreters met	WITS	6,952	3,889	6,952	2,574	6,952	6,300	6,952	6,300
Outcome	Interpreters Dispatched	WITS	7,882	4,968	7,409	3,303	7,483	7,670	7,558	7,747
Efficiency	Clearance rate	WITS	99%	99%	99%	99%	99%	99%	99%	99%

*Actual and estimates affected by COVID-19 pandemic.

Table 3
SPECIAL OPERATIONS DIVISION
Tax Division
Caseload and Efficiency Measures
(Fiscal Year 2020 Data)

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Tax	579	1,121	193%	1,578	893	-43%
Criminal Tax	0	3	N/A	4	1	-75%

*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
Library
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
			Goal	Actual*	Goal	Estimated*	Goal	Projection	Goal	Projection
Output	Research Assistance Provided	Library Data	200	29*	200	50	200	100	200	110
Outcome	# Library Users	Library Data	1,000	424*	1,000	150	1,000	900	1,000	1000

* Actuals and estimates affected by COVID-19 pandemic.

FY 2023 Request

In FY 2023, the Courts' request for the Special Operations Division is \$5,256,000, an increase of \$207,000 (4%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 5
SPECIAL OPERATIONS DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 – Personnel Compensation	2,616,000	2,714,000	2,853,000	139,000
12 – Personnel Benefits	732,000	759,000	796,000	37,000
<i>Subtotal Personnel Services</i>	<i>3,348,000</i>	<i>3,473,000</i>	<i>3,649,000</i>	<i>176,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	151,000	155,000	158,000	3,000
25 - Other Services	1,127,000	1,160,000	1,183,000	23,000
26 - Supplies & Materials	243,000	250,000	255,000	5,000
31 – Equipment	11,000	11,000	11,000	0
<i>Subtotal Non-Personnel Services</i>	<i>1,532,000</i>	<i>1,576,000</i>	<i>1,607,000</i>	<i>31,000</i>
TOTAL	4,880,000	5,049,000	5,256,000	207,000
FTE	25	25	25	0

Table 6
SPECIAL OPERATIONS DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	25	14,000	
	Current Position COLA	25	125,000	
<i>Subtotal 11</i>				<i>139,000</i>
12 - Personnel Benefits	Current Position WIG	25	4,000	
	Current Position COLA	25	33,000	
<i>Subtotal 12</i>				<i>37,000</i>
<i>Subtotal Personnel Services</i>				<i>176,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			3,000
25 - Other Service	Built-in Increases			23,000
26 - Supplies & Materials	Built-in Increases			5,000
31 - Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>31,000</i>
Total				207,000

Table 7
SPECIAL OPERATIONS DIVISION
Detail of Full-Time Equivalent Employment

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6	1	1	1
JS-7	1	1	1
JS-8	8	8	8
JS-9	4	4	4
JS-10	1	1	1
JS-11	1	1	1
JS-12	5	5	5
JS-13	2	2	2
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
Total Salaries	2,616,000	2,714,000	2,853,000
Total FTEs	25	25	25

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
MANAGEMENT ACCOUNT**

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	14,269,000	0	17,744,000	0	18,241,000	0	497,000

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 2023 Request

In FY 2023, the Courts’ request for the Management Account is \$18,241,000, an increase of \$497,000 (3%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in costs.

Table 1
MANAGEMENT ACCOUNT
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	3,884,000	4,104,000	4,291,000	187,000
12 - Personnel Benefits	586,000	627,000	676,000	49,000
<i>Subtotal Personnel Cost</i>	<i>4,470,000</i>	<i>4,731,000</i>	<i>4,967,000</i>	<i>236,000</i>
21 - Travel, Transp. of Persons	385,000	395,000	403,000	8,000
22 - Transportation of Things	14,000	14,000	14,000	0
23 - Rent, Commun. & Utilities	3,448,000	3,548,000	3,619,000	71,000
24 - Printing & Reproduction	186,000	191,000	195,000	4,000
25 - Other Services	5,408,000	8,496,000	8,666,000	170,000
26 - Supplies & Materials	332,000	342,000	349,000	7,000
31 - Equipment	26,000	27,000	28,000	1,000
<i>Subtotal Non-Personnel Cost</i>	<i>9,799,000</i>	<i>13,013,000</i>	<i>13,274,000</i>	<i>261,000</i>
TOTAL	14,269,000	17,744,000	18,241,000	497,000
FTE	0	0	0	0

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG			
	Current Position COLA		187,000	
<i>Subtotal 11</i>				<i>187,000</i>
12 - Personnel Benefits	Current Position WIG			
	Current Position COLA		49,000	
<i>Subtotal 12</i>				<i>49,000</i>
<i>Subtotal Personnel Services</i>				<i>236,000</i>
21 - Travel, Transp. of Persons	Built-in Increases			8,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			71,000
24 - Printing & Reproduction	Built-in Increases			4,000
25 - Other Service	Built-in Increases			170,000
26 - Supplies & Materials	Built-in Increases			7,000
31 – Equipment	Built-in Increases			1,000
<i>Subtotal Non-Personnel Services</i>				<i>261,000</i>
Total				497,000

DISTRICT OF COLUMBIA COURT SYSTEM

Overview

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
290	79,887,000	301	83,443,000	312	90,263,000	11	6,820,000

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 2023 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 Courts have identified five strategic goals:

- Goal 1:** Access to justice for all
- Goal 2:** Fair and timely case resolution
- Goal 3:** Professional, engaged workforce
- Goal 4:** Resilient and responsive technology
- Goal 5:** Effective court management and administration

The FY 2023 budget request enhances four of the five strategic goals and includes performance projections for all core functions.

Goal 1: Access to Justice for All--\$321,000, 2 FTEs

The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.

The request includes \$135,000 for 1 FTE to support the Courts' diversity, equity, and inclusion initiative and \$186,000 for one FTE to direct the Courts' efforts to remove barriers impeding access to justice.

Goal 4: Resilient and Responsive Technology--\$1,475,000, 5 FTEs

The D.C. Courts must continue to enhance information technology capabilities to provide the highest level of service to the public and state-of-the-art technology tools to its workforce. The Courts must develop, manage, and maintain an information technology infrastructure and services that are effective, efficient, and resilient in supporting the Courts' mission. The Courts must focus on providing exceptional customer service by expanding access to court information and services, enhancing technology capabilities, and ensuring optimal security for court data and information assets.

The request includes \$270,000 for 3 FTEs to strengthen information security; \$920,000 to keep pace with technology industry standards for efficiency and security; and \$190,000 for 3 FTEs to support courtroom technology capabilities and remote operations.

Goal 5: Effective Court Management and Administration--\$1,971,000, 4 FTEs

Effective management and operation of the justice system for the District of Columbia requires a team of knowledgeable professionals with a common mission and shared resources, collaborating to achieve results that best serve the public. The Courts are committed to fiscal accountability with respect to all Courts' resources. Confidence in the judicial system necessitates that each case management function -- trial and appellate -- understands the individual responsibilities and unique role of the other while leveraging opportunities for shared approaches to administrative functions.

The request includes \$1,620,000 to maintain the Moultrie Courthouse Addition; \$216,000 for 3 FTEs to support facilities maintenance and repair; and \$135,000 for 1 FTE to enhance compliance with legal requirements.

Built-In Increases--\$3,053,000

The request also includes \$3,053,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases. The Courts request funding for within-grade increases because we have a considerably lower turnover rate compared to the Federal government, which can finance within grade increases through higher turnover (10.5% in 2019 versus 16.4%, respectively).

Table 3

COURT SYSTEM**Budget Authority by Object Class**

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 – Compensation	30,970,000	33,042,000	35,787,000	2,745,000
12 – Benefits	8,842,000	9,398,000	10,114,000	716,000
<i>Subtotal Personal Services</i>	<i>39,812,000</i>	<i>42,440,000</i>	<i>45,901,000</i>	<i>3,461,000</i>
21 - Travel, Transp. of Persons	405,000	414,000	422,000	8,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Commun. & Utilities	9,099,000	9,310,000	9,497,000	187,000
24 - Printing & Reproduction	105,000	107,000	109,000	2,000
25 - Other Services	25,492,000	26,086,000	29,148,000	3,062,000
26 - Supplies & Materials	683,000	698,000	711,000	13,000
31 – Equipment	4,285,000	4,382,000	4,469,000	87,000
<i>Subtotal Nonpersonal Services</i>	<i>40,075,000</i>	<i>41,003,000</i>	<i>44,362,000</i>	<i>3,359,000</i>
TOTAL	79,887,000	83,443,000	90,263,000	6,820,000
FTE	290	301	312	11

DISTRICT OF COLUMBIA COURT SYSTEM EXECUTIVE OFFICE

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
19	2,839,000	24	3,476,000	26	3,973,000	2	497,000

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, budget preparation and management; press and government relations; courthouse security; diversity, equity and inclusion; internal audits; and court access.

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 courtwide 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.
- Promote a workplace of respect, civility, dignity, fairness and inclusion for all.

FY 2023 Request

In FY 2023, the Courts' request for the Executive Office is \$3,973,000, an increase of \$497,000 (14%) above the FY 2022 Enacted Level. The requested increase includes \$135,000 for 1 FTEs to support the Courts' efforts to strengthen diversity, equity and inclusion; \$186,000 for 1 FTE to lead efforts to reduce barriers to the justice system; and \$176,000 for built-in cost increases.

Diversity, Equity & Inclusion Program Analyst (JS-13), 1 FTE, \$135,000

Problem Statement. The Diversity, Equity, & Inclusion (DEI) and Equal Employment Opportunity (EEO) Office is established to promote a workplace of respect, civility, fairness, inclusion and dignity. The DEI and EEO Office works to advise on workplace concerns, specific human capital decisions, options for conflict resolution, personnel policies, consultations, informal resolutions, investigation of complaints, and the issuance of reasonable cause determinations. The promotion of equal access to justice and structural equity is not new to the D.C. Courts. Through focused leadership and implementation efforts, many Courts' forums, including the Standing Committee on Fairness and Access, have spearheaded equal justice initiatives. However, there remains an urgent need across institutions to combat systemic structural inequity that occurs in various forms and places. The public we serve, the applicants we attract, and the employees we aspire to retain, expect equity and inclusion in customer service, fair employment and conflict resolution. A Diversity, Equity & Inclusion Analyst, with

an understanding of various programs and information systems, is needed to address the growing need for internal and external program evaluations, analysis, and program administration.

Equal protection, due process, and access to justice are the foundational principles of our court system. The D.C. Courts play a vital role in making these principles meaningful through the administration of justice. As the arbiter of disputes in our society, it is imperative that the D.C. Courts expand its diversity, equity and inclusion (DEI) initiatives to improve access to justice, enhance public trust and confidence in the Courts, and advance effective court management. The Joint Committee on Judicial Administration recently approved an addition to the D.C. Courts' comprehensive personnel policies so as "to promote a culture of diversity, inclusion, and racial equity", and adopted an Employee Dispute Resolution Plan (EDR) to complement other EEO policies. The EEO/EDR program requires ongoing compliance tracking and comparative benchmark measures. A Diversity, Equity & Inclusion Program Analyst is needed to expand the scope of the Annual EEO Report so as to track the assessment of more extensive terms and conditions of employment (schedules, awards, evaluations, etc.) that work to prevent inequities towards protected groups.

The D.C. Courts serve as a model court system, leading the way in influencing and implementing systemic changes through an equity lens. Promoting racial equity has always been a priority for the D.C. Courts. Nevertheless, the current local and national environment calls for a renewed sense of purpose, and stronger actions with measurable outcomes. This year, the Joint Committee on Judicial Administration approved a Racial Equity Initiative. The Racial Equity Initiative consists of a four-pronged approach, including: (1) Expanding education and training on racial equity; (2) Hiring a racial equity consultant to conduct an overall examination of our operations throughout the D.C. Courts through a racial equity lens; including systematic data collection and analysis across our processes and procedures and an evaluation of our existing hiring and employment practices for staff, including judicial staff; (3) Gauging interest in establishing a coalition of outside stakeholders and agency partners to implement changes across the D.C. criminal and civil justice system as needed; and (4) Establishing an Advisory Committee to plan and facilitate internal efforts, programs, meetings and strategies to promote and enhance a culture of racial equity within the Courts. The District of Columbia Courts recently procured the services of the National Center for State Courts to serve as the Racial Equity Consultant. On a national level, the Conference of Chief Justices (CCJ) and Conference of State Court Administrators (COSCA), with support from the National Center for State Courts (NCSC), have launched a national initiative –the *Blueprint for Racial Justice* –to take immediate and recognizable steps toward improving racial justice, equity and inclusion in the justice system. The *Blueprint's* goal is to ensure that all court users, litigants, and community members across the country are heard, listened to, and respected by the nation's justice system. Several judicial officers and court administrators are leading or serving on the Blueprint for Justice Working Groups. In embracing this framework, a Diversity, Equity & Inclusion Analyst is needed to support the D.C. Courts' continuing efforts of ensuring access to justice for all people we serve.

Relationship to Court Mission and Goals. The proposed staffing increase will support the following Courts' Strategic Goal: Goal I: Access to Justice for All, Goal II: Fair and Timely Case Resolution, Goal III: Professional and Engaged Workforce, and Goal V: Effective Court Management and Administration.

Relationship to Divisional Objectives. The new position will support the Executive Office's objective of promoting a workplace of respect, civility, fairness, inclusion and dignity.

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

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

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

Performance Indicators. Many performance indicators will be used to assess the success of the program. Internally, indicators include the bi-annual Values Pulse Survey results and conflicts that surface through the Courts' various grievance processes. Externally, a major outcome indicator of the program will be increased perceptions of fairness as measured by NCSC's CourTools Access and Fairness survey. Output indicators such as the comparison of the courts' data in relation to national benchmarks within the judiciary, such as those developed by the National Center for State Courts, will aid in the assessment and expansion of the Diversity, Equity, and Inclusion initiatives.

Access to Justice Director (JS-15), 1 FTE, \$186,000

The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts must work to ensure full access to the justice system and court services.

To meet the need to enhance access to justice by removing barriers to meaningful participation in court proceedings and services, an Access to Justice Director position is critical. Self-represented persons present special challenges as the Courts strive to provide fair and equal access to the justice system. The judicial system is governed by complex laws and procedures that are often confusing, even for persons with formal education and economic means. In addition, the types of cases before the courts have become more complicated, requiring new approaches to access justice. In cooperation with the Access to Justice Commission, the Courts have taken a multi-pronged approach to addressing the needs of self-represented litigants, leveraging the legal community, but additional resources are needed to meet the public's need for assistance.

The Access to Justice Director will enhance access to justice by coordinating and integrating access to justice services throughout the D.C. Courts. The Access to Justice Director will direct the Access to Justice Office and implement a plan to enhance services, identify areas where access to justice services are needed and seek ways to close the gap, and oversee the Justice Resource Center.

The unmet needs of self-represented litigants have become more apparent as the D.C. Courts have changed their operations from on-site to primarily remote court proceedings to ensure the safety of litigants, attorneys, judicial officers and court staff during the novel coronavirus pandemic. Remote court proceedings may enhance access to justice by allowing litigants to participate from various physical locations, thereby reducing the cost and time involved in transportation, and easing the burden on those with work and caregiving responsibilities. However, some litigants lack the technical knowledge, literacy, English proficiency or broadband availability to complete their court matters remotely. The use of remote hearings creates special challenges for litigants who lack access to technology. According to a 2018 survey by the National Digital Inclusion Alliance, over 24% of households in the District lack access to a home broadband internet connection, and 13% have no connection through a mobile device.⁵ Thirty-five percent of the residents living in Wards 5, 7 and 8 have no access to broadband. The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process.

However, some litigants lack the technical knowledge, literacy, English proficiency or broadband availability to complete their court matters remotely. The use of remote hearings creates special challenges for litigants who lack access to technology. According to a 2018 survey by the National Digital Inclusion Alliance, over 24% of households in the District lack access to a home broadband internet connection, and 13% have no connection through a mobile device.⁶ Thirty-five percent of the residents living in Wards 5, 7 and 8 have no access to broadband. The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process.

Relationship to the Courts' Vision, Mission, and Goals. Access to Justice for All is Goal I of the D.C. Courts' 2018-2022 Strategic Plan. The Courts are committed to eliminating barriers to meaningful participation in the judicial process and to enhancing community members' abilities to access court services. This initiative supports Strategic Goal I and would enhance the Courts' vision of a court that is open to all."

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

Expenditure Plan. The position will be recruited and hired in accordance with the D.C. Courts' Personnel Policies and procedures.

Relationship to Existing Funding. There are no resources available in the Courts' budget for the requested resources.

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. Other indicators include the number of persons served in the court-based *Pro Bono* Centers, the number of attorneys providing *pro bono* legal services, litigants' level of satisfaction with the information and legal services received, the number of informational videos available to the

⁵ <https://www.digitalinclusion.org/worst-coonected-2018/>

⁶ <https://www.digitalinclusion.org/worst-coonected-2018/>

public, and the number of hits on the videos. Output indicators such as the availability of form kiosks for court participants to complete forms, the availability of process plans to enhance understanding of court processes and proceedings, and the extent of one-on-one provision of legal information will aid in assessing the initiative's effort to improve self-represented litigants' abilities to participate meaningfully in the judicial process. Lastly, output indicators related to court navigators' 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

Table 1
EXECUTIVE OFFICE
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Diversity Equity & Inclusion Specialist	JS-13	1	107,000	28,000	135,000
Access to Justice Director	JS-15	1	148,000	38,000	186,000
Total		2	255,000	66,000	321,000

Table 2
EXECUTIVE OFFICE
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	2,203,000	2,709,000	3,103,000	394,000
12 - Personnel Benefits	618,000	749,000	852,000	103,000
Subtotal Personnel Services	2,821,000	3,458,000	3,955,000	497,000
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
Subtotal Non-personnel Services	18,000	18,000	18,000	0
TOTAL	2,839,000	3,476,000	3,973,000	497,000
FTE	19	24	26	2

Table 3
EXECUTIVE OFFICE
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY2021/2022
11 - Personnel Compensation	Current Position WIG	24	14,000	
	Current Position COLA	24	125,000	
	Diversity Equity & Inclusion Specialist	1	107,000	
	Access to Justice Director	1	148,000	
<i>Subtotal 11</i>				<i>394,000</i>
12 - Personnel Benefits	Current Position WIG	24	4,000	
	Current Position COLA	24	33,000	
	Diversity Equity & Inclusion Specialist	1	28,000	
	Access to Justice Director	1	38,000	
<i>Subtotal 12</i>				<i>103,000</i>
Subtotal Personnel Services				497,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials				
31 – Equipment				
Subtotal Non-personnel Services				0
Total		26		497,000

Table 4
EXECUTIVE OFFICE
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6			
JS-7			
JS-8			
JS-9	2	4	4
JS-10			
JS-11	3	4	4
JS-12	2	2	2
JS-13	3	4	5
JS-14	5	6	6
JS-15	2	2	3
CEMS	1	1	1
CES	1	1	1
Total Salary	2,203,000	2,709,000	3,103,000
Total FTEs	19	24	26

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	6,347,000	46	6,527,000	46	6,803,000	0	276,000

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 100 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 clearances as well as FBI fingerprint background clearances for any contractors who provide direct services for children under the supervision of the Courts. Additionally, the branch is responsible for child abuse clearances for these contractors.

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, 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.
- Establish performance measures, monitor 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 DC 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 and repair costs.

Workload Data

SmartPay Purchase and Fleet Card Program Operations

In FY 2023, the SmartPay Purchase and Fleet Card Program anticipates an increase in the number of transactions from approximately 1,500 in FY 2017 to more than 2,000 in FY 2022. Currently, card transactions reflect more than \$500,000 in activity and it is expected that by FY 2022, card transactions will be more than \$750,000. This anticipated increase is reflective of the new micro-purchase threshold, and novel coronavirus pandemic impacts. Each of these actions will generate the processing of a significantly higher number of mission-critical micro-purchases to support court operations.

Procurement and Contracts Branch

In FY 2023, the Procurement and Contracts Branch expects to process approximately 1,250 small purchases (< \$150,000) within 20 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 estimated decrease in the number of large and small procurements due to impact of the novel coronavirus in FY 2021.

The complexity of major acquisitions 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. The Institute will continue to enhance the training experience with refresher courses and course highlights on the Administrative Services Division intranet page.

Office Services Branch

In FY 2023, 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 will continue due to advancements in technology, online forms, and electronic communication methods.

The Information Center expects to assist an estimated 6,000 members of the public per month (72,000 persons per year) at the Information Window in the courthouse and to respond to an average of 10,000 incoming calls per month (or 120,000 calls per year). Due to the novel coronavirus pandemic and new CDC guidelines for social distancing, court activity at the Information Center will drastically decrease with the use of increased electronic resources. This number may also decline 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 2023 the Help Desk expects to receive approximately 12,000 calls from court personnel. The help desk has maintained its call volume traffic from 2019 into mid -March 2020 and has decreased since then due to the novel coronavirus and the Courts’ adoption of remote court proceedings. 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. In addition, 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 improve 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 2022 and FY 2023 due to the implementation of electronic records, the completion of a mass storage initiative, the online availability of case information to the public, 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 revamp its business process 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.

Table 1
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

SmartPay Purchase and Fleet Card Program Operations									
Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual purchase card transactions	Citibank Custom Reporting Systems; US Bank Reporting	1,500	646*	1,600	350*	1,600	1,600	1,600	1,600
Annual Fleet card transactions	Voyager Electronic Reporting System	550	211*	610	100*	610	610	610	610
Transaction reviews or random checks	Citibank Card Mgmt. System; Voyager; Us Bank Reporting; Oracle Federal Financials	150	150	150	150	150	150	150	150
Program audits conducted	Cardholder Purchase/ Fleet Card Logs; Supporting Documentation	4	1*	6	1*	2	2	2	2

*Decrease due to the Novel Coronavirus Pandemic

Table 2
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

Office Services Branch									
Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Monthly calls	Call Accounting Reports	10,000	10,038	9,000*	9,000*	9,000*	9,000*	10,000	10,000
Jury summons processed yearly	Database	180,000	98,248*	50,000*	50,000*	180,000	196,000	180,000	196,000
Subpoenas processed yearly		110,000	103,752*	110,000	110,000	110,000	110,000	110,000	110,000
Outgoing metered mail (pieces) yearly		90,000	73,291*	85,000	85,000	80,000	80,000	70,000	70,000
Help Desk Calls received and processed yearly	Automated Tracking System	14,000	8,103*	8,000	8,000	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	751*	1,400	1,400	1,400	1,400	1,400	1,400
Individual Case Records Stored Yearly	Electronic Data Base	20,000	15,000*	20,000	15,000*	20,000	20,000	20,000	20,000

*Decrease due to the Novel Coronavirus Pandemic

Table3
ADMINISTRATIVE SERVICES DIVISION
Key Performance Indicators

Procurement Branch									
Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual small purchases	Automated Financial System and Manual Accounting	1,250	1,355	1,250	1,250	1,250	1,250	1250	1250
Annual large purchases		100	150	100	100	100	100	100	100
Annual modifications		900	1500	900	900	900	900	900	900
Small purchases processed within 20 days		95%	99%	95%	95%	95%	95%	95%	95%
Large purchases processed within 90-120 days after receipt of SOW		95%	99%	95%	95%	95%	95%	95%	95%
Acquisition courses conducted yearly	Internal Records	9	2*	4*	4*	8	8	8	8

*Decrease due to the Novel Coronavirus Pandemic

FY 2023 Request

In FY 2023, the Courts' request for the Administrative Services Division is \$6,803,000 an increase of \$276,000 (4%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 4
ADMINISTRATIVE SERVICES DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	3,824,000	3,938,000	4,133,000	195,000
12 - Personnel Benefits	1,070,000	1,102,000	1,153,000	51,000
<i>Subtotal Personnel Services</i>	<i>4,894,000</i>	<i>5,040,000</i>	<i>5,286,000</i>	<i>246,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	64,000	65,000	66,000	1,000
25 - Other Services	1,274,000	1,304,000	1,330,000	26,000
26 - Supplies & Materials	86,000	88,000	90,000	2,000
31 - Equipment	29,000	30,000	31,000	1,000
<i>Subtotal Non-Personnel Services</i>	<i>1,453,000</i>	<i>1,487,000</i>	<i>1,517,000</i>	<i>30,000</i>
TOTAL	6,347,000	6,527,000	6,803,000	276,000
FTE	46	46	46	0

Table 5
ADMINISTRATIVE SERVICES DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	46	14,000	
	Current Position COLA	46	181,000	
<i>Subtotal 11</i>				<i>195,000</i>
12 - Personnel Benefits	Current Position WIG	46	4,000	
	Current Position COLA	46	47,000	
<i>Subtotal 12</i>				<i>51,000</i>
<i>Subtotal Personnel Services</i>				<i>246,000</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			26,000
26 - Supplies & Materials	Built-in Increases			2,000
31 - Equipment	Built-in Increases			1,000
<i>Subtotal Non-Personnel Services</i>				<i>30,000</i>
Total		46		276,000

Table 6
ADMINISTRATIVE SERVICES DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-4	1	1	1
JS-5	3	3	3
JS-6	8	8	8
JS-7	4	4	5
JS-8	3	3	2
JS-9	6	6	6
JS-10			
JS-11	2	2	3
JS-12	7	7	6
JS-13	9	9	9
JS-14	1	1	1
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salaries	3,824,000	3,938,000	4,133,000
Total FTEs	46	46	46

DISTRICT OF COLUMBIA COURT SYSTEM BUDGET AND FINANCE DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
36	5,444,000	36	5,617,000	36	5,910,000	0	293,000

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 36 FTEs.

- The Director's Office (7 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 (11 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 (4 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 2020		FY 2021		FY 2022		FY 2023	
		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%	99%	100%	99%	100%	99%	100%	99%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	100%	99%	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%	99%	100%	99%	100%	99%

FY 2023 Request

In FY 2023, the D.C. Courts' request \$5,910,000 for the Budget and Finance Division, an increase of \$293,000 (5%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 2
BUDGET AND FINANCE DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	3,670,000	3,793,000	4,015,000	222,000
12 - Personnel Benefits	1,029,000	1,063,000	1,120,000	57,000
<i>Subtotal Personnel Services</i>	<i>4,699,000</i>	<i>4,856,000</i>	<i>5,135,000</i>	<i>279,000</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	708,000	724,000	738,000	14,000
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>745,000</i>	<i>761,000</i>	<i>775,000</i>	<i>14,000</i>
TOTAL	5,444,000	5,617,000	5,910,000	293,000
FTE	36	36	36	0

Table 3
BUDGET AND FINANCE DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY2022/2023
11 - Personnel Compensation	Current Position WIG	36	48,000	
	Current Position COLA	36	174,000	
<i>Subtotal 11</i>				<i>222,000</i>
12 - Personnel Benefits	Current Position WIG	36	12,000	
	Current Position COLA	36	45,000	
<i>Subtotal 12</i>				<i>57,000</i>
<i>Subtotal Personnel Services</i>				<i>279,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			14,000
26 - Supplies & Materials				
31 – Equipment				
<i>Subtotal Non-personnel Services</i>				<i>14,000</i>
Total		36		<i>293,000</i>

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6			
JS-7			
JS-8			
JS-9	6	6	6
JS-10			
JS-11	5	5	5
JS-12	7	7	7
JS-13	11	11	11
JS-14	5	5	5
JS-15			
CEMS	1	1	1
CES	1	1	1
Total Salary	3,670,000	3,793,000	4,015,000
Total FTEs	36	36	36

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
25	8,818,000	27	9,262,000	30	11,407,000	3	2,145,000

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 (4 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 November 2013), that addresses the Courts' long-term space needs, required improvements to the Courts' infrastructure and physical environment, including the planned consolidation of the Family Court.
- The Building Operations Branch (18 FTEs) is responsible for facilities management and maintenance of court-owned as well as leased space; building maintenance and repair including heating, ventilation and air conditioning, mechanical, electrical, and plumbing. 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, and is efficiently operated and maintained 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 (designed and constructed to a LEED Silver standard); the Moultrie Courthouse at 500 Indiana Avenue, NW (the C Street Addition to the Courthouse is being designed and constructed to a LEED Platinum standard); 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).

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 2020. A number of key milestones were achieved during the last fiscal year, including the initiation of construction on Phase 2B of the H. Carl Moultrie I Courthouse building (HCMCH) C Street Addition and continued work on various interrelated projects required to support the delivery of the Moultrie Courthouse Addition including:

1. Completion of Phase 1 & 2 of the roof replacement initiative for the District of Columbia Court of Appeals.
2. Installation of a new cooling tower for the District of Columbia Court of Appeals.
3. Installation of campus-wide employee entrance optical turnstiles.
4. Installation of emergency call stations in the H. Carl Moultrie I Courthouse Parking Garage.
5. Installation of two new chillers in the H. Carl Moultrie I Courthouse.
6. Replacement of all visitor seating in public corridors of H. Carl Moultrie I Courthouse.
7. Replacement of courtroom entrance foyer closures throughout the Courts' campus to better ensure ADA Compliance.

CPFMD continues to work to achieve the D.C. Courts' objective of full consolidation of the Family Court and to meet its long-term space initiatives. The following is a summary of CPFMD's recent major activities in the Moultrie Courthouse to advance the consolidation, which will be final with the completion of Phase 2B of the C Street Addition construction project:

1. Upgrade of existing mechanical, electrical and plumbing systems, code and life safety systems, vertical transportation and security systems. All infrastructure projects are sized to support the Moultrie Courthouse Addition when complete.
2. Upgrade of security within the Moultrie Courthouse continues. This project includes ongoing installation of a new fire protection system with a new sprinkler system as part of a multi-year improvement plan.

The D.C. Courts' most recent Facilities Master Plan is being updated to reflect changes in court technology, organization and operations, and the expected growth of the District of Columbia's population. The update is underway and anticipated for completion in 2020. The Courts have also continuously updated its facilities standards to reflect changing technologies, products, and energy efficiency. These changes affect all aspects of the Court including Family Court Operations and Social Services as well as support functions.

Workload Data

In FY 2022, 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 \$15.00/sq. ft.

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.

With the completion of multiple construction projects, infrastructure upgrades and enhancements, CPFMD is committed to maintaining and leveraging the public's investment in court facilities. Baselines were established in a Facilities Conditions Assessment (FCA) completed in March 2013 with annual updates performed by staff. This document provides a detailed lifecycle analysis and replacement values for all Courts' facility assets and cost estimates for future funding requirements.

In addition to the Facilities Conditions Assessment, 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 2021		FY 2022		FY 2023	
			Goal	Estimate	Goal	Estimate	Goal	Estimate
Number of Help Desk calls resolved in two business days	CPFMD CMMS Reports	Monthly	95%	95%	95%	95%	97%	100%
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	99%	99%	99%	99%	100%	99%
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	95%	95%	95%	95%	100%	99%
Preventive maintenance work completed in accordance with Manager Plus Equipment Matrix Schedule.	Manager Plus Equipment PM Schedule	Monthly	97%	97%	97%	97%	99%	98%

FY 2023 Request

In FY 2023, the Courts' request for the Capital Projects & Facilities Management is \$11,407,000, an increase of \$2,145,000 (23%) above the FY 2022 Enacted Level. The requested increase includes \$1,620,000 for contractual services to maintain the Moultrie Courthouse Addition; \$144,000 for 2 FTEs to perform maintenance activities in the addition; and \$72,000 for 1 FTE to maintain court facilities; and \$309,000 for built-in cost increases.

Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition, \$1,620,000

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.

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.

Facility Worker (JS-8/9) 2 FTE, \$144,000

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.

Relationship to Court Mission, Vision and Strategic Plan. Adequate staff to ensure the effective and efficient maintenance and support of all court facilities will support the Courts' Strategic Plan Goal V, "Effective Court Management and Administration." Specifically, these additional staff members will enable the Courts to better ensure that all facilities are safe, secure, well maintained and can adequately accommodate court operations and personnel.

Relationship to Divisional Objectives. The additional facility 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 the additional positions.

Methodology. The grade level of the requested positions are classified in accordance with the Courts' Personnel Policies.

Key Performance Indicators. These Facility Worker positions will enable the Courts to meet required maintenance schedules. These positions will further bolster the division's ability to meet the following key performance indicators:

- Expand the CPFMD's routine replacement program to 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.

Facility Maintenance Engineer (JS-8/9/10/11) 1 FTE, \$72,000

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 as the new equipment that will be put in service. With the anticipated funding of the stabilization of the Recorder of Deeds building, the facilities and equipment maintenance portfolio will be expanded to include this facility.

Relationship to Court Mission, Vision and Strategic Plan. Adequate staff to ensure the effective and efficient maintenance and support of all court facilities will support the Courts' Strategic Plan Goal V, "Effective Court Management and Administration." Specifically, the addition of this 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 Objectives. 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 this additional position.

Methodology. The grade level of the requested position is classified in accordance with the Courts' Personnel Policies.

Key Performance Indicators. The Facility Maintenance Engineer position will enable the Courts to meet required maintenance schedules. The position will further bolster the division's ability to meet the following key performance indicators:

- 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.

Table 2
CAPITAL PROJECTS AND FACILITIES MANAGEMENT DIVISION
New Position Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Cost
Facility Worker	JS-8	2	114,000	30,000	144,000
Facility Maintenance Engineer	JS-8	1	57,000	15,000	72,000
Total		3	171,000	45,000	216,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	2,760,000	3,014,000	3,344,000	330,000
12 - Personnel Benefits	766,000	833,000	919,000	86,000
Subtotal Personnel Services	3,526,000	3,847,000	4,263,000	416,000
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	5,258,000	5,380,000	7,108,000	1,728,000
26 - Supplies & Materials	26,000	27,000	28,000	1,000
31 - Equipment	8,000	8,000	8,000	0
Subtotal Non-Personnel Services	5,292,000	5,415,000	7,144,000	1,729,000
TOTAL	8,818,000	9,262,000	11,407,000	2,145,000
FTE	25	27	30	3

Table 4
CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	27	20,000	
	Current Position COLA	27	139,000	
	Facility Worker	2	114,000	
	Facility Maintenance Engineer	1	57,000	
<i>Subtotal 11</i>				<i>330,000</i>
12 - Personnel Benefits	Current Position WIG	27	5,000	
	Current Position COLA	27	36,000	
	Facility Worker	2	30,000	
	Facility Maintenance Engineer	1	15,000	
<i>Subtotal 12</i>				<i>86,000</i>
<i>Subtotal Personnel Services</i>				<i>416,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in increases		108,000	
	Moultrie Addition maintenance		1,620,000	
<i>Subtotal 25</i>				<i>1,728,000</i>
26 - Supplies & Materials	Built-in increases			1,000
31 - Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>1,729,000</i>
Total		30		2,145,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6			
JS-7			
JS-8	4	4	7
JS-9	7	8	8
JS-10			
JS-11	4	4	4
JS-12	1	1	1
JS-13	4	5	5
JS-14	3	3	3
JS-15			
JS-16			
CEMS	1	1	1
CES	1	1	1
Total Salaries	2,760,000	3,014,000	3,344,000
Total FTEs	25	27	30

DISTRICT OF COLUMBIA COURT SYSTEM CENTER FOR EDUCATION AND TRAINING

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
7	2,357,000	8	2,609,000	8	2,703,000	0	94,000

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 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. Training is critical to ensuring that our next generation of supervisors, managers and leaders are well-prepared for succession. New employees receive an orientation and 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. Hosting dozens of delegations from around the world each year, 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, cultural diversity, procedural fairness and implicit bias, anti-bullying, and special populations. The CET also offers technology classes on various software programs used by the Courts, such as Microsoft Office, Prezi, Oracle Discoverer and 10G, 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+; and CourtView and C-Track, the Courts Integrated Justice Information Systems. The CET also trains all newly hired court employees with 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 educational programs for court

visitors, including 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 onboarding for new employees. Ensure an efficient use of resources and a successful learning experience for all.
- **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, 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.
- **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 (2018-2022). 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. 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 seven 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. In FY 2013 and FY 2014, an external *Strategic Training Needs Assessment* and an internal independent review process were conducted. In FY 2015, the Center developed a two-year Strategic Plan addressing all the recommendations in the needs assessments. The Plan was designed to enhance communication, increase outreach, update and streamline organizational processes, and redesign all training curricula. Execution of the plan began in 2015, and it was fully implemented in 2017 including reorganization of all training offerings structured into career development tracks, and rebranding. In 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 and 2019 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 is expected in 2021. In 2016-2020, 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. 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 but have taken a short hiatus due to increased workloads. Nonetheless, 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.

In light of a pending 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 and increased responsibility. The Courts take seriously the importance of succession planning and continue to move in a proactive direction toward recruiting and retaining excellent employees. Similarly, the D.C. Courts 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 2020, all executive service, senior leaders, branch chiefs, managers and supervisors completed Quick Start training, an engaging, interactive nine-module series on leadership and performance management.

Technology and skill-development classes are an evolving training need. Utilizing three computer labs, there is a new focus on more advanced technology training, as almost all employees now possess requisite office computer skills. The CET offers certification training and testing for Microsoft Office Specialist (MOS), CompTia A+ and Project Management Professional. 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 (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 SkillPort.

The CET offered approximately 150 classes during 2019 and approximately 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 but training hours decreased in 2019 to around 14,000 hours with many cancellations occurring during the government shutdown period and the month after employees returned to work needing to play “catch-up” with work which left little time for professional development. During the pandemic, the most recent indicators pointed to increased training interest using distance learning models.

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, World Bank, or international cultural exchange organizations, and each educational program is tailored to the needs and interests of the individual delegation. Recently, the number of international delegations and visitors hosted by the D.C. Courts have increased to about 1,500 visitors per year.

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 Measure¹	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Projected
Course Offered	140	224	200	200
Judicial Participants	464	420	650	650
Employee Participants	1,868	1,850	2,500	2,500
Divisions Supported	10	15	15	15
Number of Official Visitors	1,261	100	200	1,500

¹ A judicial officer or employee may participate in multiple training programs during the year.

Key Performance Measures

Table 2
CENTER FOR EDUCATION AND TRAINING
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2019		FY 2020		FY 2021		FY 2022	
			Goal	Actual	Goal	Estimate	Goal	Projected	Goal	Projected
Outcome	Program Quality	Participants Evaluations	85% > 3.5	95% > 4.0	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	13,374	15,000	13,500	15,000	15,000	15,000	15,000
Output	Visitors Tours and Programs	Visitors Schedule	50	70	70	20	50	40	70	80
Outcome	Bi-Annual Management Training Program Graduates	Training Schedule & Participant List	NA	NA	20	20	NA	NA	20	20
Output	Management Training Institute Courses Offered	Training Schedule	8	11	10	10	10	10	11	11
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	2	2	1	2	2	2	2
Output	Court of Appeals Programs Offered	Training Schedule	4	3	4	4	4	4	4	4

FY 2023 Request

In FY 2023, the Courts' request for the Center for Education and Training Division is \$2,703,000 an increase of \$94,000 (4%) above the FY 2022 Enacted Level. The requested increase consists of built-in cost increases.

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 – Personnel Compensation	989,000	1,169,000	1,225,000	56,000
12 – Personnel Benefits	272,000	319,000	334,000	15,000
<i>Subtotal Personnel Services</i>	<i>1,261,000</i>	<i>1,488,000</i>	<i>1,559,000</i>	<i>71,000</i>
21 – Travel, Transp. Of Persons	274,000	280,000	286,000	6,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Services	808,000	827,000	844,000	17,000
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>1,096,000</i>	<i>1,121,000</i>	<i>1,144,000</i>	<i>23,000</i>
TOTAL	2,357,000	2,609,000	2,703,000	94,000
FTE	7	8	8	0

Table 4
CENTER FOR EDUCATION AND TRAINING
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 – Personnel Compensation	Current Position WIG	8	2,000	
	Current Position COLA	8	54,000	
<i>Subtotal 11</i>				<i>56,000</i>
12 – Personnel Benefits	Current Position WIG	8	1,000	
	Current Position COLA	8	14,000	
<i>Subtotal 12</i>				<i>15,000</i>
<i>Subtotal Personnel Services</i>				<i>71,000</i>
21 – Travel, Transp. Of Persons	Built-in Increases			6,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Service	Built-in Increases			17,000
26 – Supplies & Materials				
31 – Equipment				
<i>Subtotal Non-Personnel Services</i>				<i>23,000</i>
Total		8		94,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13	5	5	5
JS-14			
JS-15		1	1
CES	1	1	1
CEMS			
Total Salaries	989,000	1,169,000	1,225,000
Total FTEs	7	8	8

DISTRICT OF COLUMBIA COURT SYSTEM COURT REPORTING DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	6,351,000	46	6,544,000	46	6,892,000	0	348,000

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 and four branches: Court Reporting Branch, Case Management Branch, Transcription Branch, and Administrative Branch. CRD produced 166,000 transcript pages in 2020. CRD utilizes resilient and responsive technology by providing instantaneous realtime translation to members of the judiciary to aid in decision-making and to any party requesting realtime 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 DC Courts' Strategic Plan, Values Initiative, and support of all DC Courts' programs.
2. The Court Reporting Branch is comprised of Official Court Reporters who are responsible for providing instantaneous realtime translation of trial proceedings to the judiciary and preparing official transcripts in accordance with CRD's Transcript Guidelines.
3. The Case Management Branch is 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.
4. The Transcription Branch is responsible for transcribing recorded proceedings held in D.C. Superior Court.
5. The Administrative Branch is responsible for processing incoming and outgoing transcript requests and entering data into the Web Transcript Tracking System (WTTS) for statistical purposes.

Division MAP Objectives

The CRD supports access to justice for all by:

- Utilizing resilient and responsive technology
- Providing instantaneous realtime translation to members of the judiciary to aid in decision-making
- Providing instantaneous realtime 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 realtime to the judiciary, which in turn will assist in making judicial rulings.
- Enhance efficient operations and the quality of service provided to persons conducting business with the 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 2019 the CRD launched an initiative to provide customers with the ability to utilize credit cards to purchase transcripts. Implementation of this responsive technology will provide the citizens of the District of Columbia with expanded payment alternatives.

Workload Data

Table 1
COURT REPORTING DIVISION
Workload Measures

Type of Indicator	Performance Indicator	Data Source	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate
Input	Transcription Branch orders received	Division Records	2,242	2,500	3,500	5,000
Input	Court Reporting Branch orders received	Division Records	1,351	1,500	2,500	4,000
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	166,000	175,000	225,000	385,000

Table 2
COURT REPORTING DIVISION
Key Performance Indicators

Type of Indicator	Performance Indicator	Data Source	FY 2020		FY 2021		FY 2022		FY 2023	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Timeliness	Average time (in days) to complete transcripts of taped appellate proceedings	Division Records	60	29	60	31	60	31	60	35
Timeliness	Average time (in days) to complete transcripts of taped <i>non</i> -appellate proceedings	Division Records	30	10	30	11	30	11	30	15
Timeliness	Average time (in days) to complete appellate transcripts by court reporters *	Division Records	60	36	60	35	60	35	60	40
Timeliness	Average time (in days) to complete <i>non</i> -appellate transcripts by court reporters *	Division Records	30	13	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 2023 Request

In FY 2023, the Courts' request for the Court Reporting Division is \$6,892,000 an increase of \$348,000 (5%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 3
COURT REPORTING DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	4,885,000	5,034,000	5,308,000	274,000
12 - Personnel Benefits	1,368,000	1,409,000	1,480,000	71,000
<i>Subtotal Personnel Services</i>	<i>6,253,000</i>	<i>6,443,000</i>	<i>6,788,000</i>	<i>345,000</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	26,000	27,000	28,000	1,000
26 - Supplies & Materials	44,000	45,000	46,000	1,000
31 - Equipment	24,000	25,000	26,000	1,000
<i>Subtotal Non-Personnel Services</i>	<i>98,000</i>	<i>101,000</i>	<i>104,000</i>	<i>3,000</i>
TOTAL	6,351,000	6,544,000	6,892,000	348,000
FTE	46	46	46	0

Table 4
COURT REPORTING DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	46	42,000	
	Current Position COLA	46	232,000	
<i>Subtotal 11</i>				<i>274,000</i>
12 - Personnel Benefits	Current Position WIG	46	11,000	
	Current Position COLA	46	60,000	
<i>Subtotal 12</i>				<i>71,000</i>
Subtotal Personnel Services				345,000
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
Subtotal Non-Personnel Services				3,000
TOTAL		46		348,000

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

Grade	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6	1	1	1
JS-7	2	2	2
JS-8	4	4	4
JS-9	1	1	1
JS-10	8	8	7
JS-11	3	3	4
JS-12	23	23	23
JS-13	2	2	2
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salaries	4,885,000	5,034,000	5,308,000
Total FTEs	46	46	46

DISTRICT OF COLUMBIA COURT SYSTEM HUMAN RESOURCES DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
22	3,579,000	23	3,839,000	23	4,055,000	0	216,000

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 diverse, 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.
- Ensure a diverse workplace reflective of the community it serves by conducting audits of recruiting, hiring, retention, promotion practices, and demographics throughout the D.C. Courts.
- 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:

- 1) Strategic Planning Leadership Council
- 2) Personnel Advisory Committee
- 3) Working on Wellness
- 4) Living Our Values Leadership Council
- 5) Mental Health Advisory Council

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:

- Launched the Seasonal Flu campaign which included offering on-site flu vaccinations and lunch-time flu clinics for courtroom support personnel.
- Conducted classes on the “Road to Retirement Seminars” as part of the Retirement and Benefits Educational Program for Court Employees.
- Conducted Performance Management and HRIS Training throughout the fiscal year to increase knowledge and understanding.
- Conducted “Hiring the Best Candidate” classes to guide managers and supervisors through the hiring process to ensure compliance with policy and best practices as well as ensure the selection of the best candidate.
- Conducted training on the Family and Medical Leave Act (FMLA) to increase knowledge, understanding, and awareness of the law and the Courts’ policy to ensure supervisors understand their compliance responsibilities.
- Conducted training on the HRIS, the Courts’ official personnel action processing system, to teach users how to properly and timely submit and process actions.
- Designed, developed, and delivered training on the Courts’ corrective action process for managers and supervisors to increase knowledge, understanding, and

compliance with relevant employment laws, disciplinary policies, and best practices.

- Provided training on the Courts' Comprehensive Personnel Policies as a part of the cohort of classes given to all new DC Courts' employees.
- Fully engaged in and supported the Courts transition to fully remote operations in response to the COVID-19 Pandemic. The Courts responded to the COVID-19 pandemic with strategic steps to mitigate the spread of the virus by adopting an aggressive telework posture. In a matter of days, the Flexplace Program increased its telework applications from 117 to over 600 telework applications.
- Established mechanisms for tracking leave usage including employees on administrative leave for court management and created a new Pandemic Dashboard to provide real-time, relevant information to assist the Courts in effectively managing activities during the pandemic.
- Successfully communicated COVID-19 updates to the DC Courts intranet site to provide timely and relevant information and guidance on key programs such as Alternate Work Schedules; maxi-flex schedules, expanded telework, administrative leave, and other options.
- Designed, developed, and implemented the new Families First Coronavirus Response Act (FFCRA) Management Process to effectively provide information to court employees on the Act and efficiently process claims.
- Developed a tool, the Emergency Paid Sick Leave Tracker, to capture all data necessary to track Emergency Paid Sick Leave usage and relevant personnel data.
- In collaboration with the Courts' Mental Health Advisory Committee (MHAC), hosted two Employee Assistance Program presentations to promote awareness and offer support and assistance to employees: "Anxiety: Beyond Worry" and "Domestic Violence: Effects on the Workplace" in recognition of Domestic Violence Month.
- Created the first ever virtual New Employee Orientation to onboard new employees hired during the pandemic so the acclimation process could continue uninterrupted.

Workload Data

During FY 2020, the Human Resources Division processed over 93 Family and Medical Leave Act requests, 10 Workers' Compensation claims, and over 7,793 job applications for 89 announced vacancies. Over 5,000 individual employee benefit consultations were conducted via telephone and walk-ins as well as benefit workshops, seminars, and fairs, etc. In FY 2020, over 20 employees sought counsel from the EEO Office. There were no EEO complaints filed, no sexual harassment complaints, and two bullying complaints filed and investigated. Informal resolutions were reached in 20 matters. Additionally, during FY 2020, the Division counseled employees and processed 27 Families First Coronavirus Response Act (FFRCA) claims and 11 Paid Parental Leave claims.

Table 1
HUMAN RESOURCES DIVISION
Key Performance Indicators

Type of Indicator	Key Performance Indicator	Data Source	FY 2019		FY 2020		FY 2021		FY 2022	
			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	750	750
Output	# of employees attending Performance Management Training and Briefings	Registration & attendance documents	200	200	250	250	250	250	250	250
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 2023 Request

In FY 2023, the Courts' request for the Human Resources is \$4,055,000 an increase of \$216,000 (6%) above the FY 2022 Enacted Level. The requested increase consists of built-in cost increases.

Table 2
HUMAN RESOURCES DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	2,776,000	2,981,000	3,152,000	171,000
12 - Personnel Benefits	772,000	827,000	872,000	45,000
<i>Subtotal Personnel Services</i>	<i>3,548,000</i>	<i>3,808,000</i>	<i>4,024,000</i>	<i>216,000</i>
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
<i>Subtotal Non- Personnel Services</i>	<i>31,000</i>	<i>31,000</i>	<i>31,000</i>	<i>0</i>
TOTAL	3,579,000	3,839,000	4,055,000	216,000
FTE	22	23	23	0

Table 3
HUMAN RESOURCES DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	23	34,000	
	Current Position COLA	23	137,000	
<i>Subtotal 11</i>				<i>171,000</i>
12 - Personnel Benefits	Current Position WIG	23	9,000	
	Current Position COLA	23	36,000	
<i>Subtotal 12</i>				<i>45,000</i>
<i>Subtotal Personnel Services</i>				<i>216,000</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		23		216,000

Table 4
HUMAN RESOURCES DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8			
JS-9	3	3	3
JS-10			
JS-11	1	1	1
JS-12	5	5	5
JS-13	5	6	6
JS-14	5	5	5
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	2,776,000	2,981,000	3,152,000
Total FTEs	22	23	23

DISTRICT OF COLUMBIA COURT SYSTEM INFORMATION TECHNOLOGY DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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>
74	13,780,000	76	14,456,000	81	16,568,000	5	2,112,000

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

Leaders in innovation, partners in service, contributors to justice.

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- and innovation-focused. Digital transformation is the continuous process by which the Courts adapt to or drive disruptive 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 DC 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 DC 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.
- 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.

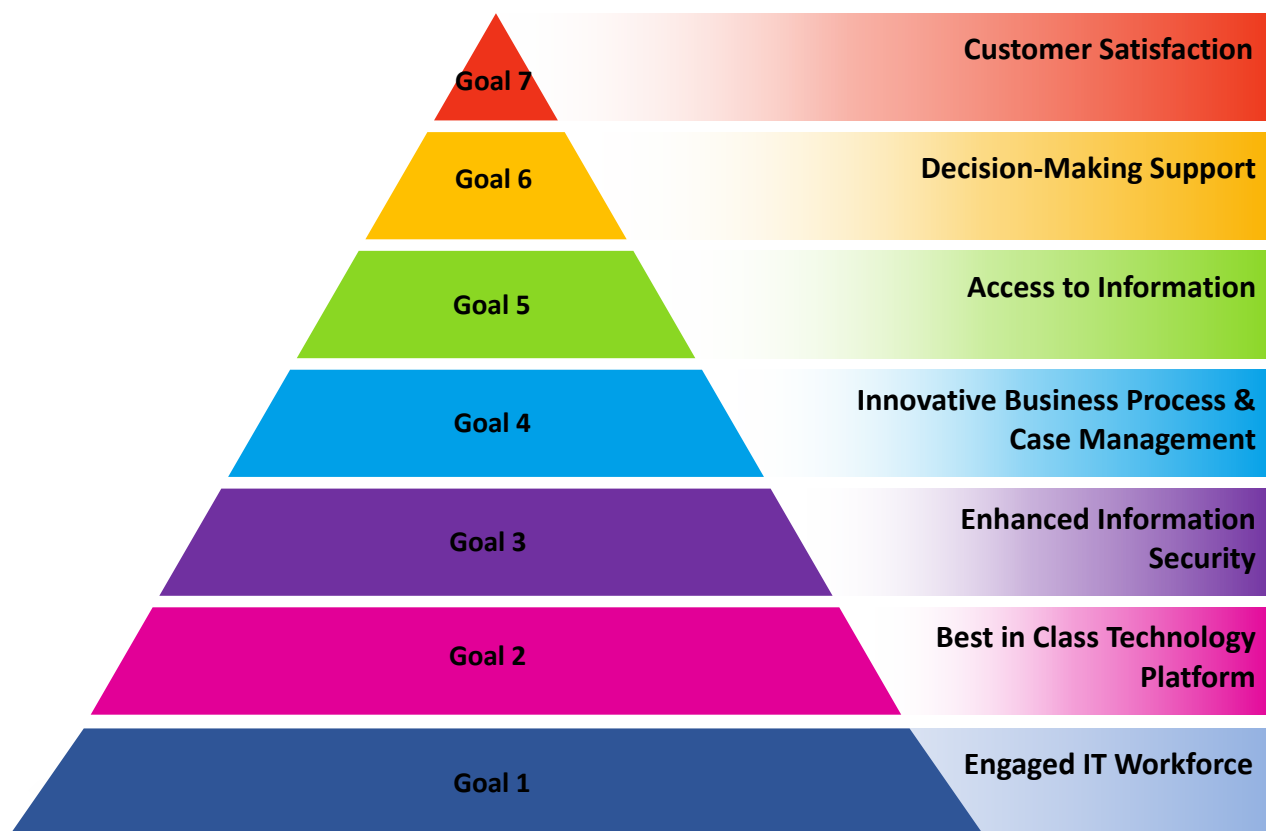
Organizational Background

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. The Court continued implementation activities for its hosted Odyssey case management system (CMS), including organizational change management and data governance activities. Individuals identified as subject matter experts worked directly with Tyler Technologies, the selected case management system vendor, to implement the system across the following primary areas: Case Initiation, Case Processing, Hearings/Calendars, Financials, and Dispositions. Additionally, custom reporting, forms/templates, and automated workflow across these areas are required.

Currently, activities are underway to define the "future state" business processes and related standard operating procedures that the Court will utilize in subsequent years. The third of 4 planned data reviews are underway in preparation for user acceptance testing later this fiscal year.

Phase 1 involving non-charged-based case types such as Civil, Probate, Tax, Multi-Door Dispute Resolution Division, and the Auditor Master's Office is projected to go live in late 2021. The go-live milestone for Phase 2 of the implementation, which focuses on charge-based case types managed in the Criminal, Domestic Violence, and Family Court, is scheduled for March 2022.

Ancillary activities such as finance, interpreter services, and transcript management are also included in each phase. Electronic data exchange, including electronic filing and public access and business intelligence/data warehouse integrations, are integrated into each phase.

Court of Appeals/Superior Court Electronic Data Exchange – In late 2020, the D.C. Court of Appeals (DCCA) and the Superior Court began defining the business and technical requirements necessary to implement a bi-directional integration between the DCCA's Case Management Software - C-Track - and the Superior Court's new Odyssey Case Management System. The integration will support the transmission of data pertaining to an appeal, such as events and documents. Working with the C-Track vendor, Thompson Reuters Case Management System, the detailed design specification was approved in April 2021. The anticipated delivery is to occur in Fall 2021.

Court of Appeals Public Access to Documents - As an enhancement to the DCCA's existing C-Track and E-Filing solutions, certain documents will be viewable publicly. The IT Division completed the technical implementation of the DCCA initiative that enables the court to select case documents and make them available to the public, attorneys, and pro se litigants. The expected go-live is in mid-late summer of 2021.

Forms Help Online - Interactive Interview Forms - The Court completed 14 additional interviews for the Civil, Domestic Violence, Family, Probate, and Tax Divisions. These interviews are available in English and Spanish on the Forms Help Online portal and were created to assist pro se litigants and solo law practitioners fill out necessary courts' forms electronically. During the recent pandemic, the Courts have seen a significant increase in the use of the interviews available on the Forms Help Online portal. The Courts anticipate that this trend will continue even as on-site activities resume. Planning is already underway for two additional interviews to address changes to the Civil Protection Order filing process and the new Anti-Stalking Order law.

PromptPay Electronic Payment Portal - In response to remote operations requirements resulting from the pandemic, the Court identified the need to continue collecting money and receipts as part of the Superior Court case management process. Working through the Superior Court's existing electronic filing vendor, the Court acquired the use of a secure electronic payment platform – NIC – to generate payment invoices. Approximately 47 transaction types have been set up in the NIC portal and additional transaction types are being considered.

Business Intelligence (BI) Solution - New Implementations and Enhancements - In FY 2021, the BI Team successfully deployed the Clerk of the Superior Court and the public facing dashboards. These BI dashboards include budget trends; human resources vacancy reports; caseload activity; performance measures; attorney voucher payments; juror yield and juror utilization data; crime victims compensation payments, and IT services. The BI solution is used heavily by many operating divisions for day-to-day statistical and ad-hoc reporting needs, and for the new CMS implementation in data quality review, data validation, and code-mapping.

Electronic Fax - Before 2020, DC Courts received paper documents via dozens of physical fax machines. Many documents required digitization so that users could access them through the Courts' case management system. In 2020, the IT Division implemented a Cloud-based Fax Solution, which allows judicial officers and DC Courts' staff to send and receive faxes electronically using Microsoft Outlook. This solution improved operational performance, increased quality control procedures, and ensured the reliability of electronic records. In addition to the realized operational efficiencies gained, this solution will save the Courts' labor hours and supply and maintenance costs.

Microsoft 365 Implementation - In 2020, the IT Division upgraded all court computers with new systems and programs, namely to Windows 10 and the latest version of Office (Word, Excel, etc.)— Microsoft 365. The Microsoft 365 implementation assisted the Courts in meeting its Strategic Goal IV of Resilient and Responsive Technology by providing access to information efficiently.

ITIL Process & Cherwell Improvement - The Information Technology Infrastructure Library (ITIL) is a best-practice framework for delivering IT services and aligning those services to business goals. Over the past year, the IT Division has been working to establish the Service Asset & Configuration Management (SACM) ITIL process. The main objective of SACM is to define and control the components of IT services and maintain accurate configuration information on the historical, planned, and current state of the services. SACM will also help track IT assets assigned to court staff as they change positions or leave the Courts.

Federal Information Security Management Act (FISMA) Compliance Project - As part of the Courts' internal financial audit effort, in early 2019, the Budget and Finance Division and the IT Division initiated the FISMA Compliance Project. With contracted support, the IT Division completed 12 critical projects to enhance governance. To further expedite the closure of the remaining technical work items beyond the 12 critical projects, the IT Division augmented its staff to remediate the findings associated with four areas: Identity and Access Management, Data Security, Infrastructure, and Network. Currently, the IT Division is in Phase IV: Staff Augmentation Remediation Support, and at its conclusion will move into Phase V: Perform Security Assessment, and end with Phase VI: Prepare Security Authorization Package. The result of this project is a comprehensive System Security Plan and *Authorization to Operate* (ATO).

IT Security Tabletop Exercise - In 2021 the IT Division performed a simulated tabletop exercise breaching the Court View system. Through the simulation, all IT Incident Response members that attended identified the issues and causes, and through team discussion established the best path forward in detection, containment, eradication, and restoration of the data. This exercise allowed the team to figure out the unknown/unknown, figure out the cause known/unknown, and control and restore the operational service. The exercise highlighted areas for improvements and areas that were solidly understood by all members.

IT Security Awareness Training - The IT Division conducted the Courts' annual security awareness training campaign utilizing "KnowBe4" and successfully incorporated the training into the new hire orientation training program. This software provides an integrated security awareness training module that can simulate "real life" phishing attacks enabling end-users to

experience actual phishing attempts. It also alerts the end-user when they have become vulnerable by opening the content of the phishing attempt. The software also provides the Courts' IT security team with statistical information regarding attempted phishing attacks on the secure perimeter of the enterprise to ensure a dynamic defense posture.

Email Security Gateway - In mid-2021, the Court of Appeals email security tool came to the end of life and end of support. The security team implemented new cloud-based Microsoft 365 Defender email security allowing the Courts to provide a more robust security gateway helping to secure email to and from all users. This implementation also supports the Courts' move to the Microsoft Azure Cloud. The new gateway and integration with Azure will allow the courts to tighten security for its users and help protect against computer virus infection of user systems and networks.

D.C. Courts Mobile App - A key strategy under the Access to Justice goal in the D.C. Courts 2018-2022 Strategic Plan is to develop a mobile application to expand online access and information. A project team led by the Executive Office and the IT Division, collaborating with stakeholders across the Courts, developed a web-based mobile application to meet user needs. The mobile app leverages high-value features and information already present on the D.C. Courts' website. It provides an optimized format to make it easier for users to access information and navigate the Courts. The Courts launched the Mobile App in December 2020.

Other IT Infrastructure Upgrades. The IT Division worked with its internet service provider, Zayo, to provide a diverse network fiber path for DCCA and DCSC circuits. Also implemented was the Border Gateway Protocol (BGP) allowing for dynamic failover and redundancy. Both DCCA and DCSC can leverage this capability and failover to each other's Internet circuit during an Internet circuit outage. The IT Division completed a full network hardware refresh by replacing End-of-Life devices with technologically current models in Building A, B, C, D, Moultrie Courthouse, and Gallery Place. Each network switch was upgraded for increased throughput for access to court applications as part of this refresh. The IT Division completed the headquarter hardware refresh project and decommissioning of over 100 physical servers, replacing them with 36 highly scalable physical servers; thereby, reducing heat, power, and space requirements in the data center. The IT Division expanded Virtual desktop infrastructure (VDI) to over 1,200 users assisting court employees to work remotely. Lastly, the IT division implemented a new backup solution to backup and archive the Courts sensitive data to the cloud environment replacing a legacy tape backup system.

FY 2023 Request

In FY 2023, the Courts request \$16,568,000 for the IT Division, an increase of \$2,112,000 (15%) above the FY 2022 Enacted Level. The requested increase includes \$270,000 for 2 FTEs to strengthen information security; \$920,000 to keep pace with technology industry standards for efficiency and security; \$285,000 for 3 FTEs to support courtroom technology capabilities and remote operations; and \$637,000 for built-in cost increases.

Microsoft Cloud Services – \$920,000

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.

As part of the Microsoft Cloud Services, and to efficiently manage the demand for new cloud projects, the Courts also require the Microsoft Cloud-based Project and Portfolio Management (PPM) tool. PPM will ensure that IT's human and financial resources are appropriately deployed to improve overall project deliverable timeframes while mitigating project schedule delays that adversely impact court operations.

Relationship to Court Mission and Goals. The implementation of Microsoft Cloud Services, Private Network Connection to Azure, and PPM supports the Courts' Strategic Goal IV of Resilient and Responsive Technology by delivering enhanced technology capabilities that the public will be able to access online and providing mission-critical technology systems in an emergency or disaster.

Relationship to Divisional Objectives. Microsoft Cloud Services, Private Network Connection to Azure, and PPM supports the Information Technology Division's Strategic Goal #2: Best in Class Technology Platform.

Relationship to Existing Funding. Funding for Microsoft Cloud Services, Private Network Connection to Azure, and PPM is not available in the Courts' budget.

Methodology. The IT Division will follow Microsoft best practices, the IT Division Disaster Recovery Plan, and the Courts' Information Security Directives.

Expenditure Plan. Microsoft Cloud Services is a subscription-based service that charges based on utilization, and ExpressRoute charges are based on a pre-determined rate.

Performance Indicators. The following performance indicators will measure the success of this initiative:

- Improved user satisfaction. Access to case records and data whenever needed.
- System availability. Continual access to the Courts' information systems.
- Improved security and compliance. Access to court 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

IT Security Personnel, 2 FTE (JS-13), \$270,000

Problem Statement. The Courts face persistent and increasingly sophisticated malicious cyber attacks that also threaten the public sector, private sector, and the federal government. The Courts must improve its efforts to identify, deter, protect against, detect, and respond to these actions and actors. To guard against these attacks, the Courts must adapt to the continuously changing threat environment, ensure its products are built and operate securely, and partner with other agencies to foster a more secure cyberspace. Additionally, the Courts must protect and secure its computer systems, whether they are cloud-based, on-premises, or hybrid. The scope of protection and security must include systems that process data (information technology) and those that run the vital machinery that ensures our safety (operational technology).

Presently, the Courts' IT Security group has limited, skilled staff to perform vital cyber security functions needed to identify, deter, protect against, detect, and respond to security incidents in the Courts' environments. To achieve these goals, the Courts are requesting a dedicated IT Security Incident Response Analyst.

Relationship to Court Mission and Goals. The hiring of these additional IT Security personnel will assist the Courts meet its Strategic Goal IV: "Resilient and Responsive Technology" by implementing safeguards to prevent or reduce the number of security incidents through continuous event and incident monitoring, timely response to potential security threats, and strengthening internal security controls.

Relationship to Divisional Objectives. A core function of the Courts' IT Division is to ensure that the Courts' IT security posture is following both federal and local security laws and regulations, as well as industry best practices to maintain the availability, confidentiality, and integrity of court information. Hiring the IT Security personnel will allow the IT Division to meet its Strategic Goal #3: "Enhanced Information Security."

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

Methodology. The 2019/2020 RSM, Inc. compliance assessment highlighted a need for dedicated individuals to work strictly with security information event management (SIEM) monitoring, incident response and disaster recovery in the Courts' environment, to reduce the risk of cyber intrusion into the Courts' environment.

Expenditure Plan. Funds will be used to hire two JS-13 employees in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of this effort will result in the following: efficient identification and detection of all potential threats, responding to the threats, protecting against all potential threats, and recovering from successful attacks against the Courts' environment. Additional performance measures include the availability of Tier 2 security support for IT Operations and the Service Desk, and achievement of the Courts' recovery time objectives for security incidents and security tool outages.

Multimedia Specialists, 3 FTEs (JS-11) - \$285,000

Problem Statement. To promote efficient and effective courtroom operations and enhance access to justice, the D.C. Courts have expanded the use of technology in the courtrooms. Technology-based evidence displays, annotation monitors, witness and juror monitors, evidence cameras, and videoconferencing equipment are technologies that are being installed in new and renovated courtrooms. The D.C. Courts currently have approximately 100 courtrooms and hearing rooms. The current staffing level is inadequate to fulfill the numerous technology requests in a timely manner. As the Courts plan to utilize a hybrid approach to conduct oral arguments and court hearings, the need for additional multimedia specialists is enhanced. To meet the technology demands of the courtrooms and support remote and hybrid court operations, additional media specialists are required.

Relationship to Court Mission and Goals. Hiring the Multimedia Specialists will assist the IT Division to timely deliver reliable, sustainable and highly scalable audio and visual solutions for the Courts' operating divisions in meeting its Strategic Goal II of Fair and Timely Case Resolution.

Relationship to Divisional Objectives. Hiring the Multimedia Specialists will allow the IT Division to meet its Strategic Goal #5: Innovative Business Processes and Case Management.

Relationship to Existing Funding. Funding for this initiative 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 allocated to hire three employees in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the ability to meet the operational needs of the courtrooms timely and the percent of customers satisfied with the timely and reliable delivery of innovative solutions.

Table 1
INFORMATION TECHNOLOGY DIVISION
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
IT Security Personnel	13	2	214,000	56,000	270,000
Multimedia Specialists	11	3	225,000	60,000	285,000
Total		5	439,000	116,000	555,000

Table 2
INFORMATION TECHNOLOGY DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	7,744,000	8,207,000	9,089,000	882,000
12 - Personnel Benefits	2,156,000	2,279,000	2,510,000	231,000
<i>Subtotal Personal Services</i>	<i>9,900,000</i>	<i>10,486,000</i>	<i>11,599,000</i>	<i>1,113,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	424,000	434,000	443,000	9,000
24 - Printing & Reproduction	27,000	28,000	29,000	1,000
25 - Other Services	2,852,000	2,918,000	3,896,000	978,000
26 - Supplies & Materials	169,000	173,000	176,000	3,000
31 – Equipment	408,000	417,000	425,000	8,000
<i>Subtotal Nonpersonal Services</i>	<i>3,880,000</i>	<i>3,970,000</i>	<i>4,969,000</i>	<i>999,000</i>
TOTAL	13,780,000	14,456,000	16,568,000	2,112,000
FTE	74	76	81	5

Table 3
INFORMATION TECHNOLOGY DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	76	65,000	
	Current Position COLA	76	378,000	
	Multimedia Specialists	3	225,000	
	IT Security Analyst	1	107,000	
	IT Security Engineer	1	107,000	
<i>Subtotal 11</i>				<i>882,000</i>
12 - Personnel Benefits	Current Position WIG	76	17,000	
	Current Position COLA	76	98,000	
	Multimedia Specialists	3	60,000	
	IT Security Analyst	1	28,000	
	IT Security Engineer	1	28,000	
<i>Subtotal 12</i>				<i>231,000</i>
<i>Subtotal Personnel Services</i>				<i>1,113,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities	Built-in Increases			9,000
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service	Built-in Increases		58,000	
	Microsoft Cloud Services		920,000	
<i>Subtotal 25</i>				<i>978,000</i>
26 - Supplies & Materials	Built-in Increases			3,000
31 - Equipment	Built-in Increases			8,000
<i>Subtotal Non-personnel Services</i>				<i>999,000</i>
Total		81		2,112,000

Table 4
INFORMATION TECHNOLOGY DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-6			
JS-7			
JS-8	7	7	7
JS-9	2	2	2
JS-10	4	4	4
JS-11	8	8	11
JS-12	2	2	2
JS-13	36	38	40
JS-14	12	12	12
JS-15			
CEMS	2	2	2
CES	1	1	1
Total Salary	7,744,000	8,207,000	9,089,000
Total FTEs	74	76	81

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

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	825,000	5	849,000	6	1,028,000	1	179,000

Mission and Organizational Background

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

Objectives and Key Performance Indicators

The Office's objectives are (1) the provision of timely and accurate legal advice, accurate analysis and drafting of memoranda of law, pending or proposed legislation, memoranda of understanding, policies and contracts; (2) the provision of legal and administrative support for the drafting, approval, and promulgation of the rules for the Superior Court and the Court of Appeals and their prompt dissemination to the Bar and the general public; (3) the provision of legal and administrative support for committees and working groups that facilitate access to justice court initiatives, (4) the provision of responsive legal advice and assistance to court managers and employees in cases where such personnel are subpoenaed to testify or provide documentation as to court-related matters; and (5) the provision of timely and accurate legal advice and assistance to court managers regarding disciplinary actions against employees and representation of the Court in disciplinary hearings before independent hearing officers. Performance indicators consist of the provision of timely and accurate oral and written legal advice and related services.

Relationship to Courtwide Strategic Goals

The Office's timely and accurate provision of legal advice and related services accomplish the Courts' goal of promoting effective court management and administration by ensuring that: (a) court rules, regulations, and procedures are promptly promulgated or amended; (b) proposed

legislation and court policy are drafted; (c) court management receives effective representation in administrative hearings involving employee discipline; (d) the Courts' interests are protected in contractual agreements; (e) statutory confidentiality of court records and proceedings is preserved; (f) employment and pay issues involving legal questions are fairly and swiftly resolved; (g) limited funds available to compensate investigators for indigent criminal defendants are protected from fraudulent claims; and (h) liaison contacts are established and maintained with the Government Accountability Office, Department of the Treasury, the Department of the Interior, and the Office of the Attorney General of the District of Columbia on legal matters affecting the administration of the D.C. Courts.

FY 2023 Request

In FY 2023, the Courts' request for the General Counsel is \$1,028,000 an increase of \$179,000 (21%) above the FY 2022 Enacted Level. The requested increase includes \$135,000 for 1 FTE to enhance compliance with legal requirements and \$44,000 for built-in cost increases.

Enhancing Compliance with Legal Requirements, 1 FTE, \$135,000 ***Assistant General Counsel (JS-13/14/15)***

Introduction Statement. To effectively and timely respond to current and upcoming initiatives of the D.C. Courts and legal inquiries from D.C. Courts' leadership and management and to ensure compliance with statutes, regulations, and court rules, additional attorneys for the Office of the General Counsel are required. As the D.C. Courts continue to advance its technological capabilities, the Office of General Counsel seeks an attorney with expertise in drafting and negotiating technology and software contracts and software as a service (SAAS) agreements. Additional resources are also needed to support the rulemaking process for the District of Columbia Court of Appeals, Superior Court, and various advisory rules committees and working groups.

Problem Statement. The Office of the General Counsel performs a broad spectrum of advisory legal functions, including analysis of pending legislation, drafting proposed legislation, contract and inter-agency agreement review, legal research and advice to judges and court management, staffing committees responsible for rulemaking and policy interpretation. Goal IV of the D.C. Courts' Strategic Plan, requires the D.C. Courts to "continue to enhance information technology capabilities to provide the highest level of service to the public and state-of-the-art technology tools to its workforce." As a result, the Office of the General Counsel has seen an increase in the procurement and negotiation of complex technology and software contracts and SAAS agreements. Having an attorney with expertise in these areas, especially as it relates to the procurement of such technology and services by government entities, would improve and enhance the efficiency of the Office of General Counsel operations and ensure that the D.C. Courts is well-positioned to achieve its goal of providing resilient and responsive technology. This position would also be used to develop and maintain a separate set of general contract provisions to be used in the acquisition of technology and technology-based solutions.

In addition to handling technology-related legal matters, this attorney would be responsible for handling a variety of issues, including responding to requests for legal review, advice, and

recommendations from judicial officers and management officials on matters relating to court administration, appropriations, judicial procedures, procurement, and personnel rights and benefits.

The substantial impact of rules on the practice of law and the administration of justice in the D.C. Courts demand exacting and meticulous care in reviewing and drafting rules for both the District of Columbia Court of Appeals and Superior Court. The rulemaking process is time consuming and involves many stages from informal input and consideration, research and drafting, formal comment and review, and implementation. To this end, the Courts actively encourage the submission of comments and alternative proposals from the bench, bar, individuals, organizations, partners, and stakeholders. Having an additional legal resource will enhance the planning, logistical support, and management of the rulemaking process throughout the year, including providing expert advice and counsel to rulemaking committees as well as interested internal and external stakeholders. Efficiencies in the rule making process further ensures that the Courts are expanding Goal I: Access to Justice, as well as Goal II: Fair and Timely Case Resolution.

An additional attorney is critically needed to ensure the Office of the General Counsel's ability to fulfill the mission and objectives of the Office, and to better serve the needs of the D.C. Courts. Many of the D.C. Courts' current and upcoming initiatives involve complex technology-related legal matters that can often take a significant amount of time. These initiatives have also increased the committee work required by the Office. With a limited number of attorneys available, it has become increasingly difficult for the Office to keep up with the demand for legal work from the D.C. Courts' leadership and the various divisions of the D.C. Courts. Delays in completing these tasks adversely impact the ability of the divisions to function efficiently and achieve many of the goals set forth in the Strategic Plan, including Goal I: Access to Justice for All, Goal II: Fair and Timely Case Resolution, Goal IV: Resilient and Responsive Technology, and Goal V: Effective Court Management and Administration.

Relationship to the D.C. Courts' Vision, Mission and Goals. The requested position directly supports the D.C. Courts' Strategic Plan Goal V: Effective Court Management and Administration.

Relationship to Divisional Objectives. This request supports the following divisional objectives: (1) the provision of timely and accurate legal advice, analysis and, drafting of memoranda of law, pending or proposed legislation, memoranda of understanding, policies, technology and software contracts, and SAAS agreements; (2) the provision of 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, online case search systems, the Superior Court's transition to a new case management system, and other emerging technologies; and (3) the provision of responsive legal advice and assistance to court managers and employees in cases where such personnel are subpoenaed to testify or provide documentation as to court-related matters.

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 attorney will be recruited and hired according to the D.C. Courts' Personnel Policies.

Key Performance Indicators. A new attorney position would provide the Office of General Counsel with much needed expertise in technology-related legal matters and reduce the time required to provide accurate oral and written legal advice to D.C. Courts' leadership, management, committees, and working groups, advancing the overall efficiency of court operations.

Table 1
OFFICE OF THE GENERAL COUSEL
New Positions Requested

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Assistant General Counsel	13	1	107,000	28,000	135,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	631,000	650,000	792,000	142,000
12 - Personnel Benefits	178,000	183,000	220,000	37,000
Subtotal Personnel Services	809,000	833,000	1,012,000	179,000
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	825,000	849,000	1,028,000	179,000
FTE	5	5	6	1

Table 3
OFFICE OF THE GENERAL COUNSEL
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	5	5,000	
	Current Position COLA	5	30,000	
	Assistant General Counsel	1	107,000	
<i>Subtotal 11</i>				<i>142,000</i>
12 - Personnel Benefits	Current Position WIG	5	1,000	
	Current Position COLA	5	8,000	
	Assistant General Counsel	1	28,000	
<i>Subtotal 12</i>				<i>37,000</i>
<i>Subtotal Personnel Services</i>				<i>179,000</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		6		179,000

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

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13	1	1	2
JS-14			
JS-15	2	2	2
CEMS			
CES	1	1	1
Total Salary	631,000	650,000	792,000
Total FTEs	5	5	6

DISTRICT OF COLUMBIA COURT SYSTEM STRATEGIC MANAGEMENT DIVISION

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/2023</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	1,628,000	10	1,674,000	10	1,763,000	0	89,000

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 5 of the Courts' Strategic Plan, *Effective Court Management and Administration*. The Plan includes the following strategies to promote effective management and administration of the court system, thereby fostering trust and confidence in the Judicial Branch:

- *Enhance the quality and availability of court records and data.* The Strategic Management Division promotes the use of effective data quality practices across the courts. The Division leads the Courts' data governance program to use data to inform operational decisions and achieve Strategic Plan goals. The Division collaborates with stewards of the courts' data to enhance the quality of records and increase the availability of data analyses and automated reports to inform decision-making.
- *Implement results-based performance measures and publish performance reports.* The Strategic Management Division works with court leadership to enhance the reporting of approved organizational performance measures that align with the Strategic Plan for inclusion on a public-facing dashboard to promote transparency.

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:

- Planned stakeholder outreach activities to solicit input for the development of the new Strategic Plan.
- 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.
- In collaboration with IT, co-led the Courts' Business Intelligence Program to enhance data quality and reporting for informed decision-making.
- Supported implementation of the IJIS2 case management system by serving as scrum master for multiple project teams.
- Initiated efforts to align the new IJIS2 Case Management System with the Court Insights module designed to capture and report courtwide performance measures based on national standards.
- Spearheaded activities to develop and implement a Learning Agenda per the Evidence-Based Policy-Making Act to promote a results/outcome-based organizational culture.
- Conducted research and analysis to support informed judicial and executive decision-making to include work on behalf of the Parole Working Group, community engagement town hall forums, reimagining court operations, remote hearings, surveys and other projects, as requested.
- Worked with justice agency partners, researchers, and other external agencies/organizations to facilitate the exchange of data for special projects, committee reporting, research studies, legal/informational briefings, applications, and publications;
- Worked with court units to compile annual caseload statistics and prepared the Courts' Statistical Summary, as well as to report expanded case level data to the National Center for State Courts.
- Worked with divisions to compile initiatives and innovative practices and prepared the Courts' Annual Report.
- Facilitated design efforts to develop a Justice Resource Center at the Courts;
- Collaborated with divisions to ensure compliance with federal grant reporting requirements.

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 2023 Request

In FY 2023, the Courts' request for the Strategic Management Division is \$1,763,000, an increase of \$89,000 (5%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 1
STRATEGIC MANAGEMENT DIVISION
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	1,237,000	1,272,000	1,342,000	70,000
12 - Personnel Benefits	346,000	356,000	374,000	18,000
<i>Subtotal Personnel Services</i>	<i>1,583,000</i>	<i>1,628,000</i>	<i>1,716,000</i>	<i>88,000</i>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	31,000	32,000	33,000	1,000
26 - Supplies & Materials	7,000	7,000	7,000	0
31 – Equipment	7,000	7,000	7,000	0
<i>Subtotal Non- Personnel Services</i>	<i>45,000</i>	<i>46,000</i>	<i>47,000</i>	<i>1,000</i>
TOTAL	1,628,000	1,674,000	1,763,000	89,000
FTE	10	10	10	0

Table 2
STRATEGIC MANAGEMENT DIVISION
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Current Position WIG	10	11,000	
	Current Position COLA	10	59,000	
<i>Subtotal 11</i>				<i>70,000</i>
12 - Personnel Benefits	Current Position WIG	10	3,000	
	Current Position COLA	10	15,000	
<i>Subtotal 12</i>				<i>18,000</i>
<i>Subtotal Personnel Services</i>				<i>88,000</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		10		89,000

Table 3
STRATEGIC MANAGEMENT DIVISION
Detail of Full-Time Equivalent Employment

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 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	2
JS-14	3	3	3
JS-15	1	1	1
CEMS			
CES	1	1	1
Total Salary	1,237,000	1,272,000	1,342,000
Total FTEs	10	10	10

**DISTRICT OF COLUMBIA COURT SYSTEM
MANAGEMENT ACCOUNT**

<u>FY 2021 Enacted</u>		<u>FY 2022 Enacted</u>		<u>FY 2023 Request</u>		<u>Difference FY 2022/FY 2023</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	27,919,000	0	28,590,000	0	29,161,000	0	571,000

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 2023 Request

In FY 2023, the D.C. Courts request for the Management Account is \$29,161,000, an increase of \$571,000 (2%) above the FY 2022 Enacted Level. The requested increase consists entirely of built-in cost increases.

Table 1
MANAGEMENT ACCOUNT
Budget Authority by Object Class

	FY 2021 Enacted	FY 2022 Enacted	FY 2023 Request	Difference FY 2022/2023
11 - Personnel Compensation	251,000	275,000	284,000	9,000
12 - Personnel Benefits	267,000	278,000	280,000	2,000
<i>Subtotal Personnel Services</i>	<i>518,000</i>	<i>553,000</i>	<i>564,000</i>	<i>11,000</i>
21 - Travel, Transp. of Persons	121,000	124,000	126,000	2,000
22 - Transportation of Things	6,000	6,000	6,000	0
23 - Rent, Comm. & Utilities	8,675,000	8,876,000	9,054,000	178,000
24 - Printing & Reproduction				
25 - Other Services	14,535,000	14,874,000	15,171,000	297,000
26 - Supplies & Materials	293,000	300,000	306,000	6,000
31 - Equipment	3,771,000	3,857,000	3,934,000	77,000
<i>Subtotal Non-Personnel Services</i>	<i>27,401,000</i>	<i>28,037,000</i>	<i>28,597,000</i>	<i>560,000</i>
TOTAL	27,919,000	28,590,000	29,161,000	571,000
FTE	0	0	0	0

Table 2
MANAGEMENT ACCOUNT
Detail, Difference FY 2022/2023

Object Class	Description of Request	FTE	Cost	Difference FY 2022/2023
11 - Personnel Compensation	Built-in Increases			9,000
12 - Personnel Benefits	Built-in Increases			2,000
<i>Subtotal Personnel Services</i>				<i>11,000</i>
21 - Travel, Transp. of Persons	Built-in Increases			2,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			178,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			297,000
26 - Supplies & Materials	Built-in Increases			6,000
31 – Equipment	Built-in Increases			77,000
<i>Subtotal Non-personnel Services</i>				<i>560,000</i>
Total				571,000

**District of Columbia Courts
FY 2023 Budget Request
New Positions Requested by Grade**

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
COURT OF APPEALS						
Administrative Assistant		JS-9/10	1	62,000	16,000	78,000
<i>Court of Appeals Subtotal</i>			<i>1</i>	<i>62,000</i>	<i>16,000</i>	<i>78,000</i>
SUPERIOR COURT						
Claims Examiner Supervisor	Crime Victims Compensation Program	JS-13	1	107,000	28,000	135,000
Attorney Advisor	Criminal Division	JS-13	1	107,000	28,000	135,000
Courtroom Clerks	Criminal Division	JS-7	3	152,000	40,000	192,000
Attorney Negotiator	Domestic Violence Division	JS-13	1	107,000	28,000	135,000
Courtroom Clerk	Domestic Violence Division	JS-7	2	101,000	27,000	128,000
Deputy Clerk	Domestic Violence Division	JS-6	1	45,000	12,000	57,000
Program Analyst	Domestic Violence Division	JS-13	1	107,000	28,000	135,000
Law Clerk	Judges and Chambers Staff	JS-10	2	138,000	36,000	174,000
Case Manager	Multi-Door Dispute Resolution Division	JS-10	4	276,000	72,000	348,000
Accountant	Office of Auditor Master	JS-11	1	75,000	20,000	95,000
Deputy Clerk	Probate Division	JS-6	3	136,000	35,000	171,000
<i>Superior Court Subtotal</i>			<i>20</i>	<i>1,351,000</i>	<i>354,000</i>	<i>1,705,000</i>

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
COURT SYSTEM						
Facility Maintenance Engineer	Capital Projects and Facilities Management Division	JS-8	1	57,000	15,000	72,000
Facility Worker	Capital Projects and Facilities Management Division	JS-8	2	114,000	30,000	144,000
Access to Justice Director	Executive Office	JS-15	1	148,000	38,000	186,000
Diversity Equity & Inclusion Specialist	Executive Office	JS-13	1	107,000	28,000	135,000
IT Security Personnel	Information Technology Division	JS-13	2	214,000	56,000	270,000
Multimedia Specialists	Information Technology Division	JS-11	3	225,000	60,000	285,000
Assistant General Counsel	Office of General Counsel	JS-13	1	107,000	28,000	135,000
<i>Court System Subtotal</i>			11	972,000	255,000	1,227,000
D.C. COURTS TOTAL			32	2,385,000	625,000	3,010,000

DISTRICT OF COLUMBIA COURTS CAPITAL BUDGET

District of Columbia Courts - Fiscal Year 2023 Budget Justification Summary (dollars in millions)	PY-1 and earlier	PY 2021	CY 2022	Full Budget Request BY 2023	BY+1 2024	BY+2 2025	2026 and beyond	Total, unfunded amounts (sum 2023 - beyond)
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Renovations, Improvements & Expansions								
Historic Recorder of Deeds Restoration	0.00	0.00	7.00	30.66	5.69	0.00	0.00	36.35
Courtrooms and Judges Chambers	0.00	0.00	0.00	19.86	31.15	19.28	20.83	91.12
Modernizing courtroom sets for ADA accessibility	0.00	0.00	0.00	13.33	24.35	12.21	15.88	65.77
Modernizing Judges' Chambers	0.00	0.00	0.00	5.69	5.92	6.16	4.00	21.77
Refreshing Courtrooms & Chambers for Continuity of Operations	0.00	0.00	0.00	0.84	0.88	0.91	0.95	3.58
Campus Security, Signage & Lighting	9.15	0.00	0.00	11.78	0.00	0.00	0.00	11.78
Securing the Northeast Block of Campus	0.00	0.00	0.00	6.20	0.00	0.00	0.00	6.20
Securing the Northwest Block of Campus	0.00	0.00	0.00	5.58	0.00	0.00	0.00	5.58
Life Safety and Code Compliance Upgrades	8.25	0.00	0.00	8.62	5.42	5.64	5.86	25.54
Subtotal	17.40	0.00	7.00	70.93	42.26	24.92	26.69	164.79

Maintain Existing Infrastructure*								
HVAC, Electrical and Plumbing Upgrades	0.00	0.00	2.87	12.75	11.30	11.07	10.73	45.85
Fire and Security Alarm Systems	0.00	0.00	2.07	4.81	3.09	3.14	3.18	14.22
General Repair Projects	12.75	9.45	12.01	20.21	15.88	15.52	15.06	66.67
Elevator and Escalator Repairs and Replacement	0.00	0.00	0.00	0.36	0.31	0.32	0.33	1.32
Restroom Improvements	0.00	0.00	0.00	0.36	0.26	0.22	0.18	1.02
Technology Infrastructure	2.00	2.00	2.00	5.20	5.41	5.62	5.85	22.08
Restoration of the Historic Courthouse	0.00	0.00	0.00	2.99	2.16	2.21	2.26	9.62
Subtotal	14.75	11.45	18.95	46.68	38.41	38.10	37.59	160.78

BUDGET REQUEST TOTAL	-	11.45	25.95	117.60	80.67	63.02	64.28	325.57
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Projects Not Requiring Funding in FY 2023								
Migration from Gallery Place	11.25	19.05	0.00	0.00	0.00	0.00	0.00	0.00

BUDGET YEAR SUBMISSION TOTAL	-	30.50	25.95	117.60	80.67	63.02	64.28	325.57
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* PY-1 and earlier figures represent one year of funding, as these are ongoing projects.

Introduction: D.C. Courts Fiscal Year 2023 Capital Budget Request

The District of Columbia Courts operate one of the busiest courthouse complexes in the country, processing over 100,000 cases each year, employing approximately 1,400 personnel and accommodating hundreds of employees of Federal and local agencies who are located on the court campus—all who directly serve the public, process court cases, and provide administrative support. On a daily basis, pre-pandemic, between 10,000 and 15,000 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 courts business is conducted. The D.C. Courts address these facility demands comprehensively in the FY 2023 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. The capital funding requirements addressed in the FY 2023 Capital Budget request are included for six court buildings, ranging in age from 40 to 200 years old and spanning four city blocks within a historic area of D.C., some with significant maintenance and infrastructure needs and aging security equipment necessary to keep the courthouse campus safe. 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 has reported an increase in threats against judicial officers at the D.C. Courts.

In preparation for the FY 2023 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 2023 supports critical priority goals that are aligned with contemporary safety protocols and with the *National Strategy for the Efficient Use of Real Property 2015-2020* that was released by OMB in March of 2015 to "improve utilization of government-owned buildings to reduce reliance on leasing, lower the number of excess and underutilized properties, and improve the cost effectiveness and efficiency of the portfolio" of the Federal Government. It is also aligned with the concept of the D.C. Mayor's "Vacant to Vibrant" initiative to reduce the number of vacant and underutilized properties in the District of Columbia. This funding request supports improved utilization of space in our 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 that accommodates more than 10,000 visitors per day; and (3) efficient capital investments that increase building safety and resiliency, lead to enhanced building sustainability, and avoid substantially increased costs resulting from phased construction.

The D.C. Courts currently maintain 1.5 million gross square feet (GSF) of government-owned space within five buildings in Judiciary Square: the Historic Courthouse at 430 E Street N.W.; the H. Carl Moultrie I Courthouse at 500 Indiana Avenue N.W.; Building A at 515 5th Street N.W.; Building B at 510 4th Street N.W.; and Building C, the old Juvenile Court, at 410 E Street N.W. In addition, the Courts have finalized an agreement with the District for exclusive use of a sixth building, the historic Recorder of Deeds Building at 515 D Street N.W., which increases the amount of space maintained by D.C. Courts by approximately 44,600 GSF.

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—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 court buildings. 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 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 62 existing courtrooms in the H. Carl Moultrie I Courthouse, 57 are 44% smaller than their Federal counterparts.

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), all constructed in the 1930’s, 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 court other 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 it 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 travelling 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, the D.C. Courts are requesting funds in FY 2023 to restore and modernize the Recorder of Deeds Building at 515

D Street N.W. to meet the impending space need and to completely consolidate the 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. As noted in prior budget justifications, the D.C. Courts recognize the need to preserve the results of taxpayer investment 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 and 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 over the next 5 years and service life requirements over the next 10 years.

515 D Street N.W. (Historic Recorder of Deeds Building)

515 D Street N.W., known as the Historic Recorder of Deeds Building, is the newest planned 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 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 approval of external stakeholders including 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 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 24 magistrate judges in the trial court, and nearly 10,000 visitors per day, pre-pandemic. Currently, the H. Carl Moultrie I Courthouse houses most 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. In short, the D.C. Courts have outgrown the space available in the H. Carl Moultrie I Courthouse that is inadequate for this high-volume court system to serve the public in a safe, appropriately dignified, and well-maintained setting.

Addition to the H. Carl Moultrie I Courthouse

The addition to the H. Carl Moultrie I Courthouse, commonly referred to as the Moultrie Courthouse Addition—a six-story addition to the south face of the Courthouse starting at the C level and rising to the 4th floor—is included in the Judiciary Square Master Plan approved by the National Capital Planning Commission (NCPCC) and United States Commission of Fine Arts (CFA). Though the Moultrie Courthouse Addition in its entirety has been completed over multiple phases, construction of the addition itself has been divided into two phases—Phase 2A (the western half of the addition) and 2B (the eastern half of the addition).

The D.C. Courts now occupy Phase 2A of the Moultrie Courthouse Addition and construction of Phase 2B is nearly complete. The design program for the final phase, Phase 2B, includes six courtrooms, 20 associate judge chambers, juvenile probation and Family Court related offices, and juror facilities. The D.C. Courts are seeking LEED® Platinum Certification of the addition. The addition addresses security issues, energy efficiency, and environmental principles in a cost-effective manner and will add approximately 61,000 USF of space to the D.C. Courts' facility portfolio. However, while the Moultrie Courthouse Addition, when completed, will add much needed space to the D.C. Courts' Judiciary Square portfolio, it will not be sufficient to meet the D.C. Courts anticipated space need in the near future. Per 2019 Facilities Master Plan projections, even after the addition is completed and occupied, the Courts will be at capacity in government-owned buildings on the Judiciary Square campus by the year 2025.

Family Court

The final phases of Family Court consolidation are now approaching the vision of the Family Court Act, with the completion of Phase 2B of the Moultrie Courthouse Addition. The Addition will house the Family Court Social Services Division (juvenile probation) branches currently

located in Building B. Personnel moves into Phase 2B of the Addition will satisfy the requirements of the Family Court mandate.

Courtrooms and Judges Chambers

In support of the Moultrie Courthouse Addition, some courtrooms on the second and third floors have been renovated. The remaining courtrooms and judges' chambers in the Moultrie Courthouse are planned to be modernized as part of a systematic campus-wide modernization program.

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, sprinkler systems are being installed and overall building coverage has increased, improving life safety 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 in support of the Moultrie Courthouse Addition as it comes online and ensure that fire and life safety protection in all buildings are continuously improved. As the Facilities Master Plan vision is completed and Phase 2B of the Moultrie Courthouse Addition is completed, the D.C. Courts will continue to implement planned infrastructure upgrades.

515 5th Street N.W. (Building A)

In 2007, the D.C. Courts updated Building A, originally constructed in the 1930's. 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, Crime Victims Compensation Program, courtrooms, and judges' chambers.

510 4th Street N.W. (Building B)

Building B, also constructed in the 1930s, currently houses the Landlord Tenant and Small Claims branches of the Civil Division, and the Family Court Social Services Division. In 2003, the building exterior was refurbished to include restoration of the historic windows, replacement of exterior doors, new signage, and landscape improvements and the building interior was improved and reconfigured to comply with 2003 building code requirements.

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.

616 H Street N.W. (Leased Space at Gallery Place)

The D.C. Courts currently lease office space at Gallery Place to meet the space needs of support divisions that could not be accommodated in government-owned buildings located in Judiciary Square during the construction of the Moultrie Courthouse Addition. Leasing office space at Gallery Place has enabled the D.C. Courts to complete a number of projects envisioned in the Facilities Master Plan, including Moultrie Courthouse Addition. The D.C. Courts plan to terminate the lease for the Gallery Place building and return the support divisions housed there to the Judiciary Square campus government-owned portfolio following completion of both phases of the Moultrie Courthouse Addition and modernization of two floors in Building B.

The D.C. Courts' Strategic Plan

The capital projects included in the FY 2023 Capital Budget request are an integral part of the *Strategic Plan of the District of Columbia Courts 2018-2022* (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 increasing cultural diversity, 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.

“Effective Court Management and Administration” is the Strategic Plan’s Goal V, particularly Strategy C to “Ensure safe and functional court facilities,” with a key result being the completion of the Moultrie Courthouse Addition and infrastructure upgrades and interior reconfigurations required in Buildings A and B.

Goal V of the Strategic Plan states:

“Effective management and operation of the justice system for the District of Columbia requires a team of knowledgeable professionals with a common mission and shared resources, collaborating to achieve results that best serve the public. The Courts are committed to fiscal accountability with respect to all Courts’ resources. Confidence in the judicial system necessitates that each case management function – trial and appellate – understands the individual responsibilities and unique role of the other while leveraging opportunities for shared approaches to administrative functions.”

The capital budget supports this strategic goal by funding the implementation of facilities, technology, and security enhancement projects to provide secure and functional facilities as stated in the Strategic Plan:

“The Courts will ensure that all facilities are safe and secure and can adequately accommodate court operations and personnel. During the next five years, court facilities will undergo extensive expansion and building upgrades to the Moultrie Courthouse and other

buildings. The Courts will continue to seek full funding to complete these important capital projects and to maintain the courts infrastructure. Facility upgrades will be environmentally responsible and energy efficient and will include advanced security measures.”

Implementing the Judiciary Square Master Plan and Facilities Master Plan

Thanks to the support of the President and Congress, the D.C. Courts have made significant progress implementing both master plans and have been engaged in effective management of the facilities portfolio. With prior year funding, the D.C. Courts have successfully completed a full restoration of the Historic Courthouse at 430 E Street N.W., a full renovation of 410 E Street N.W. (Building C), and numerous projects that facilitate the completion of the Moultrie Courthouse Addition.

By systematically implementing both master plans, the D.C. Courts have maximized the potential to expand and improve the utilization of existing facilities. Notwithstanding these efforts, the D.C. Courts still face the reality of an imminent space shortfall and hold a portfolio of buildings with no capacity for further expansion. To address this reality, the D.C. Courts have explored the feasibility of multiple options to include (1) co-locating with city agencies, (2) continuing to lease space at market rate, and (3) transferring exclusive use of government-owned assets to the D.C. Courts’ facilities portfolio.

While co-locating with city agencies is possible, the dislocation of D.C. Courts functions from adjacency to others on the Judiciary Square campus is not feasible. Relying on market rate leased space to meet program demands is also possible; however, the cost of leased space is an uncontrollable long-term expense, as new rental rates for a renegotiated lease are subject to increases to meet current market rates and extension premiums. In addition, many landlords will put restrictions on D.C. Court usage as part of the lease terms. As such, it was concluded that the strategic requirement to be co-located on a central campus, as outlined in the *Strategic Plan of the District of Columbia Courts 2018-2022*, can best be met by transferring the underutilized, Recorder of Deeds Building to the D.C. Courts’ Judiciary Square government-owned portfolio. Not only will this transfer lead to the restoration of another underutilized government-owned building in the proposed Judiciary Square Historic District, it presents the opportunity for the most cost savings long term as determined by a preliminary analysis of the cost to own versus the cost to lease long-term.

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. The ROD building, in its existing configuration, is comprised of a total of 44,600 gross square feet (GSF) and will provide approximately 20,100 useable square feet (USF) above ground, fulfilling the D.C. Courts’ projected space needs through the year 2030. The Courts performed an analysis comparing the cost to restore government-owned space in the Recorder of Deeds Building to the cost to lease a comparable size of office-purposed space on or near Judiciary Square, to meet its projected space needs. The resulting “leased versus owned” investment analysis, indicates that the Courts would realize a cost savings of approximately \$82 million over a 30-year period, should the Recorder of Deeds Building be restored and utilized, in lieu of leasing space.

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 achieved LEED® Gold certification.

Recent and current projects in the Moultrie Courthouse will continue to improve energy efficiency. Additional equipment replacements, such as replacement of air handler units for the H. Carl Moultrie I Courthouse and the U.S. Marshals Service HVAC improvement project have both resulted in more efficient energy consumption. Replacement of the steam station system that provides hot water and heat is conserving energy. Also, in the H. Carl Moultrie I Courthouse, new gaskets were installed on the perimeter windows and glass doors to dramatically reduce energy loss. On the Moultrie Courthouse Addition, a new solar reflective and insulated roof will improve energy efficiency and reduce solar heat gain.

The D.C. Courts continue to hold greater energy efficiency as a goal as future projects are implemented. The D.C. Courts are currently seeking 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 2023

The FY 2023 Capital Budget will be essential to continuing the effort to meet the Courts' long-term space needs and house all Courts personnel in government-owned buildings on the Judiciary Square campus.

Exhibit 300: Capital Asset Plan and Business Case Summary

The FY 2023 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 FCA.

The D.C. Courts' FY 2023 Full Capital Budget Request totals \$117.6 million, including \$70.93 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$46.68 million to maintain the D.C. Courts' existing facilities and surrounding public space.

Renovations, Improvements & Expansions

Recorder of Deeds Restoration

The FY 2023 Capital Budget request includes a total of \$30.66 million to restore the historic Recorder of Deeds building to meet space requirements. The building, which contains culturally significant murals, has deteriorated considerably since it was vacated by the District Government in 2008.

The benefits of restoring the Recorder of Deeds building for the D.C. Courts' use are three-fold:

4. The D.C. Courts' anticipated space need will be fulfilled through 2030 without dependency on high-cost leased space, as all D.C. Courts' components requiring functional adjacency to the courthouses will be consolidated into the D.C. Courts' Judiciary Square portfolio of government-owned facilities.
5. Adjacency to the courthouse will allow the D.C. Courts to provide greater "access to justice for all" in the D.C. community by co-locating the D.C. Courts and D.C. community partners who deliver vital services in one easily accessible location.
6. Restoration of the historic Recorder of Deeds Building will not only preserve a building that is an important part of our nation's African American history, but it will also lower the number of excess and underutilized properties in the District of Columbia's real property portfolio by bringing a vacant, deteriorating building back into active use.

Accommodating the D.C. Courts' Anticipated Growth Through 2030

In 2018, the D.C. Courts commissioned a master planning team to perform an update to the Facilities Master Plan. The intent of the Facilities Master Plan update was to assess progress that has been made implementing both the Judiciary Square Master Plan (an urban design plan for the area) and the Facilities Master Plan to date, and to look forward ten years to determine D.C. Courts' facility needs through 2030. As part of the master planning effort, the team assessed space requirements based on historic patterns, current usage, current caseload, D.C. Courts space standards, funded positions, and anticipated operational changes and growth over time. Based on their research and statistical analysis of these factors, paired with the anticipated increase in District of Columbia population over the next 10 years, the master planning team concluded that, through 2030, the D.C. Courts will require approximately 18,000 USF in addition to what is currently in the D.C. Courts' Judiciary Square government-owned portfolio. The Recorder of Deeds building, restored in its existing configuration, will provide approximately 20,100 USF above ground, thereby fulfilling the D.C. Courts' projected space need through 2030.

The projected 2030 space requirements are modeled on the relationship between the size and characteristics of the D.C. population and the D.C. Courts' facilities necessary to serve them. Court operations with a high degree of public transactions are sensitive to demographic shifts and population changes and, therefore will grow as the DC population grows.

The anticipated space need through 2030 is based on the following assumptions:

- Courtrooms, chambers and needs of most D.C. Courts' organizations will not increase over the next five years. Existing courtrooms and chambers are expected to absorb projected court activity increase to 2030.

- Public-oriented D.C. Courts divisions will grow reflecting the projected District of Columbia population growth. The rate of growth applied is 13.9% based on 2019 Census Bureau average projected growth from 2020 to 2030. This percentage is applied to D.C. Courts' divisions with significant public service functions.
- Technology improvements will offset growth in general administrative areas. For example, filing requirements are decreasing with e-filing procedures and an ongoing program to scan existing hard copy files.
- D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings.
- The D.C. Courts' formal telework policy will not reduce the anticipated space need through 2030. It allows work off-premises, however, personnel working off premises retain their assigned workspace within court buildings. To impact long-term space needs, the Courts would need to adopt new space-use policies such as shared workstations, unassigned workstations, small touchdown workstations for teleworkers, or full-time telework options for certain groups.

Providing “Greater Access to Justice for All”

As detailed above, one assumption that underlies the D.C. Courts' space need through 2030 is that D.C. city and community partner personnel who are currently co-located with the D.C. Courts at Judiciary Square will not receive additional space in D.C. Courts' buildings, as the provision of additional space would contribute to an anticipated space shortfall in future years. Consequently, *The Strategic Plan of the District of Columbia Courts 2018-2022*, that articulates the D.C. Courts' goal to collaborate with city and community partners to offer expanded information and selected services at court facilities would not be realized. This goal is only realized with either (1) the addition of space to the existing D.C. Courts' portfolio of government-owned facilities or (2) the continued use of high-cost leased space adjacent to the courthouse. A designated location, such as the historic Recorder of Deeds Building, would provide the additional space required to not only fulfill the anticipated space requirement, but also to meet the intent of the Strategic Plan Goal I:

“The Courts have a responsibility to eliminate barriers to meaningful participation in the judicial process and to accessing court services. Such barriers may include a lack of legal representation, limited literacy or limited English language skills, limited financial resources, and physical or mental disability. In collaboration with justice and community partners, the Courts will work to ensure full access to the justice system and court services.”

Preserving Our Nation's History

As noted by the D.C. Preservation League, the historic Recorder of Deeds “building [and the artwork within] expresses the interplay between political aspirations, social struggle, the search for civic identity, and even the influence of global war on the District of Columbia.” This building, listed on the District of Columbia's inventory of Historic Sites, and an important stop on the African American Heritage Trail now sits vacant, visibly neglected by lack of protection against twelve years of water intrusion after the building was vacated in 2008.

Review of the original building drawings, various reports, assessments, and studies performed prior to 2011, combined with recent visual assessments have revealed that deterioration of the building has escalated and threatens the structural integrity of the historic building and unique artwork that together strongly identify with the struggle of African Americans for political and social rights in the United States. With the addition of the historic Recorder of Deeds Building to the D.C. Courts' portfolio at Judiciary Square, the D.C. Courts will work with our partners to save this deteriorating landmark and continue to serve as a custodian for assets of historical significance—operating and maintaining a total of four historically significant buildings designed by Nathan Wyeth within the proposed Historic Judiciary Square District.

Courtrooms and Judges' Chambers

The Courts must systematically modernize courtrooms, courtroom support space, and judges' chambers campus wide. The renovation of approximately 70 courtrooms (including their supporting spaces), hearing rooms, and approximately 70 judges' chambers will be phased over 15 to 20 years. Near-term priorities include the following initiatives:

4. 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 types of court cases have a fully ADA compliant venue on the Judiciary Square campus. It is, therefore, focused on the modernization of courtroom sets that are in poor condition and that the DC Courts are targeting to make ADA accessible; priority for modernization will be 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 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.

The FY 2023 request for \$13.33 million supports the Courts' two top priorities: 1) the provision of ADA accessible courtrooms and courtroom support space, and 2) the accommodation of all court personnel in government-owned buildings to eliminate dependency on high-cost lease space. The funds requested in FY 2023 will address the following within Building B:

- Modernization of the existing Landlord Tenant and Small Claims Courtroom sets;
- Reconfiguration and modernization of existing space housing Landlord Tenant and Small Claims courtroom personnel supporting courtroom functions;
- Re-stacking, reconfiguration and modernization of space required to accommodate personnel growth within divisions who need to remain in the building for operational efficiency, require adjacency to courtrooms, and cannot be accommodated elsewhere;

- Modernization of all building infrastructure required to support the interior reconfigurations and modernizations detailed above, as identified in the 2021 FCA;
- The renovation of all swing space necessary for uninterrupted court operations during the construction phase of the efforts detailed above.

The Courts prioritize the Landlord Tenant and Small Claims Courtroom sets in FY 2023 because they are high-traffic courtrooms that have experienced increased caseloads (and therefore increased space needs) in recent years. To meet those space needs they have expanded into space planned for other court functions. To ensure these courtrooms have permanent assigned space and that they operate efficiently as ADA accessible venues, complete reconfiguration and modernization of space is essential and time sensitive.

5. 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, many judges' chambers still lack complete fire protection systems and have egress issues, posing a life safety threat to the personnel who work in them. Like the courtrooms, these chambers are not ADA compliant, they lack mechanical and electrical infrastructure to support modern equipment, and they have outdated finishes, fixtures and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of court personnel. This initiative will continue until all chambers have complete fire protection systems and comply with ADA requirements.

The FY 2023 request for \$5.69 million includes the modernization of judges' chambers on the north and northeast perimeter of the 3rd floor of the H. Carl Moultrie I Courthouse, including adjacent support space and access pathways.

6. Refreshing 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 twenty years, the Courts must make minor 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.

The FY 2023 request for \$840,000 includes the refresh of 10 courtrooms and 10 chambers. 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.

Campus Security, Signage and Lighting

The Courts request \$11.78 million to complete security enhancements to the Courts' Judiciary Square campus as detailed in the Judiciary Square Master Plan and the Open Space and Perimeter Security Design. This project will provide a secure perimeter around court buildings and increased pedestrian safety. The Courts have prioritized portions of the total requirement and identified the following FY 2023 initiatives:

3. Securing the Northeast Block of Campus

This initiative will secure the perimeter of the northeast block of the Courts' campus at Judiciary Square, implementing the Open Space and Perimeter Security Design, approved by the National Capital Planning Commission (NCPC). The FY 2023 request for \$6.20 million includes the renewal of existing parking access and control measures and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards, and hardened benches) to create a continuous security perimeter around the block on which Building B sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrians and D.C. Courts personnel. Now that the D.C. Courts' migration from Gallery Place effort has been funded, the fund request will support the start of exterior work to secure the block as work on the interior of Building B is being completed.

4. Securing the Northwest Block of Campus

This initiative is focused to implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northwest block of the D.C. Courts' campus at Judiciary Square. The FY 2023 request for \$5.58 million includes the replacement of aged parking access and control devices and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building A sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrian and D.C. Courts personnel. The funding request is aligned with the *Securing the Northeast Block of Campus* initiative to complete both initiatives as one project, thereby achieving construction mobilization efficiencies and cost savings.

Life Safety and Code Compliance Upgrades

The D.C. Courts request \$8.62 million in FY 2023 to complete projects in locations where life safety and code compliance issues have compounded due to increased personnel counts without expansion or reconfiguration of space to accommodate those personnel. The funds requested will be used to complete all activities required to provide safe accommodation of two offices—the Crime Victims Compensation Program and the Landlord Tenant Resource Center. In addition, the funds requested will support the completion of all items (as identified in the 2021 FCA) requiring immediate corrective action to ensure life safety campus wide.

4. Crime Victims Compensation Program Upgrades

The number of personnel in the Crime Victims Compensation Program has increased since building upgrades were made over 14 years ago in 2007. As a result, the suite they occupy on the first floor of Building A is currently over-populated, creating egress and other building code compliance issues. In addition, the suite lacks a complete fire protection system, posing a life safety threat; is not ADA compliant; lacks essential physical security controls to protect court personnel and visitors and personal data stored in the suite; lacks energy efficient lighting; and does not meet D.C. Courts Design Standards. The funds requested not only include the renovation and expansion of the existing suite, but the cost of all relocations and swing space accommodations required to support continued operations during construction.

5. Landlord and Tenant Resource Center Relocation

The Center has expanded onto the 2nd floor of Building B and currently occupies space that has long been reserved for court personnel migrating from Gallery Place. To accommodate the court personnel on the 2nd floor as originally planned, the Center must be relocated. The D.C. Courts have identified space on the lower level of Building B to accommodate the Center and consolidate the Center adjacent to free services provided by the DC Bar. To relocate the Center to the lower level, essential life safety, code and ADA accessibility issues need to be addressed. For example, 1) life safety systems must be completed in all space to be occupied, 2) ADA accessible restrooms must be created for public use, and 3) an accessible pathway must be created from other floors of Building B to the lower level.

6. High Priority Life Safety Items Campus Wide

The recent re-baselining of the FCA in 2021 identified campus wide life safety and code compliance items that require action within 1-2 years to ensure life safety of D.C. Courts personnel and visitors. The FY 2023 funds request will support the completion of these items, beginning with those of the highest priority in 2023.

Maintain Existing Infrastructure

The FY 2023 Capital Budget request also includes \$46.68 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.

The D.C. Courts request \$12.75 million for the HVAC, Electrical, and Plumbing Upgrades project to continue to upgrade electrical systems in the H. Carl Moultrie I Courthouse and replace HVAC equipment throughout the campus as components reach the end of their useful life. Campus wide, the recent re-baselining of the FCA in 2021 identified mechanical, electrical, and plumbing items that require action within 1-2 years to avoid near term failure. As a result, in addition to system upgrades and equipment replacements in the Moultrie Courthouse, the FY 2023 funds request will support the completion of mechanical, electrical, and plumbing action items identified in the 2021 FCA Report, beginning with those of the highest priority in 2023.

Regarding court security, 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 nineteen years old by 2023, has aged beyond its useful life. In the event of a system malfunction in the near future, neither tech support nor replacement parts will be available, rendering the system inoperable. The system is analog based, much of the marketplace has ceased production of analog components, and the remaining vendors plan to do so within the next two to six years. All technology support for analog-based systems will end after 2022. The unavailability of parts has already begun to affect the repair of the existing systems. The \$4.81 million requested for Fire and Security Alarm Systems 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. 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.

The \$20.21 million in the request for General Repair Projects will permit the D.C. Courts to continue, in all five Judiciary Square campus buildings, (1) accessibility and safety improvements; (2) replacement of fixtures, lighting, flooring, and ceiling tiles; and (3) replacement of equipment, as required due to aging and failure. General repair projects will be completed as prioritized and recommended in the 2021 Facilities Condition Assessment Report, and funds requested in FY 2023 will support the completion of projects identifying what repairs are most urgent to complete in 2023 to ensure operational continuity in court facilities. To keep elevators and escalators in good working order in all five Judiciary Square campus buildings, \$360,000 is requested. A total of \$360,000 is requested for Restroom Improvements to maintain public restrooms in the Judiciary Square campus buildings.

In the area of technology, the D.C. Courts are requesting \$5.2 million to provide an initial base year of funding to support the organization's strategic goals, specifically, to provide resilient and responsive technology resulting in the highest level of service to the public. The D.C. Courts four (4) major areas where the technology request is focused are: (1) The current D.C. Court of Appeals' case management system (CMS) is approaching the end of useful life in 2023. The CMS will have been in production for twelve years in 2023 and unfortunately lacks capabilities and efficiency enhancements found in current state-of-the-art Appeals Court case management systems. The review, selection and implementation of a new Appeals Court case management system would enable the DC Court of Appeals to efficiently manage its significant caseload, particularly in view of current judicial vacancies and the lack of an intermediate appellate court in the District of Columbia. Although the court has put in place manual processes to accomplish this workload, assuring and maximizing efficiency is crucial in providing timely administration of justice to the constituents of the District of Columbia. As an example, judicial panel voting on appeals cases and related motions cannot be conducted within the existing system. This lack of functionality hampers efficient case processing. In addition, the current system's reporting capacity limits the use of data available for administrative decision-making. (2) Access to information to ensure efficient access to justice, fair and timely case resolution through web-based and mobile applications that will provide court participants greater access to information and data enhancing productivity. This initiative will additionally provide court personnel with the ability to utilize computer applications remotely. (3) Enhancing technology capabilities to promote operational effectiveness by seeking innovative technology solutions, specifically cloud computing, workspace virtualization, and network infrastructure enhancements. Implementing these technologies will ensure compliance with federal requirements and internal standards and (4) Information security technologies that protect court information and assets from cyber threats and other risks, both internal and external. The implementation of these technologies will provide effective prevention against attacks on information technology assets, ensure continuous uninterrupted service of court systems and allow for high availability of critical court applications in the event of an emergency.

Finally, \$2.99 million is requested for the completion of items in the Historic Courthouse and the adjacent plaza identified in the 2021 FCA Report as requiring immediate corrective action, beginning with those of the highest priority in 2023.

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 2021
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Historic Recorder of Deeds Restoration

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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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? 2021
8. a) 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:

By 2030 the D.C. Courts will require approximately 18,000 USF in addition to what is currently in the D.C. Courts' Judiciary Square government-owned portfolio. The Recorder of Deeds building, restored in its existing configuration, will provide approximately 20,100 USF above ground, fulfilling the D.C. Courts' projected space need through 2030.

The benefit of restoring the Recorder of Deeds building for the D.C. Courts' use is three-fold:

1. The D.C. Courts' anticipated space need will be fulfilled through 2030 without dependency on high-cost leased space, as all D.C. Courts' components requiring functional adjacency to the courthouses will be consolidated into the D.C. Courts' Judiciary Square portfolio of government-owned facilities.
2. Adjacency to the courthouse will allow the D.C. Courts to provide greater "access to justice for all" in the D.C. community by co-locating the D.C. Courts and D.C. community partners who deliver vital services in one easily accessible location.
3. Restoration of the historic Recorder of Deeds Building will not only preserve a building that is an important part of our nation's African American history, it will

lower the number of excess and underutilized properties in the District of Columbia’s real property portfolio by bringing a vacant, deteriorating building back into active use.

The FY 2023 Capital Budget request includes a total of \$30.66 million to restore and modernize the historic Recorder of Deeds building.

- 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: Historic Recorder of Deeds Renovation

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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 –beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	7.00	30.66	5.69	0.00	0.00	36.35
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	7.00	30.66	5.69	0.00	0.00	36.35
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					
Operations, Maintenance, Disposition Government FTE Costs				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	7.00	30.66	5.69	0.00	0.00	36.35
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”

0

2. Insert the number of years covered in column “BY+3 and beyond” 1 year (2026)
3. If the summary of funding has changed from the FY 2022 President’s Budget request, briefly explain those changes: In 2022 \$11.38M was requested to stabilize the building, as it is vacant and in a state of deterioration. In 2023 the balance of funds to restore and modernize the building is requested.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1
Short description of acquisition	2023 Restoration & modernization of the building
Contract Status	TBD
Procurement Instrument Identifier (PIID)	N/A
Indefinite Delivery Vehicle (IDV) Reference ID	N/A
Solicitation ID	TBD
Alternative financing	N/A
EVM Required	Not Required
Ultimate Contract Value	Estimate \$30.66M
Type of Contract/Task Order (Pricing)	Design-Build
Is this contract a Performance Based Service Acquisition (PBSA)?	No
Effective Date	Quarter 2 FY 2023
Actual or expected end date of Contract/Task Order	Quarter 4 FY 2025
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

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 is only required for the Restoration (Design & Construction) contract.
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. The Acquisition Plan development is pending building condition assessment.

Section C: Performance Information

1. Performance Information Table

Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2018-2022	Goal I: Access to Justice for All Goal V: Effective Court Management and Administration	By Quarter 4 of FY 2025 the Recorder of Deeds Building will be fully restored, modernized, and ready for occupancy. Pending availability of funds.	% of restoration & modernization completed within scope, schedule and budget.	N/A

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 2021
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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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 and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

This line in the D.C. Courts' capital request includes the D.C. Courts' requirement to implement a systematic modernization of courtrooms, courtroom support space, and judges' chambers campus wide. The renovation of approximately 70 courtrooms (to include their supporting functions), hearing rooms, and approximately 70 judges' chambers will be phased over the next 15 to 20 years. Near-term priorities include the following initiatives:

Modernizing Courtroom Sets for ADA Accessibility

The D.C. Courts continues to prioritize the Landlord Tenant and Small Claims Courtroom sets in FY 2023 because they are high-traffic courtrooms that have experienced increased caseloads (and therefore increased space needs) in recent years. To meet those space needs they have expanded into space programmed for other court personnel. The FY 2023 request for \$13.33 million will support the D.C. Courts' two top priorities: 1) the provision of ADA accessible courtrooms and courtroom support space, and 2) the accommodation of all court personnel in government-owned buildings to eliminate dependency on high-cost lease space. The funds requested in FY 2023 will address the following within Building B:

- Modernization of the existing Landlord Tenant and Small Claims Courtroom sets;
- Reconfiguration and modernization of existing space housing Landlord Tenant and Small Claims courtroom personnel supporting courtroom functions;
- Re-stacking, reconfiguration and modernization of space required to accommodate personnel growth within divisions who need to remain in the building for operational efficiency, require adjacency to courtrooms, and cannot be accommodated elsewhere;
- Modernization of all building infrastructure required to support the interior reconfigurations and modernizations detailed above, as identified in the 2021 FCA;
- The renovation of all swing space necessary for uninterrupted court operations during the construction phase of the efforts detailed above.

Modernizing Judges Chambers

The FY 2023 request for \$5.69 million includes the modernization of judges' chambers on the north and northeast perimeter of the 3rd floor of the Moultrie Courthouse, to include adjacent support space and access pathways.

These chambers are not ADA compliant; they lack mechanical and electrical infrastructure to support modern equipment, and they have outdated finishes, fixtures and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of the personnel who inhabit them.

Refreshing Courtrooms & Chambers for Continuity of Operations

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 three to five years. The FY 2023 request for \$840,000 includes the refresh of ten courtrooms and ten chambers. 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.

- 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: 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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	0.00	19.86	31.15	19.28	20.83	91.12
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00

Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	19.86	31.15	19.28	20.83	91.12
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
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	0.00	19.86	31.15	19.28	20.83	91.12
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”
23 years (1999)
2. Insert the number of years covered in column “BY+3 and beyond”
1 year (2026)
3. If the summary of funding has changed from the FY 2022 President’s Budget request, briefly explain those changes:
Total scope of requirement has been prioritized and packaged into three (3) FY 2023 initiatives.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1		
Short description of acquisition	L&T and Small Claims Court Modernization	3 rd Floor Judges’ Chambers Modernization	Courtroom & Chamber Refresh
Contract Status	Pre-Solicitation	Pre-Solicitation	Pre-Solicitation
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	\$13.33M	\$5.69M	\$0.84M
Type of Contract/Task Order (Pricing)	Design Build	Design Build	Design Build
Is this contract a Performance Based Service Acquisition (PBSA)?	No	No	No
Effective Date	Quarter 2 FY 2023	Quarter 2 FY 2023	Quarter 2 FY 2023

Actual or expected end date of Contract/Task Order	Quarter 1 FY 2025	Quarter 1 FY 2025	Quarter 1 FY 2025
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

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:
2.
 - 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?
 - 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	No X
Yes	No
Yes	No
Yes	No
Yes	No
Yes	No

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 2018-2022	Goal V: Effective Court Management and Administration	1. Most existing courtrooms and chambers that were constructed with the building in the 1970s have not been fully renovated since, to include fire and life safety, security and technology upgrades. 2. Public is underserved due to limitation of original design	1. Modernize courtrooms per the Facilities Master Plan. 2. Modernize chambers per Facilities Master Plan. 3. Add new ADA accessible courtrooms to the Courts' portfolio per Facilities Master Plan.	Two courtrooms will be modernized w/FY 2022 dollars received. It will make two existing courtrooms ADA accessible.

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 2021
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Campus Security, Signage, and Lighting

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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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. a) 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 D.C. Courts request a total of \$11.78M to complete security enhancements to the D.C. Courts' Judiciary Square campus as detailed in the Judiciary Square Master Plan and the Open Space and Perimeter Security Design. This project will provide a secure perimeter around court buildings and increased pedestrian safety. The D.C. Courts have prioritized portions of the total requirement and identified the following FY 2023 initiatives:

1) Securing the Northeast Block of Campus

This initiative will implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northeast block of the D.C. Courts' campus at Judiciary Square. The FY 2023 request for \$6.20 million includes the renewal of existing parking access and control measures and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building B sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrians and D.C. Courts personnel. Now that the D.C. Courts' migration from Gallery Place effort has been funded, the fund request

will support the start of exterior work to secure the block as work on the interior of Building B is being completed.

2) *Securing the Northwest Block of Campus*

This initiative is focused to implement the Open Space and Perimeter Security Design, approved by NCPC, to secure the perimeter of the northwest block of the D.C. Courts' campus at Judiciary Square. The FY 2023 request for \$5.58 million includes the replacement of aged parking access and control devices and the addition of physical vehicle barriers (heightened curbs, fence walls, tree fences and tall trees, bollards and hardened benches) to create a continuous security perimeter around the block on which Building A sits. It also includes the addition of site lighting and security surveillance cameras for increased safety of pedestrian and D.C. Courts personnel.

The funding request is aligned with the *Securing the Northeast Block of Campus* initiative to complete both initiatives as one project, thereby achieving construction mobilization efficiencies and cost savings.

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: Campus Security, Signage, and Lighting

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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	9.15	0.00	0.00	11.78	0.00	0.00	0.00	11.78
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	9.15	0.00	0.00	11.78	0.00	0.00	0.00	11.78
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
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):	9.15	0.00	0.00	11.78	0.00	0.00	0.00	11.78
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
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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” 23 years (1999)
2. Insert the number of years covered in column “BY+3 and beyond” 1 year (2026)
3. If the summary of funding has changed from the FY 2022 President’s Budget request, briefly explain those changes: Total scope of requirement has been prioritized and packaged into two (2) FY 2023 initiatives.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1	Contract 2
Short description of acquisition	North Block of Courts’ Campus Secure Perimeter	
Contract Status	Pre-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	\$11.78M	
Type of Contract/Task Order (Pricing)	Design Build	
Is this contract a Performance Based Service Acquisition (PBSA)?	No	
Effective Date	Quarter 2 FY 2023	
Actual or expected end date of Contract/Task Order	Quarter 2 FY 2025	
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	

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: _____
2. 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.

Section C: Performance Information

1. Performance Information Table

Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Judiciary Square has minimal perimeter security. Upgrade existing campus signage and improve lighting for safety of personnel and participants as they move between court buildings.	Secure perimeter around Buildings A and B on Judiciary Square campus	

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 2021
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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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:

The D.C. Courts request \$8.62 million in FY 2023 to complete projects in locations where life safety and code compliance issues have compounded due to increased personnel counts without expansion or reconfiguration of space to accommodate those personnel. The funds requested will be used to complete all activities required to provide safe accommodation of two offices—the Crime Victims Compensation Program and the Landlord Tenant Resource Center. In addition, the funds requested will support the completion of all items (as identified in the 2021 FCA) requiring immediate corrective action to ensure life safety campus wide.

1) Crime Victims Compensation Program Upgrades

The number of personnel in the Crime Victims Compensation Program has increased since building upgrades were made over 14 years ago in 2007. As a result, the suite they occupy on the first floor of Building A is currently over-populated, creating egress and other building code compliance issues. In addition, the suite lacks a complete fire protection system, posing a life safety threat; is not ADA compliant; lacks essential physical security controls to protect court personnel and visitors and personal data stored in the suite; lacks energy efficient lighting; and

does not meet D.C. Courts Design Standards. The funds requested not only include the renovation and expansion of the existing suite, but the cost of all relocations and swing space accommodations required to support continued operations during construction.

2) Landlord and Tenant Resource Center Relocation

The Center has expanded onto the 2nd floor of Building B and currently occupies space that has long been reserved for court personnel migrating from Gallery Place. To accommodate the court personnel on the 2nd floor as originally planned, the Center must be relocated. The D.C. Courts have identified space on the lower level of Building B to accommodate the Center and consolidate the Center adjacent to free services provided by the DC Bar. To relocate the Center to the lower level, essential life safety, code and ADA accessibility issues need to be addressed. For example, 1) life safety systems must be completed in all space to be occupied, 2) ADA accessible restrooms must be created for public use, and 3) an accessible pathway must be created from other floors of Building B to the lower level.

3) High Priority Life Safety Items Campus Wide

The recent re-baselining of the FCA in 2021 identified campus wide life safety and code compliance items that require action within 1-2 years to ensure life safety of D.C. Courts personnel and visitors. The FY 2023 funds request will support the completion of these items, beginning with those of the highest priority in 2023.

- 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: 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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	8.25	0.00	8.62	5.42	5.64	5.86	25.54
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
	0.00	8.25	0.00	8.62	5.42	5.64	5.86	25.54
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
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	8.25	0.00	8.62	5.42	5.64	5.86	25.54
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”

N/A

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2026)

3. If the summary of funding has changed from the FY 2022 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 life safety and building code issues identified within the report.

Section C: Acquisition/Contract Strategy (All Capital Assets)

	Contract 1	Contract 2	Contract 3
Short description of acquisition	Crime Victims Compensation Upgrades	L& T Resource Center Relocation	High Priority Life Safety Items Campus Wide
Contract Status	Pre-solicitation	Pre-solicitation	Pre-solicitation
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	\$0.79M	\$2.62M	\$5.21M
Type of Contract/Task Order (Pricing)	Design Build	Design Build	Design Build
Is this contract a Performance Based Service Acquisition (PBSA)?	No	No	No
Effective Date	Quarter 3 FY 2023	Quarter 2 FY 2023	Quarter 2 FY 2023
Actual or expected end date of Contract/Task Order	Quarter 4 FY 2024	Quarter 1 FY 2024	Quarter 2 FY 2025
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

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: _____

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?
- 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 X No

Yes X No

Yes X No
2011

Yes N/A No

Yes N/A No

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 2018-2022	Goal V: Effective Court Management and Administration	Existing building spaces are not ADA compliant, do not meet current building codes, posing life safety threats.	Modernize space to meet current building codes	Funds not received yet.

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 2021
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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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 of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

As detailed in the 2021 FCA, mechanical systems and structural repairs are necessary to ensure the safety of building occupants, to preserve the integrity of these historic structures, and to protect taxpayer investment in building restorations.

The D.C. Courts request \$12.75 million for the HVAC, Electrical, and Plumbing Upgrades project to continue to upgrade electrical systems in the H. Carl Moultrie I Courthouse and replace HVAC equipment throughout the campus as components reach the end of their useful life. Campus wide, the recent re-baselining of the FCA in 2021 identified mechanical, electrical, and plumbing items that require action within 1-2 years to avoid near term failure. As a result, in addition to system upgrades and equipment replacements in the Moultrie Courthouse, the FY 2023 funds request will support the completion of mechanical, electrical, and plumbing action items identified in the 2021 FCA Report, beginning with those of the highest priority in 2023.

HVAC, Electrical and Plumbing Upgrade activities will require coordination with activities included under the Life Safety and Code Compliance Upgrades and Courtrooms and Judges’

Chambers budget lines. As the D.C. Courts continue to implement the D.C Courts Facilities Master Plan renovations, the design and construction process will allow for extensive building system and life safety upgrades. Addressing program re-alignment and building infrastructure simultaneously will minimize operational impacts to the D.C. Courts.

- 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: 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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded <i>(sum 2023 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	2.87	12.75	11.30	11.07	10.73	45.85
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	2.87	12.75	11.30	11.07	10.73	45.85
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
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	2.87	12.75	11.30	11.07	10.73	45.85
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

2. Insert the number of years covered in column "BY+3 and beyond"

1 year (2026)

3. If the summary of funding has changed from the FY 2022 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 HVAC, electrical & plumbing issues identified within the report.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1
Short description of acquisition	
Contract Status	
Procurement Instrument Identifier (PIID)	
Indefinite Delivery Vehicle (IDV) Reference ID	
Solicitation ID	
Alternative financing	
EVM Required	
Ultimate Contract Value	
Type of Contract/Task Order (Pricing)	
Is this contract a Performance Based Service Acquisition (PBSA)?	
Effective Date	
Actual or expected end date of Contract/Task Order	
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	

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: _____

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes X No _____

b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes X No _____

c) Was the Acquisition Plan approved in accordance with agency requirements

Yes X No _____

d) If "yes," enter the date of approval?

2011

- 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 NA No

Yes NA No

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 2018-2022	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 2021
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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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 Fire and Security Alarm System project includes the phased implementation of a comprehensive upgrade to security and fire protection systems within D.C. Courts' buildings.

Regarding court security, 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 nineteen years old by 2023, has aged beyond its useful life. In the event of a system malfunction in the near future, neither tech support nor replacement parts will be available, rendering the system inoperable. The system is analog-based, much of the marketplace has ceased production of analog components, and the remaining vendors plan to do so within the next two to six years. All technology support for analog-based systems will end after 2022. The unavailability of parts has already begun to affect the repair of the existing systems. The \$4.81 million requested for Fire and Security Alarm Systems 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. 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.

- 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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded <i>(sum 2023 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	2.07	4.81	3.09	3.14	3.18	14.22
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	2.07	4.81	3.09	3.14	3.18	14.22
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
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	2.07	4.81	3.09	3.14	3.18	14.22

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 1: 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

3. Insert the number of years covered in column “BY+3 and beyond”

1 year (2026)

4. If the summary of funding has changed from the FY 2022 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 security & fire protection issues identified within the report.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1	Contract 2	Contract 3
Short description of acquisition	Campus Wide Video Management System Replacement (juvenile prisoner cell blocks & holding areas)	Campus Wide Video Management System Replacement (Bldg D & SW garage)	Campus Wide Video Management System Replacement (adult prisoner cell blocks & holding areas)
Contract Status	pre-solicitation	pre-solicitation	pre-solicitation
Procurement Instrument Identifier (PIID)	N/A	N/A	N/A
Indefinite Delivery Vehicle (IDV) Reference ID	N/A	N/A	N/A
Solicitation ID	TBD	TBD	TBD
Alternative financing	No	No	No
EVM Required	N/A	N/A	N/A
Ultimate Contract Value	\$800,000	\$1.6M	\$3.8M

Type of Contract/Task Order (Pricing)	Fixed	Fixed	Fixed
Is this contract a Performance Based Service Acquisition (PBSA)?	No	No	No
Effective Date	Quarter 2 FY 2022	Quarter 3 FY 2022	Quarter 3 FY 2023
Actual or expected end date of Contract/Task Order	Quarter 2 FY 2023	Quarter 2 FY 2023	Quarter 2 FY 2025
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	TBD

If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes X No
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes X No
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes X No
- d) If "yes," enter the date of approval? 2011
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes NA No
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes NA No
- g) If an Acquisition Plan has not been developed, provide a brief explanation. _____

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 2018-2022	Goal V: Effective Court Management and Administration	Outdated analog CCTV system converted to digital system.	Installation of a digital CCTV system in DYRS Juvenile prisoner cellblocks & holding areas	In planning phase awaiting funding
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Outdated analog CCTV system converted to digital system.	Installation of a digital CCTV system in Building D and the SW Garage	In planning phase 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 2021
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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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:

Funds requested on the General Repair Projects line item are identified to complete capital improvements that protect taxpayer investment in the infrastructure of the D.C. Courts' facilities—the Historic Courthouse at 430 E Street N.W., the H. Carl Moultrie I Courthouse at 500 Indiana Avenue, N.W., Building A at 515 5th Street N.W., Building B at 510 4th Street N.W., and Building C at 410 E Street N.W. Funds are also identified to replace interior sign systems in the buildings, complete projects that provide accessibility for the disabled, paint building exterior and interiors, and make general enhancements to and restore historic features of D.C. Courts' buildings.

The \$20.21 million in the request for General Repair Projects will permit the D.C. Courts to continue, in all five Judiciary Square campus buildings, (1) accessibility and safety improvements; (2) replacement of fixtures, lighting, flooring, and ceiling tiles; and (3) replacement of equipment, as required due to aging and failure.

General repair projects will be completed as prioritized and recommended in the 2021 Facilities Condition Assessment Report, and funds requested in FY 2023 will support the completion of projects identifying what repairs are most urgent to complete in 2023 to ensure operational continuity in court facilities.

- 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: 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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 - beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	12.75	9.45	12.01	20.21	15.88	15.52	15.06	66.67
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	12.75	9.45	12.01	20.21	15.88	15.52	15.06	66.67
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
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):	12.75	9.45	12.01	20.21	15.88	15.52	15.06	66.67
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

3. Insert the number of years covered in column “BY+3 and beyond”

1 year (2026)

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)

Field	Contract 1
Short description of acquisition	
Contract Status	
Procurement Instrument Identifier (PIID)	
Indefinite Delivery Vehicle (IDV) Reference ID	
Solicitation ID	
Alternative financing	
EVM Required	
Ultimate Contract Value	
Type of Contract/Task Order (Pricing)	
Is this contract a Performance Based Service Acquisition (PBSA)?	
Effective Date	
Actual or expected end date of Contract/Task Order	
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	

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: _____

2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes X No _____

- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes X No _____

- c) Was the Acquisition Plan approved in accordance with agency requirements

Yes X No _____

- d) If "yes," enter the date of approval?

2011

- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes NA No _____

- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes NA No _____

- g) If an Acquisition Plan has not been developed, provide a brief explanation.
-

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 2018-2022	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 2021
2. Agency: District of Columbia Courts
3. Bureau: NA
4. Name of this Investment:

Elevator and Escalator Repairs and Replacement

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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 should not select O&M)

Planning	_____
Full Acquisition	_____
Operations and Maintenance	<u> X </u>
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:

In the H. Carl Moultrie Courthouse, there are public elevators and escalators, secure elevators for judges, freight elevators and prisoner elevators. The H. Carl Moultrie Courthouse accommodates 10,000 daily visitors and the largest prisoner control facility in the nation for the U.S. Marshals Service, therefore requires well-maintained and functioning vertical transportation to ensure the safety of all personnel visiting and working at the Moultrie Courthouse daily.

Elevator and escalator repair and replacement projects will be completed as prioritized and recommended in the 2021 Facilities Condition Assessment Report, and \$360,000 FY 2023 funds requested will support the completion of projects identifying what repairs are most urgent to ensure operational continuity and safety in court facilities.

- 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. NA

Section B: Summary of Funding (Budget Authority for Capital Assets)

Investment: Elevator and Escalator Repairs and Replacement

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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations & Maintenance:	0.00	0.00	0.00	0.36	0.31	0.32	0.33	1.32
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.36	0.31	0.32	0.33	1.32
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	0.00	0.36	0.31	0.32	0.33	1.32
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

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2026)

3. 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 elevator and escalator issues identified within the report and fulfillment of OSHA and American Society of Mechanical Engineers (ASME) requirements.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Table I.C.1 Contracts Table		
Field	Contract 1	Contract 2
Short description of acquisition		
Contract Status		
Procurement Instrument Identifier (PIID)		
Indefinite Delivery Vehicle (IDV) Reference ID		
Solicitation ID		
Alternative financing		
EVM Required		
Ultimate Contract Value		
Type of Contract/Task Order (Pricing)		
Is this contract a Performance Based Service Acquisition (PBSA)?		
Effective Date		
Actual or expected end date of Contract/Task Order		
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		

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: _____

3. 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 N/A No _____

c) Was the Acquisition Plan approved in accordance with agency requirements

Yes N/A No _____

d) If "yes," enter the date of approval?

e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes N/A No _____

f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes N/A No _____

g) If an Acquisition Plan has not been developed, provide a brief explanation.

Section C: Performance Information

1. Performance Information Table

Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	Heavily used elevators and escalators require service calls that inconvenience the public and pose a safety threat when elevators used for prisoner transport are inadequate.	Reduction in out-of-service calls	Performance of preventative maintenance work on schedule and replacement of elevators and escalator components within 1 year of their end of life.

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 2021
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Restroom Improvements

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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 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:

More than 10,000 persons use the multiple D.C. Courts' buildings each day, placing heavy use on the restroom facilities. Funds requested Restroom Improvement project will continue to enhance ADA accessibility in restrooms and rebuild the aging infrastructure of the D.C. Courts' restroom facilities by making plumbing, electrical and design improvements.

Restroom improvement repair projects will be completed as prioritized and recommended in the 2021 Facilities Condition Assessment Report, and \$360,000 FY 2023 funds requested will support the completion of projects identifying what repairs are most urgent to complete in 2023 to ensure operational continuity in court facilities.

- 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: Restroom Improvements

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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations & Maintenance:	0.00	0.00	0.00	0.36	0.26	0.22	0.18	1.02
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.36	0.26	0.22	0.18	1.02
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	0.00	0.36	0.26	0.22	0.18	1.02
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

1. Insert the number of years covered in the column "PY-1 and earlier"

1 year

2. Insert the number of years covered in column "BY+3 and beyond"

1 year (2026)

3. 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 restroom improvements identified within the report.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1
Short description of acquisition	
Contract Status	

Procurement Instrument Identifier (PIID)	
Indefinite Delivery Vehicle (IDV) Reference ID	
Solicitation ID	
Alternative financing	
EVM Required	
Ultimate Contract Value	
Type of Contract/Task Order (Pricing)	
Is this contract a Performance Based Service Acquisition (PBSA)?	
Effective Date	
Actual or expected end date of Contract/Task Order	
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	

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: _____
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes X No _____
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes X No _____
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes X No _____
- d) If "yes," enter the date of approval? 2011
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes NA No _____
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes NA No _____
- g) If an Acquisition Plan has not been developed, provide a brief explanation. _____

Section C: Performance Information

1. Performance Information Table

Enter the agency strategic goals supported by the investment and the corresponding performance measures in Table III.C.1. The performance goals must be clearly measurable and quantifiable.

Table III.C.1: Performance Information Table				
Fiscal Year	Strategic Goal(s) Supported	Performance Baseline	Performance Goals	Action Results
D.C. Courts Strategic Plan 2018-2022	Goal V: Effective Court Management and Administration	By the completion of Moultrie Courthouse expansion, the number of water closets to occupants will be code compliant.	100% compliance.	Renovations are underway, as funded.

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 2021
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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 should not select O&M)

Planning	<u> X </u>
Full Acquisition	<u> X </u>
Operations and Maintenance	<u> X </u>
Mixed Life Cycle	<u> X </u>

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 D.C. Courts are requesting \$5.2 million to provide an initial base year of funding to support the organization's strategic goals, specifically, to provide resilient and responsive technology resulting in the highest level of service to the public. The D.C. Courts four (4) major areas where the technology request is focused are: (1) The current D.C. Court of Appeals' case management system (CMS) is approaching the end of useful life in 2023. The CMS will have been in production for twelve years in 2023 and unfortunately lacks capabilities and efficiency enhancements found in current state-of-the-art Appeals Court case management systems. The review, selection and implementation of a new Appeals Court case management system would enable the DC Court of Appeals to efficiently manage its significant caseload, particularly in view of current judicial vacancies and the lack of an intermediate appellate court in the District of Columbia. Although the court has put in place manual processes to accomplish this workload, assuring, and maximizing efficiency is crucial in providing timely administration of justice to the constituents of the District of Columbia. As an example, judicial panel voting on appeals cases and related motions cannot be conducted within the existing system. This lack of functionality hampers efficient case processing. In addition, the current system's reporting capacity limits the

use of data available for administrative decision-making. (2) Access to information to ensure efficient access to justice, fair and timely case resolution through web-based and mobile applications that will provide court participants greater access to information and data enhancing productivity. This initiative will additionally provide court personnel with the ability to utilize computer applications remotely. (3) Enhancing technology capabilities to promote operational effectiveness by seeking innovative technology solutions, specifically cloud computing, workspace virtualization, and network infrastructure enhancements. Implementing these technologies will ensure compliance with federal requirements and internal standards and (4) Information security technologies that protect court information and assets from cyber threats and other risks, both internal and external. The implementation of these technologies will provide effective prevention against attacks on information technology assets, ensure continuous uninterrupted service of court systems and allow for high availability of critical court applications in the event of an emergency.

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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 -beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	2.00	2.00	2.00	5.20	5.41	5.62	5.85	22.08
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	2.00	2.00	2.00	5.20	5.41	5.62	5.85	22.08
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
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):	2.00	2.00	2.00	5.20	5.41	5.62	5.85	22.08

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

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2026)

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		
Field	Data Description	Contract 1
Short description of acquisition	See www.usaspending.gov/learn ?tab=FAQ#2	
Contract Status	(1) Awarded, (2) Pre-award Post-solicitation, (3) Pre-award Pre-solicitation	
Procurement Instrument Identifier (PIID)	See www.usaspending.gov/learn?tab=FAQ#2	
Indefinite Delivery Vehicle (IDV) Reference ID	Required only for IDVs. See www.usaspending.gov/learn?tab=FAQ#2	
Solicitation ID	See www.fbo.gov	
Alternative financing	(ESPC, UESC, EUL or N/A)	
EVM Required	Y/N	
Ultimate Contract Value	Total Value of Contract including base and all options. Complete using dollars to two decimal places.	
Type of Contract/Task Order (Pricing)	See FAR Part 16 . Can be fixed price, cost, cost plus, incentive, IDV, time and materials, etc.	
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 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.	
Actual or expected end date of Contract/Task Order	MM/DD/YYYY	
Extent Completed	(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	

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:

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes 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.

Section C: Financial Management Systems

If this investment funds one or more financial systems, please list each system and complete the table. These systems should also have been reported in the most recent Financial Management Systems Inventory (FMSI). "Type of financial system" should be one of the following per [OMB Circular A-127](#): core financial system, procurement system, loan system, grant system, payroll system, budget formulation system, billing system, or travel system. Budget Year (BY) funding should include both contract and government costs requested for the Budget Year via this investment.

Table II.C.1: Financial Management Systems			
System(s) Name	Systems Acronym	Type of Financial System	BY Funding
N/A			

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 2021
2. Agency: District of Columbia Courts
3. Bureau: N/A
4. Name of this Investment:

Restoration of the Historic Courthouse - Maintenance

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 2023?
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2023 should not select O&M)

Planning	_____
Full Acquisition	_____
Operations and Maintenance	X _____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1997
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 D.C. Courts have been widely recognized for successfully executing the renovation of the Historic Courthouse. In addition to providing appropriate and much-needed space for the Court of Appeals, the renovation project has won eighteen awards for architecture, construction, lighting, and historic preservation.

As custodians of this multi-million-dollar restoration investment to one of the oldest public building in Washington D.C., the D.C. Courts are requesting funds to maintain the infrastructure of the Historic Courthouse.

\$2.99 M requested in FY 2023 will be utilized to maintain the historic fabric of the building, which requires constant care, and to protect the significant public investment in its restoration. The completion of items in the Historic Courthouse and the adjacent plaza identified in the 2021 FCA Report as requiring immediate corrective action will be prioritized, beginning with those of the highest priority in 2023.

- 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. NA

Section B: Summary of Funding (Budget Authority for Capital Assets)

Investment: Historic Courthouse Maintenance

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 2021	CY 2022	BY 2023	BY+1 2024	BY+2 2025	BY+3 2026 and beyond	Total unfunded (sum 2023 – beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition :	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Acquisition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations & Maintenance:	0.00	0.00	0.00	2.99	2.16	2.21	2.26	9.62
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs				0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	2.99	2.16	2.21	2.26	9.62
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	0.00	2.99	2.16	2.21	2.26	9.62
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

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2026)

3. 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 building and entry plaza issues identified within the report.

Section C: Acquisition/Contract Strategy (All Capital Assets)

Field	Contract 1
Short description of acquisition	
Contract Status	
Procurement Instrument Identifier (PIID)	
Indefinite Delivery Vehicle (IDV) Reference ID	
Solicitation ID	
Alternative financing	
EVM Required	
Ultimate Contract Value	
Type of Contract/Task Order (Pricing)	
Is this contract a Performance Based Service Acquisition (PBSA)?	
Effective Date	
Actual or expected end date of Contract/Task Order	
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	

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: _____
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes _____ 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. _____

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 2018-2022	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.	

DISTRICT OF COLUMBIA COURTS
FY 2023 Budget Justification
Grant-funded Activities and Reimbursements

For Fiscal Year 2021, the District of Columbia Courts secured over \$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) expand juvenile behavioral diversion programs including expanding services to address youth impacted by sex trafficking; (4) assess organizational structure to increase efficiency, (5) enhance access to justice by improving court interpreter services, (6) enhance access to justice by examining the courts high volume calendars. The Courts currently receive funds through nine active grants secured from various Federal, local and private sources. Of these, four grants totaling approximately \$503,000 are scheduled to expire at the end of FY 2021. Table 1 lists the Courts' grants and reimbursement funding for Fiscal Years 2021 and projected through 2023, while Table 2 lists grants scheduled to expire at the end of FY 2021. A brief description of the Courts' grant-funded projects follows.

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 continues 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. With grant funds, the Courts will continue to provide books for children, the *Preparing Youth for Adulthood Initiative*, sponsor a Legal Clinic and provide skills-building and information-training workshops for advocates and the legal community, and enhance data sharing among partnering agencies to more effectively monitor family treatment court program participants.

(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) Justice and Mental Health Collaboration Program

- ***Juvenile Behavioral Diversion Program (JBDP). U.S. Department of Justice, Bureau of Justice Assistance (BJA)***

To expand targeted services to support youth with mental health challenges and combat the increasing problem of commercial sexual exploitation of children in the district. In partnership with the District's Department of Behavioral Health, the District of Columbia Courts' Social Services Division will expand the capacity of the JBDP to accommodate more youth, train existing stakeholders and new service providers on the JBDP approach, expand the availability of community-based mental health services, and establish a specialized court and associated services to address the unique needs of CSEC youth with mental health disorders. The outcome of this program will be at least 90-100 youth enrolled and successfully complete the JBDP and CSEC-HOPE annually.

- ***Commercial Sexual Exploitation of Children (CSEC). U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP)***

The DCSC through this grant funding is pursuing two program goals: (1) to increase engagement, reduce victimization and reduce delinquent behavior of HOPE Court participants by developing or expanding partnerships with local CSEC agencies to provide mentoring services and specialized support services, and (2) to increase community awareness of the problem of CSEC to reduce victim blaming and isolation, and increase engagement of community stakeholders including victims' families. The outcome of this program is to serve at least 150 youth at-risk or confirmed as CSEC victims, engage up to six direct service providers, and conduct outreach to over 10,000 District residents.

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.

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.

- ***High Volume Court Calendars.*** State Justice Institute.

To conduct an in-depth assessment of the Courts' high-volume landlord and tenant, debt collection and mortgage foreclosure calendars. Grants funds are used to contract with the National Center for State Courts to conduct an independent assessment of these calendars, seeking input from internal and external stakeholders. The goals of the project are to enhance access and fairness, enhance efficiency, and to eliminate any practices which may contribute to racial inequity.

(b) Organizational Assessment

- ***Organizational and Management Structure Assessment Project Grant.*** State Justice Institute.

To conduct an in-depth assessment of the Court of Appeals' organizational and management structure. Grants funds are used to contract with the National Center for State Courts (NCSC) to conduct an organization-wide assessment of the management structure and established procedures of the DCCA with the overall goals of enhancing the delivery of appellate court services, developing and improving access to justice, managing court performance and promoting public trust and confidence.

Table 1
DISTRICT OF COLUMBIA COURTS
Amounts Available for Obligation: Grants and Reimbursements
(\$ in thousands)

Grant or Reimbursement	Source	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
I. FEDERAL GRANTS:				
Abused and Neglected Children				
Court Improvement Program	U.S. Department of Health and Human Services	662*	280	280
Crime Victims				
Crime Victims Compensation Payments	U.S. Department of Justice	896	896	896
Family Court- Court Social Services				
Justice and Mental Health Collaboration Program	U.S. Department of Justice	175	-	-
Commercial Sexual Exploitation of Children Program	U.S. Department of Justice	220	220	-
<i>Subtotal, Federal Grants</i>		1,953	1,396	1,176
II. D.C. FEDERAL BLOCK GRANTS:				
Domestic Violence				
Supervised Child Visitation Center	U.S. Department of Health and Human Services	111	111	111
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	30	40	40
<i>Subtotal, D.C. Federal Block Grants</i>		141	151	151
III. PRIVATE GRANTS:				
Access to Justice				
Language Access Project	State Justice Institute	16	14	-
High Volume Calendars and Racial/Ethnic Data in D.C. Courts	State Justice Institute	40	10	-
Organizational Assessment				
Organizational and Management Structure Assessment Project	State Justice Institute	78	-	-
<i>Subtotal, Private Grants</i>		134	24	-
GRANTS TOTAL		2,228	1,571	1,327
REIMBURSEMENTS:				
Child Support Enforcement	D.C. Title IV-D Agency	1,000	1,000	1,000
Miscellaneous Reimbursements	Pretrial Services Agency	82	83	84
REIMBURSEMENTS TOTAL		1,082	1,083	1,084
GRAND TOTAL		3,310	2,654	2,411

* Includes carry over funds from multiple awards with extended grant periods.

Table 2
DISTRICT OF COLUMBIA COURTS
Grants that Expired in FY 2021
(\$ in thousands)

Grant	Source	Grant Period (Includes Extensions)	Original Grant Award
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	Oct. 2020 – Sept. 2021	30
Court Improvement Program	U.S. Department of Health & Human Services	Oct. 2019 – Sept. 2021	284
Organizational and Management Structure Assessment Project	State Justice Institute	April 2020-July 2021	78
Supervised Visitation	U.S. Department of Health and Human Services	Oct. 2020 – Sept. 2021	111
Total			503

DISTRICT OF COLUMBIA COURTS
FY 2023 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. D.C. Courts' Supervised Visitation Center Evaluation

The Strategic Management Division completed an evaluation of the Supervised Visitation Center at DC Superior Court. Along with providing demographic information about the Center, the study included two primary research components. First, the Center's operations were qualitatively assessed based on a review of national best practice standards. Second, surveys of participants, staff, and judges examined stakeholder perceptions of the Center. These research methods focused on six themes found in literature regarding the effective operation of supervised visitation programs: a safe and supportive environment for participants, a safe and respectful environment for other participants, effective communication among stakeholders, respect for diverse languages and cultures, a trained and objective staff, and convenient location and hours. A final evaluation report was delivered in 2020 and the findings were presented to court leadership.

2. Evidence Act Evaluation Activities

The Strategic Management Division initiated several activities in accordance with the Evidence Act. SMD drafted evaluation guidance to steer its evaluation activities. Built on the standards for evaluation and leading evaluation practices, the guidance is meant to apply to both internal and external evaluation activities and serves as the framework from which all evaluations will be based. SMD also developed learning agendas for a set of key metrics in the Strategic Plan. The learning agendas include a multi-year set of research questions that will assist the Courts in organizing the way we approach research and allow the Courts to coordinate their research plans internally and externally. Finally, SMD identified a Capacity Assessment to provide the Courts with a baseline to measure the quality and progress of evidence-based processes at the Courts. the Capacity Assessment provides the Division with a baseline to measure the extent to which the Courts' evaluation activities support the needs of various divisions and the abilities to plan and implement evaluation activities, disseminate best practices and findings, and to develop the capacity to use evaluation research and analysis approaches and data in day-to-day operations.

3. Procedural Review of the Release of Public Documents in the DC Court of Appeals

The Strategic Management Division is collaborating with the DC Court of Appeals working group to determine the effectiveness of an initiative to make documents publicly available. The

evaluation is in the planning stages but will evaluate the perceived value of the available documents to stakeholders and the burden of redacting document on affected parties. The evaluation will also examine the guidance on redaction provided to parties and assess the extent to which redactions are complete and accurate. The evaluation will include interviews and surveys of stakeholders, document review, and qualitative review of submitted redacted documents. The results of the evaluation will be used to improve the availability of public documents in the DC Court of Appeals. The evaluation is expected to be completed during the next fiscal year.

4. Southeast Balanced and Restorative Justice (SE BARJ) Drop-In Center Evaluation

The Courts' Strategic Management Division collaborated with the Family Court's Social Services Division to conduct an outcome evaluation of the Southeast Balanced and Restorative Justice (SE BARJ) Drop-In Center. The SE BARJ is a revolutionary model designed to redefine court supervision for justice-involved youth. The model combines two evidence-based practices, Balanced and Restorative Justice Practice promoted by the Office of Juvenile Justice and Delinquency Programs and Evening Reporting Centers promoted by the Annie E. Casey Foundation, to establish a "one stop" center for youth rehabilitation in the least restrictive setting. The SE BARJ provides juveniles pending adjudication or pending probation revocation an opportunity to remain in a structured, community-based environment, and to strengthen skills and relationships that support well-being. Programming at the SE BARJ is built around the philosophy and principles of Balanced and Restorative Justice Practice (OJJDP). More specifically, programming is focused on promoting accountability, promoting restoration, enhancing community protection, and developing youth competencies. Prior research demonstrated that the SE BARJ's community-based environment, after-school monitoring, emphasis on offender restoration, and access to traditional and nontraditional services and resources will best serve youth and the community. The purpose of the study is to assess the extent to which the SE BARJ is meeting its four main goals: youth will be responsible to the court and understand the impact of their delinquent behavior; youth will make amends where possible to victims and to the community; adequate monitoring and other prevention strategies will reduce reoffending; and youth will demonstrate improvements in skills that improve their ability to function as productive community members. The study was delayed due to the COVID-19 pandemic and is scheduled to be completed during the next fiscal year.

5. Impact of COVID-19 on Requests for Protective Orders

The Courts' Strategic Management Division is collaborating with the Domestic Violence Division to examine the effects of the COVID-19 pandemic and the associated stay at home orders on the trends in domestic violence and requests for protective orders in the District. The study will compare not only the number of cases prior to and during the pandemic, but also the characteristics of cases, including but not limited to the severity of charges and demographics of victims and perpetrators. The study will use a mixed methods approach, utilizing primarily data from the courts' case management system, including quantitative analyses to provide information on the number and types of cases, charges, and demographics of respondents, as well as qualitative coding of documents within the case management system for information on the

relationship of parties, and categories of abuse. The study was delayed due to the COVID-19 pandemic and is expected to be completed during the next fiscal year.

FY 2023 Evidence Submission

1. Agency Contributors to Evidence Submission

The individuals who contributed to the D.C. Courts' FY 2022 Evidence Submission are: a) Herbert Rouson, Jr., Interim Deputy Executive Officer; b) Marie Robertson, Acting Chief Deputy Clerk of the Court of Appeals; c) Lisa VanDeVeer, Director, Strategic Management Division; d) Kim Beverly, Deputy Director, Strategic Management Division; e) Sandra Embler, Senior Research Associate, Strategic Management Division; Evaluation Officer, and f) 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 Courts have long invested in research, statistical analysis and evaluation capacity, beginning in the early 1980's with the establishment of a Research and Development Division. In 2014, this division merged with the Office of Strategic Management to create the Strategic Management Division, which integrated strategic planning, grant acquisition and management, research and evaluation, statistical and policy analysis, and organizational performance measurement and management, in a single division. 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 addition to establishing the Strategic Management Division, the Courts have invested significantly in enhancing their technology infrastructure and systems to support the collection, use and storage of data across all departments. 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 fully operational in 2022. 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 FY23 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 FY23 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 also begun the planning for the next Strategic Plan and anticipate not only using the results from the learning activities to inform this process, but anticipate incorporating feedback from this planning process into revisions of the Learning Agenda.

(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. However, given the changing operational needs and developments resultant to the pandemic, the Courts also recognized that additional evaluations are necessary and may in fact take precedence over other planned evaluations.

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. Five evaluation activities are scheduled for FY23, Southeast Balanced and Restorative Justice (SE BARJ) Drop-In Center Evaluation, Procedural Review of the Release of Public Documents in the DC Court of Appeals, Impact of COVID-19 on Requests for Protective Orders, High Volume Calendars Assessment, and an evaluation of the Remote Hearings project.

(c) Capacity Assessment

The D.C. Courts’ Strategic Management Division has developed a Capacity Assessment which assesses the coverage, quality, methods, effectiveness, and independence of the agency’s statistics, evaluations, research, and analysis. To date the Courts have developed a tracking tool to capture the initiatives and operations that are being evaluated and analyzed annually. And though not a requirement of the Act, the Courts are in the process of developing a process and associated medium to make the results of evaluations easily accessible to stakeholders.

In FY23, the Strategic Management Division plans to update and continue assessing the coverage, quality, and methods that have been initiated. In addition, the Courts plan to administer a formal Capacity Assessment to selected stakeholders. The results of the formal Capacity Assessment will use stakeholder perceptions to measure the degree to which evaluations are meeting the needs of stakeholders and assist in identifying gaps in the ability of the organization to carry out evaluation activities.

(d) 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 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 FY23, the Courts plan to communicate this guidance to internal and external stakeholders and develop detailed implementation plans to ensure that all evaluation activities embrace this guidance.

(e) 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’s primary focus is on identifying the critical attributes that need to be included as part of data inventory. Potential attributes have been explored and will be applied to the first dataset to be inventoried. Upon completion of this first iteration data inventory, the Data Governance Council will re-examine the effort and usability of the selected attributes to refine the process before moving forward with inventory of the next dataset. Prioritization of efforts on inventory of select datasets will allow the Data Governance Program to have an agile approach towards completion and evaluation of deliverables. Maturity assessment and an open data policy continue to be areas of focus which are dependent on the completion of some data inventories. Development and delivery of training and outreach to end users will be an additional focus area to allow for the operationalization of completed inventories. The Board will set the prioritization of Council projects and review and implement approved recommendations of the Council as well as enforce compliance with directive, guidelines and standards.

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 agenda of the Data Governance Council.

(f) 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. Typically, the Courts receive over 80,000 new case filings annually and handle tens of thousands more matters in a post-disposition review capacity. Of course, the number of filings slowed during the pandemic. Court managers are fully occupied with the daily press of court business. 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 and the Data Governance Council are addressing this barrier through the development of policies and processes that will be implemented court wide.

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 is addressing data quality issues within the Courts as one of its focus areas but has not yet identified a process to address data quality with external data.

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 considered sufficiently 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.

Finally, the Courts are in the process of implementing a new Case Management System (CMS) which is consuming significant time and human capital resources. While this initiative affords the opportunity to better support research and evaluation over the long-term, changes in data entry, definitions, and coding will require realignment of previously identified metrics.

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.

(g) 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
FY 2023 Budget Justification
DEFENDER SERVICES

<u>FY 2021 Enacted</u>	<u>FY 2022 Enacted</u>	<u>FY 2023 Request</u>	<u>Difference FY 2022/2023</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

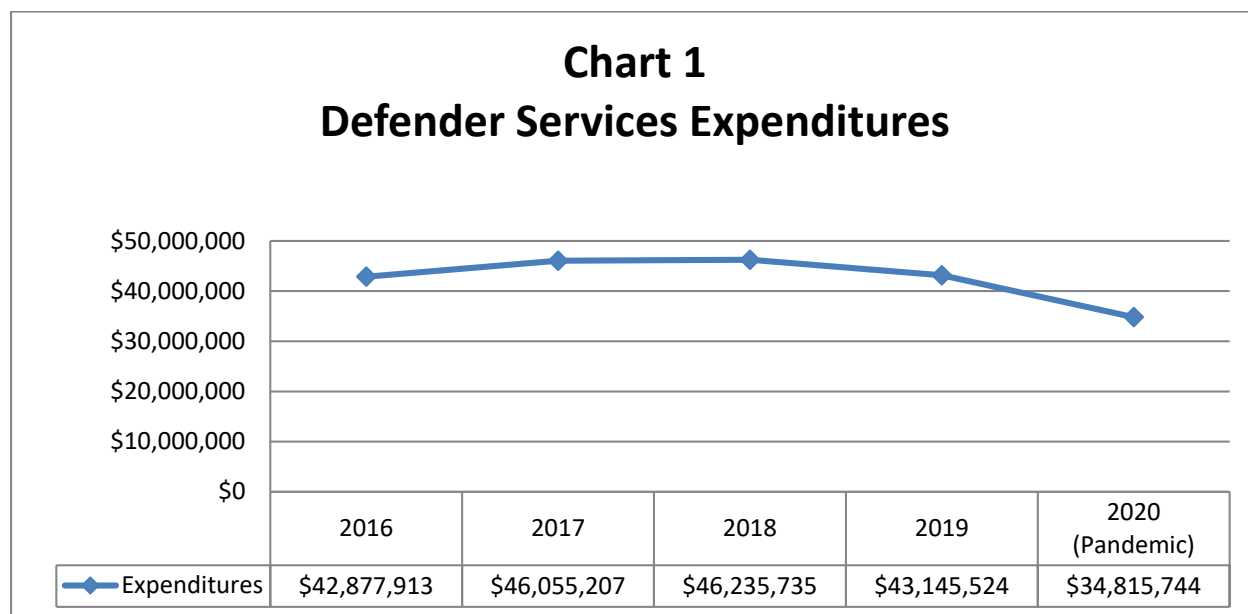
⁷ See D.C. Code §11-2601 *et seq.*

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. Table 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 2016 to 2020. (2020 decreased due to the COVID-19 Pandemic). Chart 2 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.

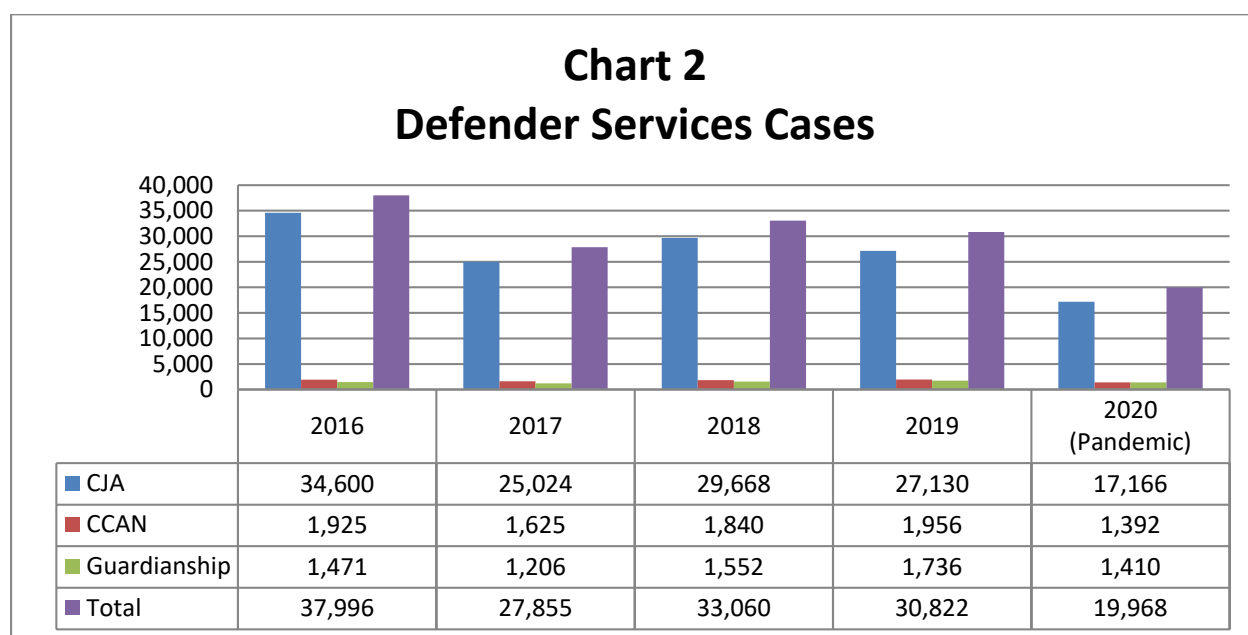
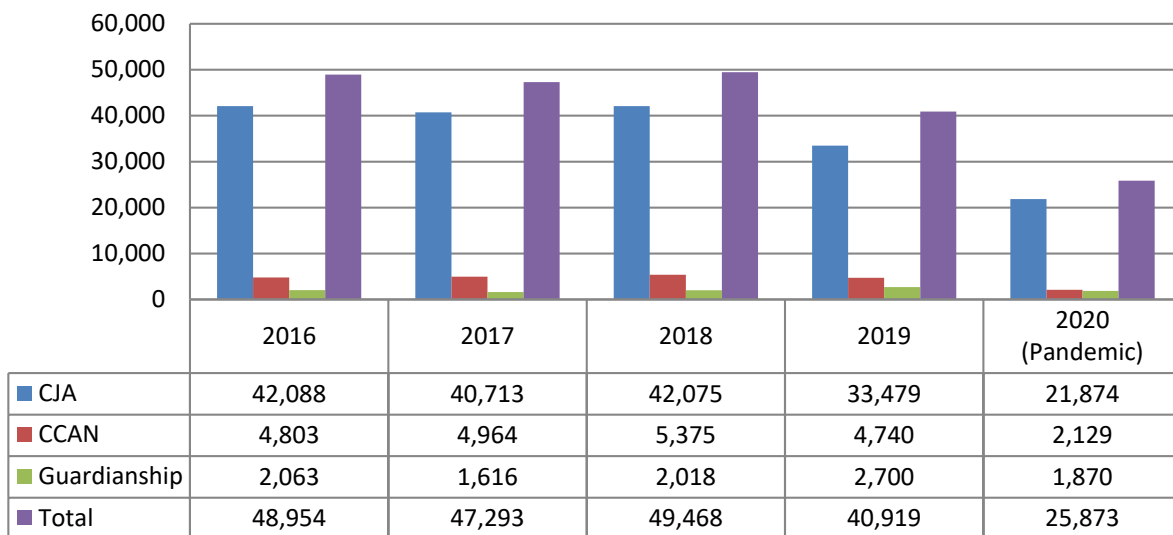


Chart 3 shows the number of vouchers issued each year, including the monthly invoices paid from the CCAN account to the non-profit contractor and Guardianship fee petitions. As is evident from the numbers, multiple vouchers are issued in many cases; these finance services of experts such as ballistics 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

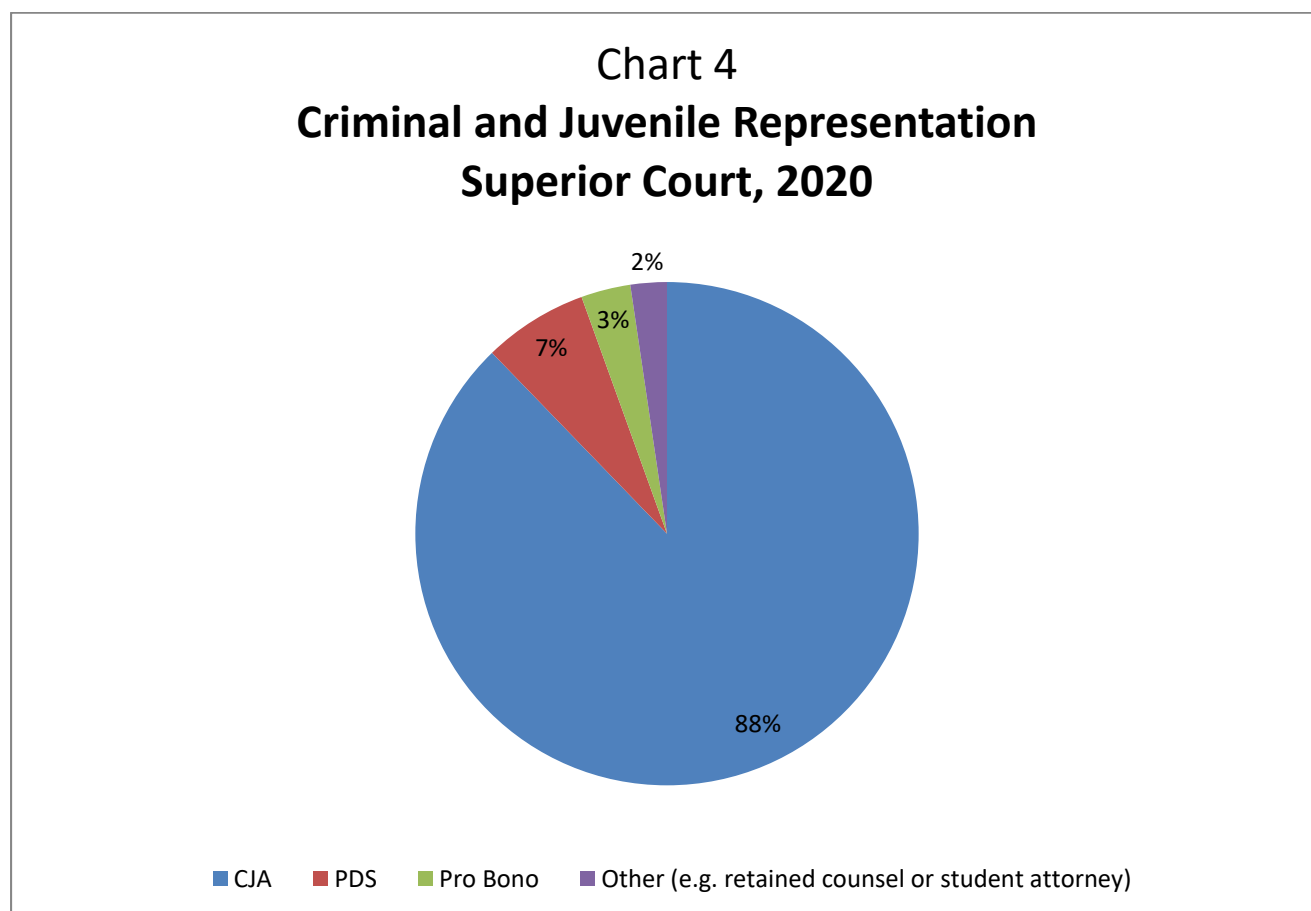


As depicted in both charts, the caseload is variable. The number of cases supported by the Defender Services account decreased 27% from 2016 to 2017, followed by a 19% increase in 2018, a 7% decrease in 2019, and a 35% decrease in 2020. The number of vouchers issued decreased by 3% from 2016 to 2017, increased by 5% in 2018, decreased by 17% in 2019, and decreased by 37% in 2020 (due to the Pandemic).

A legislative change, the Incarceration Reduction Amendment Act or “IRAA”, is impacting the Defender Services caseload. The IRAA created a new procedure for individuals who have been sentenced for D.C. Code offenses as juveniles, have served fifteen years in prison, and have not yet come up for parole, to petition the D.C. Superior Court to have their sentences reviewed. Approximately 583 cases were filed as a result of the legislation and this caseload is expected to increase significantly. The influx of cases has resulted in an increase in the number of counsel and experts assigned to handle this caseload.

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, criminal traffic cases, juvenile delinquency, persons in need of supervision, and interstate cases) to which attorneys were appointed in calendar year 2020.



Rate Increase

Currently, the District of Columbia Courts pay attorneys appointed to represent indigent defendants in criminal proceedings and indigent children in delinquency and in need of supervision proceedings at a rate of \$90 an hour, a rate set in statute¹⁰. This rate also applies to compensation for attorneys appointed for children and indigent parties in neglect, termination of parental rights, and adoption proceedings.

¹⁰ D.C. Code § 11-2604(a) (2012 Repl.)

While the rate has not been increased since 2009, twelve years ago at this writing, the rate paid to attorneys appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A, has risen to \$155 per hour.¹¹ This rate is 72% higher than the rate paid to attorneys appointed in District of Columbia cases.

An even greater disparity exists between the hourly rate currently paid to investigators in cases under the D.C. Criminal Justice Act and investigators in federal cases under the Criminal Justice Act. The D.C. Code currently limits investigators in local D.C. Court cases to a rate of \$25 per hour. Although the rate paid to federal Criminal Justice Act investigators is not set by law, the investigators in federal matters in the District of Columbia are now paid \$65 an hour, and up to \$75 for death penalty and other complex cases. This maximum rate is three times greater than the rate paid in local cases. The disparity in pay for investigators adversely affects the DC Courts' ability to attract qualified investigators in cases involving indigent parties, and impairs defendants' rights to receive services necessary for an adequate defense.

The Courts have proposed legislation that would permit us to raise the hourly rate of compensation for court-appointed attorneys and investigators. The legislation would 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, and to adjust the rate paid to investigators to reflect the effects of inflation and meet the need to attract qualified investigators.

To begin to address these disparities and assure quality representation necessary for the fair and efficient administration of justice, the Joint Committee on Administration has approved an hourly rate increase of \$20 for attorneys and investigators, pending enactment of the proposed legislation. As shown in Table 1, the unreserved balance in the account is projected to finance this rate increase through FY 2025.

DEFENDER SERVICES OUTLAY TABLE						
	FY 2020	PROJECTED FY 2021	PROJECTED FY 2022	PROJECTED FY 2023	PROJECTED FY 2024	PROJECTED FY 2025
APPROPRIATIONS	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000	\$ 46,005,000
Prior Year Carryover (reserved and unreserved)	\$ 39,534,082	\$ 42,539,082	\$ 45,544,082	\$ 43,549,082	\$ 37,554,082	\$ 29,226,082
TOTAL AVAILABLE FUNDING	\$ 85,539,082	\$ 88,544,082	\$ 91,549,082	\$ 89,554,082	\$ 83,559,082	\$ 75,231,082
OMB Proposed Unobligated Cancellation						
LESS TOTAL OUTLAYS	\$ 43,000,000	\$ 43,000,000	\$ 43,000,000	\$ 43,000,000	\$ 43,000,000	\$ 43,000,000
OMB Proposed Unobligated Balance Cancellation						
Increase in Hourly Rate						
\$20 Increase to \$110/HR for Legal Services			\$ 4,000,000	\$ 8,000,000	\$ 10,000,000	\$ 10,000,000
\$20 Increase to 45/HR for Investigative Services	\$ -		\$ 1,000,000	\$ 1,000,000	\$ 1,333,000	\$ 1,333,000
NET CARRYOVER (reserved and unreserved)	\$ 42,539,082	\$ 45,544,082	\$ 43,549,082	\$ 37,554,082	\$ 29,226,082	\$ 20,898,082

FY 2023 Request

The Courts request \$46,005,000 for Defender Services in FY 2023, the same as the FY 2022 Enacted Level.

¹¹ 7 Guide to Judiciary Policy: Defender Services, pt. A, § 230.16(a) (last visited September 7, 2021); Available at <http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses>