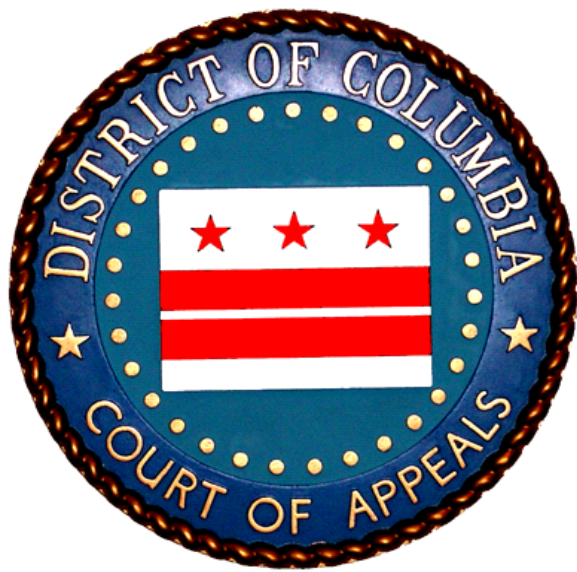


# **FY 2027**

## **Budget Justification**



## **District of Columbia**

### **Courts**

**Open to All ♦ Trusted by All ♦ Justice for All**



**District of Columbia Courts  
FY 2027 Budget Justification  
Table of Contents**

<b>1. Summary</b>	
• Narrative .....	Summary-1
• Comparison Table .....	Summary-2
• Priority Table .....	Summary-25
• Organizational Chart .....	Summary-32
• Request Summary Table .....	Summary-33
• Interagency Agreements Table .....	Summary-36
<b>2. Appropriations Language</b>	
• Language .....	Appropriations Language-37
<b>3. Initiatives</b>	
• Enhancing Public Security .....	Initiatives-39
• Law Clerk Pay Parity .....	Initiatives-41
<b>4. Court of Appeals</b>	
• Narrative .....	Court of Appeals-43
• Object Classification Table .....	Court of Appeals-54
<b>5. Superior Court</b>	
• Narrative Overview .....	Superior Court-57
• Object Classification Table .....	Superior Court-63
• Division Narratives .....	Superior Court-64
<b>6. Court System</b>	
• Narrative Overview .....	Court System-181
• Object Classification Table .....	Court System-183
• Division Narratives .....	Court System-184
<b>7. New Positions Requested by Grade</b>	
• New Positions Requested .....	New Positions-273
<b>8. Capital Budget</b>	
• Fiscal Year 2027 Capital Budget Justification Summary Table .....	Capital-277
• Capital Budget Introduction .....	Capital-278
• Renovations, Improvements, & Expansions .....	Capital-299
• Maintain Existing Infrastructure .....	Capital-311
<b>9. Grant-funded Activities and Reimbursements</b>	
• Narrative .....	Grants and Reimbursements-329
• Table .....	Grants and Reimbursements-333
<b>10. Evaluation and Evidence</b>	
• Program Evaluation Narrative .....	Evaluation and Evidence-335
• Evidence Template .....	Evaluation and Evidence-337
<b>11. Defender Services</b>	
• Narrative .....	Defender Services-343

**DISTRICT OF COLUMBIA COURTS**  
**Budget Justification**  
**Summary**  
**Fiscal Year 2027**

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. The Courts must provide a secure physical environment for the public, parties, witnesses, judges, and staff who enter the courthouse every day. 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 maintain taxpayer investment and 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 \$468,095,000 for operations and capital improvements in FY 2027. Of this amount, \$17,722,000 is requested for the Court of Appeals operations; \$165,680,000 is requested for the Superior Court; and \$114,713,000 is requested for the Court System. For capital improvements to courthouse facilities \$169,980,000 is requested. In addition, the Courts request \$52,500,000 for the Defender Services account.

Table 1 compares the FY 2025 and enacted budgets and the D.C. Courts’ FY 2027 Request.

Table 1  
**DISTRICT OF COLUMBIA COURTS**  
**FY 2027 Budget Justification**  
**Comparison Table**

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
Court of Appeals	15,055,000	15,747,000	17,722,000
Superior Court	141,973,000	149,349,000	165,680,000
Court System	<u>88,290,000</u>	<u>97,720,000</u>	<u>114,713,000</u>
Subtotal, Operations	245,318,000	262,816,000	298,115,000
Capital	46,750,000	29,252,000	169,980,000
<b>Total, Federal Payment</b>	<b>292,068,000</b>	<b>292,068,000</b>	<b>468,095,000</b>
Defender Services*	15,055,000	15,747,000	17,722,000

\* Defender Services FY 2025 Enacted level includes a \$12,000,000 rescission.

Summaries of the operating budget request by strategic goal, the capital request, and the defender services request follow under the FY 2027 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.

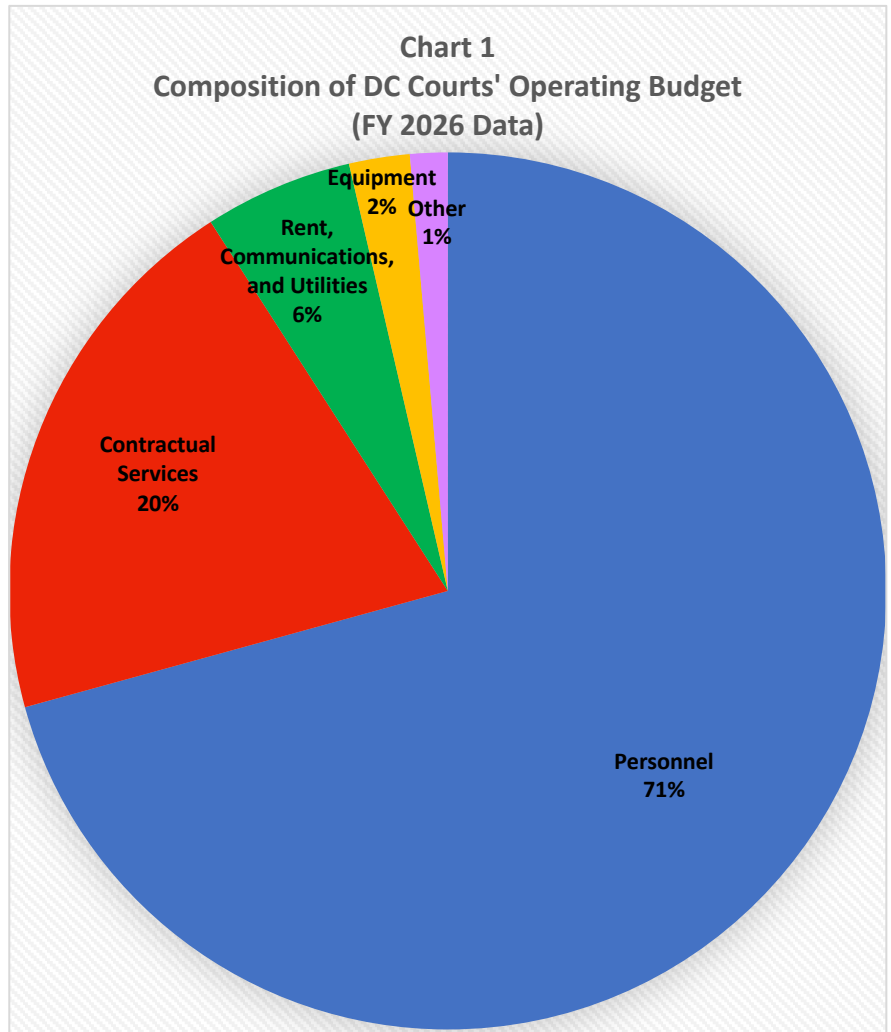
**D.C. Courts Budget Overview**

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 (71%) finances court personnel.

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

as information technology, housekeeping, electricity, water, steam, telecommunications, and office rental.

Budget reductions in FY 2018 caused the Courts to eliminate more than 100 positions, nearly 10% of non-judicial staff. In Fiscal Year 2018, the D.C. Courts' budget was significantly reduced, resulting in a considerable decrease in the funds available for salaries and benefits, which, as shown above, comprise nearly three-fourths of the Courts' budget. In addition to reducing contracts and eliminating travel, the D.C. Courts implemented a hiring freeze for nearly all positions, which permitted staffing reductions by attrition but necessitated reassignment of staff to minimize impact on the public. After the Courts reduced staffing to the level that the budget could support (assuming a full complement of judges and their statutory staff because judges are nominated by the President, subject to Senate confirmation, rather than through the Courts' administrative hiring authority), only the most critical positions were filled as new vacancies were created by staff retirement or other separations. Although Congress and the President have restored funding for 21 of these positions and financed other staffing priorities in the past few years, the Courts' non-judicial staffing levels remain significantly reduced.



Significant budget challenges continued with nearly flat budgets FY 2024 and FY 2025. The Courts have struggled to finance current levels of operations, including inflationary increases and a January 2024 cost-of-living adjustment of more than 5%, with a virtually flat Federal Payment appropriation (increase of 0.3%). In FY 2025, continued flat appropriations caused the D.C. Courts to implement a non-judicial hiring freeze, curtail travel for training to enhance skills, and reduce contractual services.

### **Pandemic Operations**

The novel coronavirus forced drastic changes to court operations, as it impacted society at large.

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

### **Reimagining the Courts for a New Normal**

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

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

- All D.C. Courts’ public offices are open.
- Services are available both online and in person to provide access to justice to all. Staff operate in-person and remotely, depending on the operational needs.
- Parties who wish to or must conduct business virtually and who lack internet access or a computer may use one of the Courts’ remote hearing sites.
- The Court of Appeals has moved to a paperless model where all business is conducted electronically. However, individuals needing help may visit the Public Office in person, and parties without attorneys may submit paper files.
- Appellate oral arguments are in-person, but parties may request to appear remotely, and the public may view proceedings in person or on YouTube.
- Bar admissions include fully online application and payment, remote swearing-in ceremonies and other Committee on Admissions activities. Bar exams continue to be in-person.
- Superior Court judges conduct virtual, in-person, or hybrid proceedings from the courtroom, with limited exceptions.
- All jury trials, both Civil and Criminal, and other evidentiary proceedings are held in person. The public may observe most in-person trials and hearings in the courtroom and may access some proceedings remotely by WebEx.
- Mediations, both trial and appellate, are held virtually or in person.

## Strategic Planning



organization's future. The Courts' Strategic Planning Leadership Council, a planning group comprised of judicial officers, court executives, managers, and employees, develops the Strategic Plan following an extensive outreach effort to gather input from a broad array of individuals and groups served by the Courts, as well as those who work within the court community.

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

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

To hold our organization accountable to the public and ensure that operations and taxpayer resources align with established goals, the D.C. Courts have employed strategic management practices in the District's Judicial Branch for the past 20 years. This process starts with the creation of a Strategic Plan every five years to set broad goals for the Courts consistent with our mission and vision for the



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

The Courts are operating under our fifth five-year strategic plan, which covers 2023 – 2027. The plan delineates the Courts’ mission to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. It describes the vision of the court system we aspire to be, outlines the values with which we operate, and guides the development of goals and priorities, resource allocation, decision-making, and day-to-day work. The plan sets strategic goals as well as strategies to achieve them, structured around the elements of our vision. For FY 2027, the Courts request additional resources associated with the following goals:

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

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

### **Management Practices**

Although the D.C. Courts are not an executive agency, several of our management and operational initiatives and practices coincide with President’s Management Agenda themes, including use of efficient government systems, cybersecurity, and artificial intelligence.

### ***Efficient Government Systems***

The D.C. Courts are committed to efficiency in our back-of-the-house operations. The Courts utilize efficient, consolidated shared services for our financial management, procurement, and human resources systems. The Interior Business Center provides these systems, which are connected to each other, to the D.C. Courts and Federal Government agencies, obviating a need for separate systems.

## ***Cybersecurity***

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

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

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

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

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

This submission includes requests for \$2.8 million in additional resources to strengthen cybersecurity: Microsoft Cloud services, an Identity Access Management System, and a Security Information and Event Management system.

## ***Artificial Intelligence (AI)***

One strategy in the D.C. Courts' 2023-2027 Strategic Plan is to leverage state-of-the-art technology that enables court personnel to perform their work effectively and efficiently. To this end, in March 2024, the D.C. Courts stood up an Artificial Intelligence Task Force with the following purposes: 1) Examine best practices on the use of AI and help shape future best practices on the use of AI in the courts; 2) Develop a roadmap for the use of Artificial Intelligence (AI) in the D.C. Courts; 3) Examine the use of AI to make court operations more efficient and effective for judges and staff; 4) Understand the current implications of AI's evolution on the D.C. Courts; 5) Ensure that AI is used appropriately and the integrity of the court process is preserved and maintained; 6) Explore the use of AI to make court processes and services more accessible to the public considering the digital divide; 7) Examine the potential use of AI to assist judicial officers in the development of orders, opinions and other court pleadings to ensure the fair and timely administration of justice and the integrity of the court process; and 8) Develop court rules with respect to disclosure, transparency, ethics, accuracy, authenticity and certification of AI use in court pleadings and proceedings.

The task force supports the D.C. Courts' commitment to expanding the capacity of its information technology infrastructure by adopting best practices, seeking innovative technology solutions, and keeping abreast of new developments to enhance services to the public and

promote operational efficiencies. Through a State Justice Institute grant, the National Center for State Courts provided technical assistance to the Task Force, resulting in a report and road map to identify and implement new AI projects.

In 2025, the Courts approved a policy governing use of artificial intelligence to support utilization of this critical tool while protecting sensitive court information and fair decision-making. Judges and court staff have undergone initial training on AI tools.

Two AI initiatives are already in progress. The D.C. Courts' new website, launched in FY 2026 includes AI tools to help the public find the forms or information they need to complete their court business. In addition, the Courts have an AI bot that helps to process financial invoices, saving staff time to devote to other tasks.

## **FY 2027 Request Summary**

### **Operating Budget by Strategic Goal**

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

To build on past accomplishments and to continue to serve the public in the District of Columbia during FY 2027, the Courts require adequate resources. Listed below are the D.C. Courts' strategic goals and requested additional operating budget resources associated with each goal, to ensure that we adapt to the changing needs and perform our mission with professionalism, efficiency, and fiscal integrity.

The FY 2027 budget request enhances five of the strategic goals and includes performance projections for all core functions.

#### ***Goal 1: Access to Justice for All--\$3,015,000, 13 FTEs***

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

The request includes \$1,500,000 to address a critical shortage of certified and qualified spoken language and sign language interpreters; \$110,000 for 1 FTE to help parties with probate

matters; \$131,000 for 1 FTE to publish court opinions; \$262,000 for 2 FTEs to support rehabilitation of youth under court probation supervision, including GPS Electronic Monitoring to ensure 24-hour compliance with curfews and stay-away orders; \$402,000 for 4 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant, providing directions and information about court processes; (2 FTEs in the Superior Court and 2 FTEs in the Court System); \$390,000 for 3 FTEs to manage the interpreter registry and expand language access services; \$110,000 for 1 FTE to help the court comply with legal requirements for accommodation of persons with disabilities; and \$110,000 for 1 FTE to help link court participants with community and legal services.

**Goal 2: Public Trust and Confidence--\$10,890,000, 16 FTEs**

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

The request includes \$7,490,000 and 2 FTEs to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$2,000,000 to strengthen cybersecurity; \$182,000 for 2 FTEs to conduct financial operations such as accounting for funds received from parties filing documents; \$331,000 and 3 FTEs to provide IT customer support; \$312,000 for 2 FTEs to strengthen data governance, collection, analysis, reporting and exchange capabilities; and \$575,000 for 7 FTEs to provide direct service to customers in various clerks' offices.

**Goal 3: A Great Place to Work--\$3,774,000, 1 FTE**

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

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

**Goal 4: Effective Court Administration--\$4,153,000, 6 FTEs**

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

The request includes \$800,000 for contractual services to support implementation of the new appellate case management system; \$350,000 for an Identity Access Management (IAM) system to strengthen controls over access to the Courts' IT systems; \$450,000 for Security Information Event Management (SIEM) to facilitate response to IT security incidents; \$434,000 for 2 FTEs to enhance compliance with legal requirements; \$220,000 and 2 FTEs to maintain court facilities; \$1,608,000 to maintain the Moultrie Courthouse Addition; \$217,000 for 1 FTE to manage, oversee operations, and develop procedures to enhance public access to justice; and \$74,000 for 1 FTE to provide logistical support.

**Goal 5: Fair and Timely Case Resolution--\$3,524,000, 27FTEs**

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

The Request includes \$1,030,000 for 7 FTEs to manage the increasing caseloads of Magistrate Judges; \$262,000 for 2 FTEs to protect people who are incapable of managing their personal and financial affairs by reviewing accounts and fee petitions submitted by fiduciaries; \$522,000 for 4 FTEs to handle increased court filings due to recent legislation (e.g. the Second Chance Amendment Act); \$156,000 for 1 FTE to resolve disputes in divorce, custody, visitation, and support matters; \$220,000 for 2 FTEs to expedite account audits and review complex financial case records; \$378,000 for 3 FTEs to manage crime victims compensation claims, support the grant and operations, and conduct victim interviews; \$312,000 for 2 FTEs to increase access to and information on Probate Law; \$462,000 for 4 FTE to provide mediation services to the public; and \$182,000 for 2 FTEs to provide courtroom management, process cases, and support judicial officers and courtroom participants.

**Built-In Increases--\$9,943,000**

The request also includes \$4,023,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases. Although the Office of Management and Budget recommends financing within grade increases through turnover, the Courts request funding for

within-grade increases because we have historically had a considerably lower turnover rate compared to the Federal government. The D.C. Courts non-judicial<sup>1</sup> turnover rate ranged from 4% to 8% over the five-year period from 2017 to 2021, compared to the Federal rate, which ranged from 14% to 28% during the same period. The D.C. Courts, therefore, accrue inadequate turnover savings to finance within-grade increases.

## **Capital Budget Request**

The FY 2027 Capital Budget Request is divided into two sections. The first section includes projects to renovate, improve, and expand court facilities, as detailed in the master plans. The second section includes projects necessary to maintain the existing infrastructure in the D.C. Courts' facilities portfolio as detailed in the 2021 Facilities Condition Assessment.

The D.C. Courts' FY 2027 Full Capital Budget Request totals \$169.98 million, including \$104.53 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$65.45 million to maintain the D.C. Courts' existing facilities and surrounding public space.

### **Renovations, Improvements & Expansions**

#### ***Courtrooms and Judges' Chambers***

To ensure a modern, safe, and innovative environment to conduct court activities, the D.C. Courts must prioritize the modernization of courtroom sets, associated courtroom space, and judges' chambers suites across the campus that are not compliant with the current ADA Standards and lack complete fire and life safety systems. The modernization of 50 courtroom sets (including supporting functions such as witness and jury rooms) and 32 judges' chambers suites is required to ensure all D.C. Courts primary judicial spaces are accessible and safe.

The FY 2027 total request for \$87.79 million supports near-term priorities that have been organized into three (3) initiatives:

- *Modernizing Courtroom Sets for ADA Accessibility*
- *Modernizing Judges Chambers for Life Safety*
- *Refreshing Courtrooms & Chambers for Continuity of Operations*

With 50 courtroom sets and 32 judges' chambers suites requiring modernization, it is necessary to renovate them in blocks rather than by one or two in order to gain efficiencies and to accomplish the work (modernizing only one or two courtroom sets per year would take 25-50 years). Each initiative contains a combination of projects required to complete the initiative, all packaged with the intention of gaining economies of scale and achieving the most feasible construction efficiency possible. There are three primary reasons why the modernization of courtroom sets and judges' chambers suites are requested as larger projects versus completing them one or two at a time:

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<sup>1</sup> Within-grade increases apply almost exclusively to non-judicial employees: judicial pay does not include within-grade increases, law clerks do not usually receive within-grade increases because they typically turnover annually, but some judges employ judicial administrative assistants, who receive within-grade increases.

- 1) Economies of Scale: Larger projects benefit from economies of scale, thereby lowering the overall cost of the initiative.
  - a. Reduced costs for construction materials and for furniture, fixtures and equipment as project size increases. When bulk purchasing materials, as material quantities increase, the price of the material and material freight cost decreases because contractors can leverage larger volume purchases for bigger projects to negotiate better deals with material suppliers.
  - b. Reduces costs for project labor and general conditions as project size increases. The consideration of labor costs for a project begins with the design process and ends when the last dumpster is removed from the site. Fixed fees and costs for a construction project associated with design, building permits, dumpsters, storage trailers, equipment rental, owner and contractor's insurance, contractor's site security and construction management fees, crew mobilization and demobilization, etc. remain relatively constant regardless of project size. Therefore, for larger projects, these costs are distributed over a larger square footage, reducing the total project cost per square foot.
- 2) Design and Construction Efficiency: More efficient design and construction is more cost-effective and less disruptive to court operations.
  - a. As they were constructed before fire detection, alarm, and suppressions systems were required in buildings, the courtroom sets and judges' chambers suites that constitute these initiatives do not currently have them. The projects have been packaged to benefit from the consolidation of multiple adjacent courtroom sets or judges' chambers suites into one design and construction project.
  - b. Separate from the design efficiency of addressing adjacent like areas and like systems together; when correcting or tying into existing infrastructure and installing new infrastructure and building systems, it is much more efficient to do so when a larger area above the ceiling and behind the walls is accessible and when occupied spaces do not need to be traversed to complete the project work. While being more efficient, these are also the type of considerations designers and general contractors factor into labor costs when pricing projects, therefore design and construction efficiency also equates to cost efficiency. In addition to project labor cost savings, the D.C. Courts achieve administrative efficiencies by managing a single project contract vs multiple contracts to complete the same scope of work.
  - c. Operationally, it is more efficient to modernize groups of adjacent courtroom sets and judges' chambers suites. Smoother operations ensue when the judges and court proceedings that must be relocated during construction are in a block, rather than requiring judges and litigants to maneuver around the construction site to reach the needed courtroom or chambers.
- 3) ADA accessibility requires converting four courtrooms into three modernized courtroom sets.
  - a. The size of existing courtrooms, in addition to being smaller than recommended industry design standards, are too small to achieve both ideal functionality and full ADA compliance. To add ADA compliant courtrooms to the D.C. Courts' portfolio, the design approach has been to reconfigure four undersized, non-ADA compliant courtrooms into three ADA compliant courtrooms (still smaller than the recommended industry design standards, but more functional).

- b. If the modernization of at least four courtrooms is not funded in one fiscal year, the D.C. Courts must re-prioritize and the intent of project packaging to gain economies of scale and gain ADA compliant courtrooms is not met.

When all courtroom sets and judges' chambers suites without complete life safety systems are modernized all three (3) initiatives, as detailed below, will be complete:

#### *Modernizing Courtroom Sets for ADA Accessibility*

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since construction of the building was completed in 1979. The D.C. Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, 76% of the D.C. Courts' portfolio of existing courtrooms lack complete life safety systems and fire protection systems, and their security systems and technology are beyond the end of their expected life and are inadequate to support contemporary courtroom practices. This targeted initiative is to ensure that all courtrooms on the Judiciary Square campus have complete life safety, fire protection, security, and technology systems sufficient to support contemporary court operations and are more consistent with current ADA Standards. The initiative is focused on the modernization of courtroom sets that currently lack life safety and fire protection systems, are in poor condition, and are targeted for ADA accessibility.

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 courtroom sets were constructed. The result will be fully modernized, accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the D.C. Courts' goal for provision of ADA accessible courtrooms is met and all courtroom sets (including their supporting functions) have complete fire and life safety systems.

With the appropriation of \$6.72 million in FY 2024, no funding in FY 2025, and none anticipated in FY 2026, the request of \$49.91 million in FY 2027 would fund the modernization of courtroom sets on a portion of the John Marshall (JM) and Indiana Avenue (IA) levels of the H. Carl Moultrie I Courthouse. As the courtrooms in the project locations are stacked, a greater construction efficiency (and thereby cost efficiency) will be achieved by completing the modernization of courtroom sets on both floors as a single project.

The modernization of these courtrooms is critical, as in addition to lacking fire protection systems and accessibility issues, the existing layout of the courtrooms pose a distinct life safety threat. In their original and existing configuration, detainees are escorted from the holding cells into the courtroom, behind and in very close proximity to the courtroom clerks. When modernized, a reconfigured courtroom will provide more distance between the detainee and the court clerk upon entry and, in some cases, eliminate entry of the detainee from behind the clerk. In short, modernization will alleviate this dangerous situation and create a safer environment for these court employees. In addition to the security, life safety, and accessibility concerns; the courtrooms are dated to a point that poor ventilation paired with fabrics—ripped, torn, and patched acoustical panels on all vertical surfaces in the courtroom, seating fabrics, and carpets—

traps and holds odors. This creates an unsightly, unpleasant and unhealthy environment that detracts from the dignity of public business conducted by the D.C. Courts. Though the D.C. Courts have mitigated these issues by replacing some carpets, panel fabrics, and seating fabrics, the courtrooms are in such poor condition that the money utilized to do so would be much more effectively spent on modernization to resolve all current issues wholistically.

On the first floor of the Moultrie Courthouse, the scope includes modernization of the entire area that encompasses the courtroom sets (and their supporting functions) to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with current ADA Standards and have complete fire and life safety systems. The total scope includes the following:

- Reconfiguration of four existing courtroom sets (CR-101, CR-102, CR-103, CR-104) into three modernized courtroom sets that meet current ADA Standards.
- Modernization of one existing courtroom (CR-100) to meet current ADA Standards and support criminal cases with the addition of a holding cell connected to the existing detainee corridor.
- Modernization of existing corridors adjacent to and connected to detainee infrastructure & courtroom sets.
- Reconfiguration and modernization of six existing small hearing rooms to provide three larger hearing rooms with space required for separation of participants in volatile proceedings.
- Reconfiguration of one existing small hearing room into three attorney/witness rooms.
- Modernization of the existing public corridor and the existing toilets, janitorial & storage closets off the public corridor.
- Compliance w/current ADA standards in the entire project area.
- Installation of full fire & life safety systems in the entire project area.
- Installation of modern security infrastructure & equipment and dedicated security closets in the entire project area to increase courtroom security.
- Installation of modern technology infrastructure & equipment and closets in the entire project area.
- MEP infrastructure tie-ins and upgrades in the entire project area to support modern systems, infrastructure & equipment.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

On the JM level of the Moultrie Courthouse, the scope includes modernization of four courtroom sets to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with the current ADA Standards and have complete fire and life safety systems.

The total scope includes the following:

- Reconfiguration of four existing courtroom sets (CR-JM01, CR-JM102, CR-JM103, CR-JM104) into three modernized courtroom sets that meet current ADA Standards.
- Modernization of existing corridors adjacent to and connected to detainee infrastructure & courtroom sets.
- Renovation of the existing public corridor and the existing toilets, janitorial & storage closets off the public corridor.

- Compliance w/current ADA standards in the entire project area.
- Installation of full fire & life safety systems in the entire project area.
- Installation of modern security infrastructure & equipment and dedicated security closets in the entire project area to increase courtroom security.
- Installation of modern technology infrastructure & equipment and closets in the entire project area.
- MEP infrastructure tie-ins and upgrades in the entire project area to support modern systems, infrastructure & equipment.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

### *Modernizing Judges Chambers Suites for Life Safety*

Like courtroom sets, many judges' chambers suites in the D.C. Courts' Judiciary Square campus buildings have been refreshed over the years; however, 32 judges' chambers suites date back to 1979 and lack adequate fire and life safety systems, posing a life safety threat to the judges, judicial clerks, and other personnel who work in them. Like the courtroom sets, these chambers lack adequate fire and life safety systems, are not compliant with current ADA Standards, lack mechanical and electrical infrastructure to support modern equipment, and have outdated and damaged finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of judicial personnel occupying them.

In addition to these 32 judges' chambers suites, other chambers, and adjacent spaces (such as judicial circulation corridors) included in the project scope may have been refreshed previously or may have been renovated to include sprinkler coverage, however, either the renovation work was completed more than 10 years ago, and/or a full modernization that included installation of complete fire and life safety systems was not completed. In that case, those adjacent chambers and corridors are included in the project scope.

When the projects including these 32 original chambers are complete with modern fire and life safety systems and are compliant with modern ADA Standards, the initiative to modernize all judges' chambers on the Judiciary Square campus will be complete.

The FY 2027 request for \$33.68 million funds the modernization of judges' chambers suites on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the H. Carl Moultrie I Courthouse that date back to 1979. As the judges' chambers suites in the project locations are stacked, making shared building systems more accessible, a greater construction efficiency (and thereby cost efficiency) will be achieved by completing the modernization of all chambers on both floors as a single project.

The scope of the project to modernize judges' chambers suites on the 2<sup>nd</sup> floor includes the following:

- Modernize four judges' chambers suites on the east perimeter: 2510, 2520, 2530, 2540. These judges' chambers suites date back to 1979 and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three judges' chambers suites on the north perimeter: 2410, 2420, 2430. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.

- Modernize female judges' gym, locker room and toilet in suite 2400 that lack adequate fire and life safety systems.
- Modernize three judges' chambers suites in 2440. In 2015, these were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2027 finishes will be two years expired beyond the expected 10-year refresh or replacement cycle.
- Refresh two adjacent secure corridors. Sprinkler systems have been installed in these corridors; however, other fire and life safety systems are outdated and need to be refreshed or replaced and the dated and damaged finishes and fixtures are beyond the expected 10-year refresh cycle.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

The scope of modernization on the 3<sup>rd</sup> floor includes the following:

- Modernize four judges' chambers suites on the east perimeter: 3510, 3520, 3530, 3540. These chambers are original to the Moultrie building (constructed in the 1979) and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three judges' chambers suites on the north perimeter: 3410, 3420, 3430. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Reconfigure and modernize suite 3500 vacated by the Chief Judge into two associate judges' chambers. The existing suite was utilized as a swing chamber for the Chief Judge. It does not have sprinkler coverage and lacks adequate fire & life safety systems.
- Modernize three judges' chambers suites in 3440. In 2015, these chambers were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2027 finishes will be expired two years beyond the expected 10-year refresh or replacement cycle.
- Renovate two adjacent secure corridors. Sprinkler systems have been installed in these corridors; however, other fire and life safety systems are outdated and need to be refreshed or replaced and the dated and damaged finishes and fixtures are beyond the expected 10-year refresh cycle.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

#### *Refreshing Critical Courtrooms & Chambers for Continuity of Operations*

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

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

This initiative will be complete when the following conditions are met:

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

The FY 2027 request for \$4.19 million would fund the refresh of the following:

- Courtrooms: 30 courtrooms that have not been modernized, are not planned to be modernized in the next three to five years and have expired well beyond the expected ten 10-year refresh or replacement cycle. The request includes funds for the courtrooms that are in dire need of refresh and includes the cost of minimum amount of work that can be done to repair critical issues in each courtroom vs. refreshing the entire courtroom.
- Judges' chambers suites: 11 judges' chambers suites that have not been modernized, are not planned to be modernized in the next three to five years and have expired well beyond the expected 10-year refresh or replacement cycle.
- Judges' chambers suites: 33 judges' chambers suites that have been modernized, however have expired well beyond the expected 10-year refresh or replacement cycle.
- To the extent possible with funds received, each refresh will correct deficiencies (identified in the FCA) that are more efficiently, and more cost effectively addressed where work is ongoing in an area vacated for the completion of a refresh.

### ***Life Safety and Code Compliance Upgrades***

The request of \$16.74 million in FY 2027 would fund the continuance of work in all buildings to correct all deficiencies and replace end-of-life components identified in the FCA related to fire protection systems.

- *Campus-Wide Fire Protection System Repair & Replacement Projects (at Judiciary Square)*

The D.C. Courts are mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors.

To do so, fire protection system deficiencies identified in the 2021 FCA must be addressed.

Though a larger scope of deficiencies were identified, the most notable and most concerning is the identification of corrosion on the sprinkler system piping, sprinkler heads, and other associated standpipe and sprinkler system components throughout all D.C. Courts buildings on the Judiciary Square campus.

In addition to the identification of corrosion, components of the fire protection system such as fire pumps, fire pump controllers, and jockey pumps are either damaged or at end-of-life and require replacement. Not only the aged components, but the corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the buildings.

These deficiencies are all identified as Priority 1 in the FCA, having required immediate action in FY 2021, making them well beyond due six years later. Some issues have been mitigated or repaired within the renovated areas on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of Building B, however the damage outside of those areas, and in other buildings across the campus remains unaddressed.

Following the FCA recommendation to conduct engineering investigations and determine the root cause of the fire protection system issues, the first engineering investigation has been completed with prior year funds and the strategy and cost to complete the work is currently being developed. This first engineering investigation will set the precedent for completion of similar engineering investigations at the other buildings on campus. Upon the completion of each investigation, work will start to address the deficiencies and replace the components of the fire protection systems that are at or beyond end-of-life.

Considering that there are no funds appropriated on the budget line in FY 2025 and FY 2026, funding in FY 2027 is critical to support the continuance of work to correct all damage to the fire protection system components and replacement of end-of-life system components in all buildings.

This request is identified as a highest priority item in the FCA; therefore, it will be necessary for D.C. Courts to conduct mitigation activities until funds are available to comprehensively repair the systems in all buildings.

### **Maintain Existing Infrastructure**

The FY 2027 Capital Budget request includes a total of \$65.45 million to address necessary building maintenance and infrastructure upgrades. Significant public resources have been expended over the past two decades to restore and modernize the D.C. Courts' older buildings. As detailed in the 2021 FCA, repairs and upgrades of the existing infrastructure 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.

#### ***HVAC, Electrical, and Plumbing Upgrades***

The D.C. Courts request \$31.50 million to address the highest priority HVAC, electrical, and plumbing items identified in the 2021 FCA that (1) require immediate corrective action on or before 2027, (2) have reached the end of their useful life by 2027, and (3) will require costly and/or emergency repairs or result in a life safety incident in the event of a failure.

Just as courtroom and judges' chambers initiatives have been packaged, deficiencies identified in the FCA in all buildings that are part of the same or similar building systems and/or occur in the same location have been packaged into projects to gain economies of scale and achieve the most feasible construction efficiency possible. The most critical mechanical, electrical, and plumbing items identified in the 2021 FCA are packaged as follows:

- ***Mechanical, Electrical and Plumbing As-Built Model for the Moultrie Courthouse***

Though the building systems in the H. Carl Moultrie I Courthouse required some major upgrades to support the recently completed addition, other systems not addressed as part of the addition have aged 48 years since the building was constructed in 1979. Considering that as-built documentation for the building when it was constructed, and for years thereafter, was archived as hard copy files, there is no comprehensive and wholistic digital record of critical mechanical, electrical and plumbing systems in the building.

As older parts of the building are now in dire need of modernization, a digital record is required to support a clear understanding of existing conditions. Not only will a digital model streamline efforts and reduce errors during the design and construction phases, in effect decreasing the cost of modernization and repair projects in the building, it will aid in the planning of future projects and facility maintenance activities required to reduce downtime and operational costs caused by failing equipment.

- *Campus-Wide HVAC Repair & Replacement Project (at Judiciary Square)*

This campus-wide project includes the replacement of essential HVAC components at the end of their useful life, including exhaust fans, supply fans, return fans, unit heaters, air handling unit humidifiers, tamper-proof ductwork, and fin tube radiators. To keep the existing system efficient and address existing components that pose a life safety threat, excessive vibration on equipment and loud noise noted in the FCA will be inspected, diagnosed, and repaired or upgraded as necessary.

- *Campus-Wide Electrical Repair & Replacement Project (at Judiciary Square)*

Electrical campus-wide projects are divided into four (4) categories as shown below:

- 1) Main Switches, Switchboards, Transformers and Related Wiring. The first project is packaged to address major components of the existing electrical system that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. This project will address electrical components in all campus buildings such as main switch boards, disconnect switches, automatic transfer switches, internal distribution transformers, variable frequency devices, branch wiring and meters. The high-level scope for this project consists of the following at all buildings on campus:
  - Correct all electrical deficiencies at fire pumps and other fire system components (especially those related to life safety).
  - Separate NEC Article 700 emergency loads and NEC Article 702 standby loads for increased life safety.
  - Replace equipment, feeders & wiring past expected service life or that are not suitable to support current court operations.
  - Replace damaged equipment and equipment at the end of its useful life.
  - Perform Arc Flash Studies and provide Arc Flash Labels for equipment where it is missing.
  - Perform Coordination Studies at disconnect switches to ensure adequate sizing for current loads and loads planned to support future projects.
  - Separate feeders in fire or 2-hour rated construction locations from the normal source for increased life safety.
  - Provide control wiring in a separate 2-hour rated assembly from power wiring for increased life safety.
- 2) Electrical Panels and Supporting Components. The second project is packaged to address major components of existing electrical panels that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. This project will address electrical panel components in all campus buildings such as panels, breakers and feeders. The high-level scope for this project consists of the following at all buildings on campus:

- Separate NEC Article 700 emergency loads and NEC Article 702 standby loads for increased life safety.
- Replace panels past expected service life or that are not suitable for current court operations.
- Replace existing panels with fused panels where required for increased life safety.
- Trace circuits and provide circuit index cards at panels where they are missing.
- Replace, upgrade and add breakers, surge protective devices and panel board faces where they are missing or are at the end of their useful life.
- Add spare breakers where missing.
- Many panels do not meet working clearance requirements per NEC 110.26. Relocate panels and extend feeders where feasible to meet code requirements.
- Increase feeder sizes to support loads in panel.

3) **Emergency and Exit Electrical Components.** The third project is packaged to address major components of existing emergency and exit electrical components that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. The high-level scope for this project consists of the following at all buildings on campus:

- Replace damaged emergency battery pack lights.
- Provide exit signs in locations where they are missing to indicate path of egress.
- Provide additional exit signs and associated branch circuiting to meet current NFPA and IBC regulatory code requirements.

4) **Lighting Fixtures & Controls.** The fourth project is packaged to address lighting fixtures and controls that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards and/or are not compliant with the D.C. Courts' energy efficiency goals. The high-level scope for this project consists of the following at all buildings on campus:

- Replace lighting fixtures and lighting controls that are past their expected service life or that are not suitable for current court operations with LED fixtures.
- Provide local lighting controls for lighting as required by ASHRAE 90.1.
- Connect fixtures to existing timeclock control system where not connected.

- *DC Court of Appeals (DCCA) Underground Plumbing Repair & Replacement Project*

The FCA identifies issues with re-occurring plumbing back-ups and clogs in Building D most likely evident because the building has low flow fixtures. Further investigation is required to determine the root cause of the issues. The scope of this project will include a complete jet clean and camera investigation of all buried sanitary waste and vent piping below the basement slab to identify piping that is original to the building and is damaged or beyond its intended service life. The investigation will be used to develop a strategy and cost to repair or sanitary piping as required to resolve back-ups and clogging at plumbing fixtures in the DCCA.

- *Campus-Wide Vertical Transportation Systems Repair Project (at Judiciary Square)*

This campus-wide project includes the replacement of essential vertical transportation systems that are damaged or at the end of their useful life; to include elevators, escalators, stairs and ramps; and the railings and balcony walls associated with them. Keeping these in good working

order is not only essential to unencumbered movement of people through the D.C Courts' facilities in support of court operations but is also essential to facilitate the movement of people in the case of a security or life safety event. The FCA identified a number of these systems critical to life safety and requiring immediate correction in 2021. As some have been corrected utilizing maintenance resources, some critical systems remain that require repair or replacement.

### ***Security and Fire Protection Systems***

#### ***Security Systems***

The D.C. Courts are strategically committed to “provide a safe environment for the administration of justice and ensure that operations continue in the event of an emergency or disaster.” As active shooter incidents have increased by 96% in the last decade, to meet that commitment the D.C. Courts has a critical need to reconfigure and upgrade some entrance points to and exits from their buildings to allow ballistic protection and more time for court security officers to react in the event of an active shooter incident.

The security screening entrance for family Court at the JM level of the Moultrie Courthouse is one such entrance location. In its current configuration, the Family Court entrance does not provide any ballistic protection nor the required standoff distance for court security officers or for guests entering the courthouse. In addition, the existing security doors do not provide the structural resistance required by the USMS Publication 64 and are technologically obsolete, requiring each replacement part to be fabricated upon order.

The D.C. Courts request \$4.55 million in FY 2027 to enhance public security by reconfiguring and upgrading the security screening entrance at the JM level of the Moultrie Courthouse where the public enters to visit the Family Court.

#### ***General Repair Projects***

The \$22.17 million request will fund work essential for the D.C Courts to ensure that all seven of D.C. Courts' Judiciary Square campus facilities and grounds are “up-to-date, safe, and secure for the public, judges, and staff.”

Where feasible, deficiencies identified in the FCA in all buildings that are part of the same or similar building systems have been packaged into campus-wide projects, to gain economies of scale and achieve the most feasible construction efficiency possible. The following campus-wide projects are planned for FY 2027:

- ***Campus-Wide Roof Repair Project***

To ensure minimal disruption to court operations and the protection of judicial space where court operations are conducted, a total deficiency investigation will be conducted to identify the roofing issues at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct roofing deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing roofing system-related issues or the replacement and or upgrade of roofing systems, should that be the most feasible solution.

- *Campus-Wide Interior Fire-Rated Door Assemblies Repair Project*

To ensure that critical fire separations are being maintained in D.C. Courts buildings, a total deficiency investigation will be conducted to identify the issues related to interior fire-rated door assemblies at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct fire-rated door assembly deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing door assemblies or the replacement and or upgrade of door assemblies, should that be the most feasible solution.

- *Campus-Wide Exterior Fire-Rated Door Assemblies Upgrade/Replacement/Repair Project*

To ensure that means of egress and exits are being maintained in D.C. Courts buildings, a total deficiency investigation will be conducted to identify the issues related to exterior fire-rated door assemblies at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct fire-rated door assembly deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing door assemblies or the replacement and or upgrade of door assemblies, should that be the most feasible solution.

- *Campus-Wide Restroom Repair Project*

The D.C. Courts maintain facilities that experience high-volume use by a population in the District that is typically visiting the facilities for activities that are prolonged and are involved in legal disputes or are facing legal challenges. This equates to more wear and tear on public areas of the facilities. The restrooms are an example of this, areas of the facilities that are used frequently by a high volume of visitors and therefore require attention more often than other types of facilities. The FCA identified numerous items requiring correction in restrooms across the campus. This project will be executed to correct those issues. Correction may include the repair of existing restroom components or the replacement and or upgrade of restroom components, should that be the most feasible solution.

- *Civil Division Space Efficiency Projects*

The Civil Division has increased their operational efficiency by digitizing their files, thereby reducing the requirement for high-density filing that has been historically accommodated in the design of their space. Now that they have been able to eliminate high-density filing in their space, they have by default created more space for additional workstations. These two (2) projects are to reconfigure unused space to accommodate more workstations:

- H. Carl Moultrie Courthouse 5<sup>th</sup> Floor Civil Division Renovation
- 510 4<sup>th</sup> St (Building B) 1<sup>st</sup> Floor Civil Division (Suite 120) Renovation

- *Mayor's Services Liaison Office (MSLO) Renovation Project*

The Mayor's Services Liaison Office (MSLO) was established under the District of Columbia Family Court Act of 2001 to respond to inquiries and requests for information from social workers, probation officers, attorneys, and judicial officers, etc. regarding Family Court matters. The D.C. Courts' Facilities Master Plan detailed the effort and projects required to comply with the Act, one being to program and renovate space to accommodate MSLO-specific activities. While the MSLO is currently housed in the H. Carl Moultrie Courthouse, the space has not been

renovated as outlined in the Master Plan. The completion of this project will finalize that Master Plan vision to fully accommodate the MSLO in the D.C. Court's facilities.

### ***Technology Infrastructure***

The FY 2027 request totaling \$7.23 million would fund upgrades to ensure a more robust IT infrastructure and systems to support court operations and enhance services to the public.

This funding is crucial to maintain and enhance the technology infrastructure and implement technologies that support the efficient and effective administration of justice and that will elevate the level of service provided to the public.

The FY 2027 request would support replacement of the following existing equipment that that has reached or exceeded its life expectancy:

- CourtSmart Digital Systems recording equipment that reached the end of its life in 2020. The equipment includes audio servers, an archive system, a retriever workstation, Uninterruptible Power Supply (UPS) units, and other associated equipment to support the system as whole.
  - The audio servers currently support audio digital recordings in 97 courtrooms across the D.C. Courts' facilities. With funds requested in FY 2027, an additional six locations will be supported.
  - The upgrade will include configuring the new audio servers, transferring all data from the existing servers, and testing the upgraded servers. A new Epson Blu-ray disc publishing system will be provided to enable centralized backup archiving for all sites.
- Stand-alone televisions and laptops for courtrooms.
- PCs, laptops and printers in D.C. Courts' facilities.
- Network switch in H. Carl Moultrie Courthouse.
- Server hardware at the D.C. Courts' Continuity of Operations (COOP) site.

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

### **Defender Services Budget Request**

To support Strategic Goal 1: Access to Justice, the FY 2027 Defender Services request totals \$52,500,000, a \$6,495,000 increase from the FY 2026 Level.

As discussed further in the Defender Services section of this request, the unobligated balances that have historically been available to cover variances in the account are projected to be depleted in FY 2026, requiring adequate appropriations to finance the court-appointed attorneys and related experts who provide critical services to the public. This request is based on FY 2027 projections that Defender Services caseloads will return to pre-pandemic levels, and the rate increase initiated in January 2023 will be fully phased-in and reflected in outlays.

In addition, but not yet quantifiable as of this writing, the Courts are experiencing an increase in criminal cases resulting from the Administration's recent anti-crime initiatives in the District. As a result, the Courts anticipate increases in Defender Services outlays over the next few years. For example, charging defendants with the most serious offenses increases Defender Services costs (representation in felonies costs more than misdemeanors) and prosecuting nearly 100% of recent cases (rather than dropping or "no papering" about 10%-50% of cases) increases the number of defendants requiring a court-appointed attorney.

## **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 2027 Operating Budget Request Priorities**

		Page	District of Columbia Court of Appeals		Superior Court of the District of Columbia		District of Columbia Court System	
			Amount	FTE	Amount	FTE	Amount	FTE
<b>FY 2026 Level</b>			<b>15,747,000</b>	<b>95</b>	<b>149,349,000</b>	<b>946</b>	<b>97,720,000</b>	<b>310</b>
<b>Priority</b>	<b>Item</b>							
1	Maintain Current Level		627,000		6,094,000		3,222,000	
2	Enhancing Public Security (Initiatives Section)	39					7,308,000	0
3	Language Access Interpreter Increase (Special Operations Division)	175			1,500,000	0		
4	Meeting the Demands of Magistrate Judges' Increasing Caseloads (Judges and Chambers)	65			1,030,000	7		
5	Strengthening Court Security (Executive Office)	189					182,000	2
6	Strengthening Information Security--Cloud Services (IT Division)	243					2,000,000	0
7	Case Management System Implementation Operational Support	51	800,000	0				
8	Identity Access Management (IT Division)	247					350,000	0
9	Security Information and Event Management (IT Division)	248					450,000	0
10	Enhancing Compliance with Legal Requirements (Office of the General Counsel)	255					217,000	1
11	Facility Maintenance Engineer (Capital Projects and Facilities Management Division)	213					110,000	1
<b>Enhancing Case Resolution</b>								
12.01	Facilitating Access to Justice (Probate Division)	157			110,000	1		
12.02	Monitoring Fiduciary Accounts (Probate Division)	155			262,000	2		
12.03	Publishing Court Opinions	52	131,000	1				
12.04	Enhancing Public Safety through Youth Services (Family Court Social Services Division)	122			262,000	2		
12.05	Expediting Criminal Case Processing (Criminal Division)	94			522,000	4		
12.06	Eviction Diversion Program Staff--Court Navigators (Executive Office)	190					182,000	2
12.07	Streamlining Financial Operations (Probate Division)	159			182,000	2		
12.08	Civil Case Specialists (Civil Division)	75			220,000	2		
12.09	Negotiating Family Matters (Family Court Operations Division)	110			156,000	1		
12.10	Expediting Account Audits and Financial Review (Office of the Auditor Master)	142			220,000	2		

12.11	Expediting Victims Compensation (Crime Victims Compensation Program)	83			378,000	3		
12.12	Increasing Access and Information to Probate Law (Probate Division)	153			312,000	2		
12.13	Mediating Cases for the Public (Multi-Door Division)	133			462,000	4		
12.14	Staffing Courtrooms (Office of the Auditor Master)	145			182,000	2		
12.15	Language Access Services (Special Operations Division)	173			390,000	3		
12.16	Law Clerk Pay Parity (Initiatives)	41	417,000		3,257,000	0		
<b>Effective Court Administration</b>								
13.01	Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)	214					1,608,000	0
13.02	Facility Maintenance Engineer (Capital Projects and Facilities Management Division)	213					110,000	1
13.03	Customer Service Technician (IT Division)	144					331,000	3
13.04	Deputy Director (Special Operations Division)	171			217,000	1		
13.05	Enhancing Compliance with Legal Requirements (Office of the General Counsel)	255					217,000	1
13.06	Data Analytics Associates (Strategic Management Division)	263					312,000	2
13.07	ADA Specialist (Executive Office)	187					110,000	1
13.08	Strengthening Customer Experience (Probate Division)	160			164,000	2		
13.09	Strengthening Customer Experience (Civil Division)	76			247,000	3		
13.10	Strengthening Customer Experience (Domestic Violence Division)	102			164,000	2		
13.11	Logistical Support (Administrative Services Division)	199					74,000	1
13.12	Justice Resource Center--Intake Specialist (Executive Office)	185					110,000	1
13.13	Human Resources Administrative Assistant (Human Resources Division)	233					100,000	1
<b>Total Request</b>			<b>17,722,000</b>	<b>96</b>	<b>165,680,000</b>	<b>991</b>	<b>114,713,000</b>	<b>327</b>

## **Recent Achievements**

In FY 2024, the Court of Appeals and the Superior Court resolved nearly 62,000 cases (1,231 and 60,651 cases, respectively). The Courts look forward to continued success in enhancing technology, expediting case processing, and managing operations. We are proud of the Courts' recent successes in achieving our strategic goals that include the following:

### **Goal I: Access to justice for all**

- Issuance in July 2025 of a report by the Civil Regulatory Reform Task Force, created in 2023 to explore options to help close the gap in access to justice among low- and moderate-income District of Columbia residents; after extensive review and stakeholder input, the Task Force's recommendations include permitting qualified non-lawyers to provide legal help in select non-criminal matters;
- Initiation of a redesign of the D.C. Courts' website to make it easier to navigate, more intuitive, and more accessible from mobile devices;
- Implementation of legislation to expedite waivers of court fees for indigent persons.
- Expansion of public access to court documents online by adding briefs, motions, and court orders in civil and certain criminal appeals, to the D.C. Court of Appeals public access portal, which has long provided public access to docket information. In the Superior Court public access portal, the public can also access documents in some felony cases, all civil cases and lower-level criminal and case dockets in criminal, probate and civil cases.
- Initiation of a mentorship program with Gallaudet University and a digital library of workshops for interpreters to help alleviate the shortage of American Sign Language interpreters.
- Increase in the utilization of resources including the *Ask the Librarian* online research assistance tool and digital D.C. legislative history collection in the newly-designed Superior Court library, which is open to the public and offers remote hearing rooms and digital access to the library collection.
- Implementation of a case plan to expedite the auto-scheduling of landlord tenant cases deemed a public safety matter and expanded the number of landlord tenant hearings held.
- Expansion of Forms Help Online, interactive interview software that uses self-guided interview questions to help self-represented litigants generate court forms to include Tax and Crime Victims Compensation Program forms, in addition to forms already available in appellate, family, domestic violence, small claims, and housing conditions matters.
- Increase in interpreting services for limited English proficient and deaf/hard of hearing court participants fulfilling 8,686 requests, representing a 23% increase, and translated 706 commonly used court forms into many of the languages spoken in the community: Spanish, Amharic, Arabic, Chinese, French, Korean, Russian, and Vietnamese; representing a 35% increase in translation 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.
- Live video streaming of arguments before the Court of Appeals on the Internet, leveraging technology to provide the public greater access to the Court;

- Expansion of enrollment in the Juvenile Behavioral Diversion Program that focuses on juveniles with serious mental health concerns based on psychological evaluations, individual competency restorations, and cognitive behavioral therapy groups.
- Assessment of intervention proceedings for vulnerable adults in the Probate Division and the recruitment and training of Examiners and Visitors through the Elder Justice Innovation grant.
- Development of a procedure to streamline the submission of pardon applications and certificates of innocence and revised the conditions of release and judicial summons forms to provide clear understanding of expectations.
- Implemented a process for pro bono legal service providers to receive real time referrals for civil protection orders.
- Implemented the quality legal representation program to provide social workers for children in the abuse and neglect cases.
- Expanded the Court Navigator Program, implemented a live chat and chat bot to provide information to court participants and increased the hours of the self-help center for the Probate Division.

## **Goal II: Public Trust and Confidence**

- Initiation of a project to improve legal representation of parents with children in the neglect system and develop a multi-disciplinary representation program providing additional dedicated social work expertise, in partnership with the Child and Family Services Agency, the Office of Attorney General, and other stakeholders.
- Participation in community events and festivals to provide opportunities for the public to learn about the D.C. Courts; the Courts also sponsor and participate in community meetings.
- Recognition of the critical role jurors play in the justice system during Jurors Appreciation Week in which the judicial and executive leadership hosted daily “meet and greet” sessions with prospective jurors and discussed the importance of jury service.
- Implementation of business intelligence reports to monitor courtwide performance measures to enhance performance analysis, reporting, and public accountability.
- Implementation of enhanced supervision services for juveniles to improve alignment with supervision levels, youth needs, and public safety.
- Implementation of a new global positioning system monitoring for court-involved youth to improve compliance with court ordered curfews.
- 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.
- Development of a mechanism to address fraudulent practices relating to service of process, in collaboration with the Consumer Protection Unit of the Office of the Attorney General.
- Implementation of a chatbot system to increase the availability of information to prospective jurors, saving staff resources for more complex questions and other customer service.

- Development of a more evidence-based approach to summoning jurors, which resulted in better use of jurors' time (75% of jurors are now sent to a courtroom compared to 66% before the new approach) and reductions in the number of citizens called to serve as jurors.
- Launch of a media campaign with WMATA rail and bus services to enhance the eviction diversion program, promote housing stability and decrease default judgments in landlord tenant cases.
- Initiation of a new procedure for the public to bring complaints about adult guardianship cases to the attention of the court.
- Purchase of books for the "Hooked on Books" initiative in collaboration with the Friends of the District of Columbia Superior Court to promote literacy and encourage reading for children and families when visiting the court.
- Partnered with the Conflict Transformation Lab at Georgetown University to allow students to co-mediate small claims cases.

### **Goal III: A Great Place to Work**

- Creation and implementation 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.
- 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 "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 2022 Employee Viewpoint Survey, with 62% of employees responding, the D.C. Courts' achieved an employee engagement score of 72. Nearly 90% of employees believe they are held accountable for results and that their colleagues meet customers' needs. The Courts will continue to focus on the areas of health and wellness, work/life balance, internal communications, and performance management.
- Hosted the 21<sup>st</sup> Annual Interdisciplinary Conference entitled "Shame, Vicarious Trauma, and Self Care".
- Implemented a new Onboard and Training Unit to provide role-based eLearning materials for the Superior Court case management processes.

### **Goal IV: Effective Court Administration**

- Implementation of the Courts' fifth Strategic Plan to ensure strategic alignment of our goals, functions, and resources in 2023 - 2027, following extensive community input, including surveys of persons conducting business at the courthouse, attorneys who recently appeared in the Courts, and D.C. Courts' judges and employees.

- Procurement of the next appellate case management system, following a requirements-gathering process that utilized best practices and gathered input from all levels of the organization, as well as external stakeholders, to assure that the new system optimizes efficiency and service to the public; implementation is underway.
- Adoption of a policy governing internal use of Artificial Intelligence to assure protection of sensitive court data and ethical use of this new technology as it is implemented in the D.C. Courts. The Artificial Intelligence Task Force guides further developments in AI adoption.
- Certification of the Moultrie Courthouse Addition as meeting the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Platinum standards for efficient, healthy, sustainable, and environmentally responsible buildings.
- Support for efforts to strengthen the rule of law and the development of justice systems around the world by hosting international judicial system delegations sponsored by the U.S. Department of State, World Bank, and international cultural exchange organizations, providing educational programs tailored to the needs and interests of each individual delegation.
- Achievement of compliance with Federal Information Security Management Act (FISMA) standards to enhance cybersecurity.
- Digitization of court records in the Court of Appeals, Criminal Division, Family Court, Probate Division, and Tax Division to provide more efficient storage and retrieval of court records.
- Implementation of a computerized intake system, electronic scheduling, and an automated check-in system to enhance customer service and operational efficiencies.
- Continuation of sound fiscal management, including a transition to Federal financial statements and "unqualified" opinions on the Courts' annual independent financial audits conducted in accordance with OMB Circular No. A-133 for fiscal years 2000 through 2025.
- Completion of the Moultrie Courthouse Addition, which provides additional courtrooms and administrative space, addressing space shortages and making possible the co-location of remaining Family Court functions.
- 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.
- Development of a process for attorneys to submit witness vouchers electronically.

#### **Goal V: Fair and timely case resolution**

- Implementation of the Electronic Evidence Project for the electronic submission of trial exhibits and timely transfer to the Court of Appeals.
- Expansion of mediation services to include same-day mediation for in-person and remote mediation to support the resolution of civil and family cases.
- Expansion of the customer wait time notification system for Family Court.
- Digitization of the D.C. Council legislative history in the Court of Appeals Library; this collection has limited availability elsewhere. Judges and court staff can now access this information remotely, through the library card catalog, to understand the Council's intent and help resolve legal matters.

- Launch of an automated appellate voting system that promotes timely decisions on motions and petitions and facilitates judicial collaboration on these matters.
- Development of simplified forms and reports and automation of case processing for Tax cases to expedite case resolution, resulting in an increased clearance rate.
- Increase in the number of mediation sessions for landlord and tenant, family, and tax cases to improve the timely resolution of cases.
- Implementation of a new calendar to hear landlord and tenant motions to facilitate efficient and timely case resolution, in response to an increasing caseload and hearing participation post-pandemic.
- Implementation of new procedures to establish guardianships for abused and neglected children, thereby more efficiently creating permanent families for these vulnerable young people.
- Launch of a permanency mediation project to examine time standards for permanency achievement in neglect cases, provide all parties with an opportunity to provide feedback and engage in the permanency planning for their children, and promote conflict resolution for permanency issues.

Chart 2  
DISTRICT OF COLUMBIA COURTS  
Organizational Structure

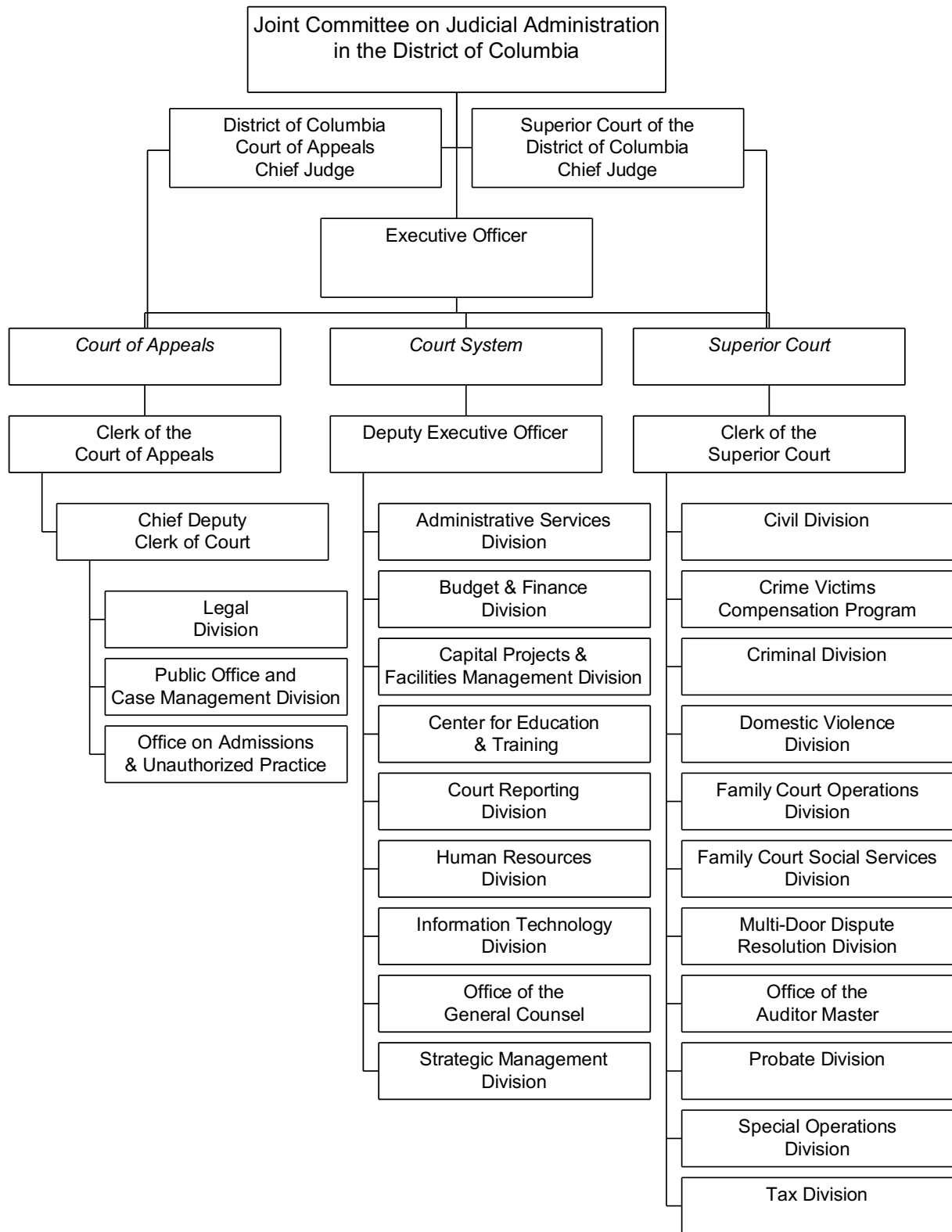


Table 3  
**DISTRICT OF COLUMBIA COURTS**  
**FY 2027 Budget Justification**  
**Summary Table**

**Operations**

	D.C. Courts' Request	
	<u>Amount</u>	<u>FTE</u>
<b>District of Columbia Court of Appeals</b>		
<b>FY 2026 Level</b>	<b>15,747,000</b>	<b>95</b>
FY 2027 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Publishing Court Opinions	<u>131,000</u>	<u>1</u>
<i>Subtotal</i>	<i>131,000</i>	<i>1</i>
<i>B. Goal 3: A Great Place to Work</i>		
1. Law Clerk Pay Parity (Initiatives)	<u>417,000</u>	<u>-</u>
<i>Subtotal</i>	<i>417,000</i>	<i>-</i>
<i>C. Goal 4: Effective Court Management and Administration</i>		
1. Case Management System Implementation Operational Support	<u>800,000</u>	<u>-</u>
<i>Subtotal</i>	<i>800,000</i>	<i>-</i>
<i>D. Built-In Cost Increases</i>		
1. COLA, FY 2027	415,000	-
2. Within-Grade Increases	161,000	-
3. Non-pay built-in cost increases	<u>51,000</u>	<u>-</u>
<i>Subtotal</i>	<i>627,000</i>	<i>-</i>
<b>FY 2027 Budget, Court of Appeals</b>	<b>17,722,000</b>	<b>96</b>

	D.C. Courts' Request	
	<u>Amount</u>	<u>FTE</u>
<b>Superior Court of the District of Columbia</b>		
<b>FY 2026 Level</b>	<b>149,349,000</b>	<b>946</b>
FY 2027 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Language Access Interpreter Increase (Special Operations Division)	1,500,000	-
2. Facilitating Access to Justice (Probate Division)	110,000	1
3. Enhancing Public Safety through Youth Services (Family Court Social Services Division)	262,000	2
4. Civil Case Specialists (Civil Division)	220,000	2
5. Language Access Services (Special Operations Division)	<u>390,000</u>	<u>3</u>
<i>Subtotal</i>	<i>2,482,000</i>	<i>8</i>
<i>B. Goal 2: Public Trust and Confidence</i>		
1. Streamlining Financial Operations (Probate Division)	182,000	2
2. Strengthening Customer Experience (Probate Division)	164,000	2
3. Strengthening Customer Experience (Civil Division)	247,000	3
4. Strengthening Customer Experience (Domestic Violence Division)	<u>164,000</u>	<u>2</u>
<i>Subtotal</i>	<i>757,000</i>	<i>9</i>
<i>C. Goal 3: A Great Place to Work</i>		
1. Law Clerk Pay Parity (Initiatives)	<u>3,257,000</u>	-
<i>Subtotal</i>	<i>3,257,000</i>	-
<i>D. Goal 4: Effective Court Administration</i>		
1. Deputy Director (Special Operations Division)	<u>217,000</u>	<u>1</u>
<i>Subtotal</i>	<i>217,000</i>	<i>1</i>
<i>E. Goal 5: Fair and Timely Case Resolution</i>		
1. Meeting the Demands of Magistrate Judges' Increasing Caseloads (Judges and Chambers)	1,030,000	7
2. Monitoring Fiduciary Accounts (Probate Division)	262,000	2
3. Expediting Criminal Case Processing (Criminal Division)	522,000	4
4. Negotiating Family Matters (Family Court Operations Division)	156,000	1
5. Expediting Account Audits and Financial Review (Office of the Auditor Master)	220,000	2
6. Expediting Victims Compensation (Crime Victims Compensation Program)	378,000	3
7. Increasing Access and Information to Probate Law (Probate Division)	312,000	2
8. Mediating Cases for the Public (Multi-Door Division)	462,000	4
Staffing Courtrooms (Office of the Auditor Master)	<u>182,000</u>	<u>2</u>
10. <i>Subtotal</i>	<i>3,524,000</i>	<i>27</i>
<i>F. Built-In Cost Increases</i>		
1. COLA, FY 2027	3,829,000	-
2. Within-Grade Increases	1,669,000	-
3. Non-pay built-in cost increases	<u>596,000</u>	-
<i>Subtotal</i>	<i>6,094,000</i>	-
<b>FY 2027 Budget, Superior Court</b>	<b>165,680,000</b>	<b>991</b>

	D.C. Courts' Request	
	<u>Amount</u>	<u>FTE</u>
<b>District of Columbia Court System</b>		
<b>FY 2026 Level</b>	<b>97,720,000</b>	<b>310</b>
FY 2027 Requested Increases		
<i>A. Goal 1: Access to Justice for All</i>		
1. Eviction Diversion Program Staff--Court Navigators (Executive Office)	182,000	2
2. ADA Specialist (Executive Office)	110,000	1
3. Justice Resource Center--Intake Specialist (Executive Office)	110,000	1
<i>Subtotal</i>	<u>402,000</u>	<u>4</u>
<i>B. Goal 2: Public Trust and Confidence</i>		
1. Enhancing Public Security (Initiatives Section)	7,308,000	-
2. Strengthening Court Security (Executive Office)	182,000	2
3. Strengthening Information Security--Cloud Services (IT Division)	2,000,000	-
4. Customer Service Technician (IT Division)	331,000	3
5. Data Analytics Associates (Strategic Management Division)	312,000	2
<i>Subtotal</i>	<u>10,133,000</u>	<u>7</u>
<i>C. Goal 3: A Great Place to Work</i>		
1. Human Resources Administrative Assistant (Human Resources Division)	100,000	1
<i>Subtotal</i>	<u>100,000</u>	<u>1</u>
<i>D. Goal 4: Effective Court Administration</i>		
1. Identity Access Management (IT Division)	350,000	-
2. Security Information and Event Management (IT Division)	450,000	-
3. Enhancing Compliance with Legal Requirements (Office of the General Counsel)	434,000	2
4. Facility Maintenance Engineer (Capital Projects and Facilities Management Division)	220,000	2
5. Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition (Capital Projects and Facilities Management Division)	1,608,000	-
6. Logistical Support (Administrative Services Division)	74,000	1
<i>Subtotal</i>	<u>3,136,000</u>	<u>5</u>
<i>E. Built-In Cost Increases</i>		
1. COLA, FY 2027	1,410,000	-
2. Within-Grade Increases	662,000	-
3. Non-pay built-in cost increases	1,150,000	-
<i>Subtotal</i>	<u>3,222,000</u>	<u>-</u>
<b>FY 2027 Budget, Court System</b>	<b>114,713,000</b>	<b>327</b>
<b>Total FY 2027 Budget, D.C. Courts Operations</b>	<b>298,115,000</b>	<b>1,414</b>

#### Capital Improvements

	<u>D.C. Courts' Request</u>
<b>Renovations, Improvements &amp; Expansions</b>	
1. Courtrooms and Chambers	87,790,000
<i>Modernizing Courtroom Sets for ADA Accessibility</i>	49,910,000
<i>Modernizing Judges' Chambers for Life Safety</i>	33,680,000
<i>Refreshing Critical Courtrooms and Chambers</i>	4,190,000
2. Life Safety and Code Compliance Upgrades	16,740,000
<i>Subtotal, Renovations, Improvements &amp; Expansions</i>	<u>104,530,000</u>
<b>Maintain Existing Infrastructure</b>	
1. HVAC, Electrical and Plumbing Upgrades	31,500,000
2. Fire and Security Alarm Systems	4,550,000
3. General Repair Projects	22,170,000
4. Technology Infrastructure	7,230,000
<i>Subtotal, Maintain Existing Infrastructure</i>	<u>65,450,000</u>
<b>FY 2027 Budget, Capital Improvements</b>	<b>169,980,000</b>

#### Defender Services

	D.C. Courts' Request
<b>FY 2026 Level</b>	<b>46,005,000</b>
FY 2027 Requested Increases	6,495,000
<b>FY 2027 Budget, Defender Services</b>	<b>52,500,000</b>

Table 4  
**DISTRICT OF COLUMBIA COURTS**  
**FY 2027 Budget Justification**  
**Interagency Agreements**

<b>Partner Agency</b>	<b>Contract Information</b>	<b>Agreement Amount (in dollars)</b>
Federal Occupational Health Services	Health Care Services	595,000
Federal Occupational Health Services	Ergonomics consultation services	49,400
DCSA	Medical Clearance Review Services (For Contractual Security Officers)	44,200
General Services Administration	Steam	2,500,000
General Services Administration	WITS - FTSBILLS (Telephone services)	319,800
Interior Business Center	Accounting Operations Financial Services Support	2,500,000
Interior Business Center	Human Resources System	850,000
Office of Personnel Management	Electronic Official Personnel File (eOPF) Hosting & Maintenance	27,300
Office of Personnel Management	Adjudicated Services for Public Trust Investigations	22,100
Office of Personnel Management	FSAFEDS employee flexible spending risk reserve	32,500
US Department of Justice	US Marshals Service	2,300,000
US Department of Labor	Unemployment compensation	201,500
US Department of Labor	Workers' compensation	169,000
<b>Total</b>		<b>9,610,800</b>

**District of Columbia Courts  
FY 2027 Budget Justification  
Appropriations Language**

**Language**

FEDERAL PAYMENT TO THE DISTRICT OF COLUMBIA COURTS

For salaries and expenses for the District of Columbia Courts, including the transfer and hire of motor vehicles, [\$292,068,000] \$468,095,000 to be allocated as follows: for the District of Columbia Court of Appeals, [\$15,747,000] \$17,722,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the Superior Court of the District of Columbia, [\$149,349,000] \$165,680,000, of which not to exceed \$2,500 is for official reception and representation expenses; for the District of Columbia Court System, [\$97,720,000] \$114,713,000, of which not to exceed \$2,500 is for official reception and representation expenses; and [\$29,252,000] \$169,980,000, to remain available until September 30, [2027] 2028, 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. (*District of Columbia Appropriations Act, 2026*)

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~~] \$52,500,000, 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. (*District of Columbia Appropriations Act, 2026*)

## INITIATIVES

### ENHANCING PUBLIC SECURITY

<b>Initiative Element</b>	<b>Requested Increase</b>
Court Security Officers (staff increase) - 20 additional CSOs	\$2,608,000
Equipment modernization	\$2,200,000
Active Shooter Security Upgrades (Phased Approach)	\$1,500,000
Increased Costs of Maintaining Current Contract and Security Equipment	\$1,000,000
<b>Total</b>	<b>\$7,308,000</b>

Problem Statement. Increasing incidents of violence in courthouses throughout the country have made the enhancement of courthouse security a top priority nationwide. A survey by the American Bar Association found that 60% of judges have been threatened, and, locally, the U.S. Marshals Service (USMS) has reported an increase in threats against judicial officers at the District of Columbia Courts. Located in the Nation’s Capital, the D.C. Courts receive a significant number of bomb threats and are positioned at the epicenter of many protests arising from high-visibility incidents of national interest. Due to the Courts’ proximity to elevated risk facilities (e.g., U.S. Capitol, Federal Courthouse, Metropolitan Police Department Headquarters), the risk of active shooter threats or lone wolf attacks have increased exponentially. Security staff is also essential to maintain courtroom decorum, to mitigate physical conflicts between parties, and to guard against witness intimidation, including unauthorized recording and subsequent transmission of witness testimony.

The D.C. Courts operate one of the busiest courthouse complexes in the country. Daily, thousands of court participants, including hundreds of prisoners are processed into the Moultrie Courthouse. The D.C. Courts have seen a continual increase in disruptive behavior by Court participants over the past decade. In addition, completion of the Moultrie Courthouse Addition added an additional 108,000 occupiable sq. ft. to the courthouse. In addition, the Recorder of Deeds, scheduled to open in 2027, will house District of Columbia Court personnel as well as multiple District of Columbia Government Agencies. The Courts are responsible for the safety and security of all employees and members of the public who will enter the facility to receive services. As a result, additional Court Security Officers (CSOs) are required to provide baseline security and to address any active shooter or insider threat response. Court proceedings occur in all court buildings: the Historic Courthouse, the Moultrie Courthouse, and Buildings A, B, and C. The Courts also provide juvenile probation services in Balanced and Restorative Justice (BARJ) centers located in various areas of the community. The additional CSOs will strengthen entry screening, cover high threat trials, and establish an increased security presence for BARJ youth programming, including monitoring the presence of rival gangs during violence interruption programming.

In addition, funds are required to keep pace with escalating security costs. The D.C. Courts’ contractual security officers work under an umbrella contract with the US Marshals Service.

Under a new rate structure (effective in 2022), this contract—the Courts’ largest contract—increases faster than inflation. In addition, the D.C. Courts must provide and maintain equipment for the contractual security officers and modernize security equipment that is at the end of its expected life. Adequate funding is essential to finance this mission critical requirement.

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

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

Proposed Solution. The Courts plan to procure additional CSOs in accordance with the current Security Services contract with the USMS. The Courts are a rider on the USMS’s national contract for CSOs. The Courts will also begin upgrading its physical security systems which serve as one of the first lines of defense.

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

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

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

## ESTABLISHING LAW CLERK PAY PARITY

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

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

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

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

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

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

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

## DISTRICT OF COLUMBIA COURT OF APPEALS

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
95	15,055,000	95	15,747,000	96	17,722,000	1	1,975,000

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

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

### Organizational Structure

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

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

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

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

### Organizational Objectives

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

## *Open to All*

### Strategic Goal 1: Access to Justice for All

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

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

Key Result:

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

Strategy: Improve services to litigants without attorneys.

Key Results:

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

Strategy: Simplify processes, forms, and instructions.

Key Result:

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

## *Trusted by All*

### Strategic Goal 2: Public Trust and Confidence

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

Strategy: Improve the customer service experience.

Key Result:

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

### Strategic Goal 3: A Great Place to Work

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

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

Key Result:

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

### Strategic Goal 4: Effective Court Administration

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

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

Key Result:

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

*Justice for All*

### Strategic Goal 5: Fair and Timely Case Resolution

The Courts have been challenged in recent years by a pandemic and ongoing judicial vacancies. Despite these challenges, the Courts strive to enhance the efficient resolution of cases while ensuring fairness for all participants.

Strategy: Enhance efficient case resolution.

Key Results:

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

## Strategic Goal 6: Racial Equity and Cultural Competence

Courts and other entities across the country are partnering with communities to dismantle structural racism and ensure a more equitable future for all. For the richly diverse community served by the Courts, racial equity is about closing the racial divide so that race is not a predictor of potential, opportunity, access, or outcomes.

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

Key Result:

- The Court of Appeals will participate in the development and implementation of the D.C. Courts' Diversity, Equity, and Inclusion (DEI) Strategic Plan.

### Workload Data

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

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

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

<b>Fiscal Year</b>	<b>Cases Filed</b>	<b>Cases Disposed</b>	<b>Case Clearance Rate*</b>	<b>Cases Pending</b>	<b>Motions and Petitions Filed</b>
2019	1,307	1,323	101%	1,558	4,354
2020	973	1,191	125%	1,326	4,031
2021	946	1,120	118%	1,128	3,696
2022	1,026	1,117	109%	1,056	3,510
2023	1,091	1,057	97%	1,118	3,549
2024	1,204	1,231	102%	1,145	3,962

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

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

<b>Fiscal Year</b>	<b>Applications for Admission by Examination</b>	<b>Applications for Admission by Motion or Uniform Bar Examination Transfer</b>	<b>Total Applications</b>
2019	2,941	2,685	5,626
2020	3,113	2,506	5,619
2021	3,214	2,637	5,851
2022	2,762	3,314	6,076
2023	3,178	2,158	5,781
2024	3,342	2,593	6459**

\*Includes Pro Hac Vice Application: FY 2023- 424 and SLC Applications – 21;

\*\*Includes FY 2024 PHV- 504 Applications and SLC – 20 Applications

Table 3  
**COURT OF APPEALS**  
**Key Performance Measurement Table**

<b>Type of Indicator</b>	<b>Performance Indicator</b>	<b>Data Source</b>	<b>Actual FY 2023</b>	<b>Actual FY 2024</b>	<b>Projection FY 2025</b>	<b>Projection FY 2026</b>	<b>Projection FY 2027</b>
Productivity/ Efficiency	Clearance Rate	Court data	97%	102%	106%	105%	104%
Output/Activity	Number of Formal Opinions	Court data	156	183	163	167	169
Outcome	Mediated cases: Average days from filing to settlement	Court data	203	215	225	225	225
Outcome	Median overall days on appeal	Court data	280	274	296	287	284
Outcome	Median days for briefed cases to get before panels of judges	Court data	162	130	165	161	158
Outcome	Median days for panels of judges to decide cases	Court data	182	162	192	195	195

### Restructuring and Work Process Design

#### Pandemic Lessons Learned

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

accepted. The Court continues to live stream oral arguments over YouTube so the public can see them in real time. Parties may also request to participate in oral arguments by videoconference.

### Business Process Working Group

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

### *Open to All*

### Strategic Goal 1: Access to Justice for All

The Court serves a large population of self-represented litigants; outside of criminal and certain types of family cases, in which parties are often eligible for publicly funded attorneys, more than half of the court's cases involve one or more self-represented parties. To make the court more accessible to the public, particularly to these self-represented litigants, the court took the following steps recently:

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

worked with local law schools, recruiting students to assist with representation to provide additional resources to the parties and to build future capacity for appellate mediation in the District.

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

*Trusted by All*

### Strategic Goal 3: A Great Place to Work

The Court of Appeals achieved strong results on the 2022 Employee Viewpoint Survey, as indicated by three index scores that combine the results of related questions. The employee engagement index for appellate staff was 83, compared to the Federal Government engagement score of 71 (2021 survey). Employee satisfaction increased from 73% in 2019 to 76% in 2022. Although employee perception of fairness continued to present a challenge to the court, the fairness index remained steady at 55%. In addition, 100% of staff indicated they know what is expected of them and 91% understand how their work relates to the broader D.C. Courts' goals.

### Strategic Goal 4: Effective Court Management and Administration

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

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

*Justice for All*

### Strategic Goal 5: Fair and Timely Case Resolution

- As noted above, the court expanded its mediation program by including self-represented parties. The Appellate Mediation Program provides parties an opportunity to resolve their cases in an efficient manner, saving time and money for the parties and judicial resources for the court. The court's mediation program is an informal, confidential process in which the parties work with a volunteer mediator, trained and selected by the court.
- To resolve cases at earlier stages of the appeals process and at lower cost to the parties, the court has continued to informally encourage parties to file motions for summary

affirmance. These motions rely more heavily on staff resources for the court to issue a decision, reducing the judicial workload.

- The court modified its rules to eliminate the requirement, suspended during the pandemic, that parties submit paper copies of electronic filings, as it continues to transition to a paperless environment through e-filing and the court's case management system.

### **FY 2027 Request**

In FY 2027, the D.C. Courts' request for the Court of Appeals is \$17,722,000, an increase of \$1,975,000 (12%) above the FY 2026 Enacted Budget. The requested increase includes \$131,000 for 1 FTE to publish court decisions; \$800,000 for contractual services to support implementation of the new appellate case management system; \$417,000 for law clerk pay parity; and \$627,000 for built-in cost increases.

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

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

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

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

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

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

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

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

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

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

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

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

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

*Reporter of Decisions, JS-12*

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

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

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

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

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

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

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

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

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

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

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

Table 4  
**COURT OF APPEALS**  
**New Positions Requested by Grade**

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

Table 5

**COURT OF APPEALS  
Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	10,375,000	10,961,000	11,939,000	978,000
12 - Personnel Benefits	2,468,000	2,522,000	2,668,000	146,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>12,843,000</i></b>	<b><i>13,483,000</i></b>	<b><i>14,607,000</i></b>	<b><i>1,124,000</i></b>
21 - Travel, Transp. of Persons	62,000	63,000	64,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	103,000	105,000	107,000	2,000
24 - Printing & Reproduction	86,000	88,000	90,000	2,000
25 - Other Services	1,229,000	1,259,000	2,088,000	829,000
26 - Supplies & Materials	92,000	94,000	96,000	2,000
31 - Equipment	640,000	655,000	670,000	15,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>2,212,000</i></b>	<b><i>2,264,000</i></b>	<b><i>3,115,000</i></b>	<b><i>851,000</i></b>
<b>TOTAL</b>	<b>15,055,000</b>	<b>15,747,000</b>	<b>17,722,000</b>	<b>1,975,000</b>
FTE	95	95	96	1

Table 6

**COURT OF APPEALS  
Detail Difference, FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 – Personnel Compensation	Current Position WIG	95	128,000	
	Current Position COLA	95	329,000	
	Reporter of Decisions	1	104,000	
	Law Clerk Parity		417,000	
<b><i>Subtotal 11</i></b>				<b><i>978,000</i></b>
12 – Personnel Benefits	Current Position WIG	95	33,000	
	Current Position COLA	95	86,000	
	Reporter of Decisions	1	27,000	
<b><i>Subtotal 12</i></b>				<b><i>146,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>1,124,000</i></b>
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		29,000	
25 – Other Services	Case Management System Implementation Services		800,000	
<b><i>Subtotal 25</i></b>				<b><i>829,000</i></b>
26 – Supplies & Materials	Built-in Increases			2,000
31 – Equipment	Built-in Increases			15,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>851,000</i></b>
<b>Total</b>				<b>1,975,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Level</b>	<b>FY 2027 Request</b>
JS-6	2	2	2
JS-7	1	1	1
JS-8	5	5	5
JS-9	7	7	7
JS-10	7	7	7
JS-11	43	43	43
JS-12	6	6	7
JS-13	7	7	7
JS-14	2	2	2
JS-15	4	4	4
CES	2	2	2
Associate Judge	8	8	8
Chief Judge	1	1	1
<b>Total Salaries</b>	<b>10,375,000</b>	<b>10,961,000</b>	<b>11,939,000</b>
Total FTEs	95	95	96



**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA**  
**Overview**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
931	141,973,000	946	149,349,000	991	165,680,000	45	16,331,000

**Introduction**

The Superior Court of the District of Columbia stands out as a unique trial court among the nation's judiciary. As a single-tiered general jurisdiction trial court, it serves the residents, visitors, and business entities in the Nation's Capital. Directly funded by the Federal Government, the Superior Court plays a pivotal role in upholding justice and meeting the varied needs of the District's population. With the support of 119 judicial officers, including 62 associate judges, 31 senior judges, and 26 magistrate judges, the Superior Court is the court of general jurisdiction over nearly all local legal matters. Supported by 695 non-judicial personnel, the Court consists of six major operating divisions, along with additional ancillary divisions, programs, and offices. These include the Special Operations Division (including the Tax Division), the Domestic Violence Division, the Crime Victims Compensation Program, and the Office of the Auditor Master. The major operating divisions are:

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

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

**Caseload and Efficiency Measures**

During FY 2024, 55,372 new cases were filed with the Superior Court, with 43% of the caseload representing civil-related matters. The remainder of the new filings included 18% for family, 14% for domestic violence, 19% for criminal matters, 5% for probate, and 1% tax. Tables 1 and 2 provide Superior Court caseload data.

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

Fiscal Year	New Cases	Start-of-Year Pending Cases	Total Cases Available for Disposition
2019	82,241	35,954	126,870
2020	52,569	34,236	91,210
2021	29,685	36,731	71,799
2022	39,740	35,089	79,458
2023	50,371	30,981	85,444
2024	55,372	33,754	95,809

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 2024 data)**

	Cases Disposed	Cases Added	Clearance Rate*	Cases Pending		
				1-Oct	30-Sep	Change
Civil	25,287	25,902	98%	13,870	14,485	4.4%
Criminal**	12,606	14,051	90%	4,390	5,835	32.9%
Domestic Violence	8,583	8,270	104%	1,318	1,005	-23.7%
Family***	10,273	10,074	102%	3,558	3,359	-5.6%
Probate	2,801	2,990	94%	9,265	9,454	2.0%
Tax***	1,101	768	143%	1,353	1,020	-24.6%
<b>Total</b>	<b>60,651</b>	<b>62,055</b>	<b>98%</b>	<b>33,754</b>	<b>35,158</b>	<b>4.2%</b>

\*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.

## **Enhancing Case Resolution, Court Administration and Legislative Response**

The Superior Court of the District of Columbia is enhancing its service delivery and administration in alignment with the 2023-2027 Strategic Plan. Key initiatives focus on improving court management, adapting processes to evolving demands and serving court users better. In addition to these initiatives, the Court is responding to new legislative requirements and managing the increased volume of data requests.

Recent legislative changes, such as the Strengthening Traffic Enforcement, Education, and Responsibility (STEER) Amendment Act of 2024, have expanded the Court's responsibilities. The Act mandates the Court to issue a written order to the Department of Motor Vehicles (DMV) to revoke a defendant's driving privileges for certain impaired driving convictions (D.C. Code § 50-2201.03(b)(3)). Additionally, the Vacant to Vibrant Amendment Act of 2025 introduces a range of new requirements for the Court. Under this Act, the Court will be responsible for creating and maintaining a will registry, producing a tangled title information sheet to assist with property title clarifications, and administering a single-family home rehabilitation program. The Act also introduces new tax rates for Class 3 and Class 4 properties, establishes a tax abatement for property renovations, and grants the Mayor the authority to petition the Superior Court for vacant property receivership actions. These legislative changes increase the Court's workload, requiring efficient case management and more resources to coordinate with external stakeholders, such as the DMV and the Mayor's office, and ensure that all legal and reporting requirements are met accurately and timely. To address the increased caseload and meet the legislative requirements, the Court has requested Magistrate Judge and judicial support staff positions to minimize delays for case resolution.

To manage the increasing workload effectively, the Court must strengthen its administration and management capabilities and utilize resources efficiently. The Court has requested additional courtroom support, mediation and legal staff to ensure timely case processing. Effective data analysis, comprehensive dashboards, and efficient handling of external requests are critical as case management and reporting complexities increase. Improving data quality and management will streamline operations, support informed decision-making, and ensure greater transparency. Increased staffing for management and data-driven roles in divisions such as the Criminal Division, the Probate Division, and the Tax Division will enhance public trust and confidence in the Court.

In response to increasing juror demand, the Court realigned its jury operations to improve juror yield and utilization, reduce waste, and enhance data validation for the Jury Master Wheel. The Court implemented initiatives to capture juror strikes and empanelment data, enabling the Juror Office to assess operations using the National Center for State Courts' jury utilization method and summon jurors more efficiently. Additionally, the Juror Office developed a model to better align summoning targets with scheduled trials, preserving the jury pool. The Criminal Division continued working with partner agencies to process certifications for outstanding sealings and expungements in anticipation of an amendment to the Second Chance Amendment Act that will allow defendants to file a motion to seal. The Office of Interpreting Services expanded the D.C. Courts' Interpreter Registry to 205 certified interpreters across 65 languages.

The Court's Social Services Division focused on strengthening program responsiveness and resource allocation for high-risk youth. The Division enhanced electronic monitoring and curfew compliance to improve public safety. The Multi-Door Dispute Resolution program trained thirteen new mediators for the Abating Truancy Through Engagement and Negotiated Dialogue (ATTEND) program and developed a plan to resolve school attendance issues for 75 families representing 92 children. Existing mediators received a two-day Property Training and Child Protection Mediation Training, enabling twelve mediators to handle property cases and seven to mediate Child Protection cases. The Child Protection Mediation program reached an agreement on substantive issues and family services in 94 cases impacting 174 children.

Additionally, the Domestic Violence Division established automated reports to increase case processing efficiency and timely case resolution. The Family Court Division minimized wait-times and delays using an electronic sign-in system for onsite customers and the online wait-time feature to help customers evaluate best timeframes to visit the Self-Help Center, Central Intake Center, and the Marriage Bureau. The Office of the Auditor Master implemented a deadline calendar that automatically calculates the number of days to complete a case and number of days a case is beyond the resolution deadline. The Crime Victims Compensation Program increased program awareness through community outreach and received 4,165 new claims.

These achievements highlight the Court's effective use of targeted resources to advance its mission. To sustain, build upon these successes and meet the increasing demands, additional staffing and support are essential. Strengthening these areas is necessary to achieving long-term improvements in court administration and upholding the highest standards of justice. By expanding resources, the Court will be better positioned to serve the residents of the District of Columbia, ensure equitable and timely justice, and maintain public trust.

### **FY 2027 Request**

The D.C. Courts' mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. To perform the mission and realize their vision of a court that is open to all, trusted by all, and provides justice for all, the FY 2027 budget request enhances five of the Courts' strategic goals and includes performance projections for all core functions.

#### ***Goal 1: Access to Justice for All – \$2,482,000, 8 FTEs***

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

The request includes \$1,500,000 to address a critical shortage of certified and qualified spoken language and sign language interpreters; \$110,000 for 1 FTE to help parties with probate matters; \$262,000 for 2 FTEs to support rehabilitation of youth under court probation supervision, including GPS Electronic Monitoring to ensure 24-hour compliance with curfews

and stay-away orders; \$222,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord-Tenant; and \$390,000 for 3 FTEs to manage the interpreter registry and expand language access services.

**Goal 2: Public Trust and Confidence--\$757,000, 9 FTEs**

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

The request includes \$180,000 for 2 FTEs to conduct financial operations such as accounting for funds received from parties filing documents and \$575,000 for 7 FTEs to provide direct service to customers in various clerk's offices.

**Goal 3: A Great Place to Work--\$3,257,000**

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

The request includes \$3,257,000 to help the court attract quality law clerks by providing pay parity with the local Federal courts.

**Goal 4: Effective Court Management and Administration – \$217,000, 1 FTE**

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

The request includes \$217,000 for 1 FTE to manage, oversee operations, and develop procedures to enhance public access to justice.

**Goal 5: Fair and Timely Case Resolution – \$3,524,000, 27 FTEs**

*The Courts strive to enhance the efficient resolution of cases while ensuring fairness for all participants. To enhance timeliness, the Courts will examine and further develop performance*

*metrics to guide case processing, conduct regular evaluations of court programs and operations to assess effectiveness, and identify ways to systematically improve how cases are handled. To make certain that court participants respect and trust judicial outcomes, the Courts ultimately seek to combine fair processes and rulings with clear, achievable performance standards for resolving legal matters.*

The Request includes \$1,030,000 for 7 FTEs to manage the increasing caseloads of Magistrate Judges; \$262,000 for 2 FTEs to protect people who are incapable of managing their personal and financial affairs by reviewing accounts and fee petitions submitted by fiduciaries; \$522,000 for 4 FTEs to handle increased court filings due to recent legislation (e.g. the Second Chance Amendment Act); \$156,000 for 1 FTE to resolve disputes in divorce, custody, visitation, and support matters; \$220,000 for 2 FTEs to expedite account audits and review complex financial case records; \$378,000 for 3 FTEs to manage crime victims compensation claims, support the grant and operations, and conduct victim interviews; \$312,000 for 2 FTEs to increase access to and information on Probate Law; \$462,000 for 4 FTE to provide mediation services to the public; and \$182,000 for 2 FTEs to provide courtroom management, process cases, and support judicial officers and courtroom participants.

***Built-In Increases--\$6,094,000***

The request also includes \$6,094,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases.

Table 3

**SUPERIOR COURT**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	97,858,000	101,101,000	113,067,000	11,966,000
12 - Personnel Benefits	22,319,000	23,669,000	25,938,000	2,269,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>120,177,000</i></b>	<b><i>124,770,000</i></b>	<b><i>139,005,000</i></b>	<b><i>14,235,000</i></b>
21 - Travel, Transp. of Persons	384,000	428,000	439,000	11,000
22 - Transportation of Things	13,000	15,000	16,000	1,000
23 - Rent, Commun. & Utilities	4,098,000	4,558,000	4,664,000	106,000
24 - Printing & Reproduction	561,000	632,000	654,000	22,000
25 - Other Services	15,254,000	17,277,000	19,179,000	1,902,000
26 - Supplies & Materials	911,000	1,023,000	1,055,000	32,000
31 - Equipment	575,000	646,000	668,000	22,000
<b><i>Subtotal Non-Personnel Cost</i></b>	<b><i>21,796,000</i></b>	<b><i>24,579,000</i></b>	<b><i>26,675,000</i></b>	<b><i>2,096,000</i></b>
<b>TOTAL</b>	<b>141,973,000</b>	<b>149,349,000</b>	<b>165,680,000</b>	<b>16,331,000</b>
FTE	931	946	991	45

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
JUDGES AND CHAMBERS STAFF**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u> <u>FY 2026/FY 2027</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>
250	37,297,000	250	38,862,000	257	44,751,000	7	5,889,000

**Organizational Background**

The Superior Court of the District of Columbia is the court of general jurisdiction over virtually all local legal matters. The Court is comprised of eleven divisions and offices, which provide all local litigation functions, including criminal, civil, family, probate, and tax. In FY 2024, Superior Court judges handled 55,372 case filings – a 10% increase over FY 2023. There are 61 Associate Judges and one Chief Judge in the Superior Court. The Chief Judge assigns each Associate Judge to a division on a yearly basis, with judges in the Family Court serving renewable three-year terms. Each Superior Court Associate Judge has two support staff, typically a judicial administrative assistant and a law clerk, or two law clerks.

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

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

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

## **FY 2027 Request**

In FY 2027, the Courts' request for the Judges and Chambers Staff is \$44,751,000, an increase of \$5,889,000 (15%) above the FY 2026 Enacted Budget. The requested increase includes \$530,000 for two additional Magistrate Judges to meet increasing caseloads and assist in the timely resolution of cases, \$500,000 for five additional Law Clerks to support the Magistrate Judges, and \$1,602,000 for built-in cost increases.

### ***Meeting the Demands of Magistrate Judges' Increasing Caseloads, 7 FTEs, \$1,030,000***

*Magistrate Judge (CEMS), 2 FTEs, \$530,000*

*Law Clerk (JS-10), 5 FTEs, \$500,000*

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

Overall caseload increases in Family Court, the Criminal Division, and the Probate Division increased Magistrate Judge workloads. In the Family Court, juvenile delinquency filings increased 13% from 1,086 cases in FY 2023 to 1,226 cases in FY 2024. Domestic relations new filings, such as child custody and divorce, remained high, decreasing only 1% from 4,351 cases in FY 2023 to 4,294 cases in FY 2024. To help meet this continuing demand, initial hearings in domestic relations matters were reassigned to Magistrate Judges. In FY 2025, 3,420 hearings have been scheduled for this new calendar. These matters require significant effort by the judges and their law clerks to prepare for hearings and involve families who have complex needs, may have experienced years of court involvement, and face multiple family related matters. Since most of the litigants in these cases cannot afford to hire an attorney, over 83% of the litigants must represent themselves in court, further complicating the work of the judges and staff. In the Criminal Division, the number of arraignment matters increased approximately 37% from FY 2023 (8,832) to FY 2024 (12,141). In the Probate Division, although filings decreased 4% from FY 2023 to FY 2024 (3,098 to 2,968 respectively), pending caseloads increased. At the end of FY 2023 there were 10,031 matters pending and in FY 2024 there were 10,766 matters pending. Additionally, dispositions remain lower when compared to pre-pandemic levels (2,129 in FY 2024 versus 2,853 in FY 2019).

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

Lastly, the impact of comprehensive legislation impacting the Criminal Division is expected to continue to increase the Magistrate Judges' workloads. The Criminal Division noted an increase in detention hearings, probable cause hearings, and bench warrants correlated with the passing of the "Secure DC Act" which expanded the definition of a crime of violence, created several new felony charges, increased the penalties associated with certain felonies, and requires the court to hold a probable cause hearing in more cases. During FY 2022, there were 234 active misdemeanor bench warrants compared to 473 active misdemeanor bench warrants in FY 2023, and 716 misdemeanor bench warrants in FY 2024, an increase of 206% compared to FY 2022. The Criminal Division expects an increase in extraditable bench warrants and other related hearings due to provisions in the "Secure DC Act" to designate misdemeanor arrest warrants as extraditable for "good cause." Additionally, as of September 1, 2024, the Act required judges to issue a written statement of reasons for release in cases where a defendant is charged with a violent crime.

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

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

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

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

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

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

Table 1  
**JUDGES AND CHAMBERS STAFF**  
**New Positions Requested by Grade**

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Magistrate Judge	CEMS	2	\$420,000	\$110,000	\$530,000
Law Clerk	JS-10	5	\$397,000	\$103,000	\$500,000
<b>TOTAL</b>		<b>7</b>	<b>\$817,000</b>	<b>\$213,000</b>	<b>\$1,030,000</b>

Table 2  
**JUDGES AND CHAMBERS STAFF**  
**Budget Authority by Object Class**

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Salaries	31,997,000	33,215,000	38,555,000	5,340,000
12 - Personnel Benefits	5,091,000	5,413,000	5,955,000	542,000
<b>Subtotal Personnel Cost</b>	<b>37,088,000</b>	<b>38,628,000</b>	<b>44,510,000</b>	<b>5,882,000</b>
21 - Travel, Transp. of Persons				
022 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	29,000	32,000	33,000	1,000
25 - Other Services				
26 - Supplies & Materials	123,000	138,000	142,000	4,000
31 - Equipment	57,000	64,000	66,000	2,000
<b>Subtotal Non-Personnel Cost</b>	<b>209,000</b>	<b>234,000</b>	<b>241,000</b>	<b>7,000</b>
<b>TOTAL</b>	<b>37,297,000</b>	<b>38,862,000</b>	<b>44,751,000</b>	<b>5,889,000</b>
FTE	250	250	257	7

Table 3  
**JUDGES AND CHAMBERS STAFF**  
**Detail, Difference FY 2026/FY2027**

Object Class	Description of Request	FTE	Cost	Difference FY 2026/FY 2027
11 - Personnel Compensation	Current Position WIG	250	269,000	
	Current Position COLA	250	997,000	
	Magistrate Judge	2	420,000	
	Law Clerk	5	397,000	
	Law Clerk Parity		3,257,000	
<b>Subtotal 11</b>				<b>5,340,000</b>
12 - Personnel Benefits	Current Position WIG	250	70,000	
	Current Position COLA	250	259,000	
	Magistrate Judge	2	110,000	
	Law Clerk	5	103,000	
<b>Subtotal 12</b>				<b>542,000</b>
<b>Subtotal Personnel Services</b>				<b>5,882,000</b>
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			4,000
31 - Equipment	Built-in Increases			2,000
<b>Subtotal Non-personnel Services</b>				<b>7,000</b>
<b>Total</b>				<b>5,889,000</b>

Table 4

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	123	123	128
JS-11	35	35	35
JS-12	1	1	1
JS-13			
JS-14	3	3	3
CEMS	26	26	28
CES			
Associate Judge	61	61	61
Chief Judge	1	1	1
<b>Total Salary</b>	<b>31,997,000</b>	<b>33,215,000</b>	<b>38,555,000</b>
Total FTEs	250	250	257

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
8	1,356,000	8	1,443,000	8	1,519,000	0	76,000

**Mission Statement**

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

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

**Organizational Background**

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

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

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

The Office of the Clerk of the Court supports the day-to-day operations of the Superior Court. The Judicial Support Unit (JSU) in the Office of the Clerk of the Court serves as a centralized resource that functions as support to and liaison among judges, chambers staff, and the

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

**FY 2027 Request**

In FY 2027, the Courts’ request for the Office of the Clerk of the Court is \$1,519,000, an increase of \$76,000 (5%) above the FY 2026 Enacted Budget. The requested increase consists entirely of built-in costs.

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	1,041,000	1,101,000	1,158,000	57,000
12 - Personnel Benefits	269,000	287,000	302,000	15,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>1,310,000</i></b>	<b><i>1,388,000</i></b>	<b><i>1,460,000</i></b>	<b><i>72,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	3,000	4,000	5,000	1,000
25 - Other Services	6,000	8,000	9,000	1,000
26 - Supplies & Materials	18,000	21,000	22,000	1,000
31 - Equipment	19,000	22,000	23,000	1,000
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>46,000</i></b>	<b><i>55,000</i></b>	<b><i>59,000</i></b>	<b><i>4,000</i></b>
<b>TOTAL</b>	<b>1,356,000</b>	<b>1,443,000</b>	<b>1,519,000</b>	<b>76,000</b>
<b>FTE</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>-</b>

Table 2  
**OFFICE OF THE CLERK OF THE COURT**  
**Detail, Difference FY 2026/FY2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	8	23,000	
	Current Position COLA	8	34,000	
<b><i>Subtotal 11</i></b>				<b><i>57,000</i></b>
12 - Personnel Benefits	Current Position WIG	8	6,000	
	Current Position COLA	8	9,000	
<b><i>Subtotal 12</i></b>				<b><i>15,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>72,000</i></b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increase			1,000
25 - Other Service	Built-in Increase			1,000
26 - Supplies & Materials	Built-in Increase			1,000
31 - Equipment	Built-in Increase			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>4,000</i></b>
<b>Total</b>				<b>76,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	4	4	4
JS-11			
JS-12			
JS-13			
JS-14	2	2	2
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>1,041,000</b>	<b>1,101,000</b>	<b>1,158,000</b>
Total FTEs	8	8	8

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u> <u>FY 2026/FY 2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
101	9,533,000	104	10,322,000	109	11,314,000	5	992,000

**Mission Statement**

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

**Introduction**

The Civil Division has jurisdiction over any civil action at law or in equity (excluding family matters) brought in the District of Columbia, except where jurisdiction is exclusively vested in the Federal Court. In FY 2024, the division processed 23,927 civil cases.

**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 2024, there were 7,997 civil action cases filed. Branch responsibilities also include providing case and procedural information to the public, reviewing and processing electronically filed documents and in-person filings in compliance with Court rules and statutes, processing all post-judgment execution requests, scanning documents into the case management system, and securely maintaining all civil cases electronically. This branch has 21 FTEs.
2. The **Courtroom Support Branch** manages and assigns courtroom clerks who are responsible for courtroom management, processing cases, and assisting judicial officers and courtroom participants for 27 civil calendar assignments. This branch has 31 FTEs.
3. The **Landlord Tenant Branch** processes all actions for the possession of real property and violation of lease agreements filed by landlords including writs for the eviction process. The branch processed 13,246 filings in FY 2024. 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 2024, there were 2,684 small claims cases filed. This branch has 14 FTEs.

5. The **Quality Management Unit** is responsible for monitoring caseload activity and performance measures across all operational branches; ensuring the quality of data and implementing measures to minimize case activity errors; writing and validating report requirements and data; and conducting case management system training for judicial and non-judicial staff. This unit's 6 FTEs are included in the count for the Director's Office.

### **Divisional Management Action Plan (MAP) Objectives**

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

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

### **Key Strategic Accomplishments**

#### **Strategic Goal 1: Access to Justice for All**

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

#### **Strategic Goal 2: Public Trust and Confidence**

- **Eviction Diversion.** The division implemented a program to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources.

The division participated in community outreach during FY 2024. A total of five festivals were attended. The Eviction Diversion Program (EDP) partnered with DC Library and issued over 600 flyers for the EDP. In FY 2024, the program triaged 2,984 cases and connected 728 individuals of the public with resources and services. The EDP committee attended the MLK Library's Civic Day to disseminate information pertaining to EDP program. The EDP involves collaboration with many working groups, consisting of representatives from the D.C. government, D.C. Superior Court judicial officers and staff, legal services providers, housing agency representatives, and social services agency representatives, to develop strategies for connecting landlords and tenants with vital resources to prevent homelessness and ensure fair compensation for landlords.

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

### **Strategic Goal 3: A Great Place to Work**

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

### **Strategic Goal 4: Effective Court Administration**

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

### **Strategic Goal 5: Fair and Timely Case Resolution**

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

### **Workload Data**

As shown in Table 1, the Civil Division disposed of 25,287 cases in FY 2024, including 8,062 civil actions cases; 14,438 landlord tenant cases; and 2,787 small claims cases. The Division has a caseload clearance rate of 98% (with a 97% clearance rate for civil actions cases, 94% clearance rate for small claims cases and a 99% 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 2024 Data)**

	Cases Filed/ Reopened/Reinstated	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Actions	8,340	8,062	97%	6,220	6,498	4.5%
Landlord Tenant	14,611	14,438	99%	6,768	6,941	2.6%
Small Claims	2,951	2,787	94%	882	1,046	18.6%
Total	25,902	25,287	98%	13,870	14,485	4.4%

\*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 2024		FY 2025		FY 2026		FY2027	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Outcome	Customer satisfaction ratings of Good or Excellent.	Customer Surveys	95%	94%	95%	94%	95%	95%	95%	94%
Input	Case processing performed within established time standards and SOPs	BI Dashboard & Case Management System Reports	90%	91%	90%	91%	90%	92%	90%	92%
Outcome	Average customer wait time (Minutes)	eLobby	10	8	10	8	10	8	10	8

**FY 2027 Request**

In FY 2027, the Courts’ request for the Civil Division is \$11,314,000, an increase of \$992,000 (9%) above the FY 2026 Enacted Budget. The requested increase includes \$220,000 for 2 FTEs to support the Eviction Diversion Program, \$247,000 for 3 FTEs to support the Civil Actions Branch, and \$525,000 for built-in cost increases.

***Civil Case Specialist, 2 FTEs, \$ 220,000***

*Civil Case Specialist (JS-11)*

**Problem Statement.** Landlord Tenant cases have historically been the Court’s largest single caseload, with approximately 30,000 case filings annually, and the Court is experiencing a surge of filings while legislative stays impact the Court’s ability to resolve cases. The Court was awarded a grant from the National Center of State Courts to implement an eviction diversion program in the Landlord and Tenant Branch and received grant funding to hire two civil case specialists. The goals of the Court’s enhanced Eviction Diversion Program are to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources. To achieve these goals, the Court implemented a new case triage and

management process for Landlord and Tenant cases and diversion of cases to early mediation. The Civil Case Specialists triage landlord and tenant cases upon case initiation and assign them to a case management pathway, contact parties to provide information about the court process, provide information about resources available for assistance, schedule cases for early mediation before an initial hearing, and monitor the outcomes of mediation. The court is seeking permanent funding for these positions to continue to promote the early diversion of eviction cases and ensure the just and speedy resolution of these cases for landlords and tenants.

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

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

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

Expenditure Plan. The Division will recruit and fill these positions in accordance with the Courts' personnel policies.

Relationship to Existing Funding. The Court was awarded a grant from the National Center of State Courts and Wells Fargo to fund these positions in 2022. The Court seeks to institutionalize these positions as part of its FY 2027 budget. Funding is not available in the Courts' budget to fund the positions.

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

### ***Strengthening Customer Experience, 3 FTEs, \$ 247,000***

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

Problem Statement. 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 2024, there were 7,997 civil action cases filed. Branch responsibilities also include providing case and procedural information to the public, reviewing and processing electronically filed documents and in-person filings in compliance with Court rules and statutes, processing all post-judgment execution requests, scanning documents into the case management system, and securely maintaining all civil cases electronically. In FY 2024 the branch processed more than 63,000 electronic filings. In addition, clerical staff provide case processing information to attorneys and members of the public and respond to inquiries made through telephone, chat, and email support services. In FY 2024, the Civil Actions Branch of the

division received 7,703 incoming telephone calls and, 21,422 email inquiries, 279 chats, and 1,267 in person requests for service and case processing. The current level of 17 deputy clerks is inadequate to support the high demand for customer service and ensure timely case processing. On average, in FY 2024, supervisors regularly provided coverage to mitigate staffing shortages, responding daily to customer inquiries and processing filings, which negatively impacted the supervisor’s ability to perform their management and leadership duties. The division has regularly assigned staff from other branches to support the basic functionalities of the Civil Actions Branch. Support from other divisions is not possible, as they face similar staffing challenges. The lack of resources results in inefficiency and diverting valuable time from essential case processing functions. By increasing deputy clerk levels, the division will be able to promptly address customer requests and inquiries while also improving structured service hours and reducing abandoned call rates and wait times for phone, chat, case processing, and email responses. Additionally, this will ensure the processing of filings received by the branch within time standard.

Relationship to the Courts' Vision, Mission, and Goals. The staffing shortage of deputy clerks is directly impeding the Courts' ability to achieve Strategic Goals 1, 2, 4, and 5, which include access to justice, public trust and confidence, effective court administration, and fair and timely case resolution.

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

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

Expenditure Plan. The division will recruit and fill these positions in accordance with the Courts’ personnel policies.

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

Performance Indicators. Performance indicators include providing case processing, telephone, chat, and email support services and processing cases within time standards.

Table 3  
**CIVIL DIVISION**  
**New Positions Requested by Grade**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Case Specialist	JS-11	2	\$174,000	\$46,000	\$220,000
Deputy Clerk	JS-8	3	\$196,000	\$51,000	\$247,000
<b>TOTAL</b>		<b>5</b>	<b>\$370,000</b>	<b>\$97,000</b>	<b>\$467,000</b>

Table 4

**CIVIL DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	7,378,000	7,991,000	8,775,000	784,000
12 - Personnel Benefits	2,055,000	2,218,000	2,422,000	204,000
<b><i>Subtotal Personnel Cost</i></b>	<b>9,433,000</b>	<b>10,209,000</b>	<b>11,197,000</b>	<b>988,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	42,000	48,000	50,000	2,000
25 - Other Services				
26 - Supplies & Materials	33,000	37,000	38,000	1,000
31 - Equipment	25,000	28,000	29,000	1,000
<b><i>Subtotal Non-personnel Cost</i></b>	<b>100,000</b>	<b>113,000</b>	<b>117,000</b>	<b>4,000</b>
<b>TOTAL</b>	<b>9,533,000</b>	<b>10,322,000</b>	<b>11,314,000</b>	<b>992,000</b>
FTE	101	104	109	5

Table 5

**CIVIL DIVISION**  
**Detail, Difference FY 2026/FY2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	104	174,000	
	Current Position COLA	104	240,000	
	Civil Case Specialist	2	174,000	
	Deputy Clerk	3	196,000	
<b><i>Subtotal 11</i></b>				<b>784,000</b>
12 - Personnel Benefits	Current Position WIG	104	45,000	
	Current Position COLA	104	62,000	
	Civil Case Specialist	2	46,000	
	Deputy Clerk	3	51,000	
<b><i>Subtotal 12</i></b>				<b>204,000</b>
<b><i>Subtotal Personnel Services</i></b>				<b>988,000</b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b>4,000</b>
<b>Total</b>				<b>992,000</b>

Table 6  
**CIVIL DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6	14	14	14
JS-7	8	8	8
JS-8	26	26	29
JS-9	26	29	29
JS-10	6	6	6
JS-11	7	7	9
JS-12	3	3	3
JS-13	7	7	7
JS-14	2	2	2
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>7,378,000</b>	<b>7,991,000</b>	<b>8,775,000</b>
Total FTEs	101	104	109

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
13	1,454,000	13	1,554,000	16	2,021,000	3	467,000

**Mission Statement**

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

**Organizational Background**

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

**Crime Victims Compensation Program Funding**

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

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

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

### **Division Management Action Plan (MAP) Objectives**

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

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

### **Division Restructuring or Work Process Redesign**

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

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

## **Program Awareness and Accessibility**

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

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

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

## **Satellite Office**

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

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

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

**Workload Data**

Table 1  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Caseload Overview**

	Actual FY 2023	Actual FY 2024	% Change
New Claims Filed	4,492	4,165	-7%
Claims Processed (decisions rendered on claims w/n 90 days)	4,402	4,082	-7%
Payment Amounts	\$5,000,000	\$5,900,000	16%

**Key Performance Indicators**

Table 2  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimated	Goal	Estimated	Goal	Projection
Input	New claims filed	Case Management Software	N/A	4,165	N/A	4,582	N/A	5,040	N/A	5,544
Output	Number of Claims processed within 90 days	Case Management Software	N/A	4,082	4,490	4,490	4,939	5,544	5,433	6,098
Outcome	Payment Amounts	Case Management Software	N/A	\$5.9M	N/A	\$6.49M	N/A	\$7.1M	N/A	\$7.9M

**FY 2027 Request**

In FY 2027, the Courts’ request for the Crime Victims Compensation Program is \$2,021,000 an increase of \$467,000 (28%) above the FY 2026 Enacted Budget. This increase includes \$378,000 for 3 FTEs, an Operations Supervisor, Claims Examiner and one Assistant Claims Examiners, to expedite claims processing, and \$89,000 for built-in cost increases.

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

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

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

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

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

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

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

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

The total number of new claims for the fiscal year is 4,165. The Crime Victims Compensation Program has experienced a 10% increase in accepted claims (3,049 to 3,372) resulting in an 16% increase in payment amounts. In turn, the Director has the sole responsibility of continually training staff and stakeholders, updating and revising processing procedures and CVCP application material, addressing complaints and concerns, ensuring the delivery of efficient and consistent customer service, keeping the staff motivated, and retaining a high performing staff during a staffing shortage and monetary constraints. For 2024 alone, each claims examiner's caseload increased by a minimum of 480 new claims, in addition to their open claims. The assistant claims examiners processed on an average of 1,124 applications each in addition to handling other duties.

To allow the Director to focus on leadership tasks including budget management, grant award applications, program enhancements, community outreach, collaborative partnerships, continuous process improvements and innovation, and recruitment and retention of talented employees, it is vital to have an Operations Supervisor. A supervisor is essential to manage the increased workload, provide guidance and supervision, allocate resources, prioritize tasks, and maintain quality control, ensuring efficient workflow and optimal productivity.

*Claims Examiner (JS 10/11/12), 1 FTE, \$131,000*  
*Assistant Claims Examiners (JS 9), 1 FTEs, \$91,000*

Introduction. The processing of a CVCP application is complex and time consuming. Examiners must review every filed application, verify details with the claimant, request supporting documentation from law enforcement, prepare and send a notice of determination, complete various data entry tasks, and assign a claim number. For approved applications, examiners are responsible for coordinating a temporary housing placement, processing invoices, distributing food and metro cards, validating documents for the audit process, and communicating with stakeholders. Examiners manage claims until the maximum allowance of \$25,000 is exhausted. Although claims are closed after 90 days of inactivity, they can be reopened at any time and remain open for several years due to no statute of limitations. To complete these tasks and ensure responsive customer service, examiners conduct intakes, interviews, and appointments at two locations and via remote video technology. CVCP currently uses seven claims examiners and four assistant claims examiners (10 FTEs and 1 grant funded) to process applications.

Problem Statement. Current staffing levels are inadequate to meet the increasing demand of crime victims seeking compensation. Currently, there are seven claims examiners and four assistant claims examiners in the CVCP (10 FTEs and 1 grant funded). The Crime Victims Compensation Program accepted 3,372 new claims. For 2024, each claims examiner's caseload increased by 481 new claims in addition to their open claims<sup>3</sup>. Claims examiners are assigned to a claim for the life of the claim (until the \$25,000 claim maximum is exhausted). Each year new claims compound on the existing claims of the examiner assigned from previous years. The assistant claims examiners processed 4,125 applications, meaning each examiner processed an average of 1,041 new claims.

The new D.C. City Council legislation, "Expanding Supports for Crime Victims Amendment Act of 2022," which introduced six new crime categories and extended services to eligible claimants and aggressive program awareness initiatives by the Program Awareness Team (PAT) are two major factors that contributed to the increase in claims filed. While crime statistics are one indicator of new claims, they do not fully represent new CVCP filings. Claimants have up to a year to file a claim, after the crime has occurred. Victims of domestic violence can obtain a civil protection order and file for CVCP services. Victims of sexual assaults are exempt from the one-year filing deadline and secondary victims are also allowed to file. For example, a single crime, such as a homicide, may receive multiple applications (e.g., a parent, spouse, adult child). The CVCP Program Awareness Team (PAT) enhanced program awareness efforts in accordance with the statutory mandate. CVCP participated in 22 trainings in FY24 and distributed over 5,900 program brochures. This impacts filings as more people become aware of the program and exercise their right to file multiple claims.

The overall increase in application filings and approved claims resulted in increased caseloads for claims examiners and assistant claims examiners. Specifically, each claims examiner was assigned an average of 480 new claims in FY24. Assistant claims examiners processed an average of 1,041 applications in FY24. The lack of sufficient staff with increased caseloads negatively affects crime victims due to delays in processing claims, increased error rates, and

longer wait times. Increased caseloads also negatively affect examiners by enhancing vicarious trauma and increasing burnout which impacts performance and productivity.

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

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

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

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

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

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

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

Table 3  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**New Positions Requested by Grade**

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

Table 4  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	1,111,000	1,184,000	1,552,000	368,000
12 - Personnel Benefits	308,000	328,000	423,000	95,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>1,419,000</i></b>	<b><i>1,512,000</i></b>	<b><i>1,975,000</i></b>	<b><i>463,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	2,000	3,000	4,000	1,000
25 - Other Services	19,000	22,000	23,000	1,000
26 - Supplies & Materials	8,000	10,000	11,000	1,000
31 - Equipment	6,000	7,000	8,000	1,000
<b><i>Subtotal Non-personnel Cost</i></b>	<b><i>35,000</i></b>	<b><i>42,000</i></b>	<b><i>46,000</i></b>	<b><i>4,000</i></b>
<b>TOTAL</b>	<b>1,454,000</b>	<b>1,554,000</b>	<b>2,021,000</b>	<b>467,000</b>
FTE	13	13	16	3

Table 5  
**CRIME VICTIMS COMPENSATION PROGRAM**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	13	32,000	
	Current Position COLA	13	36,000	
	Claims Examiner	1	104,000	
	Assistant Claims Examiners	1	72,000	
	Operations Supervisor	1	124,000	
<b><i>Subtotal 11</i></b>				<b><i>368,000</i></b>
12 - Personnel Benefits	Current Position WIG	13	8,000	
	Current Position COLA	13	9,000	
	Claims Examiner	1	27,000	
	Assistant Claims Examiners	1	19,000	
	Operations Supervisor	1	32,000	
<b><i>Subtotal 12</i></b>				<b><i>95,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>463,000</i></b>
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			1,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>4,000</i></b>
<b>Total</b>				<b>467,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8			
JS-9	4	4	5
JS-10	2	2	2
JS-11			
JS-12	5	5	6
JS-13			1
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>1,111,000</b>	<b>1,184,000</b>	<b>1,552,000</b>
Total FTEs	13	13	16

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
109	\$11,925,000	109	12,440,000	113	13,477,000	4	1,037,000

**Mission Statement**

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

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

**Introduction**

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

**Organizational Background**

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

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

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

The Case Management/Community Court Branch processes and maintains all felony, misdemeanor, traffic, and District of Columbia cases, motions, appeals, cases to be expunged,

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

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

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

### **Criminal Division Management Action Plan (MAP) Objectives**

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

- Enhance services for people who face challenges accessing justice by having the division paralegal address prisoner questions and issues with cases by promptly notifying attorneys and judges of their concerns.
- Develop and maintain collaborative partnerships with community agencies and nonprofit organizations including committee participation to help identify justice related issues, deliver legal and social services, and develop solutions to problems.
- Continue collaborating with partner agencies to eradicate the backlog of missing certifications, including mass certifications of outstanding sealings or expungements in anticipation of the Second Chance Act's implementation.
- Prepare for the implementation of the Second Change Amendment Act by training internal and external stakeholders and compiling a report and corresponding codes for cases that are eligible for automatic sealing and expungement, and leveraging support of partner agencies to manage automatic sealing and expungement of no-papered cases.
- Collaborate with US Marshal Service, the Bureau of Prisons, the Department of Corrections, and the Defense Bar to streamline the writ process.

- Foster public trust and confidence through collaboration with partner agency leaders to eradicate the backlog of missing certifications and develop a new process for partner agencies to mass certify cases in preparation for the implementation of the Second Chance Act.
- Modify the Judicial Summons form to include Webex information for hearings designated to be remote.
- Develop an Electronic Witness Voucher Process that allows attorneys to submit witness vouchers electronically.
- Internal division training pertaining to the Unjust Conviction Imprisonment Compensation Amendment Act of 2017.
- Ensure that Criminal Division cases are resolved timely and efficiently by maintaining performance standards within statutory and administrative requirements that address time standards, trial certainty, staggered schedules, age of pending caseload, and accuracy of court records.

### **Divisional Restructuring and/or Work Process Redesign**

#### **Operations**

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

In FY 2024, the Criminal Division saw an increase of 46% in the number of new filings. The Criminal Division handled 8,607 out of 18,441 available cases, successfully conducting 313 bench trials and 233 jury trials.

#### **Implementation of Sealing Statute**

The “Second Chance Amendment Act of 2022,” (the “Act”) making expungement for marijuana automatic and reducing wait times for sealing matters, was enacted March 10, 2023, with an effective date of March 1, 2025, for sealing and expungement requests by motion and October 1, 2027, for the automatic portion of the statute. The Act decreases the waiting period to 90 days for sealing criminal records that conclude without a conviction. Those accused of non-violent offenses or those who have not been charged formally may have their criminal records sealed without the need for a court order. The court must still decide whether it is in the best interests of justice to grant the request.

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

## Workload Data

The Criminal Division received 10,221 new cases and disposed of 8,607 cases in FY 2024, a 20% increase in case dispositions from the 7,173 cases disposed of in FY 2023. The total new case numbers reflect: 535 D.C. misdemeanors; 2,750 felony cases; 2,146 traffic cases; and 4,790 U.S. misdemeanors.

Table 1  
**CRIMINAL DIVISION**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2024 Data)**

	New Filings (Includes reactivated & Reopened cases)	Pending Cases 30-Sep	Disposition (Includes inactive status)	Clearance Rate*
D.C. Misdemeanors	535	255	463	87%
Felony	2,750	2,324	2,485	90%
Traffic	2,146	1,333	1,805	84%
U.S. Misdemeanors	4,790	1,923	3,854	80%
<b>Total</b>	<b>10,221</b>	<b>5,835</b>	<b>8,607</b>	<b>84%</b>

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

## Key Performance Indicators

Table 2  
**CRIMINAL DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY2027	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	**Processing of automatic sealing of misdemeanor and no papered cases	Management Report	N/A	N/A	N/A	N/A	75%	70%	75%	70%
Input	Felony I (Murder, Sexual Assault, etc.) case resolved within: 12 months 18 months 24 months	Management Report								
			75%	9%	75%	70%	75%	70%	75%	70%
			90%	15%	90%	85%	90%	85%	90%	85%
Input	Felony II cases resolved within: 6 months 9 months 12 months	Management Report								
			75%	7%	75%	75%	75%	75%	75%	75%
			90%	9%	90%	85%	90%	85%	90%	85%
Input	AFTC cases resolved within: 6 months 9 months 12 months	Management Report								
			75%	8%	75%	60%	75%	60%	75%	65%
			90%	8%	90%	70%	90%	70%	90%	70%
Input	U.S. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report								
			75%	8%	75%	80%	75%	80%	75%	80%
			90%	10%	90%	85%	90%	85%	90%	85%
Input	D.C. Misdemeanor cases resolved within: 4 months 6 months 9 months	Management Report								
			75%	14%	75%	75%	75%	75%	75%	75%
			90%	18%	90%	90%	90%	90%	90%	90%
Input	D.C. Traffic cases resolved within: 3 months 6 months 9 months	Management Report								
			75%	14%	75%	50%	75%	50%	75%	50%
			90%	14%	90%	75%	90%	75%	90%	75%
Input	D.C. Traffic cases resolved within: 3 months 6 months 9 months	Management Report								
			75%	14%	75%	50%	75%	50%	75%	50%
			90%	9%	98%	85%	98%	85%	98%	85%

\* The figures for FY 2024 are lower than anticipated. But to resume normal operations after COVID, the Criminal Division scheduled more jury trials and worked with the US Attorney's office to increase their indictment filings.

## FY 2027 Request

In FY 2027, the Courts' request for the Criminal Division is \$13,477,000, an increase of \$1,037,000 (8%) above the FY 2026 Enacted Budget. This increase includes \$522,000 for 4 FTEs to address legislative changes and increased caseloads and \$515,000 for built-in cost increases.

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

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

*Bilingual Paralegal (JS- 11/3), 1 FTE, \$117,000*

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

*Calendar Coordinator (JS-10), 1 FTE, \$100,000*

Problem Statement. In response to a rise in crime, the Council for the District of Columbia has passed a number of new laws that have major operational impacts. First, the Prioritizing Public Safety Act of 2023 altered the requirements for a defendant to be detained before trial, which increased the number of individuals in custody. There are now more hearings scheduled to decide the terms of release for a detained defendant, which has an impact on the Criminal Division operations. Additionally, misdemeanor warrants became extraditable under the same act. Previously, misdemeanor warrants could only be served within the District of Columbia. Now misdemeanor warrants can be served outside of the district, resulting in an increase in the number of bench warrant return hearings scheduled. During FY 2022, there were 234 active misdemeanor bench warrants compared to 473 active misdemeanor bench warrants in FY 2023, and 716 misdemeanor bench warrants in FY 2024, an increase of 206%.

Another significant criminal legislation was enacted on an emergency basis. The Secure DC Omnibus Act enhanced the severity of several penalties for many crimes and created new crimes, making almost a dozen new offenses eligible for jury trial. Additionally, since September of 2024, if a judge determines to release a defendant for whom there is a presumption of detention, the judge is required to submit a written explanation for the release and specifically stating how the defendant rebutted the presumption against detention. The Criminal Division's workload has increased because this legislation required additional review of properly filed orders.

The DC Council also passed the Strengthening Traffic Enforcement, Education, and Responsibility (STEER) Amendment Act of 2024, which requires the Court transmit a copy of a written order to the DMV revoking a defendant's driving privileges upon a final judgment for an impaired driving offense if the defendant had two or more prior impaired driving convictions. Prior to this legislation, the Court was not required to send any copies of judicial orders to the DMV; the DMV would only receive information pertaining to driving related offenses/convictions from an internal court-generated report. Given this change in the legislation, when a defendant is convicted of DUI 3rd and is subject to license revocation, the DMV will now receive both (1) the court order; and (2) the report. This statutory requirement now necessitates additional case processing and quality assurance measures to ensure that the DMV is receiving written orders issued by judges, for compliance with the legislation.

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

1. Providing memorandums on preliminary legal determinations such as eligibility.

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

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

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

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

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

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

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

The Supervisory Attorney will ensure the Court meets its statutory obligations for sealings and other post-conviction actions, create training programs for staff and the judiciary, act as the office representative in inter-agency efforts, and provide legal and administrative expertise. The Paralegals will review additional paperwork generated by detention hearings, including new justifications required from judges, conduct quality control on sealings, review work distribution and manage workflow, and flag cases needing legal review before eligibility for automatic sealing or expungement. The Calendar Coordinator will review all case information as updated by Courtroom Clerks to ensure that all entries and corresponding paperwork are complete and correct. When errors are detected, issues corrections to courtroom clerks. The Calendar Coordinator generates daily quality control reports to track unresulted events, incomplete sentences/dispositions and cases with no disposition and no future event.

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

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

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

Methodology. The grade level for this position is determined in accordance with the Courts’ personnel policies and classification standards.

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

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

Table 3  
**CRIMINAL DIVISION**  
**New Positions Requested by Grade**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Supervisory Attorney	14	1	\$146,000	\$38,000	\$184,000
Bilingual Paralegal	11	1	\$93,000	\$25,000	\$118,000
Paralegal	11	1	\$87,000	\$23,000	\$110,000
Paralegal	11	1	\$87,000	\$23,000	\$110,000
<b>TOTAL</b>		<b>5</b>	<b>\$413,000</b>	<b>\$108,000</b>	<b>\$522,000</b>

Table 4  
**CRIMINAL DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	9,232,000	9,625,000	10,444,000	819,000
12 - Personnel Benefits	2,569,000	2,676,000	2,890,000	214,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>11,801,000</i></b>	<b><i>12,301,000</i></b>	<b><i>13,334,000</i></b>	<b><i>1,033,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	66,000	74,000	76,000	2,000
25 - Other Services				
26 - Supplies & Materials	29,000	33,000	34,000	1,000
31 - Equipment	29,000	32,000	33,000	1,000
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>124,000</i></b>	<b><i>139,000</i></b>	<b><i>143,000</i></b>	<b><i>4,000</i></b>
<b>TOTAL</b>	<b>11,925,000</b>	<b>12,440,000</b>	<b>13,477,000</b>	<b>1,037,000</b>
FTE	109	109	113	4

Table 5  
**CRIMINAL DIVISION**  
**Detail, Difference FY 2026/FY 2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	109	117,000	
	Current Position COLA	109	289,000	
	Supervisory Attorney	1	146,000	
	Paralegal	2	174,000	
	Bilingual Paralegal	1	93,000	
<b><i>Subtotal 11</i></b>				<b><i>819,000</i></b>
12 - Personnel Benefits	Current Position WIG	109	30,000	
	Current Position COLA	109	75,000	
	Supervisory Attorney	1	38,000	
	Paralegal	2	46,000	
	Bilingual Paralegal	1	25,000	
<b><i>Subtotal 12</i></b>				<b><i>214,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>1,033,000</i></b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			2,000
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>4,000</i></b>
<b>Total</b>				<b>1,037,000</b>

Table 6  
**CRIMINAL DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6	1	1	1
JS-7	15	15	15
JS-8	26	26	26
JS-9	35	35	35
JS-10	14	14	14
JS-11	2	2	5
JS-12	5	5	5
JS-13	8	8	8
JS-14	1	1	2
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>9,232,000</b>	<b>9,625,000</b>	<b>10,444,000</b>
Total FTEs	109	109	113

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA  
DOMESTIC VIOLENCE DIVISION**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
34	3,289,000	36	3,660,000	38	4,010,000	2	350,000

**Mission Statement**

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

**Organizational Background**

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

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

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

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

### **Management Action Plan (MAP) Objectives**

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

Other objectives for the Domestic Violence Division are to:

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

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

### **Restructuring or Work Process Redesign**

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

The Division has placed a strong emphasis on the quality and timeliness of its hybrid operations. Throughout FY 2024, the Division solidified business processes to ensure the Clerk's Office processed both electronic and in person filings simultaneously while maintaining time standards and customer service. While the majority of filings are submitted electronically, in person filings have continued to increase requiring the Division to enhance customer service protocols. New protocols and time standards were established for filers needing same day hearings, and a process was established to allow parties to check in for remote trials. In addition, the Division re-engineered the distribution of work within the teams and established automated reports to manage the work. Given the emergency nature of domestic violence cases, it is imperative that the process is just as accessible and timely despite the manner of filing.

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

### **Workload Data**

In FY 2024, the Domestic Violence Division processed 7,917 new filings and reinstated cases, disposed of 7,896 cases and scheduled 35,155 hearings. Table 1 below provides caseload data for the Domestic Violence Division. Table 2 provides performance data for the Domestic Violence Division.

Table 1  
**DOMESTIC VIOLENCE DIVISION**  
**Caseload and Efficiency Measures**  
(Fiscal Year 2024 Data)

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct	30-Sep	Change
Intra-family (Protection Orders)	4,838	4,886	101%	434	416	-4.1%
Anti-Stalking Orders	1,226	1,217	99%	86	105	22%
U.S. Misdemeanors	1,735	1,669	96.1%	593	581	-2.02%
Extreme Risk Protection Orders	63	60	95%	4	7	75%
Criminal Contempt Cases	55	64	116%	15	32	113.33%
<b>Total</b>	<b>7,917</b>	<b>7,896</b>	<b>99.7%</b>	<b>1,132</b>	<b>1,141</b>	<b>N/A</b>

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

Table 2  
**DOMESTIC VIOLENCE DIVISION**  
**Key Performance Measures**

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

**FY 2027 Request**

In FY 2027, the D.C. Courts' request for the Domestic Violence Division is \$4,010,000, an increase of \$350,000 (9%) above the FY 2026 Enacted Budget. The requested increase includes \$164,000 for 2 FTEs to expand the Division's capacity to improve services to domestic violence victims and meet the evolving service demands of hybrid operations that provide services for litigants who file in person or electronically, and \$186,000 for built in cost increases.

***Strengthening Customer Experience, 2 FTEs, \$164,000  
Deputy Clerk (JS-6/7/8)***

Introduction. The Division is requesting additional Deputy Clerk positions to accommodate the growing volume of phone calls to the Clerk's Office while also enhancing support for other methods of communication. The Division has successfully upheld processes that facilitate both in person and electronic filings in the Clerk's Office, ensuring improved access to justice. As a result, there is a growing need to enhance support services as these filings often involve more complex inquiries and require prompt and accurate responses to address filing-related questions.

To effectively meet these evolving demands of providing support services to complex inquiries and timely address litigants' questions, there is a need to develop comprehensive resources, streamline communication channels, and implement robust systems that enable efficient handling of remote filings. By adapting to the shift towards remote filings and prioritizing effective support, the Division aims to maintain accessibility, transparency, and efficiency in serving the needs of filers during these changing times.

The Division has observed a substantial surge in phone calls because of the rise in remote filings. The staff is currently operating under high-pressure conditions and managing the increased volume of phone calls which has inadvertently led to an increase in error rates and a decline in the quality of work produced. The Division aims to strike a delicate balance between providing trauma-informed services to litigants, ensuring reasonable wait times for all parties involved, and upholding access to justice.

To achieve these objectives, it is imperative for the Division to expand its workforce. By doing so, the Division can effectively implement best practices and effectively respond to the evolving needs of the public, especially as the court continues to expand its capacity. By proactively addressing these challenges, the Division remains committed to fulfilling its mission of providing access to justice while providing service for the unique dynamics of domestic violence cases.

Problem Statement. Since the Division was established, the number of filings has increased exponentially. According to a recent study by the DC Coalition Against Domestic Violence (DCCADV), 40% of female DC residents have been hit, slapped, punched, threatened, beaten, stalked, or raped by an intimate partner, 50% have experienced some form of psychological aggression by an intimate partner, and 30% have experienced sexual violence or stalking by an intimate partner. While there is 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)), 2022.

In FY 2024, the Division received over 11,000 phone calls from the public. The types of questions from the public are complex and require in-depth responses from staff which require more time and resources. Filers often require focused attention and detailed guidance because, in many instances, filers are traumatized, triggered, and need support to complete their documentation.

Currently, 63% of filings are submitted remotely and now constitute the majority of submissions. This shift has unexpectedly led to an increase in phone calls received by the Clerk's Office. Many of the phone calls from the public are requesting assistance with completing electronic filings or requiring technical assistance to access a remote hearing. The types of responses to these inquiries require clerks to research several databases to locate electronic filings or troubleshoot potential technical issues to ensure litigants can attend their remote hearings. To enhance customer service and improve efficiency by streamlining communication channels, the Division plans to establish a dedicated Customer Service Communication Center. This center will serve as a centralized hub for managing all external communications, including phone calls, emails, and live chat interactions. To support the operation of this center, the Division requests two additional Deputy Clerk positions.

Deputy Clerks will respond to inquiries and assist the public with various needs. The clerks may also make referrals to legal service providers and advocates, provide access to justice support with electronic filings, and provide technical assistance to litigants participating in virtual hearings and submitting evidence virtually. Individuals in these positions will have strong communication skills, attention to detail, and capacity to successfully handle complex and sensitive inquiries. Consolidating these tasks under the center and limiting the frequency of disruptions to focused work will enable other Deputy Clerks ensure the highest quality output when initiating, updating, and managing cases. Errors will be reduced overall across the Division and customer service delivery from all teams will be improved.

Relationship to Courts Mission and Goals. These requests support the Courts’ Strategic Goal 1: Access to Justice For All by enhancing communication services to internal and external customers; Goal II: Public Trust and Confidence by improving the customer service experience; and Goal V: Fair and Timely Case Resolution by implementing enhancements to court operations to ensure effective and timely services.

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

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

Methodology. The grade level for these positions is determined in accordance with the Courts’ personnel policies and classification standards.

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

Performance Indicators. The Deputy Clerk positions will improve filing accuracy and reduce errors. The creation of a customer service communication center streamlines operations, improves efficiency, and ensures high-quality service for all individuals engaging with the Court, resulting in improved customer satisfaction and accessibility.

Table 3  
**DOMESTIC VIOLENCE DIVISION**  
**New Positions Requested by Grade**

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
Deputy Clerk	JS-8	2	\$130,000	\$34,000	\$164,000

Table 4  
**DOMESTIC VIOLENCE DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	2,562,000	2,851,000	3,127,000	276,000
12 - Personnel Benefits	709,000	787,000	859,000	72,000
<b><i>Subtotal Personnel Cost</i></b>	<b>3,271,000</b>	<b>3,638,000</b>	<b>3,986,000</b>	<b>348,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	10,000	12,000	13,000	1,000
31 - Equipment	8,000	10,000	11,000	1,000
<b><i>Subtotal Non-personnel Cost</i></b>	<b>18,000</b>	<b>22,000</b>	<b>24,000</b>	<b>2,000</b>
<b>TOTAL</b>	<b>3,289,000</b>	<b>3,660,000</b>	<b>4,010,000</b>	<b>350,000</b>
FTE	34	36	38	2

Table 5  
**Detail, Difference FY 2026/FY2027**  
**DOMESTIC VIOLENCE DIVISION**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	36	60,000	
	Current Position COLA	36	86,000	
	Deputy Clerk	2	130,000	
<b><i>Subtotal 11</i></b>				<b>276,000</b>
12 - Personnel Benefits	Current Position WIG	36	16,000	
	Current Position COLA	36	22,000	
	Deputy Clerk	2	34,000	
<b><i>Subtotal 12</i></b>				<b>72,000</b>
<b><i>Subtotal Personnel Services</i></b>				<b>348,000</b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b>2,000</b>
<b>Total</b>				<b>350,000</b>

Table 5  
**DOMESTIC VIOLENCE DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6	2	2	2
JS-7	5	5	5
JS-8	8	8	10
JS-9	7	9	9
JS-10	4	4	4
JS-11			
JS-12	2	2	2
JS-13	4	4	4
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>2,562,000</b>	<b>2,851,000</b>	<b>3,127,000</b>
Total FTEs	34	36	38

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
153	16,902,000	153	17,664,000	154	18,590,000	1	926,000

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

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

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

## **Family Court Operations Division Management Action Plan Objectives**

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

## **Workload Data**

There were 3,558 pending pre-disposition cases in the Family Court on October 1, 2023. In fiscal year 2024, there were a total of 10,074 new cases filed or reopened in the Family Court. During the same period, 10,273 cases were disposed. As a result, there were 3,359 cases pending in the Family Court on September 30, 2024. The overall clearance rate was 102% (Table 1).

Table 1  
**FAMILY COURT OPERATIONS DIVISION**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2024 Data)**

	Cases Added	Cases Disposed	Clearance Rate <sup>1</sup>	Cases Pending <sup>2</sup>		
				1-Oct-23	30-Sep-24	Change
Abuse & Neglect	275	241	88%	30	64	113.3%
Adoption	162	155	96%	92	99	7.6%
Divorce & Custody	4,294	4,233	99%	1,695	1,756	4.0%
Juvenile	1,226	1,243	101%	745	728	-2.3%
Mental Health	2,883	2,901	101%	184	166	-9.8%
Parentage & Support	1,234	1,500	122%	812	546	-32.8%
<b>Total</b>	<b>10,074</b>	<b>10,273</b>	<b>102%</b>	<b>3,558</b>	<b>3,359</b>	<b>-5.6%</b>

<sup>1</sup> 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.

<sup>2</sup> Cases pending were adjusted after a manual audit of caseload.

Table 2  
**FAMILY COURT OPERATIONS DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Time to Disposition	Contested Custody Cases: within 270 days	Performance Measure Report	98%	79%	98%	80%	98%	90%	98%	90%
Time to Disposition	Contested Divorce Cases: within 270 days		98%	88%	98%	88%	98%	91%	98%	93%
Time to Disposition	Child Support: within 18 months		90%	90%	90%	90%	90%	90%	90%	90%
Time to Disposition	Neglect (Child Removed): within 105 days		100%	77%	100%	100%	100%	100%	100%	100%
Time to Disposition	Neglect (Child Not Removed): within 45 days		100%	32%	100%	100%	100%	100%	100%	100%
Time to Disposition	Juvenile (Released): within 270 days		98%	79%	98%	98%	98%	98%	98%	98%
Persons Assisted	Number of Persons Assisted in the Self-Help Center	Family Statistics	8,000	4,311	7,000	6,000	7,000	7,000	8,000	8,000

**FY 2027 Request**

In FY 2027, the Courts’ request for the Family Court Operations Division is \$18,590,000, an increase of \$926,000 (5%) above the FY 2026 Enacted Budget. The requested increase includes \$156,000 for 1 FTE to enhance dispute resolution in Family Court cases and \$770,000 for built-in cost increases.

***Negotiating in Divorce, Custody, Visitation, and Support Matters, 1 FTE, \$156,000***

*Attorney Negotiator (JS-13)*

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

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

The attorney negotiators have already received 422 referrals in FY 2025 compared to 540 referrals in FY 2024. At this rate, 679 referrals are expected by the end of the fiscal year – an increase of 26%. Due to the voluminous number of referrals from the judges, the attorney negotiators must schedule negotiation sessions ten weeks from the date of referral. The volume of referrals impacts timely case resolution as lengthy proceedings may affect a party's willingness to engage in negotiations. Attorney negotiators can only spend a limited amount of time on each case, which may affect the success of the negotiation.

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

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

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

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

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

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

Table 3  
**FAMILY COURT OPERATIONS DIVISION**  
**New Positions Requested by Grade**

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

Table 4  
**FAMILY COURT OPERATIONS DIVISION**  
**Budget Authority by Object Class**

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Salaries	12,099,000	12,544,000	13,247,000	703,000
12 - Personnel Benefits	3,335,00	3,485,000	3,668,000	183,000
<b>Subtotal Personnel Cost</b>	<b>15,434,000</b>	<b>16,029,000</b>	<b>16,915,000</b>	<b>886,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	86,000	96,000	99,000	3,000
25 - Other Services	1,013,000	1,127,000	1,153,000	26,000
26 - Supplies & Materials	43,000	49,000	51,000	2,000
31 - Equipment	326,000	363,000	372,000	9,000
<b>Subtotal Non-personnel Cost</b>	<b>1,468,000</b>	<b>1,635,000</b>	<b>1,675,000</b>	<b>40,000</b>
<b>TOTAL</b>	<b>16,902,000</b>	<b>17,664,000</b>	<b>18,590,000</b>	<b>926,000</b>
FTE	153	153	154	1

Table 5  
**FAMILY COURT OPERATIONS DIVISION**  
**Detail, Difference FY 2026/FY 2027**

Object Class	Description of Request	FTE	Cost	Difference FY 2026/FY 2027
11 - Personnel Compensation	Current Position WIG	153	202,000	
	Current Position COLA	153	377,000	
	Attorney Negotiator	1	124,000	
<b>Subtotal 11</b>				<b>703,000</b>
12 - Personnel Benefits	Current Position WIG	153	53,000	
	Current Position COLA	153	98,000	
	Attorney Negotiator	1	32,000	
<b>Subtotal 12</b>				<b>183,000</b>
<b>Subtotal Personnel Services</b>				<b>886,000</b>
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			26,000
26 - Supplies & Materials	Built-in Increases			2,000
31 - Equipment	Built-in Increases			9,000
<b>Subtotal Non-personnel Services</b>				<b>40,000</b>
<b>Total</b>				<b>926,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-5	1	1	1
JS-6	27	27	27
JS-7	9	9	9
JS-8	33	33	33
JS-9	32	32	32
JS-10	19	19	19
JS-11	6	6	6
JS-12	9	9	9
JS-13	14	14	15
JS-14	1	1	1
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>12,099,000</b>	<b>12,544,000</b>	<b>13,247,000</b>
Total FTEs	153	153	154

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Level</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
138	24,346,000	142	25,727,000	144	27,018,000	2	1,291,000

**Mission Statement**

The mission of the Family Court Social Services Division (CSSD) is to screen, assess, and rehabilitate youths and their families through the coordination of positive youth development frameworks, comprehensive prosocial services, and community supervision or monitoring to enhance public safety and prevent recidivism within the city’s juvenile justice system.

**Organizational Background**

As the juvenile probation agency for the Nation’s capital, the CSSD is responsible for all youth involved in the District of Columbia’s juvenile justice system who are not committed to the District of Columbia’s Department of Youth Rehabilitation Services (DYRS). CSSD provides pre-trial services, diversion and supervision, as well as post-adjudicated probation. The Division’s responsibilities primarily include: 1) screening and assessing each newly referred youth’s social service needs and risk to public safety following arrest for delinquency or referral as a status offender (e.g. truant or habitual runaways); 2) making initial detention and release decisions when court is not in session; 3) assessing each youth’s eligibility for formal specialized diversion programs; 4) conducting youth and family assessments; 5) making petition and detention recommendations to the Office of the Attorney General for the District of Columbia (OAG); 6) advising and making recommendations to the Court throughout all phases of the adjudication process; 7) conducting home, school, and community assessments for comprehensive pre-trial and post-disposition probation services/supervision plans and alternatives to detention; 8) facilitating Family Group Conferences (FGC); 9) facilitating youth commitments to the DYRS; and 10) coordinating services and supervision to all court-involved youth. The Division is comprised of the Director’s Office (which includes two operational units), the Child Guidance Clinic, and three branches—each containing multiple specialized units. In total, the Division is staffed by 138 full-time employees (FTEs).

The Director’s Office provides leadership, oversight, and strategic guidance for all divisional goals, programs, and activities within the Court Social Services Division (CSSD), in alignment with the District of Columbia Code and Annotated Rules. This office ensures operational integrity and service delivery across the Division. There are 5 FTEs. Within the Director’s Office there are two units:

- Contract Monitoring, Data and Financial Analysis (COMDAF) unit is responsible for coordinating court-ordered referrals, overseeing the procurement and reimbursement processes for contractual service providers, and compiling and analyzing CSSD’s

operational data. COMDAF develops statements of work, organizes source selection evaluation boards, and ensures that solicitations are conducted efficiently to meet the service needs of youths and families. The unit consists of 5 FTEs.

- The Juvenile Information Control Center (JICC) unit supports day intake operations at the public counter at the Moultrie Courthouse. JICC is also responsible for managing incoming and outgoing mail at CSSD's five satellite offices, the closed file business process, overseeing the division's fleet vehicles and maintenance, and providing frontline customer service support to staff and the public. This unit consists of 3 FTEs.
- The Intake Services and Delinquency Prevention Branch (ISDP) is comprised of three teams: two teams provide intake services during the day, evening, and overnight hours, while the third team is responsible for managing Global Positioning System (GPS) electronic monitoring. The branch consists of 26 FTEs.
  - Intake Units I and II are responsible for screening newly referred youth to assess risk to public safety and determine appropriate case processing. This includes conducting social assessments for law enforcement-referred youth and administering standardized tools such as the Connors assessment (to identify potential behavioral health concerns) and the Sex Trafficking Assessment Review (STAR) to screen for indicators of commercial sexual exploitation. Intake staff also screen/evaluate truancy referrals and make recommendations to the Office of the Attorney General based on the youth's needs and legal circumstances. As part of their duties, intake probation officers write court reports and delivers oral presentations to judicial officers in accordance with the D.C. Code to recommend conditions of release, identify appropriate services or supervision levels, and ensure decisions are informed by structured risk assessments and related social factors.
  - The Delinquency Prevention Unit (DPU) is responsible for administering and supervising the Court's electronic monitoring program, which includes GPS tracking for youth placed under court-ordered supervision in the community. DPU staff are trained to install and actively monitor the devices, review system-generated alerts, and utilize advanced features—such as real-time voice commands—to communicate directly with the youth when needed. The unit also contacts parents or guardians to address technical concerns, including low or depleted battery levels, to ensure continuous and reliable tracking. By maintaining close coordination with probation officers, judicial officers, and law enforcement, DPU plays a vital role in reinforcing accountability, promoting public safety, and ensuring youth remain in compliance with court-imposed conditions.
- The Pre/Post Probation Supervision Branch - Region I provides comprehensive case management and community supervision throughout a youth's involvement with the Court Social Services Division. The Southeast Satellite Office (SESO), located at 1110 V Street, SE, serves youth residing in the southeast quadrant and operates out of the Southeast BARJ Drop-In Center. The Southwest Satellite Office (SWSO), located at 1215 South Capitol Street, SW, supervises youth in the southwest and lower northwest quadrants through the Southwest BARJ Drop-In Center. The Leaders of Today in Solidarity (LOTS) Office, located at 118 Q Street, NE, is the District's first gender-responsive probation program which

provides trauma-informed supervision and support for only female youth. In addition to these site-based offices, Region I includes two decentralized units that maintain representation across all BARJ Drop-In Centers. The Ultimate Transitions Ultimate Responsibilities Now (UTURN) Intensive Supervision Program provides high-intensity supervision and serves as an alternative to secure commitment for high-risk youth. The Interstate Compact Unit is responsible for the supervision and coordination of youth placed in or returning from other jurisdictions under the Interstate Compact for Juveniles. The branch consists of 45 FTEs.

- The Pre/Post Probation Supervision Branch - Region II provides comprehensive case management and community supervision throughout a youth's involvement with the Court Social Services Division. Region II serves youth with a range of supervision needs and includes targeted programming for youth with significant mental health challenges, status offenses, and those identified as at risk for or victims of exploitation. The branch includes the Northeast Satellite Office (NESO), located at 2575 Reed Street NE, which provides supervision for male youth residing in the northeast quadrant of the District, and the Northwest Satellite Office (NWSO), located at 4209 9th Street NW, which supervises youth residing in the northwest quadrant of the District. Region II also includes the Status Offense and Specialty Courts Office, based at 920 Rhode Island Avenue NE, which is responsible for supervision and service coordination for youth referred for habitual truancy and runaway behavior—cases designated as Persons in Need of Supervision (PINS). This office also manages cases from two specialty courts: the Juvenile Behavioral Diversion Program (JBDP), which serves youth with primary mental health diagnoses, and the HOPE Court (Here Opportunities Prepare You for Excellence), which supports youth who have been identified as being at-risk or confirmed victims of sexual exploitation. In addition to these site-based offices, Region II includes two decentralized units that maintain representation across all BARJ Drop-In Centers. The UTURN Intensive Supervision Program provides high-intensity supervision and serves as an alternative to secure commitment for high-risk youth. The Interstate Compact Unit is responsible for the supervision and coordination of youth placed in, or returning from, other jurisdictions under the Interstate Compact for Juveniles. The branch consists of 47 full-time employees (FTEs).
- The Child Guidance Clinic (CGC) – provides court-ordered mental health evaluations and services to youth under CSSD supervision, including psychological and forensic evaluations, therapy, and competency attainment training. It conducts psychoeducational, psychological, and specialized assessments such as Competency to Stand Trial, Psychosexual Evaluations, Violence Risk Assessments, Neuropsychological and Adaptive Functioning Assessments, Juvenile Waiver Evaluations, and other mental health or exploitation vulnerability screenings. Evaluations are primarily conducted in-person at Moultrie Courthouse, one of the local secure detention facilities (i.e., Youth Services Center or DC Jail), or at selected CSSD offices. Evaluations are typically completed in one session, with reports submitted within 14 days. The Clinic also provides court-ordered Competency Attainment Training (CAT) for youth found not competent to stand trial and is delivered in individual or group sessions. The Clinic also facilitates Sex Abuse Violates Everyone (SAVE), a 12- to 16-week, evidence-informed program for youth adjudicated for sex-related offenses. SAVE is held twice annually and ordered following a psychosexual evaluation. A treatment summary is submitted at program completion. CGC also offers a voluntary parent group alongside SAVE

to support family involvement and community safety. The Clinic provides time-limited, individual counseling and oversees Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS), an evidenced-based group therapy, for youth court-ordered or referred by their probation officer to participate. The clinic has 8 FTEs and 3 paid interns.

### **Division Management Action Plan - MAP Objectives**

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

- Utilize the Risk Assessment Instrument (RAI), Social Assessment, Conners Rating Scale, and Sex Trafficking Assessment Review (STAR) with youth referred following arrest and processing by the Metropolitan Police Department (MPD), to identify public safety risk, behavioral health concerns, and potential indicators of exploitation. The results guide intake decisions, including supervision levels, diversion eligibility, and appropriate service referrals.
- Partner with Evident Change to revalidate its current Risk Assessment Instrument (RAI) and explore the development of a companion risk and needs tool or a new assessment model. The goal is to ensure the Division uses a validated, data-informed tool that accurately identifies a youth's public safety risk and service needs. This effort supports more equitable decision-making and helps guide individualized supervision and intervention planning. Progress will be measured by the completion of the revalidation process and advancement toward the development or enhancement of a comprehensive assessment tool.
- Replace the Division's paper sign-in sheets with an electronic sign-in system at key intake and supervision locations, including the Moultrie Courthouse, the Youth Services Center (YSC), the Delinquency Prevention Unit, and all satellite offices throughout the District. The new system will allow youth and families to check in using a mobile or tablet-based e-sign process, making it easier to track both attendance and services in real time. It will be used for office visits, assessments, screenings, therapeutic services, and Balanced and Restorative Justice (BARJ) programming. This system will improve accuracy, reduce manual errors, and help staff confirm when youth and families participate in required services—including those delivered by CSSD staff and contract vendors.
- Ensure accurate and timely processing of all services mandated by probation officers and/or court orders by processing all referrals of the probation officer of record receiving the case.
- Ensure compliance with the Interstate Compact for Juveniles (ICJ) by completing home evaluations, and submitting required reports (e.g., quarterly progress, violations, and absconders). Evaluate incoming courtesy supervision requests for District youth adjudicated elsewhere within 45 days and refer eligible out-of-state youth for courtesy supervision within 15 days of adjudication or formal agreement, following residency verification.

**Restructuring or Work Process Re-Design**

The Family Court Social Services Division (CSSD) continues to strengthen its supervision and service delivery practices to better address the complex needs of youth and families in the District of Columbia. Aligned with the D.C. Courts’ 2024–2027 Strategic Plan—including priorities focused on public trust, equitable justice, and responsive operations—CSSD is reinforcing key principles of accountability, youth development, and community safety across its programs and operations.

In recent years, CSSD has expanded high-impact, trauma-responsive programming such as Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS), which equips youth with critical emotional regulation skills through group-based intervention. The Division is also placing greater emphasis on identifying and addressing the root causes of delinquency and status offenses, including educational disengagement, family conflict, mental health challenges, and social instability. By doing so, CSSD seeks to more effectively connect youth to services that reduce recidivism, prevent future system involvement, and support rehabilitation as a pathway to stronger communities.

To remain agile and effective, CSSD is conducting a comprehensive review of its business processes and standard operating procedures. This effort ensures that policies and practices are current, consistent, and dynamically positioned to respond to changing system demands. The Division is also enhancing its training and development for staff, with a focus on trauma-informed care, motivational interviewing, cultural responsiveness, and improved use of assessment tools—ensuring that staff are equipped to respond effectively to the diverse needs of court-involved youth.

In parallel, CSSD is strengthening its approach to data management and performance monitoring. Investments in technology are improving the Division’s ability to track attendance, participation, and service delivery in real time, including services provided by community partners and contract vendors. These improvements help ensure accountability, support better decision-making, and reinforce a culture of continuous improvement.

While CSSD draws on elements of the Balanced and Restorative Justice (BARJ) framework, the Division’s focus remains on reinforcing evidence-informed practices that balance public safety with rehabilitation. Through this work, CSSD is advancing its mission to respond to the needs of youth holistically, reduce system involvement, and contribute to safer, more resilient communities across the District.

**Workload Data**

Table 1 represents the number of youth under Pre-disposition Supervision, Post-Disposition Supervision, as well as those participating in the Juvenile Behavioral Diversion Program and HOPE Court. Table 2 highlights the division’s key performance indicators.

Table 1  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Caseload Measures**  
**(Fiscal Year 2024 Data)**

	Youth Under Supervision Beginning of FY 2024	New Youth Entering Supervision in FY 2024	Total Youth Under Supervision in FY 2024	Youth Exiting Supervision in FY 2024	Clearance Rate
Pre-Disposition Supervision*	278	744	1032	614	59.5%
Post Disposition Supervision*	110	259	369	166	45.0%
Juvenile Behavioral Diversion Program	17	63	80	31	38.8%
HOPE Court	14	19	33	10	30.3%

\*Youth are counted only once. For example, if a youth was under supervision at the beginning of 2024 for one case and entered supervision for a second case, they are counted only in the beginning of FY 2024 numbers. Likewise, if a youth exited supervision in one case but remained under supervision in another case, they were not counted in the youth exiting supervision numbers.

Table 2  
**FAMILY COURT SOCIAL SERVICES DIVISION**  
**Key Performance Indicators**

Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026	
		Goal	Actual	Goal	Projection	Goal	Projection
Percentage of all youth on probation supervision who remained in the community without probation revocation or DYRS commitment	Business Intelligence/Case Management System	90%	73%	90%	80%	90%	85%
Percentage of all youth released at Initial Hearing that remained on release status in the community until their predisposition status ended		90%	85%	90%	88%	90%	90%
Percentage of truancy referrals that are screened and submitted to the Office of the Attorney General with a petitioning recommendation.		90%	58%	90%	80%	90%	85%
Percentage of probation youth with a completed court ordered clinical evaluation.		85%	77%	90%	85%	90%	90%

**Division Outcomes and Accomplishments in FY 2024**

The Intake Services and Delinquency Prevention (ISDP) Branch, along with CSSD’s Pre- and Post-Disposition/Probation Supervision Branches, oversee case management and supervision of court-involved youth on electronic monitoring. Before a youth’s initial court appearance, Intake Probation Officers complete a screening covering home, school, community adjustment, and prior court involvement. In FY 2024, the Intake Services Branch completed 1,634 screenings—a 5.5% increase from FY 2023 (1,548) assessing risk, identifying service needs, and recommending supervision levels and probation conditions. In FY 2024, there were 1,226 new filings or reopened cases across all case types, including Delinquency (DEL), Interstate Compact (ISC), and Persons In Need of Supervision (PINS)—a 13% increase from the 1,086 cases

processed in FY 2023. Additionally, CSSD screened 899 truancy referrals, of which 367 (41%) were referred to the Office of the Attorney General with a recommendation for petitioning.

In FY 2024, CSSD supervised approximately 721 juveniles monthly, with about 23.5% identifying as female and 76.5% as male. The specialized Interstate Unit supervised an average of 174 youth per month—a 48.7% increase from FY 2023 (117)—under the authority of the Interstate Compact for Juveniles (Pub. L. 107-55; D.C. Code § 24-1102). The unit ensured compliance by conducting home evaluations, submitting progress, violation, and absconder reports, and coordinating with other jurisdictions to verify residency and enforce court orders—providing consistent oversight for youth under courtesy supervision.

Also in FY 2024, the U-TURN Unit continued providing intensive, community-based supervision for high-risk youth as an alternative to secure commitment. U-TURN supervised an average of 81 youth per month, primarily those with serious felony charges or chronic noncompliance. The unit’s model included enhanced curfew enforcement, school and employment monitoring, and individualized case management—aimed at reducing recidivism, strengthening accountability, and supporting successful reintegration.

CSSD employed various innovative strategies to support youth and collaborated actively with local public and private human services and public safety agencies. In FY 2024, the Division implemented a pilot of the Enhanced Supervision Services (ESS) initiative. Based on feedback received during the Directors’ Meeting, adjustments were made to improve alignment between supervision intensity and youth needs. The ESS pilot helped inform improvements to curfew monitoring, response protocols, and the development of risk-informed engagement strategies.

In tandem, CSSD increased staff training and conducted a targeted review of supervision and violation data to identify areas for improving reporting accuracy, timeliness, and utility. These efforts are part of a broader strategy to strengthen performance tracking, increase program responsiveness, and better allocate resources toward high-risk populations.

During FY 2024, the Balanced and Restorative Justice (BARJ) Drop-In Centers offered alternative suspension day reporting for youth suspended from school for fewer than ten days, along with tutoring, mentoring, and life-skills training. In FY 2024, CSSD also provided comprehensive tutoring, mentoring, and life skills support through our BARJ centers, delivering a total of 19,934 hours of mentoring and life skills services from Alternatives for Crime (12,873 hours), Assurance Quality Care (2,913 hours), and CORE DC (4,148 hours). Tutoring services from Alternatives for Crime (AFC) (12,873 hours), A Plus Success (6,027 hours), and Do the Work DC (1,301 hours) amounted to 20,201 hours of academic support. These group-based programs foster accountability, school engagement, and social-emotional growth, advancing key juvenile probation goals such as reducing recidivism and improving youth outcomes. To further enhance support, CSSD is exploring ways to expand individualized tutoring and mentoring tailored to meet the unique needs of each youth.

The Division also engaged youth using trauma-focused therapeutic skills acquired through SPARCS training and certification. The Child Guidance Clinic also provided individual therapy and conducted evaluations for some CSSD youth directly at BARJ Centers.

**Case Management Functions**

In FY 2024, the Family Court Social Services Division continued to enhance its case management practices to support the supervision of court-involved youth through intake screening, BARJ programming, electronic monitoring, and compliance audits. Intake Services conducted screenings for all youth entering supervision, ensuring individualized assessments of risk, behavioral health needs, and service requirements. BARJ Drop-In Centers provided structured, community-based programming—including tutoring, mentoring, life skills training, and restorative practices—to promote accountability and positive youth development. Additionally, CSSD strengthened public safety initiatives by enhancing electronic monitoring and curfew compliance efforts.

Table 3

**FAMILY COURT SOCIAL SERVICES DIVISION  
Balanced and Restorative Justice Drop-In Centers**

**Southeast, Southwest, Northeast, Northwest, and the Juvenile Behavioral Diversion Program—Here Opportunities Prepare you for Excellence—Persons In Need of Supervision (JBDP/HOPE/PINS) and The Leaders of Today in Solidarity (LOTS)**

	Southeast			Southwest			Northwest		
	BARJ Attendees*	Total Youth Supervised**	% of BARJ Attendees	BARJ Attendees*	Total Youth Supervised**	% of BARJ Attendees	BARJ Attendees*	Total Youth Supervised**	% of BARJ Attendees
<b>Total</b>	553	1,120	49%	368	680	54%	556	741	75%

	LOTS			Northeast			JBDP/HOPE/PINS		
	BARJ Attendees*	Total Youth Supervised**	% of BARJ Attendees	BARJ Attendees*	Total Youth Supervised**	% of BARJ Attendees	BARJ Attendees*	Total Youth Supervised**	% of BARJ Attendees
<b>Total</b>	560	1,282	44%	347	1,135	31%	564	902	63%

\* Number of individual youths under supervision within the designated center’s jurisdiction who attended the center at least once during the month.

\*\* Total number of individual youth under supervision within the designated center’s jurisdiction during the month.

Table 4

**FAMILY COURT SOCIAL SERVICES DIVISION  
Caseload Management  
(Fiscal Year 2024 Data)**

	Curfew Monitoring Type		Type of Visit						
	Telephone Check	In-Person Curfew Visit	Detention	Home	Intake Detention	Intake Office	Office	School	Shelter House
<b>Totals</b>	13,038	9,960	633	4,364	1,152	372	5,269	3,425	329

Table 5

**FAMILY COURT SOCIAL SERVICES DIVISION  
Electronic Monitoring Compliance  
(Fiscal Year 2024 Data)**

	Electronic Monitoring Installations	Electronic Monitoring Removals
<b>Total</b>	682	344

## **FY 2027 Request**

In FY 2027, the Courts' request for the Family Court Social Services Division is \$27,018,000, an increase of \$1,291,000 (5%) above the FY 2026 Enacted Budget. The requested increase includes \$262,000 for 2 FTEs to enhance services in the Child Guidance Clinic and strengthen GPS monitoring and \$1,029,000 for built-in cost increases.

### ***Enhancing Public Safety through Youth Services, 2 FTEs, \$262,000***

*Youth Compliance Specialist (JS-12), 2 FTEs, \$262,000*

**Introduction.** The CSSD is requesting funding for two Youth Compliance Specialists to address a critical gap in after-hours supervision of high-risk youth who are released to the community under electronic monitoring. These positions will enable real-time responses to violations such as not abiding by curfew, exclusion areas, tampering alerts, and GPS signal loss—incidents that frequently occur overnight and have direct implications for public safety, youth accountability, and judicial compliance. As the District works to balance public safety with youth rehabilitation, this targeted investment will strengthen the Court's capacity to enforce supervision conditions, support swift intervention, and enhance collaboration with law enforcement and juvenile justice partners citywide.

**Problem Statement.** As of May 2025, the CSSD supervises 742 youth, with 221 monitored via GPS. In a single month—April 2025—over 39,700 GPS-related violations were recorded, including curfew breaches, entry into exclusion zones, device tampering, signal loss, and low battery alerts. These high-volume alerts require timely, informed responses to mitigate risks to public safety and support youth accountability. However, CSSD currently lacks dedicated response and community-based staffing between 10:00 PM and 5:00 AM—the period when violations are most likely to occur. As a result, some incidents—including absconding, stay-away order violations, and failure to report to school—may not receive immediate attention, which can limit the Court's ability to respond as effectively as possible and may impact youth outcomes and community safety.

Investing in overnight Youth Compliance Specialists will close this operational gap. These positions will provide real-time monitoring and response, enhance supervision integrity, and reduce the likelihood of escalated behaviors. Additionally, it increases CSSD's ability to collaborate with the Department of Youth Rehabilitation Services (DYRS) and its Rapid Response Team to coordinate immediate field-based interventions. This cross-agency partnership strengthens the District's continuum of care and supervision and enables a unified, public safety-focused approach to managing high-risk youth in the community. The ability to act swiftly and share actionable data will not only improve curfew compliance and reduce recidivism but also build public trust in the Court's commitment to accountability and safety.

**Relationship to Courts Mission and Goals.** This request supports several of the D.C. Courts' Strategic Goals, including Goal 1: Access to Justice for All is advanced by reducing language barriers for Spanish-speaking youth and families, and by enhancing after-hours intervention in response to supervision violations; Goal 2: Public Trust and Confidence is supported through improved service delivery for underserved communities and strengthened collaboration with the

Metropolitan Police Department and other community stakeholders; and Goal 5: Fair and Timely Case Resolution is promoted by enabling real-time responses to GPS violations, ensuring compliance with court orders, and supporting timely and effective case management.

Relationship to Divisional Objectives. These positions directly support CSSD’s objective to assist the Superior Court of the District of Columbia’s Family Court and the city’s juvenile justice system in rehabilitating court-involved youth, enhancing public safety, and preventing recidivism. They also advance CSSD’s mission to guide judicial decision-making through high-quality evaluations, promote access to services, and improve rehabilitation outcomes for youth under supervision.

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

Methodology. The grade level for this position is determined in accordance with the Courts’ personnel policies and classification standards.

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

Performance Indicators. The Bilingual Clinical Psychologist will significantly increase the volume of completed evaluations, reduce case backlogs, and improve the timeliness of forensic reports. Success will be measured by the number of evaluations conducted, reduced delays for Spanish-speaking youth, and strengthened oversight of graduate trainees. This position will also mitigate legal risk by ensuring evaluations are conducted in accordance with national professional standards.

Youth Compliance Specialists will monitor GPS alerts in real time, coordinate with CSSD staff and the Metropolitan Police Department, and provide critical overnight coverage at the Youth Services Center. Success will be demonstrated through reduced supervision violations, increased curfew compliance, faster intervention response times, and improved public safety outcomes. Additionally, these specialists will help identify behavioral trends, support cross-agency coordination, and enhance the reliability and responsiveness of the Division’s supervision data and compliance systems.

Table 6  
**FAMILY COURT SOCIAL SERVICES**  
**New Positions Requested**

<b>Positions</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Youth Compliance Specialist	12	2	\$208,000	\$54,000	\$262,000

Table 7  
**FAMILY COURT SOCIAL SERVICES**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Budget</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	14,900,000	15,412,000	16,325,000	913,000
12 - Personnel Benefits	3,992,000	4,249,000	4,486,000	237,000
<b><i>Subtotal Personnel Cost</i></b>	<b>18,892,000</b>	<b>19,661,000</b>	<b>20,811,000</b>	<b>1,150,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	768,000	855,000	875,000	20,000
24 - Printing & Reproduction				
25 - Other Services	4,598,000	5,112,000	5,230,000	118,000
26 - Supplies & Materials	53,000	60,000	62,000	2,000
31 - Equipment	35,000	39,000	40,000	1,000
<b><i>Subtotal Non-Personnel Cost</i></b>	<b>5,454,000</b>	<b>6,066,000</b>	<b>6,207,000</b>	<b>141,000</b>
<b>TOTAL</b>	<b>24,346,000</b>	<b>25,727,000</b>	<b>27,018,000</b>	<b>1,291,000</b>
FTE	138	142	144	2

Table 8  
**FAMILY COURT SOCIAL SERVICES**  
**Detail, Difference FY 2026/FY2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	142	242,000	
	Current Position COLA	142	463,000	
	Youth Compliance Specialist	2	208,000	
<b><i>Subtotal 11</i></b>				<b>913,000</b>
12 - Personnel Benefits	Current Position WIG	142	63,000	
	Current Position COLA	142	120,000	
	Youth Compliance Specialist	2	54,000	
<b><i>Subtotal 12</i></b>				<b>237,000</b>
<b><i>Subtotal Personnel Services</i></b>				<b>1,150,000</b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			20,000
24 - Printing & Reproduction				
25 - Other Service	Built-in Increases			118,000
26 - Supplies & Materials	Built-in Increases			2,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b>141,000</b>
<b>Total</b>				<b>1,291,000</b>

Table 9  
**FAMILY COURT SOCIAL SERVICES**  
**Detail of Full-Time Equivalent Employment**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-5		1	
JS-6	6	6	6
JS-7	4	4	4
JS-8	18	20	20
JS-9	15	15	15
JS-10	3	3	3
JS-11	8	8	8
JS-12	57	57	59
JS-13	19	20	20
JS-14	6	6	6
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>14,900,000</b>	<b>15,412,000</b>	<b>16,325,000</b>
Total FTEs	138	142	144

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
31	3,966,000	31	4,159,000	35	4,804,000	4	645,000

**Mission Statement**

Multi-Door is dedicated to serving the District of Columbia community by providing accessible, effective mediation and other dispute resolution services that educate the public, facilitate communication, and empower self-determined solutions to achieve lasting agreements and strengthen community relations.

**Organizational Background**

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

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

Office of the Attorney General, the District of Columbia Public Schools and the Court. This branch has 14 FTEs.

3. The Program Assessment and Training Branch provides quality assurance through the training, evaluation, and support of 175 community-based mediators who are lawyers, social workers, government employees, retirees, and others providing ADR services to the court. Mediators receive a stipend for their services. This branch has 3 FTEs.

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

### **Division MAP Objectives**

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

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

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

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

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

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

### **Division Restructuring or Work Process Design**

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

### **Civil ADR Branch**

In FY 2024, 4,407 civil mediations were scheduled in the Multi-Door Dispute Resolution Division’s Civil ADR Branch. Of those cases, 3,800 completed the mediation process. This is a 42% (1,127) increase in cases mediated from FY 2023 (2,673). Of the cases mediated in FY 2024, the Civil ADR Branch achieved settlements in 49% of the cases, a 6% settlement increase over the FY 2023 settlement rate.

In FY 2023, the Multi-Door Dispute Resolution Division's Civil ADR Branch implemented a significant change in case management for the Civil Actions mediation program that reduced the number of mediations scheduled but not mediated. This led to an increase in calendar management efficiency, focusing mediation calendar slots on cases most likely to attend mediation. The improved efficiency in case management reduced the rate of mediations not held from 84% in FY 2022 to 25% in FY 2024.

The number of mediations held by the Landlord and Tenant mediation program increased during 2024, nearly doubling the number of mediations held in 2023. In FY 2023, this program held 954 mediations. During FY 2024, the program held 1,590 mediations, representing a 67% increase. The settlement rate for landlord and tenant cases during the 2024 fiscal year remained steady at

56%, reflecting a 6% increase from FY 2022's rate of 50%, and consistent with the rate observed in FY 2023.

Across all programs, the Civil ADR Branch is estimated to mediate 6% more cases in FY 2025 (4,031) compared to FY 2024 (3,800).

### **Family ADR Branch**

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

In FY 2024, CPM scheduled 154 families for mediation, representing 259 children. Of those families, 101 completed the mediation process. Parties reached an agreement on substantive issues and family services in 94 cases (93%), affecting 174 children who reached an earlier decision about their permanency status.

Family Mediation Program. The Family Mediation Program (Family 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 2024, the Family Program scheduled mediation for 1,455 cases. Of those cases, 552 completed the mediation process. Parties reached an agreement on substantive issues in 190 cases (34%). The Family Program scheduled 2,457 mediation sessions in FY 2024, of which, 1,553 (63%) were held. The program continues to reach 100% compliance with case processing time 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 2024, 4,222 domestic relations cases were filed, of which 1,111 were eligible for PAC. During this period, PAC cases scheduled for mediation numbered 278 representing 556 parents. Of those cases, 255 (92%) attended mediation, representing 510 parents and 191 parents participated in the PAC educational seminars remotely.

The Community Information and Referral Program (CIRP). CIRP serves people seeking help with all types of disputes before they file a court case and screens Family Court Domestic Relations cases for mediation. During FY 2024, referrals for intake/screenings at Multi-Door Dispute Resolution Division increased from 1,977 in FY 2023 to 2,278 (15%) in FY 2024. In FY 2024, the number of cases referred to Multi-Door Dispute Resolution Division for intakes/screenings continued to increase.

In addition, CIRP operates the Multi-Door Dispute Resolution Satellite Office at the Central American Resource Center (CARECEN) in the Adams Morgan Neighborhood in Northwest two days per month. In FY 2024, CARECEN referred 94 Spanish language cases to the division for resolution, including 40 cases resolved with Multi-Door Dispute Resolution Division's assistance, 45 cases referred to local community support services, and 9 cases closed because one party was not willing to participate in services.

Community Partnership – Abating Truancy Through Engagement and Negotiated Dialogue (ATTEND). ATTEND is a truancy mediation program operated by the Multi-Door Dispute Resolution Division in conjunction with the Office of the Attorney General to help parents of children ages 5 through 12 resolve school attendance issues prior to charges being filed in the Superior Court. In FY 2024, ATTEND scheduled 112 families (131 children) for mediation. Of those 112 families, 77 families (69%) participated in mediation. Of those 77 families that participated in mediation, 75 families developed a plan with the school for 92 children (97%), to abate truancy.

### **Program Assessment and Training Branch**

In FY 2024, the Division trained 26 new mediators for the Civil Branch’s Small Claims and Civil Actions programs. Current mediators in the Family program received a two-day Property Training and a Child Protection Mediation Training, resulting in 12 mediators gaining the ability to handle cases involving property issues, and 7 mediators trained to mediate Child Protection cases. Additionally, the Division conducted 23 trainings on advanced ADR topics, covering subjects such as the Neuroscience of Conflict and Bias, Trauma and Self-Care, and the potential use of technology and AI in mediation.

Mediator Attendance	Staff Attendance	Training Courses Held	Total Training Hours
399	28	23	2245.5

In FY 2025, the Division trained 13 new mediators to serve in ATTEND program. Multi-Door trained 9 new facilitators to lead PAC seminars for parents and children. In addition to these larger-scale trainings, the Division expanded its rosters through its Open Enrollment application process and reactivation of inactive mediators as follows: Family Program (4 mediators), Civil Actions (4 mediators), Foreclosure (1 mediator), and Landlord & Tenant (4 mediators). In FY 2025, the Division hosted a Mediator Ethics Hour series featuring 5 distinct sessions on standards from the Multi-Door Code of Ethical Standards for Mediators, averaging 51 people in attendance at each session.

Mediator Attendance	Staff Attendance	Training Courses Held	Total Training Hours
352	18	10	968

The Division is actively expanding its mediator training library by incorporating an online collection of 43 recordings. This initiative enables mediators to access and review recorded sessions they were unable to attend, facilitating compliance with training requirements. In turn,

these training sessions improve mediators’ practices and enhance the services received by the parties.

**Workload Data**

Table 1  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Caseload Overview**

	*Mediations Held	**Cases Settled	***Settlement Rate
FY 2024 Actual	4,533	2,239	49%
FY 2025 Estimated	4,790	2,476	51%

\*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 2024 Actual	FY 2025 Estimated	Projection FY 2026	Projection FY 2027
Output	*Mediations Held	Enterprise Justice	3,800	4,031	4,233	4,444
Outcome	**Case Settlement Rate	Enterprise Justice	49%	52%	53%	55%
Outcome/Quality	Participant Satisfaction w/ ADR Process	Survey Monkey database	72%	77%	80 %	80%
Outcome/Quality	Participant Satisfaction w/ Outcome	Survey Monkey database	82%	88%	90%	90%
Outcome/Quality	Neutral Performance Satisfaction	Survey Monkey database	87%	92%	92%	92%

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

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

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

Type of Indicator	Performance Indicator	Data Source	FY 2024 Actual	FY 2025 Estimated	Projection FY 2026	Projection FY 2027
Output	*Mediations Held	CourtView	733	759	810	862
Outcome	**Case Settlement Rate	CourtView	49%	50%	51%	52%
Outcome/Quality	Participant satisfaction w/ ADR process	Survey Monkey database	85%	87%	88%	89%
Outcome/Quality	Participant satisfaction w/outcome	Survey Monkey database	83%	85%	86%	87%
Outcome/Quality	Neutral performance satisfaction	Survey Monkey database	88%	90%	91%	92%

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

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

During FY 2024, the total number of mediations held in the Division increased by 51% over FY 2023 (4,296 were held in FY 2024 compared to 2,845 held in FY 2023). In FY 2025, the total number of mediations held is estimated to increase by 57% for a total of 6,764 mediations. The number of family cases mediated in FY 2025 is estimated to increase by 22% and the number of civil cases mediated is estimated to increase by 11%. Mediation projections in FY 2026 and FY 2027 are based on an expected increase in mediations due to the depletion of Emergency Rental Assistance Program funds, and an increase in filings in both Landlord & Tenant Court and the Family Court.

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

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

### **Key Performance Indicators**

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

Table 4  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Output	Settlement Rate	CourtView and Enterprise Justice	50%	49%	50%	51%	50%	52%	50%	54%
Outcome	Overall client satisfaction (ratings of satisfied or highly satisfied)	Survey Monkey database	80%	83%	80%	87%	80%	88%	80%	88%

## **FY 2027 Request**

In FY 2027, the Courts' request for the Multi-Door Dispute Resolution Division is \$4,804,000, an increase of \$645,000 (15%) above the FY 2026 Enacted Budget. The requested increase includes \$262,000 for two staff mediators to mediate civil cases, \$100,000 for an ADR Training and Quality Control Specialist to address the increased demand for trained, qualified mediators to mediate cases, \$100,000 for a Civil ADR Case Manager to address the increased caseload in civil cases, and \$183,000 for built-in cost increases.

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

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

*Staff Mediator (JS-12)*

Problem Statement. Permanent changes in how mediation services are provided to the public have caused both an increase in demand for Civil ADR Branch mediations as well as a reduction in capacity to provide those mediations. In FY 2023, to accommodate increased case management responsibilities, the Civil Actions mediation program was forced to reduce its daily mediation settings from 20 to 12, a 40% reduction in capacity. Some of this reduction in capacity was offset by prioritizing scheduling for cases most likely to attend mediation. Additionally, Landlord and Tenant mediations have more than doubled since FY 2023. In FY2023, the Landlord and Tenant mediation program held 954 mediations. In 2024, the program held 1,590 mediations, a 67% increase. It is estimated that the Landlord and Tenant mediation program will hold 1,909 mediations in FY 2025, a 100% increase over the number of mediations held in 2023. That number is expected to continue to rise as the DC Courts refine the new Eviction Diversion Program in the Civil Division.

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

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

These operational barriers can be addressed by the addition of two staff mediators to the Civil ADR Branch. Each staff mediator can increase the capacity of the Civil ADR Branch by approximately 480 mediations per year. The Civil ADR Branch is projected to mediate 4,444 cases in FY 2027. The addition of two staff mediators would increase that capacity to approximately 5,404 or a 22% increase in mediation capacity. Additionally, with the inclusion

of staff mediators who can train new volunteers, we expect a significant surge in the availability of volunteer mediators. This, in turn, is likely to result in an exponential increase in the number of volunteer mediators available to contribute to the mediation programs.

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

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

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

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

Expenditure Plan. The Staff Mediators will be recruited and hired according to DC. Courts' personnel policies.

Performance Indicators. Success of the position will be measured through timely civil mediations and customer satisfaction results. The employee's performance plan will include specific metrics related to these duties.

#### *ADR Training and Quality Control Specialist (JS-10)*

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

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

In FY 2023, the ADR Training Branch trained 37 new mediators to support the Division's Family Mediation and Landlord and Tenant Mediation Programs. In FY 2024, an additional 26 mediators were trained for the Civil Branch's Small Claims and Civil Actions programs, culminating in 63 additional mediators trained for the various programs in the Division in only a two-year period. In FY 2025, 13 new Truancy Mediation Program mediators and 9 new PAC facilitators were trained for the Family ADR Branch. Additionally, 13 new and returning mediators were divided between the Civil Actions, Landlord & Tenant, Foreclosure, and Family mediator rosters.

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

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

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

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

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

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

Expenditure Plan. The ADR Training and Quality Control Specialist will be recruited and hired according to DC Courts' personnel policies.

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

### *Case Manager (JS-10)*

Problem Statement. In response to increased demand for Multi-Door Dispute Resolution Division's Landlord & Tenant Mediation Program services over the last several years, the Division's Civil Alternative Dispute Resolution (ADR) Branch has significantly expanded the availability of Landlord & Tenant mediations. Due to an increase in the number of Landlord & Tenant cases being filed, the implementation of the DC Courts' Eviction Diversion Initiative, and the DC Courts' emphasis on access to justice and timely case resolution of Landlord & Tenant cases identified as public safety cases, Multi-Door Dispute Resolution Division's Civil ADR branch expanded Landlord & Tenant Mediation offerings from 100 monthly mediations eventually to 224 monthly mediations. This more than doubled mediation services available to the Civil Division of the DC Courts and the residents of the District while also more than doubling the required case management services to support this demand. Current staffing for Landlord & Tenant mediation case management remains insufficient and threatens the ability of the Division to meet the ongoing demand for Landlord & Tenant mediations.

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

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

In 2024, the Multi-Door Dispute Resolution Division's Civil ADR Branch once again expanded the number of available Landlord & Tenant mediations. To reinforce public trust and confidence and increase access to justice, especially for Public Safety Landlord & Tenant cases, the Division

collaborated with the Executive Office, the Clerk of the Court’s Office, the Presiding Judge, and the Civil Division leadership to increase mediation offerings to 224 per month. This was an increase of 124 % in scheduled mediations in less than 2 years. This increased demand for case management is projected to continue beyond FY 2025 and necessitates the need for the requested FTE.

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

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

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

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

Expenditure Plan. The Case Manager will be recruited and hired according to DC Courts' personnel policies.

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

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

<b>Positions</b>	<b>Grade</b>	<b>Number</b>	<b>Annual Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
Staff Mediators	JS-12	2	\$208,000	\$54,000	\$262,000
ADR Training & Quality Control Specialist	JS-10	1	\$79,000	\$21,000	\$100,000
Case Manager	JS-10	1	\$79,000	\$21,000	\$100,000
<b>TOTAL</b>		<b>4</b>	<b>\$366,000</b>	<b>\$96,000</b>	<b>\$462,000</b>

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	2,713,000	2,807,000	3,306,000	499,000
12 - Personnel Benefits	738,000	776,000	906,000	130,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>3,451,000</i></b>	<b><i>3,583,000</i></b>	<b><i>4,212,000</i></b>	<b><i>629,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	1,000	2,000	3,000	1,000
25 - Other Services	495,000	551,000	564,000	13,000
26 - Supplies & Materials	12,000	14,000	15,000	1,000
31 - Equipment	7,000	9,000	10,000	1,000
<b><i>Subtotal Non-personnel Cost</i></b>	<b><i>515,000</i></b>	<b><i>576,000</i></b>	<b><i>592,000</i></b>	<b><i>16,000</i></b>
<b>TOTAL</b>	<b>3,966,000</b>	<b>4,159,000</b>	<b>4,804,000</b>	<b>645,000</b>
FTE	31	31	35	4

Table 7  
**MULTI-DOOR DISPUTE RESOLUTION DIVISION**  
**Detail, Difference FY 2026/FY2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/FY 2027</b>
11 - Personnel Compensation	Current Position WIG	31	48,000	
	Current Position COLA	31	85,000	
	Staff Mediators	2	208,000	
	ADR Training & Quality Control Specialist	1	79,000	
	Case Manager	1	79,000	
<b><i>Subtotal 11</i></b>				<b><i>499,000</i></b>
12 - Personnel Benefits	Current Position WIG	31	12,000	
	Current Position COLA	31	22,000	
	Staff Mediator	2	54,000	
	ADR Training & Quality Control Specialist	1	21,000	
	Case Manager	1	21,000	
<b><i>Subtotal 12</i></b>				<b><i>130,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>629,000</i></b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			1,000
	Built-in Increases			13,000
25 - Other Service	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>16,000</i></b>
<b>Total</b>				<b>645,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6	1	1	1
JS-7	1	1	1
JS-8	1	1	1
JS-9			
JS-10	14	14	16
JS-11	5	5	5
JS-12	4	4	6
JS-13	3	3	3
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>2,713,000</b>	<b>2,807,000</b>	<b>3,306,000</b>
Total FTEs	31	31	35

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
6	1,025,000	6	1,081,000	10	1,528,000	4	447,000

**Mission Statement**

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

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

**Organizational Background**

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

**Divisional MAP Objectives**

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

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

- Increase employee participation in the Court-wide values initiative.

**Division Restructuring of Work Process**

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

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

**Workload Data**

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

Table 1  
**OFFICE OF THE AUDITOR-MASTER**  
**Caseload Overview**

Fiscal Year	Case Activity			Cases Pending		
	Reports (Dispositions)	Cases Referred	Clearance Rate	Oct 1	Sep 30	Change
2023	28	27	104%	123	122	-1%
2024	36	44	82%	122	130	6.6%

Table 2  
**OFFICE OF THE AUDITOR-MASTER**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Input	Percentage of cases where Reports are approved/approved in part	Management Reports	95%	100%	95%	95%	95%	95%	95%	95%
Output	Cases completed within 6 months		45%	8%	45%	10%	45%	10%	50%	20%
Output	Cumulative Cases completed within 9 months		70%	17%	70%	15%	70%	15%	75%	30%
Output	Cumulative Cases completed within 12 months		85%	25%	85%	35%	85%	35%	85%	70%
Output	Cumulative Cases completed within 18 months		95%	28%	95%	45%	95%	45%	95%	90%
Efficiency	Clearance Rate (Reduction of pending cases)		100%	82%	85%	45%	85%	45%	90%	90%

FY 2027 Request

In FY 2027, the Courts’ request for the Office of the Auditor Master is \$1,528,000, an increase of \$447,000 (40%) above the FY 2026 Enacted Budget. The requested increase includes 4 FTEs to expedite orders of reference and subpoenas, improve accounting processes, and enhance courtroom management, as well as \$45,000 for built-in cost increases.

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

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

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

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

Problem statement. The Office of the Auditor-Master needs a Paralegal to handle legal research and administrative tasks, allowing the Auditor-Master and Deputy Auditor-Master to focus on their responsibilities of investigating referred matters, preparing for, and conducting hearings, and writing reports for the Court. The lack of personnel in the Office has significantly impacted caseload processing. The Auditor-Master is required to complete investigations and issue most reports within 270 days as stated in the court orders referring cases to the Office. The Office faces challenges in meeting these prescribed completion dates with only 17% of cases meeting the 9-month time standard. Additionally, each referring division has established time to disposition standards, which ensure the timely resolution of cases overall. These standards range from 6 months for less complex cases to 36 months for the most complex matters. Referrals to the Auditor-Master typically occur after a case has been pending for a significant duration of time within the respective referring division. To adhere to the time to disposition standards, the Office of the Auditor-Master requires more personnel to assist with case research, indexing,

subpoena drafting, and reviewing returned subpoenas to ensure they contain all requested documentation. A Paralegal will help the Office meet the time standards for resolving cases.

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

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

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

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

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

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

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

Introduction. The Office of the Auditor Master requires expertise in accounting functions to analyze complex cases referred by the Family Court and Civil and Probate Divisions. With only one accountant, the Office faces challenges in meeting the prescribed completion dates stated in the orders of reference. Additionally, it is important to highlight that each referring division has established time to disposition standards, which aim to ensure timely resolution of cases. These standards vary, ranging from 6 months for less complex cases to 36 months for the most complex matters. Referrals to the Auditor Master typically occur after a case has been pending for a significant duration within the respective division. To adhere to the time to disposition standards, the Office of the Auditor Master must expedite the completion of these matters. To enhance case accounting processing time and reduce delays for court participants, the addition of another accountant is necessary.

Problem Statement. The Office currently operates with one Auditor Master, one Deputy Auditor Master, two Attorney Advisors, one Accountant, and one Administrative Assistant. Cases referred to the Office involve overly complex issues that require a great deal of time of staff with accounting skills. The accounting requires investigation and scrutiny of hundreds to thousands of transactions over an average of three to five years, or even longer for complex cases. The materiality could involve millions of dollars. As an example, the Office recently completed an accounting report for a complex and lengthy probate case, encompassing over 2,600 transactions across ten accounting periods. Apart from the extensive volume of banking and investment

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

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

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

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

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

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

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

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

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

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

### ***Staffing Courtrooms, 2 FTEs, \$182,000***

*Courtroom Clerk (JS 7/8/9)*

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

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

Problem Statement. The Office needs two Courtroom Clerks to initiate and result hearings, maintain the calendar of hearings, and notify and remind counsel and parties of hearings to

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

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

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

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

Methodology. The grade level and classification of these positions is determined by the Courts’ personnel policies and position classification standards.

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

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

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

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

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	800,000	840,000	1,190,000	350,000
12 - Personnel Benefits	208,000	220,000	313,000	93,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>1,008,000</i></b>	<b><i>1,060,000</i></b>	<b><i>1,503,000</i></b>	<b><i>443,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	2,000	3,000	4,000	1,000
25 - Other Services	5,000	6,000	7,000	1,000
26 - Supplies & Materials	5,000	6,000	7,000	1,000
31 - Equipment	5,000	6,000	7,000	1,000
<b><i>Subtotal Non Personnel Cost</i></b>	<b><i>17,000</i></b>	<b><i>21,000</i></b>	<b><i>25,000</i></b>	<b><i>4,000</i></b>
<b>TOTAL</b>	<b>1,025,000</b>	<b>1,081,000</b>	<b>1,528,000</b>	<b>447,000</b>
FTE	6	6	10	4

Table 5  
**OFFICE OF THE AUDITOR-MASTER**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2025/FY 2026</b>
11 - Personnel Compensation	Current Position WIG	6	6,000	
	Current Position COLA	6	26,000	
	Paralegal	1	87,000	
	Accountant	1	87,000	
	Courtroom Clerk	1	72,000	
	Courtroom Clerk	1	72,000	
<b><i>Subtotal 11</i></b>				<b><i>350,000</i></b>
12 - Personnel Benefits	Current Position WIG	6	2,000	
	Current Position COLA	6	7,000	
	Paralegal	1	23,000	
	Accountant	1	23,000	
	Courtroom Clerk	1	19,000	
	Courtroom Clerk	1	19,000	
<b><i>Subtotal 12</i></b>				<b><i>93,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>443,000</i></b>
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			1,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>4,000</i></b>
<b>Total</b>				<b>447,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8			
JS-9			2
JS-10	1	1	1
JS-11			2
JS-12	1	1	1
JS-13	2	2	2
JS-14	1	1	1
JS-15			
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>800,000</b>	<b>840,000</b>	<b>1,190,000</b>
Total FTEs	6	6	10

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
65	7,328,000	67	7,886,000	76	9,295,000	9	1,409,000

**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
- Ensure self-represented people gain access to justice under the law.

An effective court recognizes and responds appropriately to emergent public issues such as the rapidly increasing proportion of persons over age 65 in the US population, the even more rapid increase in the proportion of persons over age 85, and the advances in medical care that enable persons with developmental disabilities as well as victims of catastrophic illnesses and accidents to live longer. These patterns and factors influence both the volume and complexity of the matters overseen by the Probate Division. For example, a large estate may take up to 3 years to administer and may involve the resolution of complex family and financial circumstances. Minor children are entitled to the protection of their assets until they reach the age of 18. These cases may also bring complex family dynamics before the Court and require periodic oversight. An adult guardianship, may be in place for decades, requiring semi-annual reporting, formal periodic

review, and episodic problem resolution. In fiscal year 2024, 2,968 new cases were initiated. Of the 2,968, the Court will have an ongoing role in more than 18% of all new Probate matters, requiring formal supervision. This role may involve tasks such as auditing of accounts and appointing social workers to complete mandatory periodic reviews, among other responsibilities related to the probate process.

### **Organizational Background**

The Probate Division consists of the Office of the Register of Wills, a statutory role with varied and specific obligations under the law. Included in the Office of the Register of Wills is the Probate Systems Office and Probate Analysis Office. These offices support the Register of Wills by providing technology and data support, maintaining physical records, and overseeing the retrieval of off-site archival records, including original wills. The Office of the Register of Wills has 6 FTEs. The Register of Wills and the Probate Division are supported by:

- Operations Branch – 27 FTEs are the primary point of contact for the public, providing courtroom support, filing intake, and ensuring the integrity of the official court record.
- Legal Branch – 6 FTEs review pleadings, prepare recommendations for judges, and represent the Register of Wills in hearings before the Court.
- Auditing Branch – 12 FTEs audit the accounts of fiduciaries in supervised estates, trusts under court supervision, guardianship of minors' assets cases, and review the requests for compensation filed by court-appointed guardians, conservators, and attorneys.
- Guardianship Assistance Program – 6 FTEs provide support to the public, court-appointed guardians, persons under guardianship, and care providers through seminars, informational products, and one-on-one service. The Program staff also reviews the bi-annual Report of Guardian mandatory filing in every adult guardianship case.
- Self-Help Center – 8 FTEs assist self-represented persons in small estate matters, large estates of moderate complexity, and adult guardianship matters. The center provides a road map to estate administration, checklists and other materials designed to enhance access to justice for people without an attorney.

### **Division Management Action Plan (MAP) Objectives**

The Probate Division Management Action Plan (MAP) includes the following objectives:

1. Enhance projects that support online communication with the public.
2. Expand performance measures to additional case types and further consider options to increase the efficiency and productivity of current performance measures: triage eFiled documents within one business day of receipt in the eFiling queue; issue Letters of Administration within one day of processing orders of appointment or qualifying for appointment as personal representative; and identify delinquent filings timely and take appropriate action within 10 days of delinquency.
3. Enhance efficient and timely case resolution and customer satisfaction by expanding eFiling, enhancing information available on the Division's website, and providing information via multiple communication platforms.

4. 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.
5. Enhance customer service metrics and ensure customer experience data is included in the development of self-help center tools and partnership programs.

### **Divisional Restructuring and/or Work Process Redesign**

During FY 2024 the Probate Division:

1. Updated and revised configurations, as needed, for the case management system. To ensure a smooth, efficient maintenance of the system, the Probate Division:
  - a. Developed, tested, and implemented updates to configurations for Probate work processes;
  - b. Refined and revised division standard operating procedures and business processes as well as identified, eliminated, and/or reengineered inefficient processes to support the maintenance and improvement of the system;
  - c. Assessed enhanced solutions for more automated features in the case management system to remove the need to collect physical paperwork, allowing documentation to be gathered and stored electronically. Manually collecting documents from filers and other parties wastes valuable resources and delays the successful resolution of cases. Automation and electronic filing eliminate a significant amount of manual filing; and
  - d. Coordinated and conducted training on case management system workflow for judicial officers, law clerks, and division employees, covering system functionality, business processes, and standard operating procedures.
2. Facilitated trainings, information sessions, and bench bar conferences to the public related to Probate matters.
3. Ensured court procedures and policies were streamlined and communicated in plain language to allow self-represented filers the ability to better navigate the court system while preserving substantive and procedural fairness. This included continued virtual self-help center options while also providing more in-person offerings to self-represented litigants. The Division has also implemented processes to facilitate increased remote access to the court system. This includes leveraging technologies that enable greater remote functionality, such as an online scheduling system for appointments with Probate Division staff, online guided interviews to facilitate review of documents, and live chat options further enhancing accessibility for court users. These initiatives reflect the Division's commitment to adopting and utilizing innovative solutions that promote convenience and efficiency in accessing court services.
4. Continued the work of the Elder Justice Innovation grant from the U.S. Department of Health and Human Services Administration for Community Living. The Research Consultant conducted an assessment and focus groups of the current monitoring system and drafted a preliminary report that identifies barriers to effective court monitoring, discussing best practices and innovations from other jurisdictions and offering a set of recommendations to improve the administration of intervention proceedings and enhance

access to justice for vulnerable adults under court jurisdiction. Under the guise of this initiative, the Division also recruited and trained new Examiners and Visitors to support the work in intervention proceedings. The division will continue the objectives under this project with the goal of enhancing the adult guardianship system.

5. Continued the development of a fixed fee voucher program for Intervention Proceedings to pay examiners and visitors from the Guardianship Fund.

**Workload Data**

In fiscal year 2024, the Probate Division processed 12,448 court orders and held 2,850 court hearings. Mandatory periodic reviews continued with a focus on addressing the backlog created by the Covid-19 pandemic. The division is still recovering from the suspension of reviews which created a backlog of nearly 1,600 cases. As shown in Table 1 below, the Probate Division disposed of 2,129 cases during FY 2024, with an overall clearance rate of 72%.

Table 1  
**PROBATE DIVISION**  
**Caseload and Efficiency Measures**  
**(Fiscal Year 2024 Data)**

	Cases Added	Cases Disposed	Clearance Rate*	Cases Pending		
				1-Oct 2023	30-Sept 2024	Change
<b>Cases Involving the Deceased</b>						
Formal Probate (Decedents Estates)	1,784	657	37%	5,575	6,715	20%
Small Estates	522	559	107%	302	253	-16%
Foreign Proceedings	133	136	102%	233	248	6%
<b>Cases Involving the Incapacitated</b>						
Conservatorships (Old Law) **	0	0	n/a	5	5	0%
Guardianships (of Minors)	23	45	196%	242	220	-9%
Intervention Proceedings (Adult Guardianships/Conservatorships)	486	723	149%	3,541	3,032	-14%
Trusts	10	9	90%	133	134	0.75%
<b>Total</b>	<b>2,958</b>	<b>2,129</b>	<b>72%</b>	<b>10,031</b>	<b>10,607</b>	<b>6%</b>
* 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 2024		FY 2025		FY 2026		FY 2027	
		Goal	Actual	Goal	Estimated	Goal	Projection	Goal	Projection
<b>Time Standard from Filing to Disposition</b>									
Administration of Decedents Estates	Monthly Reports	30%	43%	30%	30%	30%	30%	30%	30%
Within 395 days		75%	78%	75%	75%	75%	75%	75%	75%
Within 1,125 days		98%	88%	98%	98%	98%	98%	98%	98%
Appointment of fiduciary or other resolution in guardianship cases (incapacitated adults/minors)	Monthly Reports								
Within 60 days		60%	10%	60%	60%	60%	60%	60%	60%
Within 90 days		80%	12%	80%	80%	80%	80%	80%	80%
Efiled documents triaged w/in 1 business day of receipt	Monthly Reports	80%	N/A	80%	80%	80%	80%	80%	80%
Letters of appointment issued w/in 1 business day of processing order or qualifying event	Monthly Reports	80%	86%	80%	80%	80%	80%	80%	80%
Delinquent filings identified and acted on w/in 10 days	Monthly Reports	80%	N/A	70%	70%	70%	70%	70%	70%
Audit of Accounts w/in 45 days of filing	Monthly reports	30%	N/A	75%	35%	75%	50%	75%	50%
Fee requests submitted to Court processed w/in 45 days	Monthly Reports	80%	N/A	80%	80%	80%	80%	80%	80%
Schedule Hearing on Approval of Account w/in 45 days	Monthly Reports	80%	N/A	70%	70%	70%	70%	70%	70%
Number of GAP reports submitted	Monthly Report	500	40	500	300	500	300	500	300

N/A – The N/A in the chart indicates that the information is unavailable from the case management system/dashboard.

**FY 2027 Request**

In FY 2027, the Courts’ request for the Probate Division is \$9,295,000, an increase of \$1,409,000 (17%) above the FY 2026 Enacted Budget. The requested increase includes \$1,030,000 for 9 FTEs to address increased caseloads and improve access to probate information, and \$379,000 for built-in cost increases.

***Increasing Access and Information to Probate Law, 2 FTEs, \$312,000***  
*Attorney Advisor (JS-13)*

Introduction. The Probate Division of the District of Columbia Superior Court serves a vital role in overseeing the administration of probate matters and resolving related disputes in a fair and impartial manner. However, the court faces significant challenges in fulfilling its mandate due to the increasing complexity of probate cases. A lack of estate planning and the proliferation of

blended families and non- traditional relationships has led to a rise in contested wills and disputes over inheritance rights.

Likewise, changes in the nature of families and adult relationships coupled with a lack of planning have also led to more complicated intervention proceedings. In this complex legal landscape, the expertise of probate attorney advisors is indispensable due to their specialized knowledge in estate law, probate procedures, and fiduciary responsibilities. Seasoned probate practitioners have retired, and the interest in estates, trusts, and Probate law has decreased significantly, with a smaller number of new attorneys opting to specialize in this complex area.

Historically, judicial officers assigned to the Probate Division come to the division without prior experience in probate law. The lack of expertise and experience in this nuanced area can lead to errors. Probate Attorney Advisors provide valuable guidance to the Court and information to parties. Whether navigating complex legal issues, interpreting ambiguous wills, or offering guidance on how disputes may be mediated among beneficiaries, Probate Attorney Advisors play an important role in ensuring the efficient administration of probate matters and the equitable resolution of conflicts.

**Problem Statement.** To provide adequate support to all Probate judges and their chambers without compromising other essential duties, two attorney advisors are required. As the volume and intricacy of probate cases continue to grow, there is a pressing need for dedicated legal expertise to ensure the efficient administration of estates and the fair resolution of all probate matters. Without adequate support from probate attorney advisors, the court risks delays, errors, and injustices in its probate proceedings.

Current resources are insufficient to effectively support five Probate judges, their chambers, and rotating senior judges with analysis, advice, and assistance on Probate laws, rules, and legal issues. The division has one attorney advisor dedicated to the Self-Help Center. This attorney advisor routinely communicates with senior judges' chambers via telephone and email regarding pleadings. The Legal Branch Manager and Assistant Deputy Register of Wills frequently handle phone calls and emails from the five assigned judges and their chambers regarding transmittals, proposed orders, and other information related to hearings requiring rulings. This time commitment to judges and chambers detracts current resources from their primary responsibilities in the Legal Branch and the Self-Help Center. Two attorney advisors will allow the division to provide adequate support to all five judges, their chambers, and senior judges without compromising other essential duties. Additionally, the attorney advisors will enhance capacity to provide legal memoranda, make recommendations to the Office of the Register of Wills (OROW), assist judges in courtrooms, and represent the OROW in summary hearings where the Attorney Advisor presents the Division's position regarding irregularities and issues due to an appointed person's failure to file a statutory filing. The attorney advisor will help clarify legal procedures and ensure that court proceedings are conducted according to established rules and regulations. Their involvement helps demystify the legal process for the public, fostering greater understanding and transparency.

As caseloads continue to escalate and legal complexities multiply, there is an urgent need to bolster the capacity of the Probate Division by expanding the team to include dedicated probate

attorney advisors. By investing in additional legal expertise, the court can enhance its effectiveness, reduce wait times in Court, and uphold the principles of justice, fairness, and public trust and confidence. This investment will not only address the immediate challenges faced by the Probate Division but also ensure its ability to adapt to future changes in the legal landscape and uphold the integrity of the law.

Relationship to D.C. Courts' Vision, Mission, and Goals. This request supports Strategic Goal 1: Access to Justice by enhancing assistance to judges, chambers, and thereby provide better outcomes to the public; Goal 2: Public Trust and Confidence by providing support to judges and Court staff to ensure decisions are made based on sound legal principles and evidence in line with the multiple sets of Probate rules.; and Goal 4: Fair and Timely Case Resolution by ensuring the efficient and equitable resolution of conflicts.

Relationship to Divisional Objectives. With the requested Attorney Advisors, the current Probate Division Management Action Plans and key performance indicators would be achievable.

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

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

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

Key Performance Indicators. Key performance indicators include an increase in cases meeting time to disposition standards, a decrease in the time to identify delinquent filings, and increased efficiency and quality in summary hearings where the Attorney Advisor presents the Division's position regarding irregularities and issues due to an appointed person's failure to file a statutory filing.

### ***Monitoring Fiduciary Accounts, 2 FTEs, \$262,000 Auditor, (JS 11/12)***

Introduction. The Auditing Branch is responsible for auditing accounts of fiduciaries and reviewing and processing fee petitions, motions, objections, inventories, and responses/replies that may be associated with accounts, fee petitions, and motions. When one or more issues are identified during an annual accounting or audit, an auditor investigates the areas of concern. The findings are reported to the Court. The Court through the auditing branch plays a key role in protecting people who are incapable of managing their personal and financial affairs. The Auditing Branch is especially involved when there is evidence of fraud, waste, abuse and financial mismanagement; significant family discourse, assets are unprotected, or there are unusual transactions. The Probate Division seeks funding to employ two auditors to increase productivity and service levels and ensure that fiduciary accounts are adequately monitored, and fee petitions reviewed timely.

Problem Statement. The Auditing Branch has an oversight and compliance role in the Probate Division. The Auditing Branch's primary and statutory responsibilities are the detection of irregularities and fraud in accounts and fee petitions. The auditors have years of expertise in probate accounting matters and audit complex probate fiduciary cases. Accountings may involve millions of dollars and thousands of transactions. The complex and voluminous sources of data for audit, verification and analysis come from multiple sources of financial documentation. Probate cases may require the auditors to work on multiple accounts in one case. With an increased caseload and complexity, it is challenging for the Branch to conduct this work in a timely manner, ensure the proper use of public and beneficiary funds, and enhance public confidence in the Court.

The auditors' primary functions include auditing accounts of fiduciaries, and reviewing and processing fee petitions and a myriad of services related to supervised probate matters. As the population of the District increases, there appears to be a need for more oversight. The causes are varied:

- Greater number of multimillion-dollar estate accounts are filed requiring a longer time period to audit accounts due to much more sophisticated investments in today's economy;
- Decedents' estates continue to be re-opened because of the length of time that has elapsed since the decedent's death, asset distribution issues, allegations of mismanagement by fiduciaries, and re-opened decedents' estates that continue to be converted to supervised status on a large scale.
- Mortgage creditors continue to request supervision of attorney fiduciaries and more creditors, not just mortgage companies, are requesting fiduciary panel lawyers to pursue liens and/or litigation.

In FY 2024, 1,087 account and 3,317 fee petitions were filed. The Auditing Branch has prioritized the review of fee petitions in compliance with the Prompt Pay Act. If Auditors do not timely review fee petitions, interest accrues on a daily basis. The division has assigned staff from other branches, as a special project, to provide temporary assistance with reviewing fee petitions; however, this assistance prevents staff from performing their assigned duties and only provides a temporary solution. While prioritization saves the Court from interest, it impacts the Auditors availability to audit accounts. The additional FTEs will allow the branch to timely and accurately fulfill its function and decrease customer and judicial complaints received as a result of delayed processing. To address these concerns, the Division is requesting two additional auditors to better serve the needs of the public, including fair and timely case resolution of accounts.

Relationship to Courtwide Strategic Goals. This request would primarily support Strategic 5: Fair and Timely Case Resolution as well as Goal I: Access to Justice, Strategic Goal II: Public Trust and Confidence, Strategic Goal III: A Great Place to Work, and Strategic Goal IV: Effective Court Administration.

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

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

Expenditure Plan. The Probate Division will recruit and hire all additional staff in accordance with the Courts' personnel policies.

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

### ***Facilitating Access to Justice, 1 FTE, \$110,000***

*Probate Law Facilitator (JS-11)*

Introduction. The Probate Division seeks funding to secure one Probate Law Facilitators to assist self-represented persons seeking guidance and information without the assistance of legal representation. The facilitator will be located in the Self-Help Center and assist with accessing forms and necessary documents for filing a Probate matter. This may involve explaining the purpose of each document and providing instructions on how to fill them out correctly prior to directing the person to the Clerk's Office. Probate law can be complex, so the facilitator helps individuals understand legal terminology, concepts, and implications related to their probate case. If individuals require legal advice or representation beyond the scope of the self-help center, the facilitator can provide referrals to legal aid organizations or private attorneys. They may also offer information about other relevant resources, such as court-approved workshops or online resources. The facilitator may conduct educational workshops or seminars on various probate-related topics to help individuals better understand the process and their rights. Overall, the Probate Law Facilitator plays a crucial role in ensuring that individuals have access to the information and assistance they need to navigate the probate process effectively, even if they cannot afford legal representation.

Problem Statement. The Probate Division has front line staff to assist walk-in filers as well as conduct virtual appointments. Two paralegal specialists perform a myriad of services, including

- Staffing the public Self-Help Center (SHC), which is open to the public from 8:30 am – 5:00 pm each business day to interact with the public;
- Staffing the information desk and providing direction to court users on which office to visit for services;
- Reviewing filings for legal sufficiency prior to filing;
- Responding to telephone, email and electronic inquiries made through Live Chat
- Preparing recommendations to the Court along with proposed orders in response to filings and in compliance with Probate statute;
- Preparing presentations for educational purposes;
- Other case management functions, such as electronic transmittal of filings to judicial officers.

Experienced Probate practitioners have decreased in recent years. The pandemic led to many retirements or changes in practice areas. This decrease in expertise negatively impacts the

Division's ability to cover all assignments in an effective and timely manner, causes operational delays in providing timely customer service to the public and impedes access to justice. To ensure coverage of the SHC, the Attorney Advisor and Small Estate Specialists must be brought in to cover with assignments often revised on a daily basis. As a result, they are unable to perform the other duties crucial to their role.

The Probate Law Facilitator will play a crucial role as central communication point for the Probate Division in addition to the Clerk's Office. While the Clerk's Office is the central communication hub, the Self-Help Center is able to provide more in-depth information and guidance beyond the general information available in the Clerk's Office which is focused on triaging filings. The Division faces daily challenges in managing the growing caseload and addressing the public's need for effective communication with the Division. The Probate Division receives a high volume of inquiries from the public, including phone calls, emails, and in-person visits. Effectively managing the high volume of inquiries requires at a minimum six full-time deputy clerks, almost 50% of the deputy clerk staff. Any less, is overwhelming for the Division because members of the public are not familiar with legal terminology and processes, making it challenging and time consuming to understand their concerns and provide appropriate responses or explain legal concepts in plain language and ensure effective communication. A Probate Law Facilitator will provide the public with a staff member who is able to provide more expertise and guidance on filing options.

Similarly, as the Courts increasingly rely on technology for case management and communication, not all members of the public may be tech-savvy or have access to digital platforms. The Probate Law Facilitator will be responsible for providing excellent customer service, assistance with using online guided interviews and efilings platforms which includes effectively utilizing technology while also accommodating persons who prefer or require traditional communication methods. Achieving this balance becomes challenging without an adequate number of personnel to support these efforts.

To address these concerns, the Division is requesting two Probate Law Facilitator FTEs to better serve the needs of the public, including providing more timely information, step by step forms assistance, and in real time response to inquiries made by telephone, mail, email, and Live Chat.

Relationship to Courtwide Strategic Goals. This request would serve Strategic Goal I: Access to Justice, Strategic Goal II: Public Trust and Confidence, Strategic Goal III: A Great Place to Work, and Strategic Goal IV: Effective Court Administration.

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

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

Expenditure Plan. The Probate Division will recruit and hire all additional staff in accordance with the Courts' personnel policies.

Performance Indicators. The performance indicators for these positions would be decreased customer wait times, increased customer satisfaction, and increased efficiency of operation.

### ***Streamlining Financial Operations, 2 FTEs, \$182,000***

*Accounting Technician, 2 FTEs (JS-9)*

Introduction. The Probate Division seeks funding to secure two Accounting Technician positions to support the financial management in the Operations Branch of the Division. Currently, frontline supervisors and case managers are tasked with significant financial management duties, which are time-consuming and divert them from their primary responsibilities.

Problem Statement. The Probate Division's current staffing places the burden of financial management, including end-of-day closeout, financial reconciliation, refunds, and void payments, on frontline supervisors and case managers within the Operations Branch. This also includes reviewing payments entered and approved in the Web Voucher System and reviewing fee waivers in the financial tab to ensure courtwide standard compliance. While these functions are critical, they consume a significant amount of time, preventing supervisors and managers from fully focusing on their core priorities of case management and supervision.

The financial management duties are detailed as follows:

- Conducting end-of-day closeout.
- Performing financial reconciliation.
- Processing refunds and void payments associated with financials in the case management system.
- Reviewing payments entered and approved in the Web Voucher System.
- Reviewing fee waivers in the financial tab and ensuring compliance with the courtwide standard.

The existing allocation of financial management tasks to frontline supervisors and case managers has several detrimental impacts:

- **Reduced Managerial Focus:** Supervisors and case managers are diverted from their primary responsibilities of overseeing operations, ensuring efficient case flow, and providing leadership. This impacts the timely resolution of case processing and overall operational effectiveness.
- **Operational Inefficiencies:** The time-consuming nature of financial management tasks leads to delays in other critical areas.
- **Inconsistent Application of Standards:** While staff are diligent, the lack of dedicated financial personnel can lead to variations in financial management practices and compliance, as it is not their specialized area.

The current staffing does not allow for the frontline supervisors and case managers to fully focus on their priorities because the financial management is time consuming. This request would enhance the quality and efficiency of financial services provided by the Probate Division.

Relationship to Courtwide Strategic Goals. This request would serve Strategic Goal II: Public Trust and Confidence, Strategic Goal III: A Great Place to Work, Strategic Goal IV: Effective Court Administration, and Strategic Goal V: Fair and Timely Case Resolution.

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

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

Expenditure Plan. The Probate Division will recruit and hire all additional staff in accordance with the Courts' personnel policies.

Performance Indicators. The performance indicators for these positions will include improved efficiency and accuracy of financial management processes, increased time available for frontline supervisors and case managers to dedicate to core case management and supervisory duties and enhanced compliance with courtwide financial standards.

### ***Strengthening Customer Experience, 2 FTEs, \$164,000***

*Deputy Clerk, 2 FTEs (JS-6/7/8)*

Introduction. The Probate Division seeks funding to secure two deputy clerks to provide administrative support in the Operations Branch of the Division. Located in the Operations Branch, the Probate Clerk's Office and the Quality Assurance Office are responsible for all administrative functions of the Division. Services include case initiation, processing all probate filings, maintaining records, disseminating information on the activities of the Division, and providing other administrative and management support to the Division and its branches/offices.

Problem Statement. The Probate Division has 12 deputy clerk FTEs to perform a myriad of services, including:

- Staffing the public window, which is open to the public from 8:30 am – 5:00 pm each business day to triage and process filings;
- Staffing the information desk and providing direction to court users on which office to visit for services;
- Reviewing and processing eFilings (other than account related filings);
- Responding to telephone, email and electronic inquiries made through Live Chat;
- Scheduling court hearings;
- Processing court orders;
- Setting time standards to implement court orders and identify delinquent filings;

- Issuing notices;
- Responding to copy and search requests;
- Researching and responding to archive requests;
- Preparing certified and triple seal documents for use in transferring assets and other official acts;
- Preparing Letters of Administration and other fiduciary related documents for use in marshaling estate, trust and intervention cases; and
- Other case management functions, such as electronic transmittal of filings to judicial officers.

The workload in the Probate Division increased by 22% since before the COVID-19 pandemic, from 8,983 pending cases in fiscal 2019 to 10,973 in FY 2024. The longevity of certain case types (cases last, for example, until a minor reaches the age of 18 or the death of an incapacitated adult dies) gives the Probate Division an increasing pending caseload. In FY 2024, Probate had an ongoing compliance role in 9,958 cases (representing 91% of cases). The Probate Division is challenged daily to meet the demands of this increasing workload.

The shortage of deputy clerks impairs the division's ability to cover all assignments in an effective and timely manner, causes operative delays in providing service to the public and impedes the efficient case management for all Probate cases. To ensure coverage of the Clerk's office, deputy clerk assignments are often revised on a daily basis. Deputy clerks and staff from other Probate Division branches were reassigned to cover backlog, negatively impacting timeliness of case processing in the clerk's office. In addition, branch leadership must cover assignments or assist with the public. As a result, they are unable to perform their management and leadership duties.

To address these concerns, the Operations Branch request the addition of two deputy clerk FTEs to better serve the needs of the public, including providing more timely information in response to inquiries made by telephone, mail, and Live Chat.

Relationship to Courtwide Strategic Goals. This request would serve Strategic Goal I: Access to Justice, Strategic Goal II: Public Trust and Confidence, Strategic Goal III: A Great Place to Work, and Strategic Goal IV: Effective Court Administration.

Relationship to Existing Funding. The existing funding cannot support the requested positions. This request would enhance the quality of services provided to the public.

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

Expenditure Plan. The Probate Division will recruit and hire all additional staff in accordance with the Courts' personnel policies.

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

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

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Attorney Advisor	13	2	\$248,000	\$64,000	\$312,000
Auditor	12	2	\$208,000	\$54,000	\$262,000
Probate Law Facilitator	11	1	\$87,000	\$23,000	\$110,000
Accounting Technician	9	2	\$144,000	\$38,000	\$182,000
Deputy Clerk	8	2	\$130,000	\$34,000	\$164,000
<b>TOTAL</b>		<b>9</b>	<b>\$817,000</b>	<b>\$213,000</b>	<b>\$1,030,000</b>

Table 4  
**PROBATE DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	5,650,000	6,076,000	7,189,000	1,113,000
12 - Personnel Benefits	1,564,000	1,679,000	1,969,000	290,000
<b><i>Subtotal Personnel Cost</i></b>	<b><i>7,214,000</i></b>	<b><i>7,755,000</i></b>	<b><i>9,158,000</i></b>	<b><i>1,403,000</i></b>
21 - Travel, Transp. of Persons	13,000	15,000	16,000	1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	6,000	8,000	9,000	1,000
25 - Other Services	52,000	59,000	61,000	2,000
26 - Supplies & Materials	21,000	24,000	25,000	1,000
31 - Equipment	22,000	25,000	26,000	1,000
<b><i>Subtotal Non-personnel Cost</i></b>	<b><i>114,000</i></b>	<b><i>131,000</i></b>	<b><i>137,000</i></b>	<b><i>6,000</i></b>
<b>TOTAL</b>	<b>7,328,000</b>	<b>7,886,000</b>	<b>9,295,000</b>	<b>1,409,000</b>
FTE	65	67	76	9

Table 5  
**PROBATE DIVISION**  
**Detail, Difference FY 2026/FY2027**

Object Class	Description of Request	FTE	Cost	Difference FY 2026/FY 2027
11 - Personnel Compensation	Current Position WIG	67	113,000	
	Current Position COLA	67	183,000	
	Attorney Advisor	2	248,000	
	Auditor	2	208,000	
	Probate Law Facilitator	1	87,000	
	Accounting Technician	2	144,000	
	Deputy Clerk	2	130,000	
	<i>Subtotal 11</i>			
12 - Personnel Benefits	Current Position WIG	67	29,000	
	Current Position COLA	67	48,000	
	Attorney Advisor	2	64,000	
	Auditor	2	54,000	
	Probate Law Facilitator	1	23,000	
	Accounting Technician	2	38,000	
	Deputy Clerk	2	34,000	
	<i>Subtotal 12</i>			
<b><i>Subtotal Personnel Services</i></b>				<b><i>1,403,000</i></b>
21 - Travel, Transp. Of Persons	Built-in Increases			1,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Increases			
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service	Built-in Increases			2,000
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>6,000</i></b>
<b>Total</b>				<b>1,409,000</b>

Table 6  
**PROBATE DIVISION**  
**Detail of Full Time Equivalent Employment**

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6	11	11	11
JS-7	1	1	1
JS-8	6	6	8
JS-9	15	17	19
JS-10	1	1	1
JS-11	8	8	9
JS-12	10	10	12
JS-13	8	8	10
JS-14	3	3	3
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>5,650,000</b>	<b>6,076,000</b>	<b>7,189,000</b>
Total FTEs	65	67	76

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Level</u>		<u>FY 2026 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
27	5,269,000	27	5,479,000	31	7,788,000	4	2,309,000

**Mission**

The Special Operations Division has administrative oversight for the Tax Division and provides specialized services within its seven units to litigants, the general public, and court operations. The Division’s mission is to provide the highest quality service to the Courts and the public through efficiency, professionalism, and innovation.

**Organizational Background**

The Special Operations Division consists of seven units and the Director’s Office (2 FTEs), as follows:

- The Tax Division manages all tax appeals filed in the District of Columbia and prepares and certifies these records on appeal. This office has 2 FTEs.
- The Juror Office maintains a listing of potential jurors, processes summonses, qualifies jurors, obtains information on the size of the juror panel needed, randomly selects and disperses jurors, and selects and swears-in grand jurors. This office has 10 FTEs.
- The Superior Court Library houses law books, legal periodicals, and digital research tools for the use of judges, attorneys, court staff, and the public. The Library also manages the Moultrie Remote Hearing Room for the Superior Court. This office has 2 FTEs.
- The Child Care Center provides childcare using developmentally appropriate practices for children of jurors, witnesses, other parties appearing in court, and court staff. This office has 2 FTEs.
- The Office of Court Interpreting Services provides foreign language and sign language interpreters to parties and others for judicial and quasi-judicial proceedings as well as court-related translations upon request. The Office is also responsible for developing and monitoring the D.C. Courts’ Language Access Plan. This office has 5 FTEs.
- The Onboarding and Training Unit specializes in the standardization of operating procedures and role-based training in the Superior Court, developing training materials and online learning tools, and providing onboarding oversight. This office has 2 FTEs.
- The Quality Management Unit assures the quality of all data produced by the other six offices and provides strategic and logistical support for project planning and implementation. This office has 2 FTEs.

**Division Management Action Plan (MAP) Objectives**

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

- Manage the summoning, qualification, allocation, and dispersal of jurors to enable efficient jury trials in the Superior Court.
- Improve juror yield and juror utilization to ensure juror availability more closely matches juror demand, reduce wait times for juror check in, conserve court resources, and create a better experience for jurors.
- Enhance informed judicial decision-making by maintaining a library for judges, law clerks, attorneys, and court staff that provides up-to-date print and digital resources on a broad range of subjects relevant to the administration of justice.
- Provide high quality childcare services for jurors, witnesses, and other persons attending court proceedings by offering age-appropriate play opportunities, supportive adult supervision, and a safe, stress-free environment.
- Ensure access to court proceedings and services for limited English proficient 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 limited English proficient and deaf/hard-of-hearing persons conducting business with or litigating matters at the courthouse by assisting in the implementation of remote and hybrid interpreting systems and developing and monitoring the Courts' Language Access Plan.
- Expand access to court services by providing written translations of court forms, publications, notices, and orders, to assist limited English proficient persons conducting business with or litigating matters at the courthouse.
- Design engaging training videos and materials for court staff for the purpose of communicating standard operating procedures and reducing reliance on informal or inconsistent training methods.
- Utilize cutting-edge technology to standardize training methods and monitor the effects of training on employee performance.

### **Summary of Program Improvements**

During FY 2024, the Tax Division made incremental changes to its Civil Tax business processes and reporting to improve conformance to court-wide performance metrics and reduce the time to disposition. The Tax Division developed reports for measuring the age of pending caseload, tax refunds by time period, and the duration between case initiation and mediation; increased operational efficiency by developing a new General Order that established time standards and other expectations; automated the issuance of scheduling orders; and revised several forms to increase clarity. The average time to disposition for Civil Tax cases resolved in FY 2024 was 436 days, or approximately 15 months.

During Tax filing season (September 15 - 30), 634 new Civil Tax cases were filed. While simultaneously managing other filing types and office operations, the Tax Division's Clerk Office initiated and served 75% of the cases on the District of Columbia government within 1 day of filing. The execution of a measured action plan by the Tax Division during Tax filing season helped to increase efficiency, enhance court operations, and provide for a positive court user experience.

For Civil Tax cases, the clearance rate increased from 78% in FY 2023 to 143% in FY 2024. The pending caseload declined from 1,351<sup>4</sup> to 1,020, and the percentage of cases pending for 36<sup>5</sup> months or more remained stable, decreasing slightly from 3% (39 cases) in FY 2023 to 3% (34 cases) in FY 2024.

For Criminal Tax cases, the clearance rate increased from 50% in FY 2023 to 300% in FY 2024, although only 1 case was initiated.

During FY 2024, the Tax Division issued \$75.7M in refund orders to the D.C. Office of Tax and Revenue.

In FY 2023, the Juror Office initiated a long-term project, Realigning Jury Operations, to increase juror yield and utilization, reduce juror waste, and validate the data used for the Jury Master Wheel. In FY 2024, the project team achieved breakthroughs in standardizing Jury Master Wheel update procedures, utilizing new performance metrics, and reducing summons.

In April 2024, the Juror Office standardized its letters to source agencies, which improved the reliability of the data obtained for the annual update to the Courts' Jury Master Wheel. The improved coordination between the Juror Office and the source agencies led to a smooth update of the Master Jury Wheel in July 2024 and enabled the Juror Office to begin in-depth analysis of the reliability of its records in September 2024.

The Juror Office deployed an initiative to systemically capture juror strikes and empanelment data at the beginning of April 2024. The Juror Office coordinated with both the Civil and Criminal Divisions on training and implementation. This data allows the Juror Office to assess its jury operations using the National Center for State Courts' (NCSC) jury utilization method, which will help the Juror Office to summon jurors more effectively.

In June 2024, the Juror Office developed a summoning model to more precisely match summoning targets to trials scheduled and thereby preserve the Jury Master Wheel. Since its deployment in July 2024 as a pilot program, the model has increased juror utilization rates and is expected to have a sustainable and positive effect on juror summoning; the model was approved for permanent use in March 2025. In FY 2024, the new model led the Juror Office to summon 36,273 fewer jurors at a cost savings of at least \$29,000. By the close of FY 2024, 234 criminal jury trials were conducted, 46 civil jury trials were held, and 40 grand jury panels were enrolled for service.

During FY 2024, the Office of Court Interpreting Services met its baseline responsibilities to provide interpretation services to limited English proficient (LEP) and deaf/hard-of-hearing court participants in compliance with the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794), Title VI of the Civil Rights Act of 1964 (42 U.S.C.

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<sup>4</sup> The 2026 Budget Request stated that 1,350 cases were pending at the conclusion of FY 2023; this number was later revised upward due to the omission of a reopened case.

<sup>5</sup> For cases filed after 10/1/2021, the standard for time-to-disposition is now 30 months; as of 9/30/2024, no cases filed after 10/1/2021 were still pending and more than 30 months old.

§ 2000d et seq.), and the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. § 3789d(c)). In FY 2024, the Office of Court Interpreting Services engaged 10,367 interpreters to fulfill 8,686 requests for interpreting services. This amounts to a 29% increase in the total number of interpretation services requests received for FY 2023, while 6,710 interpretation requests were fulfilled. The office filled 99.6% of all interpretation requests of which 69% were for Spanish speakers. Other frequently requested languages included Amharic, American Sign Language, French, Arabic, Mandarin, Korean, Deaf – Relay, Tigrinya, and Vietnamese. Interpreting services were offered for both in-person (62%) and remote (38%) hearings.

In FY 2024, the Office of Court Interpreting Services expanded the D.C. Courts' Interpreter Registry to 205 certified and qualified interpreters representing 65 languages. The Courts offered 2 Orientation Workshops in a live virtual format and fully onboarded 44 new interpreters.

Registry interpreters are required to complete 12 hours of continuing education every two years to remain in good standing. In FY 2024, the Office of Court Interpreting Services offered 12 hours in continuing education courses. Seven courses were offered: D.C. Courts Drug Court and Mental Health Court, D.C. Courts Family Court 201 for Interpreters, Anthropology and Odontology, Juvenile Cases, Decoding Case Types and Accessing Files, D.C. Courts Landlord & Tenant Branch 201 for Interpreters, and Firearms and Tool Marks.

The Office of Court Interpreting Services provided 4 Language Access training sessions in November 2023, and February, March, and May 2024, through the Center for Training and Education. The Language Access training is mandatory for all new D.C. Courts employees.

The Office of Court Interpreting Services provided 3 training sessions between May and July 2024 to the judges in the Criminal, Civil, and Probate Divisions on the D.C. Courts Language Access Program. Additionally, 3 training sessions were offered to 10 new judicial officers in July and August 2024. The Office of Court Interpreting Services provided a training session in September 2024 for approximately 30 incoming law clerks on matters related to language access and how to request interpreting and translation services.

The Office of Court Interpreting Services facilitated a 12-hour skills-building workshop over two days and a 3.5-hour skills-building workshop for Amharic interpreters with a declared interest in sitting for the Amharic Court Interpreter Certification Exam to become certified Amharic court interpreters. Participants received continuing education credits for attending the workshop.

In June 2024, the Office of Court Interpreting Services administered the Amharic Court Interpreter Certification Examination, which was developed by the D.C. Courts in collaboration with the National Center for State Courts (NCSC) in FY 2020. The Office of Court Interpreting Services administered the Amharic Court Interpreter Certification Exam to two registered candidates.

The Office of Court Interpreting Services facilitated two 12-hour skills-building workshops over four days in March and September 2024 for Certified ASL interpreters with a declared interest in

court training and interpretation. Participants received continuing education credits for attending the workshop.

A goal of the D.C. Courts is to ensure that LEP parties have access to court documents in their own languages. In FY 2024, the Office of Court Interpreting Services translated 706 court orders, vital documents, correspondence, mediation agreements, signage, and applications. This represents a 35% increase in the number of document translations from FY 2023. The total word count in FY 2024 increased to 522,130 compared to 374,544 in FY 2023, representing an increase of 39% in total words translated.

In FY 2024, the Child Care Center provided information for distribution at community events and engaged in other efforts to inform the public and other service providers about the D.C. Courts' childcare services. During the Week of the Young Child (April 6 – April 12, 2024), the Child Care Center partnered with the D.C. Office of the State Superintendent of Education's Strong Start D.C. Early Intervention Program to provide onsite developmental screenings for children up to 3 years of age and served 62 families.

During FY 2024, the D.C. Courts provided childcare services to 214 children of jurors, litigants, other court participants, and staff and a total of 403 visits. This is a 71% increase from FY 2023 when 125 children utilized the Child Care Center.

During FY 2024, the Superior Court Library started to see the value of the changes made the previous fiscal year, when the library improved the function of the physical space and catalog of legal resources, both physical and digital, to increase access for patrons. In FY 2024, 409 resources within the Superior Court Library were used by public patrons, attorneys, and court employees. This is a 145% increase from FY 2023, when 167 resources were utilized onsite.

The Superior Court Library also continued to provide timely access to reference services. Internally, there were 142 reference questions made by court employees. Meanwhile, the public virtual reference program, Ask-a-Librarian, provided access to reference services for patrons all over the country. This fiscal year, the library responded to 76 virtual reference questions from the public on a wide range of legal research topics. This is an increase of 90% from FY 2023, when the library answered 40 questions.

During FY 2024, the Superior Court Library continued the process of correcting catalog entries for accuracy and locating overdue and misplaced material. Along with the library catalog, the Superior Court Library and D.C. Court of Appeals Library maintain the Legislative History collection. This unique collection of legislative histories of D.C. Laws is not available digitally in any venue other than the D.C. Courts. The Legislative History catalog has yielded 245 searches from both public and internal patrons throughout the fiscal year. The process of adding the scans of the legislative histories to the digital collection was completed in December 2024. As the library continues to improve the catalog, self-service for patrons will be improved.

Within the Superior Court Library, the Moultrie Remote Hearing Room provides a space for members of the public who lack access to telecommunication tools to attend virtual hearings. During FY 2024, the Moultrie Remote Hearing Room hosted 635 virtual hearings for public

patrons. This is an increase of 232% from FY 2023 when 191 virtual hearings were accessed. The Moultrie Remote Hearing Room has become an important Superior Court program for providing access to justice for all.

In FY 2024, the Onboarding and Training Unit focused its efforts to develop role-based eLearning materials. In January 2024, the Onboarding and Training Unit completed compatibility testing and familiarization with the learning management systems, Udemy and Percipio. By March 2024, the Onboarding and Training Unit successfully developed and deployed AI voice technology. In June 2024, the Onboarding and Training Unit introduced biweekly eLearning status reports for the Civil, Probate, Tax, and Multi-Door Dispute Resolution Divisions and began providing monthly updates to senior management. By August 2024, the Onboarding and Training Unit published all Case Intake, Courtroom Management, and Hearings modules for divisional review for divisions currently using the Enterprise Justice system. In September 2024, the Onboarding and Training Unit published the Party Maintenance lesson in Percipio for final review and release to end users.

**Workload Data**

In FY 2024, the Special Operations Division performed as follows:

- The Juror Office issued approximately 362,132 summonses to District of Columbia residents to appear for jury service.
- The Office of Court Interpreting Services dispatched 10,367 interpreters to fulfill 8,686 requests for interpretation services.
- The Tax Division processed 767 new case filings and 4,998 subsequent pleadings, filed in paper and electronically, and disposed of 1,101 cases.

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

Table 1  
**SPECIAL OPERATIONS DIVISION**  
**Juror Office**  
**Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2024	FY 2025	FY 2026	FY 2027
			Actual	Estimated	Projection	Projection
Output	# of summons issued to jurors for jury duty	Juror Office Trial Operations Registry	362,132	250,000	250,000	250,000
Output	# of jurors qualified to serve on <i>voir dire</i> panels	Juror Office Trial Operations Registry	57,240	53,000	53,000	53,000
Outcome	Judicial requests for <i>voir dire</i> panels met	Juror Office Trial Operations Registry	97.8%	95%	95%	95%
Outcome	Jury Yield	Juror Office Trial Operations Registry	15.8%	22%	22%	22%
Outcome	Juror Utilization	Juror Office Trial Operations Registry	18.2%	23%	23%	23%

Table 2  
**SPECIAL OPERATIONS DIVISION**  
**Office of Court Interpreting Services**  
**Performance Measurement Table**

Type of Indicator	Performance Indicator	Data Source	FY 2024	FY 2025	FY 2026	FY 2027
			Actual	Estimated	Projection	Projection
Input	Requests for interpreters	Web Interpreter and Translator System (WITS)	8,719	9,644	10,450	11,050
Output	Requests for interpreters met	WITS	8,686	9,636	10,350	10,950
Output	Interpreters Dispatched	WITS	10,367	10,840	11,750	12,300
Outcome	Clearance rate	WITS	99%	99%	99%	99%

Table 3  
**SPECIAL OPERATIONS DIVISION**  
**Tax Division**  
**Caseload and Efficiency Measures**

	Case Filings	Dispositions	Clearance Rate*	Pending Cases		
				1-Oct	30-Sep	Change
Civil Tax	766	1098	143%	1,351	1,020	-24.5%
Criminal Tax	1	3	300%	2	0	-100%

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

Table 4  
**SPECIAL OPERATIONS DIVISION**  
**Superior Court Library**  
**Workload Overview**

	Research Assistance Provided	# Library Users*	# Remote Hearing Room Users*
FY 2024 Actual	218	409	635
FY 2025 Estimated	238	458	646

\* Includes repeat users

**FY 2027 Request**

In FY 2027, the D.C. Courts’ request for the Special Operations Division is \$7,788,000, an increase of \$2,309,000 (41%) above the FY 2026 Enacted Budget. The requested increase includes \$607,000 for 4 FTEs, \$1,500,000 for a contract interpreter rate increase to strengthen language access services, and \$202,000 for built-in cost increases.

***Enhancing Court Management and Administration, 1 FTE, \$217,000***  
*Deputy Director (JS-15)*

Introduction. The Special Operations Division is requesting a Deputy Director to supervise staff, oversee operations, and develop and implement procedures and program improvements to enhance the public’s access to justice at the D.C. Courts.

Problem Statement. The Special Operations Division is the only operating division without a Deputy Director. The Division has seven work units, each of which operates independently, utilizes separate data management systems, pursues distinct objectives, engages with different internal and external stakeholders, and conducts business under requirements and standards that are unique to each office. The Director manages each of these operations and supervises 31% (or 8 FTEs) of the total staff in the Division. The Director's direct reports range from Grade 9 to Grade 14, each requiring different levels of supervision, direction, and support. For smaller offices in the Division, such as the Superior Court Library and the Tax Division, the Director has covered operations in the unexpected absence of staff, including processing pleadings in the eFiling queue and responding to public inquiries when back-up coverage is not available or unable to provide such assistance. Even when the offices are fully staffed, the Director is required to provide mid-level management to safeguard quality control standards.

Serving as the sole senior manager in the Division has negatively impacted the Director's ability to focus on strategic planning, meet the Division's reporting requirements in a timely fashion, and collaborate effectively with judicial officers, other divisions of the D.C. Courts, and representatives of the Office of the Attorney General, the United States Attorney's Office, the D.C. Bar, and legal service providers to refine operations and identify and resolve problems. A Deputy Director will enable the Director to engage with stakeholders and leadership in a more meaningful way by assuming the Director's supervisory responsibilities and assisting with strategic planning and budget management. The position will also enhance the operational oversight necessary to ensure greater responsiveness and accountability in the Division.

Relationship to Court Mission and Goals. The addition of a Deputy Director will support the Courts' goals related to Access to Justice for All (Goal 1), Public Trust and Confidence (Goal 2), a Great Place to Work (Goal 3), Effective Court Management and Administration (Goal 4), and Fair and Timely Case Resolution (Goal 5) by enabling the Division's senior leadership to focus on high-level strategic planning to improve services to stakeholders, including more robust services for self-represented litigants in the Tax Division and limited English proficient individuals doing business at the D.C. Courts, enhanced use of technology to improve juror services and access to Library resources, greater engagement with the community, and the ongoing values implementation and employee initiatives in the Division.

Relationship to Divisional Objectives. The addition of a Deputy Director will provide critical support needed to achieve the Division's objectives, including modeling accountability and demonstrating respect, resourcefulness, and innovation to meet goals.

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

Methodology. The position should be graded in accordance with the D.C. Court's classification standards.

Expenditure Plan. The Division will recruit for and hire this position in accordance with the D.C. Court's personnel policies.

Performance Indicators. The addition of a Deputy Director will increase the Special Operation Division's ability to engage other internal and external stakeholders and develop program improvements that enhance services for the diverse population we serve.

***Language Access Services, 3 FTEs, \$390,000***

*Spanish Staff Interpreter (JS-12), 2 FTEs, \$280,000*

*Program Officer (JS-11), \$110,000*

Introduction. The Office of Court Interpreting Services (OCIS) is the point of contact for all language access services at the D.C. Courts. The Office of Court Interpreting Services is staffed by five FTEs: a Language Access Coordinator, two certified Spanish language court interpreters, a Program Officer, and a Program Specialist. In addition to full-time staff, the OCIS hires contract interpreters, who provide services at most interpreting events for the D.C. Courts at a cost of approximately \$950,000.

At current staffing levels, the OCIS cannot meet national guidelines for interpretation and translation quality because the workloads of staff members are too great to permit staff to thoroughly research and prepare for interpreting events. To meet and exceed industry standards of practice, the OCIS requires additional staff.

Problem Statement. The OCIS received and utilized resources to process approximately 18,000 initial requests for interpreting services in FY 2024 that resulted in fulfilling over 8,600 interpreting events in FY 2024, a 29% increase over FY 2023. To cover interpreting events in FY 2024, the OCIS dispatched interpreters more than 10,360 times.

In FY 2027, the OCIS anticipates a 25% increase in fulfilled interpreting events and 19% increase for dispatched interpreters.

The administrative work required to research, schedule, confirm, and prepare assigned interpreters for interpreting events is significant. Each initial request absorbs between 8 and 30 minutes of labor, depending on the complexity of the request, to meet industry standards. The OCIS fails to meet these standards. In FY 2024, the labor required to fully research and prepare 18,000 initial requests was approximately 6,000 hours. The OCIS has one Program Specialist that handles administrative work as their full-time responsibility, a Program Officer that is primarily responsible for managing the Interpreter Registry, two Staff Interpreters that spend a majority of their workdays interpreting and translating, and a Language Access Coordinator that oversees the operations of OCIS. The Program Officer and Language Access Coordinator helps with the administrative work of the OCIS when available however this support is well short of the demonstrated need and impacts the responsibilities required for these position. For instance, The Interpreter Registry program does not have sufficient labor resources to offer interpreter certification exams for languages other than Amharic, nor to engage in more expansive recruitment and vetting efforts to increase the rolls of the Interpreter Registry.

To cope with the high volume of potential administrative work, the OCIS staff routinely perform little research and allocate insufficient time preparing interpreters for assignments. In addition,

the OCIS is unable to effectively monitor interpreter performance for quality, accuracy, and professionalism, and staff interpreters are unable to comprehensively review the quality of translations produced by translation agencies. To bridge these significant performance gaps, the Special Operations Division requests 3 new positions: a Program Officer and 2 Spanish Staff Interpreters for the Office of Court Interpreting Services.

Program Officer. The Program Officer manages all aspects of the Interpreter Registry but is also responsible for quality assurance, invoice approval, translation management, financial trend tracking, and data analysis. These tasks, alongside research and scheduling, consume significant labor, hindering the Program Officer's management of the Interpreter Registry. In particular, the Program Officer has less availability for interpreter onboarding and pursuing the implementation of certification tests for languages beyond Amharic.

Therefore, the Program Officer is currently unable to fulfill their responsibility to monitor interpreter performance in the courtroom and in meeting their registry requirements. Insufficient oversight is especially common for ASL interpretation, exacerbated by the lack of a national ASL legal interpreter accreditation since 2015. This necessitates significant effort to vet, retain, and train ASL interpreters, crucial for ADA accommodations and upholding language access commitments. If the OCIS had a second Program Officer to split the current Program Officer's workload, the Interpreter Registry program would be better positioned to provide additional certification tests and to explore options for enhancing ASL interpreter training and legal competence.

The Special Operations Division requests a Program Officer to enable the OCIS to proactively recruit interpreters to the registry, provide closer oversight of interpreter qualifications, initiate a project for offering certification tests at the D.C. Courts for languages other than Amharic, and provide better oversight for ASL operations.

Spanish Staff Interpreters (2). In FY 2024, the OCIS provided Spanish interpreters for 5,990 interpreting events, a 36% increase from the 4,392 interpreting events in FY 2023. In any given year, 65-70% of interpreting events are for Spanish, and 45-50% of these events use contract interpreters. The OCIS hires a minimum of 6 contract Spanish language interpreters per weekday. Spanish is also the only interpretation language for which requests are regularly received for Saturdays (arraignment court, mediations, and Parenting for Agreement and Cooperation (PAC) sessions).

Adding two Spanish Staff Interpreter FTE reduces the amount spent on contract interpreter costs by \$158,000 per year per interpreter. Equally important, staff interpreters are more versatile and reliable than contract interpreters, since they are subject to performance plans and review; as such, the OCIS can better trust staff interpreters to adhere to D.C. Courts and the OCIS' policies on response timeliness, particularly for trials, which reduces judicial and public wait times and increases the efficiency of operating divisions.

Finally, contract interpreters and translation agencies charge a fee for document translation, while Spanish Staff Interpreters both perform translation service as part of their job responsibilities and provide higher quality translations than translation agencies. With two more

Spanish Staff Interpreters, the OCIS could institute a quality review process for all Spanish translations for both contractors and staff. Spanish translations represented 76% of all translations by word count in FY 2024.

The Special Operations Division requests two Spanish Staff Interpreters for the OCIS to reduce expenses for contract interpreters and improve the quality of language access provided to the public.

Relationship to Court Mission and Goals. These positions will support the D.C. Courts' goals related to Access to Justice for All (Goal 1) because they will enhance the ability of LEP and deaf or hard-of-hearing court participants to access court services.

Relationship to Divisional Objectives. These positions will ensure that the OCIS achieves its mission of providing access to justice for all through language assistance services for the LEP. Funding the positions would streamline the provision of interpretation services at the Courts and enhance language assistance for the public.

Methodology. The grade level for the positions was determined in accordance with the D.C. Courts' personnel policies.

Expenditure Plan. The positions would be recruited and hired in accordance with the D.C. Courts' Personnel Policies.

Relationship to Existing Funds. There are no resources available in the D.C. Courts' budget for the requested positions.

Performance Indicators. The success of the positions will be indicated by reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter and to have their cases heard; increased number of interpreters added to the interpreter registry; the provision of certification exams; more accurate translations; and enhanced operational efficiencies to enable language access programmatic improvements court-wide to better serve the Court and LEP and deaf or hard-of-hearing public.

### ***Language Access Interpreter Rate Increase, \$1,500,000***

Introduction. To promote access to justice and trial date certainty, the Office of Court Interpreting Services requests additional funds to finance a rate increase for contract interpreters.

Problem Statement. Interpreters are in high demand by courts and agencies throughout the D.C. Metropolitan area. Consequently, the OCIS secures contract interpreters several months in advance of scheduled events to meet daily demands for language access services. The Courts paid certified interpreters \$566 per day and qualified interpreters \$495 per day in FY 2024 and will need to increase rates soon (rates have remained static since FY 2022). The same pool of interpreters engaged by the OCIS is also utilized by the U.S. Attorney's Office and U.S. Department of State, as well as other agencies. Due to inflation and the slowly decreasing number of interpreters, who can command a market premium for their services, the OCIS

expects contract values for interpreters to increase by 2.5% or more per year for the foreseeable future.

In FY 2024, the OCIS estimated that it would exceed its budget for contract interpreters by more than \$922,000 and would need approximately \$1,500,000 in additional funds to cover its expenses by FY 2026. That estimate included a payment rate increase that was not implemented and presumed that the rate at which contracts were awarded would remain steady. In actuality, while outlays for contract interpreters did exceed the budget by \$939,000 in FY 2024, the OCIS was able to institute several cost control measures that have reduced the number of contracts given to contract interpreters in FY 2025 and thereby decreased the expected budget overage to approximately \$620,000<sup>3</sup>.

The reduction in contracts given to contract interpreters is substantial but of uncertain sustainability in light of the observed increase in interpreter requests in FY 2025. This is because contracts are relatively inelastic; provided that a contract interpreter is already hired for a given day in a given language, the addition of one or two more interpreting requests in that language typically does not require that the OCIS hire another contract interpreter, as the contract interpreter who was already hired is available to cover the additional requests. At some point, however, the hired contract interpreter's time is completely allocated and the acquisition of the services of another contract interpreter becomes necessary. Consequently, contract numbers, and thereby costs, tend to increase in an erratic, stepwise fashion that is difficult to predict. The OCIS projects that, if interpreting request numbers continue to rise and interpreting assignments continue to grow more complex, it will be required to increase its baseline hiring rate for several languages, including Spanish, Amharic, and American Sign Language, resulting in a flat increase of up to \$1,600 per day, or up to \$400,000 per year.

In short, the FY 2025 cost control measures are not likely to prevent expenses for contract interpreters from escalating in FY 2027, especially given the fact that the OCIS will need to raise rates more than the standard 2.5% per year to account for the three years of stagnant rates. Using the contract numbers for FY 2025 as a lower bound and the contract numbers for FY 2024 as an upper bound, the OCIS calculates that it will spend between \$1,740,000 and \$2,100,000 on contract interpreter services in FY 2027, for an expected budget overage of between \$800,000 and \$1,160,000. If the baseline hiring rate for interpreters increases, those figures rise to between \$1,200,000 and \$1,600,000. The D.C. Courts request a funding increase of \$1,500,000 for language access services in FY 2027.

Relationship to Court Mission and Goals. Additional funding will support the D.C. Courts' goals related to Access to Justice for All (Goal 1) because it will ensure resources to enable LEP and deaf or hard-of-hearing court participants to access court services.

Relationship to Divisional Objectives. Additional funding is critical to ensure that the OCIS carries out its mission of providing access to justice for all through language assistance services for the LEP and deaf or hard-of-hearing community.

Methodology. The contract interpreter rate and funding increase was determined by analysis and forecasting of the Office of Court Interpreting Services budget outlays and comparisons with local competitor agencies.

Expenditure Plan. Payment procedures for contract interpreters will be modified, and the rates will be set administratively.

Relationship to Existing Funds. There are no resources available in the D.C. Courts' budget for the contract interpreters funding increase.

Performance Indicators. Performance indicators for this initiative include reduced wait times in courtrooms for LEP and deaf or hard-of-hearing court users to receive an interpreter and to have their cases heard and reduced number of trial continuances and delays due to the lack of available interpreters.

Table 5  
SPECIAL OPERATIONS DIVISION  
New Positions Requested

Positions	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
Deputy Director	JS-15	1	\$172,000	\$45,000	\$217,000
Spanish Staff Interpreter	JS-12	2	\$222,000	\$58,000	\$280,000
Program Officer	JS-11	1	\$87,000	\$23,000	\$110,000
<b>TOTAL</b>		<b>4</b>	<b>\$481,000</b>	<b>\$126,000</b>	<b>\$607,000</b>

Table 6  
SPECIAL OPERATIONS DIVISION  
Budget Authority by Object Class

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Salaries	2,989,000	2,998,000	3,608,000	610,000
12 - Personnel Benefits	799,000	835,000	994,000	159,000
<b>Subtotal Personnel Cost</b>	<b>3,788,000</b>	<b>3,833,000</b>	<b>4,602,000</b>	<b>769,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	145,000	162,000	166,000	4,000
25 - Other Services	1,091,000	1,211,000	2,739,000	1,528,000
26 - Supplies & Materials	235,000	261,000	268,000	7,000
31 - Equipment	10,000	12,000	13,000	1,000
<b>Subtotal Non-Personnel Cost</b>	<b>1,481,000</b>	<b>1,646,000</b>	<b>3,186,000</b>	<b>1,540,000</b>
<b>TOTAL</b>	<b>5,269,000</b>	<b>5,479,000</b>	<b>7,788,000</b>	<b>2,309,000</b>
FTE	27	27	31	4

Table 7  
**SPECIAL OPERATIONS DIVISION**  
**Detail, Difference FY 2025/FY2026**

Object Class	Description of Request	FTE	Cost	Difference FY 2026/FY 2027
11 - Personnel Compensation	Current Position WIG	27	39,000	
	Current Position COLA	27	90,000	
	Deputy Director	1	172,000	
	Program Officer	1	87,000	
	Spanish Staff Interpreter	2	222,000	
	<i>Subtotal 11</i>			<i>610,000</i>
12 - Personnel Benefits	Current Position WIG	27	10,000	
	Current Position COLA	27	23,000	
	Deputy Director	1	45,000	
	Program Officer	1	23,000	
	Spanish Staff Interpreter	2	58,000	
	<i>Subtotal 12</i>			<i>159,000</i>
	<b><i>Subtotal Personnel Services</i></b>			<b><i>769,000</i></b>
21 - Travel, Transp. Of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	Built-in Increases			4,000
25 - Other Service	Built-in Increases		26,000	
	Contract Interpreter Increase		1,500,000	
	<i>Subtotal 25</i>			<i>1,528,000</i>
26 - Supplies & Materials	Built-in Increases			7,000
31 - Equipment	Built-in Increases			1,000
	<b><i>Subtotal Non-personnel Services</i></b>			<b><i>1,540,000</i></b>
<b>Total</b>				<b>2,309,000</b>

Table 8  
**SPECIAL OPERATIONS DIVISION**  
**Detail of Full-Time Equivalent Employment**

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
JS-7	1		
JS-8	8	9	9
JS-9	5	5	5
JS-10	1	1	1
JS-11	1	1	2
JS-12	6	6	8
JS-13	3	3	3
JS-14	1	1	1
JS-15			1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>2,989,000</b>	<b>2,998,000</b>	<b>3,608,000</b>
<b>Total FTEs</b>	<b>27</b>	<b>27</b>	<b>31</b>

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u> <u>FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
0	18,283,000	0	19,072,000	0	19,565,000	0	493,000

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 2027 Request**

In FY 2027, the Courts’ request for the Management Account is \$19,565,000, an increase of 493,000 (3%) above the FY 2026 Enacted Budget. The requested increase consists entirely of built-in costs.

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Salaries	5,386,000	4,457,000	4,591,000	134,000
12 - Personnel Benefits	682,000	716,000	751,000	35,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>6,068,000</i></b>	<b><i>5,173,000</i></b>	<b><i>5,342,000</i></b>	<b><i>169,000</i></b>
21 - Travel, Transp. of Persons	371,000	413,000	423,000	10,000
22 - Transportation of Things	13,000	15,000	16,000	1,000
23 - Rent, Commun. & Utilities	3,330,000	3,703,000	3,789,000	86,000
24 - Printing & Reproduction	179,000	200,000	205,000	5,000
25 - Other Services	7,975,000	9,181,000	9,393,000	212,000
26 - Supplies & Materials	321,000	358,000	367,000	9,000
31 - Equipment	26,000	29,000	30,000	1,000
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>12,215,000</i></b>	<b><i>13,899,000</i></b>	<b><i>14,223,000</i></b>	<b><i>324,000</i></b>
<b>TOTAL</b>	<b>18,283,000</b>	<b>19,072,000</b>	<b>19,565,000</b>	<b>493,000</b>
FTE	0	0	0	0

Table 2  
**MANAGEMENT ACCOUNT**  
**Detail, Difference FY 2026/FY2027**

Object Class	Description of Request	FTE	Cost	Difference FY 2026/FY 2027
11 - Personnel Compensation	Built-in Increases			134,000
12 - Personnel Benefits	Built-in Increases			35,000
<b><i>Subtotal Personnel Services</i></b>				<b><i>169,000</i></b>
21 - Travel, Transp. Of Persons	Built-in Increases			10,000
22 - Transportation of Things	Built-in Increases			1,000
23 - Rent, Commun. & Utilities	Built-in Increases			86,000
24 - Printing & Reproduction	Built-in Increases			5,000
25 - Other Service	Built-in Increases			212,000
26 - Supplies & Materials	Built-in Increases			9,000
31 - Equipment	Built-in Increases			1,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>324,000</i></b>
<b>Total</b>				<b>493,000</b>

**DISTRICT OF COLUMBIA COURT SYSTEM  
Overview**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
308	88,290,000	310	97,720,000	327	114,713,000	17	16,993,000

**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 2027 Request**

The D.C. Courts’ mission is to protect rights and liberties, uphold and interpret the law, and resolve disputes fairly and effectively in the District of Columbia. To perform the mission and realize their vision of a court that is open to all, trusted by all, and provides justice for all, the FY 2027 budget request enhances three of the Courts’ strategic goals and includes performance projections for all core functions.

***Goal 1: Access to Justice for All--\$402,000 4 FTEs***

*Many people find coming to court to be a difficult and stressful experience due to the complexity of the legal system and court processes. It can be even more challenging for those who cannot afford a lawyer, have limited literacy or English language skills, or have physical or mental disabilities. To reduce such barriers, the Courts seek to connect participants with resources that enable them to understand the court system, obtain the information they need, 2023 – 2027 Strategic Plan District of Columbia Courts navigate court buildings and judicial processes, and conveniently access court proceedings and services.*

The request includes \$182,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court’s largest caseload, Landlord Tenant, providing directions and information about court processes; \$110,000 for 1 FTE to help link court participants with community and legal services; and \$110,000 for 1 FTE to help the court comply with laws regarding disability access.

**Goal 2: Public Trust and Confidence--\$10,133,000 7 FTEs**

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

The request includes \$7,490,000 and 2 FTEs to strengthen security by adding contractual Court Security Officers (CSOs) and supporting necessary upgrades to the Courts' physical security systems; \$2,000,000 to strengthen cybersecurity; \$331,000 and 3 FTEs to provide IT customer support; and \$312,000 for 2 FTEs to strengthen data governance, collection, analysis, reporting and exchange capabilities.

**Goal 3: A Great Place to Work -- \$100,000 1 FTE**

*The Courts must ensure a professional, engaged workforce that consistently achieves excellence and is agile to meet the demands of a changing environment. The Courts must continue to invest in education, training and, other development opportunities to enhance the knowledge and skills of its workforce. To advance our long-standing commitment to being a great place to work, the Courts are continuing its efforts to develop and retain a flexible and high-performing work environment where all personnel are positively engaged.*

The request includes \$100,000 for 1 FTE to provide administrative support services for the Human Resources Division

**Goal 4: Effective Court Administration--\$3,136,000 5 FTEs**

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

The request includes \$350,000 for an Identity Access Management (IAM) to strengthen controls over access to the Courts' IT systems; \$450,000 for Security Information Event Management (SIEM) to facilitate management of IT security incidents; \$434,000 and 2 FTEs to enhance compliance with legal requirements; \$220,000 and 2 FTEs to maintain court facilities; \$1,608,000 to maintain the Moultrie Courthouse Addition; and \$74,000 for 1 FTE to provide logistical support.

***Built-In Increases--\$3,222,000***

The request also includes \$3,222,000 for built-in increases, including cost-of-living, within-grade, and non-pay inflationary increases.

Table 3  
**COURT SYSTEM**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	35,254,000	37,153,000	40,426,000	3,273,000
12 - Personnel Benefits	9,974,000	10,479,000	11,333,000	854,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>45,228,000</i></b>	<b><i>47,632,000</i></b>	<b><i>51,759,000</i></b>	<b><i>4,127,000</i></b>
21 - Travel, Transp. of Persons	422,000	433,000	443,000	10,000
22 - Transportation of Things	6,000	7,000	7,000	0
23 - Rent, Commun. & Utilities	9,497,000	9,717,000	9,940,000	223,000
24 - Printing & Reproduction	109,000	114,000	117,000	3,000
25 - Other Services	27,848,000	34,502,000	47,012,000	12,510,000
26 - Supplies & Materials	711,000	736,000	751,000	15,000
31 - Equipment	4,469,000	4,579,000	4,684,000	105,000
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>43,062,000</i></b>	<b><i>50,088,000</i></b>	<b><i>62,954,000</i></b>	<b><i>12,866,000</i></b>
<b>TOTAL</b>	<b>88,290,000</b>	<b>97,720,000</b>	<b>114,713,000</b>	<b>16,993,000</b>
FTE	308	310	327	17

**DISTRICT OF COLUMBIA COURT SYSTEM  
EXECUTIVE OFFICE**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
27	3,955,000	26	4,138,000	32	4,907,000	6	769,000

**Introduction**

The Executive Office is responsible for the administration and management of the District of Columbia Courts, including the District of Columbia Court of Appeals and the Superior Court of the District of Columbia. The Executive Officer oversees all administrative functions of the Courts and has delegated responsibility for the supervision of the Court System divisions to the Deputy Executive Officer. The Court System divisions provide support to the two courts and include: Administrative Services; Budget and Finance; Capital Projects and Facilities Management; Center for Education and Training; Court Reporting; Human Resources; Information Technology; Office of the General Counsel; and Strategic Management.

In addition to the support divisions listed above, there are a variety of other matters handled in the Executive Office, including public information, press and government relations, courthouse security, internal audits, court access, and diversity, equity and inclusion.

**Mission Statement**

The Executive Office supports the mission of the D.C. Courts by fostering leadership, supporting staff, and shaping the direction of the organization to ensure court-wide success in the delivery of justice.

**Management Action Plan (MAP) Objectives**

- Foster a safe environment for the administration of justice by coordinating security planning, conducting assessments and training, and implementing procedures that enhance personal safety at the Courts.
- Ensure that the judiciary functions during emergencies by maintaining a Continuity of Operations Plan (COOP) in coordination with all District justice system partners.
- Ensure that the Courts are accessible to the public and persons with disabilities by coordinating access initiatives and monitoring compliance.
- Promote effective operations by reengineering business processes, optimizing process documentation, and implementing court improvement projects that reflect best practices and enhance accountability.

- Maintain fiscal integrity and an appropriate level of funding by preparing the Courts' budget requests, monitoring budget execution, and managing public funds.
- Enhance employee well-being by developing and promoting employee engagement, work-life balance, and wellness initiatives, reinforcing the Courts' Living Our Values and Great Place to Work cultures.
- Improve work processes by creating internal communications programs and providing change management support.
- Promote transparency, financial accountability, and effective operations by conducting internal audits, risk assessments, and program evaluations.
- Assist court participants with court processes and provide linkages to other services by implementing a court navigators program.
- Provide information to the public on court services and programs by managing media outreach, and online channels disseminating court information.
- Enhance public and inter-governmental understanding of the judicial branch through government relations, legislative analysis, and community outreach activities.
- Ensure a diverse workforce reflective of the community we serve by examining the recruiting, hiring, retention and promotion practices and demographics throughout the Courts.
- Promote a culture of diversity, equity and inclusion within the Courts.
- Enhance access to justice by eliminating barriers to meaningful participation in the justice system.

### **FY 2027 Request**

In FY 2027, the Courts' request for the Executive Office is \$4,907,000, an increase of \$769,000 (18%) above the FY 2026 Enacted Budget. The requested increase includes \$182,000 for 2 FTEs to support an eviction diversion program, initiated with grant funds, that helps manage the trial court's largest caseload, Landlord Tenant, providing directions and information about court processes; \$110,000 for 1 FTE to help link court participants with community and legal services; \$182,000 and 2 FTEs to strengthen physical security; \$110,000 for 1 FTE to help the court accommodate persons with disabilities, and \$185,000 for built-in cost increases.

### ***Coordinating Services for the Justice Resource Center, 1 FTE, \$110,000*** *Intake Specialist, (JS-11)*

Introduction Statement. The District of Columbia Courts is requesting one FTE Intake Specialist to assist with coordinating the delivery of services in the Justice Resource Center (JRC). The

FTE will build strategic partnerships with city agencies and local organizations to provide information and services at court facilities; and will engage, screen, and guide court participants in connecting to appropriate on-site and off-site services. The JRC will promote community well-being and enhance public trust and confidence in the justice system by providing court participants with access to information and services to address the underlying social issues that often contribute to or coincide with appearing in court.

Problem Statement. Many court participants face health, psychological, and other social problems that contribute to or coincide with justice involvement. Community members often come into contact with the judicial system only after other efforts and systems have failed to successfully address these problems. While traditional court processes protect court participants' rights and liberties, hold offenders accountable, and ensure public safety, most were not designed to address the underlying social problems that accompany individuals to court. Unfortunately, many community members return to court when their problems are not alleviated. Public trust and confidence are eroded as community members continue to interact with the court and other agencies without finding solutions to the root causes that led to system involvement.

The D.C. Courts are dedicated to collaborating with city agencies and community organizations to enhance court participants' access to information and services that promote community well-being. However, several challenges impact the success of connecting court participants to key services. City agencies and community organizations are spread across the city, making it time-consuming and cost prohibitive for court participants to travel from court facilities to each of the referred services. This results in a large number of individuals who never reach the intended agency or organization. Additionally, some court participants need more guidance beyond a referral to an agency or organization due to limited knowledge of how to navigate processes related to service acquisition. For instance, community members find it challenging to decipher the specific building or office to visit, the operating hours, the correct forms to complete, the necessary paperwork or identification to bring, and the order in which they may need to visit the service agencies. Each of these challenges becomes a barrier that makes it less likely the community member will continue to seek services. Lastly, court participants lack information about relevant and available services and remain unaware that the court is a resource for connecting to service providers.

The JRC will provide access to services that address the underlying social service needs of court participants and will foster cross-sector collaboration to meet those needs. Specifically, the JRC will host liaisons from city agencies and community organizations that offer assistance with behavioral and mental health, education, employment, food and material assistance, health, housing, and social and cultural engagement. The Intake Specialist will engage, screen, and guide court participants in connecting with on-site and off-site services. Additionally, the Intake Specialist will assist with promoting awareness of the JRC as a resource at the court, identify appropriate services for each individual, and provide information about the process to acquire services. Providing access to services at court facilities and providing information and guidance in navigating processes will greatly reduce the barriers that prevent court participants from acquiring services. As a result, the JRC will promote community well-being and enhance public trust and confidence in the justice system.

Relationship to Court Mission and Goals. The proposed staffing increase will support Strategic Goal I: Access to Justice for All by reducing barriers to information and services; and Goal II: Public Trust and Confidence by collaborating with city and community partners to advance justice.

Relationship to Divisional Objectives. The new position will support the Executive Office's objectives of promoting access to justice.

Relationship to Existing Funding. The JRC is a new initiative of the D.C. Courts. Funding for the position is not available in the Courts' budget.

Methodology. The grade level for the additional FTE was determined according to the Courts' position classification standards.

Expenditure Plan. The Intake Specialist position will be recruited and selected in accordance with the Courts' Personnel Policies and procedures.

Performance Indicators. Many performance indicators will be used to assess the success of the Justice Resource Center. The major outcome indicators of the program will include increased perceptions of access to information and services and increased perceptions of the Court as an effective community resource for improving well-being. Output indicators such as the number of strategic partners available at court facilities, the number of court participants screened at intake, and the number of successful on-site service connections will aid in assessing the center's effort to improve access to services, thus promoting community well-being and enhancing public trust and confidence in the justice system.

***Ensuring Equal Access in Accordance with ADA, 1 FTE, \$110,000***  
*ADA Specialist, (JS-11)*

Introduction. The D.C. Courts envision a court system that is open to all. In advancement of that vision and in compliance with the Americans with Disabilities Act (ADA), the Courts must ensure equal access for any court employee or member of the general public with a disability. More specifically, the Courts must:

- Ensure that people with disabilities have an equal opportunity to participate in and benefit from all programs, services, and activities provided by the Courts.
- Modify its policies, practices, and procedures when needed (i.e., reasonable accommodation).
- Ensure that all facilities are accessible to the public and to those persons with disabilities.
- Provide auxiliary aids and services such as accessible written materials, sign language interpreters, and real-time captioning to ensure communication with individuals who have vision, hearing, and/or speech disabilities is equally as effective as communication with individuals without disabilities.
- Adopt and publish a complaint or grievance procedure for members of the public.
- Investigate and quickly resolve all complaints received about any failure to comply with ADA responsibilities in a timely manner.

To effectuate compliance with Title II of the Americans with Disabilities Act as required by

Federal law and to manage the protections and mandated responsibilities under the ADA, the Courts established an ADA Coordinator position. The ADA Coordinator serves as the lead resource for accessibility and disability nondiscrimination regulation.

Problem Statement. To effectively ensure equal access to all members of the public and staff and to prevent discrimination under ADA requirements, an ADA specialist is required. The Courts serve over 1,300 staff members and thousands of members of the public that visit each day. A number of these court staff members and members of the public request in-person accommodation under the ADA. For instance, between June 1, 2023, and June 1, 2024, the Courts investigated 228 inquiries regarding accommodation and responded to 114 requests for physical and ergonomic accommodation. Although only one ADA Coordinator is required by the law, other large public entities have numerous staff dedicated to ADA compliance. The United States Department of Justice and The Government of the District of Columbia similarly have “Offices of Disability Rights” dedicated to providing accessibility to persons with disabilities.

An ADA Specialist will enhance the Courts’ commitment to equal access for qualified people with disabilities by ensuring that persons with disabilities have an equal opportunity to participate in and benefit from all programs, services, and activities provided in the most integrated setting possible. The ADA Specialist will work in conjunction with the ADA Coordinator to ensure that nearly 10,000 persons who access the Courts per day and more than 1,300 employees are treated equally under the protections of the ADA as well as to ensure adherence to access and disability nondiscrimination regulations. The ADA Specialist will also perform the functions of the ADA Coordinator in their absence and ensure that all complaints or grievances involving ADA related issues are resolved timely and in accordance with those mandates provided under the ADA. The ADA Specialist will assist the ADA Coordinator with investigating all complaints or grievances under the ADA, which would augment the Courts’ ability to timely ensure that all qualified individuals are provided with “reasonable accommodation.” Providing access to qualified people with disabilities greatly reduces the barriers that prevent court participants from acquiring services and gaining equal access to justice.

Relationship to Court Mission and Goals. An ADA Specialist will support the following Courts’ Strategic Goals: Goal I – Access to Justice for All by ensuring all persons with disabilities have an equal opportunity to benefit from all court programs, services, and activities; Goal III – A Great Place to Work by promoting well-being of court staff and Goal IV – Effective Court Administration by ensuring timely access to accommodation.

Relationship to Divisional Objectives. This request is directly aligned with the Courts commitment to eliminate barriers to meaningful participation in the judicial process and to enhance access to court services. The new position will support the Executive Office in ensuring that the Courts are accessible to the public and persons with disabilities by coordinating access initiatives and monitoring compliance.

Relationship to Existing Funding. Funding is not available in the Courts’ budget to fund these positions.

Methodology. The grade levels for this additional FTE were determined in accordance with the Courts' position classification standards.

Expenditure Plan. The ADA Specialist position will be recruited and selected in accordance with the Courts' Personnel Policies and procedures.

Performance Indicators. The major outcome indicators of the program will include increased access to justice for court users and increased access to employment for court staff with disabilities. Output indicators such as the number of requests for accommodation made and successfully filled will aid in assessing the Courts' effort to improve access to the courts and provide a diverse and engaged workforce, thus enhancing public trust and confidence in the justice system.

***Enhancing Security Management, 2 FTEs \$182,000***

*Security Specialist (JS-8/9), \$91,000*

Problem Statement. The District of Columbia Courts consist of the District of Columbia Court of Appeals, Superior Court, and Court Systems. It is inclusive of six facilities on the main Judicial campus and satellite facilities located in the District of Columbia or Maryland (Warehouse facility).

The D.C. Courts operate one of the busiest courthouse complexes in the country. Daily, thousands of persons visit the D.C. Courts, and between 150 and 350 prisoners are processed in the Moultrie Courthouse. The Security Office is responsible to manage the safety and security of the Courts and the public. The duties of this office have evolved and placed additional workloads on existing staff to the point that no longer allows for properly management of the varying areas of responsibility.

The Court provides electronic access credentials to judges, staff, and more than 500 Agency Partners. The credentials and access cards expire on varying timeframes ranging from six months to five years. Between new issuance, renewals, and re-issuance for lost or stolen electronic access badges, the Security office is constantly busy with card issuance and resolution to access control issues.

Additionally, revised logical access procedures/protocols now require that all Agencies/organizations that interface with Federal systems migrate to PIV and PIV-I cards for all logical access. While the Courts have begun the process, we require additional personnel to complete the process in a timely manner and to manage the system to ensure that it maintains all applicable standards, including annual audits by third parties.

Relationship to Court Vision, Mission and Strategic Goals. The addition of two new Security Specialist supports the Courts' Objective 4.A – “Ensure that Court Facilities and Technology are safe, secure and up to date”.

Proposed Solution. The Courts plans to hire two additional security specialists to manage the PIV-I cards, Judicial Credentials, and electronic access credentials programs, including card

issuance, maintenance, quality control, and audit controls. These critical positions will ensure that PIV-I cards, credentials, and electronic access cards are properly issued and meet all requirements for continued access to critical government systems and facilities.

Methodology. The cost estimate is based on historical data, defined card issuance goals, and projected cost increase.

Expenditure Plan. The D.C. Courts will fill all applicable position utilizing established hiring procedures for personnel vacancies. Background services will be procured from the Office of Personnel Management (OPM) and Defense Counterintelligence (DCCS) in accordance with Federal Guidelines, D.C. Courts procurement guidelines and in compliance with G-Invoicing procedures.

Performance Indicators. Upon receipt of funding, the D.C. Courts will immediately post vacancy announcements for new security specialist positions. New hires will complete any required training within one year of hire and will be required to maintain those certifications during their employment with the D.C. Courts.

### ***Sustaining Eviction Diversion Programming, 2 FTEs, \$182,000***

*Court Navigators, (JS-8/9)*

Introduction Statement. The District of Columbia Courts are requesting two FTE court navigator positions to enhance access to justice for a growing number of self-represented litigants in the courthouse. Court Navigators will improve self-represented litigants' abilities to participate meaningfully in the judicial process, enhance perceptions of access and fairness, and connect court participants to a wide variety of internal and external services by providing directional information and assistance, offering resources and information about court processes, and assisting with access to available services.

Problem Statement. Landlord and Tenant cases have historically been the Court's largest single caseload, with approximately 30,000 case filings annually, and a surge of filings has occurred since the expiration of federal and local eviction moratoria. An overwhelming majority of tenants in landlord and tenant disputes are self-represented. Self-represented litigants face a number of challenges when engaging in the court process, including a lack of knowledge and information about the laws and processes of the court, difficulties in preparing forms and pleadings, and the fast pace in which courts must resolve cases. These access to justice challenges often hinder litigants' abilities to participate meaningfully in the judicial process, thereby affecting the outcomes of cases and reducing perceptions of access and fairness.

The Courts were awarded a grant from the National Center of State Courts to implement an eviction diversion program in the Landlord and Tenant Branch and has received grant funding to hire two court navigators. The goals of the Court's enhanced Eviction Diversion Program are to promote early case resolution, reduce the percentage of cases resolved by judgments, especially default judgments, connect litigants to legal, housing, rental assistance and social services providers soon after case filing, increase the availability of educational information for the public and court users about the eviction process and resources for assistance, and increase litigant

satisfaction with the court process based on the prompt dissemination of information about eviction-related services and resources.

To aid in the achievement of these goals, the Courts will devote two court navigators to help court users navigate the landlord and tenant court process. The Court Navigators will assist parties locate courtrooms and offices; access forms; find options for representation; gather and organize information related to court processes and proceedings; and refer parties to legal, housing and other social service providers to address their needs. The Courts are seeking permanent funding for these positions to continue to promote the early diversion of eviction cases and ensure the just, speedy, and inexpensive resolution of landlord tenant cases.

The initial survey findings on the Court Navigator Program are very favorable. A survey was conducted in August 2019 to assess progress towards the achievement of the program goals and to solicit feedback from court participants. Specifically, the survey assessed perceptions of access and fairness and customer satisfaction. A total of 106 court participants completed the survey. Ninety percent strongly agreed or agreed that they will return to the Court Navigator Office if they need help in the future. Participants assisted by a navigator had more positive perceptions of access to justice than participants not assisted by a navigator.

Relationship to the Courts' Vision, Mission, and Goals. The requested Court Navigator positions are needed to fulfill the Courts' Strategic Goals I – Access to Justice for All, and Goal V – Fair and Timely Case Resolution by enhancing access to legal information and social services as well as early mediation.

Relationship to Division MAP Objectives. This request is directly aligned with the Courts' commitment to eliminate barriers to meaningful participation in the judicial process and to enhance access to court services. To this aim, the Courts developed a key strategy to develop a Court Navigator Program to assist court participants with court processes and provide linkages to other services.

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

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

Relationship to Existing Funding. The Courts were awarded a two-year grant from the National Center of State Courts and Wells Fargo to fund these positions in 2022. The Court seeks to institutionalize these positions as part of its FY 2024 budget. Funding is not available in the Courts' budget to fund the positions.

Performance Indicators. A number of performance indicators will be used to assess the success of the program. The major outcome indicator of the program will be increased perceptions of access and fairness as measured by NCSC's CourTools Access and Fairness survey. Output indicators such as the availability of process plans to enhance understanding of court processes and proceedings, and indicators related to escorting, introducing, or making appointments with internal and external services as well as the number and type of services will serve as measures

to assess the program’s success in connecting court participants to a wide variety of internal and external services. The ultimate goal is a reduction in the rate of evictions in the District of Columbia.

Table 1  
**EXECUTIVE OFFICE**  
**New Positions Requested by Grade**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
Intake Specialist- Justice Resource	JS-11	1	87,000	23,000	110,000
ADA Specialist	JS-11	1	87,000	23,000	110,000
Security Specialist	JS-8/9	2	144,000	38,000	182,000
Court Navigators	JS-8/9	2	144,000	38,000	182,000
<b>Total</b>		<b>6</b>	<b>462,000</b>	<b>122,000</b>	<b>584,000</b>

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	3,089,000	3,232,000	3,841,000	609,000
12 - Personnel Benefits	848,000	886,000	1,046,000	160,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>3,937,000</i></b>	<b><i>4,118,000</i></b>	<b><i>4,887,000</i></b>	<b><i>769,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	11,000	12,000	12,000	0
31 – Equipment	7,000	8,000	8,000	0
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>18,000</i></b>	<b><i>20,000</i></b>	<b><i>20,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>3,955,000</b>	<b>4,138,000</b>	<b>4,907,000</b>	<b>769,000</b>
FTE	27	26	32	6

Table 3  
**EXECUTIVE OFFICE**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY2026/2027</b>
11 - Personnel Compensation	Current Position WIG	26	50,000	
	Current Position COLA	26	97,000	
	Intake Specialist- Justice Resource Center	1	87,000	
	ADA Specialist	1	87,000	
	Senior Security Specialist	2	144,000	
	Court Navigators	2	144,000	
<i>Subtotal 11</i>				<i>609,000</i>
12 - Personnel Benefits	Current Position WIG	26	13,000	
	Current Position COLA	26	25,000	
	Intake Specialist- Justice Resource Center	1	23,000	
	ADA Specialist	1	23,000	
	Senior Security Specialist	2	38,000	
	Court Navigators	2	38,000	
<i>Subtotal 12</i>				<i>160,000</i>
<b>Subtotal Personnel Services</b>				<b>769,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials				
31 – Equipment				
<b>Subtotal Non-personnel Services</b>				<b>0</b>
<b>Total</b>		<b>32</b>		<b>769,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8			4
JS-9	5	4	4
JS-10			
JS-11	3	3	5
JS-12	2	2	2
JS-13	6	6	6
JS-14	6	6	6
JS-15	3	3	3
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>3,089,000</b>	<b>3,232,000</b>	<b>3,841,000</b>
Total FTEs	27	26	32

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
45	6,785,000	46	7,048,000	47	7,389,000	1	341,000

**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 of up to \$1 million.

- The SmartPay Purchase and Fleet Card Program is responsible for the management and control of approximately 70 purchase and fleet cards throughout the Courts.
- The Procurement and Contracts Branch is responsible for court wide small purchases, major contract acquisitions, construction contracts, and the Acquisition Institute, which provides acquisition training for all personnel involved in acquiring goods and services for the Courts. The Procurement and Contracts Branch is also responsible for maintaining updated Procurement Guidelines that provide direction for the acquisition of these goods and services.
- The Office Services Branch is responsible for mailroom operations, records management, reproduction and graphics, the Information Center, warehouse and supply room operations, furniture and furnishings inventory, fixed and controllable assets, property disposal, receipt of delivery orders, room and function set-ups, staff relocation services, help-desk operations and vehicle fleet management. The branch is also responsible for local criminal background and child abuse clearances as well as FBI fingerprint background clearances for any contractors who provides direct services for children under the supervision of the Courts.

**MAP Objectives**

- Develop, encourage, and support the workforce by developing a highly skilled, professional, and competent team to increase overall efficiency and effectiveness of the information, supply management, and acquisition operations.
- Provide excellent service to the public at the Information Center, giving individuals the information, they need to find their courtrooms, locate court offices, or otherwise access court services.

- Increase the utilization of technology to streamline the acquisition process and improve customer service at the Information Window, the Help Desk, Supply Store, the Warehouse, the SmartPay Purchase and Fleet Card Program, and in Records Management.
- Maintain and update, on an annual basis, the Courts' Procurement Guidelines to reflect the best practices and industry standards.
- Plan, develop, and implement a strategy for on-going procurement training of the D.C. Courts' acquisition workforce, including contracting officer technical representatives (COTRs), contract administrators, project managers, source selection team members, and individuals involved in the payment and closeout process.
- Provide convenient, safe, and secure off-site storage for vital court records and other critical documents, supplies and equipment.
- Provide on-going monitoring and consistent oversight to prevent waste, fraud, and abuse in the Courts' SmartPay Purchase and Fleet Card Programs.
- Monitor performance, results and evaluate programs and services to ensure the effectiveness of Court's SmartPay Purchase and Fleet Card Programs.
- Implement and maintain a fixed asset inventory control system for all property assets acquired, maintained, transferred, and disposed throughout the asset's life cycle, and to improve the overall efficiency of accounting for fixed and controllable assets.
- Ensure D.C. Courts fleet vehicles are in good working condition, well maintained and function in accordance with the vehicle's individual maintenance plan. Provide clear reporting of vehicle maintenance, repair costs as well as adhering to best practices for vehicle retention.
- Scan and digitize Procurement and Contracts records allowing for immediate access of materials by all Procurement and Contracts Staff.
- Providing mission critical direct support to judicial offices, operating divisions and other support units by providing efficient and effective logistical operations support related to building moves, office/event setups, and driving support.

## **Workload Data**

### **SmartPay Purchase and Fleet Card Program Operations**

In FY 2027, the SmartPay Purchase and Fleet Card Programs anticipate an increase in the number of transactions from over 950 in FY 2023 to more than 1,100 in FY 2026. In 2023, card transactions reflected more than \$300,000 in activity and it is expected that by FY 2025, card transactions will be more than \$315,000. Prior to the Novel Coronavirus Pandemic, where activity totals reflected more than \$500,000; there has been a slower progression towards a return

to normalcy. Card transaction volume is affected by extended continuing resolution periods which ultimately decrease the timeframe during the fiscal year in which card activity can occur. This gradual growth trend is also reflective of advantageous opportunities participants are utilizing through the use of commercial and federal marketplaces resulting in overall cost savings and one-stop acquisition buying power.

### Procurement and Contracts Branch

In FY 2027 the Procurement and Contracts Branch expects to process approximately 300 small purchases (< \$150,000) within 30 days of receipt of a complete request package and 100 large contracts (> \$150,000) within 120 days of receipt of a complete request package. These numbers reflect an estimate in the number of large and small purchases as a result of a continued return to normalcy as we've moved beyond pandemic status as well as when funding is received after continuing resolutions. Additionally, a delay in funding will impact the purchasing timeframe, which can decrease total annual purchases. Furthermore, the intricacy of acquisition actions will impact processing time.

The complexity of major acquisitions, quality assurance procedures and changing technology requires the Courts to maintain a knowledgeable and experienced acquisition workforce with the required critical thinking and business expertise to support the needs of the Courts. The Procurement and Contracts Branch established an "Acquisition Institute" to provide internal training to the procurement staff and to court personnel with acquisition and contract management responsibilities. The Acquisition Institute has provided one-on-one classes as well as formal training sessions to the Courts' personnel. In FY 2019, the Acquisition Institute began implementing a full curriculum designed to register and certify court personnel as Contracting Officer Technical Representatives (COTRs) for D.C. Courts' procurement actions. These courses included Writing Statements of Work, Responsibilities of Contracting Officer's Technical Representative, Procurement Fraud and Ethics, Contract Administration Plan and Financial Operations, Post Award Orientation, and other training designed to strengthen the skills of the D.C. Courts' COTRs. In FY 2019, the Branch began offering a full complement of courses and is working to continue to enhance the online presence of the Institute, allowing COTRs to review course content from the convenience of their own offices. In FY 2021 The Acquisition Institute began its first fully virtual training for D.C. Courts. The goal is to continue to enhance the training experience with readily available training videos as well as refresher courses and course highlights on the Administrative Services Division intranet page. The Acquisition Institute is continuing progress to improve its virtual training modules by leveraging new technology by seeking to add AI voice-over features to the training presentations thus continuing to further enhance the training experience for the D.C. Court acquisition community. The Procurement and Contracts Branch conducts more COTR trainings to programs per request as new hires onboard and COTRs change.

### Office Services Branch

In FY 2027, the mailroom expects to process approximately 196,000 juror summonses, 110,000 subpoenas, and 70,000 other outgoing pieces of mail. It is anticipated that reductions in the

Courts' output of mail may continue due to advancements in technology, online forms, and electronic communication methods.

In response to the legal mandates set forth by the *Cobb v. Cobb* decision, the DC Courts Mail Room is acquiring Quadient Omation Model 306 (IM-306) to meet the new requirement of date and time stamping all incoming mail. This advanced machine is uniquely equipped to handle the court's high mail volume, processing up to 40,000 envelopes per hour, and can open and time-stamp mail in a single pass. By automating this process, the courts will significantly reduce human error, eliminate manual intervention, and ensure same-day delivery standards are met. The integration of the IM-306 will not only improve mailroom efficiency and legal compliance but will also allow court personnel to focus on core responsibilities, such as scanning and delivery, supporting the Administrative Services Division's broader goals of continuity, operational excellence, and resource optimization.

The Information Center expects to assist an estimated 3,000 members of the public per month (36,000 persons per year) at the Information Window in the courthouse and to respond to an average of 12,000 incoming calls per month (or 144,000 calls per year). With the return to post-pandemic normalcy, the Information Center has steadily seen numbers return to pre-pandemic foot traffic. These numbers may also be impacted in the long term as more members of the public utilize the Courts' website, on-line chats, and social media outlets to access court information and data.

In FY 2027 the Help Desk expects to receive approximately 12,000 calls from court personnel. The help desk has maintained its call volume traffic post pandemic with in-person activities returning to normal. In 2017, the Courts implemented the D.C. Courts' Service Portal so court personnel can make service requests online, thereby reducing phone calls to the Help Desk. In 2024, the Courts solicited a new vendor, ServiceNow, for the D.C. Courts' Service Portal which will further assist help desk staff to process tickets. The Help Desk has also initiated a new e-mail address to increase options for Court customers to submit tickets and to personalize their experience with the Help Desk staff answering questions in real time. Additionally, other business enhancements including but not limited to the D.C. Courts Flexplace Work Program were adopted during the pandemic are allowing for a more efficient use of staff resources thereby enhancing customer service. With these enhancements, the Courts can continue to streamline business practices and provide greater improvements to customer service.

The Records Management Unit expects to process 20,000 individual case records for storage and 1,000 requests for records. It is anticipated that the number of case records prepared for storage and transferred to the Record Center will decrease in FY 2025 and FY 2026 due to the implementation of electronic records, the completion of a mass storage initiative, the online availability of case information to the public, as well as the continued use and acceptance of online data which is becoming a societal norm, and the digitization of older case records.

The Graphics and Reproduction Unit will continue to enhance its business processes and operational procedures to produce high quality professional documents for internal customers within a 24 to 48-hour response time. This unit handles approximately 400 to 500 requisitions annually, totaling over 1.5 million copied pages as well as the production of the budgets,

programs, brochures, and posters. New production plotter machines and upgraded commercial color and BW printers were installed in FY22. In FY23 high volume production laminator machines were purchased to decrease turnaround times with large-scale printing requests that included lamination. These upgrades will allow the Graphics and Reproduction unit to continue to maintain efficiency with increased demands.

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

<b>SmartPay Purchase and Fleet Card Program Operations</b>									
Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual purchase card transactions	US Bank Reporting	1,600	445	1,700	1,700	1,700	1,700	400	400
Annual Fleet card transactions	Voyager Electronic Reporting System	610	348	610	610	610	610	200	200
Transaction reviews or random checks	Voyager; US Bank Reporting; Oracle Federal Financials	150	582	150	150	150	150	150	150
Program audits conducted	Cardholder Purchase/ Fleet Card Logs; Supporting Documentation	2	1	2	2	2	2	2	2

Table 2  
**ADMINISTRATIVE SERVICES DIVISION**  
**Key Performance Indicators**

<b>Office Services Branch</b>									
Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Monthly calls	Call Accounting Reports	10,000	11,454	10,000	10,000	10,000	10,000	10,000	10,000
Jury summons processed yearly	Database	180,000	336,535	180,000	196,000	180,000	196,000	180,000	196,000
Subpoenas processed yearly		110,000	191,219	110,000	110,000	110,000	110,000	110,000	110,000
Outgoing metered mail (pieces) yearly		70,000	145,081	70,000	70,000	70,000	70,000	70,000	70,000
Help Desk Calls received and processed yearly	Automated Tracking System	12,000	13,374	12,000	12,000	12,000	12,000	12,000	12,000
Days to conduct physical inventory and account for and reconcile discrepancies for all fixed assets	Electronic Data Base	45	45	45	45	45	45	45	45
Records Center requests filled yearly	Electronic Data Base	1,400	1,572	1,400	1,400	1,400	1,400	1,400	1,400
Individual Case Records Stored Yearly	Electronic Data Base	20,000	18,832	20,000	20,000	20,000	20,000	20,000	20,000

\* Return to normal pre-pandemic amount, with some categories making up by double for pandemic decreases

Table3  
**ADMINISTRATIVE SERVICES DIVISION**  
**Key Performance Indicators**

<b>Procurement Branch</b>									
Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
		Goal	Actual	Goal	Estimate	Goal	Estimate	Goal	Estimate
Annual small purchases	Automated Financial System and Manual Accounting	350	154	350	350	350	350	350	300
Annual large purchases		100	53	100	100	100	100	150	150
Annual modifications		700	511	700	700	700	700	700	700
Small purchases processed within 30 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 Institute courses conducted yearly	Internal Records	4*	8	4	4	5	4	6	6

\*Course Modules delivered in a live virtual setting or via self-study module

**FY 2027 Request**

In FY 2027, the Courts’ request for the Administrative Services Division is \$7,389,000, an increase of \$341,000 (5%) above the FY 2026 Enacted Budget. The requested increase consists of \$74,000 for 1 FTE to provide logistical support and \$267,000 for built-in cost increases.

***Logistical Support Operations, \$74,000***

*Lead Office Services Technician, (JS-7,8,9), 1 FTE*

Introduction. Logistical support operations are critical to the daily functioning of judicial officers, court staff, and the public. Key duties include set-up and disassembly for judicial events, staff training, and community engagement, moving and set-up of furniture and material for judicial and staff offices, transportation of materials from warehouse to court buildings, transportation of judges and senior leadership to events, and the planning and coordination related to these activities. Logistical support is required during normal business hours as well as evenings, early mornings, and weekends. Requests involve several interrelated tasks and complex coordination with Capital Project Facilities and Management (CPFMD).

Problem Statement. To respond to logistical support requests efficiently and effectively from judges and court staff, a Lead Office Services Technician and a Supply Inventory Clerk/Driver are required. Currently, logistical support is provided by 3 FTEs working in an all-hands-on-deck posture. If a staff member is unavailable, logistical support operations are delayed and over budget, especially due to the need for contract assistance and overtime payments. Overtime costs for staff exceeded \$125,000 in FY24 and the cost of contractors assisting with logistical support activities exceeded \$350,000 in FY2024. When multiple requests are received, managers must decide which operation to support on time. The additional staff are required to reduce costs, deliver logistical support timely, enhance coverage for mission critical daily operations, and ensure the availability of drivers for various court events.

The Lead Office Services Technician will coordinate staff and materials to meet requests and provide oversight of staff at event locations as well as overall supervision when the Office Services Supervisor is unavailable. Duties will include scheduling assignments and drivers, monitoring time and attendance, and directing and assisting with all logistical support tasks such as the transportation of materials, event set-up and disassembly, and driving. Furthermore, the additional person allows for a decrease in the usage of Contractual workers that require substantial costs over the course of a fiscal year. Using the internal workforce will allow ASD to cut costs and increase efficiency is in line with the goals of enhancing productivity while decreasing contractor and overtime costs.

Relationship to Court Mission and Goals. A Lead Office Services Technician supports Strategic Goal 2- Public Trust and Confidence by enhancing community outreach and engagement and collaborating with city and community partners to advance justice as the ASD logistical support operations staff are directly responsible for setting up the many public outside and indoor events at various locations as well as providing transportation for court staff. The position also supports Goal 3- A Great Place to Work by promoting employee well-being, engagement, and work-life balance; Goals 4 – Effective Court Administration by fostering innovation and continuous improvement in the delivery of Court services to internal and external customers; and Goal 5 – Fair and Timely Case Resolution by supporting the needs of judicial officers and court staff responsible for resolving cases.

Relationship to Divisional Objectives. The additional support operations staff will support the divisional objectives of providing direct support services to the judicial offices, operating divisions, and other support units of the Courts as well as the public through the efficient and effective collaboration and assistance for the continued operation of the entire Courts. Furthermore, the additional staff will help to decrease delays, increase performance, and productivity of the unit as well as mitigate costs associated with overtime and use of contractors.

Relationship to Existing Funding. Funding is not available in the Courts’ budget to support the additional positions. The additional support impact is anticipated to decrease the budget utilized for contractors’ assistance thereby creating a reduction in costs.

Methodology. The grade level for the additional FTE’s was determined according to the Courts’ position classification standards.

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

Performance Indicators. The requested support operations staff will enable the Courts to meet the required schedules for moves, set-ups, relocations and driving activities. This position will augment and support the division’s capabilities to meet the key performance indicators:

- On-time fulfillment of logistical support requests from judicial offices, operating divisions, and other support units.
- On-time fulfillment of all operational plans requiring building to building moves, office to office moves, materials relocations, driving support and event setup.
- Reduced overtime pay and contract assistance.

Table 4  
**Administrative Services Division**  
**New Positions Requested by Grade**

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Lead Office Services Technician	7/8/9	1	59,000	15,000	74,000

Table 5  
**ADMINISTRATIVE SERVICES DIVISION**  
**Budget Authority by Object Class**

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Compensation	4,119,000	4,297,000	4,539,000	242,000
12 - Personnel Benefits	1,149,000	1,197,000	1,260,000	63,000
<b>Subtotal Personnel Services</b>	<b>5,268,000</b>	<b>5,494,000</b>	<b>5,799,000</b>	<b>305,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	66,000	68,000	70,000	2,000
25 - Other Services	1,330,000	1,361,000	1,392,000	31,000
26 - Supplies & Materials	90,000	93,000	95,000	2,000
31 - Equipment	31,000	32,000	33,000	1,000
<b>Subtotal Non-Personnel Services</b>	<b>1,517,000</b>	<b>1,554,000</b>	<b>1,590,000</b>	<b>36,000</b>
<b>TOTAL</b>	<b>6,785,000</b>	<b>7,048,000</b>	<b>7,389,000</b>	<b>341,000</b>
FTE	45	46	47	1

Table 6  
**ADMINISTRATIVE SERVICES DIVISION**  
**Detail, Difference FY 2026/2027**

Object Class	Description of Request	FT E	Cost	Difference FY 2026/2027
11 - Personnel Compensation	Current Position WIG	46	54,000	
	Current Position COLA	46	129,000	
	Lead Office Services Technician	1	59,000	
<b>Subtotal 11</b>				<b>242,000</b>
12 - Personnel Benefits	Current Position WIG	46	14,000	
	Current Position COLA	46	34,000	
	Lead Office Services Technician	1	15,000	
<b>Subtotal 12</b>				<b>63,000</b>
<b>Subtotal Personnel Services</b>				<b>305,000</b>
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			31,000
26 - Supplies & Materials	Built-in Increases			2,000
31 - Equipment	Built-in Increases			1,000
<b>Subtotal Non-personnel Services</b>				<b>36,000</b>
<b>Total</b>		<b>47</b>		<b>341,000</b>

Table 7  
**ADMINISTRATIVE SERVICES DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-4	1	1	1
JS-5	3	3	3
JS-6	8	8	8
JS-7	3	3	3
JS-8	3	3	3
JS-9	4	4	5
JS-10	2	3	3
JS-11	4	4	4
JS-12	5	5	5
JS-13	9	9	9
JS-14	1	1	1
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salaries</b>	<b>4,119,000</b>	<b>4,297,000</b>	<b>4,539,000</b>
Total FTEs	45	46	47

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</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	5,850,000	36	6,132,000	36	6,421,000	0	289,000

**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 (5 FTEs) has a mission to serve as the Executive Officer’s chief financial policy advisor, promote responsible resource allocation through the D.C. Courts’ annual spending plan, and ensure the financial integrity of the D.C. Courts. The primary responsibilities of this office are to:
  - Develop appropriate fiscal policies to carry out the D.C. Courts’ programs.
  - Prepare, enact, administer, and monitor the D.C. Courts’ annual spending plan (budget).
  - Prepare fiscal impact statements on proposed federal and local legislation that involve the D.C. Courts.

- Develop and maintain the accounting and reporting system of the D.C. Courts.
  - Monitor expenditures by the various divisions and operations of the D.C. Courts to ensure compliance with applicable laws and regulations, approved standards, and policies.
  - Enhance the collection of financial data to refine methodologies for the most efficient forecasting and distribution of scarce resources.
  - Ensure the development, implementation, and management of internal controls and business processes that provide for the 1) routine reconciliation of the Courts' accounts; 2) safeguarding of Court assets and accounts; and 3) segregation of duties.
  - Prepare and issue the Courts' financial statements in accordance with applicable laws, guidelines, circulars, industry practices, and generally accepted accounting principles.
- The Budget Branch (5 FTEs) has a mission to support officials of the D.C. Courts in maintaining and improving the Courts' fiscal health and services through the evaluation and execution of a balanced budget. This branch also provides timely, accurate, and useful financial information for making decisions, monitoring performance day-to-day, and maintaining fiscal stewardship to support the Courts' divisions and other users of court financial information.
  - The Financial Operations Branch (12 FTEs) has a mission to provide for the timely and accurate payment of valid and approved invoices to vendors for goods and services received by the Courts. This branch also has the responsibility for distribution of funds (usually by an order of the Court) that are maintained under the stewardship of the Courts (e.g. escrows and other sums deposited in the registry of the Courts).
  - The Defender Services Branch (5 FTEs) has a mission to administer the funds through which the District of Columbia Courts by law appoint and compensate attorneys to represent persons who are financially unable to obtain such representation. In addition to legal representation, these programs offer indigent persons access to experts to provide services such as transcripts of court proceedings, expert witness testimony, foreign and sign language interpretations, and genetic testing.
  - The Reporting and Controls Branch (9 FTEs) has as its mission to ensure the accurate accounting, safeguarding and reporting of the Courts' financial resources. As part of this effort, this branch works collaboratively with the Courts' operating divisions in providing quality assurance for the receipting, accounting and banking (daily deposits) of payments received at various locations throughout the D.C. Courts.

### **Budget and Finance Division MAP Objectives**

- Ensure the accurate and timely receipt, safeguarding and accounting of fines, fees, costs, payments, and deposits of money or other negotiable instruments by preparing and completing monthly reconciliations of all D.C. Courts' bank accounts (within 15 business days after the end of each month) for 100% compliance with established Federal and District government statutes and regulations and generally accepted accounting principles.

- Provide for the timely and accurate payment processing of valid invoices within 30 days (45 days for claim submissions under the Defender Services Programs) of being received and accepted by the Courts in accordance with the *Prompt Pay Act*.
- Generate timely and accurate accounts and reports of all collections, disbursements, escrows, deposits and fund balances under the Courts' stewardship for internal control purposes that are in compliance with generally accepted accounting practices/principles (GAAP) and audit standards.
- Enhance efficient use of resources and the availability of accurate and current financial information by preparing monthly division-level financial reports for division directors.
- Ensure the prudent use of the Courts' fiscal resources by managing the Courts' operating budget in compliance with law and the Courts' financial and contracting policies and regulations, ensuring that expenditures do not exceed budgetary limits, and maximizing achievement of strategic objectives and performance targets.
- Enhance the Courts' ability to reconcile defender services accounts, project defender services obligations, and, at the same time, improve customer service to attorneys and reduce the cycle time for payments on vouchers that have been correctly prepared and submitted with the Web Voucher System.
- Ensure prudent fiscal management of the Courts' training resources and the timely processing of training and travel requests and reimbursements for the Courts' personnel by managing with streamlined yet well-defined policies and procedures.
- Ensure the continued development of sound financial business processes that enable the routine reconciliation of the Courts' general ledger accounts, as well as for the preparation of the Courts' financial statements, including the Courts' annual financial statements due 45 days from the end of the fiscal year (i.e. by November 15<sup>th</sup> 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 2024		FY 2025		FY 2026		FY 2027	
		Goal	Estimate	Goal	Estimate	Goal	Estimate	Goal	Estimate
Material weaknesses or reportable conditions noted by external auditors	Annual Financial Audit Report	0	0	0	0	0	0	0	0
Valid vendor invoices processed within 30 days (Prompt Pay Act) of being received and accepted by the Courts.	Payment Accounting Invoice Tracking	100%	100%	100%	100%	100%	99%	100%	99%
Complete and accurate payment of vouchers within 45 days of receipt in the Defender Services Branch.	Voucher Tracking System	100%	100%	100%	100%	100%	100%	100%	100%
Accurate completion of the monthly bank reconciliations of the D.C. Courts' bank accounts within 15 business days after each month's end.	Courts' Financial System of Record	100%	100%	100%	100%	100%	99%	100%	99%

**FY 2027 Request**

In FY 2027, the D.C. Courts' request \$6,421,000 for the Budget and Finance Division, an increase of \$289,000 (5%) above the FY 2026 Enacted Budget. The requested increase consists entirely of built-in cost increases.

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

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Compensation	3,967,000	4,174,000	4,390,000	216,000
12 - Personnel Benefits	1,108,000	1,163,000	1,219,000	56,000
<b>Subtotal Personnel Services</b>	<b>5,075,000</b>	<b>5,337,000</b>	<b>5,609,000</b>	<b>272,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	10,000	11,000	11,000	0
25 - Other Services	738,000	755,000	772,000	17,000
26 - Supplies & Materials	17,000	18,000	18,000	0
31 - Equipment	10,000	11,000	11,000	0
<b>Subtotal Non-Personnel Services</b>	<b>775,000</b>	<b>795,000</b>	<b>812,000</b>	<b>17,000</b>
<b>TOTAL</b>	<b>5,850,000</b>	<b>6,132,000</b>	<b>6,421,000</b>	<b>289,000</b>
FTE	36	36	36	0

Table 3  
**BUDGET AND FINANCE DIVISION**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY2026/2027</b>
11 - Personnel Compensation	Current Position WIG	36	90,000	
	Current Position COLA	36	126,000	
<i>Subtotal 11</i>				<i>216,000</i>
12 - Personnel Benefits	Current Position WIG	36	23,000	
	Current Position COLA	36	33,000	
<i>Subtotal 12</i>				<i>56,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>272,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases			17,000
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>17,000</i></b>
<b>Total</b>		<b>36</b>		<b>289,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Level</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8	1	1	1
JS-9	5	5	5
JS-10			
JS-11	4	4	4
JS-12	8	8	8
JS-13	11	11	11
JS-14	5	5	5
JS-15			
CEMS	1	1	1
CES	1	1	1
<b>Total Salary</b>	<b>3,967,000</b>	<b>4,174,000</b>	<b>4,390,000</b>
Total FTEs	36	36	36

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
26	9,866,000	27	10,192,000	29	12,353,000	2	2,161,000

**Mission Statement**

The mission of the Capital Projects and Facilities Management Division (CPFMD) is to provide a high-quality facilities environment for the public, judicial staff, court employees, and others working in the courthouse by creating and maintaining structural facilities that are clean, healthy, functional, and secure.

**Division Organizational Structure**

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

- The Director’s Office (3 FTEs) provides administrative oversight for the operations of the division and is responsible for budget preparation, planning, and implementation as well as management of the Courts’ facilities and construction initiatives. This office is also responsible for the development of the Courts’ 10-year Facilities Master Plan (updated in 2021) that addresses the Courts’ long-term space needs, required improvements to the Courts’ infrastructure, and physical environment. The Division is also responsible for the Courts’ Facilities Condition Assessment (last updated in 2022) that addresses the Courts’ equipment condition as well as repair and replacement needs and provides a detailed lifecycle analysis with replacement values for the Courts’ facility assets.
- The Building Operations Branch (18 FTEs) is responsible for the management of the Courts’ facilities, which includes leased space. These responsibilities include maintenance and repair of the heating, ventilation and air conditioning, mechanical, electrical, and plumbing systems throughout the enterprise. This branch also provides oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts and visitors so they can operate in a clean and well-maintained environment.
- The Capital Projects Branch (5 FTEs) is responsible for the planning, design and management of new construction, expansion, renovation or replacement to the Courts’ infrastructure pursuant to the D.C. Courts' Facilities Master Plan and in accordance with ADA requirements. This document assists the Capital Projects Branch to develop realistic and comprehensive project schedules while efficiently completing construction and

maintenance on its 1.5 million sq. ft. Judiciary Square complex and 76,000 rentable sq. ft., providing new, high-quality space and services to the D.C. Courts’ employees and visitors.

**Division Strategic Plan/MAP Objectives**

In support of the Courts’ 2023-2027 Strategic Plan, the Capital Projects and Facilities Management Division has identified the following objectives:

<b>Program Area</b>	<b>Objective</b>
Building Operations	Provide oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts’ employees and visitors so they can operate in a clean and well-maintained environment.
Building Operations	Develop and maintain a quality control system for ensuring that customer building operational concerns are addressed expeditiously.
Building Operations	Ensure mechanical systems (i.e. HVAC, elevators, plumbing) and building shell conditions are maintainable with assigned preventive maintenance schedules (PMS) based upon industry standards and manufacturer recommendations.
Building Operations	Expand the CPFMD’s routine replacement program to all of the D.C. Courts’ buildings to maximize longevity of assets and reduce annual operating and repair costs.
Building Operations	Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the D.C. Courts’ upgraded facilities and grounds.
Capital Projects	Define, assess and plan a responsible facility ADA initiative to ensure the D.C. Courts’ infrastructure is effectively designed and constructed in accordance with ADA requirements.
Capital Projects	Develop a realistic, comprehensive Capital Project schedule through FY 2027 utilizing the Facilities Master Plan.
Capital Projects	Efficiently complete construction on all court building projects to provide new and high-quality services to the D.C. Courts’ visitors and personnel.
Capital Projects	Complete pre-design, design and construction projects on the D.C. Courts’ campus to maximize and modernize space to provide an open and collaborative work environment that is flexible to the evolving needs of the Courts’ visitors, judicial officers, and staff.

The Courts’ facilities must be both secure and functional of their public significance and character. The D.C. Courts occupy over 1.5 million gross square feet of space in Judiciary Square, which is one of the original significant green spaces in the District of Columbia as designed in the L’Enfant Plan for the Nation’s Capital. The Courts are responsible for the Historic Courthouse at 430 E Street, NW (whose restoration was designed and constructed to a LEED Silver standard); the Moultrie Courthouse at 500 Indiana Avenue, NW (the C Street Addition to the Courthouse was designed and constructed to a LEED Platinum standard and received LEED Platinum certification in August 2024); the Southwest Garage at 449 5<sup>th</sup> Street, NW; Building A at 515 5<sup>th</sup> Street, NW; Building B at 510 4<sup>th</sup> Street, NW and Building C at 410

E Street, NW (designed and constructed to a LEED Gold certified), as well as the addition of the Historic Recorder of Deeds Building located at 515 D Street, N.W.

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

CPFMD has advanced the implementation of the D.C. Courts' Facilities Plan across the spectrum with significant progress being made during FY 2025. CPFMD is also continuing work on various other projects throughout the enterprise in support of court operations, including the:

- 1) Renovation of the Magistrate Judicial Suite, (the fourth and final phase was completed in May 2025) which included an upgrade of technology, lighting, layout and the addition of sprinklers, better to ensure ADA and life safety compliance;
- 2) Major upgrades of directional and campus wide signage have been updated to include wayfinding in the C Street Addition, which completed the planned migration of divisions to the H. Carl Moultrie I Courthouse;
- 3) The chilled water piping upgrade project was completed in January 2025, which replaced the original piping (from 1976) in the Moultrie Courthouse as well;
- 4) Migration from Gallery Place (Modernization of Building A and B) project, which included the renovation of the interior spaces of a portion of the 1st and 2nd floors of Building A, as well as the entire 3rd floor and a portion of the 2nd floor of Building B. The completion of these renovations enabled the migration of staff back to the Courts' campus from leased space. The Office of the Auditor Master occupies the newly renovated 1st floor Hearing Rooms and a portion of the 2nd floor offices.
- 5) Renovation/Restoration of the Historic Recorder of Deeds Building – The initial abatement, hazardous material remediation and removal of trash from the building has been completed. The completion of this work allowed safe access to the building for engineering assessments and surveys needed to develop a Request for Proposal (RFP) to solicit services for this project. A design/build contractor has been awarded the project and has submitted an initial design submission for the core and shell of the building. The contractor is currently developing requirements to enable the design of the interiors portion of the building.

The D.C. Courts' most recent Facilities Master Plan has been completed and was updated in FY 2021 to reflect changes in court technology, organization and operations, and the expected growth of the District of Columbia's population. The Courts have also continuously updated its facilities standards to reflect changing technologies, products, and energy efficiency.

### **Workload Data**

In FY 2027, CPFMD will continue to provide services to all divisions of the D.C. Courts for infrastructure maintenance, repair, and operations (MRO) to *“ensure that the facilities are safe and secure and can adequately accommodate court operations and personnel”*. The facilities MRO costs for the entire D.C. Courts' complex are projected to be over \$15/square foot.

CPFMD will continue to manage the housekeeping/custodial services contract for the Courts' 1.5 million sq. ft. of net occupiable space (430 E Street, NW; 449 5<sup>th</sup> Street, NW; 500 Indiana Ave. NW; 515 5<sup>th</sup> Street, NW; 510 4<sup>th</sup> Street, NW; 410 E Street, NW; 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 9<sup>th</sup> Street, NW) and the landscaping maintenance contract for lawn cutting, tree pruning and irrigation maintenance for the Courts' 4.2 acres of green space in a cost-effective manner. The division will continue to manage the vertical transportation maintenance contract to ensure all elevators, escalators and lifts are functioning properly and compliant to safety code requirements.

As demonstrated by the full completion of multiple construction projects, infrastructure upgrades and enhancements, CPFMD continues to demonstrate its commitment to maintaining and leveraging the public's investment in court facilities. With the completion of its most recent Facilities Conditions Assessment (FCA) in May 2022, the Courts have been able to update its baseline needs and is better enabled to identify the state of its most critical assets and systems. This document provided a detailed lifecycle analysis and replacement values for the Courts' facility assets and cost estimates for future funding requirements.

In addition to the Facilities Conditions Assessment (FCA), CPFMD utilizes a Computerized Maintenance Management System (CMMS). This platform provides CPFMD with a tool to efficiently manage the Court's facilities, property, and services by tracking work orders, work requests and recurring preventive maintenance tasks.

CMMS also provides an inventory management database that allows CPFMD to monitor and track inventory supplies and repair materials. The ability to track inventory allows for better use of storage by ordering material on an as needed basis and examining trends in the quality of certain manufacturers to determine the need for new products.

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

Performance Indicator	Data Source	Evaluation Frequency	FY 2025		FY 2026		FY 2027	
			Goal	Estimate	Goal	Estimate	Goal	Estimate
Number of Help Desk calls resolved in two business days	CPFMD CMMS Reports	Monthly	100%	90%	100%	95%	100%	95%
Number of capital projects completed on-time and within budget according to the Earn Value Management Process	CPFMD Project Pay Applications and PM Schedule Monitoring	Semi-Annually	100%	90%	100%	95%	100%	95%
Number of CPFMD projects that are DCRA code compliant	DCRA Permits	Annually	100%	100%	100%	100%	100%	100%
Number of building inspections completed in accordance with internal established guidelines	Building Inspection Checklist	Monthly	100%	90%	100%	95%	100%	95%
Preventive maintenance work completed in accordance with Manager Plus Equipment Matrix Schedule.	Manager Plus Equipment PM Schedule	Monthly	100%	90%	100%	95%	100%	95%

## **FY 2027 Request**

In FY 2027, the Courts' request for the Capital Projects & Facilities Management is \$12,353,000, an increase of \$2,161,000 (21%) above the FY 2026 Enacted Budget. The requested increase includes \$220,000 for 2 FTEs, \$1,608,000 for Maintenance, Repairs, and Operation costs for the Moultrie Courthouse, as well \$333,000 for built-in cost increases.

### ***Facility Maintenance Engineer (JS-8/9/11) 2 FTEs, \$220,000***

**Problem Statement.** In addition to the need to support the facilities maintenance and repair for the additional square footage realized with the full completion of the Moultrie Courthouse C Street Addition project, additional staff is needed to maintain the Courts' existing facilities as well. Moreover, the position description also provides the Courts with flexibility to retain a Master Electrician (at the JS-11), which will better enable the Courts to align its electrical infrastructure with the District's initiative to provide for greater energy efficiency in buildings throughout the city. This initiative, under the District of Columbia Sustainable Energy Utility (DCSEU), was developed to help District residents, businesses, and institutions save energy and funds through energy efficiency and renewable energy programs. This effort will require the replacement of fixtures and equipment that can meet the Courts' electrical energy requirements in a more efficient manner. With the anticipated completion of renovations to the Records of Deeds building in late 2027, these positions will be critical in supporting this building as well.

**Relationship to Court Mission and Goals.** Adequate staff to ensure the effective and efficient maintenance and report of all court facilities will support the Courts' Strategic Plan Goal IV, "Effective Court Administration." Specifically, the addition of this specific staff member will enable the Courts to better ensure that all facilities are safe, secure, well maintained and can adequately accommodate court operations and personnel. Servicing and maintaining all critical equipment will be under this position's responsibilities.

**Relationship to Divisional Management Action Plans.** The additional facility maintenance engineering staff will support the divisional objective of providing direct support services to the judicial offices, the operating divisions, and other support units of the Courts, as well as to the public through effective and efficient management of the Courts' facilities.

**Relationship to Existing Funding.** Funding is not available in the Courts' budget to support these additional positions.

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

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

- Expand the CPFMD's routine service and maintenance program for all major MEP equipment located in all D.C. Courts' buildings to maximize longevity of assets and reduce annual operating and repair costs.

- Institute quality assurance programs that establish thresholds for conducting scheduled services for the preservation of the D.C. Courts’ upgraded facilities and grounds.

***Facilities Maintenance, Repair, and Operations (MRO) Costs for the Moultrie Courthouse Addition, \$1,608,000***

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 that includes the maintenance of the building’s green roof. In addition to the expanded area, the Courts must keep up the high level of cleanliness and the professional appearance of the existing facilities. The Courts must also maintain equipment that was installed to enhance access under the Americans with Disabilities Act (ADA).

Relationship to Court Mission, Vision and Strategic Plan. The additional funding for facilities maintenance, repair, and operation costs supports the Courts’ Strategic Goal IV, “Effective Court 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 can carry out its mission of providing a clean, healthy, functional, safe, and secure environment for the public, judicial staff, court employees, and detainees. The following divisional objectives are supported: to provide oversight for housekeeping/custodial and landscaping services on behalf of the D.C. Courts’ employees and visitors so they can operate in a clean and well-maintained environment, and to ensure mechanical systems (i.e. HVAC, elevators, plumbing) and building shell conditions are maintainable with assigned preventive maintenance schedules (PMS) based upon industry standards and manufacturer recommendations.

Relationship to Existing Funding. Funding for the facilities maintenance, repair and operations costs for the Moultrie Courthouse Addition currently does not exist in the Courts’ budget.

Methodology. The division will contract for additional services for cleaning, landscaping, specialized equipment repair, and environmental services in accordance with the D.C. Courts’ Procurement Guidelines.

Key Performance Indicators. Performance indicators include the timely completion of service requests, the cleanliness of court facilities, and compliance with maintenance schedules.

Table 2  
**CAPITAL PROJECTS AND FACILITIES MANAGEMENT DIVISION**  
**New Position Requested by Grade**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
Maintenance Engineer	8/9/11	2	174,000	46,000	220,000

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	3,153,000	3,303,000	3,632,000	329,000
12 - Personnel Benefits	869,000	909,000	995,000	86,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>4,022,000</i></b>	<b><i>4,212,000</i></b>	<b><i>4,627,000</i></b>	<b><i>415,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	5,808,000	5,942,000	7,687,000	1,745,000
26 - Supplies & Materials	28,000	29,000	30,000	1,000
31 - Equipment	8,000	9,000	9,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>5,844,000</i></b>	<b><i>5,980,000</i></b>	<b><i>7,726,000</i></b>	<b><i>1,746,000</i></b>
<b>TOTAL</b>	<b>9,866,000</b>	<b>10,192,000</b>	<b>12,353,000</b>	<b>2,161,000</b>
FTE	26	27	29	2

Table 4  
**CAPITAL PROJECTS & FACILITIES MANAGEMENT DIVISION**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	Current Position WIG	27	55,000	
	Current Position COLA	27	100,000	
	Facility Maintenance Engineer	2	174,000	
<b><i>Subtotal 11</i></b>				<b><i>329,000</i></b>
12 - Personnel Benefits	Current Position WIG	27	14,000	
	Curren Position COLA	27	26,000	
	Facility Maintenance Engineer	2	46,000	
<b><i>Subtotal 12</i></b>				<b><i>86,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>415,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	Built-in Increases		137,000	
	Moultrie Courthouse MRO		1,608,000	
<b><i>Subtotal 25</i></b>				<b><i>1,745,000</i></b>
26 - Supplies & Materials	Built-in Increases			1,000
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>1,746,000</i></b>
<b>Total</b>		<b>29</b>		<b>2,161,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8	4	4	4
JS-9	6	6	6
JS-10	1	1	1
JS-11	5	6	8
JS-12			
JS-13	6	6	6
JS-14	2	2	2
JS-15			
JS-16			
CEMS	1	1	1
CES	1	1	1
<b>Total Salaries</b>	<b>3,153,000</b>	<b>3,303,000</b>	<b>3,632,000</b>
Total FTEs	26	27	29

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FY 2026/2027</u>	<u>Obligations</u>
8	2,700,000	8	2,814,000	8	2,928,000	0	114,000

**Mission Statement**

The Center for Education and Training (CET) provides training for the D.C. Courts’ judicial officers, employees and professional community that is the bridge to a bright future for the organization as a whole and court staff serving the public. Training opportunities provided by CET develop the skilled workforce needed for tomorrow, support the Courts’ strategic plan and help assist in creating a professional and engaged workforce. Strategic offerings support and sustain the organizational values and leadership principles of our evolving court system and contribute to learning about equity and cultural competence. Training is critical to ensure that our next generation of supervisors, managers and leaders are well-prepared for succession. New employees receive an orientation, mandatory classes, and a mentor that allows them to be engaged from their first day on the job. Judicial officers are versed in the very latest scientific, constitutional, social science and legal trends, to provide a meaningful judicial process for our citizens. Access to justice for all is crucial to the fiber of the Courts. Hosting many delegations from around the world each year, both virtually and in-person, the CET shares the best of American justice with the global community.

**Organizational Background**

The CET staff provides judicial training mandated by statute as well as judicial branch education in the Court of Appeals and Superior Court, and education and training opportunities for all court personnel. The CET offers classes in current legal issues, judicial procedure, executive leadership skills, supervision and performance management, effective communication and grammar, customer service, procedural fairness, anti-bullying, and special populations. Employees are taught how to manage stress, trauma and promote healing in the workplace, build personal resilience and embrace others who are different than themselves. The CET also offers technology classes on various software programs used by the Courts, such as Microsoft Office including Office 365 Key Features, SharePoint End User, Stream, Tips & Tricks and Teams, Prezi, Oracle Discoverer, Business Intelligence, Microsoft Publisher, Webpage Creation, Digital Video Production and Editing, Audio Visual Operations and Video Conferencing in a Courtroom Environment, Adobe Photoshop, Adobe InDesign, Adobe Flash, Captivate, Camtasia, Audacity, Comptia A+; CourtView, Six Sigma, Artificial Intelligence and other systems. The CET also engages two Learning Management Systems to allow employees to train as their work schedules allow. The CET offers all newly hired court employees a year-long series of sessions that pertain to their employment at the Courts, such as Sexual Harassment, Understanding Courts, Procedural Fairness, Language Access, Ethics, Court Security, Personnel Policies, and the Courts’ Strategic Plan. Newly appointed Associate and Magistrate Judges receive 4 weeks of individualized

training arranged by the CET. Community conferences for lawyers, social workers, educators and other justice system professionals are held several times per year. All training is aligned with the Strategic Plan and complements procedural and technical training provided by operating and support divisions. Based upon needs assessments and employee development plans, a Training Plan is developed annually. The CET also develops and provides virtual and in-person educational programs for court visitors, including local lower-level schools, high schools and universities, and many delegations of international guests visiting to learn about the rule of law and to help develop and improve the justice systems in their countries.

### **Division MAP Objectives**

- **Courtwide Training Plan** – Develop an annual training plan that is aligned with the Courts’ strategic goals for a professional and engaged workforce and offers comprehensive job-related programs including judicial, leadership, management, supervisor, technology, soft skills, cross-training, and various conferences plus extensive protocols and onboarding for new employees. Ensure efficient use of resources and a successful learning experience for all. Training ensuring access to justice for all, effective court administration, fair and timely case resolution, equity and numerous competencies.
- **Judicial Institute** – Enhance the effectiveness of the judiciary by providing a myriad of judicial education opportunities to all judicial officers in the D.C. Courts, including leadership, current issues, legal topics, cultural competence, roundtable discussions for appellate judges, training specific to Court Divisions, annual and intermittent community conferences for several Divisions, comprehensive orientation and peer coaching for all new judges, and opportunities to attend national trainings.
- **Leadership Institute** – Develop effective court management and administration and maximize the effectiveness of the Executive Team and Senior Managers in achieving the highest levels of court performance. Establishing a Leadership Institute that offers teambuilding, leadership courses, individual assessments, coaching, enhanced orientation to new Court Executive Service (CES) employees, and personal and professional development activities. Support positive organizational change through extensive involvement of executives and senior leadership in the “Building a Great Place to Work”, “Living Our Values” and “Leadership Principles” Initiatives. One of the key tenets is to uphold public trust and confidence in the pursuit of justice.
- **Management Institute and Strategic Training** – The goal of the Management Institute and Strategic Training is to maximize the effectiveness of the Courts’ managers and supervisors and increase the pool of future managers and leaders. The Management Institute includes the Management Training Program and the Supervisors Training Program. The focus of the training of managers, supervisors, and employees is on issues relevant to achieving the goals outlined in the Strategic Plan of the District of Columbia Courts (2023-2027). These strategic goals are coupled with upholding the Courts’ core values and cultural competencies. Position managers and supervisors as well as court leaders, change agents, and role models participate in these efforts.

- **Visitors Program** – Provide a quality educational experience for international, national, and local delegations visiting the D.C. Courts, thereby increasing access and understanding of the justice system at many levels and fostering public trust and confidence. Provide campus and virtual tours for all new employees.

### **Restructuring or Work Process Redesign**

The Center has institutionalized a variety of structural and work process changes over the last decade. The staff of eight have been completely restructured and work well together to achieve the Division's goals. These changes are a result of feedback received through a myriad of assessment tools, including an internal needs assessment, direct interaction, and questionnaires completed by court personnel, both judicial and non-judicial. The Center has completed a plan designed to enhance communication, increase outreach, update and streamline organizational processes, and redesign all training curricula including the use of in person and virtual classrooms to build stronger and transferable skills. CET reorganized all training offerings structured into career development tracks and rebranded. From 2018-19, the CET continued to address the strategic goal of increased access for all and began coaching for the Courts' mid-level managers and supervisors. CET continues to offer classes in customer service, developing empathy for court customers, handling mental health issues in the courthouse, and dealing with stressed or difficult customers. Other initiatives, such as the Leadership Institute, the Management Institute, the Judicial Leadership Initiative, the Roundtable Series for the Court of Appeals judges, and the biennial Courtwide Employee Conference also continue.

The Leadership Institute continues to focus on team efforts to improve the D.C. Courts as a "Great Place to Work", integrate the six Court Leadership Principles into daily practice, and offer opportunities for senior management in areas such as values-based management, coaching, and skills development. Based on the results of the 2009, 2011, 2013, 2015, 2017, 2019, 2021 & 2023 Employee Viewpoint Surveys (formerly named Federal Human Capital Surveys), initiatives and teams were established in the areas of health and wellness (including mental health), work/life balance, internal communications, performance management, cross-training, equity and inclusion and *Living Our Values*. Employee Engagement is now a court-wide performance metric. The Courts have tried to foster a culture of equity and a work environment that embraces equity, inclusion, and belonging. The next Employee Viewpoint Survey will be later this year, in 2025. In 2016-2022, 22 Court Divisions have been actively involved in various values projects designed by each Division. In 2014, the first *Leadership Summit* for judicial and executive leaders of Superior Court operating divisions was held. In 2014 and 2015, the values and leadership initiatives were expanded to include middle- and first-line managers. Starting in 2016, quarterly meetings of the expanded leadership group have been held each year through the present. All court leadership and senior management change initiatives are aligned with the goals outlined in the Strategic Plan, the Organizational Values and the Court Leadership Principles. The judges of the D.C. Court of Appeals continue to enjoy a series of educational roundtable discussions with both locally and nationally recognized legal experts. The discussions were extremely well received. The CET and the Court of Appeals will continue this innovative effort and offer additional staff training to meet the unique needs of the Court of Appeals.

Considering the current wave of retirements and the need for better development and retention of talented employees, the CET and the Management Training Committee initiated a Management Training Program (MTP) in 2007 for 20 employees competitively selected from each division within the Courts. Every other year, the MTP offers a very successful 12-month series of classes taught by nationally recognized experts and in-house leaders. Many of the graduates from the Program have received promotions to the highest levels in the Courts and many have received increased responsibility. The Courts take seriously the importance of succession planning and continue to move in a proactive direction toward recruiting, nurturing, and retaining excellent employees. Similarly, the D.C. Courts have established a seven-day, four-segment training program for supervisors. Based on the Supervisory Leadership Program offered by the U.S. Office of Personnel Management and using some of the same faculty, this training program has been completed by 98% of court supervisors. All new supervisors are similarly trained. Graduates of the programs participate in advanced courses on leadership, performance management, employee development, and cultural competence. In 2016 through the present, most executive service, senior leaders, branch chiefs, managers and supervisors have completed Quick Start training, an engaging, interactive nine-module series on leadership and performance management.

Technology and skill-development classes are an ever-evolving training need of not only our Courts, but everywhere in today's society. Utilizing three computer labs, there is a new focus on more advanced technology training, and the use of learning management systems and other platforms, as almost all employees now possess requisite office computer skills. The CET offers certification training and testing for Microsoft Office Specialist (MOS), Comptia A+, Project Management Professional and Six Sigma. Employees are developing new skill sets to enable them to produce E-learning classes such as Camtasia, Captivate and Audacity, stylish publications, websites, Prezi presentations and e-learning audio video materials. In addition to on-line tutorials, the new focus is on classes that teach operating processes unique to courts. There is an ongoing need for the CET to offer technology classes on other more sophisticated, court-focused programs such as CourtView and Odyssey (the software for the Integrated Justice Information System), Oracle Discoverer and Oracle Business Intelligence. The CET has developed alternative learning methods such as virtual training and distance learning, computer-based training, blended learning, flipped classrooms, job shadowing and cross training. As part of the Strategic Human Resources redesign and implementation of the Talent Management System, the CET offers an E-learning Library from Skillport and Learning Management systems from Percipio and Udemy.

The CET has consistently offered over 200 classes during 2024 & 2025 and 200 for the previous years. Training hours completed by court employees and judicial officers for each year had consistently been close to 20,000 hours prior to the pandemic. Training hours decreased in 2021 to around 14,000 hours with many cancellations occurring during the pandemic as priorities shifted after employees returned to work needing to play "catch-up" with work which left little time for professional development. After the pandemic, indicators pointed to increased training interest using distance learning models, which remains consistent to this day. Training hours increased to close by 15,000 hours.

Finally, another very important program administered by the CET is the International Visitors Program, which supports efforts to strengthen the rule of law and the development of justice systems around the world. Generally, approximately 70 international delegations visit each year, most of them are very high-level representatives from other nations’ justice systems. During the pandemic, virtual training 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 were sponsored by the U.S. Department of State, USAID, Meridian, World Bank, or other international cultural exchange organizations, and each educational program is tailored to the needs and interests of the individual delegation. Once again, the number of international delegations and visitors has risen, post pandemic, as travel has continually increased.

**Workload Data**

The workload data for the Center includes the number and types of courses offered, the number of staff and judicial officers registered for the training, the delivery of support to other divisions’ training and organizational change efforts, and the number of visitors attending educational programs.

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

<b>Data Measure*</b>	<b>FY 2024 Actual</b>	<b>FY 2025 Actual</b>	<b>FY 2026 Estimate</b>	<b>FY 2027 Projected</b>
Course Offered	254	200	200	200
Judicial Participants	858	800	650	650
Employee Participants	3,278	2,808	2,500	2,500
Divisions Supported	17	17	17	17
Number of Official Visitors	863	300	500	1,500

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

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

Type of Indicator	Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimate	Goal	Projected	Goal	Projected
Outcome	Program Quality	Participants Evaluations	85% > 3.5	100% > 4.5	85% > 4.0	92% > 4.0	90% > 4.0	90% > 4.0	90% > 4.0	90% > 4.0
Outcome	Judges and Employees Total Training Hours Completed	Training Database and Sign-in Sheets	15,000	13,575	15,000	13,470	15,000	15,000	15,000	15,000
Output	Visitors Tours and Programs	Visitors Schedule	70	29	50	50	50	40	50	40
Outcome	Bi-Annual Management Training Program Graduates	Training Schedule & Participant List	NA	NA	20	25	20	20	NA	NA
Output	Management Training Institute Courses Offered	Training Schedule	10	4	NA	17	10	10	NA	NA
Output	Executive/Senior Leadership Development Sessions	Training & Meeting Schedule and Consultant Reports	2	2	2	2	2	2	2	2
Outcome	Judicial Leadership Team Retreats	Meeting Schedule	2	1	2	1	2	2	2	2
Output	Court of Appeals Programs Offered	Training Schedule	4	3	4	3	4	4	4	4

**FY 2027 Request**

In FY 2027, the Courts’ request for the Center for Education and Training Division is \$2,928,000, an increase of \$114,000 (4%) above the FY 2026 Enacted Budget. The requested increase consists entirely of built-in cost increases.

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 – Personnel Compensation	1,223,000	1,290,000	1,359,000	69,000
12 – Personnel Benefits	333,000	351,000	369,000	18,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>1,556,000</i></b>	<b><i>1,641,000</i></b>	<b><i>1,728,000</i></b>	<b><i>87,000</i></b>
21 – Travel, Transp. Of Persons	286,000	293,000	300,000	7,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Services	844,000	864,000	884,000	20,000
26 – Supplies & Materials	8,000	9,000	9,000	0
31 – Equipment	6,000	7,000	7,000	0
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>1,144,000</i></b>	<b><i>1,173,000</i></b>	<b><i>1,200,000</i></b>	<b><i>27,000</i></b>
<b>TOTAL</b>	<b>2,700,000</b>	<b>2,814,000</b>	<b>2,928,000</b>	<b>114,000</b>
FTE	8	8	8	0

Table 4  
**CENTER FOR EDUCATION AND TRAINING**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 – Personnel Compensation	Current Position WIG	8	30,000	
	Current Position COLA	8	39,000	
<b><i>Subtotal 11</i></b>				<b><i>69,000</i></b>
12 – Personnel Benefits	Current Position WIG	8	8,000	
	Current Position COLA	8	10,000	
<b><i>Subtotal 12</i></b>				<b><i>18,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>87,000</i></b>
21 – Travel, Transp. Of Persons	Built-in Increases			7,000
22 – Transportation of Things				
23 – Rent, Commun. & Utilities				
24 – Printing & Reproduction				
25 – Other Service	Built-in Increases			20,000
26 – Supplies & Materials				
31 – Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>27,000</i></b>
<b>Total</b>		<b>8</b>		<b>114,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8			
JS-9	1	1	1
JS-10			
JS-11			
JS-12			
JS-13	5	5	5
JS-14			
JS-15	1	1	1
CES	1	1	1
CEMS			
<b>Total Salaries</b>	<b>1,223,000</b>	<b>1,290,000</b>	<b>1,359,000</b>
Total FTEs	8	8	8

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
46	6,839,000	46	7,165,000	46	7,502,000	0	337,000

**Mission**

The mission of the Court Reporting Division (CRD) is to support fair and timely case resolution by providing attorneys, litigants and other interested parties with accurate and timely transcripts of court proceedings to aid the litigation of cases in the Superior Court and to provide records of trial court proceedings for review by the Court of Appeals. The Division is committed to providing a professional and engaged workforce that uses the most efficient and up-to-date technology for reporting and producing the record.

**Organizational Background**

The CRD is responsible for producing verbatim proceedings in accordance with CRD Transcript Guidelines. The Division has 46 FTEs and is comprised of the Director’s Office (3 FTEs) and the following branches: Court Reporting Branch (27 FTEs), and Administrative Branch (16 FTEs). CRD utilizes resilient and responsive technology by providing instantaneous real-time translation to members of the judiciary to aid in decision-making and to any party requesting real-time to facilitate access to the Courts and to comply with the Americans with Disabilities Act (ADA).

1. The Office of the Director is responsible for developing initiatives, overseeing project management, as well as leading division-wide operational and administrative initiatives in furtherance of the D.C. Courts’ Strategic Plan, Values Initiative, and support of all D.C. Courts’ programs.
2. The Court Reporting Branch is comprised of Official Court Reporters who are responsible for providing instantaneous real-time translation of trial proceedings to the judiciary and preparing official transcripts in accordance with CRD’s Transcript Guidelines.
3. The Administrative Branch is comprised of Case Managers who are responsible for handling all Criminal Justice Act, *in forma pauperis*, domestic violence, civil, and juvenile appeal transcript requests and delivery of completed transcripts to the Court of Appeals; Transcript Records Clerks who are responsible for processing incoming and outgoing transcript requests and entering data into the Web Transcript Tracking System (WTTS) for statistical purposes; and the transcription section which is responsible for overseeing the transcribing of recorded proceedings held in D.C. Superior Court.

**Division MAP Objectives**

The CRD supports access to justice for all by:

- Utilizing resilient and responsive technology

- Providing instantaneous real-time translation to members of the judiciary to aid in decision-making
- Providing instantaneous real-time translation to requesting parties
- Complying with the Americans with Disabilities Act (ADA)
- Producing verbatim and timely transcripts for lower court litigation and for review by the Court of Appeals

The CRD’s Management Action Plan (MAP) objectives are, as follows:

- Provide real-time to the judiciary, which assists in making judicial rulings.
- Create a pipeline of new court reporters through active recruitment at court reporting schools and establishing a Court Reporting Trainee Program.
- Enhance efficient operations and the quality of service provided to persons conducting business with the CRD by developing a plan to reengineer processes through technology and increased automation.
- Ensure the timely availability of transcripts of court proceedings for judges, attorneys, litigants, and other parties by producing 100% of appeal transcripts within 60 days and 100% of non-appeal transcripts within 30 days.
- Ensure the production of accurate transcripts by performing quarterly random audits to verify that transcripts are a verbatim record of court proceedings.

### **Work Process Redesign**

In December of 2023, personnel from the former Transcription Branch were centralized under the Administrative Branch. This personnel reorganization supported the CRD’s mission of fair and timely case resolution by leveraging personnel resources to ensure accurate and timely transcripts of recorded proceedings held in D.C. Superior Court. The CRD provides onsite official court reporter coverage daily as well as having the ability to provide coverage for remote proceedings to include providing remote real-time to the judiciary when necessary. The CRD continues its initiative to provide customers with the ability to utilize credit cards to purchase transcripts. Implementation of this responsive technology will provide the public with expanded payment alternatives.

### **Workload Data**

Table 1  
**COURT REPORTING DIVISION**  
**Workload Measures**

Type of Indicator	Performance Indicator	Data Source	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate
Input	Transcription orders received	Division Records	4,000	4,000	4,000	5,000
Input	Court Reporting Branch orders received	Division Records	2,500	3,000	3,000	4,000
Output	Pages of court transcripts produced (appeal/non-appeal)	Division Records	341,000	375,000	375,000	385,000

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

Type of Indicator	Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Timeliness	Average time (in days) to complete transcripts of taped appellate proceedings	Division Records	60	24	60	30	60	30	60	30
Timeliness	Average time (in days) to complete transcripts of taped <i>non</i> -appellate proceedings	Division Records	30	11	30	12	30	12	30	12
Timeliness	Average time (in days) to complete appellate transcripts by court reporters *	Division Records	60	50	60	45	60	40	60	37
Timeliness	Average time (in days) to complete <i>non</i> -appellate transcripts by court reporters *	Division Records	30	14	30	13	30	14	30	14

\* 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 2027 Request***

In FY 2027, the Courts' request for the Court Reporting Division is \$7,502,000 an increase of \$337,000 (4%) above the FY 2026 Enacted Budget. The requested increase consists entirely of built-in cost increases.

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

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Compensation	5,266,000	5,520,000	5,785,000	265,000
12 - Personnel Benefits	1,469,000	1,536,000	1,605,000	69,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>6,735,000</i></b>	<b><i>7,056,000</i></b>	<b><i>7,390,000</i></b>	<b><i>334,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction	4,000	5,000	5,000	0
25 - Other Services	28,000	29,000	30,000	1,000
26 - Supplies & Materials	46,000	48,000	49,000	1,000
31 - Equipment	26,000	27,000	28,000	1,000
<b><i>Subtotal Non-Personnel Services</i></b>	<b><i>104,000</i></b>	<b><i>109,000</i></b>	<b><i>112,000</i></b>	<b><i>3,000</i></b>
<b>TOTAL</b>	<b>6,839,000</b>	<b>7,165,000</b>	<b>7,502,000</b>	<b>337,000</b>
<b>FTE</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>0</b>

Table 4  
**COURT REPORTING DIVISION**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	Current Position WIG	46	99,000	
	Current Position COLA	46	166,000	
<i>Subtotal 11</i>				<i>265,000</i>
12 - Personnel Benefits	Current Position WIG	46	26,000	
	Current Position COLA	46	43,000	
<i>Subtotal 12</i>				<i>69,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>334,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service	Built-in Increase			1,000
26 - Supplies & Materials	Built-in Increase			1,000
31 - Equipment	Built-in Increase			1,000
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>3,000</i></b>
<b>TOTAL</b>		<b>46</b>		<b>337,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6	1	1	1
JS-7	2	2	2
JS-8	4	4	4
JS-9	1	1	1
JS-10	6	6	6
JS-11	10	10	10
JS-12	18	18	18
JS-13	2	2	2
JS-14			
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salaries</b>	<b>5,266,000</b>	<b>5,520,000</b>	<b>5,785,000</b>
Total FTEs	46	46	46

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
23	4,012,000	23	4,184,000	24	4,456,000	1	272,000

**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 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 short-term disability insurance programs. The Branch is responsible 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 is responsible for payroll, time and attendance, as well as provides support for court-wide access, processing, and training on HR information systems and is responsible for the management of the comprehensive integrated payroll and personnel system.

### **Division MAP Objectives**

Several of the Division MAP Objectives follow:

- Build strategic partnerships with the Courts' leadership to enhance workforce success.
- Support efficient operations by performing targeted HR activities within established timeframes and in accordance with Standard Operating Procedures.
- Maximize staff productivity and increase employee knowledge of and access to their benefits.
- Ensure a strong workforce by enhancing the quality of the Court's Performance Management Program by conducting data analyses and presenting recommendations to address consistency in application and perceptions of fairness of the program.
- Ensure a strong workforce by collaborating with key stakeholders to manage employee relations through scenario planning and data analysis, supporting overall workforce readiness.
- Ensure a strong future workforce by collaborating with court leadership and the Center for Education and Training to develop and implement comprehensive training and professional development initiatives.

## **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*.

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:

### **Payroll**

- Improved payroll records accuracy by auditing payroll records and identifying 569 missing timesheets, which were critical for accurate project tracking and payroll management. Submitted 61 revised timesheets to correct discrepancies and ensure all records reflected the correct hours worked by our team members.
- Ensured timely resolution of payroll issues and maintained consistent communication with employees to encourage collaboration and transparency, addressing complex issues related to timesheets, payroll discrepancies, leave entitlements, and the implementation of court policies. This involved independently investigating and resolving issues efficiently, ensuring timely resolution of all concerns to support both employee needs and operational effectiveness.
- Promoted payroll competency while conducting a series of comprehensive QuickTime training sessions for certifiers, timekeepers, and employees. These sessions included detailed demonstrations, hands-on exercises, and Q&A segments to ensure participants fully understood how to effectively use QuickTime for time and attendance management. Each session was tailored to address the specific needs and challenges of each group, improving the efficiency of our workflow.

### **HRIS**

- Ensured the accurate storage and regular updating of relevant employee data through consistent best practices in employee data management.
- Supported Training and Development through the management of HRIS training programs which were tracked to completion.
- Generated reports to analyze HR data, supporting strategic decision-making.
- Continuously overseeing data cleanup efforts.

### **Classification**

- Successfully developed and implemented a standardized FES Template for Position Descriptions, which includes core competencies, communication skills, and the ability to process information and solve problems, in line with the nine factors outlined in the Office of Personnel Management (OPM) Classification guide.

- Created a Position Description Format Guide specifically for JS-Non-Supervisory Positions.
- Developed narrative formats for Management and Supervisory Positions.
- Established and implemented a Standard Operating Procedure (SOP) for conducting Desk Audits, including documentation to be submitted to the requestor, such as the acknowledgement form and position determination upon completion of a Desk Audit.
- Completed approximately six official Desk Audits, and prepared Position Evaluation Statements for various positions.
- Created multiple documents to enhance the Classification Process, including the Position Review Worksheet, Position Description Submission Checklist, and Position Review/Desk Audit Process Request and Notification forms.

### **Talent Acquisition**

- Attended the first post-COVID career fair hosted by the DC Department of Human Resources (DCHR) on June 11, 2024, at the MLK Library, and engaged potential candidates and network with other organizations.
- Reestablished the partnership with the Department of Employment Services to host youth for the summer of 2025
- Collaborated with the Director of Media and Public Relations to provide a QR Code that candidates can scan at upcoming events, which directs them to a list of DC Courts open positions.
- Provided an overview of the Talent Acquisition Branch to newly promoted senior staff members.

### **The Performance Management and Employee Relations Unit**

- Facilitation of all employee performance and conduct actions, including required training and policy advisement. On average the PERU teams consult on 15-20 cases per week. Additionally, various training courses have been provided to include the following:
  - Ten (10) Performance Management Trainings for New Employees
  - Five (5) Personnel Policies Course for New Employees
  - Nine (9) Sessions of Policy Compliance Training.

### **Benefits**

- Conducted training and seminars as part of the Retirement and Benefits Educational Program for Court Employees.
- Coordinated and conducted 30 New Hire Orientation sessions.

### **Workload Data**

During FY 2024, the Human Resources Division managed 73 active Family and Medical Leave Act cases and over 10,000 job applications for announced vacancies. Over 5,000 individual employee benefit consultations were conducted via telephone, or virtually; as well as benefits workshops, seminars, and fairs, etc.

Table 1  
**HUMAN RESOURCES DIVISION**  
**Key Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2024		FY 2025		FY 2026		FY 2027	
			Goal	Actual	Goal	Estimate	Goal	Projection	Goal	Projection
Output	# of employees attending benefit seminars, retirement workshops, health fairs, etc.	Registration & attendance documents	700	673	700	700	750	750	850	750
Output	# of employees attending Performance Management Training and Briefings	Registration & attendance documents	200	213	250	250	250	250	500	500
Output	Performance Evaluations Processed <sup>1</sup>	Rec'd Evals	900	600	900	900	900	900	900	900
Output	# of employees with access to eOPF	HR Data Reports	1,300	1,314	1,305	1,286	1,305	1,286	1,305	1,300

<sup>1</sup>Performance evaluations are conducted for all permanent, non-judicial staff who have completed their probationary periods. This goal reflects evaluation of all eligible employees.

**FY 2027 Request**

In FY 2027, the Courts’ request for the Human Resources is \$4,456,000, an increase of \$272,000 (6%) above the FY 2026 Enacted Budget. The requested increase includes \$100,000 for 1 FTE, and \$172,000 for built-in cost increases.

***Human Resources Administrative Assistant, 1 FTE (JS-9/10)- \$100,000***  
*Administrative Assistant, (JS-9/10)*

Introduction. The Human Resources Division is requesting funding to support the hire of an Administrative Assistant to support the important work of the division. The Human Resources Division provides personnel support to all employees of the District of Columbia Courts in the critical areas of talent acquisition and retention; employee relations, performance management, and FMLA administration; federal benefits administration to include judicial benefits and retirement administration; and strategic workforce planning. These areas require effective and efficient management to enable the Courts to have the right people in the right position at the right time to achieve its objectives.

Problem Statement. To ensure efficient use of division leadership’s time in focusing on strengthening and expanding HR’s position as a strategic partner in supporting the effectiveness of the Courts, an Administrative Assistant is required. The leadership ability of the Division Director and the Deputy Division Director is currently compromised due to the need to focus significant time on administrative functions. Restoration of the Administrative Assistant would address this problem by providing invaluable assistance to the Director’s office through the following duties:

- Drafting correspondence for leadership review and serving as note taker on behalf of the Director’s Office;
- Coordinating meeting arrangements to include reserving a venue (virtual or physical); preparing agendas and supporting documentation; and transmitting invitations to meeting participants;
- Answering calls and responding to inquiries received on the division’s main line;
- Tracking the division inventory of supplies and equipment;
- Assisting with purchasing and receipting invoices for program supplies and resources;
- Processing and tracking personnel actions in the HRIS for the division;
- Formally receipting and distributing incoming postal mail and monitoring electronic mail for timely and appropriate response;
- Tracking divisional training and educational endeavors;
- Preparing monthly reports on divisional metrics; and
- Organizing the division’s shared folders and electronic resources.

Relationship to the D.C. Courts’ Vision, Mission, and Goals. An Administrative Assistant will support the Courts’ Strategic Plan Goal III: A Great Place to Work and Goal IV: Effective Court Administration by providing much needed administrative support of critical managerial functions and enhancing the efficient use of resources.

Relationship to Divisional Objectives. The Administrative Assistant will support the administrative needs of the divisional leadership, while enhancing support services to the Courts’ internal stakeholders.

Relationship to Existing Funding. The funding for the Administrative Assistant position is not currently available in the Courts’ budget.

Methodology. The grade level and salary for the requested FTE is classified pursuant to the D.C. Courts’ Personnel Policies and position classification standards.

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

Key Performance Indicators. Key performance measures include enhanced service to judicial officers and court employees and more timely processing of matters under the responsibility of the Human Resources Division.

Table 1  
**HUMAN RESOURCES DIVISION**  
**New Positions Requested by Grade**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
Admin Assistant	9/10	1	79,000	21,000	100,000

Table 2  
**HUMAN RESOURCES DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	3,118,000	3,251,000	3,467,000	216,000
12 - Personnel Benefits	863,000	899,000	955,000	56,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>3,981,000</i></b>	<b><i>4,150,000</i></b>	<b><i>4,422,000</i></b>	<b><i>272,000</i></b>
21 - Travel, Transp. of Persons	10,000	11,000	11,000	0
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	12,000	13,000	13,000	0
31 - Equipment	9,000	10,000	10,000	0
<b><i>Subtotal Non- Personnel Services</i></b>	<b><i>31,000</i></b>	<b><i>34,000</i></b>	<b><i>34,000</i></b>	<b><i>0</i></b>
<b>TOTAL</b>	<b>4,012,000</b>	<b>4,184,000</b>	<b>4,456,000</b>	<b>272,000</b>
FTE	23	23	24	1

Table 3  
**HUMAN RESOURCES DIVISION**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	Current Position WIG	23	39,000	
	Current Position COLA	23	98,000	
	Admin Assistant	1	79,000	
<b><i>Subtotal 11</i></b>				<b><i>216,000</i></b>
12 - Personnel Benefits	Current Position WIG	23	10,000	
	Current Position COLA	23	25,000	
	Admin Assistant	1	21,000	
<b><i>Subtotal 12</i></b>				<b><i>56,000</i></b>
<b><i>Subtotal Personnel Services</i></b>				<b><i>272,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>0</i></b>
<b>Total</b>		<b>24</b>		<b>272,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	2	2	2
JS-8			
JS-9	2	2	2
JS-10			1
JS-11			
JS-12	6	6	6
JS-13	6	6	6
JS-14	5	5	5
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>3,118,000</b>	<b>3,251,000</b>	<b>3,467,000</b>
Total FTEs	23	23	24

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
81	16,486,000	83	19,102,000	86	22,861,000	3	3,759,000

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

**Mission Statement**

To provide agile, resilient, innovative, reliable, and responsive technology solutions to support the work of the D.C. Courts.

**Vision Statement**

Be *service minded* achieving positive results, *forward thinkers* in technology so that the Courts can implement justice timely, fairly, and to all, and display *excellence* in everything we do.

**Guiding Principles**

- Customer/User Experience Focus – Design and deliver information technology services that puts the needs of customers and users first,
- Confidentiality, Integrity, and Availability of Information – Enhanced security, quality, availability, and delivery of information
- Innovation – Foster innovation and adoption of new technologies
- Efficiency – Increase efficiency, transparency and accountability of information technology
- Value – Provide business value to all users and stakeholders.

**Introduction**

The Information Technology Division in the years to come will become more digital, innovative, and cybersecurity focused. Digital transformation is the continuous process by which the Courts adapt to or drive strategic changes in their services by leveraging digital competencies to deliver information systems services and support to all other court divisions. Some of the Division’s major services include:

- Implementing the new case management system for the Superior Court that provides improved access to justice, case initiation and processing, judicial decision-making, case financial management, and data exchange with other federal and local agencies.

- Implementing the online dispute resolution system for the Superior Court which uses technology to facilitate the resolution of disputes between parties.
- Supporting the D.C. Courts' jury management, case management, financial/payroll management, procurement management, and human resources management through automation of business processes.
- Enabling computer-based data exchange among District of Columbia criminal and juvenile justice agencies.
- Protecting court information and assets from cyber threats and other risks, both internal and external.
- Managing court-wide, computer-based office automation and Internet connectivity through a wide-area network.
- Maintaining and supporting web-based and client/server information systems.
- Identifying new technologies to assist the continuous improvement of court operations.
- Maintaining and supporting courtroom and enterprise-wide audio and video applications.
- Managing and supporting the Courts' website, intranet, and Internet applications.

### **Organizational Background**

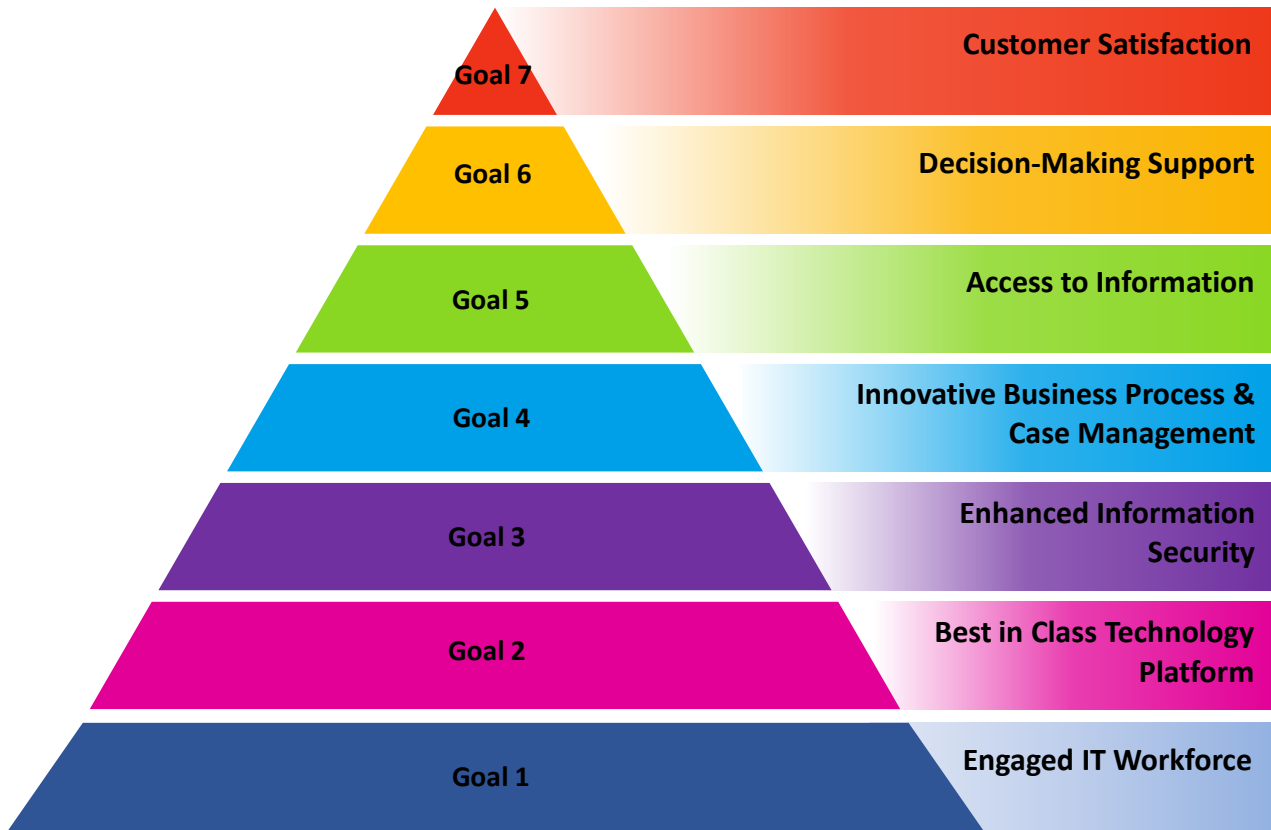
The Information Technology Division has seven primary responsibilities in support of court operations:

- *General Workstation and End-User Support* consists of selecting, configuring, ordering, implementing, and maintaining desktop and portable computers, software, and all peripherals that support the Courts' end-user community.
- *Servers and Group Services Support* consists of server management, operating system maintenance, optimization of servers that deliver the court-wide applications and data storage repository services that host the Courts' mission critical case information. Additional areas include maintaining and monitoring e-mail, calendaring, enterprise data storage, the Courts' Internet and intranet websites, enterprise databases and data warehouse, streaming video, and backup services throughout the Courts' campus.
- *Courts' Case Management Applications Support* involves the daily administration, maintenance, and monitoring tasks associated with the case management systems. User access is managed, notices and calendars are printed, judicial proceedings are recorded, and management reports are produced.
- *Office Automation Support and Development* consists of providing requirements gathering, business process re-engineering, and applications development to streamline the Courts' business processes and enhance public access.
- *Information Exchange* consists of providing software interfaces between the Courts' case management systems and other agency case management systems that automate the data exchange among justice agencies; and providing tools to disseminate court information to the public through reports, public use terminals, kiosks, and the Courts' Internet website.
- *Information Security* involves protecting the Courts' information and information systems from unauthorized access, use, disclosure, disruption, modification, and/or destruction.
- *Courtroom Technology* enhances the legal process through the use of electronic equipment, electronic documentation display, enhanced sound systems, integrated audio, multimedia

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

### **IT Strategic Plan and Measures**

To support the D.C. Courts’ mission, in February 2018, the Information Technology Division released a new five-year IT Strategic Plan that is closely aligned with the D.C. Courts Strategic Plan. This Plan outlines how IT will achieve its goals of using an engaged IT workforce to provide best in class technology platform, enhanced information security, innovative business process and case management system, access to information, decision-making support, and customer satisfaction.



Each fiscal year, the Information Technology Division develops a Management Action Plan (MAP) that provides both short-term and long-term strategic roadmaps for the initiatives derived from the IT Strategic Plan. The MAP includes specific objectives, timelines, and provides performance measures and key performance indicators to assess how well the goals are being accomplished. While performance measures are branch level metrics, key performance indicators are tracked at the division level.

## **Operational Effectiveness**

To improve its operational efficiency and effectiveness, the Information Technology Division manages all major IT operations and projects following industry best practices, including the Software Engineering Institute's Capability Maturity Model – Integration (CMMI), and the Information Technology Infrastructure Library (ITIL v4) methodologies.

The IT Strategic Plan serves as a valuable management tool and an effective communication vehicle. The Information Technology Division uses this Plan to guide budget planning, prioritize initiatives, control project execution, and communicate among the Information Technology Division and with its customers and stakeholders.

Governing these complex initiatives, the Information Technology Division's directives and initiatives are approved through an IT Steering Committee with the participation of the Courts' judiciary and senior management. The IT Steering Committee meets monthly and reviews major IT projects and policies/directives regarding business alignment, effective IT strategic planning and IT performance.

The IT Enterprise Architecture Board (EAB) consists of a cross-section of technology experts who assess, evaluate, and recommend new technologies that will meet the D.C. Courts' current and future needs and will result in measurable returns on investments. The EAB also establishes and documents the current and future technology architecture. The EAB is chaired by the Chief Technology Officer and complements the Information Technology Steering Committee (ITSC) by providing advice in establishing technology standards, planning IT investments, and evaluating new technologies.

The IT Change Advisory Board (CAB) consists of a cross-section of Information Technology Division professionals who assess, evaluate, and recommend a course of action (i.e. approval or rejection) for requested configuration changes to the Courts' production systems. The CAB is chaired by the Information Technology Division Change Manager and operates with the goal of maintaining the quality of services provided to the Courts' end users, adhering to the Courts' IT architecture, and maximizing the interoperability, reliability, availability, and security of the Courts' information systems.

## **Recent Achievements and Highlights**

**Superior Court Case Management (IJIS2).** The Court worked to implement an efficient trial court case management system that delivers excellence in the administration of justice.

**QR Code** - IT Division implemented Cloud Based QR “quick response” Code creation. A QR code is a graphical representation of digital data that can be printed or posted, and later scanned by a smartphone or similar device. Current users of QR codes are Civil, Family, Special Operations, Crime Victims, Clerk of the Superior Court, Executive Office, and Court of Appeals.

**Vulnerability Management** - The IT Division used the Nessus Tenable vulnerability management tools to accurately identify, investigate, and prioritize vulnerabilities for the Courts' public-facing websites, network, and services, including the Payment Card Industry (PCI) Card-

not-Present platform. With Tenable Professional Services, the division upgraded the system to optimize performance and reported delivery types. Tenable allows security and audit teams to share multiple Nessus, Nessus Agent, and Nessus Network Monitor scanners, scan schedules, scan policies, and scan results among an unlimited set of users or groups. By making different resources available for sharing among users and groups, Tenable provides endless possibilities for creating customized workflows for vulnerability management programs regardless of the numerous regulatory or compliance drivers that demand to keep the Courts' IT environment secure.

**Business Intelligence (BI) / Power BI Solution** - new implementations and enhancements - The IT Division BI team delivered intelligent insights into the Courts' Physical security incidents, using data from the Court Security Officers (CSO) Incident Reporting system and the Power BI Platform accessible via the Microsoft Azure Cloud. Through this integration of the Courts' Power BI cloud visualization tool with the cloud Azure SQL databases, the IT division is strongly aligned to support the strategic goal of data-driven Decision Making. The BI team has also been providing insights on visitor wait times in the Family Court Divisions Self-help Center, Central Intake Center, and Marriage Bureau, which assists the public with near real-time information on when to visit and or expect to be served when they visit the Courts.

**ADA System** - In April 2024, the IT Division automated the Americans with Disabilities Act (ADA), a request module for external and internal users to submit ADA requests and implemented an approval module for administrators to manage the ADA forms. This solution is hosted in the Cloud environment using Power BI for dashboard and reporting needs. This solution is aligned with the IT Strategic goals of delivering Innovative Business Solutions.

**Shared Parking Management System** - In February 2024, the IT Division implemented major enhancements to the Shared Parking Request and Management modules for all employees. Courts provide parking benefits to employees, and the judicial staff has been managing requests for parking permits and allotments and tracking them using spreadsheets for many years. The IT division collaborated with the Executive Office, Senior Leaders, and other divisions to automate shared parking management. This solution is hosted in the cloud environment using Power BI for dashboard and reporting needs. This solution is aligned with the IT Strategic goals of delivering Innovative Business Solutions.

**Appellate Voting System Enhancements – Power Apps Solution** - The IT Division made enhancements to the Appellate Voting System (AVS). AVS was developed in-house and is the Courts' first fully automated voting solution in the cloud. The solution allows D.C. Court of Appeals judges to electronically vote on motions and petitions and collaborate with panel members. This process enables staff to capture the votes, send automated reminders to panel judges, and communicate and share voting-related information. The IT Division is working with the Court of Appeals Judges to accommodate their new requirements and make this system more intuitive and robust. Additionally, we are working to streamline the AVS and Court of Appeals case management system (C-Track) integration to ensure data consistency. This initiative is aligned with the IT Division's strategic goals of delivering innovative business solutions and the strategic goals of time and fair resolution of cases.

**Court Security Officers – Incident Reporting System** - The IT Division is enhancing the Court Security Officers Incident Reporting System to avoid manual copying and scanning of documents by introducing digital signatures, automating the supervisor approval process, leading the supervisor to final approval, and transmitting the signed PDF form to the US Marshals Service. This system provides capabilities for security offices, supervisors, US Marshals, and Courts Chief Security officers to gather more intelligent and meaningful insights into various security-related incidents at multiple buildings and at different times of the year powered by the data collected through this solution. This helps CSOs understand the trends in security incidents specific to each location and plan for various mitigation strategies and programs. This initiative aligns with the Court's Strategic Goal 2 of Public Trust and Confidence and supports Goal 4 of Effective Court Administration.

**Server Vulnerability Tenable Report Dashboard** - The IT Division created a proof-of-concept dashboard that visualizes data from Tenable Nessus, a proprietary vulnerability scanning server, reports for simplified analysis, with an initial emphasis on reporting critical vulnerabilities to prioritize immediate concerns. This allows for quick identification and understanding of vulnerabilities, helping to prioritize actions based on the severity of vulnerabilities. It also facilitates tracking vulnerability trends over time and aids in efficiently allocating resources to address critical vulnerabilities first. Streamlines the reporting process for management review, and the dashboard will serve as a crucial tool for proactive risk management by highlighting server vulnerabilities. It will provide actionable insights to support informed decision-making regarding security measures. This dashboard aligns with the strategic goal of enhancing our cybersecurity posture by providing a clear and actionable overview of server vulnerabilities, thereby enabling timely and effective responses. It's a step towards strengthening our defense mechanisms against potential security threats.

**Childcare Application** - The IT Division enhanced the Childcare application by providing the ability to enter fees, payment modes, and receipt numbers for each child admitted. In addition, we created a summary report within the application for each child, providing the child's details based on the dates entered by the user. This capability will enable the Childcare Center to send more accurate reports to the Executive Office.

**Court Social Services Division (CSSD) Youth Electronic Sign-In Application** - The IT Division created a proof of concept for the youth check-in application for the CSSD. This will help CSSD streamline the check-in process and make it accessible on multiple devices, kiosks, and court locations, allowing youths to sign in. CSSD will be able to view reports and dashboards to analyze trends and plan accordingly.

**Web Voucher System – Court of Appeals C-Track automation** - The IT Division has automated the voucher creation process for the Court of Appeals. The Court of Appeals' case management system (C-Track) automatically creates Criminal Justice Act (CJA) vouchers through this process, replacing the manual file creation by an associate. This automation helps associates save time and streamline the process, reducing errors.

**Web Voucher System (WVS) – Criminal Justice Act (CJA)/Counsel for Child Abuse and Neglect (CCAN)** - The IT Division upgraded the WVS DNA module, achieving a

comprehensive enhancement. It streamlined information gathering, ensuring that attorneys provide all necessary information upfront. Provided a new comment section that allows attorneys to include important notes, facilitating a quicker testing process. It allows attorneys to add multiple children to the DNA process in a single instance. The improvements have led to a decrease in post-voucher data corrections by the Defender Services Branch team. The enhancements also have minimized delays and frustrations for parties at test collection and for vendors, leading to a more efficient process overall.

**DCCA New Case Management System.** Information Technology Division staff are playing a key role in the implementation of a new Case Management System for the D.C. Court of Appeals.

### **FY 2027 Request**

In FY 2027, the Courts request for the IT Division is \$22,861,000, an increase of \$3,759,000 (19%) above the FY 2026 Enacted Budget. The requested increase includes \$331,000 for 3 FTEs to provide customer service; \$2,000,000 for Microsoft Cloud Services increases to strengthen information security; \$350,000 for Identity Access Management (IAM); \$450,000 for Security Information Event Management (SIEM); and \$628,000 for built-in cost increases.

### ***Strengthening Information Security, \$2,000,000***

#### *Microsoft Cloud Services*

Problem Statement. To keep pace with the technology industry's standards for efficiency and security, funding is required to support the migration 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 analytical 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 for providing efficient access to case management data, as well as other court technology platforms that will migrate to the cloud in the future. To strengthen network performance and security, the Courts must establish a secure private network connection to Microsoft Azure. This private network is called Azure ExpressRoute.

Relationship to Court Mission and Goals. The implementation of Microsoft Cloud Services, Private Network Connection to Azure, and Data Warehouse with Real-time Analytics will

support Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution by enhancing data security, ensuring public access, and providing analytic capabilities that support data-informed decision making.

Relationship to Divisional Objectives. Microsoft Cloud Services, Private Network Connection to Azure, and Data Warehouse with Real-time Analytics will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Decision-Making Support
- Access to Information
- Customer Satisfaction

Relationship to Existing Funding. Funding for Microsoft Cloud Services is partially available in the Courts' budget, but the private network connection and Data Warehouse with Real-time Analytics is not available.

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

Expenditure Plan. Microsoft Cloud Services and Data Warehouse with Real-time Analytics are subscription-based service costs based on utilization, and ExpressRoute charges are based on a pre-determined rate.

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

- Improved user satisfaction. Users will have access to case records and data whenever needed.
- Availability of a system. Access to the Courts systems will be 24/7.
- Improved security and compliance. Access to the Courts resources over a private and secure network, and a cloud platform built upon the foundational principles of security, privacy and control, compliance, and transparency.
- Business Value Delivered. Cost savings and reduction.

### ***Improving IT Customer Service***

*IT Service Desk Tier-1 Technician, (JS-9/10), 2 FTEs, \$200,000*

*IT Service Desk Tier 2 Technician, (JS 11/12), 1 FTE, \$131,000*

*IT Service Desk Tier-1 Technician, 2 FTEs (JS-9/10), \$200,000*

Problem Statement. Information technology customer service is a critical function and the public face of the IT Division that judges, courtroom clerks, and other end users utilize when they experience computer issues and/or request new hardware and software in chambers, courtrooms, offices, and public areas throughout the Courts' facilities. Increased IT "Service Desk" call

volume has caused a degradation of customer service for the end user community. As a result of insufficient staffing, the Tier-1 technicians who are tasked with answering and documenting the initial calls to the Service Desk (and assessing the severity of the issue) often need to assist in problem resolution tasks that cause them to physically leave the Service Desk call area. The resulting lack of responsiveness to Service Desk calls leads to poor customer service, end-user frustration, and decreased productivity. These same staff personnel are responsible for the physical move of employee workstations and peripherals resulting from relocations, new hires and construction related moves due to the Moultrie Courthouse Addition Project currently in progress.

An independent assessment by a consulting firm rated the Courts' IT services at 2.15 on a 5-point scale for incident management and problem management processes. The assessment recommended that the Service Desk be designated as the single point of contact for all operational issues and recommended that the IT Division expand its current Service Desk to become a more comprehensive three-tier customer service organization. A staffing plan was developed requiring two additional Tier 1 technicians to improve customer service and enhance IT operations.

Relationship to Court Mission and Goals. The hiring of two Service Desk Tier-1 Technicians will assist the Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal III: A Great Place to Work, Goal IV: Effective Court Administration and Goal V: Fair and Timely Case Resolution through effective and efficient support of technology in a timely manner, thereby increasing the efficiency of court operations.

Relationship to Divisional Objectives. The core function of the Courts' Information Technology Division is to provide computing capabilities critical to the administration of justice. Hiring two Service Desk Tier-1 Technicians will allow the IT Division to meet three of its strategic objectives, which are:

- Innovative Business Process & Case Management
- Access to Information
- Customer Satisfaction

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

Methodology. The Information Technology Division will follow the Information Technology Infrastructure Library (ITIL) framework to develop and deploy new services.

Expenditure Plan. Funds will be used to hire two employees at the JS-9 level in accordance with the Courts' personnel policies.

Performance Indicators. Success of the initiative will be measured by the percent of customers satisfied with IT overall services, percent of calls answered, percent of tickets resolved within service level agreements, and time to resolution.

*IT Service Desk Tier 2 Technician, 1 FTE (JS 11/12) \$131,000*

Problem Statement. The Information Technology customer service area is the critical frontline that judges, courtroom clerks, and other end users utilize when experiencing issues and difficulties in chambers, courtrooms, and other areas using the Courts' technology systems. Over the years, the Courts have provided mobile technologies to judicial officers, senior court managers, and teleworkers. The customer service area has been gradually experiencing a degradation of services provided to the end-user community due to the increased call volume, requiring timely resolution of hardware and software issues. As a result of insufficient staffing, Tier 1 technicians who are solely tasked with answering the initial calls, assessing the severity of the issue, and documenting the calls are often required to assist in tasks that cause them to leave the call area physically. The Tier 2 and 3 technicians assist in answering calls during high volume periods and are required to perform desk-side repairs and resolutions throughout the enterprise. In addition to this current staffing shortage, the customer service area has been tasked with the physical movement of the end-user workstations and peripherals resulting from the Courts' renovation projects. This project requires the physical migration of court staff throughout the court buildings. As a result of this increased call volume and associated duties, the IT Division requests funding for one Tier 2 Technician. The addition of this technician will significantly improve the customer service level by providing an additional staff with the requisite skills to handle the ever-increasing service requests.

Relationship to Court Mission and Goals. Hiring a Customer Service Technician will support the Courts Strategic Goal 2: Public Trust and Confidence by improving IT customer service and Strategic Goal 4: Effective Court Administration through effective and efficient technical support, thereby increasing the efficiency of court operations.

Relationship to Divisional Objectives. The Customer Service Technician position will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Enhanced Information Security
- Decision-Making Support
- Customer Satisfaction

Relationship to Existing Funding. Funding for the Customer Service Tier 2 Technician is currently not available in the Courts' budget.

Methodology. The Information Technology Division will follow the Information Technology Infrastructure Library (ITIL) framework to develop and deploy new services.

Expenditure Plan. Funds will be allocated to hire the Customer Service Tier 2 Technician in accordance with the Courts' Personnel Policies.

Performance Indicators. Success of the initiative will be measured by the percent of customers satisfied with IT overall services, percent of calls answered, percent of tickets resolved within Service Level Agreements, and a reduction in the time to resolve service requests.

## ***Identity Access Management (IAM), \$350,000***

Problem Statement. The absence of an Identity Access Management (IAM) solution at the Courts poses significant security risks and operational inefficiencies. Currently, access to sensitive information and systems is managed through manual processes and ad-hoc methods, which can lead to potential unauthorized access to confidential case data, the personal information of litigants, and court personnel details.

This lack of centralized control over user identities and permissions increases the likelihood of data breaches, information tampering, and compliance violations with legal regulations. Furthermore, the inability to effectively track user activities hampers accountability and transparency within the Courts.

In addition to security concerns, the manual management of access rights creates delays in onboarding new staff, extends the time required for user provisioning, and complicates the process of revoking access for departing employees. Overall, the Courts' reliance on outdated access management practices not only jeopardizes the integrity of judicial processes but also undermines public trust in the Courts' ability to safeguard sensitive information.

To address these critical issues, implementing a robust Identity and Access Management (IAM) solution is essential for enhancing security, improving the visibility of security threats across networks, strengthening cloud security, streamlining operations, and ensuring compliance with regulatory standards.

Federal agencies are under a mandate to enhance cybersecurity risk management efforts, explore new technologies to reduce cyber risk and implement a Zero Trust Architecture (ZTA).

Relationship to Court Mission and Goals. The protection of Users and IT assets is critical to the reliability of the courts' information systems, ensuring the integrity of user accounts and data within those systems. The Information Technology Division must implement and utilize a real-world Identity Access Management tool to enforce, validate, and measure the effectiveness of the Courts' IT Identity Access program and to dynamically improve upon the program through subsequent years. This request will primarily support Goal IV: Effective Court Administration and will also support Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, and Goal III: A Great Place to Work.

Relationship to Divisional Objectives. The implementation of a real-world Identity Access Management solution will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Best in Class Technology Platform
- Enhanced Information Security
- Customer Satisfaction
- Engaged IT Workforce

Relationship to Existing Funding. Funding for the annual Identity Access Management solution is currently not funded in the Courts' budget.

Methodology. The Information Technology Division will follow the NIST Cybersecurity Framework, FISMA, industry best practices, and the Courts' IT Security Directives and Procedures.

Expenditure Plan. Cost is determined through market research on an Identity Access Management solution capable of meeting the requirements. Identity Access Management is a cloud-based service that charges a fixed annual price. This option provides an expenditure model with a 3% to 5% increase in support from one fiscal year to the next.

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

- Time taken to create, modify, or deactivate accounts.
- Speed of processing user access requests.
- Percentage of successful logins.
- Outcomes of IAM-related compliance audits.
- Number of policy violations tracked.
- Completeness and accuracy of access logs.
- Speed of detecting and responding to access incidents.
- Feedback from users regarding the IAM system's usability and effectiveness to improve the user experience.

### ***Security Information and Event Management (SIEM), \$450,000***

Problem Statement. The Courts currently lack a dedicated Security Information and Event Management (SIEM) solution, resulting in significant vulnerabilities in its information security posture. Without a SIEM system, the Courts are unable to efficiently collect, analyze, and respond to security-related data, which increases the risk of undetected cyber threats, data breaches, and compliance violations.

This absence hampers the Courts' ability to monitor critical systems in real-time for suspicious activities, resulting in delayed incident response and potential damage to sensitive case information and public trust. Additionally, without robust logging and reporting capabilities, the courts struggle to meet regulatory requirements and demonstrate due diligence in its information security practices.

Overall, the lack of a SIEM solution compromises the integrity, confidentiality, and availability of judicial data, thereby undermining the Courts' operational effectiveness and its commitment to public safety and justice. Immediate action is necessary to implement a Security Information and Event Management (SIEM) system, which will enhance security measures, streamline incident response, and safeguard critical information assets.

Federal agencies are under a mandate to enhance cybersecurity risk management efforts, explore new technologies to reduce cyber risk and implement a Zero Trust Architecture (ZTA).

Relationship to Court Mission and Goals. A Security Information and Event Management (SIEM) system supports the Courts' cybersecurity framework and is crucial for protecting information assets and managing security incidents effectively. This request will support the following Courts' Strategic Goals: Goal I: Access to Justice for All, Goal II: Public Trust and Confidence, Goal III: A Great Place to Work, and Goal IV: Effective Court Administration.

Relationship to Divisional Objectives. The implementation of a Security Information and Event Management (SIEM) system will allow the Information Technology Division to meet four of its strategic objectives, which are:

- Engaged IT Workforce
- Best in Class Technology Platform
- Enhanced Information Security
- Customer Satisfaction

Relationship to Existing Funding. Funding for the annual Security Information and Event Management (SIEM) system is currently not funded in the Courts' budget.

Methodology. The Information Technology Division will follow the NIST Cybersecurity Framework, FISMA, industry best practices, and the Courts' IT Security Directives and Procedures.

Expenditure Plan. Cost is determined through market research on a Security Information and Event Management (SIEM) system capable of meeting the requirements. The Security Information and Event Management system charges a fixed annual price.

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

- Measures how effectively SIEM correlates events from different sources.
- The frequency of alerts that are determined to be non-threatening.
- The average time taken to respond to security incidents identified by the SIEM.
- Tracking the severity level of incidents detected can help in assessing the effectiveness of the SIEM in prioritizing threats.
- The volume of logs generated and ingested by the SIEM.
- Ensures that the SIEM meets regulatory and organizational policies for data storage duration.
- Measuring how effectively the SIEM can track and analyze user activities, highlighting potential insider threats.
- Assessing how well the SIEM integrates with other security tools and data sources within the organization.
- The speed and effectiveness of analyzing and prioritizing alerts, ensuring that the most critical threats are addressed first.

- The system’s ability to generate reports that meet compliance standards required by regulations.

Table 1  
**INFORMATION TECHNOLOGY DIVISION**  
**New Positions Requested by Grade**

<b>Position</b>	<b>Grade</b>	<b>Number</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Personnel Costs</b>
IT Service Desk, Tier 1	9/10	2	159,000	41,000	200,000
IT Service Desk, Tier 2	11/12	1	104,000	27,000	131,000
<b>Total</b>		<b>3</b>	<b>263,000</b>	<b>68,000</b>	<b>331,000</b>

Table 2  
**INFORMATION TECHNOLOGY DIVISION**  
**Budget Authority by Object Class**

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	9,024,000	9,697,000	10,335,000	638,000
12 - Personnel Benefits	2,493,000	2,669,000	2,835,000	166,000
<b><i>Subtotal Personal Services</i></b>	<b><i>11,517,000</i></b>	<b><i>12,366,000</i></b>	<b><i>13,170,000</i></b>	<b><i>804,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	443,000	454,000	464,000	10,000
24 - Printing & Reproduction	29,000	30,000	31,000	1,000
25 - Other Services	3,896,000	5,636,000	8,566,000	2,930,000
26 - Supplies & Materials	176,000	181,000	185,000	4,000
31 – Equipment	425,000	435,000	445,000	10,000
<b><i>Subtotal Nonpersonal Services</i></b>	<b><i>4,969,000</i></b>	<b><i>6,736,000</i></b>	<b><i>9,691,000</i></b>	<b><i>2,955,000</i></b>
<b>TOTAL</b>	<b>16,486,000</b>	<b>19,102,000</b>	<b>22,861,000</b>	<b>3,759,000</b>
FTE	81	83	86	3

Table 3  
**INFORMATION TECHNOLOGY DIVISION**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	Current Position WIG	83	84,000	
	Current Position COLA	83	291,000	
	IT Customer Service Desk Tech Tier 1	2	159,000	
	IT Customer Service Desk Tech Tier 2	1	104,000	
	<i>Subtotal 11</i>			<i>638,000</i>
12 - Personnel Benefits	Current Position WIG	83	22,000	
	Current Position COLA	83	76,000	
	IT Customer Service Desk Tech Tier 1	2	41,000	
	IT Customer Service Desk Tech Tier 2	1	27,000	
	<i>Subtotal 12</i>			<i>166,000</i>
	<b><i>Subtotal Personnel Services</i></b>			<b><i>804,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Comm. & Utilities	Built-in Increases			10,000
24 - Printing & Reproduction	Built-in Increases			1,000
25 - Other Service	Built-in Increases		130,000	
	Identity Access Management System (IAM)		350,000	
	Security Event Management (SEIM)		450,000	
	Microsoft Cloud Services		2,000,000	
	<i>Subtotal 25</i>			<i>2,930,000</i>
26 - Supplies & Materials	Built-in Increases			4,000
31 - Equipment	Built-in Increases			10,000
	<b><i>Subtotal Non-personnel Services</i></b>			<b><i>2,955,000</i></b>
<b>Total</b>		<b>86</b>		<b>3,759,000</b>

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

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>
JS-6			
JS-7			
JS-8	7	7	7
JS-9			
JS-10	6	6	8
JS-11	11	11	11
JS-12	4	4	5
JS-13	40	40	40
JS-14	10	11	11
JS-15		1	1
CEMS	2	2	2
CES	1	1	1
<b>Total Salary</b>	<b>9,024,000</b>	<b>9,697,000</b>	<b>10,335,000</b>
Total FTEs	81	83	86

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

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
5	887,000	5	929,000	7	1,404,000	2	475,000

**Mission and Organizational Background**

The mission of the Office of General Counsel (OGC or Office) is to provide excellent legal advisory services to the D.C. Courts in accordance with its values of public accountability, fairness, integrity, and transparency, and its vision of open and trusted justice for all.

The Office of General Counsel is comprised of the General Counsel, 3 (three) Associate General Counsel and an Administrative Assistant, for a total of 5 FTEs. OGC’s primary responsibility is to provide legal advice and guidance to the Courts’ leadership and principal stakeholders. In the D.C. Courts, OGC finds a dynamic judicial system and client that strives to be responsive to the challenging and evolving needs of its constituencies – District residents, legal practitioners, justice partners, and other stakeholders. OGC provides myriad legal advisory functions to the Courts, including but not limited to:

- Providing legal guidance and support to the Joint Committee for Judicial Administration, Executive Officer, Court of Appeals and Superior Court leadership, judges, directors, and managers, and Court Systems, the administrative arm of the Courts;
- Conducting research and analysis of legal issues, and preparing memoranda;
- Supporting key initiatives and emerging challenges;
- Managing the development of updates and revisions to the Courts’ Rules, Rules Advisory committees and subcommittees;
- Proposing and interpreting Courts’ policies;
- Ensuring compliance with law, rules, regulations; and,
- Legislative drafting and analyzing proposed legislation impacting Courts’ authorities and operations.

OGC also manages legal matters and litigation:

- Serving as in-house counsel to our outside counsel, the Office of the Attorney General for the District of Columbia, in litigation filed against the Courts, its officials and employees, including managing the discovery process;
- Monitoring all legal matters in which the Courts has an institutional interest;
- Representing the Courts before administrative tribunals, disciplinary and unemployment compensation hearings;
- Supporting managers and employees subpoenaed to testify or produce Courts’ documents;
- Advising managers on corrective and disciplinary actions;
- Protecting statutorily confidential records from unauthorized disclosure and supporting the authorized release of Courts’ data and release;

- Preparing legal instruments documenting relationships and partnerships with other justice entities;
- Reviewing contracts, property leases, interagency agreements and grants; and
- Drafting Administrative Orders, Rules Promulgation Orders, and other Courts' documents and responses.

Staff from OGC also leads or serves as members of the following standing and ad hoc committees, working groups, and task forces:

- Access to Audio of Court Proceedings Working Group;
- Advisory Committee on Judicial Conduct;
- Advisory Committee on Mental Health;
- Artificial Intelligence Task Force;
- Court of Appeals Business Process Working Group;
- Data Governance Council;
- Digital Exhibits Working Group;
- Language Access Advisory Committee;
- Legal Advisory Council;
- Parole Working Group;
- Personnel Advisory Committee; and
- Values Leadership Council.

The General Counsel also serves as the Courts' Ethics Officer.

### **Objectives and Key Performance Indicators**

OGC's overall objective is to ensure that accurate, responsive, and timely legal research and analysis is provided to Courts' leadership and management in each of OGC's primary practice areas: appropriations and fiscal law, bar administration, civil, contracts and procurement, Courts' administration and operation, criminal, employee rights and benefits, ethics, government audits and accounting, grants, interagency agreements, judicial conduct and retirement, judicial procedures, legislation, personnel and human resources, rulemaking, and tax.

Key performance indicators include:

- Effectiveness of Oral and Written Legal Advice;
- Timeliness of Legal Matter, Claim, and Dispute Resolution;
- Deterrence of Significant Litigation or Loss;
- Compliance with Laws, Regulations, and Standards;
- Outcome of Internal and External audits, including Fraud Reporting Requirements;
- Quality of Contract Review and Avoidance of Anti-Deficiency Act Violations;
- Mitigation of Legal, Operational and Reputational Risk; and
- Adherence to Performance and Efficiency Standards.

## **Relationship to Courts Mission and Goals**

The Office of General Counsel's provision of legal services is vital to effective court administration and achievement of the Courts' mission, vision, and Strategic Plan goals. For example, OGC supports Goal 1—Access to Justice for All, Goal 3—Public Trust and Confidence, and Goal 4—Effective Court Administration by ensuring, that: (1) court rules, regulations, policies, and procedures are up-to-date and rules amendments are promulgated promptly; (2) the Courts' interests are protected in contracts and agreements; (3) statutorily confidential court records and proceedings are preserved; and (4) strong liaison contacts are established and maintained with the Government Accountability Office, Department of the Treasury, relevant District agencies, and the Office of the Attorney General of the District of Columbia on legal and ancillary matters. OGC also supports Goal 3—A Great Place to Work and Goal 6—Racial Equity and Cultural Competence by ensuring that: (1) employment and pay issues are fairly, equitably, and swiftly resolved; and (2) management is well represented in administrative hearings and disciplinary proceedings.

## **Key Strategic Accomplishments**

- Received favorable outcomes in administrative disciplinary hearings and civil litigation filed against the Courts;
- Completed comprehensive amendments to the following Courts' Rule sets:
  - Revised the Landlord and Tenant Rules to clarify motion practice when cases are transferred to the Civil Actions Branch,
  - Revised the Civil and Criminal Rules to address rules emergencies; and
  - Revised the Domestic Relations Rules to allow the Family Court to issue divorce judgments, decrees, and determinations more quickly and efficiently;
- Conducted a comprehensive review and revamp of the eFiling Requirements for Civil, Probate, and Tax Divisions;
- Provided legal advice for approximately 40 (forty) new contracts or renewals, procurement actions, grants, and leases;
- Provided legal guidance on dozens of appropriations, fiscal law, and spending questions.
- Resolved several potential contract disputes and terminations;
- Negotiated over a dozen new or updated memoranda of agreements and memoranda of understanding with district agencies, justice partners, stakeholders, and subgrantees;
- Conducted and resolved internal investigations, in coordination with Internal Audit, of whistleblower and other complaints of alleged improper conduct;
- Supported implementation of the Courts' case management system, including co-facilitating the traceability analysis of technical requirements;
- Supported review and potential impact of a myriad of proposed legislative actions and amendments;
- Participated in developing Courts' Interim Use Policy for Artificial Intelligence;
- Conducted quarterly live Ethics Training for new employees to support knowledge of, and compliance with, the Courts' Code of Conduct and Personnel Policies.

## **FY 2027 Request**

For FY 2027, the Courts request for the Office of General Counsel is \$1,404,000, an increase of \$475,000 (49%) over the FY 2026 Enacted Budget. The request includes \$434,000 for 2 FTEs and \$41,000 for built-in cost increases.

### ***Enhancing Compliance with Legal Requirements, 2 FTEs, \$434,000***

*Assistant General Counsel for Responsive Technology, (JS 13/14/15), 1 FTE, \$217,000*

*Assistant General Counsel for Rulemaking, (JS-13/14/15), 1 FTE, \$217,000*

*Assistant General Counsel for Responsive Technology, (JS 13/14/15), 1 FTE*

**Introduction Statement.** The Office of General Counsel requires an attorney to serve as a subject matter expert on Artificial Intelligence (AI) laws, regulations, and related compliance, privacy, and security issues. The attorney will serve as a resource to the judicial officers, leadership, and management, providing advice and guidance on the legal impact of implementing the emerging technology into Courts systems and practices, including long term data governance, contracting, privacy, confidentiality, transparency, security goals and responsibilities.

**Problem Statement.** AI and generative AI (GenAI) are rapidly emerging technologies that are impacting every industry in the private and public sectors, including court systems and the practice of law. To keep pace with these developing technologies, the Courts require an attorney with practice experience in information technology (IT) and a solid understanding of the benefits and risks of open and closed source AI technologies. The attorney will be responsible for, among other things, assessing and executing plans to ensure AI and related technologies are implemented in accordance with applicable rules and regulations, developing methods for the Courts to evaluate and implement generative AI and AI tools, advising on data, privacy, and security protections, developing judicial, attorney, and employee ethical standards, and drafting AI principles, guidelines, use policies, and rules. In addition to managing the operational impact of AI technology, this role will also serve as subject matter expert on digital forensics and the law, providing advice and guidance on the protocols of handling digital evidence.

Indeed, OGC has had occasion to address authenticity, reliability, and privacy concerns relative to the use of digital evidence, including legal implications of misuse by practitioners and parties and its impact on the integrity of the judicial process and attorney discipline. The GC also sits on the Courts AI Task Force, chairing the Policy and Practice Committee charged with establishing policy and practice guidelines to govern the development, deployment, and use of AI court wide. The GC and another Associate GC are also members of the TF's Ethics and Compliance Committee.

This additional attorney position is critically needed to fully support the Courts' integration and utilization of AI technology to streamline internal court operations and effect related cost savings.

**Relationship to the D.C. Courts' Vision, Mission, and Goals.** The requested position directly aligns with the D.C. Courts Strategic Plan Goal 1—Access to Justice for All, and Goal 2—Public Trust and Confidence, by supporting adoption of technology solutions that reduce barrier to full

meaningful user experiences. The position also directly aligns with Goal 4—Effective Court Administration, by ensuring that innovations in AI technology support efficient delivery of services to internal and external constituents.

Relationship to Divisional Objectives. This request supports the following OGC objectives: (1) providing timely and accurate legal advice, analysis, and memoranda of law; (2) providing legal and organizational support for committees, working groups, and key court initiatives, including those impacting access to justice, access to information, and emerging technologies such as the Artificial Intelligence Task Force; (3) providing responsive legal advice and assistance to the judiciary, court managers, and employees in matters where AI technology may be considered or utilized; and (4) mitigating legal, operational, compliance, and security risks.

The request also supports the following ethical objectives: (1) providing timely and accurate ethics advice, and (2) anticipating and analyzing ethical issues arising from the use of AI technology, including potential impact on the Courts’ employee Code of Conduct and Ethics Policy, the Code of Judicial Conduct, Ethical Standards for Public Contracting, and practices by lawyers and litigants using AI in legal proceedings.

Relationship to Existing Funding. Funding is not available to support this position.

Methodology. The grade level and salary for the requested FTE is classified in accordance with the D.C. Courts’ personnel policies.

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

Key Performance Indicators. Effectiveness of Oral and Written Legal Advice and Compliance with Laws, Regulations, and Standards. The new position would provide the Office of General Counsel with much needed expertise in emerging technologies and allow OGC to provide timelier oral and written legal advice to D.C. Courts’ leadership, management, committees, and working groups, thereby advancing the overall efficiency of court operations.

### *Assistant General Counsel for Rulemaking, (JS-13/14/15), 1 FTE*

Introduction Statement. The Office of General Counsel (OGC) requires an additional attorney to effectively support current and upcoming initiatives of the D.C. Courts, to timely respond to legal inquiries from Courts’ leadership and management, and to ensure compliance with statutes, regulations, and court rules. It is critical that the Office of General Counsel employ an attorney to support the rulemaking process for the D.C. Court of Appeals, Superior Court, and various advisory rules committees and working groups.

The OGC provides guidance and support to the Court of Appeals and Superior Court Boards of Judges and their Rules Committees, rules advisory committees and subcommittees comprised of judges, agency and private practitioners, and legal service providers. OGC also performs a broad spectrum of related advisory legal functions, including analysis of pending legislation; drafting proposed legislation; conducting legal research; providing legal advice to judges, court management; and staffing committees responsible for rulemaking and policy interpretation.

The rulemaking process is a resource intensive, multi-stage process that includes legal research and drafting, formal Notice and Comment, promulgation, and implementation for 18 sets of Court Rules of Procedure: Appeals, Civil, Landlord and Tenant, Small Claims, Probate, Tax, Criminal, Juvenile, Domestic Violence, Crime Victims Compensation Program (CVCP) Rules, Section 23-100 (motions by persons in custody under D.C. Code § 23-110), Family, Adoption, Domestic Relations, Mental Health, Mental Habilitation, Neglect and Abuse, and Parentage. To this end, the Courts actively encourage the submission of comments and rule proposals from the bench, bar, individuals, organizations, partners, and stakeholders. The substantial impact of rules on the practice of law and the administration of justice in the District demands exacting and meticulous care in reviewing, amending, and drafting rules for both the D.C. Court of Appeals and Superior Court.

Problem Statement. OGC requires a dedicated attorney to oversee management of the rulemaking process, provide expert advice and counsel to Judges and the Courts' rulemaking committees, and engage interested internal and external stakeholders. OGC's work managing the rulemaking process is robust. Over the past year alone, OGC has supported at least 40 Rules and Rules meetings, each typically requiring legal and legislative research, rule drafting, preparation and presentation of meeting materials, memorandum of law, and recording committee actions such as votes and referrals to the Boards of Judges. As a result, dozens of new and amended Rules were released with the associated Notices of Proposed Amendment and Promulgation Orders. And yet despite these best efforts, at current staffing levels and competing priorities, 5 or almost 30% of the Courts' 18 rule sets remain woefully out of date. Comprehensive updates to the Juvenile Rules have not been completed since 1995; Crime Victims Compensation Program since 2003; Neglect & Abuse Rules since 2004; Mental Health Rules and Mental Habilitation Rules since 2005; and Tax Rules since 2009. As an example of what this means for those interacting with the Superior Court's Mental Health and Habilitation Branch, the procedural rules reference and include outdated laws, processes, district and federal agencies, and naming conventions, as well as offensive nomenclature.

This rulemaking position is critically needed to ensure OGC's ability to fulfill its mission and objectives and best serve the needs of the public, self-represented litigants, legal practitioners, industry stakeholders and partners. Without it, the Courts remained hindered in ensuring Access to Justice and Public Confidence in the Courts.

Relationship to the D.C. Courts' Vision, Mission, and Goals. The requested position directly supports the D.C. Courts' Strategic Plan Goal I—Access to Justice by ensuring rules provide court users with accurate information and Goal IV—Effective Court Administration by ensuring rules are up-to-date and enhancing the efficiency of court operations.

Relationship to Divisional Objectives. This request supports the following divisional objectives: (1) providing timely and accurate legal advice, analysis, and drafting of memoranda of law; pending or proposed legislation, memoranda of understanding, and policies; (2) providing legal and administrative support for committees and working groups supporting key court initiatives, including those impacting access to justice and access to information such as language access; and (3) providing responsive legal advice and assistance to court managers and employees in

cases where such personnel are subpoenaed to testify or provide documentation as to court-related matters.

Relationship to Existing Funding. Funding is not available to support these positions.

Methodology. The grade levels and salaries for the requested FTEs are classified in accordance with the D.C. Courts’ Personnel Policies.

Expenditure Plan. The positions will be recruited and hired according to the D.C. Courts’ Personnel Policies and position classification standards.

Key Performance Indicators. Compliance with Laws, Regulations, and Standards, Adherence to Performance and Efficiency Standards. The new position would provide the Office of General Counsel with much needed support for rulemaking matters and reduce the time required to update and issue new procedural rules for the D.C. Courts, thereby advancing the overall efficiency of court operations.

Table 1  
**OFFICE OF THE GENERAL COUSEL**  
**New Positions Requested by Grade**

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Assistant General Counsel- Responsive Technology	13/14/15	1	172,000	45,000	217,000
Assistant General Counsel- Rulemaking	13/14/15	1	172,000	45,000	217,000
<b>Total</b>		<b>2</b>	<b>344,000</b>	<b>90,000</b>	<b>434,000</b>

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

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Compensation	680,000	711,000	1,087,000	376,000
12 - Personnel Benefits	191,000	200,000	299,000	99,000
<b>Subtotal Personnel Services</b>	<b>871,000</b>	<b>911,000</b>	<b>1,386,000</b>	<b>475,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services				
26 - Supplies & Materials	10,000	11,000	11,000	0
31 – Equipment	6,000	7,000	7,000	0
<b>Subtotal Non-Personnel Services</b>	<b>16,000</b>	<b>18,000</b>	<b>18,000</b>	<b>0</b>
<b>TOTAL</b>	<b>887,000</b>	<b>929,000</b>	<b>1,404,000</b>	<b>475,000</b>
FTE	5	5	7	2

Table 3  
**OFFICE OF THE GENERAL COUNSEL**  
**Detail, Difference FY 2026/2027**

Object Class	Description of Request	FTE	Cost	Difference FY 2026/2027
11 - Personnel Compensation	Current Position WIG	5	10,000	
	Current Position COLA	5	22,000	
	Assistant General Counsel- Rulemaking	1	172,000	
	Assistant General Counsel- Responsive Technology	1	172,000	
<i>Subtotal 11</i>				<i>376,000</i>
12 - Personnel Benefits	Current Position WIG	5	3,000	
	Current Position COLA	5	6,000	
	Assistant General Counsel- Rulemaking	1	45,000	
	Assistant General Counsel- Responsive Technology	1	45,000	
<i>Subtotal 12</i>				<i>99,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>475,000</i></b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Service				
26 - Supplies & Materials				
31 - Equipment				
<b><i>Subtotal Non-Personnel Services</i></b>				<i>0</i>
<b>Total</b>		<b>7</b>		<b>475,000</b>

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

Grade	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12			
JS-13			
JS-14			
JS-15	3	3	5
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>680,000</b>	<b>711,000</b>	<b>1,087,000</b>
Total FTEs	5	5	7

**DISTRICT OF COLUMBIA COURT SYSTEM  
STRATEGIC MANAGEMENT DIVISION**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
10	1,749,000	10	1,821,000	12	2,205,000	2	384,000

**Mission Statement**

The Strategic Management Division provides innovative strategies and evidence-based information to develop policies, enhance the administration of justice, and improve the quality of services at the D.C. Courts.

**Introduction**

The Strategic Management Division provides strategic planning and development, grant acquisition and management, research and evaluation, performance measurement, policy and data analysis and business analytics services for the D.C. Courts. The Division leads and coordinates the Courts’ efforts to establish data collection and reporting standards, performance goals, strategies and metrics to achieve its mission to serve the public, and to enhance transparency and accountability to the public as the District’s judicial branch. The Division also undertakes research and analysis to provide data and information that will enhance evidence-based decision-making by the Courts and coordinates the provision of court data to justice system stakeholders in the District of Columbia and nationally.

**Organizational Function**

The Strategic Management Division directly supports Goal 2, *Public Trust and Confidence*, and Goal 5, *Fair and Timely Case Resolution*, of the Courts’ 2023-2027 Strategic Plan. The Plan includes the following strategies to promote public trust and confidence and fair and timely case resolution, promoting the Courts’ values of accountability, fairness and transparency in the Judicial Branch:

**Goal 2 - Public Trust and Confidence:**

- *Improve the customer service experience.* The Strategic Management Division supports the routine collection of feedback from court users on their experience at the courthouse and works with court leadership to design and execute surveys, as well as report findings.
- *Identify and publish performance data to promote transparency and accountability.* The Strategic Management Division works with court leadership to enhance the reporting of organizational performance data that align with the Strategic Plan to promote transparency and accountability. The Division co-leads efforts to create dashboards to report court performance metrics.

Goal 5 – Fair and Timely Case Resolution:

- *Assess time standards and procedures for the resolution of motions and case disposition.* The Strategic Management Division works with court leadership to ensure that meaningful and achievable performance metrics are established for motions and case disposition to promote fair and timely case resolution. The Division co-facilitates a performance standards workgroup that monitors time standards to ensure performance targets are being met and/or modified as needed.
- *Evaluate court programs and operations and implement enhancements.* The Strategic Management Division collaborates with court leadership to identify programs and operations to be assessed in order to enhance effectiveness and to promote fair and timely case resolution. The Division designs and implements rigorous research studies, program evaluations, and business process analyses to develop or evaluate court programs, services and operations.

**Division MAP Objectives**

The Strategic Management Division has the following multi-year MAP objectives:

1. To promote a results/outcome-based organizational culture including the institutionalization of performance standards, evidence-based decision-making, and reporting of results.
2. To lead the Courts' organizational performance measurement and management activities, systematically assessing court performance and making recommendations to court leadership to enhance court performance and service to the public.
3. To lead the Courts' data governance program to create a consistent enterprise view of data while leveraging it as a strategic asset to improve confidence and trust in data, make information accessible, understandable and reusable, ensure data security and privacy, promote information-sharing and reduce cost and duplication.
4. To ensure the D.C. Courts employ a robust and inclusive court-wide strategic planning process to develop and report key results for the Courts' five-year Strategic Plans.
5. To plan and facilitate strategy development/performance review sessions among court leaders by providing information and data, analyses, and recommendations regarding goals, performance measures, outcomes and results.
6. To conduct research and evaluation that is aligned with the Courts' strategic agenda and that meets the needs of court units.
7. To deliver just-in-time analyses, reports and recommendations that support informed judicial and executive decision-making.

8. To partner with external research organizations on research and evaluation initiatives to enhance the Courts' mission and goals.
9. To promote continuity and enhance data accuracy and reporting by coordinating data sharing and exchange with justice partners, researchers and the general public.
10. To lead and coordinate the Courts' grant-seeking activities to achieve strategic and operational goals.
11. To foster strategic development by working collaboratively with court units to conceptualize and design court improvement projects and new processes or services.

### **Accomplishments**

Selected accomplishments of the Strategic Management Division during this Fiscal Year are noted below:

- Provided technical assistance on organizational performance measurement and management activities with courts/divisions to review and identify appropriate performance measures for core functions, operations and key results outlined in the Strategic Plan, as well as to report in the annual Congressional budget submission.
- Co-facilitated Superior Court Chief Judge's Performance Standards Committee comprised of judicial and divisions' leadership to enhance the quality of reporting on operational performance and case-related status.
- Provided technical assistance to support operational system enhancements to ensure more complete data collection associated with phase 1 of the IJIS2 case management system, as well as provided technical guidance with data reporting requirements.
- Conducted research and analysis to support informed judicial and executive decision-making to include work on civil regulatory reform, artificial intelligence, access to justice, juvenile probation and specialty courts, surveys and other projects, as requested.
- Worked with justice agency partners, researchers, and other external agencies/organizations to facilitate the exchange of data for mandated legislation, special projects, committee reporting, research studies, legal/informational briefings, applications, surveys, and publications.
- Worked with court units to compile annual caseload statistics and prepared the Courts' Statistical Summary, as well as to report detailed case level data to the National Center for State Courts.
- Collaborated with divisions to ensure compliance with federal grant reporting requirements.

- Supported the Courts efforts to ensure access to justice and enhance public trust and confidence and received technical assistance funding to hire consultant to produce a 360 interactive web browser for the District of Columbia Court of Appeals to educate stakeholders and the public about the physical spaces and procedures involved in participating in appellate cases.
- Continued to work with juvenile probation to enhance programmatic data collection, performance reporting, and outcomes.

### **Restructuring**

The Division routinely reviews projects and activities to ensure alignment with the Courts' Strategic Plan and works cross-functionally to optimize collaboration.

### **Workload and Performance Measures**

The Strategic Management Division establishes and monitors performance metrics for its functional areas on a project-by-project basis, depending upon the particular goals and requirements of the work. Generally, the Division monitors the quality of work products in terms of: 1) accuracy; 2) responsiveness to requirements; 3) adherence to accepted professional standards and Division protocols; 4) adherence to management directives, in addition to quality measures the Division monitors; 5) the efficiency of resources used in completing deliverables; and 6) timeliness.

### **FY 2027 Request**

In FY 2027, the Courts' request for the Strategic Management Division is \$2,205,000, an increase of \$384,000 (20%) above the FY 2026 Enacted Budget. The requested increase includes \$312,000 for 2 FTEs to strengthen data quality and dissemination and \$72,000 for built-in cost increases.

### ***Enhancing Data Quality for Accountability and Transparency, 2 FTEs, \$312,000***

*Data Analytics Associate, (JS-13)*

**Introduction Statement.** The D.C. Courts are building their capacity to leverage data as a strategic asset, to assist in decision-making, to improve services to the public, to monitor and report on court performance, and to enhance information-sharing with justice system agencies, funding agencies and other stakeholders including the general public.

With the launch of the new IJIS 2 case management system in Superior Court and the planned transition to a new case management system in the Court of Appeals, as well as other initiatives outlined in the Courts' 2023-2027 Strategic Plan including a public dashboard, the Strategic Management Division is working on a variety of fronts to build the Courts' data collection, analysis, reporting and exchange capabilities. Towards this end, the Division has identified three focus areas that require additional support.

As detailed below, these areas are: 1) the Courts' Data Governance Program which promotes the institutionalization of uniform policies and practices governing the collection, reporting and dissemination of data; 2) the Courts' External Data Requests Program which provides court data to external agencies and organizations such as academic researchers, government justice data-sharing agencies, state and federal legislatures, and the like, consistent with statutory requirements and confidentiality policies; and 3) the Courts' Business Intelligence Program which is responsible for developing dashboards and reports to assess performance and perform data quality reviews. Two FTEs are requested to undertake projects in support of these three programs, which are experiencing greatly increased demands as the Courts receive more and more requests to produce performance-related data, to participate in automated data exchanges with other agencies, and to comply with new legislative mandates.

Problem Statement. To ensure data accuracy as the D.C. Courts seek to utilize data for strategic purposes and promote public accountability and transparency, two data analytics associates are required. The Strategic Management Division is responsible for co-leading a key initiative under the 2023-2027 Strategic Plan to create a public dashboard that will feature caseload, performance, and trend data. The public dashboard design will be interactive and enable users to visualize caseload data from the Court of Appeals and the Superior Court. Initially, the public dashboard would feature caseload activity, including all incoming and outgoing cases, as well as active and inactive pending cases. Then performance measures and trends would be added, such as clearance rates, time to disposition, and age of pending cases. Also, select datasets frequently requested by the public or required by legislation would be added to the dashboard to enhance transparency. Future dashboard iterations may include additional information such as crime victims' compensation activity, mediation outcomes, jury service, interpreting services, auditor master activity, etc. The implementation of the public dashboard as well as other internal and external reporting that utilize data for accountability and transparency are dependent on resources for the Data Governance Program, the External Data Requests Program, and the Business Intelligence Program.

The D.C. Courts are committed to enhancing the quality and availability of court records for internal and external reporting. The implementation of phase 1 of the new case management system (CMS) in Superior Court resulted in several projects related to examining current data practices in order to institute changes for the new system. In 2020, the Courts established a Data Governance Program to examine all data-related policies and practices to ensure accuracy of records, to enhance the utility of data to inform decision-making, and to promote transparency. Led by the Strategic Management Division, the Data Governance Program (DGP) has the mission of leveraging data as a strategic asset. A DGP Board, comprised of senior leadership, sets priorities and approves deliverables, while a DGP Council, which includes subject matter expert representatives from across the Courts, recommends projects, carries out the Board's mandates, and monitors compliance. Pre-phase 1 Superior Court CMS implementation, the Board approved three projects: adopt a maturity model to provide a framework around which data governance can be assessed and progress measured; develop an open data policy to detail policy statements that will inform about the concepts and principles of the initiative; and conduct an inventory of datasets to serve as a foundational basis for other data governance projects. These projects were postponed during the COVID 19 pandemic as court staff focused on core operations and more recently, during phase 1 of the Superior Court CMS implementation.

In preparation for the Phase 1 CMS data migration, subject matter experts (SMEs) including Strategic Management Division staff were assigned to work with the vendor and internal technical staff to review business processes and to collaborate on functionality, as well as to ensure the reporting of caseload activity and performance measures. Moreover, structural components of data storage and source retrieval were examined to ensure appropriate data fields were loaded and formulas confirmed that will accurately report on caseload performance. SMEs participated in work groups to address: 1) code usage (more than 12,500 docket, result, disposition and event codes were reviewed); 2) utility of forms (more than 1,000 documents were reviewed and their respective codes generated from the current case management system to examine their utility); 3) identity consolidation – to develop guidelines on identity matching and consolidation of party information, such as date of birth, social security number, address, etc., for the more than 300,000 party duplications identified each year; and 4) division-level system access - to develop guidelines for granting various access levels (read only, add or create, edit or delete, by type of user and by type of case). The recommendations from the working groups were utilized to inform the configuration phase of the development of the new CMS.

Post phase 1 Superior Court CMS implementation, SMEs, vendors and internal technical staff are now focused on standardizing policies and practices to ensure data continuity across divisions, enhance data quality, and improve reporting. Expanded SME work groups have been established to identify and address priority issues, such as development of rules governing uniformity in capturing and reporting demographics, effective tracking of motions by case type and judicial assignment, source data determination/validation for performance reporting, development of a data dictionary on case terminology across divisions, etc. These initiatives ultimately support the goals of the Data Governance Program as well as the Business Intelligence Program in that they are enhancing the Superior Court's capacity to utilize data for all aspects of court operations and public data-sharing. Moving forward, staff resources will be dedicated to the development and maintenance of subject areas for the new CMS, which will have a significant impact on the Business Intelligence Program. Specifically, collecting subject area requirements and validating subject area data element mappings continues to require a high level of effort that includes SMD staff as well as operating division end users. For the migration of the pending phase 2 division ad-hoc BI reports, there is an inventory of about 350 reports that must be re-written to align with the new data element mappings based on the data converted into the new CMS and an estimated 100 reports in phase 1. Most of these reports tend to be different variations of inventory reports and error reports.

In addition to the data governance and business intelligence related work for the new Superior Court CMS implementation, the Courts are experiencing a substantial increase in the number of requests from external agencies and organizations for court data and datasets. Nearly nine years ago, the Courts implemented a plan to centralize and improve the external data request process as requests were being sent directly to judges, court managers and division staff, resulting in a lack of consistency and duplication of efforts. There was no mechanism to fully screen/monitor the level of information shared (e.g., personal-identifiable data, protected populations, etc.), ensure accuracy, or guarantee private and secure transmission. The Strategic Management Division (SMD) was designated to serve as the central point of contact for all non-media requests. Internal guidance was developed and presented to judicial officers and court

leadership. A fillable data request form was placed on the website for easy access by anyone seeking court data. A dedicated email account was created for receipt of all external data requests. A mandated division-level review and executive officer approval process was established.

Procedures to ensure that court data are shared via a secure electronic transmission application were implemented. Technical consultation with the Office of General Counsel was enhanced to ensure compliance with statutory requirements, privacy and confidentiality considerations for special populations. A standard data use agreement for agencies/organizations receiving case or person level data was created. A requirement for IRB approval for research projects utilizing court data was instituted to ensure the protection of human subjects. When data requests are received by SMD, they are routed to the pertinent division for clarification and to determine data availability, identification of data issues, and timeline for data extraction if the division will be providing the data. If the request involves a protected population, the Chief Judge of Superior Court and the Office of General Counsel (legal) would be consulted. Once a data request is approved, the data may be extracted by the respective operating division(s), the Strategic Management Division or the IT Division.

In recent years, the number, frequency, and complexity of data requests from external entities have increased exponentially. The number of requests resulting in the provision of a dataset increased from 17 in 2017 to 48 in 2023, an increase of 182%. In 2024, the Courts received 42 requests for data to be filled at scheduled intervals throughout the year. Types of requests range from simple aggregate data such as the number of cases filed in a particular time period and their disposition, to datasets requiring the combination of multiple extracts such as the demographic characteristics of youth who entered and exited the juvenile behavior diversion program during a given time period, along with their associated petitioned charges. A large percentage of the data requests are from local criminal justice agencies and in response to mandatory and emergency legislation on criminal activity in the District. In fact, six of the nine quarterly reports currently being generated are the result from legislation passed by the D.C. Council. As required, SMD has coordinated with the Office of General Counsel to obtain seven Administrative Orders for the release of data.

Not only have the requests become more complex in terms of data being requested, but the amount of staff time to respond to these requests, for both the Strategic Management Division and other court divisions and offices, has increased to an unsustainable level. The Courts do not have staff dedicated to processing external data requests, and when staff must be pulled from their regular duties to handle these requests, court operations are adversely impacted. The Strategic Management Division's sole Senior Research Associate has been pulled nearly full-time from division assignments to manage and support the External Data Requests Program. For most of the data requests received, there is an extensive amount of back and forth dialogue with the requestor to clarify their request, to help the requestor clarify the data needed, to educate the requestor on what data are available, to extract and disseminate the data, and to clarify understanding once requestors receive data. In addition, for local criminal justice agencies, time is routinely spent reviewing proposed deliverables and providing clarification statements, so as to minimize misinterpretations. Also, there are significant and multiple exchanges with divisions' data points of contact, staff from the Office of General Counsel and the IT Division, as

well as with the Chief Judge, Clerk of Superior Court and the Executive Office to discuss requests, review policies, to determine appropriateness under guidance from statutes and legislation, and the need for an Administrative Order for protected classes, such as juvenile and sealed cases. This process is very labor-intensive and pulls court staff from other duties.

To support the work detailed above, the Strategic Management Division is requesting two FTE Data Analytics Associate positions. These positions would support the Data Governance Program, the Business Intelligence Program, the External Data Requests Program, and related assignments such as data quality audits, data extractions, design of data visualizations and dashboards, etc.

Relationship to Court Mission and Goals. This initiative supports Goal II – Public Trust and Confidence, Strategy D – identify and publish performance data to promote transparency and accountability, of the D.C. Courts 2023-2027 Strategic Plan. Under this goal, the D.C. Courts are committed to sharing information about our performance to further the values of transparency and accountability.

Relationship to Divisional Objectives. The Data Analytics Associates would support the Division’s research and evaluation, data governance, business intelligence, external data requests, and statistical reporting functions. Under these functional areas, the Division provides guidance to operations on analytics and data collection methodology and reporting.

Relationship to Existing Funding. There are no resources in the Division’s budget for the requested resources. The new FTEs will support a variety of efforts to build the Courts’ capacity to leverage data as a strategic asset and improve accountability and transparency. |

Methodology. The grade level for the additional FTEs was determined according to the Courts’ personnel policies and practices.

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

Performance Indicators. A number of performance indicators will be used to assess the success of these positions, including for example, increased datasets and variables on the public dashboard, reduced backlog of ad hoc BI report requests, increased timeliness of fulfillment of external data requests, etc.

**Request Performance Indicators**

Type of Indicator	Key Performance Indicator	Data Source	FY 2025	FY 2026	FY2027
			Goal	Goal	Goal
Outcome	Real-time case activity readily available on Courts' website	Courts' website	N/A	Set Baseline	Increase by 20%
Outcome	Real-time performance measures readily available on Courts' website	Courts' website	N/A	Set Baseline	Increase by 15%
Outcome	Real-time standard datasets readily available on Courts' website	Courts' website	N/A	Set Baseline	Increase by 10%
Output	Uniform data policies/protocols	Program Deliverable	N/A	1	3
Output	Reduction in ad-hoc BI reports backlog	Inventory	N/A	Set Baseline	Increase by 15%

Table 1  
**Strategic Management Division**  
**New Positions Requested by Grade**

Position	Grade	Number	Salary	Benefits	Total Personnel Costs
Data Analytics Associates	13	2	248,000	64,000	312,000

Table 2  
**STRATEGIC MANAGEMENT DIVISION**  
**Budget Authority by Object Class**

	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Request	Difference FY 2026/2027
11 - Personnel Compensation	1,331,000	1,385,000	1,689,000	304,000
12 - Personnel Benefits	371,000	386,000	465,000	79,000
<b>Subtotal Personnel Services</b>	<b>1,702,000</b>	<b>1,771,000</b>	<b>2,154,000</b>	<b>383,000</b>
21 - Travel, Transp. of Persons				
22 - Transportation of Things				
23 - Rent, Commun. & Utilities				
24 - Printing & Reproduction				
25 - Other Services	33,000	34,000	35,000	1,000
26 - Supplies & Materials	7,000	8,000	8,000	0
31 - Equipment	7,000	8,000	8,000	0
<b>Subtotal Non- Personnel Services</b>	<b>47,000</b>	<b>50,000</b>	<b>51,000</b>	<b>1,000</b>
<b>TOTAL</b>	<b>1,749,000</b>	<b>1,821,000</b>	<b>2,205,000</b>	<b>384,000</b>
FTE	10	10	12	2

Table 3  
**STRATEGIC MANAGEMENT DIVISION**  
**Detail Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	Current Position WIG	10	14,000	
	Current Position COLA	10	42,000	
	Data Analytics Associates	2	248,000	
<i>Subtotal 11</i>				<i>304,000</i>
12 - Personnel Benefits	Current Position WIG	10	4,000	
	Current Position COLA	10	11,000	
	Data Analytics Associates	2	64,000	
<i>Subtotal 12</i>				<i>79,000</i>
<b><i>Subtotal Personnel Services</i></b>				<b><i>383,000</i></b>
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				
<b><i>Subtotal Non-Personnel Services</i></b>				<b><i>1,000</i></b>
<b>Total</b>		<b>12</b>		<b>384,000</b>

Table 4  
**STRATEGIC MANAGEMENT DIVISION**  
**Detail of Full-Time Equivalent Employment**

<b>Grade</b>	<b>FY 2025 Enacted</b>	<b>FY 2026 Level</b>	<b>FY 2027 Request</b>
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9			
JS-10	1	1	1
JS-11			
JS-12	2	2	2
JS-13	2	2	4
JS-14	3	3	3
JS-15	1	1	1
CEMS			
CES	1	1	1
<b>Total Salary</b>	<b>1,331,000</b>	<b>1,385,000</b>	<b>1,689,000</b>
Total FTEs	10	10	12

**DISTRICT OF COLUMBIA COURT SYSTEM  
MANAGEMENT ACCOUNT**

<u>FY 2025 Enacted</u>		<u>FY 2026 Enacted</u>		<u>FY 2027 Request</u>		<u>Difference FY 2026/2027</u>	
<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>	<u>FTE</u>	<u>Obligations</u>
0	29,161,000	0	34,195,000	0	42,287,000	0	8,092,000

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 2027 Request**

In FY 2027, the D.C. Courts request for the Management Account is \$42,287,000, an increase of \$8,092,000 (23%) above the FY 2026 Enacted Budget. The requested increase includes and \$7,308,000 to **Enhance Public Security (as described in the Initiatives section)**, as well as \$784,000 for built-in cost increases.

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

	<b>FY 2025 Enacted</b>	<b>FY 2026 Enacted</b>	<b>FY 2027 Request</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	284,000	293,000	302,000	9,000
12 - Personnel Benefits	280,000	283,000	285,000	2,000
<b><i>Subtotal Personnel Services</i></b>	<b><i>564,000</i></b>	<b><i>576,000</i></b>	<b><i>587,000</i></b>	<b><i>11,000</i></b>
21 - Travel, Transp. of Persons	126,000	129,000	132,000	3,000
22 - Transportation of Things	6,000	7,000	7,000	0
23 - Rent, Comm. & Utilities	9,054,000	9,263,000	9,476,000	213,000
24 - Printing & Reproduction				
25 - Other Services	15,171,000	19,881,000	27,646,000	7,765,000
26 - Supplies & Materials	306,000	314,000	321,000	7,000
31 - Equipment	3,934,000	4,025,000	4,118,000	93,000
<b><i>Subtotal Non-personnel Services</i></b>	<b><i>28,597,000</i></b>	<b><i>33,619,000</i></b>	<b><i>41,700,000</i></b>	<b><i>8,081,000</i></b>
<b>TOTAL</b>	<b>29,161,000</b>	<b>34,195,000</b>	<b>42,287,000</b>	<b>8,092,000</b>
FTE	0	0	0	0

Table 2  
**MANAGEMENT ACCOUNT**  
**Detail, Difference FY 2026/2027**

<b>Object Class</b>	<b>Description of Request</b>	<b>FTE</b>	<b>Cost</b>	<b>Difference FY 2026/2027</b>
11 - Personnel Compensation	Built-in Cost Increase	0	9,000	
12 - Personnel Benefits	Built-in Cost Increase	0	2,000	
<b><i>Subtotal Personnel Services</i></b>				<b><i>11,000</i></b>
21 - Travel, Transp. of Persons	Built-in Cost Increases			3,000
22 - Transportation of Things				
23 - Rent, Commun. & Utilities	Built-in Cost Increases			213,000
24 - Printing & Reproduction				
25 - Other Services	Built-in Cost Increases		457,000	
	Enhancing Physical Security		7,308,000	
<b><i>Subtotal 25</i></b>				<b><i>7,765,000</i></b>
26 - Supplies & Materials	Built-in Cost Increases			7,000
31 – Equipment	Built-in Cost Increases			93,000
<b><i>Subtotal Non-personnel Services</i></b>				<b><i>8,081,000</i></b>
<b>Total</b>		<b>0</b>		<b>8,092,000</b>



**District of Columbia Courts  
FY 2027 Budget Justification  
New Positions Requested by Grade**

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
<b>COURT OF APPEALS</b>						
Reporter of Opinions		JS-12	1	104,000	27,000	131,000
<b><i>Court of Appeals Subtotal</i></b>			<b>1</b>	<b>104,000</b>	<b>27,000</b>	<b>131,000</b>
<b>SUPERIOR COURT</b>						
Magistrate Judge	Judges and Chambers Staff	CEMS	2	420,000	110,000	530,000
Deputy Director	Special Operations Division	JS-15	1	172,000	45,000	217,000
Supervisory Attorney	Criminal Division	JS-14	1	146,000	38,000	184,000
Operations Supervisor	Crime Victims Compensation Program	JS-13	1	124,000	32,000	156,000
Attorney Negotiator	Family Court Operations Division	JS-13	1	124,000	32,000	156,000
Attorney Advisor	Probate Division	JS-13	2	248,000	64,000	312,000
Claims Examiner	Crime Victims Compensation Program	JS-12	1	104,000	27,000	131,000
Youth Compliance Specialist	Family Court Social Services Division	JS-12	2	208,000	54,000	262,000
Staff Mediator	Multidoor Dispute Resolution Division	JS-12	2	208,000	54,000	262,000
Auditor	Probate Division	JS-12	2	208,000	54,000	262,000
Spanish Staff Interpreter	Special Operations Division	JS-12	2	222,000	58,000	280,000
Civil Case Specialist	Civil Division	JS-11	2	174,000	46,000	220,000
Bilingual Paralegal	Criminal Division	JS-11	1	93,000	25,000	118,000
Paralegal	Criminal Division	JS-11	2	174,000	46,000	220,000
Accountant	Office of Auditor Master	JS-11	1	87,000	23,000	110,000

Position	Division	Grade	Number	Annual Salary	Benefits	Total Personnel Cost
Paralegal	Office of Auditor Master	JS-11	1	87,000	23,000	110,000
Probate Law Facilitator	Probate Division	JS-11	1	87,000	23,000	110,000
Program Officer	Special Operations Division	JS-11	1	87,000	23,000	110,000
Law Clerk	Judges and Chambers Staff	JS-10	5	397,000	103,000	500,000
ADR Training and Quality Control Specialist	Multidoor Dispute Resolution Division	JS-10	1	79,000	21,000	100,000
Civil ADR Case Manager	Multidoor Dispute Resolution Division	JS-10	1	79,000	21,000	100,000
Accounting Technician	Probate Division	JS-10	2	145,000	37,000	182,000
Assistant Claims Examiner	Crime Victims Compensation Program	JS-9	1	72,000	19,000	91,000
Courtroom Clerk	Office of Auditor Master	JS-9	2	144,000	38,000	182,000
Deputy Clerk	Civil Division	JS-8	3	196,000	51,000	247,000
Deputy Clerk	Domestic Violence Division	JS-8	2	130,000	34,000	164,000
Deputy Clerk	Probate Division	JS-8	2	130,000	34,000	164,000
<b>Superior Court Subtotal</b>			<b>45</b>	<b>4,345,000</b>	<b>1,135,000</b>	<b>5,480,000</b>
<b>COURT SYSTEM</b>						
Assistant General Counsel- Responsive Technology	General Counsel Division	JS-13/14/15	1	172,000	45,000	217,000
Assistant General Counsel- Rulemaking	General Counsel Division	JS-13/14/15	1	172,000	45,000	217,000
Data Analytics Associates	Strategic Management Division	JS-13	2	248,000	64,000	312,000
Facility Maintenance Engineer	Capital Projects and Facilities Management Division	JS-8/9/11	2	174,000	46,000	220,000
ADA Specialist	Executive Office	JS-11	1	87,000	23,000	110,000

<b>Position</b>	<b>Division</b>	<b>Grade</b>	<b>Number</b>	<b>Annual Salary</b>	<b>Benefits</b>	<b>Total Personnel Cost</b>
Intake Specialist-Justice Resource	Executive Office	JS-11	1	87,000	23,000	110,000
IT Service Desk, Tier 2	Information Technology Division	JS-11/12	1	104,000	27,000	131,000
Administrative Assistant	Human Resources Division	JS-9/10	1	79,000	21,000	100,000
IT Service Desk, Tier 1	Information Technology Division	JS-9/10	2	158,000	42,000	200,000
Court Navigators	Executive Office	JS-8/9	2	144,000	38,000	182,000
Security Specialist	Executive Office	JS-8/9	2	144,000	38,000	182,000
Lead Office Services Technician	Administrative Services Division	JS-7	1	59,000	15,000	74,000
<b><i>Court System Subtotal</i></b>			<b>17</b>	<b>1628000</b>	<b>427000</b>	<b>2,055,000</b>
<b>D.C. COURTS TOTAL</b>			<b>63</b>	<b>6,077,000</b>	<b>1,589,000</b>	<b>7,666,000</b>



**DISTRICT OF COLUMBIA COURTS  
CAPITAL BUDGET**

<b>District of Columbia Courts</b> Fiscal Year 2027 Budget Justification Summary (dollars in millions)	PY-1 & earlier	PY 2025	CY 2026	FULL Budget Request BY 2027	BY+1 2028	BY+2 2029	2030 & beyond	Total unfunded amounts (sum 2027- beyond)
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<b>Renovations, Improvements &amp; Expansions</b>								
Courtrooms and Judges Chambers	6.72	0.00	0.00	87.79	45.59	44.10	264.36	441.85
<i>Modernizing Courtroom Sets for ADA Accessibility</i>	6.72	0.00	0.00	49.91	29.60	25.28	263.15	367.95
<i>Modernizing Judges' Chambers for Life Safety</i>	0.00	0.00	0.00	33.68	15.42	17.86	0.00	66.96
<i>Refreshing Courtrooms &amp; Chambers for Continuity of Operations</i>	0.00	0.00	0.00	4.19	0.57	0.96	1.22	6.94
Life Safety and Code Compliance Upgrades	14.06	0.00	0.00	16.74	9.85	7.15	7.54	41.28
<b>Subtotal</b>	<b>20.78</b>	<b>0.00</b>	<b>0.00</b>	<b>104.53</b>	<b>55.44</b>	<b>51.25</b>	<b>271.90</b>	<b>483.12</b>

<b>Maintain Existing Infrastructure</b>								
HVAC, Electrical and Plumbing Upgrades	0.00	7.62	8.75	31.50	9.21	11.21	18.53	70.45
Security and Fire Protection Systems	4.50	1.04	2.20	4.55	13.69	9.15	9.32	36.70
General Repair Projects	12.86	6.41	8.58	22.17	21.29	17.34	24.32	85.12
Technology Infrastructure	4.00	4.18	5.42	7.23	6.48	2.99	3.07	19.77
<b>Subtotal</b>	<b>21.36</b>	<b>19.25</b>	<b>24.95</b>	<b>65.45</b>	<b>50.67</b>	<b>40.68</b>	<b>55.24</b>	<b>212.04</b>

<b>2027 BUDGET REQUEST TOTAL</b>	<b>-</b>	<b>19.25</b>	<b>24.95</b>	<b>169.98</b>	<b>106.11</b>	<b>91.94</b>	<b>327.15</b>	<b>695.16</b>
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<b>Projects Not Requiring Funding in FY 2027</b>								
Campus Security, Signage & Lighting	9.15	0.00	0.00	0.00	0.00	8.26	7.80	16.06
<i>Securing the Northeast Block of Campus</i>	0.00	0.00	0.00	0.00	0.00	8.26	0.00	8.26
<i>Securing the Northwest Block of Campus</i>	0.00	0.00	0.00	0.00	0.00	0.00	7.80	7.80
<i>Previous appropriations</i>	9.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Historic Recorder of Deeds Restoration	50.74	27.50	0.00	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>-</b>	<b>27.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.26</b>	<b>7.80</b>	<b>16.06</b>
<b>BUDGET REQUEST TOTAL</b> (including requests in out years)	<b>-</b>	<b>46.75</b>	<b>24.95</b>	<b>169.98</b>	<b>106.11</b>	<b>100.20</b>	<b>334.95</b>	<b>711.23</b>

## **Introduction: D.C. Courts Fiscal Year 2027 Capital Budget Request**

The District of Columbia Courts operate one of the busiest courthouse complexes in the country, processing tens of thousands of cases each year, employing approximately 1,200 personnel, and accommodating hundreds of employees of Federal and local agencies who are located on the D.C. Courts' Judiciary Square campus—all who directly serve the public, process court cases, and provide administrative support. Pre-pandemic, approximately 10,000 persons visited the D.C. Courts daily, 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 they must provide a safe and secure environment within which court business is conducted. The D.C. Courts address these facility demands comprehensively in the FY 2027 Capital Budget request.

The D.C. Courts' capital funding requirements are significant because they include funding for projects critical to maintaining and preserving safe and functional courthouse facilities essential to meeting the heavy demands of the administration of justice in our Nation's Capital.

In preparation for the FY 2027 Capital Budget request, the D.C. Courts have carefully assessed the capital requirements essential to performing our statutory and constitutionally mandated functions. The D.C. Courts' request for capital funding in FY 2027 supports priority goals that are aligned with contemporary life safety protocols, improved utilization of space in the courthouses, consolidation and co-location of vital business functions. The capital projects identified in this request directly support the need to address (1) essential public health and safety conditions in high-traffic, visitor-centric buildings, such as the H. Carl Moultrie I Courthouse; (2) efficient capital investments that increase building safety and resiliency, enhanced building sustainability, and avoid substantially increased costs resulting from phased construction; and (3) dynamic space requirements in occupied and operational court facilities.

The capital funding requirements addressed in the FY 2027 Capital Budget request are included for seven D.C. Courts' facilities ranging in age from 49 to 205 years old, and for the grounds on which the buildings sit, spanning approximately eighteen acres over four city-blocks, located within a historically significant area of D.C. Some buildings have significant maintenance and infrastructure needs and aging security equipment that is essential to keep the courthouse campus safe for the public and D.C. Courts personnel who occupy them.

Specifically relating to safety, increasing incidents of violence in courthouses throughout the country has made the enhancement of courthouse security a top priority nationwide. Studies conducted by the Center for Judicial and Executive Security found that the number of violent incidents in state courthouses has gone up every decade since 1970. Locally, the United States Marshals Service (USMS) has reported an increase in threats against judicial officers at the D.C. Courts.

The D.C. Courts have dedicated significant time and resources to enhance and support the administration of justice, as well as to create and maintain a healthy and safe environment within both public and workplace settings. The recent completion of capital projects that will be

detailed throughout this narrative—planned within the framework of the Judiciary Square Master Plan (Master Plan), the D.C. Courts Facilities Master Plan (Facilities Master Plan), and the District of Columbia Facilities Condition Assessment (FCA)—has demonstrated the D.C. Courts’ exemplary stewardship of federal funds. These projects fulfill safety, security, accessibility, and energy efficiency goals while proactively addressing the needs of the public served at the D.C. Courts facilities. In addition, the D.C. Courts have been committed to providing economic opportunities for the local community by utilizing small business entities to complete capital and infrastructure projects.

Although the D.C. Courts are federally funded and follow similar security protocols as our federal counterparts, the D.C. Courts differ from the U.S. Courts in the following critical ways:

1. The D.C. Superior Court is a court of general jurisdiction for all civil and criminal matters within the District of Columbia. The D.C. Superior Court has a broader caseload and must accommodate special litigants, such as children, whose cases do not come under the jurisdiction of the Federal Courts. 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 suites 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. In fact, most trial courtrooms (57 of the 66 existing courtrooms) in the Moultrie Courthouse are 44% smaller than standard Federal trial courtrooms.

### **Historic Judiciary Square**

The D.C. Courts are primarily located in the Historic Judiciary Square District within the Pennsylvania Avenue National Historic Site, with satellite offices and field units in other locations in the District. 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 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 5<sup>th</sup> Street N.W. (Building A), 510 4<sup>th</sup> Street N.W. (Building B), and 410 E Street N.W. (Building C), are situated symmetrically along the view corridor comprised of the National Building Museum on the north, the Historic Courthouse in the center, and John Marshall Park on the south, and form part of the historic, formal composition of the Judiciary

Square. The H. Carl Moultrie I Courthouse, although not historic, is also located along the view corridor and, having similar form and materials, reinforces the symmetry of the municipal building located across the John Marshall Plaza. The historic Recorder of Deeds building at 515 D Street N.W. is situated directly across the street from the Moultrie Courthouse, within two blocks from all the other D.C. Courts' buildings in Judiciary Square, and has architectural ties to three other court buildings in Judiciary Square designed by Nathan Wyeth.

### **Judiciary Square Master Plan**

In 2001, the National Capital Planning Commission (NCPC) required that the D.C. Courts develop a Judiciary Square Master Plan—an urban design plan—before any construction by the D.C. Courts and others could commence in the area. The D.C. Courts led the effort and worked on the Master Plan with all stakeholders, including the United States Court of Appeals for the Armed Forces, the National Law Enforcement Officers Memorial Fund, the then-Newseum, and the Metropolitan Police Department. The Judiciary Square Master Plan was approved by NCPC in August 2005 with 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 lay the groundwork for the regulatory approval process with the NCPC, the U.S. Commission of Fine Arts, the District of Columbia Office of Historic Preservation, the District of Columbia Office of Planning, and the District of Columbia Department of Transportation, among others. The Master Plan ensures the preservation and restoration of one of the last historic green spaces in the District of Columbia undergoing revitalization. The Master Plan incorporates civic green space and new pedestrian paths to create a campus-like environment that is fully integrated into the growing residential community nearby. As improvements to the buildings and site are made, Judiciary Square continues to become a place where citizens can feel safe and secure at any hour, day or night; whether on campus conducting court business or traveling to nearby destinations.

### **Master Plan for D.C. Courts Facilities**

In 2001, the D.C. Courts developed the first Master Plan for D.C. Courts' Facilities, which delineated the D.C. Courts' interior space requirements and provided a blueprint for optimal space utilization by co-locating D.C. Courts components and consolidating them into lower cost government-owned facilities on the Judiciary Square campus.

The Facilities Master Plan incorporated significant research, analysis, and planning by experts in architecture, urban design and planning to address the following:

1. Accommodation of space needs through 2022 for all court components and court-related agencies, including expansion of the trial courtroom capacity and consolidation of the Family Court as per the D.C. Family Court Act (Public Law Number 107-114);

2. Continued enhancements to create and maintain a healthy and safe environment within public and workplace settings;
3. Delineation of total capital requirements, schedule, and phasing approach for Facilities Master Plan implementation;
4. Realignment of D.C. Courts' functions within existing and proposed new D.C. Courts' facilities;
5. Continued implementation of required building code, life safety, security upgrades; and
6. Accommodation of new technologies, particularly in courtrooms.

A 2013 update of the Facilities Master Plan identified a space shortfall for the D.C. Courts notwithstanding the progress that the D.C. Courts had continuously made since 2001 by systematically completing projects identified in the Facilities Master Plan.

With the understanding that the D.C. Courts' Judiciary Square portfolio of government-owned facilities would not be sufficient to meet projected space shortfalls, and with a vision to continue the restoration of underutilized historic buildings within the proposed Historic Square District, the D.C. Courts commissioned a feasibility study for the restoration and modernization of the historic Recorder of Deeds Building after the building had been vacated. The feasibility study concluded that, with extensive restoration and modernization efforts, the D.C. Courts could add 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. With the support of Congress and the President, with funds appropriated to date, the D.C. Courts began by stabilizing the severely deteriorated building, and full restoration and modernization of the Recorder of Deeds building is underway.

The restoration and modernization of this historic building will not only preserve a piece of the District's history but will fulfill the D.C. Courts' space needs in Judiciary Square for years to come.

### **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 their facilities (see table below). As noted in prior budget justifications, the D.C. Courts recognize the need to preserve the results of taxpayer investments in the D.C. Courts' Judiciary Square campus. Accordingly, baselines were established in the Facilities Condition Assessment Report that the D.C. Courts completed in March 2013. This document provided the D.C. Courts with a detailed life cycle analysis, as well

as with periodic maintenance and replacement schedules for all facility assets in the D.C. Courts’ portfolio. Projected replacements were identified in the Facilities Condition Assessment Report, and the costs of those replacements were estimated for future funding requirements. Notably, the H. Carl Moultrie I Courthouse received a fair to poor rating, reflecting the yet to be completed upgrades to the building infrastructure, building interiors, and surrounding site. To maintain all facilities in good repair, the D.C. Courts have utilized the Facilities Condition Assessment Report findings to develop funding requests since 2013 and re-baselined the Facilities Condition Assessment in 2021 (2021 FCA) to update the requirements for detailed facility needs through 2026 and service life requirements through 2030.

<b>D.C. Courts Facilities Summary</b>				
<b>Building</b>	<b>Building Address</b>	<b>Year Built</b>	<b>Lot Size (ACRES)</b>	<b>Interior Gross Square Feet (GSF)</b>
Historic Recorder of Deeds Building	515 D St NW	1943	1.1	39,250
Historic Courthouse	430 E St NW	1820	2.7	146,550
H. Carl Moultrie Courthouse	500 Indiana Ave NW	1976	5.1	909,400
Building A & Parking Lot	515 5 <sup>th</sup> St NW	1937	3.2	123,900
Building B & Parking Lot	510 4 <sup>th</sup> St NW	1939	3.2	122,500
Parking Garage	449 5 <sup>th</sup> St NW	2006	1.2	101,200
Building C	410 E St NW	1939	1.2	54,000
<b>TOTAL</b>			<b>17.7</b>	<b>1,496,800</b>

**515 D Street, N.W. (Historic Recorder of Deeds Building)**

Known as the Historic Recorder of Deeds Building, this is the newest addition to the D.C. Courts’ facilities portfolio. It is a contributing building to the Pennsylvania Avenue National Historic Site with deep cultural ties to the District of Columbia and the United States as a whole. Located within the Historic Judiciary Square District, adjacent to other D.C. Courts’ buildings, it is uniquely positioned to meet the D.C. Courts’ anticipated 2030 space need without dependency on high cost leased space.

**430 E Street, N.W. (Historic Courthouse)**

The restoration of the Historic Courthouse for use by the District of Columbia Court of Appeals, pivotal to meeting the growing space needs of the D.C. Courts, was completed in 2009. This \$130 million capital project involved the approval of external stakeholders including the National Capital Planning Commission, Commission of Fine Arts, and D.C. State Historic Preservation Office. Numerous complex technical challenges were met with state-of-the-art solutions, bringing the project to successful conclusion on time and within budget.

Investment in this restoration has not only improved efficiencies by co-locating the offices that support the Court of Appeals but also provided 37,000 USF of vacated space in the H. Carl Moultrie I Courthouse that has been renovated and reconfigured to increase life safety and security and improve the utilization of space in the building.

The restoration of the Historic Courthouse for use as a functioning court building has also preserved this historic treasure of our nation and imparted new life to one of the most significant historic buildings and precincts in Washington, D.C. The transformation of a 205-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 have 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. In 2025 the historic wood doors were refurbished to protect the investment and integrity of the historical elements of the building.

### **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 circulation systems—one for the public, a more restricted one for judges, and a secure circulation system for the 200 to 400 prisoners brought to the courthouse each day. Built in 1978 for 44 judges, it has been modified to accommodate more than twice as many judges (62 judges at full complement and 28 magistrate judges in the trial court) and increased use by visitors associated with that increased caseload. Currently, the H. Carl Moultrie I Courthouse houses most D.C. Superior Court and Family Court operations and judicial clerk's offices. Essential criminal justice and social service agencies who support court functions also occupy office space in the H. Carl Moultrie I Courthouse.

### ***Addition to the H. Carl Moultrie I Courthouse***

The addition to the H. Carl Moultrie I Courthouse, a six-story addition to the south face of the Courthouse starting below-grade at the C level and rising to the 4th floor, added approximately 61,000 USF to the D.C. Courts' portfolio, including six state-of-the-art courtrooms, 18 associate judges' chambers suites, a Chief Judges' suite, juvenile probation and Family Court offices, and juror facilities. The final phase of construction was completed in 2023. The D.C. Courts received LEED® Platinum certification for the addition and were honored to be awarded the AIA Justice Facilities Review Award.

### ***Family Court***

Completion of the addition to the H. Carl Moultrie I Courthouse has realized the vision of the Family Court Act to consolidate the Family Court. Occupancy of the addition was the final milestone to mark the satisfaction of the Family Court mandate.

### ***Courtrooms and Judges' Chambers***

In recent years, some courtrooms on the first, second, and third levels of the Moultrie Courthouse have been renovated. However there remain in the D.C. Courts' portfolio 82 courtroom sets and judges' chambers suites combined without adequate fire and life safety systems and that pose accessibility challenges. Modernizing these courtroom sets and judges' chambers suites for safety and accessibility is the D.C. Courts' highest priority in the near term.

### *Life Safety*

The D.C. Courts continue to make significant progress addressing life safety upgrades in the H. Carl Moultrie I Courthouse. With each project, fire and life safety systems are being installed, increasing overall building coverage, improving life safety within the building, and bringing the building closer to the goal of compliance with current building codes.

### *Infrastructure*

While updating and reconfiguring interior space, the D.C. Courts have simultaneously completed building-wide HVAC, electrical and plumbing infrastructure upgrade projects, new equipment installations, and utility relocations throughout the H. Carl Moultrie I Courthouse. These infrastructure upgrades provide a more robust infrastructure backbone to support the Moultrie Courthouse Addition, to support the modernization of courtrooms, and to ensure that fire and life safety protection in the building is continuously improved. The D.C. Courts will continue to need resources to implement planned infrastructure upgrades required to support increasingly more technologically advanced court operations.

### **515 5th Street, N.W. (Building A)**

In 2007, the D.C. Courts made limited updates to Building A. The building exterior was refurbished, including 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. In 2025, the historic wood doors and windows were also refurbished, almost 20 years after they were last restored, and, in 2024, two hearing rooms on the first floor were modernized to support more efficient court operations. Building A houses the Probate Division, the Crime Victims Compensation Program, civil courtrooms, judges' chambers, and recently has become the permanent location for the Office of the Auditor Master, which moved from leased space in 2024.

### **510 4th Street, N.W. (Building B)**

In 2024, the D.C. Courts completed the master plan goal of consolidating all personnel into government-owned space. More than 20 years after the last improvements were made to the building, the third floor and a portion of the 2<sup>nd</sup> floor of Building B were modernized to permanently house the Administrative Services Division, the Budget and Finance Division, and the Capital Projects and Facilities Management Division. In addition to modernization of personnel relocations, critical building system and equipment upgrades were made to support contemporary civil court operations in the building. In 2025, the historic wood doors and windows were also refurbished, more than 20 years after they were last restored. Building B continues to house the Landlord Tenant and Small Claims branches of the Civil Division, accommodating a high volume of court cases each year, with the Landlord and Tenant Branch's caseload alone reaching a 10-year high in 2023.

### **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. In 2025, the historic wood doors were also refurbished to protect the investment and integrity of the historical elements of the building.

### **The D.C. Courts' Strategic Plan**

The capital projects included in the FY 2027 Capital Budget request are an integral part of the *Strategic Plan of the District of Columbia Courts 2023-2027* (Strategic Plan). The Strategic Plan articulates the mission, vision, and values of the D.C. Courts, considering current initiatives, recent trends, and future challenges. It addresses issues such as economic disparity, complex social problems of court-involved individuals, the increasing presence of litigants without legal representation, rapidly evolving technology, the competitive funding environment, emphasis on public accountability, competition for skilled personnel, and increased security risks.

The D.C. Courts' 2027 capital budget supports the D.C. Courts' goal to “...ensure that court facilities and technology are up-to-date, safe, and secure for the public, judges, and staff. With respect to facilities, the Courts will protect the physical health and safety of all who enter the court buildings.”

In 2019, the D.C. Courts finalized an agreement with the District for exclusive use of the Historic Recorder of Deeds (ROD) building for 99 years to fulfill another D.C. Courts' goal to “enhance access to justice for all” by providing a one-stop center where persons can receive information and services aimed at addressing the underlying social issues that contribute to or coincide with justice system involvement.

Work to restore and modernize the ROD building is underway and anticipated to be ready for occupancy in 2027. In its planned configuration, the building will provide approximately 20,100 useable square feet (USF) above ground, both establishing the Justice Resource Center in a permanent space and fulfilling the D.C. Courts' projected space needs through the year 2030.

### **Improved Energy Efficiency**

Implementation of the Facilities Master Plan has resulted in numerous improvements to the energy efficiency of existing court buildings and building systems. The Historic Courthouse was designed and renovated to meet LEED® Silver standards for sustainability. In Buildings A and B, the replacement of exterior doors and windows improved the building enclosures, resulting in significant reduction of energy loss. The replacement of mechanical systems in these buildings led to more efficient energy use as well. As noted above, Building C at 410 E Street, N.W. achieved LEED® Gold certification.

On the addition to the H. Carl Moultrie I Courthouse, a new solar reflective and insulated green roof has improved energy efficiency by reducing solar heat gain, and cooling system upgrades (including new pumps and valves) have increased the efficiency to cool.

The D.C. Courts continue to hold greater energy efficiency as a goal as future projects are implemented. In August 2024, the D.C. Courts received LEED® Platinum certification for the

addition to the H. Carl Moultrie I Courthouse. All planned projects, such as modernization of the courtroom sets and judges' chambers suites, will continue with energy efficiency as the standard.

### **Capital Funding in FY 2027**

The funds requested in the FY 2027 Capital Budget will be essential to maintain and improve the facility infrastructure and fulfill the D.C. Courts' strategic plan to ensure a modern, safe, and innovative environment for conducting court operations, to protect the physical health and safety of all who enter the court buildings, and to enhance modern technology essential to increasing employee effectiveness and efficiency and optimize services to court users.

#### **Exhibit 300: Capital Asset Plan and Business Case Summary**

The FY 2027 Capital Budget Request is divided into two sections. The first section includes projects to renovate, improve, and expand court facilities, as detailed in the master plans. The second section includes projects necessary to maintain the existing infrastructure in the D.C. Courts' facilities portfolio as detailed in the 2021 Facilities Condition Assessment.

The D.C. Courts' FY 2027 Full Capital Budget Request totals \$169.98 million, including \$104.53 million to renovate, improve and expand the D.C. Courts' facilities and grounds, and \$65.45 million to maintain the D.C. Courts' existing facilities and surrounding public space.

### **Renovations, Improvements & Expansions**

#### ***Courtrooms and Judges' Chambers***

To ensure a modern, safe, and innovative environment to conduct court activities, the D.C. Courts must prioritize the modernization of courtroom sets, associated courtroom space, and judges' chambers suites across the campus that are not compliant with the current ADA Standards and lack complete fire and life safety systems. The modernization of 50 courtroom sets (including supporting functions such as witness and jury rooms) and 32 judges' chambers suites is required to ensure all D.C. Courts primary judicial spaces are accessible and safe.

The FY 2027 total request for \$87.79 million supports near-term priorities that have been organized into three (3) initiatives:

- *Modernizing Courtroom Sets for ADA Accessibility*
- *Modernizing Judges Chambers for Life Safety*
- *Refreshing Courtrooms & Chambers for Continuity of Operations*

With 50 courtroom sets and 32 judges' chambers suites requiring modernization, it is necessary to renovate them in blocks rather than by one or two in order to gain efficiencies and to accomplish the work (modernizing only one or two courtroom sets per year would take 25-50 years). Each initiative contains a combination of projects required to complete the initiative, all packaged with the intention of gaining economies of scale and achieving the most feasible construction efficiency possible. There are three primary reasons why the modernization of

courtroom sets and judges' chambers suites are requested as larger projects versus completing them one or two at a time:

- 4) Economies of Scale: Larger projects benefit from economies of scale, thereby lowering the overall cost of the initiative.
  - a. Reduced costs for construction materials and for furniture, fixtures and equipment as project size increases. When bulk purchasing materials, as material quantities increase, the price of the material and material freight cost decreases because contractors can leverage larger volume purchases for bigger projects to negotiate better deals with material suppliers.
  - b. Reduces costs for project labor and general conditions as project size increases. The consideration of labor costs for a project begins with the design process and ends when the last dumpster is removed from the site. Fixed fees and costs for a construction project associated with design, building permits, dumpsters, storage trailers, equipment rental, owner and contractor's insurance, contractor's site security and construction management fees, crew mobilization and demobilization, etc. remain relatively constant regardless of project size. Therefore, for larger projects, these costs are distributed over a larger square footage, reducing the total project cost per square foot.
- 5) Design and Construction Efficiency: More efficient design and construction is more cost-effective and less disruptive to court operations.
  - a. As they were constructed before fire detection, alarm, and suppressions systems were required in buildings, the courtroom sets and judges' chambers suites that constitute these initiatives do not currently have them. The projects have been packaged to benefit from the consolidation of multiple adjacent courtroom sets or judges' chambers suites into one design and construction project.
  - b. Separate from the design efficiency of addressing adjacent like areas and like systems together; when correcting or tying into existing infrastructure and installing new infrastructure and building systems, it is much more efficient to do so when a larger area above the ceiling and behind the walls is accessible and when occupied spaces do not need to be traversed to complete the project work. While being more efficient, these are also the type of considerations designers and general contractors factor into labor costs when pricing projects, therefore design and construction efficiency also equates to cost efficiency. In addition to project labor cost savings, the D.C. Courts achieve administrative efficiencies by managing a single project contract vs multiple contracts to complete the same scope of work.
  - c. Operationally, it is more efficient to modernize groups of adjacent courtroom sets and judges' chambers suites. Smoother operations ensue when the judges and court proceedings that must be relocated during construction are in a block, rather than requiring judges and litigants to maneuver around the construction site to reach the needed courtroom or chambers.
- 6) ADA accessibility requires converting four courtrooms into three modernized courtroom sets.
  - a. The size of existing courtrooms, in addition to being smaller than recommended industry design standards, are too small to achieve both ideal functionality and full ADA compliance. To add ADA compliant courtrooms to the D.C. Courts' portfolio, the design approach has been to reconfigure four undersized, non-ADA compliant

- courtrooms into three ADA compliant courtrooms (still smaller than the recommended industry design standards, but more functional).
- b. If the modernization of at least four courtrooms is not funded in one fiscal year, the D.C. Courts must re-prioritize and the intent of project packaging to gain economies of scale and gain ADA compliant courtrooms is not met.

When all courtroom sets and judges' chambers suites without complete life safety systems are modernized all three (3) initiatives, as detailed below, will be complete:

#### *Modernizing Courtroom Sets for ADA Accessibility*

Most of the courtrooms in the H. Carl Moultrie I Courthouse have not been significantly altered since construction of the building was completed in 1979. The D.C. Courts have modified some courtrooms over the years to provide limited accessibility (such as wheelchair lifts for judges); however, most courtrooms are not ADA compliant. In addition, 76% of the D.C. Courts' portfolio of existing courtrooms lack complete life safety systems and fire protection systems, and their security systems and technology are beyond the end of their expected life and are inadequate to support contemporary courtroom practices. This targeted initiative is to ensure that all courtrooms on the Judiciary Square campus have complete life safety, fire protection, security, and technology systems sufficient to support contemporary court operations and are more consistent with current ADA Standards. The initiative is focused on the modernization of courtroom sets that currently lack life safety and fire protection systems, are in poor condition, and are targeted for ADA accessibility.

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 courtroom sets were constructed. The result will be fully modernized, accessible courtrooms with improved layouts and systems for maximum operational efficiency. This initiative will continue until the D.C. Courts' goal for provision of ADA accessible courtrooms is met and all courtroom sets (including their supporting functions) have complete fire and life safety systems.

With the appropriation of \$6.72 million in FY 2024, no funding in FY 2025, and none anticipated in FY 2026, the request of \$49.91 million in FY 2027 would fund the modernization of courtroom sets on a portion of the John Marshall (JM) and Indiana Avenue (IA) levels of the H. Carl Moultrie I Courthouse. As the courtrooms in the project locations are stacked, a greater construction efficiency (and thereby cost efficiency) will be achieved by completing the modernization of courtroom sets on both floors as a single project.

The modernization of these courtrooms is critical, as in addition to lacking fire protection systems and accessibility issues, the existing layout of the courtrooms pose a distinct life safety threat. In their original and existing configuration, detainees are escorted from the holding cells into the courtroom, behind and in very close proximity to the courtroom clerks. When modernized, a reconfigured courtroom will provide more distance between the detainee and the court clerk upon entry and, in some cases, eliminate entry of the detainee from behind the clerk. In short, modernization will alleviate this dangerous situation and create a safer environment for these court employees. In addition to the security, life safety, and accessibility concerns; the

courtrooms are dated to a point that poor ventilation paired with fabrics—ripped, torn, and patched acoustical panels on all vertical surfaces in the courtroom, seating fabrics, and carpets—traps and holds odors. This creates an unsightly, unpleasant and unhealthy environment that detracts from the dignity of public business conducted by the D.C. Courts. Though the D.C. Courts have mitigated these issues by replacing some carpets, panel fabrics, and seating fabrics, the courtrooms are in such poor condition that the money utilized to do so would be much more effectively spent on modernization to resolve all current issues holistically.

On the first floor of the Moultrie Courthouse, the scope includes modernization of the entire area that encompasses the courtroom sets (and their supporting functions) to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with current ADA Standards and have complete fire and life safety systems. The total scope includes the following:

- Reconfiguration of four existing courtroom sets (CR-101, CR-102, CR-103, CR-104) into three modernized courtroom sets that meet current ADA Standards.
- Modernization of one existing courtroom (CR-100) to meet current ADA Standards and support criminal cases with the addition of a holding cell connected to the existing detainee corridor.
- Modernization of existing corridors adjacent to and connected to detainee infrastructure & courtroom sets.
- Reconfiguration and modernization of six existing small hearing rooms to provide three larger hearing rooms with space required for separation of participants in volatile proceedings.
- Reconfiguration of one existing small hearing room into three attorney/witness rooms.
- Modernization of the existing public corridor and the existing toilets, janitorial & storage closets off the public corridor.
- Compliance w/current ADA standards in the entire project area.
- Installation of full fire & life safety systems in the entire project area.
- Installation of modern security infrastructure & equipment and dedicated security closets in the entire project area to increase courtroom security.
- Installation of modern technology infrastructure & equipment and closets in the entire project area.
- MEP infrastructure tie-ins and upgrades in the entire project area to support modern systems, infrastructure & equipment.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

On the JM level of the Moultrie Courthouse, the scope includes modernization of four courtroom sets to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with the current ADA Standards and have complete fire and life safety systems.

The total scope includes the following:

- Reconfiguration of four existing courtroom sets (CR-JM01, CR-JM102, CR-JM103, CR-JM104) into three modernized courtroom sets that meet current ADA Standards.
- Modernization of existing corridors adjacent to and connected to detainee infrastructure & courtroom sets.

- Renovation of the existing public corridor and the existing toilets, janitorial & storage closets off the public corridor.
- Compliance w/current ADA standards in the entire project area.
- Installation of full fire & life safety systems in the entire project area.
- Installation of modern security infrastructure & equipment and dedicated security closets in the entire project area to increase courtroom security.
- Installation of modern technology infrastructure & equipment and closets in the entire project area.
- MEP infrastructure tie-ins and upgrades in the entire project area to support modern systems, infrastructure & equipment.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

### *Modernizing Judges Chambers Suites for Life Safety*

Like courtroom sets, many judges' chambers suites in the D.C. Courts' Judiciary Square campus buildings have been refreshed over the years; however, 32 judges' chambers suites date back to 1979 and lack adequate fire and life safety systems, posing a life safety threat to the judges, judicial clerks, and other personnel who work in them. Like the courtroom sets, these chambers lack adequate fire and life safety systems, are not compliant with current ADA Standards, lack mechanical and electrical infrastructure to support modern equipment, and have outdated and damaged finishes, fixtures, and furniture. In short, they require modernization to support contemporary operations and ensure the life safety of judicial personnel occupying them.

In addition to these 32 judges' chambers suites, other chambers, and adjacent spaces (such as judicial circulation corridors) included in the project scope may have been refreshed previously or may have been renovated to include sprinkler coverage, however, either the renovation work was completed more than 10 years ago, and/or a full modernization that included installation of complete fire and life safety systems was not completed. In that case, those adjacent chambers and corridors are included in the project scope.

When the projects including these 32 original chambers are complete with modern fire and life safety systems and are compliant with modern ADA Standards, the initiative to modernize all judges' chambers on the Judiciary Square campus will be complete.

The FY 2027 request for \$33.68 million funds the modernization of judges' chambers suites on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the H. Carl Moultrie I Courthouse that date back to 1979. As the judges' chambers suites in the project locations are stacked, making shared building systems more accessible, a greater construction efficiency (and thereby cost efficiency) will be achieved by completing the modernization of all chambers on both floors as a single project.

The scope of the project to modernize judges' chambers suites on the 2<sup>nd</sup> floor includes the following:

- Modernize four judges' chambers suites on the east perimeter: 2510, 2520, 2530, 2540. These judges' chambers suites date back to 1979 and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.

- Modernize three judges' chambers suites on the north perimeter: 2410, 2420, 2430. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Modernize female judges' gym, locker room and toilet in suite 2400 that lack adequate fire and life safety systems.
- Modernize three judges' chambers suites in 2440. In 2015, these were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2027 finishes will be two years expired beyond the expected 10-year refresh or replacement cycle.
- Refresh two adjacent secure corridors. Sprinkler systems have been installed in these corridors; however, other fire and life safety systems are outdated and need to be refreshed or replaced and the dated and damaged finishes and fixtures are beyond the expected 10-year refresh cycle.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

The scope of modernization on the 3<sup>rd</sup> floor includes the following:

- Modernize four judges' chambers suites on the east perimeter: 3510, 3520, 3530, 3540. These chambers are original to the Moultrie building (constructed in the 1979) and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three judges' chambers suites on the north perimeter: 3410, 3420, 3430. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Reconfigure and modernize suite 3500 vacated by the Chief Judge into two associate judges' chambers. The existing suite was utilized as a swing chamber for the Chief Judge. It does not have sprinkler coverage and lacks adequate fire & life safety systems.
- Modernize three judges' chambers suites in 3440. In 2015, these chambers were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2027 finishes will be expired two years beyond the expected 10-year refresh or replacement cycle.
- Renovate two adjacent secure corridors. Sprinkler systems have been installed in these corridors; however, other fire and life safety systems are outdated and need to be refreshed or replaced and the dated and damaged finishes and fixtures are beyond the expected 10-year refresh cycle.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

#### *Refreshing Critical Courtrooms & Chambers for Continuity of Operations*

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

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

This initiative will be complete when the following conditions are met:

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

The FY 2027 request for \$4.19 million would fund the refresh of the following:

- Courtrooms: 30 courtrooms that have not been modernized, are not planned to be modernized in the next three to five years and have expired well beyond the expected ten 10-year refresh or replacement cycle. The request includes funds for the courtrooms that are in dire need of refresh and includes the cost of minimum amount of work that can be done to repair critical issues in each courtroom vs. refreshing the entire courtroom.
- Judges' chambers suites: 11 judges' chambers suites that have not been modernized, are not planned to be modernized in the next three to five years and have expired well beyond the expected 10-year refresh or replacement cycle.
- Judges' chambers suites: 33 judges' chambers suites that have been modernized, however have expired well beyond the expected 10-year refresh or replacement cycle.
- To the extent possible with funds received, each refresh will correct deficiencies (identified in the FCA) that are more efficiently, and more cost effectively addressed where work is ongoing in an area vacated for the completion of a refresh.

### ***Life Safety and Code Compliance Upgrades***

The request of \$16.74 million in FY 2027 would fund the continuance of work in all buildings to correct all deficiencies and replace end-of-life components identified in the FCA related to fire protection systems.

- *Campus-Wide Fire Protection System Repair & Replacement Projects (at Judiciary Square)*

The D.C. Courts are mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors. To do so, fire protection system deficiencies identified in the 2021 FCA must be addressed. Though a larger scope of deficiencies were identified, the most notable and most concerning is the identification of corrosion on the sprinkler system piping, sprinkler heads, and other associated standpipe and sprinkler system components throughout all D.C. Courts buildings on the Judiciary Square campus.

In addition to the identification of corrosion, components of the fire protection system such as fire pumps, fire pump controllers, and jockey pumps are either damaged or at end-of-life and require replacement. Not only the aged components, but the corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the buildings.

These deficiencies are all identified as Priority 1 in the FCA, having required immediate action in FY 2021, making them well beyond due six years later. Some issues have been mitigated or repaired within the renovated areas on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of Building B, however the damage outside of those areas, and in other buildings across the campus remains unaddressed.

Following the FCA recommendation to conduct engineering investigations and determine the root cause of the fire protection system issues, the first engineering investigation has been completed with prior year funds and the strategy and cost to complete the work is currently being developed. This first engineering investigation will set the precedent for completion of similar engineering investigations at the other buildings on campus. Upon the completion of each investigation, work will start to address the deficiencies and replace the components of the fire protection systems that are at or beyond end-of-life.

Considering that there are no funds appropriated on the budget line in FY 2025 and FY 2026, funding in FY 2027 is critical to support the continuance of work to correct all damage to the fire protection system components and replacement of end-of-life system components in all buildings.

This request is identified as a highest priority item in the FCA; therefore, it will be necessary for D.C. Courts to conduct mitigation activities until funds are available to comprehensively repair the systems in all buildings.

### **Maintain Existing Infrastructure**

The FY 2027 Capital Budget request includes a total of \$65.45 million to address necessary building maintenance and infrastructure upgrades. Significant public resources have been expended over the past two decades to restore and modernize the D.C. Courts' older buildings. As detailed in the 2021 FCA, repairs and upgrades of the existing infrastructure 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.

#### ***HVAC, Electrical, and Plumbing Upgrades***

The D.C. Courts request \$31.50 million to address the highest priority HVAC, electrical, and plumbing items identified in the 2021 FCA that (1) require immediate corrective action on or before 2027, (2) have reached the end of their useful life by 2027, and (3) will require costly and/or emergency repairs or result in a life safety incident in the event of a failure.

Just as courtroom and judges' chambers initiatives have been packaged, deficiencies identified in the FCA in all buildings that are part of the same or similar building systems and/or occur in the same location have been packaged into projects to gain economies of scale and achieve the most feasible construction efficiency possible. The most critical mechanical, electrical, and plumbing items identified in the 2021 FCA are packaged as follows:

- *Mechanical, Electrical and Plumbing As-Built Model for the Moultrie Courthouse*

Though the building systems in the H. Carl Moultrie I Courthouse required some major upgrades to support the recently completed addition, other systems not addressed as part of the addition

have aged 48 years since the building was constructed in 1979. Considering that as-built documentation for the building when it was constructed, and for years thereafter, was archived as hard copy files, there is no comprehensive and wholistic digital record of critical mechanical, electrical and plumbing systems in the building.

As older parts of the building are now in dire need of modernization, a digital record is required to support a clear understanding of existing conditions. Not only will a digital model streamline efforts and reduce errors during the design and construction phases, in effect decreasing the cost of modernization and repair projects in the building, it will aid in the planning of future projects and facility maintenance activities required to reduce downtime and operational costs caused by failing equipment.

- *Campus-Wide HVAC Repair & Replacement Project (at Judiciary Square)*

This campus-wide project includes the replacement of essential HVAC components at the end of their useful life, including exhaust fans, supply fans, return fans, unit heaters, air handling unit humidifiers, tamper-proof ductwork, and fin tube radiators. To keep the existing system efficient and address existing components that pose a life safety threat, excessive vibration on equipment and loud noise noted in the FCA will be inspected, diagnosed, and repaired or upgraded as necessary.

- *Campus-Wide Electrical Repair & Replacement Project (at Judiciary Square)*

Electrical campus-wide projects are divided into four (4) categories as shown below:

- 1) Main Switches, Switchboards, Transformers and Related Wiring. The first project is packaged to address major components of the existing electrical system that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. This project will address electrical components in all campus buildings such as main switch boards, disconnect switches, automatic transfer switches, internal distribution transformers, variable frequency devices, branch wiring and meters. The high-level scope for this project consists of the following at all buildings on campus:
  - Correct all electrical deficiencies at fire pumps and other fire system components (especially those related to life safety).
  - Separate NEC Article 700 emergency loads and NEC Article 702 standby loads for increased life safety.
  - Replace equipment, feeders & wiring past expected service life or that are not suitable to support current court operations.
  - Replace damaged equipment and equipment at the end of its useful life.
  - Perform Arc Flash Studies and provide Arc Flash Labels for equipment where it is missing.
  - Perform Coordination Studies at disconnect switches to ensure adequate sizing for current loads and loads planned to support future projects.
  - Separate feeders in fire or 2-hour rated construction locations from the normal source for increased life safety.
  - Provide control wiring in a separate 2-hour rated assembly from power wiring for increased life safety.
- 2) Electrical Panels and Supporting Components. The second project is packaged to address major components of existing electrical panels that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. This project will address

electrical panel components in all campus buildings such as panels, breakers and feeders. The high-level scope for this project consists of the following at all buildings on campus:

- Separate NEC Article 700 emergency loads and NEC Article 702 standby loads for increased life safety.
- Replace panels past expected service life or that are not suitable for current court operations.
- Replace existing panels with fused panels where required for increased life safety.
- Trace circuits and provide circuit index cards at panels where they are missing.
- Replace, upgrade and add breakers, surge protective devices and panel board faces where they are missing or are at the end of their useful life.
- Add spare breakers where missing.
- Many panels do not meet working clearance requirements per NEC 110.26. Relocate panels and extend feeders where feasible to meet code requirements.
- Increase feeder sizes to support loads in panel.

3) Emergency and Exit Electrical Components. The third project is packaged to address major components of existing emergency and exit electrical components that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. The high-level scope for this project consists of the following at all buildings on campus:

- Replace damaged emergency battery pack lights.
- Provide exit signs in locations where they are missing to indicate path of egress.
- Provide additional exit signs and associated branch circuiting to meet current NFPA and IBC regulatory code requirements.

4) Lighting Fixtures & Controls. The fourth project is packaged to address lighting fixtures and controls that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards and/or are not compliant with the D.C. Courts' energy efficiency goals. The high-level scope for this project consists of the following at all buildings on campus:

- Replace lighting fixtures and lighting controls that are past their expected service life or that are not suitable for current court operations with LED fixtures.
- Provide local lighting controls for lighting as required by ASHRAE 90.1.
- Connect fixtures to existing timeclock control system where not connected.

- *DC Court of Appeals (DCCA) Underground Plumbing Repair & Replacement Project*

The FCA identifies issues with re-occurring plumbing back-ups and clogs in Building D most likely evident because the building has low flow fixtures. Further investigation is required to determine the root cause of the issues. The scope of this project will include a complete jet clean and camera investigation of all buried sanitary waste and vent piping below the basement slab to identify piping that is original to the building and is damaged or beyond its intended service life. The investigation will be used to develop a strategy and cost to repair or sanitary piping as required to resolve back-ups and clogging at plumbing fixtures in the DCCA.

- *Campus-Wide Vertical Transportation Systems Repair Project (at Judiciary Square)*

This campus-wide project includes the replacement of essential vertical transportation systems that are damaged or at the end of their useful life; to include elevators, escalators, stairs and

ramps; and the railings and balcony walls associated with them. Keeping these in good working order is not only essential to unencumbered movement of people through the D.C Courts' facilities in support of court operations but is also essential to facilitate the movement of people in the case of a security or life safety event. The FCA identified a number of these systems critical to life safety and requiring immediate correction in 2021. As some have been corrected utilizing maintenance resources, some critical systems remain that require repair or replacement.

### ***Security and Fire Protection Systems***

#### ***Security Systems***

The D.C. Courts are strategically committed to “provide a safe environment for the administration of justice and ensure that operations continue in the event of an emergency or disaster.” As active shooter incidents have increased by 96% in the last decade, to meet that commitment the D.C. Courts has a critical need to reconfigure and upgrade some entrance points to and exits from their buildings to allow ballistic protection and more time for court security officers to react in the event of an active shooter incident.

The security screening entrance for family Court at the JM level of the Moultrie Courthouse is one such entrance location. In its current configuration, the Family Court entrance does not provide any ballistic protection nor the required standoff distance for court security officers or for guests entering the courthouse. In addition, the existing security doors do not provide the structural resistance required by the USMS Publication 64 and are technologically obsolete, requiring each replacement part to be fabricated upon order.

The D.C. Courts request \$4.55 million in FY 2027 to enhance public security by reconfiguring and upgrading the security screening entrance at the JM level of the Moultrie Courthouse where the public enters to visit the Family Court.

#### ***General Repair Projects***

The \$22.17 million request will fund work essential for the D.C Courts to ensure that all seven of D.C. Courts' Judiciary Square campus facilities and grounds are “up-to-date, safe, and secure for the public, judges, and staff.”

Where feasible, deficiencies identified in the FCA in all buildings that are part of the same or similar building systems have been packaged into campus-wide projects, to gain economies of scale and achieve the most feasible construction efficiency possible. The following campus-wide projects are planned for FY 2027:

- ***Campus-Wide Roof Repair Project***

To ensure minimal disruption to court operations and the protection of judicial space where court operations are conducted, a total deficiency investigation will be conducted to identify the roofing issues at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct roofing deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing roofing system-related issues or the replacement and or upgrade of roofing systems, should that be the most feasible solution.

- *Campus-Wide Interior Fire-Rated Door Assemblies Repair Project*

To ensure that critical fire separations are being maintained in D.C. Courts buildings, a total deficiency investigation will be conducted to identify the issues related to interior fire-rated door assemblies at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct fire-rated door assembly deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing door assemblies or the replacement and or upgrade of door assemblies, should that be the most feasible solution.

- *Campus-Wide Exterior Fire-Rated Door Assemblies Upgrade/Replacement/Repair Project*

To ensure that means of egress and exits are being maintained in D.C. Courts buildings, a total deficiency investigation will be conducted to identify the issues related to exterior fire-rated door assemblies at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct fire-rated door assembly deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing door assemblies or the replacement and or upgrade of door assemblies, should that be the most feasible solution.

- *Campus-Wide Restroom Repair Project*

The D.C. Courts maintain facilities that experience high-volume use by a population in the District that is typically visiting the facilities for activities that are prolonged and are involved in legal disputes or are facing legal challenges. This equates to more wear and tear on public areas of the facilities. The restrooms are an example of this, areas of the facilities that are used frequently by a high volume of visitors and therefore require attention more often than other types of facilities. The FCA identified numerous items requiring correction in restrooms across the campus. This project will be executed to correct those issues. Correction may include the repair of existing restroom components or the replacement and or upgrade of restroom components, should that be the most feasible solution.

- *Civil Division Space Efficiency Projects*

The Civil Division has increased their operational efficiency by digitizing their files, thereby reducing the requirement for high-density filing that has been historically accommodated in the design of their space. Now that they have been able to eliminate high-density filing in their space, they have by default created more space for additional workstations. These two (2) projects are to reconfigure unused space to accommodate more workstations:

- H. Carl Moultrie Courthouse 5<sup>th</sup> Floor Civil Division Renovation
- 510 4<sup>th</sup> St (Building B) 1<sup>st</sup> Floor Civil Division (Suite 120) Renovation

- *Mayor's Services Liaison Office (MSLO) Renovation Project*

The Mayor's Services Liaison Office (MSLO) was established under the District of Columbia Family Court Act of 2001 to respond to inquiries and requests for information from social workers, probation officers, attorneys, and judicial officers, etc. regarding Family Court matters. The D.C. Courts' Facilities Master Plan detailed the effort and projects required to comply with the Act, one being to program and renovate space to accommodate MSLO-specific activities. While the MSLO is currently housed in the H. Carl Moultrie Courthouse, the space has not been

renovated as outlined in the Master Plan. The completion of this project will finalize that Master Plan vision to fully accommodate the MSLO in the D.C. Court's facilities.

### ***Technology Infrastructure***

The FY 2027 request totaling \$7.23 million would fund upgrades to ensure a more robust IT infrastructure and systems to support court operations and enhance services to the public.

This funding is crucial to maintain and enhance the technology infrastructure and implement technologies that support the efficient and effective administration of justice and that will elevate the level of service provided to the public.

The FY 2027 request would support replacement of the following existing equipment that has reached or exceeded its life expectancy:

- CourtSmart Digital Systems recording equipment that reached the end of its life in 2020. The equipment includes audio servers, an archive system, a retriever workstation, Uninterruptible Power Supply (UPS) units, and other associated equipment to support the system as whole.
  - The audio servers currently support audio digital recordings in 97 courtrooms across the D.C. Courts' facilities. With funds requested in FY 2027, an additional six locations will be supported.
  - The upgrade will include configuring the new audio servers, transferring all data from the existing servers, and testing the upgraded servers. A new Epson Blu-ray disc publishing system will be provided to enable centralized backup archiving for all sites.
- Stand-alone televisions and laptops for courtrooms.
- PCs, laptops and printers in D.C. Courts' facilities.
- Network switch in H. Carl Moultrie Courthouse.
- Server hardware at the D.C. Courts' Continuity of Operations (COOP) site.

**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 2025
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 2027?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2027 should not select O&M)

Planning	_____
Full Acquisition	_____ <u>X</u> _____
Operations and Maintenance	_____
Mixed Life	_____
Cycle	

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

The FY 2027 total request for \$87.79 million supports the near-term priorities that have been organized into three (3) initiatives:

*Modernizing Courtroom Sets for ADA Accessibility*

*Modernizing Judges Chambers Suites for Life Safety*

*Refreshing Critical Courtrooms & Chambers for Continuity of Operations*

*Modernizing Courtroom Sets for ADA Accessibility*

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 courtroom sets were constructed. The result will be fully modernized, accessible courtrooms with improved layouts and systems

for maximum operational efficiency. This initiative will continue until the D.C. Courts' goal for provision of ADA accessible courtrooms is met and all courtroom sets (to include their supporting functions) have complete fire and life safety systems.

With the receipt of \$6.72 million in FY 2024, and no funds anticipated in FY 2025 or FY 2026, the request of \$49.91 million in FY 2027 funds the modernization of courtroom sets on the John Marshall (JM) and Indiana Avenue (IA) levels of the H. Carl Moultrie I Courthouse. As the courtrooms in the project locations are stacked, a greater construction efficiency (and thereby cost efficiency) will be achieved by completing the modernization of all courtrooms on both floors as a single project.

On the first floor or IA level of the Moultrie Courthouse, the scope includes modernization of the entire area that encompasses the courtroom sets (and their supporting functions) to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with current ADA Standards and have complete fire and life safety systems, while ensuring a visual and functional extension of the addition in this area of the H. Carl Moultrie I Courthouse. The total scope includes the following:

- Reconfiguration of four (4) existing courtroom sets (CR-101, CR-102, CR-103, CR-104) into three (3) modernized courtroom sets that meet current ADA Standards.
- Modernization of one (1) existing courtroom (CR-100) to meet current ADA Standards and support criminal cases with the addition of a holding cell connected to the existing detainee corridor.
- Modernization of existing corridors adjacent to and connected to detainee infrastructure & courtroom sets.
- Reconfiguration and modernization of six (6) existing small hearing rooms to provide three (3) larger hearing rooms with space required for separation of participants or to provide an additional courtroom.
- Reconfiguration of one (1) existing small hearing room into three (3) attorney/witness rooms.
- Modernization of the existing public corridor and the existing toilets, janitorial & storage closets off the public corridor.
- Compliance w/current ADA standards in the entire project area.
- Installation of full fire & life safety systems in the entire project area.
- Installation of modern security infrastructure & equipment and dedicated security closets in the entire project area to increase courtroom security.
- Installation of modern technology infrastructure & equipment and closets in the entire project area.
- MEP infrastructure tie-ins and upgrades in the entire project area to support modern systems, infrastructure & equipment.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

On the JM level of the Moultrie Courthouse, the scope includes modernization of four (4) courtroom sets to the west of the atrium and north of the addition boundary. Modernization of this area will provide courtrooms that comply with the current ADA Standard and have complete fire and life safety systems, while ensuring a visual and functional extension of the addition in this area of the H. Carl Moultrie I Courthouse.

The total scope includes the following:

- Reconfiguration of four (4) existing courtroom sets (CR-JM01, CR-JM102, CR-JM103, CR-JM104) into three (3) modernized courtroom sets that meet current ADA Standards.
- Modernization of existing corridors adjacent to and connected to detainee infrastructure & courtroom sets.
- Renovation of the existing public corridor and the existing toilets, janitorial & storage closets off the public corridor.
- Compliance w/current ADA standards in the entire project area.
- Installation of full fire & life safety systems in the entire project area.
- Installation of modern security infrastructure & equipment and dedicated security closets in the entire project area to increase courtroom security.
- Installation of modern technology infrastructure & equipment and closets in the entire project area.
- MEP infrastructure tie-ins and upgrades in the entire project area to support modern systems, infrastructure & equipment.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

#### *Modernizing Judges Chambers Suites for Life Safety*

The FY 2027 request for \$33.68 million funds the modernization of judges' chambers suites on the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the H. Carl Moultrie I Courthouse that date back to 1979. As the judges' chambers suites in the project locations are stacked, a greater construction efficiency (and thereby cost efficiency) will be achieved by completing the modernization of all chambers on both floors as a single project.

The scope of the project to modernize judges' chambers suites on the 2<sup>nd</sup> floor includes the following:

- Modernize four (4) judges' chambers suites on the east perimeter: 2510, 2520, 2530, 2540. These judges' chambers suites date back to 1979 and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three (3) judges' chambers suites on the north perimeter: 2410, 2420, 2430. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Modernize women's judge's gym, locker room and toilet in suite 2400 that lack adequate fire and life safety systems.
- Modernize three (3) judges' chambers suites in 2440. In 2015 these were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2027 finishes will be two years expired beyond the expected ten (10) year refresh or replacement cycle.
- Refresh two (2) adjacent secure corridors. Sprinkler systems have been installed in these corridors; however, other fire and life safety systems are outdated and need to be refreshed or replaced and the dated and damaged finishes and fixtures are beyond the expected ten (10) year refresh cycle.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

The scope of modernization on the 3<sup>rd</sup> floor includes the following:

- Modernize four (4) judges' chambers suites on the east perimeter: 3510, 3520, 3530, 3540. These chambers are original to the Moultrie building (constructed in the 1979) and lack adequate fire and life safety systems. In addition, the interior finishes have either never been refreshed or have been minimally refreshed to mitigate life safety risks and keep chambers in use.
- Modernize three (3) judges' chambers suites on the north perimeter: 3410, 3420, 3430. Though the interior finishes were refreshed to various levels in 2017, they do not have sprinkler coverage and lack adequate fire and life safety systems.
- Reconfigure and modernize suite 3500 vacated by the Chief Judge into two (2) associate judges' chambers. The existing suite was utilized as a swing chamber for the Chief Judge. It does not have sprinkler coverage and lacks adequate fire & life safety systems.
- Modernize three (3) judges' chambers suites in 3440. In 2015 these chambers were renovated to serve as swing space chambers. Though sprinklers were added when the renovation was completed, the chambers lack complete fire and life safety systems, and in 2027 finishes will be expired 2 years beyond the expected ten (10) year refresh or replacement cycle.
- Renovate two (2) adjacent secure corridors. Sprinkler systems have been installed in these corridors; however, other fire and life safety systems are outdated and need to be refreshed or replaced and the dated and damaged finishes and fixtures are beyond the expected ten (10) year refresh cycle.
- Correction of all deficiencies identified in the 2021 FCA in the entire project area.

*Refreshing Critical Courtrooms & Chambers for Continuity of Operations*

The FY 2027 request for \$4.19 million funds the refresh of the following:

- Courtrooms: thirty (30) courtrooms that have not been modernized, are not planned to be modernized in the next three (3) to five (5) years and have expired well beyond the expected ten (10) year refresh or replacement cycle. The request includes funds for the courtrooms that are in dire need of refresh and includes the cost of minimum amount of work that can be done to repair critical issues in each courtroom vs refreshing the entire courtroom.
  - Judges' chambers suites: eleven (11) judges' chambers suites that have not been modernized, are not planned to be modernized in the next three (3) to five (5) years and have expired well beyond the expected ten (10) year refresh or replacement cycle.
  - Judges' chambers suites: twenty-three (23) judges' chambers suites that have been modernized, however have expired well beyond the expected ten (10) year refresh or replacement cycle.
  - To the extent possible with funds received, each refresh will correct deficiencies (identified in the FCA) that are more efficiently and more cost effectively addressed where work is ongoing in an area vacated for the completion of a refresh.
9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Courtrooms and Judges Chambers**

<b>Table 1.B.1: Summary of Funding</b> <b>(In millions of dollars)</b> (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	<b>PY-1 and earlier</b>	<b>PY 2025</b>	<b>CY 2026</b>	<b>BY 2027</b>	<b>BY+1 2028</b>	<b>BY+2 2029</b>	<b>BY+3 2030 and beyond</b>	<b>Total unfunded</b> <i>(sum 2027 - beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	6.72	0.00	0.00	87.79	45.59	44.10	264.36	441.85
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	0.00	0.00	87.79	45.59	44.10	264.36	441.85
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	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):	6.72	0.00	0.00	87.79	45.59	44.10	264.36	441.85
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 (2024)
2. Insert the number of years covered in column “BY+3 and beyond”  
 \_\_\_\_\_ 1 year (2030)
3. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes:  
 2026 President’s Budget Request did not include initiative, due to competing priorities, therefore, requirement has increased in FY 2027 to address minimum scope required. Total scope of requirement has been prioritized and packaged into three (3) long-term initiatives.

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

<b>Field</b>	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>
<b>Short description of acquisition</b>	Moultrie IA & JM Level Modernization	2 <sup>nd</sup> & 3 <sup>rd</sup> Floor Judges' Chambers Modernization	Courtroom & Chamber Refresh, FCA corrective actions
<b>Contract Status</b>	awaiting funding balance	awaiting funding	awaiting funding
<b>Procurement Instrument Identifier (PIID)</b>	TBD	TBD	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A	N/A	N/A
<b>Solicitation ID</b>	TBD	TBD	TBD
<b>Alternative financing</b>	N/A	N/A	N/A
<b>EVM Required</b>	N/A	N/A	N/A
<b>Ultimate Contract Value</b>	\$49.91M	\$33.68M	\$4.19M
<b>Type of Contract/Task Order (Pricing)</b>	Design-Build	Design-Build	Design-Build
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	Yes	Yes	Yes
<b>Effective Date</b>	N/A	N/A	N/A
<b>Actual or expected end date of Contract/Task Order</b>	N/A	N/A	N/A
<b>Extent Competed</b> 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: | EVM<br>required _____              |
| 2. Has an Acquisition Plan been developed? If yes, please answer the questions that follow:  | Yes                  No X<br>_____ |
| a) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1   | Yes                  No<br>_____   |
| b) Was the Acquisition Plan approved in accordance with agency requirements  | Yes                  No<br>_____   |
| c) If "yes," enter the date of approval?   | _____<br>_____                     |
| d) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?                                    | Yes                  No<br>_____   |
| e) Does the acquisition plan meet the requirements of EOs 13423 and 13514?   | Yes                  No<br>_____   |

f) If an Acquisition Plan has not been developed, provide a brief explanation.

Awaiting  
funding

**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	1. Most existing courtrooms and chambers that are original to the building in 1979 have not been fully modernized to include fire and life safety, security, and technology upgrades. 2. Public is underserved due to limitation of original design	1. Modernize courtrooms per current codes & technology. 2. Modernize chambers per current codes & technology. 3. Add new ADA accessible courtrooms to the Courts' portfolio per Facilities Master Plan.	5 courtrooms will be modernized on time, within, scope, on schedule.

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2025
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 2027?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2027 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 request of \$16.74 million in FY 2027 will fund the continuance of work in all buildings to correct all deficiencies and replace end-of-life components identified in the FCA related to the fire protection systems.

*Campus-Wide Fire Protection System Repair & Replacement Projects (at Judiciary Square)*

D.C. Courts is mandated by both Federal and local regulations to provide fire protection systems that reduce the risk of loss of assets and enhance the safety of occupants and visitors. To do so, fire protection system deficiencies identified in the 2021 FCA must be addressed. Though a larger scope of deficiencies were defined, the most notable and most concerning is the identification of corrosion on the sprinkler system piping, sprinkler heads, and other associated standpipe and sprinkler system components throughout all D.C. Courts buildings on the Judiciary Square campus.

In addition to the identification of corrosion, components of the fire protection system such as fire pumps, fire pump controllers, and jockey pumps are either damaged or at end-of-life and require replacement. Not only the aged components, but the corrosion, especially as it continues to progress, may impact the functionality of the sprinkler system to suppress fire, thereby compromising life safety in all areas of the building.

These deficiencies are all identified as Priority 1 in the FCA, having required immediate action in FY 2021, making them well beyond due six (6) years later. Some of the issues within the areas of the 2<sup>nd</sup> and 3<sup>rd</sup> floors of Building B that have been renovated have been mitigated or repaired, however the full extent of damage outside of those areas, and in other buildings across the campus remain unaddressed.

Following the FCA recommendation to conduct engineering investigations and determine the root cause of the fire protection system issues, the first engineering investigation has been completed with prior year funds and the strategy and cost to complete the work is currently being developed. This first engineering investigation will set the precedent for completion of similar engineering investigations at the other buildings on campus. Upon the completion of each investigation, work will start to address the deficiencies and replace the components of the fire protection systems that are at or beyond end-of-life.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

## Section B: Summary of Funding (Budget Authority for Capital Assets)

### Investment: Life Safety & Code Compliance

Table 1.B.1: Summary of Funding (In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2025	CY 2026	BY 2027	BY+1 2028	BY+2 2029	BY+3 2030 and beyond	Total unfunded <i>(sum 2027 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	2.72	0.00	0.00	16.74	9.85	7.15	7.54	41.28
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	2.72	0.00	0.00	16.74	9.85	7.15	7.54	41.28
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	2.72	0.00	0.00	16.74	9.85	7.15	7.54	41.28
TOTAL (including FTE costs)	0.00	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 (2024)

2. Insert the number of years covered in column “BY+3 and beyond”

1 year (2030)

3. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes:

N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>
<b>Short description of acquisition</b>	Engineering Studies (multiple buildings)	Correction Strategy & Cost (multiple buildings)	Correction (multiple buildings)
<b>Contract Status</b>	Developing solicitation	Awaiting Funding	Awaiting Funding
<b>Procurement Instrument Identifier (PIID)</b>	TBD	TBD	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A	N/A	N/A
<b>Solicitation ID</b>	TBD	TBD	TBD
<b>Alternative financing</b>	N/A	N/A	N/A
<b>EVM Required</b>	N/A	N/A	N/A
<b>Ultimate Contract Value</b>	\$2.72M	\$16.74M	
<b>Type of Contract/Task Order (Pricing)</b>	Existing A/E IDIQ – Task Order	Existing A/E IDIQ – Task Order	N/A

<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	No	N/A	N/A
<b>Effective Date</b>	Quarter 2 - FY 2024	N/A	N/A
<b>Actual or expected end date of Contract/Task Order</b>	Quarter 3 FY 2028	N/A	N/A
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	NDO	N/A	N/A

<b>Contract 1</b>	
<b>Short description of acquisition</b>	Engineering Study - Sprinkler System Corrosion (multiple buildings)
<b>Contract Status</b>	Developing solicitation
<b>Procurement Instrument Identifier (PIID)</b>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A
<b>Solicitation ID</b>	TBD
<b>Alternative financing</b>	N/A
<b>EVM Required</b>	N/A
<b>Ultimate Contract Value</b>	\$16.74M
<b>Type of Contract/Task Order (Pricing)</b>	Existing A/E IDIQ – Task Order
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	No
<b>Effective Date</b>	Quarter 2 FY 2024

<b>Actual or expected end date of Contract/Task Order</b>	Quarter 3 FY 2028
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	NDO

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

EVM required

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes X 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.

Preparing solicitation for repairs at first building.

### Section C: Performance Information

#### 1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Determine root of corrosion on sprinkler system elements.	N/A	Code compliant fire protection systems w/o leaks

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2025
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 2027?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2027 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

***Mechanical (including HVAC), Electrical and Plumbing Upgrades***

The D.C. Courts request \$31.50 million to address the highest priority HVAC, electrical, and plumbing items identified in the 2021 FCA that (1) require immediate corrective action on or before 2027, (2) have reached the end of their useful life by 2027, and (3) will require costly and/or emergency repairs or result in a life safety incident in the event of a failure.

Just as courtroom and judges' chambers initiatives have been packaged, deficiencies identified in the FCA in all buildings that are part of the same or similar building systems and/or occur in the same location have been packaged into projects to gain economies of scale and achieve the most feasible construction efficiency possible. The most critical mechanical, electrical, and plumbing items identified in the 2021 FCA are packaged as follows:

***Mechanical, Electrical and Plumbing As-Built Model Development for the Moultrie Courthouse***

Though the building systems in the H. Carl Moultrie Courthouse required some major upgrades to support the recently completed addition, other systems not addressed as part of the addition

have aged forty-eight (48) years since the building was constructed in 1979. Considering that as-built documentation for the building when it was constructed, and for years thereafter, was archived as hard copy files, there is no comprehensive and wholistic digital record of critical mechanical, electrical and plumbing systems in the building.

As older parts of the building are now in dire need of modernization, a digital record is required to support a clear understanding of existing conditions. Not only will a digital model streamline efforts and reduce errors during the design and construction phases, in effect decreasing the cost of modernization and repair projects in the building, it will aid in the planning of future projects and facility maintenance activities required to reduce downtime and operational costs caused by failing equipment.

#### *Campus-Wide HVAC Repair & Replacement Project (at Judiciary Square)*

This campus-wide project includes the replacement of essential HVAC components at the end of their useful life; to include exhaust fans, supply fans, return fans, unit heaters, air handling unit humidifiers, tamper-proof ductwork, and fin tube radiators. To keep the existing system efficient and address existing components that pose a life safety threat, excessive vibration on equipment and loud noise noted in the FCA will be inspected, diagnosed, and repaired or upgraded as necessary.

#### *Campus-Wide Electrical Repair & Replacement Project (at Judiciary Square)*

Electrical campus-wide projects are divided into four (4) categories as shown below:

- 1) Main Switches, Switchboards, Transformers and related Wiring. The first project is packaged to address major components of the existing electrical system that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards. This project will address electrical components in all campus buildings such as main switch boards, disconnect switches, automatic transfer switches, internal distribution transformers, variable frequency devices, branch wiring and meters.
- 2) Electrical Panels and supporting components. The second project is packaged to address major components of existing electrical panels that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards.
- 3) Emergency and Exit Electrical Components. The third project is packaged to address major components of existing emergency and exit electrical components that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards.
- 4) Lighting Fixtures & Controls. The fourth project is packaged to address lighting fixtures and controls that are damaged, require correction, or are at the end of their useful life, thereby creating life safety hazards and/or are not compliant with the D.C. Courts' energy efficiency goals.

#### *DC Court of Appeals (DCCOA) Underground Plumbing Repair & Replacement Project*

The FCA identifies issues with re-occurring plumbing back-ups and clogs in Building D most likely evident because the building has low flow fixtures. Further investigation is required to determine the root cause of the issues. The scope of this project will include a complete jet clean and camera investigation of all buried sanitary waste and vent piping below the basement slab at

to identify piping that is original to the building and is damaged or beyond its intended service life. The investigation will be used to develop a strategy and cost to repair or sanitary piping as required to resolve back-ups and clogging in the DCCOA.

*Campus-Wide Vertical Transportation Systems Repair (at Judiciary Square)*

This campus-wide project includes the replacement of essential vertical transportation systems that are damaged or at the end of their useful life; to include elevators, escalators, stairs and ramps; and the railings and balcony walls associated with them. Keeping these in good working order is not only essential to unencumbered movement of people through the D.C Courts’ facilities in support of court operations but is also essential to facilitate the movement of people in the case of a security or life safety event. The FCA identified a number of these systems critical to life safety and requiring immediate correction in 2021. As some have been corrected utilizing maintenance resources, some critical systems remain that are in need of repair or replacement.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)  
Investment: HVAC, Electrical and Plumbing Upgrades**

Table 1.B.1: Summary of Funding (In millions of dollars)								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2025	CY 2026	BY 2027	BY+1 2028	BY+2 2029	BY+3 2030 and beyond	Total unfunded <i>(sum 2027 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	7.62	8.75	31.50	9.21	11.21	18.53	70.45
Planning & Acquisition Government FTE Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	7.62	8.75	31.50	9.21	11.21	18.53	70.45
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional):	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	0.00	7.62	8.75	31.50	9.21	11.21	18.53
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 (2024)
2. Insert the number of years covered in column “BY+3 and beyond” 1 year (2030)
3. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes: N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

	<b>Contract 1</b>
<b>Short description of acquisition</b>	Multiple
<b>Contract Status</b>	Awaiting funding
<b>Procurement Instrument Identifier (PIID)</b>	N/A
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A
<b>Solicitation ID</b>	N/A
<b>Alternative financing</b>	N/A
<b>EVM Required</b>	N/A
<b>Ultimate Contract Value</b>	TBD
<b>Type of Contract/Task Order (Pricing)</b>	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	TBD
<b>Effective Date</b>	N/A
<b>Actual or expected end date of Contract/Task Order</b>	N/A
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: \_\_\_\_\_ EVM Required \_\_\_\_\_
3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes \_\_\_ No X
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_\_\_ No \_\_\_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes \_\_\_ No \_\_\_\_\_
- d) If "yes," enter the date of approval? \_\_\_\_\_
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes \_\_\_ No \_\_\_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes \_\_\_ No \_\_\_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding

**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Perform scheduled/preventive maintenance work to preserve expected useful life and replace systems within one (1) year of identified end-of-life date, as required.	Building MEP systems have been upgraded yearly as funded projects have been completed. FCA re-baselined in 2021 to identify and prioritize most critical MEP issues campus wide.

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

**Section A: Overview (All Capital Assets)**

1. Date of Submission: September 2025
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 2027?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2027 should not select O&M)

Planning	_____
Full Acquisition	_____ X _____
Operations and Maintenance	_____
Mixed Life Cycle	_____

7. What was the first budget year this investment was submitted to OMB? 1999
8. Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap:

*Security Systems*

The D.C. Courts is strategically committed to “provide a safe environment for the administration of justice and ensure that operations continue in the event of an emergency or disaster.” As active shooter incidents have increased by 96% in the last decade, to meet that commitment the D.C. Courts has a critical need to reconfigure and upgrade some entrance points to and exits from their buildings to allow ballistic protection and more time for court security officers to react in the event of an active shooter incident.

The security screening entrance for Family Court at the JM level of the Moultrie Courthouse is one such entrance. In its current configuration, the Family Court entrance does not provide any ballistic protection nor the required standoff distance for court security officers or for guests entering the courthouse. In addition, the existing security doors do not provide the structural resistance required by the USMS Publication 64 and are technologically obsolete, requiring each replacement part to be fabricated upon order.

The D.C. Courts request \$4.55 million in FY 2027 to enhance public security by reconfiguring and upgrading the security screening entrance at the JM level of the Moultrie Courthouse where the public enters to visit the Family Court.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**  
**Investment: Fire and Security Alarm Systems**

<b>Table 1.B.1: Summary of Funding</b>								
<b>(In millions of dollars)</b>								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	<b>PY-1 and earlier</b>	<b>PY 2025</b>	<b>CY 2026</b>	<b>BY 2027</b>	<b>BY+1 2028</b>	<b>BY+2 2029</b>	<b>BY+3 2030 and beyond</b>	<b>Total unfunded</b> <i>(sum 2027 – beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	0.00	1.04	2.20	4.55	13.69	9.15	9.32	36.70
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	0.00	1.04	2.20	4.55	13.69	9.15	9.32	36.70
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	0.00	1.04	2.20	4.55	13.69	9.15	9.32	36.70

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 (2024)
3. Insert the number of years covered in column “BY+3 and beyond” 1 year (2030)
4. If the summary of funding has changed from the FY 2025 President’s Budget request, briefly explain those changes: N/A

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

Field	Contract 1	Contract 2
<b>Short description of acquisition</b>	Family Court Entrance Upgrade	N/A
<b>Contract Status</b>	awaiting funding	N/A
<b>Procurement Instrument Identifier (PIID)</b>	N/A	N/A
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	N/A	N/A
<b>Solicitation ID</b>	TBD	TBD
<b>Alternative financing</b>	No	No
<b>EVM Required</b>	N/A	N/A
<b>Ultimate Contract Value</b>	\$4.55M	N/A
<b>Type of Contract/Task Order (Pricing)</b>	Fixed	Fixed
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	Yes	Yes
<b>Effective Date</b>	N/A	N/A

<b>Actual or expected end date of Contract/Task Order</b>	N/A	N/A
<b>Extent Competed</b> (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

If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: EVM Required

2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes N/A No \_\_\_
- b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 Yes \_ No \_\_\_\_\_
- c) Was the Acquisition Plan approved in accordance with agency requirements Yes \_\_\_ No \_\_\_\_\_
- d) If "yes," enter the date of approval?
- e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? Yes \_\_\_ No \_\_\_\_\_
- f) Does the acquisition plan meet the requirements of EOs 13423 and 13514? Yes \_\_\_ No \_\_\_\_\_
- g) If an Acquisition Plan has not been developed, provide a brief explanation. awaiting funding.

**Section C: Performance Information**

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Active shooter protection to current standards	New entrance at Family Court that meets current standards	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 2025
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 2027?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2027 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 \$22.17 million request will fund work essential for the D.C Courts to ensure that all seven (7) of D.C. Courts’ Judiciary Square campus facilities and grounds are “up-to-date, safe, and secure for the public, judges, and staff.”

Where feasible, deficiencies identified in the FCA in all buildings that are part of the same or similar building systems have been packaged into campus-wide projects, to gain economies of scale and achieve the most feasible construction efficiency possible. The following campus-wide projects are planned for FY 2027:

- *Campus-Wide Roof Repair Project.* To ensure minimal disruption to court operations and the protection of judicial space where court operations are conducted, a total deficiency investigation will be conducted to identify the roofing issues at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified

at each building; and correct roofing deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing roofing system-related issues or the replacement and or upgrade of roofing systems, should that be the most feasible solution.

- *Campus-Wide Interior Fire-Rated Door Assemblies Repair Project.* To ensure that critical fire separations are being maintained in D.C. Courts buildings, a total deficiency investigation will be conducted to identify the issues related to interior fire-rated door assemblies at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct fire-rated door assembly deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing door assemblies or the replacement and or upgrade of door assemblies, should that be the most feasible solution.
- *Campus-Wide Exterior Fire-Rated Door Assemblies Upgrade/Replacement/Repair Project.* To ensure that means of egress and exits are being maintained in D.C. Courts buildings, a total deficiency investigation will be conducted to identify the issues related to exterior fire-rated door assemblies at each building on the Judiciary Square campus; develop a strategy and cost for correction of the issues identified at each building; and correct fire-rated door assembly deficiencies at each building, beginning with the highest priorities at each building. Correction may include the repair of existing door assemblies or the replacement and or upgrade of door assemblies, should that be the most feasible solution.
- *Campus-Wide Restroom Repair Project.* The D.C. Courts maintain facilities that experience high-volume use by a population in the District that is typically visiting the facilities for activities that are prolonged and are involved in legal disputes or are facing legal challenges. This equates to more wear and tear of the public facilities. The restrooms are an example of this, a portion of the facilities that are used frequently by a high volume of visitors and therefore require attention more often than other types of facilities. The FCA identified numerous items requiring correction in restrooms across the campus. This project will be executed to correct those issues. Correction may include the repair of existing restroom components or the replacement and or upgrade of restroom components, should that be the most feasible solution.
- *Civil Division Space Efficiency Projects.* The Civil Division has increased their operational efficiency by digitizing their files, thereby reducing the requirement for high-density filing that has been historically accommodated in the design of their space. Now that they have been able to eliminate high-density filing in their space, they have by default created more space for additional workstations. These two (2) projects are to reconfigure unused space to accommodate more workstations:

- H. Carl Moultrie Courthouse 5<sup>th</sup> Floor Civil Division Renovation
- 510 4<sup>th</sup> St (Building B) 1<sup>st</sup> Floor Civil Division (Suite 120) Renovation

- *Mayor’s Services Liaison Office (MSLO) Renovation Project*

The Mayor’s Services Liaison Office (MSLO) was established under the District of Columbia Family Court Act of 2001 to respond to inquiries and requests for information from social workers, probation officers, attorneys, and judicial officers, etc. regarding Family Court matters. The D.C. Courts’ Facilities Master Plan detailed the effort and projects required to comply with the Act, one being to program and renovate space to accommodate MSLO-specific activities. While the MSLO is currently housed in the H. Carl Moultrie Courthouse, the space has not been renovated as outlined in the Master Plan. The completion of this project will finalize that Master Plan vision to fully accommodate the MSLO in the D.C. Court’s facilities.

9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**  
**Investment: General Repair Projects**

<b>Table 1.B.1: Summary of Funding</b>								
<b>(In millions of dollars)</b>								
(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	<b>PY-1 and earlier</b>	<b>PY 2025</b>	<b>CY 2026</b>	<b>BY 2027</b>	<b>BY+1 2028</b>	<b>BY+2 2029</b>	<b>BY+3 2030 and beyond</b>	<b>Total unfunded</b> <i>(sum 2027–beyond)</i>
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	12.86	6.41	8.58	22.17	21.29	17.34	24.32	85.12
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	12.86	6.41	8.58	22.17	21.29	17.34	24.32	85.12
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	12.86	6.41	8.58	22.17	21.29	17.34	24.32	85.12
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
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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 (2024)
3. Insert the number of years covered in column “BY+3 and beyond” 1 year (2030)
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)**

	<b>Contract 1</b>
<b>Short description of acquisition</b>	Multiple
<b>Contract Status</b>	TBD
<b>Procurement Instrument Identifier (PIID)</b>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	TBD
<b>Solicitation ID</b>	TBD
<b>Alternative financing</b>	TBD
<b>EVM Required</b>	TBD
<b>Ultimate Contract Value</b>	TBD
<b>Type of Contract/Task Order (Pricing)</b>	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	TBD
<b>Effective Date</b>	TBD
<b>Actual or expected end date of Contract/Task Order</b>	TBD
<b>Extent Competed</b> (A) Full and open competition (B) Not available for competition (C) Not competed (D) Full and open competition after exclusion of sources (E) Follow-on to competed action (F) Competed under simplified acquisition procedures (G) Not competed under simplified acquisition procedures (CDO) Competitive Delivery Order (NDO) Non-competitive Delivery Order	TBD

1. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why: EVM required
2. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow: Yes      No X
- 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.

Awaiting funding. The 2021 FCA will be prioritized and utilized to develop Acquisition Plan based on amount of funding received.

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**Section C: Performance Information**

1. Performance Information Table

<b>Table III.C.1: Performance Information Table</b>				
<b>Fiscal Year</b>	<b>Strategic Goal(s) Supported</b>	<b>Performance Baseline</b>	<b>Performance Goals</b>	<b>Action Results</b>
D.C. Courts Strategic Plan 2023-2027	Goal V: Effective Court Management and Administration	Maintain mission critical systems in excellent working condition.	Perform scheduled/preventive maintenance work to preserve expected useful life.	Building systems have been upgraded yearly as funded projects have been completed. FCA re-baselined in 2021 to identify and prioritize most critical projects campus wide.

**Exhibit 300: Capital Asset Plan and Business Case Summary**  
**Part I: Summary Information And Justification (All Capital Assets)**

Section A: Overview (All Capital Assets)

1. Date of Submission: September 2025
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 2027?  
(Please NOTE: Investments with Planning/Acquisition activities prior to FY 2027 should not select O&M)

Planning	_____
Full Acquisition	_____X_____
Operations and Maintenance	_____X_____
Mixed Life Cycle	_____X_____

7. What was the first budget year this investment was submitted to OMB? 2023
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap:

The FY 2027 request totaling \$7.23 million will fund upgrades to ensure a more robust IT infrastructure and systems to support court operations and enhance services to the public.

This funding is crucial to maintain and enhance the technology infrastructure and implement technologies that support the efficient and effective administration of justice and that will elevate the level of service provided to the public.

The FY 2027 request will support replacement of the following existing equipment that that has reached or exceeded its life expectancy:

- CourtSmart Digital Systems recording equipment that reached the end of its life in 2020. The equipment includes audio servers, an archive system, a retriever workstation, UPS units, and other associated equipment to support the system as whole.
  - The audio servers currently support audio digital recordings in ninety-seven (97) courtrooms across the D.C. Courts’ facilities. With funds requested in FY 2027, an additional six (6) locations will be supported.

- The upgrade will include configuring the new audio servers, transferring all data from the existing servers, and testing the upgraded servers. A new Epson Blu-ray disc publishing system will be provided to enable centralized backup archiving for all sites.
      - Stand-alone televisions and laptops for courtrooms.
      - PCs, laptops and printers in D.C. Courts’ facilities.
      - Network switch in H. Carl Moultrie Courthouse.
      - Server hardware at the D.C. Courts’ Continuity of Operations (COOP) site.
- 9. Provide any links to relevant websites that would be useful to gain additional information on the investment including links to GAO and IG reports. For each link, provide a title of the content found at that link. N/A

**Section B: Summary of Funding (Budget Authority for Capital Assets)**

**Investment: Technology Infrastructure**

<b>Table 1.B.1: Summary of Funding</b> <b>(In millions of dollars)</b> (Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)								
	PY-1 and earlier	PY 2025	CY 2026	BY 2027	BY+1 2028	BY+2 2029	BY+3 2030 and beyond	Total unfunded (sum 2027-beyond)
Planning:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Acquisition:	4.00	4.18	5.42	7.23	6.48	2.99	3.07	19.77
Planning & Acquisition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal Planning & Acquisition (DME):	4.00	4.18	5.42	7.23	6.48	2.99	3.07	19.77
Operations & Maintenance:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disposition Costs (optional)								
Operations, Maintenance, Disposition Government FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal O&M and Disposition Costs (SS)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE Costs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL (not including FTE costs):	4.00	4.18	5.42	7.23	6.48	2.99	3.07	19.77
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 (2024) |
| 2. Insert the number of years covered in column “BY+3 and beyond”  | 1 year (2030) |
| 3. If the summary of funding has changed from the FY 2021 President’s Budget request, briefly explain those changes: | N/A           |

**Section C: Acquisition/Contract Strategy (All Capital Assets)**

Table I.C.1 Contracts Table		
	Data Description	Contract 1
<b>Short description of acquisition</b>	See <a href="http://www.usaspending.gov/learn">www.usaspending.gov/learn</a>	TBD
<b>Contract Status</b>	(1) Awarded, (2) Pre-award Post-solicitation, (3) Pre-award Pre-solicitation	TBD
<b>Procurement Instrument Identifier (PIID)</b>	See <a href="http://www.usaspending.gov/learn?tab=FAQ#2">www.usaspending.gov/learn?tab=FAQ#2</a>	TBD
<b>Indefinite Delivery Vehicle (IDV) Reference ID</b>	Required only for IDVs. See <a href="http://www.usaspending.gov/learn?tab=FAQ#2">www.usaspending.gov/learn?tab=FAQ#2</a>	TBD
<b>Solicitation ID</b>	See <a href="http://www.fbo.gov">www.fbo.gov</a>	TBD
<b>Alternative financing</b>	(ESPC, UESC, EUL or N/A)	TBD
<b>EVM Required</b>	Y/N	TBD
<b>Ultimate Contract Value</b>	Total Value of Contract including base and all options. Complete using dollars to two decimal places.	TBD
<b>Type of Contract/Task Order (Pricing)</b>	See <a href="#">FAR Part 16</a> . Can be fixed price, cost, cost plus, incentive, IDV, time and materials, etc.	TBD
<b>Is this contract a Performance Based Service Acquisition (PBSA)?</b>	Y/N Indicates whether the contract is a PBSA as defined by <a href="#">FAR 37.601</a> . A PBSA describes the requirements in terms of results rather than the methods of performance of the work.	TBD
<b>Effective Date</b>	MM/DD/YYYY Actual or expected Start Date of Contract/Task Order, the date that the parties agree will be the starting date for the contract’s requirements.	TBD
<b>Actual or expected end date of Contract/Task Order</b>	MM/DD/YYYY	TBD

<b>Extent Competed</b>	(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
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2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

N/A

3. a) Has an Acquisition Plan been developed? If yes, please answer the questions that follow:

Yes      No

b) Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1

Yes      No

c) Was the Acquisition Plan approved in accordance with agency requirements

Yes      No

d) If "yes," enter the date of approval?

\_\_\_\_\_

e) Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan?

Yes      No

f) Does the acquisition plan meet the requirements of EOs 13423 and 13514?

Yes      No

g) If an Acquisition Plan has not been developed, provide a brief explanation. Awaiting funding.

**DISTRICT OF COLUMBIA COURTS**  
**FY 2027 Budget Justification**  
**Grant-funded Activities and Reimbursements**

For Fiscal Year 2025, the District of Columbia Courts secured nearly \$3.8 million in Federal, local and private grant funds to: (1) provide services to victims of crime; (2) expedite permanent placement of children as required by ASFA legislation; (3) address the needs of children who are in an out-of-home placement or at risk of being placed in an out-of-home placement as a result of a parental substance abuse; (4) develop an interactive web browser of the District of Columbia Court of Appeals; (5) grow the pool of qualified interpreters of American Sign Language; (6) support operations and activities at the Courts Southeast Domestic Violence Intake Center; (7) assess the current status of the adult guardianship system in the District of Columbia; (8) support the Court's supervised visitation center; and (9) provide consulting services for the planning, impact and the use of Artificial Intelligence in the DC Courts. The Courts currently receive funds through 10 active grants secured from various Federal, local, and private sources. Of these, five grants totaling approximately \$1,857,000 are scheduled to expire at the end of FY 2025. Table 1 lists the Courts' grants and reimbursement funding for Fiscal Years 2025 and projected through 2027, while Table 2 lists grants scheduled to expire.

**I. FEDERAL GRANTS**

**(a) Abused and Neglected Children**

- ***Court Improvement Program (CIP)***. U.S. Department of Health and Human Services, Administration for Children and Families.

To assess and improve judicial proceedings that handle child abuse and neglect and related foster care and adoption litigation. The Superior Court continued collaboration with District child welfare agencies in examining the effectiveness of current practices and procedures, adequacy of resources and coordination among key agencies to enhance parental engagement with the Court, ensure that youth have a voice, ensure that permanent placements promote the child's best interests, and provide quality representation for children and families in the District of Columbia. Grant funds will enable the Court to continue implementation and expansion of the CASA led *Preparing Youth for Adulthood* initiative, allow for the continuation of the *Hooked on Books* program for children in the foster care system, support the Court's Quality Legal Representation project by funding a *Multi-Disciplinary Representation Project* that will provide Court-appointed attorneys (CCAN attorneys) with an opportunity to partner with an experienced social worker for the benefit of their parent-clients, and support the CIP Project Coordinator position. This grant award period includes carry over funds from multiple awards that included emergency funds to address COVID-19 related needs.

**(b) Crime Victims**

- ***Crime Victims Compensation Program (Claims)***. U.S. Department of Justice, Office of Victims of Crime.

To provide funds from the Crime Victims Compensation Fund for District of Columbia victim compensation payments to eligible crime victims.

**(c) Family Drug Court Program**

- ***Family Treatment Court Program. U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP)***

To increase the well-being of, improve permanency outcomes for, and enhance the safety of children who are in an out-of-home placement or at risk of being placed in an out-of-home placement as a result of a parental substance abuse. Grant funds will be used to achieve six primary goals: (1) Operate program serving 12 families annually, (2) Expand the array of supportive recovery services to families, (3) Employ additional staff who will assist in providing supportive services to FTC participants to improve participant engagement in the program, (4) Provide at least one cross-training opportunity for new and existing FTC staff and stakeholders each quarter, as well as a quarterly training for FTC participants, (5) Establish a comprehensive incentives and therapeutic responses program component, and (6) Provide transportation assistance to help eliminate lack of transportation as a barrier to successful completion of services.

**(d) Justice for Families Program**

- ***Justice for Families Program. U.S. Department of Justice, Office on Violence Against Women (OVW)***

To support the operation/activities of the Domestic Violence Intake Center Southeast Site, including personnel, rent and direct service costs. DC SAFE is a subrecipient and the direct service provider partner under this grant. Funds will be used to hire a Court Intake Specialist and partially fund two DC SAFE positions, as well as support partial lease payments at DVIC-SE.

**(e) Elder Justice Innovation**

- ***Elder Justice Innovation Grant-Guardianship Monitoring. U.S. Department of Health and Human Services, Administration for Community Living (ACL)***

To implement a focused initiative to assess the current status of the adult guardianship system in the District of Columbia. The goal of the project is to assess the fairness, safety, and integrity of the adult guardianship process from petition to court proceeding, to appointment, monitoring, and termination. Funds will be used to: hire a Research Associate; support the finalization and implementation of the Capacity Assessment Form; support the development of an E-Learning Module; enhance the recruitment and professional development program; evaluate the program; design and implement a public outreach campaign; and plan and host an Elder Justice Innovation Summit.

## 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 and Justice Grants 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.

- a ***Supervised Child Visitation Center.*** Office of the Attorney General (U.S. Department of Health and Human Services, Access and Visitation Grant).

To support the Court's supervised visitation center through a grant from the Health and Human Services agency. The Center serves as a safe, neutral location in which non-custodial parents in domestic violence cases may visit their children.

## III. PRIVATE GRANTS

### (a) Access to Justice

- ***Interactive Web Browser of the District of Columbia Court of Appeals.*** State Justice Institute.

To develop a 360 interactive web browser of the District of Columbia Court of Appeals (DCCA). Grant funds are used to contract with Youtopian to develop the browser which will educate stakeholders and the public about the physical spaces and procedures involved in participating in appellate cases and the DCCA's review of final orders, judgments and specified interlocutory orders of the Superior Court of the District of Columbia.

- ***Specialized Workshops for American Sign Language Interpreters.*** State Justice Institute.

To attract and retain an increased number of certified ASL interpreters qualified to work in court, the Courts were awarded funding to hold a series of workshops designed for interpreters who hold the National Interpreter Certification, but who no longer have a viable means of obtaining legal and court training or credentials. The workshops provide the interpreters with the knowledge, skills, and abilities to qualify to work in court and to interpret for deaf jurors.

(b) **Organizational Assessment**

- *The Planning, Impact and Use of Artificial Intelligence (AI) in the D.C. Courts.* State Justice Institute.

This Technical Assistance grant provides consulting services for the planning, impact and the use of Artificial Intelligence. The proposed tasks are to: (1) Support the efforts of the local AI Task Force by advising and providing education over a period of 12 months; (2) inventory systems, processes, roles, skillsets and any current uses of AI related technologies; (3) Interview members of the task force and Joint Committee on Judicial Administration to understand goals, priorities, desired uses of AI, and concerns around AI; (4) analyze and compile information; (5) collaboratively develop a roadmap with task force representatives; and, (6) prepare and present a summary report documenting the process and roadmap.

Table 1  
**DISTRICT OF COLUMBIA COURTS**  
**Amounts Available for Obligation: Grants and Reimbursements**  
(\$ in thousands)

Grant or Reimbursement	Source	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
<b>I. FEDERAL GRANTS:</b>				
<b>Abused and Neglected Children</b>				
Court Improvement Program	U.S. Department of Health and Human Services	563	282	282
<b>Crime Victims</b>				
Crime Victims Compensation Payments	U.S. Department of Justice	1,946	1,946	1,946
<b>Domestic Violence-Justice for Families</b>				
Justice for Families Program	U.S. Department of Justice	369	600*	-
<b>Family Court- Family Drug Court Program</b>				
Family Treatment Court	U.S. Department of Justice	455	-	-
<b>Probate Court—Elder Justice</b>				
Elder Justice Innovation Grant-Guardianship Monitoring	U.S. Department of Health and Human Services	84	460	-
<i>Subtotal, Federal Grants</i>		<b>3,417</b>	<b>3,288</b>	<b>2,228</b>
<b>II. D.C. FEDERAL BLOCK GRANTS:</b>				
<b>Domestic Violence</b>				
Supervised Child Visitation Center	U.S. Department of Health and Human Services	107	107	107
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	120	150	170
<i>Subtotal, D.C. Federal Block Grants</i>		<b>227</b>	<b>257</b>	<b>277</b>
<b>III. PRIVATE GRANTS:</b>				
<b>Access to Justice</b>				
Specialized Workshops for American Sign Language Interpreters	State Justice Institute	5	2	-
Interactive Web Browser of the District of Columbia Court of Appeals	State Justice Institute	16	44	-
<b>Organizational Assessment</b>				
The Planning, Impact and Use of Artificial Intelligence (AI) in the D.C. Courts	State Justice Institute	64	-	-
<i>Subtotal, Private Grants</i>		<b>85</b>	<b>46</b>	<b>-</b>
<b>GRANTS TOTAL</b>		<b>3,729</b>	<b>3,591</b>	<b>2,505</b>
<b>REIMBURSEMENTS:</b>				
Child Support Enforcement	D.C. Title IV-D Agency	863	863	863
Miscellaneous Reimbursements	Pretrial Services Agency	114	117	117
<b>REIMBURSEMENTS TOTAL</b>		<b>977</b>	<b>980</b>	<b>980</b>
<b>GRAND TOTAL</b>		<b>4,706</b>	<b>4,571</b>	<b>3,485</b>

\*Subject to award notification.

Table 2  
**DISTRICT OF COLUMBIA COURTS**  
**Grants that Expired in FY 2025**  
(\$ in thousands)

<b>Grant</b>	<b>Source</b>	<b>Grant Period (Includes Extensions)</b>	<b>Original Grant Award</b>
Domestic Violence Project	U.S. DOJ VAWA STOP Grants	Oct. 2024 – Sept. 2025	120
Court Improvement Program	U.S. Department of Health & Human Services	Oct. 2023 – Sept. 2025	283
Justice for Families	U.S. Department of Justice	Oct. 2022 – Sept. 2025	550
Family Treatment Court	U.S. Department of Justice	Oct. 2021 – Sept. 2025	797
Supervised Visitation	U.S. Department of Health and Human Services	Oct. 2024 – Sept. 2025	107
<b>Total</b>			<b>1,857</b>

**DISTRICT OF COLUMBIA COURTS**  
**FY 2027 Budget Justification**  
**PROGRAM 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. 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. These studies are undertaken to assess program efficacy and assist court leadership in making decisions related to program structure, function, and continuation.

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

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

The District of Columbia Courts have implemented a systematic approach to evaluating new initiatives and ongoing programs. Such assessments are essential in ensuring that court programs and services effectively and efficiently serve the residents of the District. Assessments are undertaken by internal researchers, or the Courts provide oversight of independent research firms to ensure that appropriated funds are utilized prudently and to enhance accountability and transparency. Below is a description of the internal program evaluations completed or in progress at the Courts at present:

**1. Evidence Act Evaluation Activities**

The Strategic Management Division (SMD) continued to revise the activities included in the Learning Agenda and in accordance with the Evidence Act. SMD updated the Mental Health Court Evaluation which focused on defendants' participation and outcomes. To support the Court Social Services Division, several evaluations have been initiated to focus on data quality and associated business process modifications to the case management system. SMD

also continued to participate in the working group for the Court of Appeals case management system and public availability of case documents. To ensure that the Court of Appeals' new case management system will accurately capture and report on key strategic goals, SMD focused on key initiatives, measures, and requirements for redaction of publicly released documents. Further, SMD continued to participate in the working group for the Superior Court's new case management system to ensure that the processes and policies associated with the system capture data necessary to implement the Learning Agenda, and that the system supports the goals of data quality and transparency.

## **2. Family Court Social Services Division's Comprehensive Data Study**

SMD collaborated with Family Court Social Services Division (CSSD) to conduct the second phase of an evaluation of supervision practices and outcomes. The initial phase revealed the need to refine processes for both data gathering and reporting, including enhanced data alignment with Family Court Operations. The purpose of the assessment is to develop business processes to capture key metrics, and to ensure that the current configuration of the case management system will adequately report on these metrics. This is proceeding through a collaborative workgroup including representatives of CSSD, Family Court Operations, IT, and SMD to develop a priority list of data reporting needs and assessment based on data availability, quality, data collection processes, and reporting capabilities.

## **3. Business Process Improvement Assessments (Surveys)**

SMD developed, deployed, and analyzed results for surveys to provide critical feedback necessary for business process improvement. SMD collaborated with the Courts' IT Division to conduct a Customer Service Survey to gauge the level of satisfaction with meeting customers' needs. The results will be used to inform potential changes to IT customer service and delivery. SMD worked with the Civil Legal Regulatory Reform Task Force to solicit input from major stakeholders (lawyers, Judicial Officers, service providers, etc) and the public on the need and support for the use of trained legal paraprofessionals, non-lawyers, to provide some legal services at a low cost to improve access to affordable civil legal services. Also, SMD worked with members of the DC Courts' Language Access Advisory Committee to develop satisfaction surveys for court staff and court interpreters to solicit feedback on language access services provided to limited English proficient (LEP) court users visiting or contacting the courthouse. Additional assessments have been undertaken to improve training programs for judges, managers and staff.

## **4. Technical Support of Legislatively Mandated Studies**

SMD continues to support evaluation efforts mandated by the DC Council. Although these evaluation efforts are being conducted by the Criminal Justice Coordinating Committee (CJCC), SMD has primary responsibility for engaging in discussions regarding appropriate data elements, extracting the data necessary for these evaluations, and ensuring the data quality. SMD also assumes responsibility for reviewing all analyses and verifying accuracy both in terms of data and contextual interpretation.

## FY 2027 Evidence Submission

### 1. Agency Contributors to Evidence Submission

The individuals who contributed to the D.C. Courts' FY 2027 Evidence Submission are: a) Herbert Rouson, Jr., Executive Officer; b) Dana Friend, Deputy Executive Officer, c) Marie Robertson, Senior Court Manager, Executive Office; d) Lisa VanDeVeer, Director, Strategic Management Division; e) Kim Beverly, Deputy Director, Strategic Management Division; f) Sandra Embler, Senior Research Associate, Strategic Management Division; Evaluation Officer, and g) Jonathan Motley, Senior Court Business Analytics Associate, Strategic Management Division, Chief Data Officer.

### 2. Evidence Act Implementation

The D.C. Courts are committed to building evidence and better integrating evidence into policy, programmatic, budget, operational, and management decision-making. The Strategic Management Division leads and coordinates the Courts' evidence-building activities. Its mission is to provide innovative strategies and evidence-based information to develop policies, enhance the administration of justice, and improve the quality of services at the D.C. Courts. The Division's operational objectives include the following:

- To promote a results/outcome-based organizational culture including the institutionalization of performance standards, evidence-based decision-making, and reporting of results;
- To conduct research and evaluation that is aligned with the Courts' strategic agenda and that meets the needs of court units;
- To deliver just-in-time analyses, reports and recommendations that support informed judicial and executive decision-making;
- To partner with external research organizations on research and evaluation initiatives to enhance the Courts' mission and goals;
- To lead the Courts' organizational performance measurement and management activities systematically assessing court performance and making recommendations to court leadership to enhance court performance and service to the public;
- To ensure the D.C. Courts employ a robust and inclusive court-wide strategic planning process to develop the Courts' five-year Strategic Plans;
- To plan and facilitate strategy development/performance review sessions among court leaders by providing information and data, analyses, and recommendations regarding goals, performance measures, outcomes and results; and
- To promote continuity and enhance data accuracy and reporting by coordinating data sharing and exchange with criminal justice partners, researchers and the general public.

In 2010, the Courts invested in a multi-million-dollar Business Intelligence Program which has resulted in the establishment of an Enterprise Data Warehouse that serves as a central repository of court-wide data for analysis. The BI Program has enabled the creation of analytical reports and performance dashboards for court leaders and staff. The Courts' recently acquired case management system for Superior Court to replace aging technology

became operational, in phases, beginning in 2022. Configuration of this new case management system has focused on meeting both the operational and information needs of the Court. Significant efforts have been applied to ensure that data to inform reporting is captured and available for ingestion into the established Enterprise Data Warehouse. The Court has also expanded its use of reporting to better ensure data entry accuracy and compliance with established business rules. The Court is currently assessing the alignment of the newly acquired cases management system to operational requirements and for reporting on key performance metrics such as caseload activity and time to disposition. The Courts also established a Data Governance Program to support the further development of an evidence-based culture throughout the Courts. The vision of the Data Governance Program is to create a data-driven culture that promotes informed decision-making. The Data Governance Program is developing court-wide data standards, assessing data quality, and developing policies and processes to ensure the privacy of data.

The Foundations for Evidence-Based Policymaking Act of 2018 provides a unique opportunity for the D.C. Courts to continue and expand their efforts to become an evidence-based organization. To date, the Courts have met the requirements to designate key personnel as Evaluation Officer and Chief Data Officer. The designation of a Statistical Official will take place as soon as this position can be authorized and recruited. The Courts have also established a Data Governance Program, as previously noted. For FY27 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 FY27 the Courts will continue advancing the activities in the Learning Agenda and revising as necessary to meet the changing needs of the organization. The Courts have developed a new Strategic Plan outlining priorities over the next five years. It is anticipated that results from the learning activities will be used to inform this process.

(b) Annual Evaluation Plan

Based on the learning activities in the Learning Agenda, the Courts developed an Evaluation Plan which serves as a roadmap for annual evaluation activities. Going

forward, the Courts plan to continue evaluation activities as outlined in the Strategic Plan and to further develop criteria for determining which evaluations are considered “significant” and should be subsequently included in the annual evaluation plan. The following evaluation activities are scheduled: Evidence Act projects, Family Court Social Services Division’s Comprehensive Data Study, Business Process Improvement Assessments (Surveys), and Technical Support of Legislatively Mandated Studies.

(c) Evaluation Policy

The Courts are not a CFO-Act agency and recognize that an evaluation policy is not an explicit requirement of the Evidence Act. However, the Courts recognize the value of standards and guidance to inform internal and external research and evaluations and realize that the practice of evaluation is fundamental to the organization’s future strength. The Courts understand that evaluation is the means through which it can obtain systematic, meaningful feedback about its policies and initiatives and that the results of evaluations can provide the information that aids decision makers in developing and revising policies and programs and provides confirmation of the effectiveness of existing initiatives.

The Courts have developed “A Guide for Internal and External Evaluations” based in significant ways on the evaluation standards developed by the Office of Management and Budget (OMB) Circular M-20-12 “Implementation of the Foundations for Evidence-Based Policymaking Act of 2018: Program Evaluation Standards and Practices.” This guidance presents key principles that will govern the Courts’ planning, conduct, and use of evaluations. Through this guidance, the Courts seek to promote the key standards of relevance, utility, rigor, independence, objectivity, transparency, and ethics in the conduct of internal and external evaluations.

In FY27, the Courts plan to continue to communicate this guidance to internal and external stakeholders and develop detailed implementation plans to ensure that all evaluation activities embrace this guidance.

(d) Data Governance

The D.C. Courts established a Data Governance Program in 2019. A Data Governance Council, chaired by the Chief Data Officer, carries out the main work of the Program and reports to an executive level Data Governance Board. The Data Governance Council is comprised of key staff from each of the Courts’ major operating divisions who serve as Data Stewards for their divisions, as well as staff from the Strategic Management Division and the Information Technology Division. The Data Governance Board is comprised of members of the Courts’ Executive Team (Executive Officer, Deputy Executive Officer, Clerk of the Court of Appeals, and Clerk of the Superior Court) as well as the Chief Information Officer and the Director of the Strategic Management Division.

The mission of the Data Governance Program is to leverage data as a strategic asset focusing on data quality, data security, and understanding of data, through the coordinated efforts of cross-functional teams.

The Data Governance Program has been on hold during the pandemic and while the Courts have been implementing a new trial court case management system and are planning for the implementation of a new appellate court case management system. However, there have been, and will continue to be, efforts during the case management system project implementations to examine data quality and availability issues and implement new best practices for data management as the Courts have converted legacy data to the new system and planned for data collection with the new system(s). All of this work supports the Courts' long-range goals for the Data Governance Program, which will be re-launched in phases as court staffing resources currently dedicated to the case management system implementations can be re-deployed.

The Courts are aware of the Open Data Plan requirement in the Evidence Act and will provide an update on this requirement in a future report. Before addressing the Open Data Plan, the Council, in coordination with the Office of General Counsel, must first identify and consolidate all statutes and directives related to data confidentiality and privacy. This requirement is on the future agenda of the Data Governance Council.

(e) Barriers

Despite the Courts' many investments in building capacity for using evidence to inform decision-making, the Courts are challenged to make evidence and evaluation a front and center activity given the pressing demands of day-to-day operation as a high-volume urban court system. Historically, the Courts received over 80,000 new case filings annually and handled tens of thousands more matters in a post-disposition review capacity. The volume of new case filings slowed significantly during the pandemic and is slowly rising again while at the same time the Courts have and are continuing to implement new business practices to align with a post-pandemic "new normal" environment where many hearings are held online, and court customers and agency stakeholders expect more online services. Given this operational focus, there remain several potential barriers to implementing the components of the Evidence Act.

First, the Courts maintain complex case management systems and employ hundreds of clerks to input data into these systems; however, these systems were designed primarily for processing cases and making the official court record rather than analysis and research. Data are collected with the primary purpose of fulfilling the individual Division's or program's needs, leading to inconsistency and the inability to analyze data across the Courts. The Clerk of the Court's Office is addressing this issue within Superior Court as the new case management system is implemented. At the appellate level, these issues will be considered during the future implementation of their new case management system.

Second, given the press of business in the courtrooms and clerks' offices where data entry occurs, there are inevitable errors which compromise the quality and reliability of the data. Additionally, the Courts' data systems include data that does not originate in the Courts and over which the Courts have little oversight. The Metropolitan Police Department, for example, enters all the demographic information for defendants in the criminal court. The Data Governance Program will address data quality issues within the Courts as one of its future focus areas.

Third, the Courts' phased approach of the new case management system has resulted in numerous changes in data structure, processing, and reporting for the select divisions initially migrated to the system. This resulted in two separate data sources being utilized concurrently, each with slightly different functional and operational requirements. The Court experienced significant challenges in fully assimilating the migrated divisions which caused concern with overall operational functions such as data accuracy, business processes, and reporting. This has resulted in a restructuring of the data warehouse and significant changes in data fields and structure. The Court has expended significant resources with this project with little yield in obtaining an integrated, fully functioning case management system for Superior Court. Further, management has reconsidered the pursuant of the new case management and have elected to adopt, with modifications, the previous system.

Fourth, new programs and services may be brought "online" without regard to the collection of data that will be needed for future evaluations. Evaluation is not always considered early in the development or implementation of policies, programs, or initiatives to identify or collect outcome measures. Because the Courts have traditionally focused on the day-to-day work of case processing, the consideration of the evaluation process at conception will require a shift in the culture and habits of court personnel.

Fifth, the Courts are committed to enhancing access to justice and transparency. The Courts will regularly respond to requests for its data from external stakeholders, academia, and the like. While adhering to courts and industry standards regarding data sharing, collection and reporting, there are numerous complications that have been experienced due to the lack of a streamlined process. The number, complexity, and level of internal review needed for data requests and data sharing agreements at the Courts have increased exponentially. This has resulted in a piece-meal approach as several court staff are required to address narrowly focused aspects of requests, e.g., adherence to statutes to research implications. A dedicated resource with expertise and experience is needed to provide technical guidance on acceptable industry standards and practices, implement policy development, oversight and training.

Notwithstanding these challenges, efforts are being made to introduce consideration of data collection for evaluative processes earlier in the process of program development and implementation. Additionally, the Courts have undertaken an effort to identify key performance indicators for all core court functions, to facilitate future performance measurement and program evaluation. With the Data Governance Program, the Courts expect to broaden the responsibilities of Data Stewards in each of the operating divisions

to raise awareness of data-related issues, to enhance data quality, and to increase the use of data analysis to inform decision-making at all levels of the organization. The Courts anticipate that the development of an Evaluation Policy will guide future research and evaluation efforts and integrate evidence-building activities into the organizational culture.

(f) Identification of Training Needs/Technical Support

The D.C. Courts are aware of the information and resources offered by OMB on the MAX.Gov website and are continuing to utilize 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, etc. However, the Courts could benefit from any peer learning opportunities and examples of implementation strategies, especially as they pertain to non-CFO agencies.

**DISTRICT OF COLUMBIA COURTS  
DEFENDER SERVICES**

<u>FY 2025 Enacted</u>	<u>FY 2026 Level</u>	<u>FY 2027 Request</u>	<u>Difference FY 2026/2027</u>
46,005,000	46,005,000	52,500,000	6,495,000

**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).<sup>6</sup> 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.<sup>7</sup> The Guardianship program provides for compensation to service providers in guardianship and protective proceedings for incapacitated adults.<sup>8</sup> 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. Quality legal representation is essential, not only for fair processes, but also for efficient proceedings; 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, statutory changes, and demographics in the community and, in most cases, attorneys submit vouchers for payment at the conclusion of a case (often two or three years after assignment).

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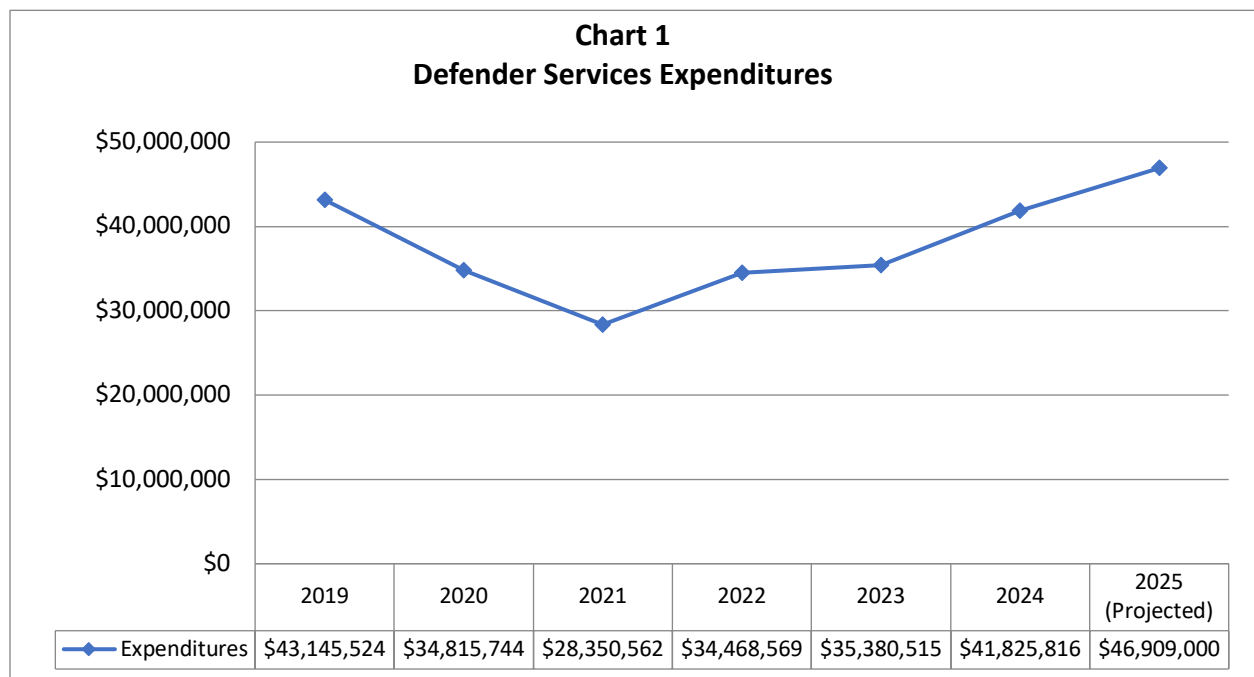
<sup>6</sup> See D.C. Code §11-2601 *et seq.*

<sup>7</sup> See D.C. Code §16-2304.

<sup>8</sup> See D.C. Code §21-2060.

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 attorney panels to improve the quality of representation, also enhancing cost-efficiency. In addition, the Courts established guideline vouchers (a flat fee based on the number of hours typically required by a given case type), automated the voucher process, established duty attorneys to provide efficient representation in high-volume areas, and imposed stricter rules and requirements for participating attorneys and investigators. Among these requirements, the Court implemented a training and screening process for a CJA investigator panel, established requirements for panel attorneys to attend initial and continuing legal education offered by the Public Defender Service (PDS) and attorney associations, and adopted practice standards developed by committees including judges, PDS attorneys, private and non-profit practitioners, and court staff.

Chart 1 provides Defender Services costs since FY 2019, with projections for FY 2025. Costs decreased during FY 2020 and 2021 due to decreased capacity for case processing during the COVID-19 Pandemic. Expenditures increased slightly during FY 2022, and increased steadily starting in FY 2023, when a modest rate increase was implemented (discussed below).



### **Caseload Data**

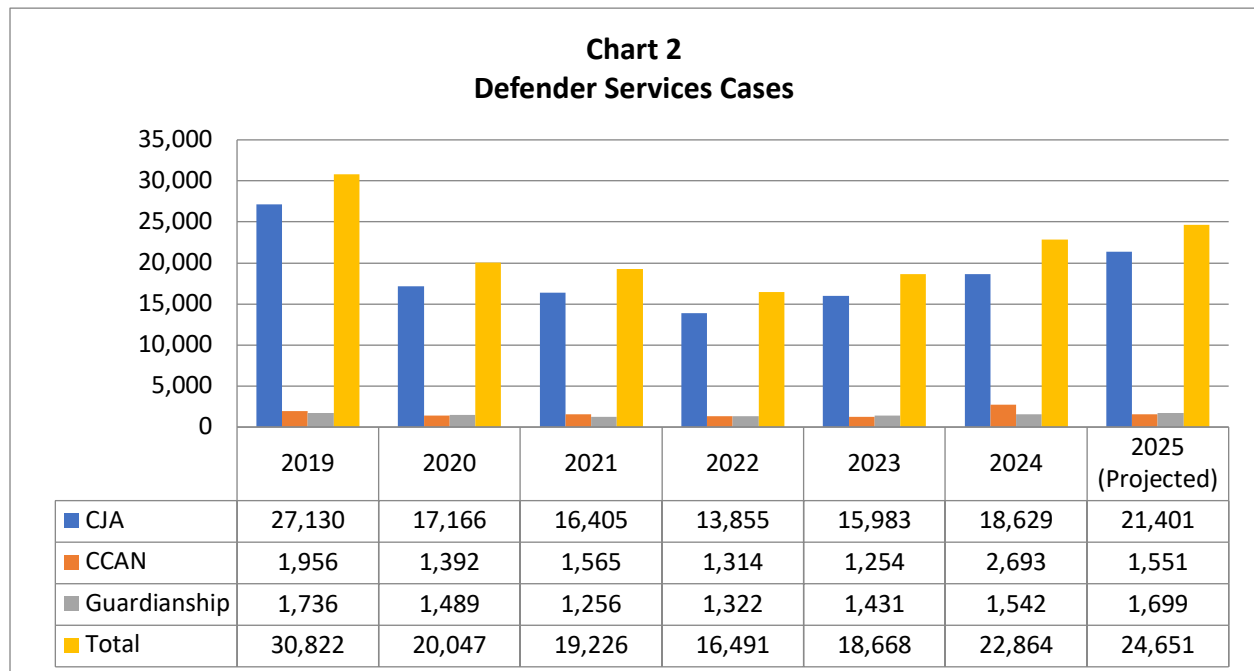
The following data provide details on the Defender Services caseload, including historical data for calendar year 2019 to 2024, and projected data for 2025. Caseloads dipped during the COVID-19 Pandemic, and, as of 2025, are approaching pre-pandemic levels. Chart 2 below shows the number of cases in which representation was financed by the Defender Services account. For each year, the figure reflects the number of cases for which a voucher was generated in that year, including cases that were filed in prior years. For example, vouchers may be issued for post-trial matters or experts, months or years after the case was filed. In addition,

guardianship and CCAN cases tend to have lengthy durations, and vouchers are issued for payment on an annual basis.

Typically, guardianships are established to protect elderly persons no longer able to manage their affairs. During the court proceeding to determine whether a guardianship is needed, the elderly person is represented by court-appointed counsel, and the judge receives a health report from a court-appointed medical provider. After these initial costs to the Defender Services account, the guardian manages the affairs of the incapacitated individual and petitions the Court for fees annually during the guardianship, usually the lifetime of the incapacitated person. This caseload is growing, with the aging of the population.

In child abuse and neglect cases, the initial proceedings determine the child’s placement and involve attorneys and experts on the child’s needs. Once the initial case is closed, the court continues to monitor the child’s welfare while the child is in foster care, for example. The attorney and any experts are issued vouchers on an annual basis.

Following a significant drop in cases during the pandemic, the number of cases has been climbing toward the pre-pandemic level.

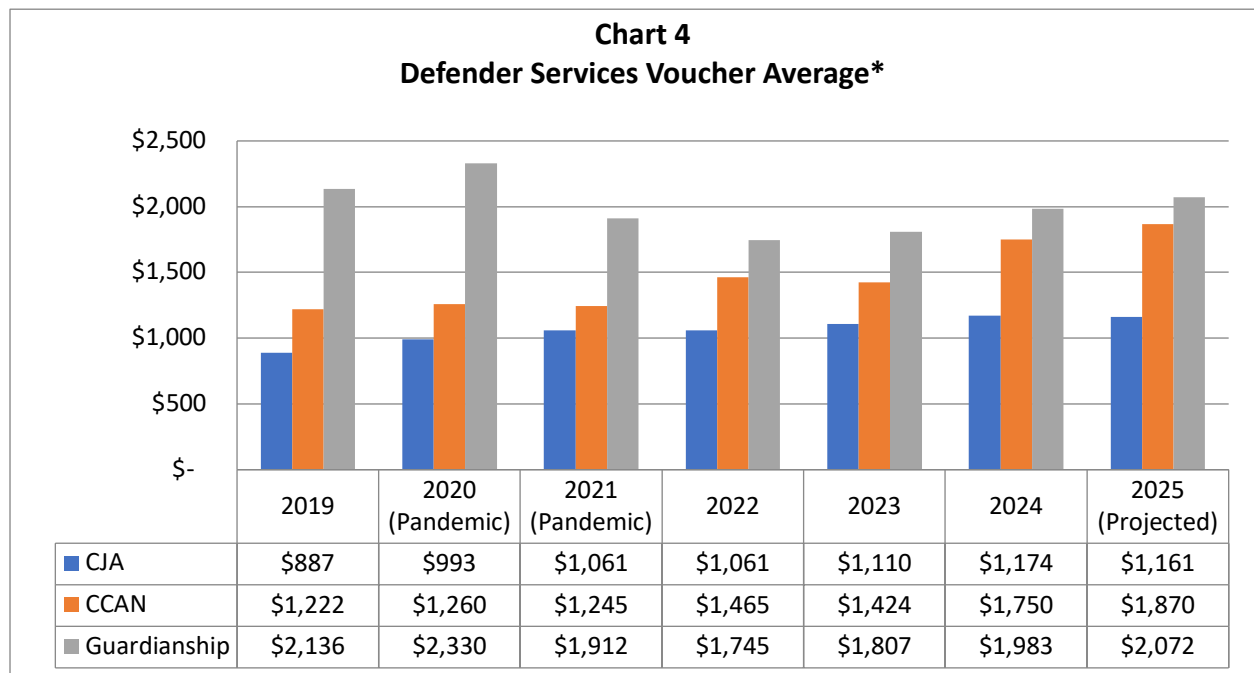
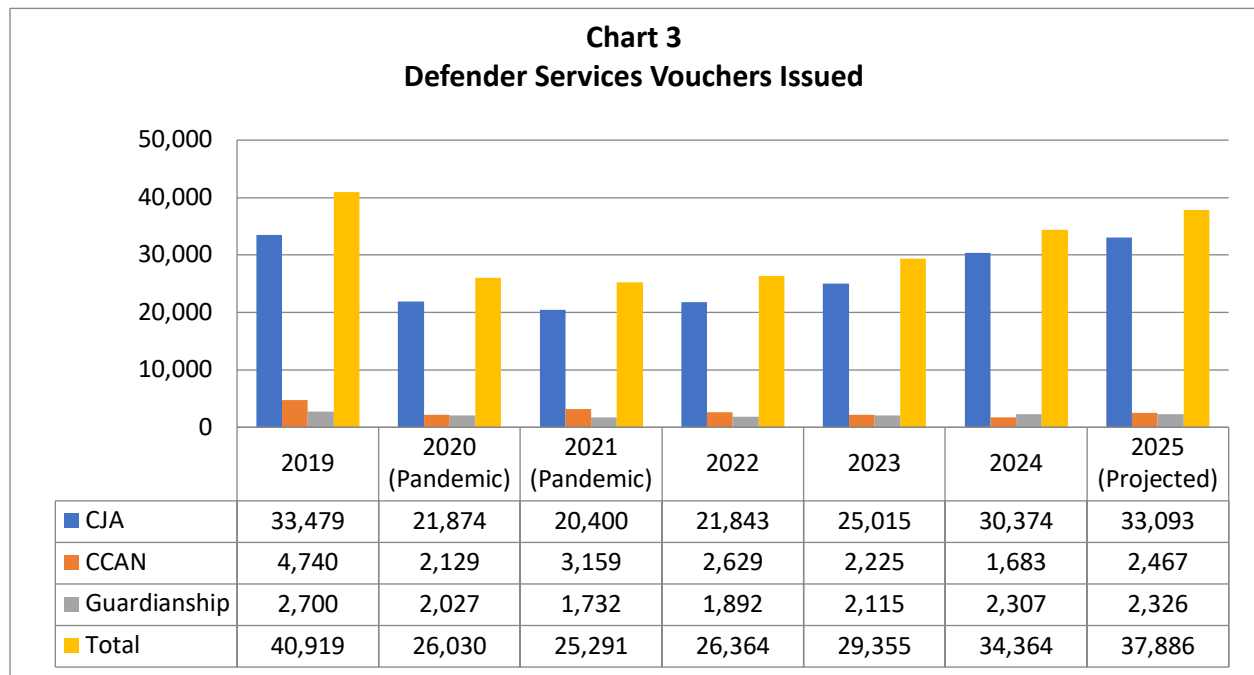


Charts 3 and 4 below shows the number of vouchers issued each year and the average dollar amount of vouchers paid in each year. The number of vouchers includes the single monthly invoice paid from the CCAN account to the non-profit contractor (the Children’s Law Center) and Guardianship fee petitions.

As is evident from the number of issued vouchers in Chart 3, multiple vouchers are issued in many cases. These cover 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).

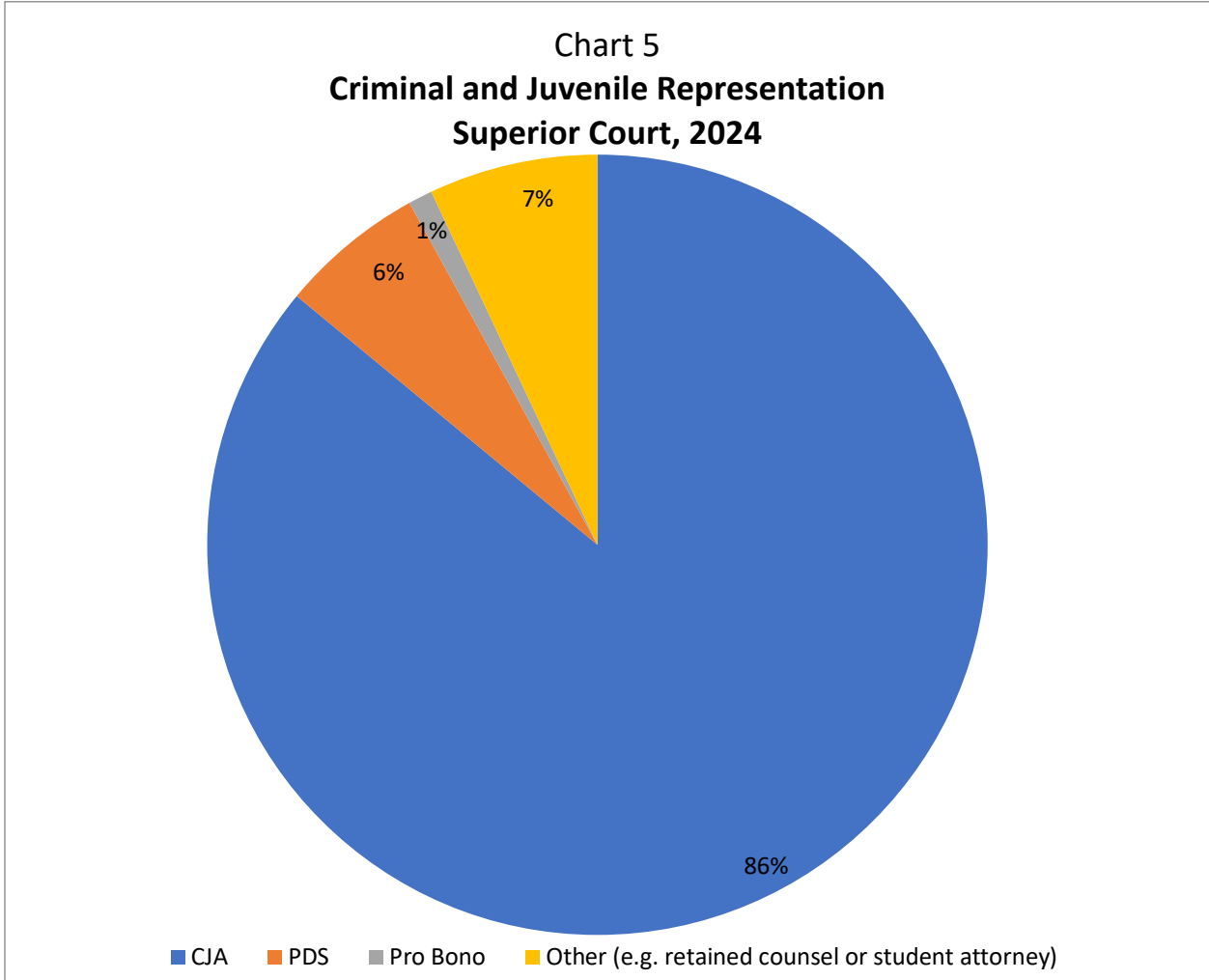
The FY 2025 average cost per voucher varies by case type from about \$1,200 for CJA cases (the vast majority of case type) to about \$2,100 for guardianship cases, in addition to the non-profit contract.



\* Average reflects vouchers paid in a given year, excluding the monthly invoice from the non-profit.

**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 5 shows the breakdown of representation in Superior Court criminal adult and juvenile cases (including adult criminal, fugitive, criminal domestic violence, civil protection order, criminal contempt, and criminal traffic cases and juvenile delinquency, persons in need of supervision, and interstate cases) to which attorneys were appointed in calendar year 2024.



**Rate Increase**

As discussed above, the D.C. Courts have taken steps to improve quality of representation financed by the Defender Services account, which contributes to efficient court proceedings as well as fair and timely case resolution. Particularly in criminal defense, the Courts must compete with the Federal courts, which is located just across the street from the Moultrie Courthouse, and which pays significantly higher hourly rates. The disparity in pay for attorneys and investigators

had adversely affected the D.C. Courts' ability to attract qualified attorneys and investigators in cases with indigent parties who are entitled to appointed counsel, impaired the defendants' rights to receive services necessary for an adequate defense, and hampered efficiencies afforded by the appointment of well-qualified attorneys.

Prior to January 1, 2023, attorneys appointed to represent indigent defendants; attorneys appointed for children and indigent parties in neglect, termination of parental rights, and adoption proceedings; attorneys appointed in guardianship representation for incapacitated adults; and investigators had not received a rate increase since 2009. Attorneys were paid \$90 an hour and investigators received \$25 an hour. The hourly rate paid to attorneys appointed in federal cases pursuant to the Criminal Justice Act, 18 U.S.C. § 3006A, increased to \$175 beginning January 1, 2025.<sup>9</sup> A disparity also existed between the hourly rate paid to investigators in cases under the D.C. Criminal Justice Act and investigators in federal cases under the Criminal Justice Act, who are paid \$65 an hour.

With the support of the President and Congress, the Consolidated Appropriations Act of 2023 included language to permit the Courts to raise the rate for attorneys, capped at the amount paid to attorneys in federal cases, which is tied to adjustments in the General Schedule. Accordingly, to begin to address these compensation disparities and assure quality representation necessary for the fair and efficient administration of justice, the Joint Committee on Judicial Administration approved an hourly rate increase of \$20 for attorneys and investigators. The hourly compensation rate for attorneys increased from \$90 to \$110 and the hourly rate for investigative services increased from \$25 to \$45. The hourly rate increase applied to cases and proceedings initiated on or after January 1, 2023, phasing in the rate increase as attorneys take on new cases and typically submit vouchers for payment at the conclusion of the case.<sup>10</sup> An unobligated balance in the account, which accrued during the pandemic, was initially used to finance this rate increase.

Now, however, caseloads are returning to their pre-pandemic levels, and rescissions in prior years reduced the unobligated balance. In addition, to correct a coding error identified during FY 2025, the Courts recorded additional obligations of \$15 million, with a commensurate reduction to the unobligated balance, as shown in Table 1, below. We anticipate these obligations will liquidate over the typical four-year life cycle of vouchers issued in the Defender Services programs.

### **Unobligated Balance**

The Defender Services account has historically carried a modest unobligated balance intended to cover cost variances inherent in indigent representation. For example, changes in law enforcement practices increase the criminal caseload, and defendants are entitled to representation, by statute and the Constitution.

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<sup>9</sup> 7 Guide to Judiciary Policy, Vol. 7, Defender Services, Part. A, § 230.16(A) (last revised January 1, 2025); Available at <http://www.uscourts.gov/rules-policies/judiciary-policies/cja-guidelines/chapter-2-ss-230-compensation-and-expenses>

<sup>10</sup> As noted above, in guardianship and child welfare cases in the monitoring phase, vouchers are issued and submitted annually, and the Children's Law Center submits invoices on a monthly basis.

Rescissions totaling \$59 million in FY 2023 – 2025 have eliminated the unobligated balance that accrued during the pandemic. As shown in Table 1, the Courts project that a proposed FY 2026 rescission will eliminate the unobligated balance entirely, requiring appropriations to finance the critical legal services provided to the public under the Defender Services appropriation.

Table 1  
**DISTRICT OF COLUMBIA COURTS  
 DEFENDER SERVICES OUTLAY TABLE**  
 (in Dollars)

	ACTUAL FY 2024	PROJECTED FY 2025	PROJECTED FY 2026	PROJECTED FY 2027	PROJECTED FY 2028
<b>APPROPRIATIONS</b>	<b>46,005,000</b>	<b>46,005,000</b>	<b>46,005,000</b>	<b>52,500,000</b>	<b>52,500,000</b>
Prior Year Unobligated Balance Carryover	55,000,000	34,180,000	6,276,000	1,973,000	2,015,000
<b>TOTAL AVAILABLE FUNDING</b>	<b>101,005,000</b>	<b>80,185,000</b>	<b>52,281,000</b>	<b>54,473,000</b>	<b>54,515,000</b>
<b>LESS: TOTAL OUTLAYS</b>	<b>41,825,000</b>		<b>50,308,000</b>	<b>52,458,000</b>	<b>52,458,000</b>
Actual through July 2025		36,909,000			
Projected August - September 2025*		10,000,000			
Outlay Subtotal		46,909,000			
Obligation Adjustment		15,000,000			
Projected Unobligated Balance		18,276,000	1,973,000	2,015,000	2,057,000
Enacted/Proposed Unobligated Balance Cancellation	25,000,000	12,000,000	-		
<b>NET UNOBLIGATED BALANCE CARRYOVER</b>	<b>34,180,000</b>	<b>6,276,000</b>	<b>1,973,000</b>	<b>2,015,000</b>	<b>2,057,000</b>

\* FY 2025 projections for August and September reflect seasonal adjustments to outlays; typically more vouchers are submitted for payment near the close of the fiscal year.

**FY 2027 Request**

The Courts request \$52,500,000 for Defender Services in FY 2027, a \$6,495,000 increase from the FY 2026 Level.

This request is based on FY 2027 projections that Defender Services caseloads will return to pre-pandemic levels, and the rate increase will be fully phased-in and reflected in outlays.

In addition, but not yet quantifiable, the Courts are experiencing an increase in criminal cases resulting from the Administrations’ recent anti-crime initiatives in the District. As a result, the Courts anticipate increases in Defender Services outlays over the next few years. For example, charging defendants with the most serious offenses increases Defender Services costs (representation in felonies costs more than misdemeanors) and prosecuting nearly 100% of recent cases (rather than dropping or “no papering” about 10%-50% of cases) increases the number of defendants requiring a court-appointed attorney. At this writing, this initiative is in its first month, and its duration is uncertain.