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DISTRICT OF COLUMBIA COURTS BUDGET SUBMISSION

MESSAGE

FROM

THE PRESIDENT OF THE UNITED STATES

TRANSMITTING

THE DISTRICT OF COLUMBIA COURTS FY 2002 BUDGET SUBMISSION

MAY 2, 2001.—Message and accompanying papers referred to the Committee on Appropriations and ordered to be printed

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To the Congress of the United States:

In accordance with the District of Columbia Code, as amended, I am transmitting the District of Columbia Courts FY 2002 Budget Submission.

The District of Columbia Courts have submitted a FY 2002 budget request for $111.7 million for operating expenses, $41.4 million for capital improvements to courthouse facilities, and $39.7 million for Defender Services in the District of Columbia Courts. My FY 2002 budget includes recommended funding levels of $105.2 million for operations, $6.0 million for capital improvements, and $34.3 million for Defender Services. My transmittal of the District of Columbia Courts' budget request does not represent an endorsement of its contents.

I look forward to working with the Congress throughout the FY 2002 appropriations process.

GEORGE W. BUSH.

THE WHITE HOUSE, *May 2, 2001.*

FY2002 Budget Submission

District of Columbia Courts
FY 2002 Budget Submission
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GENERAL STATEMENT

DISTRICT OF COLUMBIA COURTS
Summary Statement
Fiscal Year 2002

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 provide fair, swift, and accessible justice; enhance public safety; and promote trust and confidence in the justice system. To support the Courts' mission and goals in Fiscal Year 2002, the Courts request $153,046,000 for Court operations. Of this amount, $8,528,000 is requested for the Court of Appeals; $69,203,000 is requested for the Superior Court; $33,945,000 is requested for the Court System; and $41,370,000 is requested for capital improvements for courthouse facilities. In addition, the Courts request $39,711,000 for the Defender Services account.

The Courts' FY 2002 request realigns the appropriation among each Court entity to conform to the existing administrative structure of the unified court system, implementing a National Center for State Courts' recommendation to enhance service to the public and promote operational efficiency. To implement this realignment, the request shifts certain appropriations and FTE from the Superior Court to the Court System, which provides support to both the Court of Appeals and the Superior Court. The shift transfers funding for courtwide support functions, including, for example, human resources, information technology, and maintenance and facilities functions (i.e. the Administrative Services Division). The realignment is discussed more fully in Section 4.

The FY 2002 budget request represents an increase of $48.0 million over the FY 2001 enacted level of $105,000,000 for the Federal Payment to the District of Columbia Courts. Roughly 80% of this increase, or $38.1 million, is for the capital account to restore funding after several years of reductions below the level needed annually to maintain the four buildings and 1.1 million square feet of space managed by the Courts. The remaining $9.9 million is requested to strengthen the Courts' capacity to address workload demands by investing in staff, information technology, and courthouse facilities. The requested funding level would provide 1,227 full-time equivalent (FTE) positions, an increase of 46 FTE over the FY 2001 level of 1,181 FTE.

The Courts urgently require additional FTE to support essential court operations and reverse the decline in staffing experienced in recent years. The Courts' current on-board FTE of 1,127 is 9% below the FY 1999 authorized level of 1,239. In Fiscal Year 2001, funding constraints will permit the Courts to replace only 41 of the 76 FTE lost during FY 2000. Staffing shortages have caused courtroom and case processing delays, hampered the Courts' ability to create a record of courtroom proceedings; hindered access to case information; and eroded the quality of service the Courts are able to provide to jurors, child support recipients, and users of court information. Although the Courts are implementing process re-engineering and studying cost-effective staffing strategies, additional

FTE are urgently needed to effectively carry out the Courts' mission. The FY 2002 request targets additional staffing resources toward mission-critical functions, including courtroom support (+11 FTE), juvenile probation (+9 FTE), and Information Technology (+9 FTE). The modest FTE increase in the FY 2002 request would still leave the Courts' FTE level below the FY 1999 authorized level of 1,239.

To ensure the financial stability of the Crime Victims Compensation Program and make it less vulnerable to budgetary pressures on annual appropriations, the Courts are requesting an amendment to the Victims of Violent Crime Compensation Act of 1996 to permit administrative expenses of the Program to be paid from the Crime Victims Compensation Fund, as is the practice in other states. Further explanation and language to effect this change is included in Section 2 of this request.

Investing in Court Operations

As the Courts approach the fourth year of direct federal funding in FY 2002, we look forward to building on past reforms that demonstrated our commitment to fiscal responsibility. For example, during fiscal year 2000 the Courts restructured budget and financial management policies and practices; developed and closely monitored a spending plan to ensure that obligations did not exceed available appropriations; implemented an automated system to track Defender Services obligations; ensured that funds were available to pay timely every Defender Services claim; and secured an "unqualified" opinion in the annual independent audit, which noted the progress made by the Courts since the transition to federal funding.

Fiscal year 2001 marks a watershed for the Courts. First, the FY 2001 appropriation will permit the Courts' non-judicial employees to achieve pay parity with their counterparts in federal agencies. This accomplishment is essential to Courts' ability to recruit and retain highly qualified staff. Second, the Courts will implement a court-wide re-engineering and strategic planning initiative in FY 2001. While the Courts have successfully emerged from past fiscal difficulties and staffing shortages, much work remains to be done. In fiscal year 2001, the Courts will implement key aspects of the Government Performance and Results Act (GPRA), and expand upon initial efforts in the FY 2002 submission to align resources and performance. In addition, the Courts' first-ever independent study of staffing levels will provide the necessary analysis to ensure that limited FTE are deployed cost effectively.

To build on past accomplishments, and to support the Courts' commitment to serve the citizens of the District of Columbia, additional resources are essential in FY 2002. The time has come when the staffing, technology, and infrastructure of the past cannot meet the Courts' requirements. Without investments in Court staff, the quality of justice will be compromised; without remediation, the Courts' computer systems will fail; and without additional capital resources, the Courts' buildings will disintegrate. The FY 2002 request addresses these requirements by:

- **Investing in Information Technology (IT).** To achieve the Courts' goal of a case management system that provides accurate, reliable data for every operating area and the judiciary, and making available appropriate data to the public, the Courts request $11.3 million for information technology in FY 2002. The request includes $5.0 million for an IT initiative to support the implementation of the Integrated Justice Information System, which the Court launched in FY 2000. The IT initiative is discussed in Section 3.a.

- **Investing in Court Employees.** To strengthen the Courts' capacity to achieve its strategic goals, the FY 2002 request includes $2.6 million for an additional 46 FTE. Between September 1999 and October 2000, the Courts reduced on-board FTE by 76, or 6% through a hiring freeze implemented to reduce costs. In FY 2001, the Courts have sufficient funding to fill just 41 of these vacancies. The request includes $418,000 for a human resources initiative to establish performance award and Court Senior Executive programs modeled on Federal programs. These investments in the Courts' human resources are essential to improving the capacity to serve local residents and building on the progress made in FY 2001 toward parity with Federal compensation and accountability.

- **Investing in Infrastructure.** The FY 2002 capital request reflects several years of underfunding and deferred maintenance of the Courts' aging facilities. In FY 2001 alone, the Courts' capital appropriation of $3.3 million is 58% below the FY 2000 level and $15 million, 82%, below the Courts' request. To ensure the health, safety, and quality of courthouse buildings, the FY 2002 request includes $41.4 million for the Courts' capital budget. Included in the total is $15 million to continue restoration of the Old Courthouse at 451 Indiana Avenue for use by the District of Columbia Court of Appeals, thereby freeing 37,000 sq. ft. in the main courthouse to meet critical space needs of the Superior Court, U.S. Marshals Service, and other criminal justice agencies with functions in the Moultrie Courthouse. Built from 1820 through 1881, this building is deteriorating rapidly. The structure currently violates health codes and is uninhabitable. Restoring this historic landmark to meet the critical space needs of the Courts and preserving it for future generations are critical priorities for the District of Columbia Courts.

- **Strengthening Financial Management.** To address recommendations by the Courts' independent auditor, the FY 2002 request includes $300,000 for a new accounting system and to provide Court staff training in accounting, financial management, and federal budgeting. The Courts would like to work closely with OMB on the implementation of this initiative.

Strengthening Defender Services

In FY 2000, the Courts devoted particular attention to improving the financial management and reforming the administration of the Defender Services programs. For example, the Courts issued Administrative Orders to ensure that Criminal Justice Act (CJA) reimbursement claims are submitted on a timely basis, are accompanied by adequate documentation of eligibility for indigent clients, and that highly qualified attorneys participate in the program.[1] Because the Courts' accounting system contractor, GSA, is unable to record Defender Services obligations as they are incurred, the Courts implemented an in-house automated system, which was fully operational in October 2000, to track obligations from the Courts' receipt of a voucher to its payment. A Defender Services customer service initiative allows attorneys access to electronic systems; provides dedicated staff to answer attorney inquiries on the status of payments; and solicits customer feedback through a satisfaction survey instrument. The fiscal year 2002 request builds on these efforts. Through advance or mandatory funding for the Defender Services account, the Courts would ensure funding stability while gaining experience in tracking obligations in the new automated system, analyzing data on attorney appointments and voucher submission patterns, and projecting resource requirements.

In the Defender Services account, the FY 2002 budget request represents a net increase of $5.4 million over the FY 2001 enacted level of $34,387,000. A decline in CJA case assignments in recent years is expected to offset anticipated cost increases in the Counsel for Child Abuse and Neglect (CCAN) and Guardianship programs. Accordingly, the FY 2002 funding request for the base program remains at the level of the FY 2001 appropriation.

The FY 2002 request includes an additional $5.4 million to increase the hourly compensation of attorneys and investigators who participate in the Defender Services programs. Since 1993, the compensation rate for attorneys who represent District indigents under the CJA and CCAN programs has been unchanged at $50 per hour. Moreover, the $10 hourly compensation rate for investigators is inadequate to recruit sufficient investigators, often forcing attorneys to conduct their own investigations at a rate of $50 per hour. In such cases, the rate increase would reduce costs by enabling the investigative work to be performed by an investigator at $25 per hour. An increase in the hourly compensation rates for attorneys from $50 to $75, and for investigators from $10 to $25 per hour, is essential to ensuring that highly qualified attorneys and investigators participate in the Defender Services programs.

The FY 2002 budget also requests appropriations language that would provide advance funding for the Defender Services account. In 16 of the past 21 years, the CJA program has experienced a budgetary shortfall. Advance funding for the Defender Services account

[1] It should be noted that court-appointed attorneys represent nearly 90% of indigent criminal defendants in the District (1999 figure). The balance of the defendants are represented pursuant to D.C. Code §1-2702 by the Public Defender Service, which has control over the cases it takes.

would eliminate the need to augment the appropriation with supplemental appropriations or with funds from the Courts' operating budget. In addition, as an alternative approach to address the need to augment the Defender Services account, the Courts are requesting that the FY 2002 President's budget move the Defender Services account from the discretionary to mandatory side of the federal budget. We believe that mandatory treatment of Defender Services is consistent with the uncontrollable nature of obligations in this program and the GAO's determination that these are mandatory expenses. The Courts cannot continue the practice of financing a shortfall in the Defender Services account with funds that are needed for operations without eroding the quality of justice provided in the Nation's Capital.

Strategic Planning

In Fiscal Year 2000, the Courts launched a strategic planning process that will be fully implemented in Fiscal Year 2001. The FY 2002 budget request incorporates the Courts' strategic goals and strategies, and includes performance projections for all core functions. To promote the continuous improvement envisioned under the Government Performance and Results Act (GPRA), the request includes $414,000 for program evaluations of the Multi-Door Division's alternative dispute resolution programs and the Social Services Division's juvenile probation services. The Courts' three strategic goals, and the additional resources requested to help attain them in FY 2002, include:

- Provide fair, swift, and accessible justice by enhancing efficient case-processing capability and ensuring that the public can access Court facilities (+$2.1 million and 21 FTE);
- Enhance public safety for metropolitan area residents and visitors (+$.9 million and 11 FTE); and
- Ensure trust and confidence in the justice system through enhanced management practices and improved staff training and accountability (+$2.5 million and 14 FTE).

To achieve these strategic goals, the Courts articulated three budget strategies for FY 2002. The budget strategies would promote the Courts' strategic goals by:

- Building capacity to provide Court services (+$3.4 million and 31 FTE);
- Investing in information technology (+$1.1 million and 8 FTE); and
- Enhancing the skills and accountability of court employees (+$.9 million and 7 FTE).

The District of Columbia Courts are committed to carrying out the mission of administering justice in a fair, accessible, and cost-efficient manner. The additional resources in the FY 2002 budget request would ensure that the Courts could continue to perform this essential mission with quality, professionalism, and fiscal integrity.

Table 2

DISTRICT OF COLUMBIA COURTS

FY 2002 Budget Submission

Summary Table

District of Columbia Court of Appeals

	Request Amount	FTE
FY 2001 Appropriation	7,409,000	91
Nonjudicial Employee Pay Adjustment of 8.48%, Court of Appeals	359,000	-
Less Non-Recurring FY 2001 Budget Items	-	-
Less .22% Across-the-Board Rescission	-17,000	
Adjusted FY 2001 Budget Base	7,751,000	91
Requested Base Adjustments:		
A. Goal – Provide Fair, Swift and Accessible Justice:		
1. Law Clerk	57,000	1
2. Judicial Secretary	57,000	1
3. Computer Specialist	82,000	1
Subtotal	*196,000*	*3*
B. Goal – Ensure Trust and Confidence in the Justice System:		
4. Senior Court Executive Program	11,000	-
5. Incentive Awards Program	20,000	-
6. Cyclical Equipment Replacement	86,000	-
Subtotal	*117,000*	-
C. Built-In Cost Increases:		
1. COLA, FY 2002	364,000	-
2. Within-Grade Increases	84,000	-
3. Non-pay built-in cost increases	16,000	-
Subtotal	*464,000*	-
FY 2002 Budget Request, Court of Appeals	**8,528,000**	**94**

Superior Court of the District of Columbia

	Request Amount	FTE
FY 2001 Appropriation	71,121,000	980
Nonjudicial Employee Pay Adjustment of 8.48%, Superior Court	4,323,000	-
Less Non-Recurring FY 2001 Budget Items	-	-
Less .22% Across-the-Board Rescission	-166,000	
Realignment Adjustment	-11,443,000	-129
Adjusted FY 2001 Budget Base	63,835,000	851
Requested Base Adjustments:		
A. Goal –Provide Fair, Swift and Accessible Justice:		
1. Spanish Language Brochures	2,000	-
2. Crime Victims Compensation Program Outreach Materials	9,000	-
3. Crime Victims Program Legal Claims Examiner	104,000	2
4. Equipment for New Crime Victims staff	12,000	-
5. Courtroom Clerks – Domestic Violence Unit	76,000	2
6. Mediator Evaluator Compensation	9,000	-
7. Enhance Family Mediation Program	32,000	-
8. Child Protection Mediation	20,000	-
9. Library, Increase Book Budget	35,000	-
10. D.C. Code Replacement	97,000	-
11. Simultaneous Interpreting Equipment	3,000	-
12. Certified Spanish Language Interpreter	82,000	1
13. Process Evaluation of Multi-Door Dispute Resolution Program	162,000	-
Subtotal	*643,000*	*5*

	Request Amount	FTE
B. Goal –Enhance Public Safety:		
14. APA Accreditation for Social Services Division Clinic	27,000	-
15. Risk/Needs Detention Decision Instrument	120,000	-
16. Intensive Supervision	86,000	2
17. Juvenile Drug Court	374,000	7
18. Technical Assistance for Evaluation of the Juvenile Probation Program	252,000	-
19. Processing Clerks--Domestic Violence Unit	86,000	2
Subtotal	*945,000*	*11*
C. Goal –Ensure Trust and Confidence in the Justice System:		
20. Telephone Equipment	2,000	-
21. Juror Clerks	76,000	2
22. Cyclical Equipment Replacement	446,000	-
23. Senior Court Executive Program	88,000	-
24. Incentive Awards Program	182,000	-
Subtotal	*794,000*	*2*
D. Built-In Cost Increases:		
1. COLA, FY 2002	2,585,000	-
2. Within-Grade Increases	217,000	-
3. Increased Senior Judge Costs	19,000	-
4. Non-pay built-in cost increases	165,000	-
Subtotal	*2,986,000*	-
FY 2002 Budget Request, Superior Court	**69,203,000**	**869**

District of Columbia Court System

	Request Amount	FTE
FY 2001 Appropriation	17,890,000	110
Nonjudicial Employee Pay Adjustment of 8.48%, Court System	573,000	-
Less Non-Recurring FY 2001 Budget Items	-	-
Less .22% Across-the-Board Rescission	-41,000	
Realignment Adjustment	11,443,000	129
Adjusted FY 2001 Budget Base	29,865,000	239
Requested Base Adjustments:		
A. Goal –Provide Fair, Swift and Accessible Justice:		
1. Expand FTR Server Capacity for On-line Audio Storage	260,000	-
2. Contractual Court Reporting Services	86,000	-
3. Official Court Reporter	171,000	3
4. Official Court Transcriber	105,000	3
5. FTR Hardware Maintenance Agreement	20,000	-
6. Recording Technician	43,000	1
7. Facilitating Public Access through the Internet	93,000	1
8. Information and Technology Disaster Planning	40,000	-
9. Information and Technology IJIS Project Staffing	412,000	5
Subtotal	*1,230,000*	*13*

	Request Amount	FTE
B. Goal –Ensure Trust and Confidence in the Justice System:		
10. Engineer	94,000	2
11. Mail Clerk	31,000	1
12. Research and Development Associate	57,000	1
13. Internal Auditor	164,000	2
14. Integrated Financial Management System	250,000	-
15. Desktop Applications Programmer	57,000	1
16. Systems Security Administrator	68,000	1
17. Cyclic IT Hardware Replacement	204,000	-
18. Specialized Training -- Superior Court Staff	20,000	-
19. Specialized Training -- Court Reporting and Recording Staff	18,000	-
20. Specialized Training -- Integrated Financial Management System	50,000	-
21. Specialized Training -- Executive Development	4,000	-
22. Senior Court Executive Program	62,000	-
23. Incentive Awards Program	55,000	-
24. Defender Services Technicians	114,000	3
25. Cyclical Equipment Replacement	210,000	-
26. Project Director -- Old Courthouse Restoration	97,000	1
Subtotal	*1,555,000*	*12*
C. Built-In Cost Increases:		
1. COLA, FY 2002	879,000	-
2. Within-Grade Increases	74,000	-
3. Increased FECA costs	124,000	-
4. Non-pay built-in cost-increases	218,000	-
Subtotal	*1,295,000*	-
FY 2002 Budget Request, Court System	**33,945,000**	**264**

District of Columbia Courts
Capital Improvements
FY 2002 Budget Submission
Summary Table

	Request Amount
Health and Safety Projects:	
1. Elevators and Escalators	1,500,000
2. Fire and Security Systems	3,000,000
3. HVAC, Electrical, and Plumbing	10,800,000
Subtotal	*15,300,000*
Maintaining Court Infrastructure:	
1. Restoring Habitability and Readaptive Use of Old Courthouse at 451 Indiana Ave.	15,000,000
2. Courtrooms and Judges' Chambers	1,500,000
3. Restroom Improvements	1,000,000
4. General Repair Projects	3,950,000
Subtotal	*21,450,000*
New Initiatives:	
1. Integrated Justice Information System	4,620,000
Subtotal	*4,620,000*
TOTAL	**41,370,000**

District of Columbia Courts
Defender Services
FY 2002 Budget Submission
Summary Table

	Request Amount
FY 2001 Appropriation	34,387,000
Less .22% Across-the-Board Rescission	-76,000
Less Non-Recurring FY 2001 Budget Items (None)	
Adjusted FY 2001 Budget Base	34,311,000
Requested Base Adjustments:	
A. Mandatory Defender Services	
1. Criminal Justice Act Program	-2,087,000
2. Counsel for Child Abuse and Neglect	1,687,000
3. Guardianship Program	400,000
Subtotal	*0*
B. Increase Hourly Rate	
1. CJA and CCAN Attorneys	4,650,000
2. CJA and CCAN Investigators	750,000
Subtotal	*5,400,000*
FY 2002 Budget Request	**39,711,000**

APPROPRIATIONS LANGUAGE

District of Columbia Courts
FY 2002 Budget Submission
Explanation of Changes to Appropriations Language

Account: Federal Payment to the District of Columbia Courts

Proposed change	Purpose	Justification
New language: "Of which not to exceed $2,500 shall be available for the [each of Chief Judge of the Court of Appeals, Chief Judge of the Superior Court, and Executive Officer] for official reception and representation expenses"	Restores language provided in FY 1997 and prior years to provide a representation fund for the Chief Judges of the Court of Appeals and Superior Court, and the Executive Officer.	The Courts require the fund for official purposes, including, e.g., to support meetings of the Committee on Admissions, attendance in official capacity at community legal events, and for the 500 international jurists who visit the Courts each year. The FY 2001 appropriations act provides this fund for the Mayor, City Council Chair, City Administrator, Superintendent of Schools, and the President of the University of the District of Columbia.
New language: "Provided further, that notwithstanding Section 446 of the District of Columbia Home Rule Act or any provision of subchapter III of chapter 13 of title 31, United States Code, the use of interest earned on the Federal payment made to the District of Columbia Courts under the District of Columbia Appropriations Act, 1998, by the Courts during fiscal year 1998 shall not constitute a violation of such Act or such subchapter."	Addresses the recommendation in GAO Report GAO/AIMD/OGC-99-226, that the Courts seek legislative relief from paying the interest on the fiscal year 1998 appropriation that was retained for Court operations.	The Courts have performed all necessary investigating and reporting under the Anti-Deficiency Act. Similar language was included in the FY 2001 appropriations act for the Courts Services and Offender Supervision Agency (CSOSA).

Proposed change	Purpose	Justification
Deletion of language: "$5,255,000 to finance a pay adjustment of 8.48 percent for nonjudicial employees;"	Deletes FY 2001 earmark for a nonjudicial employee pay increase.	The pay increase was fully funded in FY 2001.
Deletion of language: "including $825,000 for roofing repairs to the facility commonly referred to as the Old Courthouse and located at 451 Indiana Avenue, Northwest,"	Deletes FY 2001 earmark of capital funds for roof repairs.	The project was fully funded in FY 2001.
Deletion of proviso: "Provided, That none of the funds in this Act or in any other Act shall be available for the purchase, installation, or operation of an Integrated Justice Information System until a detailed plan and design has been submitted by the courts and approved by the Committees on Appropriations of the House of Representatives and the Senate:"	Deletes the prohibition of obligation and expenditure of funds for IJIS until submission by the Courts of a detailed design plan.	The Courts submitted an IJIS requirements analysis to the President, and the House and Senate appropriations and authorizing committees in September 2000. The Courts expect to submit their detailed plan for the IJIS system in early 2001.
New Language: "Provided further, That after providing notice to the Committees on Appropriations of the Senate and House of Representatives, the District of Columbia Courts may reallocate not more than $1,000,000 of the funds provided under this heading among the items and entities funded under such heading."	Authorizes the Courts to transfer limited funds between entities within the Federal Payment to the District of Columbia Courts account.	In light of the unified nature of the D.C. Courts, in which the Court System supports both the trial court and appeals court, the Courts request this authority to provide greater flexibility in managing their finances within the Federal Payment. This language is similar to the transfer authority given to the Courts in the FY 2001 Consolidated Appropriations Act.

Account: Defender Services in District of Columbia Courts

Proposed change	Purpose	Justification
New language: "Provided, That, in addition, such amounts as may be necessary may be charged to the subsequent appropriation for payments for any period subsequent to September 1 of the current year:"	Provides advance funding of the Defender Services account in FY 2002.	The President's budget provides for advance funding if necessary to meet higher than anticipated payments in excess of the available appropriation. In 16 of the past 21 years, claims for payments under the Defender Services programs have exceeded available resources. The language would eliminate the need for a potential FY 2002 supplemental, or the past practice of augmenting the Defender Services appropriation with appropriations from the Federal Payment.
Deletion of language: "Provided, That the funds provided in this Act under the heading `Federal Payment to the District of Columbia Courts' (other than the $3,325,000 provided under such heading for capital improvements for District of Columbia courthouse facilities) may also be used for payments under this heading: Provided further, That, in addition to the funds provided under this heading, the Joint Committee on Judicial Administration in the District of Columbia shall use funds provided in this Act under the heading `Federal Payment to the District of Columbia Courts' (other than the $3,325,000 provided under such heading for capital improvements for	Deletes the authority to augment the Defender Services appropriation with the Federal Payment appropriation.	The Courts cannot continue to augment the Defender Service appropriation with operating budget resources without severe long-term detrimental consequences.

Proposed change	Purpose	Justification
[continued] District of Columbia courthouse facilities), to make payments described under this heading for obligations incurred during any fiscal year:"		
Deletion of language: "Provided further, That the District of Columbia Courts shall implement the recommendations in the General Accounting Office Report GAO/AIMD/OGC-99-226 regarding payments to court-appointed attorneys and shall report quarterly to the Office of Management and Budget and to the House and Senate Appropriations Committees on the status of these reforms."	Deletes the requirement to (1) issue guidance providing that interest is to be paid when vouchers containing or accompanied by all required substantiating documentation are not paid by the required payment date; and (2) establish procedures that require all vouchers to be logged and tracked immediately upon receipt.	The Courts have implemented the GAO recommendations.

General Provisions

Proposed change	Purpose	Justification
Delete language: "Sec. 403. Restrictions on Use of Annual Unobligated Balance in D.C. Crime Victims Compensation Fund. (a) In General—Section of 16(d) of the Victims of Violent Crime Compensation Act of 1996 (sec. 3-453(d). D.C. Code), as added by section of 160(d) of the District of Columbia Appropriations Act, 2000, is amended to read as follows: "(d) Any unobligated balance existing in the Fund in excess of $250,000 as of the end of each fiscal year (beginning with fiscal year 2000) may be used only in accordance with a plan developed by the District of Columbia and approved by the Committees on Appropriations of the Senate and House of the Representatives, the Committee on Government Reform of the House of Representatives and the Committee on Governmental Affairs of the Senate, and not less than 80 percent of such balance shall be used for direct compensation payments to crime victims through the Fund under this section and in accordance with this Act,". (b) Effective Date.—The amendment made by subsection (a) shall take effect September 30, 2000.	Deletes language authorizing excess Crime Victims funds to be used for a plan developed by the District of Columbia.	The D.C. Code has been modified to include the language.

Proposed change	Purpose	Justification
New language: "Section 11-1722(a), District of Columbia Code, is amended in the first sentence by striking ", subject to the supervision of the Executive Officer"."	Amends the D.C. Code to remove the Director of Social Services from direct supervision of the Executive Officer.	Enhances the Courts' operational and financial management capability by fully integrating the Social Services Division in the Superior Court. No special supervisory provision is necessary, as the Executive Officer manages all nonjudicial employees through the appropriate Clerk of Court or Deputy Executive Officer.
New language: "Section 11-1723(a)(3), District of Columbia Code, is amended by striking "and the internal auditing of the accounts of the courts"."	Removes the responsibility for internal auditing of the accounts of the courts from the Fiscal Officer.	Implements GAO's recommendation in GAO/AIMD/OGC-00-6 that the accounting and auditing functions be separated. Internal auditing functions will fall under the responsibility of the Executive Officer (see D.C. Code §11-1701(b)(2) and §1703).
New language: "Section 16(e) of the Victims of Violent Crime Compensation Act of 1996 (D.C. Code, sec. 3-435(e)) is amended to read as follows: '(e) All compensation and attorneys' fees awarded under this chapter and administrative costs necessary to carry out this chapter shall be paid from, and subject to, the availability of monies in the Fund.'"	Amends D.C. Code §3-435(e) to allow administrative expenses of the Crime Victims Compensation Program to be paid from the Crime Victims Compensation Fund.	To keep pace with the increasing number of claims as a result of improved outreach efforts, as well as the processing of supplemental payment requests in existing cases, additional funds for personnel, equipment, outreach and training are needed. Allowing these costs to be paid from the Fund ensures the stability of the Program and makes it less vulnerable to budgetary pressures on appropriations.

FEDERAL PAYMENT TO THE DISTRICT OF COLUMBIA COURTS

For salaries and expenses for the District of Columbia Courts, [$105,000,000] *$153,046,000* to be allocated as follows: for the District of Columbia Court of Appeals, [$7,409,000] *$8,528,000, of which not to exceed $2,500 shall be available for the Chief Judge of the Court of Appeals for official purposes;* for the District of Columbia Superior Court, [$71,121,000] *$69,203,000, of which not to exceed $2,500 shall be available for the Chief Judge of the Superior Court for official purposes*; for the District of Columbia Court System, [$17,890,000] *$33,945,000, of which not to exceed $2,500 shall be available for the Executive Officer for official purposes;* [$5,255,000 to finance a pay adjustment of 8.48 percent for nonjudicial employees;] and [$3,325,000, including $825,000 for roofing repairs to the facility commonly referred to as the Old Courthouse and located at 451 Indiana Avenue, Northwest,] *$41,370,000,* to remain available until September 30, [2002] *2003*, for capital improvements for District of Columbia courthouse facilities: [Provided, That none of the funds in this Act or in any other Act shall be available for the purchase, installation or operation of an Integrated Justice Information System until a detailed plan and design has been submitted by the courts and approved by the Committees on Appropriations of the House of Representatives and the Senate:] 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, with payroll and financial services to be provided on a contractual basis with the General Services Administration (GSA), said services to include the preparation of monthly financial reports, copies of which shall be submitted directly by GSA to the President and to the Committees on Appropriations of the Senate and House of Representatives, the Committee on Governmental Affairs of the Senate, and the Committee on Government Reform of the House of Representatives: *Provided further, That notwithstanding section 446 of the District of Columbia Home Rule Act or any provision of subchapter III of chapter 13 of title 31, United States Code, the use of interest earned on the Federal payment made to the District of Columbia Courts under the District of Columbia Appropriations Act, 1998, by the Courts during fiscal year 1998 shall not constitute a violation of such Act or such subchapter: Provided further, That after providing notice to the Committees on Appropriations of the Senate and House of Representatives, the District of Columbia Courts may reallocate not more than $1,000,000 of the funds provided under this heading among the items and entities funded under such heading.*

DEFENDER SERVICES IN DISTRICT OF COLUMBIA COURTS

For payments authorized under section 11-2604 and section 11-2605, D.C. Code (relating to representation provided under the District of Columbia Criminal Justice Act), payments for counsel appointed in proceedings in the Family Division of the Superior Court of the District of Columbia under chapter 23 of title 16, D.C. Code, and payments for counsel authorized under section 21-2060, D.C. Code (relating to representation provided under the District of Columbia Guardianship, Protective Proceedings, and Durable Power of Attorney Act of 1986), [$34,387,000] *$39,711,000*, to remain available until expended: *Provided, That, in addition, such amounts as may be necessary may be charged to the subsequent appropriation under this heading for payments for any period subsequent to September 1 of the current year*: [Provided, That the funds provided in this Act under the heading "Federal Payment to the District of Columbia Courts" (other than the $3,325,000 provided under such heading for capital improvements for District of Columbia courthouse facilities) may also be used for payments under this heading: Provided further, That, in addition to the funds provided under this heading, the Joint Committee on Judicial Administration in the District of Columbia shall use funds provided in this Act under the heading "Federal Payment to the District of Columbia Courts" (other than the $3,325,000 provided under such heading for capital improvements for District of Columbia courthouse facilities), to make payments described under this heading for obligations incurred during any fiscal year:] Provided further, That such funds 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, with payroll and financial services to be provided on a contractual basis with the General Services Administration (GSA), said services to include the preparation of monthly financial reports, copies of which shall be submitted directly by GSA to the President and to the Committees on Appropriations of the Senate and House of Representatives, the Committee on Governmental Affairs of the Senate, and the Committee on Government Reform of the House of Representatives[: Provided further, That the District of Columbia Courts shall implement the recommendations in the General Accounting Office Report GAO/AIMD/OGC-99-226 regarding payments to court-appointed attorneys and shall report quarterly to the Office of Management and Budget and to the House and Senate Appropriations Committees on the status of these reforms].

GENERAL PROVISIONS

SEC. ___. Section 11-1722(a), District of Columbia Code, is amended in the first sentence by striking ", subject to the supervision of the Executive Officer".

SEC. ___. Section 11-1723(a)(3), District of Columbia Code, is amended by striking "and the internal auditing of the accounts of the courts".

SEC. ___. Section 16(e) of the Victims of Violent Crime Compensation Act of 1996 (D.C. Code, sec. 3-435(e)) is amended to read as follows:

"(e) All compensation and attorneys' fees awarded under this chapter and administrative costs necessary to carry out this chapter shall be paid from, and subject to, the availability of monies in the Fund.".

DISTRICT OF COLUMBIA COURTS
FY 2002 Budget Initiative
Investing in Technology

Initiative element	FTE	Grade	Requested increase
IJIS Design and Implementation	---	---	$ 4,620,000
IJIS Project Director	1	JS-14	$ 97,000
IJIS Database Migration Support			
Database Administrator	1	JS-14	$ 97,000
Database Programmer	2	JS-12	$ 136,000
Database Architect	1	JS-13	$ 82,000
Total, Investing in Technology Initiative	5		$ 5,032,000

The District of Columbia Courts request $5,032,000 in the Fiscal Year 2002 budget for a technology initiative to implement the Integrated Justice Information System (IJIS). Of the total, $4,620,000 is requested in the capital budget and $412,000 is requested for 5 FTE in the Court System's Information and Technology Division. The initiative would support the design, transition, and implementation of an integrated system for data collection and exchange within the court for civil, criminal, juvenile, family, probate and tax cases and systems, and with those criminal justice agencies outside the court, such as law enforcement, corrections, and other District and Federal agencies, that need access to and exchange of court data.

The Court's information management resources are divided among 18 different computer systems that have evolved over the past 20 years in response to the needs of particular Court divisions. A recently completed IJIS requirements analysis by the National Center for State Courts (NCSC) concluded that these aging systems are obsolete, highly customized, require redundant data entry, and supported by a dwindling supply of mainframe computer professionals, many of whom are nearing the end of their careers. These systems do not support cross-division, data-sharing initiatives and have forced the Courts to maintain a paper-based, manual case filing system. The lack of inter-agency integration, common individual identifiers, and data standards among the District's criminal justice agencies makes it extremely difficult to identify and track criminal offenders and their history.

The Courts launched the multi-year IJIS project in FY 1999 after the Technology Committee articulated its technology vision. In FY 2000, the Courts awarded the NCSC a $350,000 contract to conduct a requirements analysis for IJIS; this report was completed early in FY 2001. In FY 2001, the Courts will publish a Request for Proposal (RFP) to design and implement IJIS, and expect to award the competitive contract in FY 2002. The FY 2001 appropriation provided no funds to support IJIS implementation. The Courts will use a $618,000 grant from the Justice Department's Edward Byrne Memorial State and Local Law Enforcement Assistance Formula Grant Program and a $200,000 grant from the Office of Justice Programs to support IJIS planning and transition activities in FY 2001.

Section 10 provides a justification for the Court's FY 2002 capital request of $4,620,000 for IJIS. Immediately below is a discussion of the request for $412,000 for 5 FTE in the Information and Technology Division. Of the total, $97,000 is requested for a Project Director to manage IJIS throughout development, design, and implementation; and $315,000 is requested for 4 FTE to support the migration of Court data and the current 18 disparate systems to the integrated case management system.

(1) IJIS Project Director (CS-14) - $97,000

- The Problem. A major IT system such as the Integrated Justice Management System (IJIS) requires a dedicated project manager to ensure the new system meets Court needs in an efficient, cost-effective manner. The Project Director for IJIS has been funded for 2001 through a Justice Department Byrne Grant, but the Courts require funds in the FY 2002 budget to continue management of the project throughout its development and implementation.

- Relationship to Court mission and goals. The Project Director will directly support the Courts' goal of providing fair, swift, and accessible justice by enhancing the technology infrastructure on which the criminal justice system in the District relies. A modern, integrated information system is essential if the Courts are to provide Judges the data they need to make sound decisions.

- Relationship to core or priority functions. The Information and Technology Division's primary goal is providing efficient processing of information throughout the Court. The IJIS Project Director will enhance that goal. The Project Director will interact with the vendor and keep the Courts apprised of the project status and will advise the Courts regarding any necessary modifications to the original project schedule and contract. It is critical for the Courts to have an in-house Project Director due

to the sensitive nature of the information processed in IJIS. Continuing this position will maintain within the Courts the expertise derived from working on the project from the initial development through implementation.

- Relationship to existing funding. This position is currently funded through a Byrne Grant, which expires at the end of FY 2001. Additional funding is needed in FY 2002 to continue this critical function.

- Performance indicators. The smooth and cost-effective implementation and operation of the IJIS system will demonstrate the performance of this position.

(2) Database Migration - $315,000

Initiative element	Requested increase	Additional FTE
1. Database Administrator (CS-14)	$97,000	1
2. Database Architect (CS-13)	$82,000	1
3. Database Programmers (CS-12)	$136,000	2

- The Problem. The Courts' case management data are maintained in many different formats. In FY 2002, the Courts will begin to phase in a new Integrated Justice Information System (IJIS) that requires standardized data. The existing data must be converted to the new format and migrated to the new system.

- Relationship to Court mission and goals. Accurate and accessible data are crucial to the Courts' mission of administering justice. Court goals of providing fair and prompt justice, enhanced public safety, and public trust in the justice system rely heavily on data, as judges require accurate information on which to base sound decisions. The successful conversion of existing court data to the new IJIS structure will ensure that data are available and correct for court officials and the public.

- Relationship to core or priority functions. Providing verifiably correct and dependable data is essential to the Information and Technology Division's core function to ensure the efficient processing of information throughout the Courts.

- Relationship to existing funding. Current funding is inadequate to provide additional FTE with expertise in the database system on which IJIS will be based. Funding for in-house database administrators and analysts who will manipulate the Courts' sensitive information as we transition to and manage the new IJIS system is crucial.

- Plan for carrying out the initiative. It is vital to have in-house resources to convert the existing systems to database structures and to take ownership of the system as each phase is reached. This initiative will finance 4 FTE to fill this need. The Database Administrator, the senior technical coordinator for overall database internal functions, will monitor and review the design of the new system and report any critical changes to the program manager. The Database Architect will work in conjunction with the Database Administrator to ensure the system will function efficiently and meet the needs of end-users. Database programmers will code the system to the requirement specifications gathered from the user needs analysis. During development and installation, these specialists will participate with the vendor in detailed functionality design and programming, eliminating the need for extensive post-installation training to maintain the new system.

- Performance of the initiative. The most common performance measurement method for integrity in data conversion is review and analysis of case-related information. Case files will be used as a basic source of case-related information. Surveys of key users will also help assess the accuracy of the information.

DISTRICT OF COLUMBIA COURT SYSTEM
FY 2002 Budget Initiative
Strengthening Financial Management

Initiative element	Requested increase
1. Integrated Financial Management System	$ 250,000
2. Financial Management Training	$ 50,000
Total, Strengthening Financial Management Initiative	$ 300,000

The District of Columbia Courts request $300,000 in the Fiscal Year 2002 budget for a financial management initiative in the Budget and Finance Division. The initiative would improve the Courts' capacity to record, report, and analyze budgetary and financial data and to prepare the Courts' financial statements. Of the total, $250,000 is requested in the Court System Management Account for purchasing, integrating, and testing a financial management system and $50,000 is requested in the Center for Education and Training to provide training for 20 FTE in the Accounting, Budget, and Banking and Finance Branches to effectively use the new system. In addition, training would be provided to 10 FTE in the Accounting Branch and Banking and Finance Branch on applied fund accounting, preparation of financial statements, and financial management.

(1) The problem. The Courts' current financial management system must be modified to meet the requirements of OMB Circular A-127. Provided under contract with the General Services Administration (GSA), the existing accounting system cannot record obligations for the Defender Services programs. In its Fiscal Year 1999 audit, KPMG identified a need for stronger controls over financial activities to ensure accurate recording, processing, summarizing, and reporting of financial data. KPMG recommended replacing the current accounting service provider and/or acquiring an accounting system that would permit periodic preparation of financial statements. KPMG also suggested that the Courts provide training in accounting and financial management to its Budget and Finance Division staff.

(2) Relationship to Court mission and goals. Strengthening financial management at the D.C. Courts would contribute toward the accountability for efficient use of public resources, efficient and courteous service delivery, and equal access which support the Courts' strategic goal of ensuring trust and confidence in the justice system. The initiative would improve customer service at the Courts' finance offices and increase fiscal accountability by allowing the Courts to produce complete and accurate financial statements and required budgetary and financial reports to Congress and the Office of Management and Budget.

(3) Relationship to core or priority functions. Each year, the Division's finance offices serve some 86,000 Court customers. The Courts' outdated cash register software is mainframe-based and frequently crashes while serving customers; does not provide for immediate access to case-level data on customers' escrow account balances; and does not provide for monitoring "accounts receivable," or amounts owed in cases where the Court has ordered restitution payments. Moreover, the Division's procurement and accounts payable processes are hampered by lags of up to 3 days to confirm entries of purchase orders in the GSA system. The Courts' property management database is mainframe-based and does not interface with the GSA system or the accounting software package. Because of a lack of an integrated financial management system, the Courts can produce financial statements only with great difficulty and the expenditure of significant resources, which has hampered its ability to produce a periodic "trial balance."

(4) Relationship to existing funding. As required by the annual appropriation act, the Courts currently contract with the General Services Administration (GSA) for accounting and financial management services. In FY 2001, the cost of the GSA contract is $66,150; the Division estimates the FY 2002 cost at $69,500. The integrated financial management system would permit the Courts to phase out the GSA contract in FY 2002 and eliminate the contract during FY 2003 while transitioning to a new service provider as recommended by KPMG.

(5) Plan for carrying out the initiative. Table 1 provides estimated costs for the integrated financial management system. Table 2 provides a preliminary plan for financial management training. During FY 2001, the Division would work with the Office of Management and Budget to develop a detailed plan for implementing the new financial management system in FY 2002 and transitioning to a new accounting and financial management service provider during FY 2003.

(6) Performance of the initiative. This initiative would permit the Courts to improve customer service; reduce processing time from requisition to payment for goods and services; monitor and enforce accounts receivable; track and depreciate D.C. Courts' real property (fixed assets); and track obligations and expenditures of appropriated funds, including the Defender Services appropriation, more timely.

Table 2
BUDGET AND FINANCE DIVISION
FINANCIAL MANAGEMENT INITIATIVE
FY 2002 TRAINING PLAN

Title Of Training	*Duration*	*Cost Per Student*	*Number Of Attendees*	*Travel Cost*	*Total Cost*
Accounting For Non-accountants	2 days	$375	10	0	$3,750
		$375	10	0	$3,750
		$375	10	0	$3,750
Introduction To Federal Accounting	4 days	$545	5	0	$2,725
Government Standard General Ledger	2 days	$375	5	0	$1,875
Federal Accounting Standards	3 days	$525	5	0	$2,625
Advanced Budget Analysis	4 days	$575	2	0	$1,150
Budget Justification/ Presentation	3 days	$545	3	0	$1,635
Introduction To Financial Management	3 days	$525	10	0	$5,250
		$525	10	0	$5,250
		$525	10	0	$5,250
Understanding Federal Financial Statements	3 days	$525	4	0	$2,100
Assessing Financial Controls	4 days	$545	4	0	$2,180
Performance Measures And Budgeting	3 days	$525	2	0	$1,050
Intergovernmental Audit Forums (Quarterly)	2 days	$100	3	$1,615	$1,915
		$100	3	$1,615	$1,915
		$100	3	$1,615	$1,915
		$100	3	$1,615	$1,915
TOTAL COST					**$50,000**

DISTRICT OF COLUMBIA COURT SYSTEM
FY 2002 BUDGET
REPORT ON FINANCIAL MANAGEMENT ACTIVITIES

In accordance with section 52.3 of OMB Circular A-11, the following report summarizes the Courts' financial management strategic plan, major functions, and activities designed to achieve critical goals.

- **Mission**. The mission of the Budget and Finance Division is to develop and maintain a sound budget and financial management system for the District of Columbia Courts.

- **Goal**. The goal of the Budget and Finance Division is to promote cost efficiency and effectiveness of D.C. Courts' operations and to detect and deter mismanagement.

- **Strategies**. The Division's four major primary strategies to accomplish its strategic goal are to:

    - Receive, safeguard, account for, disburse and invest fees, fines, escrow deposits, and other payments pursuant to local and Federal statutes and D.C. Court rules.

    - Participate in program planning and analysis by providing procedural and technical guidance during the budget formulation and execution process.

    - Develop and implement administrative and technical procedures to control the receipt and disbursement of funds and the accounting of collected and appropriated funds of the D.C. Courts.

    - Analyze invoices, claims for services, and requests for payment to ensure compliance with Court rules, statutes, guidelines, operating procedures, and generally accepted accounting procedures.

To achieve its mission and accomplish its goal, the Budget and Finance Division has carried out the following activities, including implementation of reforms and management initiatives. These efforts address recommendations by the General Accounting Office (GAO), National Center for State Courts (NCSC), and KPMG. They include:

- **Automated tracking of Defender Services obligations.** In FY 2000, the Courts implemented an in-house automated system to track all CJA and CCAN vouchers presented for payment, from receipt by the Courts to payment. In FY 2001, the Division will work with the Joint Committee on Judicial Administration to implement major improvements to the CJA and CCAN programs, including revised claim forms and a streamlined payment process to reduce the time from presentation to payment to 45 days.

- **National Center for State Courts' (NCSC) Study**. In FY 2000, Courts contracted with the NCSC to review the financial management for the District of Columbia Courts. The NCSC was charged with examining and making recommendations concerning the budget policy-making and role of top managers in the budget process; expenditure accounting and budget controls; revenue accounting and internal controls; and internal auditing. In FY 2001, the Courts are implementing many of the NCSC recommendations, as shown in Table 1 below.

- **External audit**. By statute, the Fiscal Officer is responsible for an annual independent audit of the Courts' accounts. In FY 2000, the Budget and Finance Division worked closely with KPMG on this external audit. For the first time, Division staff, rather than contractors, prepared financial statements and the Courts secured an "unqualified" opinion from KPMG. The D.C. Courts have requested $132,000 in the fiscal year 2002 budget for the compilation, audit, and update of statistical analyses needed for the fiscal year 2001 statements.

- **Defender Services Customer Service initiative.** In FY 2000, the Courts implemented new procedures to improve the quality of services provided to attorneys and investigators who participate in the Defender Services programs. This initiative includes (1) attorney access to automated tracking and payroll systems, to allow electronic queries on voucher payment status using Court-provided computers; (2) a "duty fees examiner" position to provide immediate assistance to customers with voucher status inquiries (under the previous policy, the Division accepted only written inquiries submitted at least 60 days after filing the voucher for payment); and (3) customer comment forms, to solicit feedback and suggestions for service improvements.

In FY 2001, the Court began a major reorganization of the former Financial Operations Division. The Budget and Finance Division now includes a Budget Branch and a Defender Services Branch. Table 1 describes how the reorganization strategy will implement reforms proposed by GAO, NCSC, KPMG and others.

Table 1
BUDGET AND FINANCE DIVISION
Reorganization Strategy

Recommendation	Source	Strategy
BANKING AND FINANCE BRANCH		
Adhere to existing procedures that require every account be reconciled promptly (within 30 days) to the bank statement and supporting detail and/or sub ledgers each month.	GAO	Establish a new branch responsible for banking and finance functions. Reassign 2 Internal Audit FTE to the Branch.
Transfer all bank reconciliation and auditing functions from Internal Audit to other branches.	GAO	Bank reconciliation functions reassigned to Banking and Finance Branch. Executive Officer assumes Internal Audit responsibility.
Study transaction volume of the five Finance and Revenue offices for consolidation options. Option: 5 to 2 offices Criminal + Probate / Family; Civil, Small Claims, L&T.	NCSC	Banking and Finance Branch would have only two Finance Centers.
DEFENDER SERVICES BRANCH		
Pay interest on all unpaid Defender Services vouchers after 45 days of receipt	Congress	Implement comprehensive process redesign in new Defender Services Branch.
Assume issuance of CJA vouchers from PDS	Congress/Joint Committee	CJA vouchers to be issued by Defender Services Program Specialist.
Implement new CJA plan	Joint Committee	New Defender Services Branch with Branch Chief dedicated to implement the revised CJA Plan.
Establish procedures that require all vouchers to be logged and tracked immediately upon receipt	GAO	Fully implement new voucher tracking system in the Defender Services Branch, overseen by new Branch Chief.
ACCOUNTING BRANCH		
Analyze and redesign the procurement and accounts payable process within existing technology constraints.	NCSC	New Accounting Branch with dedicated Branch Chief.
Accounting Branch Chief work with new Compliance Officer, produce all required financial statements, and assign staff to oversee accounts receivable.	NCSC, KPMG	Assign dedicated staff in the Accounting Branch who will be responsible for producing financial statements and working with external auditors.
Acquire an automated procurement system and integrated accounting system.	NCSC, KPMG	Recruit new Systems Accountant to work with IT and Admin Services in developing an automated system.
Revise the obligation and fund certification system to permit up-to-date tracking of all transactions that are payable obligations.	NCSC	Recruit new Systems Accountant and Accounting Branch Chief to revise obligation and fund certification process and system.

Integrate criminal case processing and financial system, including accounts receivable and payment information by defendants.	NCSC	Recruit new Systems Accountant to work with Criminal Division.
Develop detailed budget and accounting procedures manual.	NCSC	New Accounting and Budget Branch Chiefs will oversee development of manuals.
BUDGET BRANCH		
Create a Budget Office with at least 3 positions.	NCSC	Reorganization creates new Budget Branch with 3 positions.
Court staff will work with OMB and Congressional staff, provide quality information. Staffing changes needed.	NCSC	Two new FTE to produce requested information and monitor grants management.
Spending plan should be Division-specific to allow easy tracking of volatile spending.	NCSC	Two new FTE would assist in producing enhanced Court Spending Plan and additional budget formulation, execution, and analysis data.

Like all of the D.C. Courts' Divisions, the Budget and Finance Division experienced staff attrition and vacancies during FY 2000. To ensure that the Courts have sufficient resources to address past Congressional and GAO criticisms, and prevent any similar criticisms in the future, in FY 2001 the Courts are recruiting new 6 FTE, as shown in the list below.

Budget and Finance Division
New Recruitments

Position Title	Grade
Defender Services Program Technician	JS-7
Finance Clerk	JS-8
Systems Accountant	JS-12/13
Accounting Branch Chief	JS-13/14
Budget Analyst	JS-9/11
Budget Analyst	JS-9/11

In addition to the reorganization, the D.C. Courts are pursuing alternatives for the financial services provided by the General Services Administration and for acquiring a stand alone general ledger system to enhance its ability to compile reliable and accurate information for financial statement purposes, as recommended by KPMG in its July 2000 report on the FY 1999 audit of the D.C. Courts' financial statements. The D.C. Courts have requested $250,000, for the purchase, implementation, integration and testing of the ledger system. The D.C. Courts have also conducted internal accounting system training, scheduled formal accounting system classes, and identified U.S. Department of Agriculture accounting and financial management classes for Budget and Finance Division

staff to enhance their skills. Further, the Division is in the process of developing and revising its accounting policies and procedures, including those for reconciling bank accounts and transferring crime victims compensation funds to the U.S. Treasury.

The D.C. Courts' financial statements have been audited by KPMG for fiscal years 1998 and 1999 through a competitively awarded contract. The D.C. Courts received an unqualified opinion for the fiscal year 1999 statements and have exercised their contractual option for KPMG to audit the fiscal year 2000 financial statements. The D.C. Courts have requested $132,000 in the fiscal year 2002 budget for the compilation, audit, and update of statistical analyses needed for the fiscal year 2001 statements.

DISTRICT OF COLUMBIA COURT SYSTEM
FY 2002 Budget Initiative
Ensuring Adequate Compensation for Defender Services

Initiative element	Requested increase
1. Hourly rate increase for CJA and CCAN attorneys	$ 4,650,000
2. Hourly rate increase for CJA and CCAN investigators	$ 750,000
Total, Defender Services initiative	$ 5,400,000

The District of Columbia Courts request $5,400,000 in the Fiscal Year 2002 budget for an initiative to increase the hourly compensation of attorneys and investigators who participate in the Defender Services programs. The initiative would ensure that highly qualified, adequately compensated attorneys and investigators would represent District indigents under the Criminal Justice Act (CJA) and Counsel for Child Abuse and Neglect (CCAN) programs in FY 2002. Of the total, $4,650,000 is requested to finance an increase from $50 to $75 in the hourly rate paid to attorneys, and $750,000 is requested to finance an increase from $10 to $25 in the hourly rate paid to investigators. An amendment to the D.C. Code is required to accomplish the initiative.

- The Problem. Attorneys and investigators who participate in the District's CJA and CCAN programs are compensated at an hourly rate of $50 and $10, respectively. By contrast, attorneys and investigators who provide similar services in federal courts receive $75 and $35 per hour, respectively. Recent Court reforms to the CJA program, including a proposed revision to the CJA plan and the creation of CJA attorney "panels" based on a comprehensive review of qualifications and experience, have not been accompanied by a commensurate increase in compensation. In addition, CJA attorneys indicate that they are unable to secure the services of qualified investigators and often must investigate their cases themselves, at a considerably higher hourly rate.

- Relationship to Court mission and goals. By ensuring quality services for indigent clients under the CJA and CCAN programs, this initiative would promote the Courts' goal of ensuring fair, swift, and accessible justice.

- Relationship to core or priority functions. Ensuring equal access to justice is among the Courts' highest priorities. The initiative would promote equity in the quality of legal services provided to all District of Columbia residents, regardless of economic status.

- Relationship to existing funding. In FY 2002, the Courts are requesting $32.7 million for the Defender Services account within the existing hourly compensation structure. The Courts estimate that an additional $5.4 million would be required to increase by $25 and $15 the hourly rate for attorneys and investigators, respectively.

- Plan for carrying out the initiative. Because the D.C. Code prescribes the hourly rate for Defender Services attorneys, the initiative would require enactment of legislation to (1) increase the hourly compensation rate; and (2) increase the maximum compensation per case. Draft legislation to accomplish these changes is provided in Exhibit 1 below. Upon enactment of authorizing legislation, the Courts' Budget and Finance Division's Defender Services Branch would issue revised voucher submission guidelines incorporating the new hourly rate.

Exhibit 1

Increase in the Hourly Compensation Rate for CJA and CCAN Attorneys

Proposed Amendment to the D.C. Code

Proposed change:

The Courts propose two changes: (1) increase the hourly compensation rate for attorneys appointed under the Criminal Justice Act and Counsel for Child Abuse programs from $50 to $75; and (2) increase the maximum payment per felony and misdemeanor case from $2,450 and $1,300, respectively, to $3,600 and $1,900.

Purpose:

Amends the D.C. Code to increase the rate of compensation and maximum payment for attorneys appointed under the Criminal Justice Act and Counsel for Child Abuse and Neglect. Hourly rates are increased from $50 to $75, and maximum payments are increased accordingly.

Justification:

Under current law, attorneys participating in the Criminal Justice Act and Counsel for Child Abuse and Neglect programs are compensated at an hourly rate of $50. Attorneys and investigators who provide similar services under federal programs are compensated at an hourly rate of $75. An increase in the hourly compensation rate and per case maximum rate is essential to ensuring that highly qualified attorneys continue to represent indigents in the District of Columbia.

New Language:

GENERAL PROVISIONS

SEC. ___. (a) Section 11-2604, District of Columbia Code, is amended--

(1) in subsection (a), by striking "50" and inserting "75";

(2) in subsection (b)--

(A) by striking "1300" each time it appears and inserting "1900";

(B) by striking "2450" each time it appears and inserting "3600".

(b) Section 16-2326.1(b), District of Columbia Code, is amended--

(1) by striking "1,100" each time it appears and inserting "1,600";

(2) in paragraph (3), by striking "1,500" and inserting "2,200";

(3) in paragraph (4), by striking "750" and inserting "1,100".

DISTRICT OF COLUMBIA COURT SYSTEM
FY 2002 Budget Initiative
Investing in Court Employees

Initiative element	Requested increase
1. Incentive Awards Program	$ 257,000
2. Senior Court Executive Program	$ 161,000
Total, Investing in Court Employees Initiative	$ 418,000

The District of Columbia Courts request $418,000 in the Fiscal Year 2002 budget for a human resources initiative in the Court of Appeals, Superior Court, and Court System. The initiative would improve the productivity, management, and accountability of the Court staff. Of the total, $257,000 is requested for an incentive award program to reward outstanding performance and $161,000 is requested for a Senior Court Executive program, modeled on the federal Senior Executive Service program, to promote management excellence.

(1) Incentive Awards Program - $257,000

- The Problem. The Courts do not have an incentive award program to elicit or reward excellent employee performance. By contrast, more than 60% of federal employees receive some monetary reward for extraordinary achievement. The lack of an incentive award program reduces the effectiveness of the performance evaluation system and hampers the Courts' ability to recruit and retain excellent employees.

- Relationship to Court mission and goals. By enhancing employee performance, the proposed Incentive Awards Program would support the Courts' goals of ensuring trust and confidence in the justice system and providing fair, swift, and accessible justice.

- Relationship to core or priority functions. Modeled on federal agency awards programs, this initiative would provide a tool by which managers could motivate, reward, and recognize staff for extraordinary contributions to meeting division and Court goals.

- Relationship to existing funding. There is no current funding for cash performance awards. The Courts request funds for a modest Incentive Awards Program to recognize an estimated 25% of Court employees for exceptional performance.

- Plan for carrying out the initiative. The Division of Human Resources would develop the necessary policies and guidelines for implementing the program, which would require approval by the Joint Committee on Judicial Administration (the Courts' policy-making body) prior to implementation. Managers would be required to justify all requests for cash awards. The Division of Human Resources would review all requests for merit, consistency and fairness. Awards would be distributed as follows:

Award	Requested increase	Target recipients	Average award
Cash awards	$ 154,000	110 FTE (10% of total)	$1,400
Spot awards	$ 33,000	110 FTE (10% of total)	$ 300
Special achievement awards	$ 18,000	6 FTE	$3,000
Quality step increases	$ 50,000	50 FTE	$1,000
Special category awards	$ 2,000	4 FTE	$ 500

- Performance of the initiative. Measures of success for this initiative include reductions in employee turnover and the Courts' ability to recruit and retain highly qualified employees. Morale would be measured through employee surveys.

(2) Senior Court Executive Program - $161,000

- The Problem. The Courts currently do not have a mechanism for promoting increased accountability of senior staff. The existing salary structure for senior managers hampers recruitment and retention of highly qualified executives.

- Relationship to Court mission and goals. By enhancing court management, this new initiative would ensure trust and confidence in the justice system.

- Relationship to core or priority functions. The proposed initiative would support the core functions of all divisions by making senior staff more accountable for the performance of their operations.

- Relationship to existing funding. Currently, senior managers' compensation is based on the Courts' regular salary schedule, with most senior executive positions graded at the JS-15 level. Although some Court executives are exempt employees, subject to "employment at will," many are not and other incumbents are "grandfathered" in their protected employment status. Senior Court staff currently are evaluated under the Courts' performance management system, and receive automatic salary step increases. Under a Senior Court Executive Program, these employees would have to earn salary increases based on performance and attainment of well-defined goals and objectives. This initiative would support the Courts' comprehensive reengineering effort to enhance operations and accountability. Following an analysis of current grade levels, compensation, and performance agreements, the Courts would adjust the compensation and benefits for an estimated 21 FTE in an amount of $161,000, including $130,000 in compensation and $31,000 for benefits.

- Plan for carrying out the initiative: The Division of Human Resources would classify existing senior-level positions into one of six Senior Court Executive levels that are similar in pay and responsibility to the Senior Executive Service levels. The Joint Committee and the Executive Officer would review the classifications and determine the level for each senior staff position. Each senior staff member would be required to sign a statement relinquishing career status and accepting "at will" status. Each new Senior Court Executive, with his or her supervisor, would develop performance objectives and goals and sign an agreement or contract for completion of these goals. At least annually, each Senior Court Executive would receive a performance evaluation, the results of which would lead to increased pay, maintained pay, removal from the Senior Court Executive system or, in cases of extraordinary performance, a recommendation to the Joint Committee for a bonus. The Joint Committee would be responsible for designating any additional position(s) in the Senior Court Executive system; increasing the pay of Senior Court Executives; or terminating their services. The program would be subject to review and evaluation annually and could be modified by the Joint Committee to enhance its effectiveness.

- Performance of the initiative. This proposed initiative will result in greater accountability, higher productivity, and improved management of Court programs. The performance of the Senior Court Executive initiative will be measured by the success of Court divisions in meeting their goals and by Court progress in achieving its strategic goals.

REALIGNING
COURT BUDGET
ACTIVITIES

DISTRICT OF COLUMBIA COURTS
FY 2002 Budget Submission
FY 2002 Funding Realignment

During Fiscal Year 2000, the Courts took many steps to strengthen budgeting practices and adopt Federal procedures following the transition to Federal funding in FY 1998. For example, in response to a recommendation by the General Accounting Office (GAO), the Courts developed detailed procedures for the preparation and submission of annual budget requests in compliance with OMB Circular A-11 requirements. In Fiscal Year 2001, the Courts will implement key aspects of the Government Performance and Results Act (GPRA), such as a five-year strategic plan and an annual performance plan. Beginning in FY 2002, the Courts will submit a realigned appropriation request to ensure that the budget of each court entity conforms to the existing administrative structure of the D.C. Courts. This realignment will implement a National Center for State Courts (NCSC) recommendation that will enhance service to the public and increase operational efficiency. Specifically, in its review of the Courts' budgetary and financial management practices, the NCSC recommended that the Courts "[c]onform the budget structure to the organizational structure" to ensure that funding corresponds to operational responsibility.

To implement this realignment, certain appropriations and FTE would shift from the Superior Court to the Court System, which provides support for both the Court of Appeals and the Superior Court. As a result, funding for each division would be consolidated under the Court entity to which the statute assigns administrative responsibility. Table 1 below provides a crosswalk between the current financing of Court divisions and the realigned financing structure.

In addition, the FY 2002 Budget proposes legislation to transfer administrative responsibility for Court Social Services from the Executive Officer to the Superior Court. This legislation would amend §11-1722 of the D.C. Code to assign supervision of the Social Services Division to the Superior Court. The Social Services Division, which provides juvenile probation services, works closely with the Superior Court's Family Division and currently is financed by the Superior Court appropriation. Chart 1 provides the Courts' current operational structure; Chart 2 provides the Courts' current financial structure; and Chart 3 provides the Courts' operational structure conforming to the financial structure following the FY 2002 budget realignment.

Table 1
District of Columbia Courts Funding Realignment
Crosswalk between the FY 2001 Enacted and FY 2002 Request

Divisions Reporting to Court System	FY 2001 Enacted		Unified Base Amount	FY 2002 Request *	
	Superior Court	Court System		Superior Court	Court System
Administrative Services	$2,067,500	$959,500	$3,027,000	---	$3,541,500
Attorney Advisors	333,000	---	333,000	---	352,000
Budget & Finance	2,349,800	596,900	2,946,700	---	3,363,500
Center for Education, Training	209,300	456,600	665,900	---	803,000
Human Resources	1,550,000	---	1,550,000	---	1,656,000
Information Technology	4,120,200	405,200	4,525,400	---	5,574,000
Research & Development	685,500	---	685,500	---	815,000
Central Recording	127,500	---	**	---	**
Court Reporting	---	4,173,100	4,300,600	---	5,255,100
TOTAL	$11,442,800	$6,591,300	$18,034,100	---	$21,360,100

* Includes unified base amount from FY 2001 and requested increases for FY 2002.
** Central Recording and Court Reporting are consolidated in FY 2002.

Chart 1
District of Columbia Courts
Organization Chart
Current Operational Structure

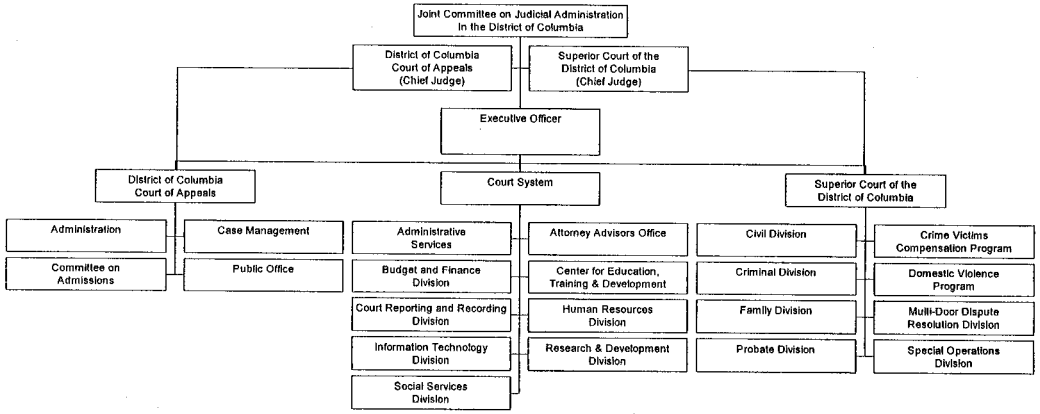
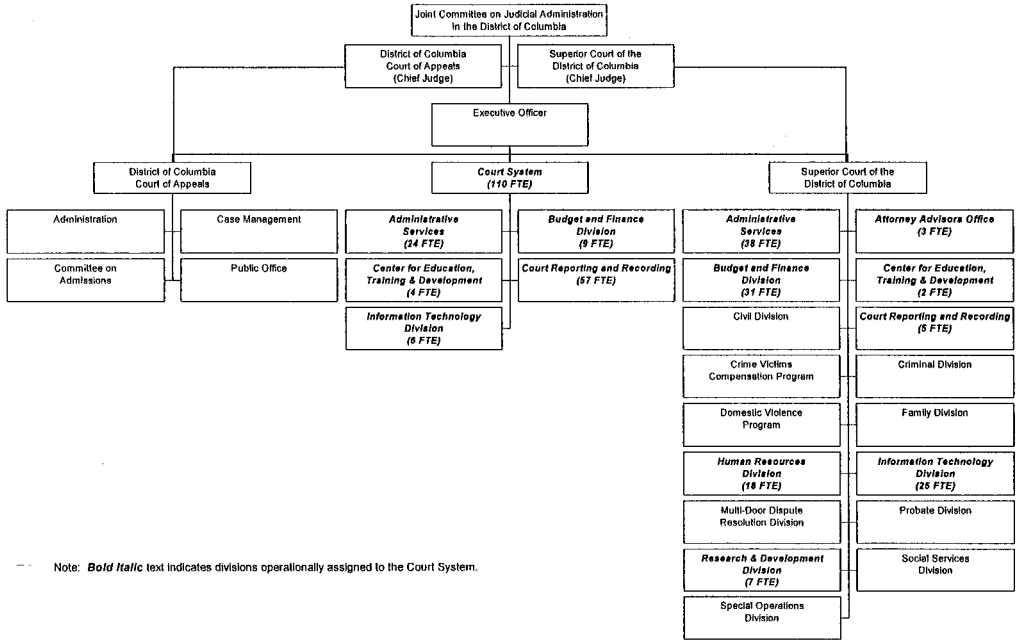
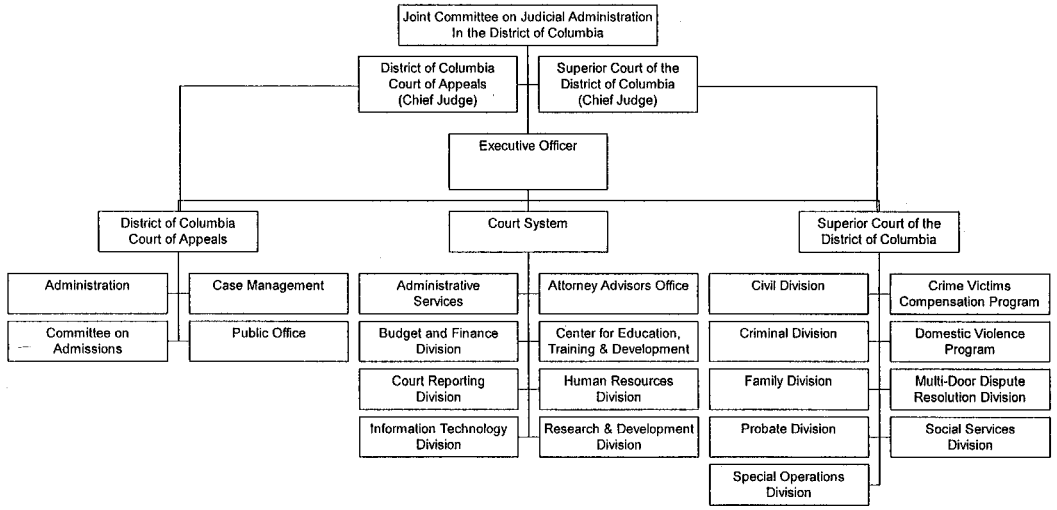


Chart 2
District of Columbia Courts
Organization Chart
Current Financial Structure



Note: ***Bold Italic*** text indicates divisions operationally assigned to the Court System.

Chart 3
District of Columbia Courts
Realignment Organization Chart
(Financial and Operational Consolidation)



DISTRICT OF COLUMBIA COURT OF APPEALS

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
86	7,100,491	91	7,751,000	94	8,528,000	+3	760,000

*Represents End-of-Year on-board FTE.

The District of Columbia Court of Appeals is the highest court of the District of Columbia. The court consists of a Chief Judge and eight Associate Judges. 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 determined by randomly selected, three judge divisions, unless a hearing or rehearing before the court sitting *en banc* is ordered.

As the court of last resort for the District of Columbia, the Court of Appeals is authorized: (1) to review all final orders and judgments, as well as specified interlocutory orders, of the Superior Court of the District of Columbia; (2) to review decisions of administrative agencies, and boards and commissions of the District government; and (3) to 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) is responsible for attorney admissions and discipline; (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.

THE OFFICE OF THE CLERK OF THE COURT

The Clerk's Office of the Court of Appeals is divided into five components: the public office, case management, the immediate office, the staff of the Committee on Admissions and the Committee on the Unauthorized Practice of Law, and the administrative staff. Functionally, these components are involved in three major activities: case processing, bar admissions and unauthorized practice of law matters, and administration.

- **Public Office** - The public office is responsible for receiving and docketing all incoming papers and pleadings, maintaining the official case files, receiving and answering telephone and in-person inquiries, and providing staff support for the appointment of attorneys and processing of vouchers under the Criminal Justice Act and Counsel for Child Abuse and Neglect Program. This Office currently has 11 FTE on board.

- **Case Management Division** - The case management division is responsible for processing over 4,500 procedural motions and more than 1,800 substantive motions each year. The division monitors the status of cases to determine actions to be taken by the parties or the court, reviews all incoming motions and pleadings, and prepares proposed orders for approval by the Clerk, Chief Judge or motions division. Attorneys in the case management division prepare legal memoranda on matters presented by substantive or procedural motions. This Office currently has 16 FTE on board.

- **Immediate Office** - The immediate office, which includes the Clerk and the Chief Deputy Clerk, is responsible for the general administration of the Clerk's Office; coordination of the processing of appeals after briefing such as calendaring, case screening, and the processing of motions and orders in calendared matters; coordination of the issuance of opinions and mandates, petitions for rehearing and/or rehearing en banc; the processing of bar-related disciplinary, admissions, and unauthorized practice of law matters; and the preparation of court statistics. This Office currently has 6 FTE on board.

- **Committee on Admissions and the Committee on the Unauthorized Practice of Law** - The staff of the Committee on Admissions and the Committee on Unauthorized Practice of Law administer the Bar examination; process applications for admission to the Bar by examination and motion, applications for authorization to practice as special legal consultants, applications by law students to practice under D.C. App. R. 48 and motions to appear *pro hac vice*; collect admission and practice fees; investigate complaints against unauthorized persons practicing law; and provide support to the two committees, which ensure that local legal needs are met by properly qualified and licensed attorneys. This Office currently has 6 FTE on board.

- **Administrative Office** - The administrative staff are responsible for the provision of personnel, data processing, telecommunications, library, financial, procurement, and facilities management services for the court. This Office currently has 6 FTE on board.

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 including the number of case filings, number and types of dispositions, cases pending, time involved in various stages of the case process, and types of cases pending are used in assessing staffing needs.

Table 1
District of Columbia Court of Appeals
Caseload and Efficiency Measures
Appeal Activity

Fiscal Year	Cases Filed	Cases Disposed	Case Clearance Rate*	Cases Pending	Motions and Petitions Filed
1999	1,770	1,819	103%	2,653	7,845
2000	1,739	1,866	107%	2,541	6,797
Difference	-1.8%	+2.6%	+4%	-4.2%	-13.4%

* 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.

Bar Admissions Activity (Partial)

Fiscal Year	Bar Admission Applications Received	Multistate Bar Exam Score Transfer Requests Processed	Certificates of Good Standing Issued	Wall Certificate Orders Processed
1999	3,252	2,298	6,521	1,470
2000	3,090	2,101	6,694	1,224

Case Processing and Operational Efficiency Initiatives:

The Court has taken many initiatives to facilitate or expedite case processing, to achieve operational efficiencies, and to enhance service to the public. Several of the initiatives implemented during fiscal years 1999 and 2000 follow:

- Initiation of a website (through the District of Columbia Bar) on which the court places its opinions, the court's monthly calendar of cases to be argued or submitted, bar admission application forms and information, and practice tips, among other things.

- Restructuring the way case management assignments are made in the Clerk's Office so that an inventory of cases is assigned

to each individual case manager to monitor and manage through the appeal process.

- The sua sponte expedition of appeals in cases involving adoption and the termination of parental rights to ensure prompt decisions in cases that affect the stability of the living environment of children who have been subjected to abuse and neglect.

- Reprogramming of the court's computerized docketing system (JAMS) to enable that system to print the text of some orders to be issued by the court.

- The new Local Area Network that was installed in the Spring of 1999, to achieve Y2K compliance, has been used to prepare letterhead for orders issued by the court, thus reducing the need to purchase printed letterhead for court orders.

- The court converted its long distance service to FTS-2000 (now 2001) to take advantage of the discounted rates that are available to the federal government.

- The court undertook various initiatives to improve the timeliness of the completion and transmission of trial transcripts and agency records necessary for consideration of an appeal.

Other measures to improve efficiency and service delivery to the public which were initiated prior to fiscal year 1999, but which continue in effect include:

- Streamlined procedures for calendaring and deciding bar disciplinary cases when there is no dispute as to the discipline to be imposed.

- Simplified reporting requirements for appellants in cases stayed at the appeal level pending resolution of a motion in the trial court.

- Division of calendars into categories (regular and summary) based upon case complexity to enable the court to manage its time more effectively.

- Notification to counsel of expected time frame for argument in "regular" calendar cases, confirming readiness for argument and avoiding potential scheduling conflicts.

- Acquisition of computer legal research services on a fixed-price basis, rather than an hourly-rate basis.

- Provision of training to the court's Criminal Justice Act bar, and informational materials to the public on how to prosecute an appeal.

FY 2002 Request

In FY 2002, the Court of Appeals requests $8,528,000 and 94 FTEs, an increase of $760,000 or 10% above the FY 2001 enacted level. The requested increase consists of $196,000 for three additional FTE; $31,000 for two courtwide initiatives, the Senior Court Executive Program and the Incentive Awards Program, both discussed in Section 3; $86,000 for cyclical equipment; and $464,000 for built-in increases. The request includes:

(1) FTE Request: Law Clerk (CS-11)- $57,000

- The problem. Presently, the Court of Appeals has nine senior judges who are supported by four law clerks. However, in order to meet the workload demand of the senior judges, and to maximize the efficiency of this judicial resource, a ratio of one law clerk to support every two senior judges is necessary.

- Relationship to Court mission and goal. A law clerk position would support the Court's strategic goal to provide fair, swift and accessible justice by enhancing the Court's capacity to process cases.

- Relationship to core or priority functions. The additional law clerk position would permit more efficient processing of cases. This position, coupled with the judicial secretary position requested below, would fully staff the senior judges' office.

- Performance Indicators. Performance indicators will include the number of cases processed by the senior judges and the average time required to process the cases.

(2) FTE Request: Judicial Secretary (CS-11) – $57,000

- The problem. At present, the D.C. Court of Appeals has two judicial secretaries to support nine senior judges. However, to meet the senior judges' workload demands and to maximize the efficiency of this judicial resource, an additional judicial secretary is required to permit each secretary to support no more than three senior judges.

- Relationship to Court mission and goal. A judicial secretary position would promote the Court's strategic goal to provide fair, swift and accessible justice.

- Relationship to core or priority functions. The additional FTE would result in case processing efficiencies. This position, together with the law clerk position requested above, would provide full staffing of the senior judges' offices.

- Performance Indicators. Performance indicators will include the number of appellate cases processed by the senior judges and the average time required to process the cases.

(3) FTE Request: Computer Specialist (CS-13) - $82,000

- The problem. The Court of Appeals operates two computer networks: a personal computer network with 100 personal computers and a computerized docketing system with 37 terminals. Currently, the Court has one computer specialist who maintains both LANs. One computer specialist to support the Court of Appeals technology infrastructure results in delays in responding to service calls and unmet computer training needs. The increasing demand for services placed upon the one computer specialist, and the inability of this staff person to meet the demands, necessitates the hiring of an additional computer specialist.

- Relationship to Court mission and goal. A computer specialist position would promote the Court's strategic goals to provide, fair, swift and accessible justice, and would ensure trust and confidence in the justice system by enhancing the Court of Appeal's technology infrastructure.

- Relationship to core or priority functions. The primary goal of information and technology is to provide efficient processing of information throughout the Court of Appeals. The computer specialist position will enhance this goal.

- Performance Indicators. Performance indicator measures will include the percentage of system up time, and the average time required to resolve computer problems.

(4) Equipment Request: Cyclic Equipment and Furniture Replacement Schedule - $86,000

- The Problem. The Court has been unable to routinely replace equipment and furniture to ensure that staff have furniture and equipment that is functional, efficient and safe. Due to inadequate funding, a significant portion of the Court's equipment and

furniture has been in operation beyond its useful life cycle.

- Relationship to Court mission and goals. Employees equipped with functional and efficient equipment and furniture can effectively support the Courts' goal to ensure confidence in the justice system. Aging equipment and furniture impede customer service and erode public trust in the Courts.

- Relationship to core or priority functions. To support the primary goals of the Courts it is critical that equipment and furniture be up-to-date and well maintained.

- Relationship to existing funding. The requested increase in existing funding for equipment and furniture will permit regular equipment upgrades and allow the Courts to eliminate outdated, inefficient and unsafe equipment.

- Plans for carrying out the initiative. The Courts plan to replace their equipment and furniture in accordance with the useful life of the equipment. Through the use of the replacement cycle, the Courts will have a consistent replacement cycle that ensures against obsolescence and permits employees to use the latest, most efficient equipment. The D.C. Court of Appeals' equipment and furniture replacement cycle follows.

Table 2
Court of Appeals Equipment and Furniture Replacement Cycle

Equipment and Furniture Listing	Replacement Cycle	Annual Units Replaced	Annual Cost
Audio Visual Equipment/Microcassette Transcribers	10 years	1	500
Cash Registers	10 years	1	1,600
Calculators	10 years	1	100
Court Recording Equipment	10 years	4	8,000
Copiers	5 years	1	14,000
Court Seals	10 years	1	1,000
Lamps	5 years	17	500
Facsimile Equipment	6 years	1	400
Mail Handling Equipment	5 years	1	7,500
Paper Shredders, Drills and Punchers	5 years	1	2,000
Telephone Equipment Devices	10 years	10	3,000
Time and Date Stamps	10 years	1	400
Typewriters	10 years	5	3,500
Chairs	10 years	50	15,000
Computer Stands	5 years	10	4,500
Desks	15 years	6	9,000
Tables	10 years	5	3,000
Wooden Bookcases	15 years	12	12,000
TOTAL		**128**	**86,000**

Table 3
COURT OF APPEALS
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Law Clerk	JS-11	1	$46,000	$11,000	$57,000
Judicial Secretary	JS-11	1	$46,000	$11,000	$57,000
Computer Specialist	JS-13	1	$66,000	$16,000	$82,000
TOTAL		**3**	**$158,000**	**$38,000**	**$196,000**

Table 4
COURT OF APPEALS
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-6	2	3	2
JS-7	3	3	4
JS-8	7	8	8
JS-9	4	3	3
JS-10	8	11	7
JS-11	35	36	42
JS-12	5	5	5
JS-13	4	4	5
JS-14	5	6	6
JS-15	2	2	2
JS-16			
JS-17	1	1	1
Ungraded	9	9	9
Subtotal	86	91	94
JS salary	4,938,980	6,201,000	6,789,000
Total, end-of-year	86	91	94
Total Full-Time Equivalent (FTE)	86	91	94

Table 5
COURT OF APPEALS
Budget Authority by Object Class

	2000 Actual	2001 Estimate	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	4,938,980	6,201,000	6,789,000	688,000
12-Personnel Benefits	670,416	794,000	950,000	105,000
21-Travel, Transp. of Persons	12,026	10,000	10,000	---
22-Transportation of Things				
23-Rent, Commun. & Utilities	83,385	85,000	87,000	2,000
24-Printing & Reproduction	61,068	70,000	71,000	1,000
25-Other Services	939,725	228,000	233,000	5,000
26-Supplies & Materials	69,308	75,000	77,000	2,000
31-Equipment	325,580	305,000	311,000	6,000
Total	7,100,491	7,768,000	8,528,000	+760,000
FTE	85	91	94	+3

DISTRICT OF COLUMBIA SUPERIOR COURT

Overview

FY 2000 Actual		FY 2001 Enacted		Realigned Base**		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
989	69,506,722	980	79,044,000	851	63,835,000	869	69,203,000	+18	5,368,000

*Represents End-of-Year on-board FTE.

** Reflects realignment of appropriations to reflect current administrative structure for courtwide support functions from Superior Court to Court System and transfer of $11,443,000 from Superior Court.

Introduction

The Superior Court of the District of Columbia is unique among the nation's trial courts. It accounts for the highest number of case filings per capita in the United States (as reported by the National Center for State Courts for several years) as it serves all those visiting, residing, and conducting business in the Nation's Capital. It receives its funding directly from the Federal government; and operates in the nation's most visible arena. With the support of 93 Judicial officers, including 59 active judges, 19 senior judges, and 15 hearing commissioners, the Superior Court is the court of general jurisdiction over virtually all local legal matters. Supported by 979 non-judicial FTE, the Court operates six major divisions, the Special Operations Division (including the Tax Office), the Domestic Violence Program, and the Crime Victims Compensation Program. The major 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 and 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 Division**, which embraces the jurisdiction exercised by the former D.C. Juvenile Court and the Domestic Relations Branch of the former D.C. Court of General Sessions; the division's Marriage Bureau processes marriage license applications, and issues marriage and minister's licenses;

- **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;

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

Caseload and case filings

During FY 2000, 144,027 new cases were filed with the Superior Court, a reduction of 5% below the FY 1999 level of 150,832. Of the total new filings, 59% were civil cases; 29% were criminal cases; 8% were family cases; and the remaining 5% were domestic violence, child support, and tax cases. In addition to new case filings, as of September 30, 1999, there were 51,136 cases pending, and 17,045 cases were reinstated before the Superior Court in FY 2000. In FY 2000, the Court's caseload management practices resulted in a case clearance rate of 112%. In addition, the Superior Court held steady the number of cases waiting to be resolved. Tables 1 and 2 provide Superior Court caseload data.

Table 1
District of Columbia Superior Court Caseload
(Calendar Years 1995-1999)

Calendar Year	Start-of-Year New Cases	Pending Cases	Total Cases*
1995	160,349	52,219	242,885
1996	154,971	43,537	241,131
1997	158,752	52,087	241,201
1998	156,820	53,786	237,612
1999	144,245	54,513	224,528

*Note: Columns do not add because total cases include reinstatements and cases at issue.

Table 2
District of Columbia Superior Court
Efficiency Measures
(Fiscal Year 2000)

	Dispositions	New Filings	Clearance Rate*	Pending Cases** 01-Oct	30-Sep	Change
Civil	86,356	84,353	102%	16,616	15,834	-5%
Criminal	51,287	42,049	122%	8,593	6,222	-28%
Domestic Violence	8,986	3,709	242%	1,173	1,319	12%
Family	13,706	11,219	122%	16,011	15,210	-5%
Probate	2,965	2,648	112%	7,219	7,056	-2%
Tax	126	68	185%	317	262	-17%
Total	**163,426**	**144,046**	**113%**	**49,929**	**45,903**	**-8%**

* Ratio of cases disposed to cases filed in a given year. A standard efficiency measure is 100%, meaning one case disposed for each case filed.
** Includes prior year pending cases; new filings; and reactivated, certified or transferred, cases; less cases disposed.

FY 2002 request

The three strategic goals of the Superior Court are to provide fair, swift, and accessible justice; enhance public safety; and ensure trust and confidence in the justice system. During Fiscal Year 2000, the Court launched a multi-year performance management initiative to begin to gauge progress against our goals. In the FY 2002 budget formulation process, the Superior Court established three strategies to achieve the Court's goals. They include (1) building the Court's capacity to provide excellent service; (2) investing in information technology; and (3) enhancing the skills and accountability of the Court's human resources. The Court has aligned its FY 2002 request within these three goals and strategies.

In FY 2002, the Court requests $69,203,000 and 18 FTE, an increase of $5,368,000 (8%) above the FY 2001 enacted level. The request would provide for an additional $2,112,000 and 18 FTE for program increases, $270,000 for initiatives inhuman resources, and $2,986,000 for built-in cost increases. The request includes increases to support the following Court goals:

Strategic Goal #1 - Provide fair, swift, and accessible justice - - $643,000 and 5 FTE

- Supporting strategy: Building capacity to provide Court services. The FY 2002 request includes an additional 5 FTE and $643,000 to build the Court's capacity to provide fair, swift, and accessible justice. The Court would enhance services to the District's Spanish speaking community through a request for $82,000 for a certified Spanish language court interpreter and $2,000 to disseminate the Court's award-winning Spanish language Civil procedures outreach materials. Through a request for $76,000 for 2 additional courtroom clerks, the Court would expedite case handling for victims of domestic violence. The Court would expand its efforts to provide compensation to victims of violent crime through a request for $104,000 for 2 Legal Claims Examiners, $12,000 to equip the new FTEs, and $9,000 to publicize the Crime Victims Compensation program. To strengthen the quality of services provided and boost the program's settlement rate, the request includes $9,000 to evaluate program mediators, $32,000 to enhance the Family Mediation program, $20,000 to continue the Child Protection Mediation Program, and $162,000 for an assessment of the Alternative Dispute Resolution program. To ensure sufficient capacity for legal research and analysis to support opinions produced by the Court each year, the request includes $35,000 for increased costs of law books and $97,000 for replacement sets of the D.C. Code. To permit the Court to efficiently serve the District's non-English speaking community, the request includes $3,000 for simultaneous interpreting equipment.

Strategic Goal #2 - Enhance public safety - - $945,000 and 11 FTE

- Supporting strategy: Build capacity to provide Court services. The FY 2002 request includes an additional 11 FTE and $945,000 to enhance public safety. To ensure the safety of domestic violence victims, the Court requests $86,000 for 2 Processing Clerks to expedite the processing of restraining orders. To enable the Courts to ensure that the Juvenile Probation Program is as effective as possible, the request includes $252,000 for technical assistance to develop an evaluation plan for the program which would look at data currently available, as well as data required for evaluative purposes, and how to collect and assess this information on an ongoing basis. To continue the Court's successful Juvenile Drug Court program after the expiration of grant funding, the request includes $374,000 and 7 FTE. To strengthen juvenile probation services, the request includes $120,000 to develop a risk/needs detention decision instrument for juvenile offenders awaiting trial; $27,000 to secure accreditation and improve the quality of the Court's juvenile psychological evaluation services; and $86,000 and 2 FTE to continue the juvenile electronic monitoring and intensive supervision program, for which grant funding expires at the end of FY 2001.

Strategic Goal #3 - Ensure trust and confidence in the justice system -- $794,000 and 2 FTE

- Supporting strategy: Build capacity to provide Court services. The FY 2002 request includes an additional 2 FTE and $524,000 to ensure trust and confidence in the justice system through the strategy of building capacity to provide Court Services, including

$76,000 for 2 Juror Clerks and $2,000 for telephone equipment to provide improved services to District citizens who serve the court as jurors and facilitate the estimated 150,000 calls the Jurors' Office receives each year, and $446,000 for the Courts to implement a routine equipment replacement program to facilitate customer service and enhance staff efficiency.

- Supporting strategy: Enhance the skills and accountability of court staff. The FY 2002 request also includes $270,000 to ensure trust and confidence in the justice system through the strategy of enhancing the skills and accountability of Court staff by increasing accountability among senior Court managers through the creation of a Senior Court Executive program ($88,000) and by providing incentives and rewards for outstanding staff performance through an Incentive Award Program ($182,000).

DISTRICT OF COLUMBIA SUPERIOR COURT
Budget Authority by Object Class

	2000 Actual	2001 Enacted	Realigned 2001 Base*	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	45,158,759	56,261,000	48,560,000	51,572,000	3,012,000
12-Personnel Benefits	8,496,679	10,101,000	8,544,000	10,010,000	1,466,000
21-Travel, Transp. of Persons	85,780	95,000	83,000	83,000	---
22-Transportation of Things	43,234	10,000	10,000	10,000	---
23-Rent, Commun. & Utilities	2,498,340	2,459,000	2,144,000	2,146,000	2,000
24-Printing & Reproduction	312,543	350,000	346,000	362,000	16,000
25-Other Services	10,633,814	8,748,000	6,956,000	7,228,000	272,000
26-Supplies & Materials	977,772	680,000	618,000	618,000	---
31-Equipment	1,299,801	340,000	340,000	940,000	600,000
Total**	69,506,722	79,044,000	67,601,000	72,969,000	5,368,000
FTE	989	980	851	869	18

* Reflects realignment of appropriations to reflect current administrative structure for courtwide support functions from Superior Court to Court System and transfer of $11,443,000 to Court System.
** Includes $3.6 million in reimbursements.

DISTRICT OF COLUMBIA SUPERIOR COURT
JUDGES AND CHAMBERS STAFF

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
181	14,346,664	191	17,724,790	191	18,025,600	--	300,800

*Represents End-of-Year on-board FTE.

The Superior Court of the District of Columbia is the court of general jurisdiction over virtually all local legal matters. The Court consists of five divisions, which provide for all local litigation functions including criminal, civil (including landlord and tenant, and traffic), family (including juvenile and domestic relations), probate, and tax. Judges of the Superior Court rotate to each division on a scheduled basis. A law clerk and a secretary support each Superior Court judge.

FY 2002 Request

In FY 2002, the Court requests $18,025,600 for Judges and Chambers Staff, an increase of $300,800 (2%) above the FY 2001 enacted level. The requested increase includes $300,800 for built-in cost increases.

Table 1

JUDGES AND CHAMBERS STAFF

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$13,131,349	$16,360,700	$16,606,000	$245,300
12-Personnel Benefits	1,136,563	1,349,500	1,405,000	55,500
21-Travel, Transp. of Persons	22,971	10,500	10,500	---
22-Transportation of Things	96	90	90	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	867	---	---	---
25-Other Services	3,804	4,000	4,000	---
26-Supplies & Materials	18,200	---	---	---
31-Equipment	32,814	---	---	---
Total	$14,346,664	$17,724,790	$18,025,600	$300,800
FTE	181	191	191	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

DISTRICT OF COLUMBIA SUPERIOR COURT
HEARING COMMISSIONERS AND STAFF

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
21	2,106,676	22	2,608,800	22	2,887,200	---	278,400

*Represents End-of-Year on-board FTE.

Hearing Commissioners 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 than an offense has been committed and that the accused committed it; (4) conducting hearings, making findings, and entering judgments in connection with questions of child support handled by the Family Division, including establishing temporary support obligations and entering default orders; and (5) with the consent of the parties involved in the case, making findings and entering final orders or judgments in other contested or uncontested proceedings in the Civil, Criminal and Family Divisions, except for civil jury trials or felony trials. A staff of five secretaries supports the fifteen Hearing Commissioners and eight part-time physician members (2 FTE).

FY 2002 Request

In FY 2002, the Court requests $2,887,200 for Hearing Commissioners and Staff, an increase of $278,400 (10%) above the FY 2001 enacted level. The requested increase includes $278,400 for built-in cost increases.

Table 1

HEARING COMMISSIONERS AND STAFF

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$1,777,339	$2,216,700	$2,328,000	$111,300
12-Personnel Benefits	329,277	391,900	559,000	167,100
21-Travel, Transp. of Persons	60	200	200	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	---	---	---	---
26-Supplies & Materials	---	---	---	---
31-Equipment	---	---	---	---
Total	$2,106,676	$2,608,800	$2,887,200	$278,400
FTE	21	22	22	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

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

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
4	308,685	4	373,100	4	401,000	---	27,900

*Represents End-of-Year on-board FTE.

The Clerk of the Court manages the day-to-day operations of the Superior Court. The Clerk provides policy guidance, administrative direction, and supervision for ten divisions and offices within Superior Court, reviews and issues final decisions in employee disciplinary actions and grievances, approves division requests for staff, equipment and other resources, plans and monitors the implementation of court improvement projects, and develops the Superior Court's annual budget. Court divisions and offices under the administrative authority of the Clerk of the Court include the Civil Division; Criminal Division; Family Division; Probate Division; Multi-Door Dispute Resolution Division; Special Operations Division (including the Jurors' Office, Appeals Coordinator's Office, Tax Office, Superior Court Library, Juror and Witness Child Care Center); Domestic Violence Program; and Crime Victims Compensation Program. The Clerk of the Court also administers the Micrographics Office, which converts paper records into microfilm images.

The Office of the Clerk of the Court is staffed by four FTE, including the Clerk of the Court, a Senior Operations Manager, and two administrative support staff. The Clerk's Office contributes to the Court's strategic goals of providing fair, swift and accessible justice, enhancing public safety, and ensuring public trust and confidence in the justice system.

FY 2002 Request

In FY 2002, the Court requests $416,000 for the Office of the Clerk of the Court, an increase of $27,900 (7%) above the FY 2001 enacted level. The requested increase of $27,900 is for built-in cost increases.

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

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$ 244,826	$ 304,500	$321,000	$16,500
12-Personnel Benefits	58,800	65,600	77,000	11,400
21-Travel, Transp. of Persons	1,053	1,500	1,500	---
22-Transportation of Things	82	100	100	---
23-Rent, Commun. & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	882	---	---	---
26-Supplies & Materials	3,042	1,400	1,400	---
31-Equipment	---	---	---	---
Total	$ 308,685	$373,100	$401,000	$27,900
FTE	4	4	4	4

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 2
OFFICE OF THE CLERK OF THE COURT
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-03			
JS-04			
JS-05			
JS-06	1	1	1
JS-07			
JS-08			
JS-09			
JS-10			
JS-11	1	1	1
JS-12			
JS-13			
JS-14	1	1	1
JS-15			
JS-16			
JS-17	1	1	1
Subtotal	4	4	4
JS salary	$244,826	$304,500	$321,000
Total, End-of-Year (EOY)	4	4	4
Total Full-Time Equivalent (FTE)	4	4	4

DISTRICT OF COLUMBIA SUPERIOR COURT
CIVIL DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
94	4,147,567	99	5,091,000	99	5,442,000	---	351,000

*Represents End-of-Year on-board FTE.

The Civil Division has jurisdiction over any civil action at law or in equity (excluding family matters) brought in the District of Columbia except where jurisdiction is exclusively vested in the Federal court. The division is comprised of four branches. The Civil Actions Branch is responsible for the management of all civil cases in which the amount in controversy exceeds $5,000. The Civil Assignment Branch is responsible for monitoring compliance with time frames in civil cases, calendaring of civil actions cases, including landlord & tenant and small claims jury cases, and managing courtroom staffing and operations. The Landlord and Tenant Branch processes all actions for the possession of rental property or violations of lease agreements filed by landlords. The Small Claims and Conciliation Branch oversees the processing and adjudication of cases where the amount in controversy is $5,000 or less.

Workload Data

As shown in Table 1 below, the Civil Division disposed nearly 94,000 cases in calendar year 1999, including 10,000 civil actions; 58,400 landlord and tenant cases; and 25,600 small claims cases. As shown in Table 2, the Division has established time standards for processing cases and goals for reducing the length of time between filing and final disposition. For example, in FY 2002 the Division has established a performance goal that 95% of all civil cases will be resolved in less than 18 months, up from 86% in FY 2000.

Table 1
CIVIL DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2000 Data)

	Dispositions	New Filings	Clearance Rate*	Pending Cases** 01-Oct	30-Sep	Change
Civil Actions : Civil I	113	98	115%	530	568	7%
Civil Actions : Civil II	9,353	8,597	109%	7,937	7,904	0%
Landlord & Tenant	55,368	54,895	101%	4,960	4,901	-1%
Small Claims	21,522	20,763	104%	3,189	2,461	-23%
Total	**86,356**	**84,353**	**102%**	**16,616**	**15,834**	**-5%**

* 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.
** Includes prior year pending cases; new filings; and reactivated, certified or transferred, cases; less cases disposed.

Table 2
CIVIL DIVISION
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	Number of cases filed	Court reports	87,546	84,757	82,214	79,747
Output	Number of cases disposed	Civil Case Processing System	96,703	84,475	89,543	91,960
End Outcome	% of civil cases reaching final disposition in < 18 months	Court's Monthly Statistical Report	84%	86%	90%	95%

FY 2002 Request

In FY 2002, the Court requests $5,442,000 for the Civil Division, an increase of $351,000 or 7% above the FY 2001 enacted level. The requested increase consists of $349,000 for built-in cost increases and $2,000 for printing to widely disseminate brochures, forms, and the Civil Actions Handbook (English and Spanish versions) in the Civil Actions, Small Claims and Landlord and Tenant Branches.

(1) Printing for Spanish language outreach materials - $2,000

- The problem. The Courts produce handbooks and brochures to assist citizens in bringing their disputes before the Court. Current services are inadequate to meet the needs of the increasing Spanish-speaking population in the Washington Metropolitan Area.

- Relationship to Court mission and goals. This project will further the Courts' goal of providing fair, swift and accessible justice. Spanish language brochures and informational materials will assist the Spanish-speaking population to access court services.

- Relationship to existing funding. The division's current budget is insufficient to finance this project.

- Methodology. The Courts' Administrative Services Division has estimated the cost of producing these materials at 7 cents per page for the 19-page Handbook and $2.45 for each Handbook cover. Based on the demand for materials, the Courts will print approximately 500 Spanish language brochures, handbooks and forms, approximately 25% of the number printed in English. In addition, to comply with Superior Court rules, the Landlord and Tenant "Notice to Vacate" form will be printed in both English and Spanish.

- Expenditure plan. Expenses will be monitored by conducting an inventory of the number of forms, brochures and handbooks printed and distributed within a given period.

- Performance indicators. Performance indicators may include customer surveys, customer correspondence, and feedback from Hispanic community organizations.

Table 3
CIVIL DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$3,314,642	$4,129,600	$4,373,000	$243,400
12-Personnel Benefits	794,401	944,400	1,050,000	$105,600
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	22	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	31,960	17,000	19,000	2,000
25-Other Services	---	---	---	---
26-Supplies & Materials	6,049	---	---	---
31-Equipment	493	---	---	---
Total	$4,147,567	$5,091,000	$5,442,000	$351,000
FTE	94	99	99	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 4
CIVIL DIVISION
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4	8	13	13
JS-5	2	2	2
JS-6	30	29	29
JS-7	8	9	9
JS-8	8	8	8
JS-9	25	25	25
JS-10	2	2	2
JS-11	2	2	2
JS-12	4	4	4
JS-13	4	4	4
JS-14			
JS-15	1	1	1
JS-16			
JS-17			
Subtotal	94	99	99
JS Salary	$3,314,642	$4,129,600	$4,373,000
Total, End-of-Year	94	99	99
Total Full-time Equivalent (FTE)	94	99	99

DISTRICT OF COLUMBIA SUPERIOR COURT
CRIME VICTIMS COMPENSATION PROGRAM

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
5	302,128	7	400,300	9	564,000	+2	163,700

*Represents End-of-Year on-board FTE.

The mission of the Crime Victims Compensation Program is to provide assistance to victims and their families with the financial burden of violent crime. The program provides expedient assistance, in a fair and consistent manner with sensitivity to the dignity of the victim. The program assists innocent victims of violent crime, as well as the survivors of homicide victims and dependent family members, with crime-related expenses including medical, counseling and funeral bills; lost wages and support; the cost of temporary emergency housing for victims of domestic violence; replacement of clothing held as evidence; and costs associated with cleaning a crime scene. Applications are filed, investigated, and adjudicated by Compensation Program staff. Through the services of a Victim Advocate, crime victims also are provided with assistance in filing applications, locating other victim service programs, support groups, mental health counseling, and many of the other quality of life issues that arise after victimization.

Workload Data

The Crime Victims Compensation Program has established the following four goals to ensure the efficient operation of the Program:

- By FY 2003, meet or exceed the national average for the percentage of all eligible District crime victims served;
- Make fair and consistent decisions on all claims;
- Pay claims expeditiously within 5 weeks of submission;
- Provide compensation to victims without "re-victimization."

In FY 2000, the Crime Victims Compensation Program provided cash assistance to nearly 900 claimants, an increase of 68% above the FY 1999 level. Cash payments to victims, paid from assessments, fines and fees, totaled $2,287,739, compared to $1,379,841 during FY 1999. Table 1 below provides performance data for the Crime Victims Compensation Program for the fiscal years 1999 through 2002.

Table 1
CRIME VICTIMS COMPENSATION PROGRAM
Caseload Overview

	Fiscal Year 1999	Fiscal Year 2000	% Change
New Cases Filed	602	1105	+84%
Determinations Made	521	877	+68%
Cases Pending	81	228	+181%

Table 2
CRIME VICTIMS COMPENSATION PROGRAM
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Input	# of new claims filed	Case Management Software	602	1,105	1,800	2,500
Output	# of new claims processed	Case Management Software	521	877	1,600	2,250
Output	# of payments*	Case Management Software	1,100	1,814	2,679	3,483
Outcome	Dollar amount of payments	Case Management Software	$1,379,841	$2,287,739	$3,266,046	$4,114,136
Outcome	Average claim processing time	Case Management Software	5.5 weeks	6.2 weeks	6 weeks	5 weeks
Productivity	Dollar payments/FTE	Case Management Software, Payments data	$230,000	$458,000	$467,000	$457,000

* Includes supplemental payments made on previously approved claims.

FY 2002 Request

The Court's FY 2002 request for the Crime Victims Compensation Program is $564,000, an increase of $163,700 (41%) above the FY 2001 enacted level. The requested increase consists of $104,000 for two new FTE; $12,000 for equipment and furniture for the

additional 2 FTE; $9,000 for printing of outreach materials to increase the program's filing rate; and $38,700 for built-in cost increases. The request includes:

(1) FTE Request: 2 Legal Claims Examiners (JS-10) - $104,000 ($42,000 annual salary per position)

- The problem. Current FTE levels are inadequate to process timely all claims anticipated. The Crime Victims Compensation Program received 1,100 new claims during FY 2000, as compared to 602 new claims filed during FY 1999. In FY 2002, the Court projects that new claims will reach 2,500, an increase of 127% above the FY 2000 level.

- Relationship to Court mission and goals. The request would support the Court's Strategic Goal #1, to provide fair, swift and accessible access to justice. Prompt claims processing is essential to providing adequate service to crime victims. Delays can cause anguish for victims' survivors and discourage victims from obtaining critical medical and mental health treatment.

- Relationship to existing funding. There are currently no funds in the Program's base budget to support these positions.

- Methodology. The number of examiners requested was determined based on projected workload of 2,500 new claims and a targeted average claims processing time of 5 weeks.

- Expenditure Plan. The requested positions have been determined to merit a JS-10 grade level, based on the Courts' classification system.

- Performance indicators. The performance of the additional FTE will be measured by an increase in claims processed and a reduction in the average claims processing time.

(2) Printing and Reproduction Request: Outreach Materials - $9,000

- The problem. The Courts have made significant strides in reaching victims of violent crime since assuming responsibility for the Crime Victims Compensation Program, increasing the number of victims served by more than 500%. However, despite coordination with police and victims advocacy groups, it is difficult to ensure that all crime victims are aware of the funds available through the Program. The Courts require additional resources to improve outreach and achieve the goal of doubling the percentage of victims compensated by the program by FY 2003.

- Relationship to Court mission and goals. The request would support the Court's strategic goal of providing fair, swift and accessible justice. The Court is required by statute to publicize the program and to provide printed informational materials in both English and Spanish. Informational materials are essential outreach tools.

- Relationship to existing funding. Currently, the Court produces brochures in English and Spanish for the Crime Victims Compensation Program; however, outside vendors are capable of producing more effective outreach materials.

- Methodology. The Graphics and Reproduction Unit of the Court's Administrative Services Division, which routinely procures printing services from commercial vendors for posters, brochures, and Court forms, provided the estimated cost.

- Expenditure plan. The Court would consult the Crime Victims Compensation Program Advisory Commission for input on the design, audience, and content of outreach materials. The Court expects to target specific victim populations, such as domestic violence partners, victims of sexual assault and child abuse, and survivors of homicide victims. The Courts' usual procurement process will be followed in accordance with law.

- Performance indicators. The success of the outreach materials will be measured by an increase in claims filed and a reduction in applicants who are ineligible for cash assistance. The current case management software is capable of capturing data on new claims filed and denials.

(3) Equipment Request: Modular furniture, computers, printers, chairs, and file cabinets for two new employees - $12,000

- The problem. There is a critical need for modular furniture for new employees in the Crime Victims Compensation Program. Private office space is not readily available in the Court building where the Crime Victims Compensation Program is located. Victims should be afforded the dignity of having their claims discussed privately with Compensation staff. Claimants often exhibit expressions of grief and frustration while discussing their claims, and it is demoralizing and humiliating to have unnecessary witnesses to these events. An arrangement of modular furniture in an existing office will provide at least minimal privacy for victim intake. Modular furniture will enhance the performance of claims examiners, making it easier to concentrate on the evaluation of claims and the drafting of recommendations, which involves critical and analytical thinking. In addition, the new hires on the staff will require computers, printers, chairs, workspaces, and file cabinets as standard materials to effectively perform the duties and responsibilities of their positions.

- Relationship to Court mission and goals. By providing adequate staff resources and ensuring a modicum of privacy for victims to conduct business concerning their compensation claims this request supports the Courts' goal of providing fair, swift, and accessible justice.

- Relationship to core or priority functions. The ability to serve claimants in an environment that preserves their privacy by a staff member that has all of the equipment necessary to carry out the duties of his job is essential to the function and operation of the office.

- Relationship to existing funding. There is currently no funding specifically earmarked for modular furniture for the staff of the Crime Victims Compensation Program.

- Methodology. The requested amount was estimated by consultation with the Procurement Office of the Administrative Services Division of the Court. Office supply catalogs were also reviewed to price this request.

- Expenditure plan. The requested equipment will be purchased in accordance with the procurement guidelines of the Court.

- Performance indicators. The anticipated outcome is increased customer satisfaction for the claimants, which can be measured by the use of a customer service survey. Greater job satisfaction for the staff is anticipated as an intermediate outcome, which should produce greater productivity in processing of claims. The current case management software can measure claim processing.

Alternative Funding

As an alternative to their funding request, the Courts are requesting an amendment to the Victims of Violent Crime Compensation Act of 1996 to permit administrative expenses of the Crime Victims Compensation Program to be paid from the Crime Victims Compensation Fund. To keep pace with the increasing number of claims as a result of improved outreach efforts, as well as the processing of supplemental payment requests in existing cases, additional funds for personnel, equipment, outreach and training are needed. Allowing these costs to be paid from the Fund ensures the stability of the Program and makes it less vulnerable to budgetary pressures on annual appropriations. Language to effect this change is included in Section 2 of this request.

FY 2000 Activities

- **Claims processing efficiency**. To streamline claims processing and eliminate repetitive manual tasks, the Court uses a customized software system, which has produced a dramatic decline in the average claim processing time. During fiscal year 2000, the average time from application to a first payment award was 6.2 weeks. By contrast, when the District of Columbia Department of Human Services administered the program, the comparable number was 48 weeks.

- **Outreach Protocols**. To strengthen program outreach, the Crime Victims Compensation Program established protocols with the District of Columbia's Metropolitan Police Department (MPD), the Children's Hospital Child and Adolescent Protection Center, and the D.C. Medical Examiner's Office.

    - MPD protocol. Under the Court-MPD protocol, the MPD includes information about the Crime Victims Compensation Program in roll call training. Pursuant to a MPD Special Order, the Investigative Review Officer in each Police District serves as the point of contact for the Court's Compensation Program. The Investigative Review Officer provides program information and application materials to the reporting officer for delivery to the victim, or secondary victim, within 48 hours of the incident. The Investigative Review Officer sends completed applications directly to the Compensation Program and produces monthly reports on the number of victims served. MPD now includes information concerning the Crime Victims Compensation Program on its website, including a downloadable application from the Crime Victims Compensation Program.

    - Children's Hospital and D.C. Medical Examiner's Office. To improve outreach to victims of child physical and sexual abuse, the Children's Hospital Child and Adolescent Protection Center staff assist victims in completing applications for compensation and mail the applications to the Court. In addition, the Court has arranged for the D.C. Medical Examiner's Office to provide the families of homicide victims with compensation applications and refer them to the Program for assistance in filing claims.

- **Claims processing redesign**. In addition to new claims, the Crime Victims Compensation Program also processes for payment supplemental claims, which constitute a majority of program payments. Technically, a claim is not closed until the maximum payment of $25,000 is reached. Few cases reach the maximum payment. Supplemental claims are all payments subsequent to the determination of eligibility and the first award. Since October 1, 1999, the Crime Victims Compensation Program has made determinations on 877 new claims; however, 1,814 payments have been made. To streamline the supplemental payment process, program staff developed a new form designed specifically to provide summary data so the

supplemental claim can be completed following a review of the applicant's file. The secretary was cross-trained to process supplemental claims, thereby allowing the claims examiner and auditor to devote more time to the investigation and evaluation of new claims, and increasing productivity of program staff.

Table 3
CRIME VICTIMS COMPENSATION PROGRAM
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Legal Claims Examiner	JS-10	2	($42,000 per position) $84,000	$20,000	$104,000

Table 4

CRIME VICTIMS COMPENSATION PROGRAM

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$255,784	$308,400	$409,000	$100,600
12-Personnel Benefits	46,344	55,900	98,000	42,100
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	9,000	18,000	9,000
25-Other Services	---	15,000	15,000	---
26-Supplies & Materials	---	---	---	---
31-Equipment	---	12,000	24,000	12,000
Total	$302,128	$400,300	$564,000	$163,700
FTE	5	7	9	2

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 5

CRIME VICTIMS COMPENSATION PROGRAM

Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8	1	1	1
JS-9			
JS-10	1	3	5
JS-11			
JS-12	2	2	2
JS-13			
JS-14			
JS-15	1	1	1
JS-16			
JS-17			
Subtotal	5	7	9
JS salary	$255,784	$308,400	$409,000
Total, end-of-year	5	7	9
Total Full-Time Equivalent (FTE)	5	7	9

DISTRICT OF COLUMBIA SUPERIOR COURT
CRIMINAL DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
107	4,401,966	115	5,251,800	115	5,735,500	--	483,700

*Represents End-of-Year on-board FTE.

The Criminal Division is responsible for processing cases prosecuted by the United States Attorney and the District of Columbia Corporation Counsel involving violation of the United States Code, the District of Columbia Code, and municipal and traffic regulations. The division is comprised of four branches: (1) Felony Branch; (2) Misdemeanor/Traffic Branch; (3) Special Proceedings Branch, which processes special writs and other miscellaneous cases, and (4) Courtroom Support Branch. The Division serves as the liaison between the Superior Court and the Department of Corrections, the Federal Bureau of Prisons, the Metropolitan Police Department, and other criminal justice agencies. Administrative and support functions performed by the Division include providing direct courtroom support staff for judicial officers; coordinating the assignment of cases to judges; and case processing functions (i.e., case filing, calendaring, and maintaining the criminal database). The Division also provides public service to individuals and other entities seeking information concerning criminal cases filed with the Court.

Workload Data

The workload of Criminal Division non-judicial staff consists of three primary functions: (1) case processing; (2) direct courtroom support; and (3) information for members of the bar and public. Table 1 provides data on Criminal Division case filings and dispositions in FY 2000. The Division's public information workload consists of assisting the public in filing material with the Court and in retrieving information from Court records. In addition, the Division assists other criminal justice agencies in reviewing Court convictions and providing certified copies of Court records. Table 2 provides data on public information workloads in FY 2000. Beginning in FY 2001 the Division will begin to measure both workload volume and the length of time it takes to fulfill record requests. As a result, the division will be able to determine FTE requirements using both quantity and timeliness as measures of performance and efficiency.

Table 1
CRIMINAL DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2000 Data)

			Clearance	Pending Cases**		
	Dispositions	New Filings	Rate*	01-Oct	30-Sep	Change
Felony Indictments***	6,734	4,908	137%	2,190	1,963	-10%
U.S. Misdemeanors	17,217	15,124	114%	3,003	2,399	-20%
D.C. Misdemeanors	6,484	4,172	155%	1,633	479	-71%
Special Proceedings	3,356	3,339	101%	135	137	1%
Traffic	9,747	6,923	141%	1,441	1,092	-24%
Total	**43,538**	**34,466**	**126%**	**8,402**	**6,070**	**-28%**

* 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.
** Includes prior year pending cases; new filings; and reactivated, certified or transferred, cases; less cases disposed.
***This figure represents only indicted cases. In FY 2000, 7,546 pre-indictment felony cases were filed with the Court. Some of these cases were "no papered" (i.e., charges were dropped) or later dismissed, some were indicted and are reflected in the Felony Indictment column, and some remain pending grand jury action.

Table 2
CRIMINAL DIVISION
Public Information Measures
(FY 2000)

Type of Public Information Request	Number Received
Mail Correspondence Received	1,752
Requests for Certified Convictions	6,382
E-Mail Requests for Records	1,959
FAX Correspondence	229
Microfilm Requests	3,460
Archived Record Requests	3,139
Public Counter Visits	18,000[1]
Telephone Inquiries	35,000[2]
Total	69,921

[1] Estimated figure extrapolated from several daily surveys indicating average of 75 visitors per day.
[2] Estimated figure extrapolated from several daily surveys indicating average of 148 calls per day.

FY 2002 Request

In FY 2002, the Court requests $5,735,500 for the Criminal Division, an increase of $483,700 above the FY 2001 enacted level. The requested increase consists of $483,700 for built-in cost increases.

Determining Criminal Division FTE requirements

While case processing data provide one measure of work activity in the Division, they are not the best determinants of non-judicial staffing needs. Specifically, changes in case filings directly impact the workload of six staff responsible for new case intake. However, changes in caseload have little effect on the workload of the remainder of the division's staff, who perform case processing functions and direct courtroom support. At present, the large number of pending criminal cases has made it difficult for the Court to meet ABA recommended case processing time standards. Under these circumstances, increased or decreased filings will generally not result in a reduction in the number of cases calendared per day, but instead will result in changes in the length of time it takes a judicial

officer to process a case from filing to final disposition. Decreases in filings will not reduce the Division's daily workload but rather will enable the Court to set cases more quickly, which should assist in achieving the desired time standards. Therefore, for the vast majority of Criminal Division staff there is little direct linkage between the number of filings and daily workload.

The Division currently is developing a plan to convert the case processing function from an "assembly line" approach, where each FTE performs a discrete case processing function, to a "case manager" approach. The case manager approach will convert staff from specialized functions to general responsibility for all case processing functions of a specified caseload or judicial calendar(s). Once this conversion is complete, it will be possible to more accurately measure how many employees are required to support each judicial officer and judicial function. While there appears to be a need for additional FTEs, the Division has deferred requesting additional FTE in FY 2002 while it undertakes the conversion of staff functions, position descriptions, and an assessment of staffing requirements.

FY 2001 Process Redesign Initiative

In FY 2001, the Criminal Division is completing a process redesign initiative begun in FY 2000. The initiative consists of flow-charting all major work processes and documenting all Division procedures. The purpose of this effort is to provide a framework to identify repetitive or inefficient processes that may be eliminated or re-engineered. The major thrust of the re-engineering efforts in FY 2001 will be transforming the case processing plan from an "assembly line" model to a "case manager" model. This will entail the reclassification of most clerical personnel from current JS-6, JS-7, and JS-8 groupings into one JS6/7/8 career ladder. This change will allow management to use all personnel in all aspects of case processing; result in cross-training and more efficient utilization of FTE; and promote greater work performance accountability.

The Division is also working closely with the Integrated Justice Information System (IJIS) project, a major information technology initiative to integrate the Court's 18 separate case management systems. A thorough review of the division's information technology has identified several areas where improved technology can eliminate tasks that are now performed manually (i.e., some statistical reporting and overdue fine notices). The implementation of the recommendations contained in the IJIS report will lead to a more efficient utilization of personnel and information technology resources.

Table 3

CRIMINAL DIVISION

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$3,513,670	$4,377,100	$4,625,400	$248,300
12-Personnel Benefits	735,556	874,700	1,110,100	235,400
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun. & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	146,791	---	---	---
26-Supplies & Materials	802	---	---	---
31-Equipment	5,147	---	---	---
Total	$4,401,966	$5,251,800	$5,735,500	$483,700
FTE	107	115	115	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 4
CRIMINAL DIVISION
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-03			
JS-04	6	7	7
JS-05			
JS-06	20	19	19
JS-07	7	7	7
JS-08	21	20	20
JS-09	43	42	42
JS-10	9	10	10
JS-11	1		
JS-12	4	5	5
JS-13	4	4	4
JS-14			
JS-15	1	1	1
Subtotal	116	115	115
JS salary	$3,513,670	$4,377,100	$4,625,400
Total, End-of-Year (EOY)	108	115	115
Total Full-Time Equivalent (FTE)	116	115	115

DISTRICT OF COLUMBIA SUPERIOR COURT
DOMESTIC VIOLENCE UNIT

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
17	594,165	17	875,400	21	1,125,600	+4	250,200

*Represents End-of-Year on-board FTE.

The Superior Court's Domestic Violence Unit is a national model program that processes civil protection orders and criminal misdemeanor, child support, custody, visitation and divorce actions in the Superior Court before one designated team of judicial officers.

Workload Data

In FY 2000, the Domestic Violence Unit processed 7,470 new filings and disposed of 8,772 cases. Table 1 below provides caseload data for the Domestic Violence Unit for FY 2000. Table 2 provides performance data for the Domestic Violence Unit for the Fiscal Years 1999 through 2002.

Table 1
DOMESTIC VIOLENCE UNIT
Caseload and Efficiency Measures
(Fiscal Year 2000 Data)

	Dispositions	New Filings*	Clearance Rate**	Pending Cases*** 01-Oct	30-Sep	Change
Civil Protection Orders	4,157	3,709	112%	201	222	10%
Contempt Motions	354	352	101%	22	20	-9%
U.S. Misdemeanors	3,912	4,047	97%	870	1,005	16%
Paternity and Child Support	563	555	101%	80	72	-10%
Total	**8,986**	**8,663**	**104%**	**1,173**	**1,319**	**12%**

* Contempt motion, U.S. misdemeanor, and paternity and child support cases are filed in other divisions and transferred to the Domestic Violence Division. For meaningful analysis of workload and efficiency, these cases are treated here as "New Filings."
** 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.
*** Includes prior year pending cases; new filings; and reactivated, certified or transferred, cases; less cases disposed.

Table 2
DOMESTIC VIOLENCE UNIT
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Output/ Activity	Hearings scheduled	Yearly stats/ Random sample	25,480	28,500	28,750	28,800
Intermediate Outcome	% of petitions with protection orders processed within 48 hours	Evaluation, survey, and random sample	90%	90%	92%	95% processed within 32 hours
End Outcome	Domestic Violence dispositions	Daily/Monthly Statistics	9,188	8,772	8,875	8,900
Productivity/ Efficiency	Case clearance rates	Yearly statistics	108%	98%	100%	101%

FY 2002 Request

The Court's FY 2002 request for the Domestic Violence Unit is $1,125,600, an increase of $250,200 (29%) above the FY 2001 enacted level. The requested increases consist of $162,000 for 4 FTE and $88,200 for built-in cost increases.

(1) FTE Request: 2 Processing Clerks (JS-8) - $86,000 ($35,000 annual salary per position)

- The problem. The Metropolitan Police Department (MPD) relies on the up-to-the-minute data on protection orders to enforce these orders and protect victims of domestic violence. Staffing shortages hamper the Unit's ability to process these court orders and, as a result, protection orders may not be entered into the electronic data system for two days after a judge issues them. Processing clerks must provide courteous, informed, professional, and supportive information to people in crisis; interview victims and perpetrators; identify any other court case involving the same parties; research prior criminal and family histories; and provide this information to the judge at every hearing for a heavy caseload of more than 1200 ongoing cases and 600 new filings each month. Without additional processing clerks, the Unit cannot provide adequate information to the judges, the clients, and the police department to protect some of the most vulnerable persons in the District, victims of domestic violence.

- Relationship to court mission and goals. The request would support the Court's goal of enhancing public safety by providing adequate resources to protect victims of domestic violence.

- Relationship to existing funding. There is currently no funding in the Unit's base budget for these positions.

- Methodology. We have determined that these positions should be graded a JS-8 based on the Courts' classification standards/personnel policies.

- Expenditure plan. The Unit will hire for these positions in accordance with standard Court personnel policies.

- Performance indicators. The additional two processing clerks will reduce the time required to process judicial orders by an estimated 33%. Reduction of time to process court orders will enhance public safety by helping the police to enforce protection orders issued. The additional staff can devote the time required to research each new case, enter it in the system, and adhere more closely to the dictates of the Court's Rules. This required case information will assist the judiciary in formulating an order that will adequately protect the victims of domestic violence.

(2) FTE Request: 2 Courtroom Clerks (JS-7) - $76,000 ($31,000 annual salary per position)

- The problem. The Domestic Violence Unit currently has six courtroom clerks who manage the domestic violence caseload for five courtrooms (the highest volume courtroom must be staffed by two clerks). At least twice a week, proceedings are delayed because of the lack of experienced courtroom clerks. The Unit must rely on other divisions to detail courtroom staff who are not familiar with the domestic violence process or its dynamics. Often paperwork, orders, and information submitted or relayed by detailed clerks must be rewritten, changed or corrected because of their unfamiliarity with the domestic violence procedures.

- Relationship to court mission and goals. The courtroom clerk plays a key role in promoting fair, swift, and accessible justice and ensuring public trust and confidence in the court process. The courtroom clerk is the liaison between the public and the judicial officer and is the person who directs victims and perpetrators through the courtroom process.

- Relationship to existing funding. There is currently no funding in the Unit's base budget for these positions.

- Methodology. We have determined that these positions should be ladder positions graded at JS-7/8/9 based on the Courts' classification standards/personnel policies.

- Expenditure plan. The Unit will hire for these positions in accordance with standard personnel policies.

- Performance indicators. The additional courtroom clerks will ensure that clients, victims, and defendants have their cases heard in a timely manner. Case continuances and courtroom waiting time will be reduced. An experienced and informed courtroom staff will more effectively assist both the judicial officer and the parties with the domestic violence adjudication process.

Table 3
DOMESTIC VIOLENCE UNIT
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Processing Clerk	JS-08	2	($35,000 per position) $70,000	$16,000	$86,000
Courtroom Clerk	JS-07	2	($31,000 per position) $62,000	$14,000	$76,000
TOTAL, DIVISION		**4**	**$132,000**	**$30,000**	**$162,000**

Table 4
DOMESTIC VIOLENCE UNIT
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$494,907	$728,400	$907,300	$178,900
12-Personnel Benefits	99,258	146,500	217,800	71,300
21-Travel, Transp. of Persons	---	500	500	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun. & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	---	---	---	---
26-Supplies & Materials	---	---	---	---
31-Equipment	---	---	---	---
Total	$594,165	$875,400	$1,125,600	$250,200
FTE	17	17	21	4

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 5
DOMESTIC VIOLENCE UNIT
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			2
JS-8	7	7	9
JS-9	6	6	6
JS-10	1	1	1
JS-11			
JS-12	1	1	1
JS-13			
JS-14	1	1	1
JS-15	1	1	1
JS-16			
JS-17			
Subtotal	17	17	21
JS salary	$494,907	$728,400	$907,300
Total, end-of-year	17	17	21
Total Full-Time Equivalent (FTE)	17	17	21

DISTRICT OF COLUMBIA SUPERIOR COURT
FAMILY DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
143	5,500,167	154	7,764,000	154	8,335,100	---	571,100

*Represents End-of-Year on-board FTE.

The Family Division of the Superior Court is responsible for the adjudication of actions unique to families or influenced by familial relationships. The division is comprised of five administrative branches or programs: The Domestic Relations Branch processes divorce, annulment, custody, and adoption cases. The Paternity and Child Support Branch processes all actions seeking to establish paternity and child support, issues wage withholding orders to employers of non-custodial parents to satisfy court-ordered support, and maintains financial accounts for the collection and disbursement of child support. The Juvenile and Neglect Branch is responsible for cases involving children alleged to be delinquent, neglected, abused or otherwise in need of supervision. The Counsel for Child Abuse and Neglect (CCAN) office recruits, trains and assigns attorneys to provide representation for children, eligible parents and caretakers in proceedings of child abuse and neglect. The Mental Health and Mental Retardation Branch is responsible for matters involving the commitment of individuals who are mentally ill or substantially retarded. The Marriage Bureau issues licenses and authorizations for marriages in the District of Columbia. All branches are supported through the efforts of the Quality Control Office, responsible for processing prisoner transfer requests, reviewing juvenile files post hearing and preparing daily assignments for courtroom clerks and court aides.

Workload Data

Table 1
FAMILY DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2000 Data)

	Dispositions	New Filings	Clearance Rate*	Pending Cases** 01-Oct	30-Sep	Change
Divorce/Custody/Miscellaneous	2,257	2,463	92%	1,317	1,526	16%
Adoption	507	429	118%	151	73	-52%
Juvenile	3,129	2,584	121%	289	418	45%
Abuse & Neglect	1,764	1,448	122%	3,083	2,863	-7%
Mental Health/Mental Retardation	1,652	1,601	103%	2,312	2,452	6%
Paternity & Child Support	4,397	2,694	163%	8,859	7,878	-11%
Total	**13,706**	**11,219**	**122%**	**16,011**	**15,210**	**-5%**

* 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.
** Includes prior year pending cases; new filings; and reactivated, certified or transferred, cases; less cases disposed.

Table 2
FAMILY DIVISION
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	New case filings	Court records	15,790	15,463	16,854	18,390
Input	Prisoner Transfer Requests	Court records	21,640	25,075	25,275	25,475
Input	Applications for Marriage Licenses & Minister Authorizations	Court records	3,932	3,883	3,900	3,950
Intermediate Output	Cases processed for hearings	Court calendars and records	114,314	108,359	113,796	119,109
Outcome	Dispositions/Orders Processed Docketed	Annotated Court Calendars and records	82,120	121,094	93,081	107,216
Outcome	Marriage Licenses & Certificates Issued	Court records	6,651	6,464	6,444	6,543

FY 2002 Request

The Courts' FY 2002 request for the Family Division is $8,335,100, an increase of $571,100 (7%) above the FY 2001 enacted level. The requested increases consist entirely of $571,100 for built-in cost increases.

Table 5
FAMILY DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$4,474,346	$6,371,500	$6,711,100	$339,600
12-Personnel Benefits	1,017,322	1,379,200	1,610,700	231,500
21-Travel, Transp. of Persons	196	300	300	---
22-Transportation of Things	6	---	---	---
23-Rent, Commun. & Utilities	---	---	---	---
24-Printing & Reproduction	5,540	---	---	---
25-Other Services	---	13,000	13,000	---
26-Supplies & Materials	2,144	---	---	---
31-Equipment	613	---	---	---
Total	$5,500,167	$7,764,000	$8,335,100	$571,100
FTE	156	154	154	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 6

FAMILY DIVISION

Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4	8	8	8
JS-5	1	1	1
JS-6	22	22	22
JS-7	36	35	35
JS-8	34	33	33
JS-9	32	32	32
JS-10	5	5	5
JS-11	3	3	3
JS-12	6	6	6
JS-13	6	6	6
JS-14	2	2	2
JS-15	1	1	1
JS-16			
JS-17			
Subtotal	156	154	154
JS salary	$4,474,346	$6,371,500	$6,711,100
Total, end-of-year	143	154	154

DISTRICT OF COLUMBIA SUPERIOR COURT
MICROGRAPHICS OFFICE

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
6	293,290	6	239,100	6	252,000	---	12,900

*Represents End-of-Year on-board FTE.

The Micrographics Office converts paper-based court records into microfilm images recorded on 16 mm rolls of microfilm and permanently stored on-site within the courthouse. Microfilmed documents primarily consist of individual case records, which the Court retains for a minimum time period as required by the Court's Records Retention Schedule. The Micrographics Office performs 100% verification of microfilmed images to ensure that court records are complete, accurate and fully legible on microfilm prior to permanent storage on film. Microfilmed court records require considerably less storage space than paper records, are more durable, and are easily retrieved and accessed for viewing and/or hard-copy printing by judges, court staff, and the public. Five technicians and a supervisor staff the Micrographics Office.

Workload data

The microfilming process consists of seven steps: document preparation (the manual separation of documents, removing staples/paper clips, unfolding papers, repairing torn pages, etc.), filming, processing of film, verification of images for accuracy and completeness compared to original paper documents, refilming as necessary, indexing of microfilm rolls to facilitate easy retrieval/access, dissemination of microfilm to users and disposal of original paper documents (shredding or off-site storage).

The most straightforward productivity measure for this office is the number of microfilmed images produced annually. This measure does not, however, reflect the significant staff hours devoted to document preparation, film processing, document verification, refilming and re-verification, indexing and dissemination of microfilm and original paper documents to end users and off-site storage facilities. An additional function routinely performed by the Micrographics Office is the reproduction of hard-copy documents from microfilmed records upon request from a judge, court employee, or member of the public.

In FY 2000, the Micrographics Office filmed approximately 421,000 images and produced over 41,000 copies of microfilmed records. Image production rates were impacted during the year by near constant equipment breakdowns due to obsolete and deteriorating equipment, as well as a two-month suspension of operations in this unit during which staff were detailed on a full-time basis to assist court operating divisions suffering from severe staff shortages. Further, staffing in the Micrographics Office was reduced by one technician for half of the fiscal year, as this employee was detailed and subsequently permanently transferred to fulfill a critical need in the Criminal Division.

Table 1
MICROGRAPHICS OFFICE
FY 2000 Workload Data

Images Produced	421,003
Copies from Microfilm	41,629

For FY 2001 and 2002, the Micrographics Office expects to increase image production levels by 25%, as new equipment was recently purchased and installed in the Office. It is expected that the Micrographics Office will continue to operate with only five technicians in FY 2002; however, during FY 2001, the Micrographics Office will undertake an analysis of its work processes, performance measures, and projected three-to- five-year workload to determine: (1) where improvements can be made and (2) whether staffing and other resource allocations are appropriate.

FY 2002 Request

In FY 2002, the Court requests $252,000 for the Micrographics Office, an increase of $12,900 over the FY 2001 level. The requested increase consists of $12,900 for built-in cost increases only.

Table 2

MICROGRAPHICS OFFICE

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$153,448	$185,000	$195,000	$10,000
12-Personnel Benefits	44,844	54,100	57,000	2,900
21-Travel, Transp. of Persons	--	--	--	--
22-Transportation of Things	--	--	--	--
23-Rent, Commun. & Utilities	--	--	--	--
24-Printing & Reproduction	--	--	--	--
25-Other Services	--	--	--	--
26-Supplies & Materials	--	--	--	--
31-Equipment	94,998	--	--	--
Total	$293,290	$239,100	$252,000	$12,900
FTE	6	6	6	--

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 3
MICROGRAPHICS OFFICE
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-03			
JS-04			
JS-05			
JS-06			
JS-07	5	5	5
JS-08			
JS-09			
JS-10	1	1	1
JS-11			
JS-12			
JS-13			
JS-14			
JS-15			
JS-16			
JS-17			
Subtotal	6	6	6
JS salary	$153,448	$185,000	$195,000
Total, End-of-Year (EOY)	6	6	6
Total Full-Time Equivalent (FTE)	6	6	6

DISTRICT OF COLUMBIA SUPERIOR COURT
MULTI-DOOR DISPUTE RESOLUTION DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
18	946,696	18	1,506,800	18	1,649,000	---	142,200

*Represents End-of-Year on-board FTE.

The Multi-Door Dispute Resolution Division ("Multi-Door") provides mediation and other alternative dispute resolution ("ADR") services to assist litigants in settling their disputes. In the Courts' programs, a "neutral" person conducts the mediation or arbitration. The neutral is responsible for (1) helping the litigants reach agreement in mediations; or (2) determining a fair outcome of arbitration. The Division is organized in three branches: Civil; Family and Community; and Program Development. The Civil Dispute Resolution Program provides binding and non-binding arbitration, mediation, or neutral case evaluation for most of the Court's civil cases. Small Claims litigants may mediate their cases through the Small Claims Mediation Program. Mediation also is provided for complex civil matters, and probate and tax assessment cases. The Community Information and Referral Program (CIRP) provides information, referral, conciliation and mediation of disputes, including landlord-tenant, consumer fraud, contract, domestic relations, and personal injury matters. Most CIRP cases receive ADR services before a case is filed. The Multi-Door Division staff train, evaluate, and support 450 neutrals, who are lawyers, social workers, government employees, retirees, and others providing ADR services to the community. Division staff also provide program information, guided ADR observations, and technical assistance to international and domestic judges, lawyers, government officials, and court administrators (usually under the sponsorship of USIA or AID) who seek to establish ADR programs in their own jurisdictions.

Workload Data

Inputs for each program include FTEs and Cases Referred. The performance of neutrals is reflected in a performance measurement table for training and evaluation of all Division neutrals. Output measures typically are cases mediated and cases closed, as they reflect the services produced for the community by the Multi-Door Division. Outcome measures are numbers of cases settled, settlement rates, and quality measures, such as competence of neutrals and process integrity. Multi-Door will begin to collect and report data on the quality measures via user surveys and evaluator observations in FY 2001. Productivity/workload measures compare outputs (typically cases closed) to the number of FTEs in the program, not including the Division Director and Secretary. Optimal

ranges set forth in the projections for FY 2001 and FY 2002 are preliminary, and may be revised as data continue to be collected and assessed.

Table 1
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Caseload Overview

	Cases Referred	*ADR Performed*	*Cases Closed*	*Cases Settled*
FY 1999	6,856	5,692	6,240	2,373
FY 2000	6,177	5,171	5,687	2,286

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

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Input	Cases referred	Multi-Door database	5,180	4,444	5,100	5,100
Output	ADR performed	Multi-Door database	4,219	3,662	4,080	4,080
Outcome	Case settlement rate	Multi-Door database	43%	43%	45%	47%

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

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Input	Cases referred	Multi-Door database	1,618	1,665	1,715	1,766
Output	ADR performed	Multi-Door database	1,419	1,448	1,491	1,536
Outcome	Case settlement rate	Multi-Door database	35%	45%	50%	55%

Table 4
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Child Protection Mediation Program
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Input	Cases referred	Multi-Door database	58	68	65	165
Output	ADR performed	Multi-Door database	54	61	59	150
Outcome	Case settlement rate	Multi-Door database	91%	90%	90%	90%

FY 2002 Request

In FY 2002, the Courts request $1,649,000 for the Multi-Door Dispute Resolution Division, an increase of $142,200, or 9% above the FY 2001 enacted level. The requested increase consists of $32,000 to enhance the Family Mediation Program; $20,000 to expand the Child Protection Mediation Program; $9,000 to fund neutral evaluations; and $81,200 for built-in cost increases.

(1) Enhance Family Mediation Program - $32,000

- The problem. The Courts' Family Mediation Program helps parties to domestic relations cases reach settlement. The program relies on dedicated, well-trained and mentored neutrals who receive no compensation for preparation time or drafting often complex settlements for the parties and only a stipend of $40 per mediation session to offset their costs. The Family Mediation Program lost 14% of its mediators in FY 2000. Many who left were the highly skilled and experienced mediators on whom the program relied to mentor and advance the skills of new mediators. To enhance the program by increasing the stipend to $50 ($19,000), providing a stipend to offset the cost of writing the settlements ($10,000), and increasing training ($3,000), the Courts request $32,000.

- Relationship to court mission and goals. Enhancing the Family Mediation program will support the Courts' goal of providing fair, swift, and accessible justice by helping domestic relations litigants reach settlements, thus saving judicial resources for more contentious cases and expediting case processing.

- Relationship to existing funding. The Family mediation program is currently funded for only a small stipend for mediation sessions and some training. Funds are not available to increase the stipend or to expand the stipend to cover expenses of writing the settlement agreement.

- Methodology. The request for the increased stipends was based on the number of sessions and mediators for the increased rate; and the number of cases mediated and the settlement rate in FY 2000 to expand the scope of the stipend. The training request is derived from the cost of evaluator training for 20 mediator-evaluators and the cost of in-service training for 80 mediators.

- Expenditure Plan. Mediators will be paid stipends at the increased rate in accordance with Division procedures. Mediator training will be arranged by Division staff.

- Performance indicators. The success of this program enhancement will be a reduction in the turn-over rate of mediators, and, ultimately, an improvement in the settlement rate for Family cases.

(2) Child Protection Mediation Program - $20,000

- The problem. The Courts implemented a pilot Child Protection Mediation Project in FY 1998 in cooperation with the Office of Corporation Counsel (OCC) and the District Child and Family Services Agency. The program seeks to engage all parties early in

the child protection process to help prevent children from growing up in foster homes. As noted in an evaluation of the pilot project conducted by the American Bar Association Center on Children and the Law, the use of mediation is growing in child protection courts around the country. The evaluation concluded that virtually all participants in the mediation, which included social workers, OCC representatives, parents, and representatives of the children, believed mediation was positive and should be continued. However, the Courts' current budget cannot support the program without additional funds.

- Relationship to court mission and goals. The program supports the Courts' goal of providing fair, swift, and accessible justice by providing a mechanism for child protection cases to be resolved efficiently and quickly, facilitating early treatment for the family.

- Relationship to existing funding. Since the pilot program, the Courts have continued the program on a limited basis, mediating approximately 50 cases each year. The requested funds will permit the Courts to provide mediation opportunities to 100 more families each year.

- Methodology. The request is based on the $100 stipend paid to each of two mediators for one mediation session. The pilot program demonstrated that one session was sufficient in more than 90% of cases mediated.

- Expenditure Plan. Judges will refer cases for mediation and the requested funds will be used to pay mediator stipends according to Court policies.

- Performance indicators. The success of the program will be demonstrated in the short-term by the settlement rate. In the long term, the program will lead to enhanced services for abused and neglected children and their families.

(3) Neutral Stipends for Evaluation Compensation - $9,000

- The problem. The Multi-Door Division seeks to evaluate all neutrals annually in order to ensure the high quality of services provided by neutrals. Senior neutrals, who have been specially trained by Multi-Door staff, conduct the evaluations. New authority would enable the Court to provide stipends as an incentive to evaluators to perform timely and time-intensive evaluations.

- Relationship to court mission and goals. The ADR services offered by the Division directly contribute to the Courts' goal of providing fair, swift and accessible justice. Annual performance evaluations of neutrals are essential to the Division's ability to ensure the quality of services performed by neutrals, and are crucial to timely and just settlements.

- Relationship to core or priority functions. Stipends for evaluator compensation will enable the Division to recruit and retain senior neutrals to conduct performance evaluations and thereby ensure the high quality ADR services which constitute the core function of the Division.

- Relationship to existing funding. Currently funding in the Division's base budget supports a stipend only for the time spent conducting the evaluation, but not for the significant amount of time spent preparing for the evaluation, providing feedback to neutrals following the evaluation, and completing the evaluation form. The requested funds would finance comprehensive compensation for all components of the evaluation.

- Methodology. Funding is requested for 360 evaluation sessions at $25 per session.

- Expenditure plan. Stipend funds for evaluator compensation would be expended in accordance with Division policy and procedures.

- Performance indicators. Performance would be measured through annual performance evaluations and through the program performance productivity indicator.

Table 3
MULTI-DOOR DISPUTE RESOLUTION DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$752,524	$939,600	$998,000	$58,400
12-Personnel Benefits	182,469	217,200	240,000	22,800
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	251,545	350,000	411,000	61,000
26-Supplies & Materials	150	---	---	---
31-Equipment	453	---	---	---
Total	$1,187,141	$1,506,800	$1,649,000	$142,200
FTE	18	18	18	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Multi-Door work process redesign

The Courts initiated an effort to redesign current work processes in FY 2000. As a first step in that initiative, the Multi-Door Division created flow charts of existing work processes for division programs. The next step will involve a careful analysis of each flow chart for means to simplify processes to achieve greater efficiencies. Work process improvements will allow Multi-Door to utilize existing resources more efficiently, which will have two major impacts. First, output can be increased with existing resources, resulting in more timely case dispositions. Second, more resources can be directed to enhancing the conditions, such as quality of case management, preparation by clients and counsel, understanding of processes and roles, completion of discovery, rulings on dispositive motions, and the skill and persistence of the neutral, which determine the quality of outcomes for the community.

Table 4

MULTI-DOOR DISPUTE RESOLUTION DIVISION

Detail of Full-Time Equivalent Employment

Grade	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1		
JS-8		1	1
JS-9	1	1	1
JS-10	5	5	5
JS-11	5	5	5
JS-12	1	1	1
JS-13	4	4	4
JS-14			
JS-15	1	1	1
Subtotal	18	18	18
JS salary	$752,524	$939,600	$998,000
Total, end-of-year	18	18	18
Total Full-Time Equivalent (FTE)	18	18	18

DISTRICT OF COLUMBIA SUPERIOR COURT
PROBATE DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
45	2,823,575	45	3,492,600	45	3,819,200	---	326,600

*Represents End-of-Year on-board FTE.

The Probate Division has jurisdiction over decedents' estates, trusts, guardianships of minors, and guardianships and conservatorships of incapacitated adults. The organizational components are the Office of the Register of Wills and four branches which operate under the direction and supervision of the Register of Wills. The four branches consist of (1) the Auditing and Appraisals Branch, in which 14 auditors audit accounts of fiduciaries under court supervision, examine requests for compensation, prepare reports, recommendations and proposed orders for the judges, and advise attorneys and fiduciaries on accounting procedures; (2) the Small Estates Branch, which processes petitions in decedents estates having assets of $15,000 or less; (3) the Administrative Services Branch, which processes decedents' estates and guardianships of minors; and (4) the Guardianship and Fiduciary Branch, which processes guardianships and conservatorships of adults and trusts. The Office of the Register of Wills consists of the Register of Wills and deputies whose major responsibilities are to review pleadings and prepare recommendations to the judges on uncontested matters, advise attorneys and the general public on procedures, and appear at hearings to ensure fiduciaries comply with reporting requirements.

Workload Data

Immediately below are caseload data for the Probate Division for FY 2000. Although caseload data reflect a favorable rate of case disposition for the Division, case dispositions are not the best indicators of performance because significant case activity does not correspond to case dispositions. The vast majority of the cases filed in this Division remain open for many years (e.g. until the minor reaches majority or for the lifetime of the incapacitated person). More important than the rate of final disposition is the quality of service provided during the life of a case, or interim case activity.

As a result of limited resources, the Division has been constrained in timely processing interim case activity, such as the issuance of notices to fiduciaries and the management of court records. Greater efficiencies and productivity can be derived from existing staff

with a modern case management and imaging system. Accordingly, plans are underway to enhance the use of technology in the Division.

Workload Measures

Table 1
PROBATE DIVISION
Caseload and Efficiency Measures
(Fiscal Year 2000 Data)

			Clearance	Pending Cases**		
	Dispositions	New Filings	Rate*	01-Oct	30-Sep	Change
Formal Probate	1,577	1,473	107%	4,580	4,479	-2%
Small Estates	849	640	133%	211	153	-27%
Conservatorships	69	0	N/A	452	383	-15%
Guardianships	129	55	235%	501	427	-15%
Interventions	202	317	64%	1,278	1,393	9%
Trusts	3	27	11%	197	221	12%
Foreign Proceedings	136	136	100%	0	0	N/A
Total	**2,965**	**2,648**	**112%**	**7,219**	**7,056**	**-2%**

* 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.
** Includes prior year pending cases; new filings; and reactivated, certified or transferred, cases; less cases disposed.

Table 2
PROBATE DIVISION
Office of the Register of Wills
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimated FY 2000	Projection FY 2001	Projection FY 2002
Input	FTE	Court Personnel Data System	8.5	8	7	7
Output/Activity	# of visitors served	Monthly Court reports	17,756	16,157	16,000	16,000
Output/Activity	Judicial recommendations prepared	Monthly Court reports	3,782	3,486	3,500	3,500
Output/Activity	Summary Hearings	Monthly Court reports	1,604	1,317	1,500	1,500
Outcome	Average public waiting time	Monthly log	6 minutes	6 minutes	6 minutes	6 minutes

Table 3
PROBATE DIVISION
AUDITING BRANCH/AUDIT PROGRAM
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	Cases filed	Monthly Court reports	3,946	3,793	4,000	4,000
Output/Activity	Cases audited	Monthly Court reports	3,858	3,790	3,800	3,800
Outcome	Cases approved	Monthly Court reports	4,428	3,792	4,500	4,500
Outcome	% of cases approved within established time targets	Monthly Court reports	91%	91%	95%	95%
Productivity/ Efficiency	# of cases approved per FTE	Monthly Court reports	221	210	214	214

FY 2002 Request

In FY 2002, the Courts request $3,819,200 for the Probate Division, an increase of $326,600, or 9% above the FY 2001 enacted level. The requested increase consists of $326,600 for built-in cost increases.

Table 4
PROBATE DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$2,340,390	$2,914,300	$3,074,700	$160,400
12-Personnel Benefits	480,823	571,700	737,900	166,200
21-Travel, Transp. of Persons	735	600	600	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	---	6,000	6,000	---
26-Supplies & Materials	---	---	---	---
31-Equipment	1,627	---	---	---
Total	$2,823,575	$3,492,600	$3,819,200	$326,600
FTE	44	45	45	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 5
PROBATE DIVISION
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4	1	1	1
JS-5	1	2	2
JS-6	4	4	4
JS-7	6	6	6
JS-8	1	1	1
JS-9	2	2	2
JS-10	1	1	1
JS-11	3	3	3
JS-12*	18	18	18
JS-13	4	4	4
JS-14	1	1	1
JS-15	1	1	1
JS-16	1	1	1
Total FTE	44	45	45
Subtotal	44	45	45
JS salary	$ 2,340,390	$ 2,914,300	$ 3,074,700
Total, end-of-year	44	45	45

* Includes 14 auditors.

DISTRICT OF COLUMBIA SUPERIOR COURT
SOCIAL SERVICES DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
146	9,670,886	146	12,259,700	155	13,491,900	9	1,232,200

The Social Services Division is the juvenile probation system for the District of Columbia. Responsibilities include providing (1) information and recommendations to assist the Court in decision-making throughout all dispositional phases of the adjudication process; (2) court-supervised alternatives to incarceration; and (3) support services to youth who are within the Court's purview. The division is comprised of the director's office and six Units as follows:

- **The Operations and Contract Services Unit** is responsible for the administration of and compliance with grants and contracts and juvenile interstate compact cases. The Unit has 9 FTE.

- **The Child Guidance/Family Counseling Clinic** provides psychological, psycho-educational and neuro-psychological testing and assessments, which are used during the judicial decision-making process. The Clinic also provides counseling services for court-involved youth and their families. The Clinic has 12 FTE.

- **The Juvenile Intake/Diagnostic Branch** is composed of the Juvenile Intake Teams, Juvenile Diagnostic Teams, and the Central Processing Unit. The Juvenile Intake Services Unit screens and processes delinquency and child abuse cases. The Juvenile Diagnostic teams are responsible for providing comprehensive, accurate diagnostic reports. The Branch has 37 FTE.

- **The Juvenile Supervision Branch -** The Juvenile Supervision teams provide supervision and other services for respondents who are placed on probation or a consent decree. The purpose of these services is to help the juvenile offender achieve and maintain a satisfactory social adjustment in the community. The Branch has 41 FTE.

- **The Juvenile Drug Court** is an innovative, 12-month substance abuse treatment program which includes the judge, defense attorneys, prosecuting attorneys, probation officers, treatment case managers, families, and service providers as members of the treatment teams. Juvenile Drug Court has 16 FTE, including seven grant-funded positions.

- **The Child Abuse Branch** is responsible for the supervision of child abuse cases, including the preparation of diagnostic reports and the development of placement recommendations. The Branch has 24 FTE.

Workload data

Table 1
Social Services Division Caseload
(Fiscal Year 2000)

Case Type	New Cases	Cases Closed	Cases Pending End of Year	Change in Pending Cases
Juvenile Intake	3,232	3,527	571	-34%
Diagnostic	393	384	144	7%
Juvenile Drug Court	450	524	56	-57%
Juvenile Supervision	729	877	640	-19%
Child Abuse Diagnostic	381	380	275	0%
Child Abuse Supervision	84	104	225	-8%
Child Guidance Clinic	610	709	38	-72%
Family Counseling	401	465	147	-30%

Table 2
SOCIAL SERVICES DIVISION
Juvenile Probation Services
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	Average number of juveniles under supervision	Court data	1,632	1,800	1,900	2,100
Output/ Activity	Number of drug tests conducted	Court data	3,844	4,144	4,584	4,900
Output/ Activity	Number of juveniles successfully completing probation	Court data	1,755	1,800	2,000	2,500
End Outcome	% of juvenile probationers testing positive for drugs while on probation	Court data	25%	25%	30%	40%
End Outcome	Average gain in educational attainment level while participating in Juvenile Drug Court (pre-test vs. post-test scores on the TABE)	Juvenile Drug Court evaluation report	1.5 points	2.0 points	3.0 points	3.5 points
End Outcome	% of juveniles who committed new criminal offenses while under probation supervision	Annual statistics	35% (estimate)	35%	30%	25%

FY 2002 Request

In FY 2002, the Court requests $13,491,900 for the Social Services Division, an increase of $1,232,200 or 13% above the FY 2001 enacted level. The requested increase consists of $120,000 for the development of a risk needs assessment tool; $460,000 for 9 FTE that currently are financed through grants; $27,000 to secure American Psychological Association accreditation of the Division's juvenile treatment service; and $625,200 for built-in costs. The request includes:

(1) Development of Risk/Needs Detention Decision Instrument - $120,000

- The problem. Currently, the Juvenile Intake Unit is operating with an outdated risk determination instrument. A new risk needs assessment instrument is needed to provide a more consistent and reliable method to determine the risk juvenile offenders pose to the community and to decide whether to detain or release juvenile offenders pending further court action. The existing needs assessment methods are qualitative in nature, involving a review of the juvenile's criminal history, police reports, parent interviews, and consultation with prosecutors.

- Relationship to court mission and goals. The development of a reliable risk needs assessment instrument would enhance public safety and promote the swift, fair, and accessible administration of justice.

- Relationship to core or priority functions. The Juvenile Intake Unit makes recommendations to the Court on the placement of juveniles prior to trial. The recommendations made and the decisions that follow are critical to the Court's ability to protect public safety. This tool will substantially increase the confidence in the information presented at one of the most vital decision points in the criminal justice process.

- Relationship to existing funding. Currently the expertise to develop and test such an instrument is not available within the Social Services Division and no resources are included in the Division's budget base for these costs. The Division would contract with an independent consultant to develop the risk needs assessment instrument.

- Plan for carrying out the initiative. To develop this tool, staff of the Social Services and Research and Development Divisions will contact similar jurisdictions to secure and review risk needs assessment instruments currently in use. After a review of available instruments, the Court will prepare an RFP for consultant services. Through the RFP process, the Court will select a contractor with expertise in the development of such instruments, preferably in urban jurisdictions. After an internal review of the contractor's deliverables, the instrument will be pre-tested for a six-month period. During that time, the Court will continue to assess a control group by current methods. The Court will compare control group assessments with the treatment group assessments, and make any needed modifications to the instrument at the end of the pre-test period. Once accepted by the judiciary and the Social Services Division's management team, the instrument would be administered to all referrals to the Juvenile Intake Unit beginning in FY 2003.

- Performance of the initiative. The Court will gauge success of this initiative in terms of a reduction in percentage of juveniles who are re-arrested following release. Additional outcome measures include (1) the acceptance rate by judicial officers of

Intake Unit recommendations derived from the needs assessment; and (2) the percentage of all pre-trial decisions that are appealed by the public defender or other attorneys.

(2) FTE Request – 2 Electronic Monitoring Technicians - $86,000

- The Problem. Grant funding for two Electronic Monitoring Technicians FTE expires in FY 2001. These FTE are essential to an effective intensive juvenile supervision program. Intensive supervision with electronic monitoring enforces court-ordered curfew conditions, represents a major element of probation supervision; and provides judges with an alternative to commitment. Last year, over 1,500 juveniles were placed under intense supervision, with over 90% of the youth referrals visited by the Intensive Supervision Community Probation and Electronic Monitoring Program staff. Without these funds, the program would cease operating.

- Relationship to Court mission and goals. Intensive supervision supports the Courts' mission to enhance public safety.

- Relationship to core or priority functions. Intensive Supervision provides an alternative to commitment for juvenile offenders. The program allows youth to remain in the community while reducing the potential for delinquency. Youth under intensive supervision maintain, with some restrictions, routine daily activities such as attending school, participating in job development and life skills training, and employment. Curfew restrictions are from 8:00 p.m. to 6:00 a.m. daily. The Court imposes graduated sanctions for curfew violations.

- Relationship to existing funding. Currently the electronic monitoring component of the Court's intensive supervision for juveniles is supported with $250,000 in grant funds from the Department of Justice's Juvenile Accountability Incentive Block Grant (JAIBG). This grant expires at the end of fiscal year 2001. Grant funds have supported the procurement of electronic monitoring services, equipment, supplies, and the hiring of two electronic monitoring technicians. The FY 2002 request to finance the two FTE would ensure no disruption in program activities.

- Performance of the initiative. In FY 2000, the Intensive Supervision program served 333 program participants, made 4,681 visits to youth participants, and conducted 3,426 curfew compliance reviews. Performance measures based on these outputs are in development, including a reduction in curfew violations by 30% in fiscal year 2002; reduction in the number of re-arrests by 30% in fiscal year 2002; increased reading and mathematical levels by a full grade level in fiscal year 2002; and employment for one-third of the population.

(3) FTE Request – Juvenile Drug Court - 7 FTE (2-Probation Officers, 1-Educational Specialist, 2-Drug Surveillance Monitors, 2-Probation Assistants) - $374,000

- The Problem. The D.C. Superior Court established the Juvenile Drug Court program in 1998, with grant funds awarded by the U.S. Justice Department's Drug Court Program Office and the District's Local Law Enforcement Block Grant. Demand for Juvenile Drug Court services far outstrips available slots. Nearly two-thirds of all juveniles referred to the court test positive for substance abuse. In FY 2001, the Juvenile Drug Court is financed through $250,000 in grant funds and $475,000 in appropriations. Grant funding expires in FY 2001. Recent evaluation results suggest that program graduates have a lower incidence of drug abuse, compared to non- graduates. Without additional appropriations, program services would be reduced by half.

- Relationship to Court mission and goals. The initiative supports the Court's strategic goal to enhance public safety by providing accurate, timely and complete information on juvenile offenders to judicial officers and other decision makers.

- Relationship to core or priority functions. The mission of the Social Services Division is to assist judicial officers in the administration of justice and to serve the community by providing juvenile probation and treatment services for youth offenders. The Juvenile Drug Court is a comprehensive, 12-month treatment program for non-violent delinquent minors with serious substance abuse problems. Few District programs effectively treat youth appearing at Court with substance abuse problems or sanction youth who continue to test positive for drug use. Court records indicate that over 65% of all youth referred to the court test positive for substance abuse. Last year, approximately 3,000 youth were arrested for drug-related and other charges resulting in nearly 2,800 juvenile case filings at Superior Court. Program components include regular court appearances before a Superior Court judge; mandatory drug and alcohol testing; supervised treatment; drug education; individual, family and group substance abuse counseling; remedial education, vocational assessments, job training and mentorship. In order to participate in the program, a juvenile must plead guilty to charges. Disposition is held in abeyance pending successful completion and graduation from the program, at which point all charges are dismissed.

- Relationship to existing funding. The Social Services Division's base funding currently supports eight FTE for the Juvenile Drug Court program. They include a Program Manager, two supervisory probation officers, and five probation officers. Eight additional positions in the program are currently supported by grants, which expire within fiscal year 2001. In order to continue program operations, $378,000 is requested for seven of the eight grant-funded positions, as follows: Probation Officers (2 FTE at grade JS-12), Educational Specialist (1 FTE at JS-12), Drug Surveillance Monitors (2 FTE at JS-9), and

Probation Assistant (2 FTE at JS-7). One position, the community liaison position, was eliminated, and the responsibilities were transferred to other workers in the program, as part of the Division's reengineering efforts.

- Performance of the initiative. The Court measures program performance in terms of participant gains in reading and mathematics during program enrollment; the percentage of program participants who remain drug-free after program participation and during program enrollment; and the percentage of participants who commit new offenses during program enrollment. Recently, an independent evaluation of the Juvenile Drug Court was completed. The study found that program graduates had significantly fewer positive drug tests than did non-graduates (36% of the graduates had no positive drug tests compared to 21% of non-graduates) and that twenty-five percent of the participants remained drug free during the program. Only 3% of the participants committed new offenses while enrolled in the program. Evaluation results are summarized in Section 9 of this request.

(4) American Psychological Association (APA) Accreditation - $27,000

- The problem. The Division's Child Guidance Clinic is not accredited by the American Psychological Association (APA). As a result, no external quality assurance standards exist to ensure that psychological testing and counseling for youth offenders meet professional guidelines.

- Relationship to Court mission and goals. The APA accreditation initiative will support the Courts' goal to enhance public safety by providing accurate, timely, and clinically valid information on juvenile offenders to judges, residential providers, and community based agencies.

- Relationship to core or priority functions. Accreditation will ensure that the quality of services being provided by the Division meets national clinical treatment standards and strengthen the quality of court-ordered treatment.

- Relationship to existing funding. Funding for this initiative is not included in the Courts' base budget.

- Plan for carrying out the initiative. The cost of accreditation includes two components. First, the Clinic must pay a standard fee of $7,000 for an evaluation, as listed in the Committee on Accreditation (COA) publication from the American Psychological Association. Second, to secure accreditation, the Clinic must add a third pre-doctoral intern as recommended by the COA. The cost of the part-time intern is $20,000. The use of interns provides a cost-effective means of meeting Child Guidance Clinic's workload demands.

- Performance of the initiative. Outputs include clinical standards for psychological evaluations, counseling, and psychotherapy. The number of psychological assessments conducted and the number of treatment services provided will serve as additional output measures. The quality of the services, as evaluated by the licensed psychologists and judicial officers, will be used to evaluate the performance of the initiative.

Table 3
SOCIAL SERVICES DIVISION
New Positions Requested in FY 2002

	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Electronic Monitoring Technician	8	2	($35,000 per position) $70,000	$16,000	$86,000
Probation Officer	12	2	($55,000 per position) $110,000	$26,000	$136,000
Educational Specialist	12	1	$55,000	$13,000	$68,000
Drug Surveillance Monitors	9	2	($38,000 per position) $76,000	$18,000	$94,000
Probation Assistant	7	2	($31,000 per position) $62,000	$14,000	$76,000
Total		**9**	**$373,000**	**$87,000**	**$460,000**

Table 4
SOCIAL SERVICES DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11- Personnel Compensation	$6,718,269	$8,371,600	$9,196,000	$824,400
12- Personnel Benefits	1,869,135	2,222,200	2,483,000	260,800
21-Travel, Transp. of Persons	3,892	5,000	5,000	---
22-Transportation of Things	464	900	900	---
23-Rent, Commun. & Utilities	399	---	---	---
24-Printing Reproduction	---	---	---	---
25-Other Services	1,005,351	1,630,000	1,777,000	147,000
26-Supplies &Materials	36,691	30,000	30,000	---
31-Equipment	36,685	---	---	---
Total	$9,670,886	$12,259,700	$13,491,900	$1,232,200
FTE	146	146	155	9

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

Table 5
SOCIAL SERVICES DIVISION
Detail of Full-time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6	18	18	18
JS-7	8	8	10
JS-8	2	2	4
JS-9	7	7	9
JS-10	1	1	1
JS-11	5	5	5
JS-12	76	76	79
JS-13	21	21	21
JS-14	6	6	6
JS-15	1	1	1
JS-16	1	1	1
JS-17			
Subtotal	146	146	155
JS salary	$6,718,269	$8,371,600	$9,196,000
Total, end-of-year	146	146	155
Total Full-Time Equivalent (FTE)	155	146	155

DISTRICT OF COLUMBIA SUPERIOR COURT
SPECIAL OPERATIONS DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
25	1,488,161	27	1,574,400	30	2,009,800	+3	435,400

*Represents End-of-Year on-board FTE.

The Special Operations Division consists of seven units. The Juror's Office maintains a listing of potential jurors, summons jurors, obtains information on the size of panels needed, randomly selects and disperses jurors, and selects and swears in grand jurors. The Office of Court Interpreting Services provides Spanish, sign language, and other foreign language interpreters for court proceedings. The Tax Office is responsible for the daily management of all tax cases filed in the District of Columbia and preparing and certifying records on appeal for tax matters. The Appeals Coordinator's Office is responsible for the timely processing, record gathering and record certifying of all cases on appeal. The Superior Court Library houses law books, legal periodicals, and electronic research tools for the use of judges, attorneys, and court staff. The Juror and Witness Child Care Center cares for children of jurors, witnesses, and other parties required to appear in court. The Judge-in-Chambers is responsible for handling matters from every division of the Court, and may involve the issuing of arrest, bench and search warrants as well as the enforcement of foreign judgments.

Workload Data

In FY 2000, the Special Operations Division's Jurors' Office sent over 299,000 summons to District of Columbia citizens to appear on juries, of whom 54,000 qualified to serve; the Office of Court Interpreting Services received 4,800 requests for courtroom interpreting services; the Tax Office heard and disposed of 350 tax petitions; and the Appeals Coordinators Office certified to the Court of Appeals 1,200 cases within 60 days of filing. Tables 1 through 4 provide performance data for fiscal years 1999 through 2002 for the Jurors' Office, Office of Court Interpreting Services, Tax Office, and Appeals Coordinators Office, respectively.

Table 1
SPECIAL OPERATIONS DIVISION
Jurors' Office
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Output/ Activity	# of summonses sent to jurors to serve on jury duty	Court's Information and Technology (IT) Division	321,599	299,283	310,000	320,000
Output/ Activity	Jurors qualified to serve on voir dire panels	IT Division	56,438	54,000	70,000	75,000
End Outcome	Judicial requests for voir dire panels met	Court's Research and Development Division	79%*	84%*	89%	94%

* Calendar Year 1999 and 2000 data.

Table 2
SPECIAL OPERATIONS DIVISION
Office of Court Interpreting Services (OCIS)
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	# of requests for interpreters	OCIS statistics	4,703	4,800	5,000	5,200
Output/ Activity	# of interpreting services provided	OCIS statistics	*	*	5,000	5,200
End Outcome	% of requests for interpreters met	OCIS statistics	*	*	100%	100%

* Data to be collected beginning in FY 2001.

Table 3
SPECIAL OPERATIONS DIVISION
Tax Office
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	# of tax petitions filed	Court data	86	100	100	100
Output/Activity	# of cases prepared for hearing	Court data	86	100	100	100
End Outcome	*# of cases heard and disposed	Court data	345	350	355	355
Productivity/Efficiency	Cases disposed / cases filed	Court data	100%	100%	100%	100%

*Includes cases filed from prior years.

Table 4
SPECIAL OPERATIONS DIVISION
Appeals Coordinator's Office
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Input	# of appeals filed	Research and Development	1,493	1,550	1,600	1,650
Intermediate Outcome	% of customers satisfied	Customer service surveys	98%	99%	100%	100%
End Outcome	Records certified to the Court of Appeals within 60 days	Monthly case status report and staff weekly work sheets	1,185	1,200	100%	100%

Division restructuring or work process redesign

In an effort to reengineer procedures in the Special Operations Division, each office in the division has begun to develop a flow chart of its work processes. The flow charts will be examined to determine if there are steps that can be eliminated or repositioned so that

costs are reduced or so that staff can be reassigned to provide assistance in other areas that are currently understaffed. It is anticipated that some of these changes will involve the Information and Technology Division (IT). For example, if IT can devise a telephone call-in for the Juror's Office so that jurors can automatically be qualified by telephone, Juror Clerks will be freed to more quickly call voir dire panels and escort jurors to courtrooms. Also, if IT can redesign the Appeals Information System, some of the manual procedures that the Appeals Coordinators Office currently uses to process and certify appeals can be eliminated, allowing appeals to be certified to the Court of Appeals more quickly. The process of analyzing each office of the Special Operations Division will enable the division to determine how it can more efficiently and cost-effectively serve the Court and the community.

FY 2002 Request

The Court's FY 2002 request for the Special Operations Division is $2,009,800, an increase of $435,400 (28%) above the FY 2001 enacted level. The requested increase consists of $158,000 for three new FTE; $2,600 for simultaneous interpreting equipment; $35,000 for books for the library; $2,000 for telephone headsets for the staff in the Jurors' Office; $97,000 for copies of the D.C. Code; and $140,800 for built-in expenses.

(1) FTE Request: Jurors' Office - 2 Juror Clerks (JS-7) - $76,000 ($31,000 annual salary per position)

- The problem. The existing 10 FTE in the Jurors' Office cannot adequately respond to the 150-200 daily telephone calls from the public requesting information about jury service. The beginning of the week is a particularly difficult time. For example, on a recent Monday the Office received 606 calls, of which 105 were abandoned before a juror clerk could respond. Statistics for one particular juror clerk on this date show that, on average, callers had to wait 3 minutes or more.

- Relationship to Court mission and goals. This request would support the Courts' goal to ensure trust and confidence in the justice system. Successful communication with District citizens is critical to an effective jury system.

- Relationship to existing funding. There are currently no funds in the Special Operations Division's base budget to cover these positions.

- Methodology. If funds are provided, the positions would be filled according to normal personnel procedures.

- Expenditure Plan. The requested amount is based on a grade 7 juror clerk position including base salary and benefits and would be expended to cover those costs.

- Performance indicators. The Juror's Office will track how many jurors each juror clerk qualifies on a daily basis and the number of telephone calls received and answered daily. This request will enable the Juror's Office to provide potential jurors better service in these two areas.

(2) FTE Request: Office of Court Interpreting Service -1 Certified Spanish Language Interpreter (JS-13) - $82,000

- The problem. From 1990 to 1999, the number of requests for interpreting services rose 66%. The Office of Court Interpreting Services (OCIS) currently has 1 Spanish Language Interpreter on staff, supplemented by the services of contractors, who are paid by the hour or by the word for document translations. The Courts currently do not have adequate qualified Spanish language interpreters to provide cost-effective translation services at trials, arraignments, and lockups. In addition, it is necessary to have an interpreter available on Saturdays for arraignments and lockups. An additional interpreter is also needed to help cost-effectively translate documents.

- Relationship to Court mission and goals. This position is necessary to support the Courts' goal of providing fair and accessible justice. Understanding the proceedings and documents in Court are essential to fairness and accessibility in the justice system.

- Relationship to existing funding. There is not sufficient funding in the Special Operations Division's base budget to cover this position.

- Methodology. The requested amount is based on a grade 13 position including base salary and benefits and will be used to fund the position.

- Expenditure Plan. If funding is granted, the Court will follow its regular personnel procedures for recruiting and hiring a qualified individual for the position.

- Performance Indicators. The new certified interpreter is expected to enhance the provision of services by that Court as well as decrease expenses for interpreters on Saturdays and for translation of documents.

(3) Equipment Request: Telephone equipment - $2,000

- The problem. While seated at individual workstations, Jurors' Office staff must respond to telephone inquiries, assist jurors who appear at the office requiring assistance, and enter data into the computer database. This process can be made more efficient with the use of telephone headsets, which would enable juror staff to efficiently respond to telephones, while performing data entry and assisting jurors.

- Relationship to the Court mission and goals. This request supports the Courts' goal to ensure trust and confidence in the justice system by enhancing service provided to potential jurors.

- Relationship to existing funding. There is no funding for this equipment currently in the Special Operations Division's budget.

- Methodology. This cost estimate is based on commercially available equipment.

- Expenditure Plan. If funded, the Court's telecommunications staff will purchase and install the telephone equipment at individual workstations in the Jurors' Office.

- Performance Indicators. Statistics will be kept on the response rates of the office to juror telephone calls as well as the complaints of head and neck strain. Jurors' Office staff should be better able to multi-task their assigned duties and should realize fewer incidents of head and neck strain, thus allowing them to improve response rates to juror inquiries.

(4) Equipment Request: Simultaneous Interpreting Equipment (2) -$2,600

Simultaneous interpreting equipment allows one interpreter to interpret for several individuals at the same time. This equipment is typically used in trials in which there is more than one defendant. Each non-speaking party has headphones to hear the interpretation as it is being given. If all parties speak Spanish except the judge, the equipment allows for simultaneous interpreting for the judge. The equipment is also a cost-saving device in that it allows the Court to use only one interpreter for several defendants instead of having to contract an interpreter for each defendant. The equipment also allows the interpreter to be mobile and to move around in the courtroom to better hear what is being said and interpret more accurately.

- The problem. Presently foreign language contract interpreters working for the Court do so without adequate simultaneous interpreting equipment. As a result, trials in which the equipment is needed have to be delayed until other trials in which the

equipment is being used are completed. The purchasing of self-contained portable simultaneous interpreting equipment would help expedite court proceedings.

- Relationship to Court mission and goals. Such equipment would also assist the Court in providing efficient, impartial and accessible resolution of disputes and other legal matters to the non-English speaking community of the District of Columbia.

- Relationship to existing funding. Existing levels of funding have not been adequate to keep pace with the deterioration of old equipment and the growing demand for interpreter services. Due to the increasing volume of interpreting requests of more than an hour's duration and involving multiple parties, if funding were granted, the Court would purchase two portable simultaneous interpretation systems.

- Methodology. The systems would be housed in either the Central Recording Offices or the OCIS offices and kept secured. A procedure for logging the equipment in and out when it is to be used will be devised.

- Expenditure plan. The funds would be used to purchase simultaneous interpreting equipment.

- Performance Indicators. In order to determine the effectiveness of the equipment a monitoring procedure would be developed to determine the number of cases that have to be delayed due to a lack of equipment and comparing it to the situation prior to the equipment being purchased.

(5) Equipment request: Library - Increase Book Budget - $35,000; Replace D.C. Code $97,000

- The problem. While the average annual increase in the cost of law books is over 15%, the Court's library budget has not increased since 1990. As a result, the library each year has had to discontinue ordering some books and is unable to update many treatises and periodicals. In addition, the Court must purchase entire new sets of the D.C. Code, rather than the usual, less expensive, annual update, due to a change in the publisher.

- Relationship to Court mission and goals. Up-to-date and complete information on the laws is essential for the Court to provide fair, swift, and accurate justice.

- Relationship to existing funding. The library's base budget has not increased since 1990. Therefore, there are not sufficient funds in the base budget to cover the annual 15% increase in the cost of library books or the cost to purchase the new sets of the D.C. Code.

- Methodology. Once there are additional funds available for the purchase of books, a determination would be made as to which books are the most critical in terms of updates and books would be ordered accordingly.

- Expenditure plan. The funds would only be used for the purchase of books for the library.

- Performance indicators. An assessment would be made of the availability of books based on the requests by users of the library as well as comparisons with law libraries in surrounding jurisdictions.

Table 5
SPECIAL OPERATIONS DIVISION
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Jurors' Office					
Juror Clerk	JS-7	2	($31,000 per position) $62,000	$14,000	$76,000
Office of Court Interpreting Services					
Certified Spanish Lang. Interpreter	JS-13	1	$66,000	$16,000	$82,000
TOTAL, DIVISION		**3**	**$128,000**	**$30,000**	**$158,000**

Table 6
SPECIAL OPERATIONS DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$1,008,439	$1,254,600	$1,460,000	$205,400
12-Personnel Benefits	215,950	256,600	350,000	93,400
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	1,395	1,400	1,400	---
23-Rent, Commun & Utilities	7,000	---	2,000	2,000
24-Printing & Reproduction	67,080	40,000	40,000	---
25-Other Services	180,354	21,000	21,000	---
26-Supplies & Materials	2,167	800	800	---
31-Equipment	5,776	---	134,600	134,600
Total	$1,488,161	$1,574,400	$2,009,800	$435,400
FTE	25	27	30	3

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included under the "Management Account" section of this request at page 6.c.76.

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

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	10	8	10
JS-8	6	5	5
JS-9	4	4	4
JS-10	1	0	0
JS-11	3	3	3
JS-12	4	4	4
JS-13	2	2	3
JS-14			
JS-15	1	1	1
JS-16			
JS-17			
Subtotal	31	27	30
JS salary	$1,008,439	$1,254,600	$1,460,000
Total, end-of-year	25	27	30
Total, Full-Time Equivalent (FTE)	31	27	30

DISTRICT OF COLUMBIA SUPERIOR COURT
MANAGEMENT ACCOUNT

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
--	8,662,643	--	7,992,800	--	8,784,100	--	791,300

This account provides support for procurement and contract services; safety and health services; and general administrative support in the following areas: space and telecommunications, supplies, and printing and reproduction. The account also provides for mail payments to the U.S. Postal Service; payment for juror and witness services, interpreter services, office support materials, and publications. The fund also includes depreciation and replacement of equipment.

FY2002 Request

In FY 2002, the Courts request 8,784,100 for the Management Account, an increase of $791,300, or 10% above the FY 2001 enacted level. The requested increase consists of $446,000 for a cyclic equipment replacement program and $345,000 to cover built-in costs.

(1) Equipment Request: Cyclic Equipment and Furniture Replacement Schedule - $446,000

- The Problem. The Court has been unable to routinely replace equipment and furniture to ensure that staff have furniture and equipment that is functional, efficient and safe. Due to inadequate funding, a significant portion of the Court's equipment and furniture has been in operation beyond its useful life cycle.

- Relationship to Court mission and goals. Employees equipped with functional and efficient equipment and furniture can effectively support all of the Courts' strategic goals. Aging equipment and furniture impede customer service and erode public trust in the Courts.

- Relationship to core or priority functions. To support the primary goals of the Courts it is critical that equipment and furniture be up-to-date and well maintained.

- Relationship to existing funding. The requested increase in existing funding for equipment and furniture will permit regular equipment upgrades and allow the Courts to eliminate outdated, inefficient and unsafe equipment.

- Plan for carrying out the initiative. The Courts plan to replace equipment and furniture in accordance with the useful life of the equipment. A replacement cycle will eliminate obsolescence and promote efficiency and increased productivity. The Superior Court's equipment and furniture replacement cycle is provided in Table 1 below.

Table 1
Superior Court Equipment and Furniture Replacement Cycle

Equipment and Furniture Listing	Replacement Cycle	Annual Units Replaced	Annual Cost
Calculators	10 years	45	4,500
Copiers	5 years	10	140,000
Court Seals	10 years	6	5,000
Facsimile Equipment	6 years	15	6,000
Micrographics Equipment	5 years	1	15,000
Motor Vehicles	6 years	1	22,000
Staplers, electric	10 years	20	2,000
Telephone Equipment Devices	10 years	85	25,500
Time and Date Stamps	10 years	9	4,000
Typewriters	10 years	14	9,800
Chairs	10 years	85	34,000
Computer Stands	5 years	150	67,500
Desks	15 years	50	75,000
Tables	10 years	20	12,000
Wooden Bookcases	15 years	20	24,000
TOTAL	---	**531**	**446,300**

Table 2
MANAGEMENT ACCOUNT
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11- Compensation	$29,788	$17,800	$287,800	$270,000
12-Personnel Benefits	10,629	---	---	---
21-Travel, Transp. of Persons	26,147	55,500	55,500	---
22-Transportation of Things	39,949	7,210	7,210	---
23-Rent, Commun & Utilities	2,343,369	2,144,000	2,144,000	---
24-Printing & Reproduction	180,571	265,000	270,000	5,000
25-Other Services	4,357,241	4,613,500	4,676,500	63,000
26-Supplies & Materials	702,208	561,800	561,800	---
31-Equipment	972,741	328,000	781,300	453,300
Total	$8,662,643	$7,992,800	$8,784,100	$791,300

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Superior Court has been consolidated and is included here.

DISTRICT OF COLUMBIA COURT SYSTEM

Overview

FY 2000 Actual		FY 2001 Enacted		Realigned Base**		FY 2002 Request		Difference FY 2001/2002	
FTE*	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
120	15,772,995	110	18,463,000	239	29,865,000	264	33,945,000	+25	4,080,000

*Represents End-of-Year on-board FTE.
** Reflects realignment of appropriations to reflect current administrative structure for courtwide support functions from Superior Court to Court System, which supports both courts, and transfer of $11,443,000 from Superior Court.

Introduction

The District of Columbia Court Reform and Criminal Procedure Act of 1970 created a unified court system. The Act assigns responsibility for the administrative management of the District of Columbia Courts to the Executive Officer, who oversees nine Court divisions. They include: Administrative Services; Attorney Advisors; Budget and Finance; Center for Training, Education and Development; Court Reporting and Recording; Human Resources; Information Technology; Research and Development; and Social Services. In FY 2002, funding for the administrative management of the District of Columbia Courts is requested in the Court System appropriation. In the past, funding for administrative management of the Courts has been requested in both the Superior Court and the Court System appropriations.

The Courts' FY 2002 request realigns the appropriation for each Court entity to conform to the existing administrative structure of the unified court system, implementing a National Center for State Courts recommendation that the Courts believe will enhance service to the public. To implement this realignment, the request shifts $11.7 million and 129 FTE from the Superior Court to the Court System, which provides support for both Courts. The realignment is discussed more fully in Section 4.

FY 2002 request

The three strategic goals of the Court System are to provide fair, swift, and accessible justice; enhance public safety; and ensure trust and confidence in the justice system. During Fiscal Year 2000, the Court launched a multi-year performance management initiative to begin to gauge progress against our goals. They include (1) building the Courts' capacity to provide excellent service; (2) investing in

information technology; and (3) enhancing the skills and accountability of the Courts' human resources. The Court System has aligned its FY 2002 request within these three goals and strategies.

In FY 2002, the Court System requests $33,945,000 and 264 FTE, an increase of $4,080,000 (14%) and 25 FTE above the FY 2001 enacted level for the realigned base. The request would provide for an additional $1,956,000 and 20 FTE for program increases; $829,000 and 5 FTE for initiatives in technology, financial management, and human resources; and $1,295,000 for built-in cost increases. The request includes increases to support the following Court goals:

Strategic Goal #1 -- Provide fair, swift, and accessible justice -- $1,230,000 and 13 FTE

- Supporting strategy: Build capacity to provide Court services. To enhance the integrity of the court record and the timely production of transcripts, the FY 2002 request includes $685,000 and 7 FTE. The total includes $405,000 for 7 FTE for essential courtroom reporting, transcribing, and recording functions; $260,000 to expand the capacity of the audio recording system to store courtroom proceeding records in a readily available electronic format; and $20,000 to maintain the recording system.

- Supporting strategy: Invest in information technology. The FY 2002 request includes $545,000 for 6 FTE to provide fair, swift, and accessible justice by investing in technology. The request includes $412,000 and 5 FTE to serve as the dedicated project staff for the Integrated Justice Information System initiative. Dedicated project staff would ensure that IJIS meets the Courts' need in an efficient, cost-effective manner. The initiative would support the design, transition, and implementation of an integrated system for data collection and exchange within the court for civil, criminal, juvenile, family, probate and tax cases and systems, and outside the court for law enforcement agencies. The request also includes $93,000 and 1 FTE to facilitate public access to the Courts through the Internet and $40,000 for the development of the information systems disaster plan.

Strategic Goal #3 -- Ensure trust and confidence in the justice system -- $1,555,000 and 12 FTE

- Supporting strategy: Build capacity to provide Court services. The Courts request includes $556,000 and 6 FTE to build capacity to provide core Court services. Included within this strategy is $164,000 for 2 FTE to conduct internal financial and program audits; $57,000 for one FTE to develop a performance-based management system; and $125,000 for 3 FTE to enhance the administrative operations of the Court. In addition, to facilitate customer service and enhance staff efficiency, the request includes $210,000 for a cyclical equipment replacement program.

- Supporting strategy: Invest in information technology. To upgrade the Court's information and technology infrastructure, the FY 2002 request includes $579,000 and 2 FTE. Of the total, $250,000 is requested for a financial management initiative to

improve the Courts' capacity to record, report, and analyze budgetary and financial data and to prepare the Courts' financial management statements. The request also includes $57,000 and one FTE to customize desktop applications for Court computer users; $68,000 for one FTE to enhance systems security; and $204,000 to initiate a cyclic hardware replacement schedule.

- Supporting strategy: Enhance the skills and accountability of human resources. The FY 2002 request includes $420,000 and 4 FTE to ensure trust and confidence in the justice system by enhancing the skills of Court staff. The request includes $92,000 for specialized training, professional conferences, and executive development to enhance the skills of Court staff, enabling them to provide improved service to the public and familiarize Court managers with best practices in Court management and operations. The request includes $114,000 and 3 FTE to enable the Courts to assume issuance of vouchers for court-appointed attorneys, enhancing management of the Defender Services programs. To provide a project director for the restoration of the Old Courthouse, the request includes $97,000. To increase accountability among senior Court managers the request includes $62,000 for a Senior Court Executive program. To provide incentives and rewards for outstanding staff performance, the request includes $55,000 for an Incentive Award Program.

DISTRICT OF COLUMBIA COURT SYSTEM
Budget Authority by Object Class

	2000 Actual	2001 Enacted	Realigned 2001 Base*	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	4,936,950	6,239,000	13,940,000	15,960,000	2,020,000
12-Personnel Benefits	1,029,498	1,153,000	2,710,000	3,653,000	943,000
21-Travel, Transp. of Persons	1,461	16,000	28,000	28,000	---
22-Transportation of Things	1,259	1,000	1,000	1,000	---
23-Rent, Commun & Utilities	2,116,028	2,450,000	2,765,000	2,780,000	15,000
24-Printing & Reproduction	42,659	60,000	64,000	65,000	1,000
25-Other Services	7,055,046	7,989,000	9,781,000	10,206,000	425,000
26-Supplies & Materials	481,498	330,000	392,000	389,000	-3,000
31-Equipment	108,596	225,000	225,000	904,000	679,000
Total	15,772,995	18,463,000	29,906,000	33,986,000	4,080,000
FTE	120	110	239	264	25

* Reflects realignment of appropriations to reflect current administrative structure for courtwide support functions from Superior Court to Court System and transfer of $11,443,000 from Superior Court.

DISTRICT OF COLUMBIA COURT SYSTEM
EXECUTIVE OFFICE

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
10	942,459	11	1,183,400	13	1,538,000	2	354,600

The Executive Office is responsible for the administration and management of the District of Columbia Courts. The Executive Officer supervises all Court System divisions; they include Administrative Services; Center for Education, Training and Development; Court Reporting and Recording; Budget and Finance; Human Resources; Information Technology; Research and Development; and Attorney Advisors Office. The Court System divisions provide administrative support to the D.C. Court's case processing operations.

FY 2002 Request
In FY 2002, the Courts request $1,538,000 for the Executive Office, an increase of $354,600, or 30% above the FY 2001 enacted level. The requested increase consists of $164,000 for two additional FTE, and $190,600 for built-in costs. The request includes:

(1) FTE – 2 Internal Auditor (JS-13) - $ 164,000

- The problem. The Courts are required by D.C. Code §11-1723 to conduct internal financial audits. The statute assigns this responsibility to the Fiscal Officer. In its draft report on the Budget and Finance Division, the National Center for State Courts (NCSC) concluded that granting the Fiscal Officer responsibility for internal auditing of functions under his/her control conflicts with good auditing practice. Separating the duty to maintain the Courts' records from the responsibility to audit them will enhance the integrity of the audit process. Therefore, the Court has a critical need for two internal auditors to conduct financial and program audits, identify operational inefficiencies, and recommend corrective action or system enhancements.

- Relationship to Court mission and goals. Two internal auditors would ensure fiscal integrity and promote the Court's strategic goal to ensure trust and confidence in the justice system.

- Relationship to core or priority functions. Through financial and program audits of the Court, the internal auditor positions will improve the effectiveness and efficiencies of court operations.

- Relationship to existing funding. The Court's base budget does not permit the funding of these essential positions. Although a small internal audit branch existed in the Financial Operations division, these auditors are not trained to perform courtwide program audits. Under a FY 2001 reorganization, the Court's existing internal audit staff of 4 FTE will be re-assigned to the finance and accounting offices of the Budget and Finance Division.

- Performance of the initiative. The Court will measure performance of the Internal Auditors by tracking audit findings, recommended corrective actions, and the implementation of program improvements that address audit findings.

Table 1
EXECUTIVE OFFICE
New Positions Requested in FY 2002

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Internal Auditor	JS-13	2	($65,000 per position) $132,000	$32,000	$164,000

Table 2
EXECUTIVE OFFICE
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$783,791	$1,013,200	$1,240,000	$226,800
12-Personnel Benefits	158,668	170,200	298,000	127,800
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	---	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	---	---	---	---
26-Supplies & Materials	---	---	---	---
31-Equipment	---	---	---	---
Total	$942,459	$1,183,400	$1,538,000	$354,600
FTE	10	11	13	2

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Table 3
EXECUTIVE OFFICE
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-07	1	1	1
JS-08			
JS-09			
JS-10			
JS-11	1	2	1
JS-12	1		1
JS-13	2	2	4
JS-14	2	2	2
JS-15	1	2	2
JS-16	1	1	1
Ungraded	1	1	1
Subtotal	10	11	13
JS salary	$783,791	$1,013,200	$1,240,000
Total, end-of-year (EOY)	9	11	13

DISTRICT OF COLUMBIA COURT SYSTEM
ADMINISTRATIVE SERVICES DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
61	2,510,980	62	3,027,000	66	3,541,500	4	514,500

The Administrative Services Division consists of four branches. The Information & Telecommunications Branch is responsible for telecommunications, information systems, and mailroom services. The Building Operations Branch is responsible for design, engineering and construction services; space management; facilities management; security; fleet management; building maintenance and repair services; and custodial services. The Procurement and Contracts Branch is responsible for purchasing and contracting services. The Office Services Branch is responsible for reproduction and graphic services; records management; property management and supplies and inventory. Within the office of the Administrative Officer, the Administrative Services Helpdesk provides service to the Court community.

Workload data

In FY 2000, the Administrative Services Division managed janitorial, cleaning, and maintenance services for the Courts' 872,663 sq. ft. of net floor area at a cost of $2.13/sq. ft. The mailroom processed approximately 311,811 outgoing checks, 365,390 subpoenas, and 347,100 jury summonses. The Division staff also processed 4,400 procurement requests; filled over 5,000 record center requests, which supplied official court records to requestors, and received 145,000 calls in the Division's Information Center.

Table 1
ADMINISTRATIVE SERVICES DIVISION
Performance Measurement Table

Performance Indicator	Data Source	Actual 1999	Actual 2000	Projection 2001	Projection 2002
Number of Help Desk Calls Received		4,150	4,100	5,000	3,000
Facilities Maintenance	Survey and				
Number of Hours to Close Help Desk Service Calls	customer	48 hours	48 hours	36 hours	24 hours
% of Court Personnel Satisfied	feedback form	---	80%	90%	95%
Telecommunications	Survey and				
Records Center requests for court records filled	customer	5,055	5,100	5,200	5,300
Juror and Child Support Checks processed by mailroom	feedback form	342,050	343,000	346,000	350,000
Jury Summons processed by mailroom		370,812	282,088	289,000	289,000
% of Court Personnel Satisfied			80%	90%	95%
Procurement	Survey and				
Number of Requisitions Processed	customer	2,990	4,400	4,000	4,000
% of Court Personnel Satisfied	feedback form		80%	90%	95%

FY 2002 Request

The Court's FY 2002 request for the Administrative Services Division is $3,541,500, an increase of $514,500 (17 %) above the FY 2001 enacted level. The requested increase consists of $222,000 for four new FTE; and $292,500 for built-in cost increases. The request includes:

(1) FTE request: 2 Engineer/ Mechanics (JS-9) - $94,000

- The problem. The Moultrie Courthouse is open 24 hours a day, 7 days a week to provide Constitutionally required hearings, allow for the filing of cases and to accommodate the public. Building B, at 409 E Street NW is also open 24 hours, 7 days a week as it serves as the cellblock for juvenile offenders for the District after normal working hours. Court operations are

sometimes interrupted and the Courts routinely incur overtime costs for emergency facility repairs because current staffing is insufficient to provide engineering support during all Court operating hours. No staff are available on-site to handle emergencies which arise on weekends or after 4 p.m. on weekdays.

- Relationship to Court mission and goals. By improving the maintenance of courthouse facilities, the additional FTE would support of the Courts' strategic goal of promoting public trust and confidence in the justice system as well as their goals to provide fair, swift, and accessible justice, and to enhance public safety.

- Relationship to core or priority functions. The additional FTE requested would permit engineering coverage of court buildings during the evenings and on weekends, supporting the Division's core function of maintaining the Courts' buildings.

- Performance indicators. The addition of two FTE will reduce court interruptions due to building system failures and decrease high overtime costs. In addition, Court energy costs will be reduced by having staff on site to reduce heating and cooling systems when the Courthouse is closed to the public.

(2) FTE request: 1 Mail Clerk (JS-5) - $31,000

- The problem. At present there are only six FTE, including the manager, to process and deliver mail within the courthouse complex and 12 locations throughout the D.C. metropolitan area. A recent court improvement project recommended a minimum FTE level of 11 for all mailroom functions.

- Relationship to Court mission and goals. Prompt and efficient communication with the public, including the 625,000 jurors and child support recipients to whom the courts mail checks and summons annually, is essential to ensuring trust and confidence in the justice system.

- Relationship to core or priority functions. This new position will provide for full staffing of Court mail functions and permit twice daily interoffice mail delivery.

- Performance indicators. The additional FTE will permit twice-daily interoffice mail delivery and deliveries to other locations throughout the Washington D.C. metropolitan area and will provide an additional driver for various court needs.

(3) FTE request: 1 Project Director, Old Courthouse Restoration (JS-14) - $97,000

- The problem. The Courts currently do not have any FTE with the breadth of knowledge and expertise to administer and coordinate the multi-year, $55 million project to restore the Old Courthouse at 451 Indiana Avenue. As recommended in section 300 of OMB Circular A-11, a dedicated Project Director is needed to manage the complex range of architectural, engineering, and historic preservation issues surrounding restoration of this national landmark.

- Relationship to Court mission and goals. Effective management of the restoration of the Old Courthouse capital project would promote public confidence in the judicial system. When the building restoration is complete, this project will greatly improve the Courts' ability to provide fair, swift, and accessible justice.

- Relationship to core or priority functions. The Project Director would lead a multidisciplinary team to manage the renovation of the Old Courthouse, which is needed for the current and future space needs of the D.C. Courts. The incumbent would be responsible for ensuring that this major capital project conducts development work cost-efficiently; adopts appropriate competition and financial incentives; and uses a performance-based management system to ensure that cost, schedule, and performance goals are met.

- Performance indicators. To fulfill the requirements of section 300 of OMB Circular A-11, the incumbent will be responsible for establishing, monitoring, and reporting on all work performed against baseline goals, and instituting corrective action if cost, schedule, or performance estimates vary from the established baseline by 10 percent or more.

Table 2
ADMINISTRATIVE SERVICES DIVISION
New Positions Requested

	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Engineer	JS-9	2	($38,000 per position) $76,000	$18,000	$94,000
Mail Clerk	JS-5	1	$25,000	$6,000	$31,000
Project Director	JS-14	1	$78,000	$19,000	$97,000
Total, division		4	$179,000	$43,000	$222,000

Table 3

ADMINISTRATIVE SERVICES DIVISION

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$2,008,437	$2,514,000	$2,848,000	$334,000
12-Personnel Benefits	426,623	503,500	684,000	180,500
21-Travel, Transp. of Persons	4,758	500	500	---
22-Transportation of Things	344	---	---	---
23-Rent, Commun & Utilities	23,864	---	---	---
24-Printing & Reproduction	3,056	4,000	4,000	---
25-Other Services	4,560	5,000	5,000	---
26-Supplies & Materials	30,977	---	---	---
31-Equipment	8,367	---	---	---
Total	$2,510,986	$3,027,000	$3,541,500	$514,500
FTE	61	62	66	4

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

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

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5	9	9	10
JS-6	11	11	11
JS-7	5	5	5
JS-8	4	4	4
JS-9	10	11	13
JS-10	3	3	3
JS-11	4	4	4
JS-12	6	6	6
JS-13	5	5	5
JS-14	3	3	4
JS-15			
JS-16	1	1	1
JS-17			
Subtotal	61	62	66
JS salary	$2,008,437	$2,514,000	$2,848,000
Total, end-of-year (EOY)	59	62	66
Total Full-Time Equivalent (FTE)	61	62	66

DISTRICT OF COLUMBIA COURT SYSTEM
ATTORNEY ADVISORS OFFICE

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
3	242,317	3	333,000	3	352,000	---	19,000

The Attorney Advisors Office serves as the Courts' General Counsel and performs a broad spectrum of advisory legal functions, including: analysis of pending legislation, drafting proposed legislation, contract review, legal research, ensuring compliance with Federal laws and regulations, and policy interpretation. On personnel matters, the Office provides advice and represents the Courts in administrative hearings. In addition, staff serve as legal advisors to the Superior Court's Rules Committee, various division advisory committees, and the Board of Judges on all matters concerning revision of the Superior Court Rules. Through its legal analysis and related support activities, the Attorney Advisors Office contributes to the attainment of each of the Court's three strategic goals for FY 2002.

FY 2002 Request

In FY 2002, the Court requests $352,000 for the Attorney Advisors Office, an increase of $19,000, or 6%, above the FY 2001 enacted level. The requested increase consists of $19,000 for built-in cost increases.

Table 1
ATTORNEY ADVISORS OFFICE
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$141,773	$196,000	$207,000	$11,000
12-Personnel Benefits	21,182	47,000	50,000	3,000
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	45	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	78,520	90,000	95,000	5,000
26-Supplies & Materials	797	---	---	---
31-Equipment	---	---	---	---
Total	$242,317	$333,000	$352,000	$19,000
FTE	3	3	3	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Table 2
ATTORNEY ADVISORS OFFICE
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8	1	1	1
JS-9			
JS-10			
JS-11			
JS-12			
JS-13*	1		
JS-14*	1	1	1
JS-15*		1	1
JS-16			
JS-17			
JS salary	$141,773	$196,000	$207,000
Total, End-of-Year (EOY)	3	3	3
Total Full-Time Equivalent (FTE)	3	3	3

* Note: In accordance with the Courts' Personnel Policies, following a classification review of the duties and responsibilities of the General Counsel and Attorney Advisor positions in FY 2001, the grades of these positions were modified from JS-14 and JS-13 to JS-15 and JS-14, respectively.

DISTRICT OF COLUMBIA COURT SYSTEM
BUDGET AND FINANCE DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
40	1,691,209	40	2,946,700	43	3,363,500	3	416,800

Comprised of four branches and 40 full-time equivalent (FTE) staff, the Budget and Finance Division is responsible for developing the Courts' annual budget; safeguarding all Court accounts; and for conducting audits of the Courts' accounts. The Budget Branch is responsible for budget formulation and execution. The Accounting Branch maintains all Court accounting records and processes payments from the Federal appropriation and grants. The Banking and Finance Branch collects all Court fees, fines, and forfeitures; accounts for all monies held in escrow in the Registry of the Court; and reconciles all Court bank accounts. The Defender Services Branch audits and processes for payment annually some 40,000 vouchers under the Defender Services programs.

Workload data

Fiscal Year 2000
In FY 2000, the Banking and Finance Branch served some 85,600 members of the public, including 60,500 in the Civil, Landlord, and Small Claims Finance Office; 18,000 in the Criminal Finance Office; and 7,100 in the Probate Finance Office. The volume of cash transactions totaled $23.1 million.

The Defender Services Branch processed for payment 34,400 vouchers submitted under the Criminal Justice Act (CJA) program and 10,100 vouchers under the Counsel for Child Abuse and Neglect (CCAN) program. On average, the Budget and Finance Division made payments within 62 days of receipt. FY 2000 expenditures totaled $25.4 million for the CJA program and $5.2 million for the CCAN program.

Fiscal Year 1999
In Fiscal Year 1999, the Banking and Finance Branch served 87,400 members of the public, including 61,700 in the Civil, Landlord, and Small Claims Finance Office; 18,600 in the Criminal Finance Office; and 7,100 in the Probate Finance Office. The volume of cash transactions totaled $24.0 million. The Defender Services Branch processed for payment 35,900 vouchers submitted under the

Criminal Justice Act (CJA) program and 13,600 vouchers under the Counsel for Child Abuse and Neglect (CCAN) program. FY 1999 expenditures totaled $28.0 million for the CJA program and $7.0 million for the CCAN program.

Table 1
Budget and Finance Division
Banking and Finance Branch
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Activity	Members of the public served	Court Finance and Revenue System (CFARS)	87,400	85,600	--	--
Intermediate Outcome	% of those served who are satisfied or very satisfied	D.C. Courts' Quality Service Council Survey	n/a	56%	66%	75%
Outcome	Cash Collections and Disbursements	Court Finance and Revenue System (CFARS)	$24.0 million	$23.1 million	--	--

Table 2
Budget and Finance Division
Defender Services Branch
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Output/ Activity	CJA and CCAN vouchers processed for payment	D.C. Courts' Keymaster voucher tracking system	49,500	44,500	37,000	35,000
Intermediate Outcome	% of attorneys satisfied with service provided	D.C. Courts' Customer Survey	n/a	n/a	75%	85%
End Outcome	Average time from submission to payment of voucher	Keymaster voucher tracking system	n/a	62 days	45 days	40 days

FY 2002 Request

In FY 2002 the Courts request $3,363,500 for the Budget and Finance Division, an increase of $416,800 (14%) above the FY 2001 enacted level, including $114,000 for 3 FTE and $302,800 for built-in cost increases. **The request for $300,000 for an initiative to strengthen financial management is discussed in Section 3.b.**

(1) FTE – 3 Defender Services Technicians (JS-7) - $114,000

- The problem. During FY 2001, the Court is working with the Public Defender Services (PDS) on a plan for the Courts to assume responsibility for the issuance of some 30,000 attorney and expert vouchers annually under the Criminal Justice Act (CJA) program. Currently, three FTE perform this activity at PDS. The Court cannot perform this function adequately without additional FTE.

- Relationship to Court mission and goals. By consolidating responsibility in the Court for all financial management aspects of the Defender Services programs, this proposal would strengthen fiscal integrity and promote the Court's strategic goal to ensure trust and confidence in the justice system.

- Relationship to core or priority functions. By statute, the Court is responsible for administration of the Defender Services programs. Previously, the Court had assigned responsibility for CJA voucher issuance to PDS. However, PDS has been unable to provide the Court with timely, comprehensive data on vouchers issued. This lack of data has hampered the Court's ability to monitor, plan, and project program obligations. As part of a major effort to reform the CJA program, including revised attorney eligibility criteria, a streamlined attorney assignment process, major revisions to the CJA Plan, and automated tracking of CJA vouchers from receipt to payment, the Court is working with PDS during fiscal year 2001 to develop and implement a plan to assume responsibility for voucher issuance.

- Relationship to existing funding. The Court's base budget does not permit the funding of this new responsibility. The Budget and Finance Division's Defender Services Branch consists of 12 FTE.

- Performance of the initiative. The Court will measure performance by tracking the number of vouchers issued, the average time from attorney appointment to voucher issuance, and will use voucher issuance data for program management and resource projections in future budget submissions.

Table 3
BUDGET AND FINANCE DIVISION
New Positions Requested

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Defender Services Technician	JS-7	3	($31,000 per position) $93,000	$21,000	$114,000

Table 4
BUDGET AND FINANCE DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11- Personnel Compensation	$1,564,212	$2,468,000	$2,691,000	$223,000
12- Personnel Benefits	66,753	473,200	667,000	193,800
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	44	---	---	---
23- Rent, Commun & Utilities	---	---	---	---
24- Printing & Reproduction	---	---	---	---
25-Other Services	3,695	500	500	---
26-Supplies & Materials	6,322	5,000	5,000	---
31-Equipment	50,183	---	---	---
Total	$1,691,209	$2,946,700	$3,363,500	$416,800
FTE	40	40	43	3

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Table 5
BUDGET AND FINANCE DIVISION
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4	1		
JS-5			
JS-6			
JS-7	17	17	20
JS-8	2	2	2
JS-9	6	6	6
JS-10	3	2	2
JS-11	2	4	4
JS-12	5	4	4
JS-13	2	3	3
JS-14	2	2	2
JS-15			
JS-16	1	1	1
JS-17			
JS salary	$1,564,212	$2,468,000	$2,691,000
Total, end-of-year (EOY)	36	40	43
Total Full-Time Equivalent (FTE)	40	40	43

DISTRICT OF COLUMBIA COURT SYSTEM
COURT REPORTING AND RECORDING DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
59	3,358,478	62	4,300,600	69	5,225,100	7	924,000

The Court Reporting and Recording Division is responsible for preparing a verbatim record of the Superior Court trial proceedings and producing timely transcripts for filing in the Court of Appeals and the Superior Court. The Division uses two methods to capture the record; they include court reporters and the "For The Record" (FTR) digital recording system. The Division also coordinates the production of transcripts ordered by attorneys and litigants for filing in the Court of Appeals and the Superior Court. Real-time reporting and audio enhancing equipment are provided for the deaf and hearing impaired in accordance with Americans with Disabilities Act requirements. The Division also provides video services for official Court functions and activities, such as judicial conferences and judicial investitures.

Workload

Table 1
Court Reporting and Recording Division Workload
(Calendar Year 1999 data)

Activity	Workload measure
Courtroom transcript pages produced:	
By court reporters	355,933
From FTR audio tapes	51,824
Average transcript production time:	
By court reporters	71 days
From audio tapes	120 days
Judicial requests to restore audio records	630

Table 2
COURT REPORTING AND RECORDING DIVISION
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Estimate FY 2000	Projection FY 2001	Projection FY 2002
Output	Pages of court transcripts produced	Court records	407,757	332,757	432,757	500,000
Outcome	Average time to complete transcript of taped court proceedings	Court records	120 days	100 days	60 days	30 days (non-appeals) 60 days (appeals)
Outcome	Average time to complete transcript by court reporters	Court records	71 days	70 days	68 days	65 days

FY 2002 Request

In FY 2002, the Courts request $5,255,100 for the Court Reporting and Recording Division, an increase of $924,500 or 21% above the FY 2001 enacted level. The requested increase consists of $319,000 for seven FTE; $260,000 to expand the on-line audio storage capacity of the digital recording system; $20,000 for a hardware maintenance agreement; $86,000 for contractual court reporting services; and $239,500 for built-in costs. The request includes:

(1) FTE Request: 1 Recording Technician (JS-8) - $43,000

- The problem. Currently, only one Recording Technician FTE monitors the four audio recording channels in 77 courtrooms and hearing rooms to ensure all court proceedings are audible. Due to equipment failure and human error, portions of courtroom proceedings have not been recorded, and sections of some recordings have been inaudible. The additional technician will enhance monitoring so that audio problems can be corrected promptly.

- Relationship to court mission and goals. The requested position supports the Courts' goals to provide swift, fair and accessible justice.

- Relationship to core or priority functions. The core function of the Court Reporting and Recording Division is to capture the court record. An additional recording technician position would provide for two FTE at the console to monitor audio recording of the courtroom, the FTR audio, thereby ensuring prompt detection of all audio problems and fully audible court recordings.

- Performance Indicators. In FY 2002, the Court will monitor performance of the recording technician FTE through the number of transcript pages produced; transcript production time; and occurrence of audio problems. With an additional FTE, audio problems will be detected more promptly, thereby reducing transcription time and increasing page production of in-house transcribers.

(2) FTE Request: 3 Official Court Transcribers (JS-6) - $105,000

- The problem. Current FTE levels do not allow the Transcription Section to meet the established completion time guidelines of 30 days for non-appeal cases and 60 days for appeal cases for the production of transcripts from audio recordings. In FY 2000, the average transcript production period was 100 days, compared with the Court standards of 30 days for non-appeal and 60 days for appeal cases. Inadequate staffing levels have increased the Courts' contractual costs as audio transcription is often out-sourced.

- Relationship to court mission and goals. The three requested FTE would support the Courts' goals to provide fair, swift, and accessible justice and to ensure public trust and confidence in the judicial system.

- Relationship to core or priority functions. One of the core functions of the Court Reporting and Recording Division is the provision of transcripts to ordering parties. The addition of three court transcribers would reduce the average transcript production time from 100 days to the established standard of 30 days for non-appeal cases and 60 days for appeal cases.

- Performance indicators. Performance indicator measures will include the number of transcript pages produced and time required to complete the transcript requests.

(3) FTE Request: 3 Official Court Reporters (JS-11) - $171,000

- The problem. During FY 2000, only 32 court reporters were available for 57 associate judges and 18 senior judges. Seven of 39 court reporter FTE were on extended leave due to workers compensation related injuries. Consequently, the Division met

only 85% of requests for courtroom reporters. Because of staffing shortages, trials are often delayed and court reporters no longer have "down time" in the office to prepare transcripts, as they are needed in court. Transcript production time for court reporters averaged 70 days, which exceeded the Court's established transcription time standard of 30 days for non-appeal cases and 60 days for appeal cases. Delays in transcript production cause delays in case processing in the Superior Court and Court of Appeals.

- Relationship to court mission and goals. The additional reporters would support the Courts' goal of ensuring fair, swift, and accessible justice.

- Performance indicators. The addition of three court reporters will allow the division to meet 90% of the requests for courtroom reporters. Performance indicators will include the number of transcript pages produced and the time required to produce the transcripts. The number of courtrooms requiring court reporters and the number of court reporter requests met will be additional performance indicators.

(4) Equipment: Expand FTR Server Capacity for On-line Audio Storage - $260,000

- The problem. Current FTR server capacity permits the audio from recorded proceedings to be available for review for just 3-7 days. After that period, audio records must be archived to create space for newly created records. Requests for transcripts or judicial record review that fall outside the 3-7 day window require a restoration process, which takes approximately 20 to 40 minutes per request. Each year, 95% of the 2,900 transcript requests and 630 judicial record review requests are outside the 3-7 day window, thereby requiring nearly 1,800 staff hours of retrieval time.

- Relationship to court mission and goals. By reducing the time in which the Court produces official transcripts and supporting prompt judicial review of court records, the request would promote the Courts' strategic goal of providing fair, swift, and accessible justice.

- Relationship to core or priority functions. A one-time investment in equipment to expand from 7 days to 3 months the FTR server capacity would dramatically decrease the number of restorations of archived audio and the staff time required to provide court transcripts. About 65% of the audio that is requested by the judiciary and 70% of transcript requests are made within the three months of the proceeding. This would eliminate 2,413 restorations. At the rate of approximately 30 minutes per restoration, 7.5 months of restoration time would be eliminated. The expanded on-line audio storage would permit the staff to

devote additional time to other core functions, including the preparation of audio for transfer to the transcription service, and courtroom availability.

- Relationship to existing funding. The Division's current server dedicated to audio restoration could be converted to maintaining the three-month online audio. Additional hardware would be required to expand the server's hard drive to hold additional audio.

- Methodology. The request to expand capacity for record retention to three months was developed by statistics that track incoming judicial audio requests and transcript requests. A vendor provided the hard drive cost estimate of $250,000 based on the average number of hours each judge/commissioner is on the bench and the amount of time the Court desires the audio to remain on the server. In addition, the request includes $10,000 for labor and travel to install and test the improved system.

- Performance indicators. Monthly statistics are maintained on the number of audio and transcript requests. The Division will monitor the performance of the on-line audio storage enhancement by comparing the number of audio and transcript requests and restorations. In addition, the Division will conduct a judicial satisfaction survey.

(5) For the Record Maintenance Agreement - $20,000

- The problem. The existing maintenance agreement includes on-site technical assistance, free labor for parts replacement, dial-in diagnostic services, and the provision of loaner equipment during emergencies. The agreement excludes the maintenance of the servers, which store the recordings of courtroom proceedings. Server failures hamper the Division's ability to record the courtroom proceedings, and jeopardize the integrity of the court record.

- Relationship to court mission and goals. The computer hardware maintenance agreement will support the Court's strategic goal of providing fair, swift, and accessible justice.

- Relationship to core or priority functions. Since the Superior Court of the District of Columbia is a court of record, the Court Reporting and Recording Division is required to record all proceedings. Any part of the server in need of repair or maintenance could affect the integrity of the record.

- Relationship to existing funding. Due to budgetary constraints, server maintenance was not included in the FY 2001 FTR maintenance agreement. In light of the age of the FTR system, it is now necessary to add hardware to the maintenance agreement.

- Performance indicators. The maintenance agreement would support the Division's goals for timely production of court transcripts listed in Table 2 above.

(6) Other Services Request – Contractual Court Reporter Services, $86,000

- The problem. The Courts' court reporter staff is inadequate to serve the Courts' 59 active judges and their senior judges. At any one time, several workers may be absent due to due to workers compensation related injuries. Consequently, the Division met only 85% of requests for courtroom reporters in FY 2000. Trials are often delayed, and transcript production time for court reporters exceeded the Court's transcription time standards. Delays in transcript production cause delays in case processing in the Superior Court and Court of Appeals. Contractual court reporter services would afford the Courts the flexibility to fill gaps caused by workers' injuries and unevenly heavy trial schedules.

- Relationship to court mission and goals. The additional reporters would support the Courts' goal of ensuring fair, swift, and accessible justice.

- Relationship to core or priority functions. The requested increase for contractual court reporters would directly support the division's core function of trial record production.

- Relationship to existing funding. The existing budget does not support contractual court reporting services.

- Methodology. The requested amount would augment the current Court Reporting staff by 9 reporters per week at $200 each per day.

- Performance indicators. Performance indicators will include the number of transcript pages produced and the time required to produce the transcripts. The number of courtrooms requiring court reporters and the number of court reporter requests met will be additional performance indicators.

Table 3

COURT REPORTING AND RECORDING DIVISION

New Positions Requested in FY 2002

Position	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Recording Technician	JS-8	1	$35,000	$8,000	$43,000
Official Court Transcriber	JS-6	3	($28,000 per position) $84,000	$21,000	$105,000
Official Court Reporter	JS-11	3	($46,000 per position) $138,000	$33,000	$171,000
Total, Division		**7**	**$257,000**	**$62,000**	**$319,000**

Table 4

COURT REPORTING AND RECORDING DIVISION

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11- Personnel Compensation	$2,523,188	$3,479,000	$3,929,400	$450,400
12- Personnel Benefits	482,067	639,600	747,700	108,100
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	98	---	---	---
23- Rent, Commun & Utilities	---	---	---	---
24- Printing & Reproduction	---	---	---	---
25-Other Services	156,720	157,000	263,000	106,000
26-Supplies & Materials	47,803	25,000	25,000	---
31-Equipment	148,602	---	260,000	260,000
Total	$3,358,478	$4,300,600	$5,225,100	$924,500
FTE	59	62	69	7

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Table 5

COURT REPORTING AND RECORDING DIVISION

Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5	1	1	
JS-6	2	3	6
JS-7	2	2	2
JS-8	7	9	10
JS-9	2	3	2
JS-10	2	2	2
JS-11	1	2	5
JS-12	39	39	39
JS-13	2	1	2
JS-14			
JS-15	1	1	1
JS-16			
JS-17			
JS salary	$2,523,188	$3,479,000	$3,929,400
Total, End of year (EOY)	61	62	69
Total Full-Time Equivalent (FTE)	59	62	69

DISTRICT OF COLUMBIA COURT SYSTEM
HUMAN RESOURCES DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
19	1,198,659	18	1,550,000	18	1,656,000	---	106,000

The Human Resources Division is responsible for consistent, uniform implementation of personnel policies adopted by the Joint Committee on Judicial Administration and for maintenance of official personnel records of employees. It develops and implements programs that enable the Court to attract and employ staff with skills needed to achieve the Courts' goals and objectives. In addition, the division maintains systems to enhance staff development and promote effective employee-management relations. It facilitates staff participation in Federal retirement and benefit programs and assists management with establishment and maintenance of work environments that promote high morale and productivity. The division also serves as the focal point for compliance with Federal and local statutes prohibiting discrimination in employment and promoting equal opportunity for women and members of minority groups who seek employment or participate in Court programs.

Workload data

During fiscal year 2000, the Human Resources division processed 10,200 personnel actions; 135 recruitment actions; 140-employee relation's actions; 65 Family Medical Leave Act requests; 1,491 Americans with Disabilities Act requests (including 1,196 sign language interpreters) and 21 Workers' Compensation claims; processed 1,219 employment applications and tested 871 employment/promotion candidates. During FY 2002, the Human Resources Division plans improvements in the following areas:

- Revised Position Classification: Conduct position reviews and/or desk audits on at least 20% of the Courts' non-judicial positions in FY 2002.

- Streamlined Recruitment: Reduce the amount of time necessary to fill vacant positions by ten workdays, between initial recruitment request and job offer.

- Improved Employee Relations: Revise the policies governing the corrective action process to insure consistent and balanced approach to correcting inappropriate employee behavior.

- Employee Benefits: Research benefit options for employees to increase morale and retention.

- Record Processing and Maintenance: With the assistance of the Human Resources Information Management System launched in FY 2001, implement and monitor methods to track and reduce errors in processing personnel actions; and maintain historical and demographic personnel data.

FY 2002 Request

The Court's FY 2002 request for the Human Resources Division is $1,656,000, an increase of $106,000 (7%) above the FY 2001 enacted level. The requested increase consists entirely of $106,000 for built-in cost increases. **The Courts' FY 2002 human resources initiative is discussed in Section 3.d.**

Table 1
HUMAN RESOURCES DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$943,491	$1,260,200	$1,330,000	$68,800
12-Personnel Benefits	215,376	282,800	319,000	36,200
21-Travel, Transp. of Persons	6,029	5,000	5,000	---
22-Transportation of Things	16	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	1,099	---	---	---
26-Supplies & Materials	3,098	2,000	2,000	---
31-Equipment	29,550	---	---	---
Total	$1,198,659	$1,550,000	$1,656,000	$105,000
FTE	19	18	18	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Table 2
HUMAN RESOURCES DIVISION
Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4	1	1	1
JS-5			
JS-6			
JS-7	3	3	3
JS-8			
JS-9	1	1	1
JS-10	2	1	1
JS-11	1	1	1
JS-12	4	4	4
JS-13	3	3	3
JS-14	3	3	3
JS-15	1	1	1
JS-16			
JS-17			
JS salary	$943,491	$1,260,200	$1,330,000
Total, End of year (EOY)	19	18	18
Total Full-Time Equivalent (FTE)	19	18	18

DISTRICT OF COLUMBIA COURT SYSTEM
INFORMATION TECHNOLOGY DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
33	3,885,858	31	4,525,400	39	5,574,100	+8	1,048,700

The Information Technology Division provides automated information systems and support to all Court divisions. The division designs, develops, implements and maintains systems to support case processing for the Civil, Criminal, Family and Probate divisions. It supports the jury management, appeals processing, financial management, child support disbursement, and human resources functions of the Court. The division enables data exchange among criminal justice agencies through automated computer links. Through a Wide Area Network, the division supports a PC-based office automation system. The division supports Internet, mainframe, and client server systems. It is responsible for identifying new technologies and implementation of the Courts' Integrated Justice Information System (IJIS).

The Information Technology Division has four primary responsibilities. They include:

- **Case Tracking** involves the framework, hardware, database and software to store case data and make it available for user inquiry and processing. Core functions supporting this responsibility are (1) design and maintenance of systems; (2) operation and production of hardware systems; and (3) providing user support and assistance.

- **Case Processing** involves the daily tasks associated with court case activity as it progresses through judicial steps to resolution. Events are scheduled, notices and calendars are printed, results or decisions are recorded, and management reports are produced.

- **Office Automation Support** requires the provision of automation tools, hardware and software, networks, servers and gateways, training and assistance for all judicial and non-judicial FTE. Core functions are design and maintenance of systems; configuration, installation and maintenance of the Wide Area Network; help desk and training support.

- **Knowledge Exchange** concerns providing automated information tools, such the Internet and specialized research services; tools for data exchange among justice agencies; and tools to disseminate court information to the community, such as reports, public use terminals, kiosks, and the Internet.

The Division has established four strategic goals to guide its operations. They include:

1. Ensure the accuracy and security of court data;
2. Incorporate the needs of the user as the fundamental cornerstone of systems;
3. Facilitate a wide dissemination of meaningful data; and
4. Promote continuous improvement through evaluation, reengineering, and redesign.

Workload data

In Fiscal Year 2000, the Information Technology Division systems processed 10,992,000 transactions in the Criminal Division system; 3,679,083 transactions, 303,258 notices, 15,896 scheduling orders in the Civil Division system; 3,566,359 transactions, 303,400 juror summonses, 55,106 qualifications, 34,096 payments by check, and 41,548 payments by ATM in the juror system; 1,249,062 total transactions in the Court Finance and Revenue System; and 2,985,578 transactions and 20,259 notices in the Probate Division system. The division also processed 242,287 child support checks; 44,523 payroll records for the CJA/CCAN programs; and 33,237 personnel system transactions.

The Court's computer center operates on three production shifts, six days per week, producing high-volume output on high-speed printers and forms-handling systems. The Wide Area Network consists of over 1300 nodes, comprised of PCs, servers, switches, routers, hubs and gateways over fiber-optic and copper media in several Court buildings. The User Help Desk responds to over 300 calls per month requiring trained hardware, software and network technicians to diagnose, repair, reconfigure and train users requesting assistance.

The Information Technology Division has identified the following performance measures for FY 2001 and FY 2002.

Table 1
INFORMATION TECHNOLOGY DIVISION
Performance Measurement Table
Case Tracking

Type of Indicator	Performance Indicator	Data Source	Projection FY 2001	Projection FY 2002
Input	FTE for design, maintenance, support	Requests for programming/assistance log. Hardware maintenance logs	12 FTE	18 FTE
Intermediate Outcome	% of time Wide Area Network operates without downtime	Call and Maintenance requests	93%	95%
Intermediate Outcome	User satisfaction with case management system	Court user satisfaction survey	Score of "B"	Score of "A"

The Court's computer systems maintain millions of case records; they are active in the various phases of the judicial process or closed and available for quick reference, research, and analysis. Maintaining this volume of data on-line and available to the court, criminal justice agencies, and the public requires an automation infrastructure of computers, software and network systems. The reliability of hardware and software systems is essential in successfully meeting this responsibility to Court users. Contingency plans and systems redundancies help ensure uninterrupted service.

Success can be measured by the percentage of hardware 'Up-Time,' or the time in which systems are available to users. The Division met its FY 2001 goals of 98% for the mainframe hardware, 95% for mainframe applications, and 90% for the wide area network. The Division recently designed a formal tracking system to monitor the applications maintenance process to include intermediary goals, schedules, and a user satisfaction measure. This system will allow a closer tracking of projects and, where necessary, an infusion of additional resources. User satisfaction will be "graded" from "A" to "F" and will consider quality as well as timeliness of service.

Table 2
INFORMATION TECHNOLOGY DIVISION
Performance Measurement Table
Case Processing

Type of Indicator	Performance Indicator	Data Source	Projection FY 2001	Projection FY 2002
Input	FTE	Court records	6	6
End outcome	% on-time production	In development	91%	95%
Efficiency	# hours required to process re-runs	In development	6 hours	4 hours

To support the Court's goal of efficiency in judicial operations, the Information Technology Division continues to provide automation support for caseload processing that emphasizes data accuracy, on-time production, and user support. The Division measures success in terms of meeting production schedules and eliminating the need for re-runs of computer programs.

Up to this time, jobs that were late or redone were recorded as individual incidents. The Division is developing a measurement tool that will compare these exceptions to normal workload to give percentages of "on-schedule" jobs. Job reruns, for whatever reason, will be tracked by reason and time required for completion. Our goals are 95 % on-schedule production; and re-runs completed within 4 hours of notification.

Table 3
INFORMATION TECHNOLOGY DIVISION
Performance Measurement Table
Support of Office Automation

Type of Indicator	Performance Indicator	Data Source	Projection FY 2001	Projection FY 2002
Input	FTE			11
End Outcome	% of help desk calls resolved within 2 hours	Call logs	85%	90%
End Outcome	% of help desk calls resolved within 24 hours	Call logs	90%	95%

The Division has taken a one-stop approach to responding to user problems that may involve desktop hardware, office automation software, case applications, connectivity or training. The user's initial contact is with the Help Desk Specialist who is trained to diagnose and solve a variety of problems immediately while talking to the user. If the problem requires additional resources, an appropriate technician is assigned to the problem. The Division's FY 2002 goal is to solve 90% of user problems within 2 hours of the initial call and 95% within 24 hours.

Currently, the Division employs a Call Tracking system that concentrates on hardware failure trends, groups of clients that need the most support, and other quantitative measurements. In FY 2002, the division will begin measuring initial response times and times to final resolution. We will also incorporate a measure of user satisfaction using a grading system.

INFORMATION TECHNOLOGY DIVISION
Knowledge Exchange

One of the Division's primary functions is to support the sharing of knowledge among Court staff and with Court users without undue effort or delay. Systems must be designed to allow simple inquiries and flexible access. Likewise, Court staff must have easy access to the outside knowledge base for investigation, research, and data compilation. The Courts recognize that the Internet is rapidly becoming the primary conduit for the exchange of information. As such, court systems must be 'web-enabled' with secure data, operating on an infrastructure that is designed for speed, security and flexibility.

The Division's goal is to have one-fourth of its case processing systems Internet ready in FY 2002, and the remaining systems during FY2003. We will also strive to have the gateways to the Internet available 95% of the time.

FY 2002 Request

The Courts' FY 2002 request for the Information Technology Division is $5,574,100, an increase of $1,048,700 (23%) above the FY 2001 enacted level. The requested increase consists of $412,000 and 5 FTE to support the Courts' FY 2002 technology initiative; $93,000 for one FTE and equipment to facilitate public access to Court information through the Internet; $68,000 for one FTE to ensure Court data integrity; $57,000 for one desktop applications programmer FTE; $204,000 for equipment to initiate a cyclic hardware replacement schedule; $40,000 to develop an IT disaster plan; and $142,000 for built-in cost increases. **The Courts' Investing in Technology initiative is discussed in Section 3.a.** The request includes:

(1) FTE and Equipment Request: Facilitating Public Access through the Internet – $93,000

Facilitating Access through the Internet	Requested increase	Additional FTE
1. Web Application Programmer (JS-12)	$ 68,000	1
2. Web Enabling Software	$ 25,000	---

- The Problem. The Courts' small, static website, originally provided through the D.C. Bar Association, fails to deploy technology effectively to serve the community. The FY 2001 budget allows the Court to move its website to a newer, faster location. However, FY 2001 resources are not sufficient to finance software and a programmer to add dynamic data (such as court schedules and case dockets) to this new website. The Courts have no capacity to ensure that existing and future data systems are 'web-enabled' to interact with the website and perform dynamic data updates.

- Relationship to the Court and Mission Goals. Enhancing public access to Court information will help the Courts meet the goal to ensure public trust and confidence in the justice system. As more and more of the public comes to rely on computers and the Internet to conduct business, making information more readily available will meet the public's needs and expectations and save the public the time and money.

- Relationship to Core and Priority Functions. The core function of the Information Technology Division is to process, collect, and transfer information critical to the Courts. According to the National Center for State Courts' Trial Court Performance Standards, disseminating data to the public, with sensitivity to the confidential nature of certain Court data, is an important

technology function. This initiative will also enhance fledgling efforts to use the Internet for interactive transactions such as electronic case filing.

- Relationship to Existing Funding. Current funding provides hardware to host the Courts' website. The requested funding finances a web applications programmer and software to expand the services provided by the Court's website.

- Plan for carrying out the initiative. To expand the website, the Courts must develop an Internet foundation consisting of a secure web applications server and software to link Court systems with the Internet gateway. The requested funding will finance one FTE to design and develop web applications, appropriate licenses for web development and applications interface software, and enhance the Courts' firewall system to isolate web activity from the Courts' production network and protect the system from intrusion or malicious activity. The Courts expect to have case schedule information from two major divisions on the Internet within six months; and to develop a schedule for adding the remaining systems and additional features.

- Performance of the initiative. The initiative's success will be measured by recording website activity (number of "hits") and by a user service survey to gauge public satisfaction.

(2) FTE Request: 1 Systems Security Administrator (JS-12) - $68,000

- The Problem. The Courts have not been in a position to comply with a recommendation by KPMG in its FY 1998 and 1999 audits of the Courts' information systems to segregate the functions of systems programming, security, and quality assurance by assigning responsibilities to different staff. The Courts lack a Systems Security Administrator responsible for monitoring access to the Courts' systems and issuing IDs. Under the Courts' current informal procedures, employees are responsible for security of the systems to which they are assigned. Formal procedures which emphasize data and systems security and utilize specialists for program activation and controlling user data rights are essential to eliminate security risks and ensure the validity and timeliness of court data.

- Relationship to Court mission and goals. The Courts' goal of ensuring public trust and confidence in the justice system by increasing information available to the public demands safeguards and controls in the design and implementation of information systems and strict regulation of data dissemination.

- Relationship to core or priority functions. The core function of the Information Technology Division is to ensure the efficient processing of information throughout the Courts and the authorized transfer of that data to other justice agencies. It is paramount that the Courts ensure data integrity and security and protect data from corruption and violation by unauthorized parties.

- Relationship to Existing Funding. The budget base does not fund specialized staff to design, implement, and perform required database, applications, and physical security procedures. These FTE would be part of the Division's applications support team and provide independent validation of the security and integrity of Court data and systems.

- Plans for carrying out the initiative. During the first 6 months, formal plans and procedures would be developed for systems, data, user access and physical security. Thereafter, as new systems are developed or changed, these procedures would be incorporated. As technology changes and new threats develop, the Division would modify security procedures.

- Performance of the initiative. Security software will be installed to monitor violations of the system's firewall. This software will notify the security administrator and provide a report illustrating the time of security violation, type of access that has been denied, and the area of the database to which access has been attempted.

(3) FTE Request: 1 Desktop Applications Programmer (JS-11) - $57,000

- The Problem. Currently, the Division must divert mainframe applications specialists or use costly contractors to customize its desktop programs. The Division cannot effectively support Court managers' needs to use desktop automation tools, such as customized spreadsheets and databases. The complex nature of programming these applications demands a trained Desktop Applications Programmer.

- Relationship to Court Mission and goals. This FTE would support the Courts' goal of ensuring trust and confidence in the justice system by promoting optimal use of information technology.

- Relationship to core or priority functions. A Desktop Applications Programmer will augment the capacity of the IT Division to promote and support use of technology and data throughout the Courts. This staff position will directly assist Court users in tailoring desktop programs.

- Relationship to existing funding. The IT Division's current budget funds mainframe programmers and contractors. The requested in-house position would enhance the capability of Court users to fully utilize enhancements in software at their disposal, while freeing existing mainframe programmers to focus on the broader mainframe programs.

- Performance indicators. Performance measurements for this position would be correlated to the efficiency of the Court divisions that utilize the specific software.

(4) Equipment Request: Cyclic Hardware Replacement - $204,000

Hardware replacement item	Requested increase
1. Laptops	$ 82,400
2. Court Desktop PCs	$ 112,811
3. Servers	$ 9,025

- The Problem. The Courts have been unable to implement an equipment replacement plan to ensure technical adequacy. The rapid evolution of information systems and the quick obsolescence of hardware, especially personal computers and network servers, require the Courts to replace equipment to optimize effectiveness. Industry recommends replacement of desktop systems every

three years to ensure that the hardware can efficiently operate software. Other courts at both the state and federal level have implemented similar equipment replacement plans.

- Relationship to Court mission and goals. Employees equipped with up-to-date, efficient hardware can effectively support the Courts' goal to promote confidence in the justice system. Aging technology causes unnecessary delays, impedes service to the community, and erodes public trust in the Courts.

- Relationship to core or priority functions. To support the primary goals of the Information Technology Division to ensure the smooth and seamless processing of information, it is critical that hardware components be up-to-date and well maintained.

- Relationship to existing funding. The requested increase in existing funding for hardware and infrastructure will permit regular equipment upgrades and allow the Courts to eliminate outdated, inefficient equipment.

- Plan for carrying out the initiative. The Courts plan to replace one-third of the desktop computers and one-third of the servers during FY 2002 and every year thereafter. In three years, the Courts will have a consistent replacement cycle that ensures against obsolescence and permits employees to use latest, most efficient computer applications. Judges' laptop computers, for use in both courtrooms and chambers, are most efficiently leased; the current lease will expire in FY 2002 and must be re-negotiated to obtain current models.

(5) Disaster Planning - $40,000

Disaster Planning element	Requested increase
1.Study of Alternatives	$ 25,000
2.Proof of Concept	$ 15,000

- The Problem. The Courts' information systems disaster plan is inadequate to ensure continued operation in case of significant interruption, such as a major fire or flood. Existing disaster recovery options are limited to restoration of data from backup devices, which may contain two-day-old data, or rely on an early warning of power failures to permit orderly system shutdown. Hardware could be out of service for several days. The FY 1999 KPMG audit recommended the Courts take steps to ensure continued service in case of disaster. A 1999 fire, which damaged the wiring connecting a group of users to the network, highlighted potential service interruptions and emphasized our need to strengthen disaster planning.

- Relationship to Court mission and goals. The Courts' goal to ensure swift and fair justice relies on the continued availability of information, even in catastrophic emergencies. A disaster recovery plan and a data backup procedure are critical to preserve the Courts' information and keep it available for Court operations and judicial decisions.

- Relationship to core or priority functions. Continuing to provide vital information is essential to the Information Technology Division's core function to ensure the efficient processing of information throughout the Courts.

- Relationship to existing funding. Current funding for disaster recovery is inadequate to provide the level of recovery necessary to allow uninterrupted processing of the Courts' information systems.

- Plan for carrying out the initiative. The Courts would award a contract to identify and prioritize the potential disaster scenarios (e.g., fire, flood, and equipment failures); investigate available recovery techniques; (e.g., redundancy, hot-site backup) and determine costs. Disaster Recovery for information systems is a highly specialized field, requiring expertise in capacity planning for various hardware systems, telecommunications methodology and networking, and in-depth knowledge of disaster planning resources. The Courts do not have this expertise on staff and, since this is a one-time requirement (with 2-3 yr. update requirements), find that contract support would provide cost-effective expertise. Deliverables would be the in-depth analysis, alternatives available, recommendations and assistance with procurement for hardware, software and business agreements as needed. The initial contract is estimated to require 200 hours at $125 per hour. Based on this effort, the Courts would continue with a "proof-of-concept" contract to test the recommended methodology, such as a hot-site linkup and exchange of test data. It is estimated that required equipment, programming modifications, and transmission tariffs would be shared with interested vendors and would cost $15,000. Once the plan is accepted, the Courts would request funds for the equipment to be ready to implement it, as necessary.

- Performance of the initiative. The proof of concept study will provide a baseline of system performance during disaster mode. A parallel system will be tested to determine the efficiency and accuracy of the backup system.

Table 5

INFORMATION TECHNOLOGY DIVISION

New Positions Requested

	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
IJIS INITIATIVE					
Project Director	JS-14	1	$78,000	$19,000	$97,000
Database Administrator	JS-14	1	$78,000	$19,000	$97,000
Database Programmer	JS-12	2	$110,000	$26,000	$136,000
Database Architect	JS-13	1	$66,000	$16,000	$82,000
Subtotal, Systems Re-engineering		*5*	*$332,000*	*$80,000*	*$412,000*
CASE MANAGEMENT					
Systems Security Administrator	JS-12	1	$55,000	$13,000	$68,000
Subtotal, Case Management		*1*	*$55,000*	*$13,000*	*$68,000*
USER SERVICE					
Web Application Programmer	JS-12	1	$55,000	$13,000	$68,000
Desktop Applications Programmer	JS-11	1	$46,000	$11,000	$57,000
Subtotal, User Service		*2*	*$101,000*	*$24,000*	*$125,000*
Total New Positions Requested		**8**	**$488,000**	**$117,000**	**$605,000**

Table 6

INFORMATION TECHNOLOGY DIVISION

Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$1,651,458	$2,059,800	$2,671,000	$611,200
12-Personnel Benefits	378,043	428,100	641,000	212,900
21-Travel, Transp. of Persons	---	3,400	3,400	---
22-Transportation of Things	472	100	---	(100)
23-Rent, Commun & Utilities	123,708	315,000	280,700	(34,300)
24-Printing & Reproduction	---	---	---	---
25-Other Services	1,556,393	1,689,000	1,754,000	65,000
26-Supplies & Materials	91,349	30,000	20,000	(10,000)
31-Equipment	84,435	0	204,000	204,000
Total	$3,885,858	$4,525,400	$5,574,100	$1,048,700
FTE	33	31	39	8

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Division restructuring or work process redesign

1. During FY 1999, the Information Technology Division began a process reengineering effort, identifying and supporting core information technology processes. Three processes were prioritized for revision: help desk support, program and configuration change management, and project planning and reporting. Formal policies and written procedures were implemented for the entire division.

2. In the restructuring effort, staff were reassigned from data entry to the help desk support, significantly improving the resolution of users' personal computer, printer and networking problems. Previously, calls for service were left on a voicemail and available service technicians would pull calls, prioritize them and assign available staff. A help desk operator, who determines the priority of the call and quickly dispatches technicians to priority issues, now answers calls. All calls are now monitored for timely resolution.

The programming branch was re-organized into four primary areas: Civil Division Support, Criminal Division Support, Family and Other Division Support and PC Programming Support. This re-organization now provides more resources to each primary application area and facilitates more efficient cross training. A specialist bears primary responsibility for one or two applications and provides back up for another, ensuring availability of adequate resources.

The processes for security, user administration, program change management and project management were also revised and improved. A help desk / problem tracking and project tracking program was implemented. New procedures were implemented to enhance security and stability of the Information Technology operation (security management and change management).

3. In fiscal year 2001, the Information Technology Division plans to upgrade Court IT infrastructure and begin replacing aging legacy case management systems, which have been the backbone of court operational technology. Aging personal computers and printers will be replaced with technology that is more current. The Human Resource system will be upgraded – improving the capability of the HR Division to meet reporting demands and manage the Court's most valuable resources.

Table 7

INFORMATION TECHNOLOGY DIVISION

Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
CS-3			
CS-4			
CS-5			
CS-6			
CS-7	1	1	1
CS-8			
CS-9	7	6	6
CS-10	1	1	1
CS-11	2	2	3
CS-12	7	7	11
CS-13	11	10	11
CS-14	3	3	5
CS-15			
CS-16	1	1	1
CS-17			
Subtotal	33	31	39
CS salary	$1,651,458	$2,059,800	$2,671,000
Total, end-of-year	31		
Total Full-Time Equivalent (FTE)	33	31	39

DISTRICT OF COLUMBIA COURT SYSTEM
RESEARCH AND DEVELOPMENT DIVISION

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
7	478,305	7	685,500	8	815,000	1	129,500

The Research and Development Division conducts research, policy and management studies on court operations and administrative functions; performs grant seeking activities and monitors grants in progress; prepares and disseminates statistical reports; provides technical assistance to judges and the Courts' divisions, including the development of program evaluations and customer service surveys. The Division is comprised of a Director's Office, which manages special project assignments; a development function, responsible for grant seeking and monitoring activities; a statistical function, which compiles and disseminates courtwide caseload statistics and the statutorily-required Annual Report; a research and evaluation function, which provides analytical support for court program and policy development; and an operational support function, which provides clerical, administrative and secretarial support. The Division maintains a Research and Development Resource Library, which houses over 2,500 holdings on court administration, criminal justice, and resource development for use by judges and court staff.

The Division has adopted the following three goals:

- Provide valid data on court operations to judges, court administrators, and the public;
- Conduct research and evaluation to enhance programmatic decision making; and
- Provide technical assistance in the planning, development, and implementation of new court programs and services.

Workload and Performance Measures

During FY 2000, the division prepared twenty-three grant applications or technical assistance requests. Of the total, 16 applications (70%) were funded, providing the Courts with over $3 million of grant funding. The Research and Development Division compiled and distributed two semi-annual courtwide caseload reports, and 70 statistical tables and trend charts. The Division conducted analysis of 13 court programs or functions, including the Juvenile Drug Court; cost of legal services to indigents; remedial neglect case processing; and juror satisfaction.

Table 1
RESEARCH AND DEVELOPMENT DIVISION
Performance Measurement Table

Type of Indicator	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Input	# of FTE	Court Personnel Data	7	7	7	8
Output/Activity	# of responses to requests for caseload data	R&D Request for Information Log	90	120	200	275
Output/Activity	# of program evaluations completed	Division data	---	13	13	18
Output/activity	# of grant proposals submitted	Court records	28	23	35	50
End Outcome	% of programs studied adopting recommended modifications	Court records	---	70%	80%	85%

FY 2002 Request

In FY 2002, the Court requests $815,000 for the Research and Development Division, an increase of $129,500, or 19%, above the FY 2001 enacted level. The requested increase consists of $72,500 for built-in cost increases and $57,000 for one FTE to support Court efforts to measure and monitor performance, and identify reform strategies.

(1) FTE Request: 1 Research and Development Associate (JS-11) - $57,000

- The problem. Recently, the D.C. Courts adopted a new process by which the Courts' budget is formulated, presented, and assessed. The new approach incorporates strategic planning, goals, and performance measures. For the first time in recent Court history, the new budget process relies on managers to develop performance-based budget requests for their operational units. This approach shifts the focus of the budgeting process from activities to the results of those activities for decision-making and accountability. During the FY 2002 budget formulation, Court divisions sought the assistance of the Research and Development Division in assessing performance. Given the limits of time and available staffing, only a few of these requests could be addressed.

- Relationship to Court mission and goals. By providing assistance in the performance measurement process at the Courts, the Research and Development Associate would support the Courts' goal of ensuring trust and confidence in the justice system by enhancing accountability for the efficient use of public resources.

- Relationship to core or priority functions. The additional FTE would enable the Courts to more effectively measure and monitor performance, identify program areas in need of improvement, and prepare budget requests for review by OMB and Congress. The initiative is consistent with the Research and Development Division's core functional areas of responsibility in statistics, resource development, and research and evaluation.

- Relationship to existing funding. The new FTE would complement the staff resources currently deployed to carry out the Division's statistical and research functions, and would serve as primary support to existing senior staff.

- Performance of the initiative. Several measures would be used to assess the effectiveness of the initiative, including the degree of satisfaction of managers with new measures/reports, the degree of reliance on performance measures, and the number and type of program modifications and funding requests.

FY 2001 activities

In FY 2001, the Division will launch a technical assistance initiative, "Performance-Based Management: Using Data to Improve Court Performance." Under this initiative, current Division staff members responsible for statistical and research and evaluation functions, supplemented by one additional staff member requested for fiscal year 2002, would: (1) determine critical information needs of court managers; (2) review and revise, as needed, current statistical reporting formats and measures appropriate to each operating division; (3) conduct workload assessments for each operational division; (4) assist court managers in the development of performance measures; and (4) facilitate courtside training for managers on understanding data to inform budget preparation, program monitoring and planning.

Table 2
RESEARCH AND DEVELOPMENT DIVISION
New Positions Requested

	Grade	Number	Annual Salary	Benefits	Total Personnel Costs
Research and Development Associate	JS-11/12	1	$46,000	$11,000	$57,000

Table 3
RESEARCH AND DEVELOPMENT DIVISION
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$401,420	$579,500	$655,000	$75,500
12-Personnel Benefits	76,170	103,000	157,000	54,000
21-Travel, Transp. of Persons		3,000	3000	---
22-Transportation of Things				
23-Rent, Commun & Utilities				
24-Printing & Reproduction				
25-Other Services				
26-Supplies & Materials	715			
31-Equipment				
Total	$478,305	$685,500	$815,000	$129,500
Total FTE	7	7	8	1

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

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

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7	1	1	1
JS-8			
JS-9	2	2	2
JS-10			
JS-11			1
JS-12			
JS-13	2	2	2
JS-14	1	1	1
JS-15	1	1	1
JS-16			
JS-17			
Subtotal	7	7	8
JS salary	$401,420	$579,500	$655,000
Total, end-of-year (EOY)	7	7	8

DISTRICT OF COLUMBIA COURT SYSTEM
CENTER FOR EDUCATION, TRAINING AND DEVELOPMENT

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
7	598,450	5	665,900	5	803,000	--	137,100

The Center for Education, Training and Development exists to create an active learning environment within the District of Columbia Courts. Center staff are committed to developing learning experiences for judges and other court personnel, which will enhance professional skills and knowledge. Classes in the law and judicial procedure, management and communication skills, word processing, Spanish language, diversity training and quality management support on-going training in each court division. The Center is actively engaged in national training programs and court-sponsored international training initiatives. In addition, the Center coordinates all divisions' specialized training programs and attendance at professional conferences, which keep Court personnel abreast of the best practices in other jurisdictions. The Center manages these programs to ensure these activities are conducted in a cost-effective manner.

Workload measures

In CY 2000, the Center for Education, Training and Development staff taught and facilitated 92 programs for Court staff. The Center coordinated 3 two-day training programs and 6 training sessions for judges and hearing commissioners; 11 days of training for senior court managers; a training academy for new probation officers; division training sessions on business process reengineering; Quality Service Council and project team classes; specialized training programs for the Jurors' Office, courtroom clerks, the Juvenile Drug Court, the Child Support Office, probation assistants and judicial secretaries; and the broad array of skill-building classes offered each semester.

Table 1
CENTER FOR EDUCATION, TRAINING AND DEVELOPMENT
Performance Measurement Table

	Performance Indicator	Data Source	Actual FY 1999	Actual FY 2000	Projection FY 2001	Projection FY 2002
Output	% of judicial officers participating in training		67%	73%	80%	93%
Output	# of student days of employee skills training offered	Registration information, course descriptions	2,410	2,000	2,500	3,000

FY2002 Request

In FY 2002 the Court requests $803,000 for the Center for Education, Training and Development, an increase of $157,000 (17%) above the FY 2001 enacted level. The requested increase consists of $4,000 to cover the additional costs of the executive development-training program for senior managers; $20,000 for additional specialized training and professional conference attendance for Superior Court divisions; $18,000 for specialized training and conference attendance for the Court Reporting Division; $50,000 for specialized training as part of the Courts' Financial Management initiative and $45,100 for built-in costs. **The Courts' FY 2002 Financial management initiative is discussed in Section 3.b.** The request includes:

(1) Executive Development Training - $4,000

- The problem. Court managers require nationally recognized training in court administration skills, such as budgeting and case management. The Institute for Court Management provides courses leading to a fellowship in Court Management. Offering two courses per year on site would save the Court $142,000 in tuition and travel expenses.

- Relationship to Court mission and goals. Developing the top management team through nationally recognized courses supports the Courts' goal to ensure trust and confidence in the justice system.

- Relationship to core or priority functions. Case Management and Budgeting and Management of Fiscal Resources are two of twelve competencies of court administration adopted by the National Association for Court Management. Enhanced skills of top managers also support the mission of enhancing public trust and confidence in the District of Columbia Courts.

- Relationship to existing funding. Current funding allocated for management training in FY 2001($32,000) is not adequate to fully support the cost of these nationally recognized courses. The Center must continue to offer leadership skill training to include the required employment law training and other mandatory policy training for senior managers. The Center will include additional management training sessions on performance-based budgeting and developing and managing budgets to support implementation of the performance based management at the D.C. Courts, the costs of which will be absorbed within the base.

- Plan for carrying out the initiative. The Center will contract with the Institute for Court Management to provide the training and certification to all senior managers. All training plans and expenditures will be reviewed by the Executive Officer and the Clerks of the Court and will be aligned to the Courts' strategic plan.

- Performance of the initiative. Performance measurements will be a combination of the results of course evaluations (goal: at least 3.5 on a 5-point scale), the performance appraisal ratings of division directors in areas that measure the application of these skills, and other indicators of the success of process improvement programs initiated during FY 2002.

(2) Superior Court Divisions Specialized Training and Conference Attendance: $20,000

- The problem. The Superior Court's training budget of $55,000 is inadequate to support the diverse training needs of the approximately 600 employees working in the ten operating divisions and units within Superior Court. Professional staff are unable to attend key professional conferences and training programs, which are held each year, due to the increasing registration fees and costs for out-of-town travel. Sponsored by the National Association of Court Managers, the National Judicial College, the National Association of Drug Court Professionals, the National Child Support Association and other major court-related and criminal justice associations, these conferences offer invaluable training, exposure to new technologies and court improvement projects, best practices and latest developments in the field, and professional networking opportunities. Additional funds are requested to enhance staff capabilities by enabling more staff to attend professional conferences.

- Relationship to Court mission and goals. Training is an essential component of maintaining a quality, professional workforce. The Courts must provide skill-building and professional training opportunities in order to meet all of their strategic goals.

- Relationship to existing funding. The base budget currently has $55,000 dedicated to specialized training for the Superior Court. The Courts request an increase of $20,000 in FY 2002, for a total training budget of $75,000.

- Methodology. The requested increase of $20,000 is based upon an assessment of unmet training needs during FY 2000 and previous years.

- Expenditure plan. Each division will be allotted a portion of the specialized training funds, managed by the Center for Training and Education, which will coordinate and ensure cost-effective training programs.

- Performance indicators. All staff attending professional conferences and external training classes will be required to prepare a written report detailing how the training received will be applied to their job performance and to share information obtained with other staff through formal presentations and informal information-sharing activities. Managers will be required to monitor the impact and usage of training provided to staff.

(3) Court Reporting Division Specialized Training and Conference Attendance: $18,000

- The problem. Rapid technological advances are occurring in the field of court reporting and recording, such as voice recognition software and real-time reporting. To improve productivity, the Division's FTE must be trained in the most efficient and effective practices.

- Relationship to court mission and goals. Technical skills training for the Court Reporting and Recording Division staff will support the Courts' goal of providing fair, swift, and accessible justice.

- Relationship to core or priority functions. Training will enhance the skills of the Court Reporting and Recording staff resulting in improved services to judges, litigants, attorneys and the public.

- Relationship to existing funding. The 2001 budget does not include training or travel for the Court Reporting and Recording Division staff.

- Methodology. The request would support on-site real-time training, consisting of five full day training sessions, for 30 court reporters at a total cost of $13,000. In addition, the request would support attendance at voice recognition training programs and attendance at the Court Technology Conference of 5 FTE, at an average cost of $500 per class. Travel costs were based on an average of $500 per person.

- Expenditure plan. Dedicated funds for the Court Reporting and Recording Division will be managed by the Center for Training and Education, which will coordinate and ensure cost-effective training programs.

- Performance indicators. The training will result in gains in knowledge, skills and abilities, which will reduce the Division's transcript production time by 25%.

Table 2
CENTER FOR EDUCATION, TRAINING AND DEVELOPMENT
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	$484,691	$370,300	$389,000	$18,700
12-Personnel Benefits	109,543	62,600	89,000	26,400
21-Travel, Transp. of Persons	---	---	---	---
22-Transportation of Things	44	---	---	---
23-Rent, Commun & Utilities	---	---	---	---
24-Printing & Reproduction	---	---	---	---
25-Other Services	---	229,000	321,000	92,000
26-Supplies & Materials	2,235	4,000	4,000	---
31-Equipment	1,937	---	---	---
Total	$598,450	$665,900	$803,000	$137,100
FTE	9	5	5	---

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000, as shown above. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated and is included under the "Management Account" section of this request at page 7.c.58.

Table 3

CENTER FOR EDUCATION, TRAINING AND DEVELOPMENT

Detail of Full-Time Equivalent Employment

	2000 Actual	2001 Enacted	2002 Request
JS-3			
JS-4			
JS-5			
JS-6			
JS-7			
JS-8			
JS-9	2	1	1
JS-10			
JS-11	1		
JS-12	1	1	1
JS-13	2	1	1
JS-14	2	1	1
JS-15	1	1	1
JS salary	$484,691	$370,300	$389,000
Total, end-of-year (EOY)	7	5	5
Total Full-Time Equivalent (FTE)	9	5	5

DISTRICT OF COLUMBIA COURT SYSTEM
MANAGEMENT ACCOUNT

FY 2000 Actual		FY 2001 Enacted		FY 2002 Request		Difference FY 2001/2002	
FTE	Obligations	FTE	Obligations	FTE	Obligations	FTE	Obligations
--	9,555,809	--	10,688,500	--	11,117,500	--	429,000

This fund supports courtwide contracts, services, and systems, including accounting, payroll, and financial services; maintenance of courtwide host computer systems; procurement and contract services; safety and health services; maintenance and operation of the Courts' four buildings; and general administrative support in the following areas: space and telecommunications, property and supplies, printing and reproduction, and energy management. The fund also provides for courtwide mail payments to the U.S. Postal Service; utilities; and security services provided by the U.S. Marshals Court Security Officers. The fund includes reserves for accrued annual leave, depreciation and replacement of equipment.

FY2002 Request

In FY 2002, the Courts request $11,117,500 for the Management Fund, an increase of $429,000, or 4% above the FY 2001 enacted level. The requested increase consists of $210,000 for a cyclic equipment replacement program and $219,000 to cover built-in costs.

(1) Equipment Request: Cyclic Equipment and Furniture Replacement Schedule - $210,000

- The Problem. The Courts have been unable to fund an equipment and furniture replacement plan to ensure that court employees are equipped with furniture and equipment that is functional, efficient and safe. Due to inadequate funding, a significant portion of the equipment and furniture has been in operation beyond its useful life cycle.

- Relationship to Court mission and goals. Employees equipped with functional and efficient equipment and furniture can effectively support the Courts' goal to promote confidence in the justice system. Aging equipment and furniture impedes service to the community and erodes public trust in the Courts.

- Relationship to core or priority functions. To support the primary goals of the Courts it is critical that equipment and furniture be up-to-date and well maintained.

- Relationship to existing funding. The requested increase in existing funding for equipment and furniture will permit regular equipment upgrades and allow the Courts to eliminate outdated, inefficient and unsafe equipment.

- Plans for carrying out the initiative. The Courts plan to replace their equipment and furniture in accordance with the useful life of the equipment. With the requested replacement cycle, the Courts will have a consistent replacement cycle that ensures against obsolescence and permits employees to use the latest, most efficient equipment. The Court System's equipment and furniture replacement cycle follows.

Table 1
Court System Court Equipment and Furniture Replacement Cycle

Equipment and Furniture Listing	Replacement Cycle	Annual Units Replaced	Annual Costs
Audio Visual Equipment/Microcassette Transcribers	10 years	30	15,000
Calculators	10 years	5	500
Cash Registers	10 years	10	16,000
Copiers	5 years	2	28,000
Court Recording Equipment	10 years	10	20,000
Electric Construction Hand Tools	5 years	20	5,000
Facsimile Equipment	5 years	3	1,200
Mail Handling Equipment	5 years	2	15,000
Motor Vehicles	6 years	2	44,000
Paper Shredders, Drills and Punchers	5 years	1	2,000
Staplers, electric	10 years	2	200
Telephone Equipment Devices	10 years	24	7,200
Time and Date Stamps	10 years	2	900
Typewriters	10 years	1	700
Chairs	10 years	24	9,600
Computer Stands	5 years	30	13,500
Desks	15 years	15	22,500
Tables	10 years	1	600
Wooden Bookcases	15 years	7	8,400
TOTAL		**191**	**210,300**

Table 1
MANAGEMENT FUND
Budget Authority by Object Class*

	2000 Actual	2001 Enacted	2002 Request	Difference FY 2001/2002
11-Personnel Compensation	---	---	---	---
12-Personnel Benefits	---	---	---	---
21-Travel, Transp. of Persons	1,461	16,000	16,000	---
22-Transportation of Things	1,140	1,000	1,000	---
23-Rent, Commun & Utilities	2,116,008	2,450,000	2,499,000	49,000
24-Printing & Reproduction	40,402	60,000	61,000	1,000
25-Other Services	6,897,400	7,610,500	7.767,500	157,000
26-Supplies & Materials	478,305	326,000	333,000	7,000
31-Equipment	21,073	225,000	440,000	215,000
Total	$9,555,789	$10,688,500	$11,117,500	$429,000

* The Courts first began to track expenses in certain object classes at the division level (rather than by Court entity) in FY 2000. This one year experience provides inadequate data on which to base estimates for these object classes by division for FY 2001 and FY 2002. Accordingly, the request for these items for the Court System has been consolidated here.

DISTRICT OF COLUMBIA COURTS
FY 2002 Budget Submission
Grants and Reimbursements

In each of Fiscal Years 2000 and 2001, the District of Columbia Courts have secured nearly $2.5 million in Federal, local, and private grant funds to (1) reduce criminal behavior among juvenile offenders; (2) strengthen the Courts' information technology infrastructure; and, (3) enhance access to court services. Examples of projects launched by the Court with grant funding include the Juvenile Drug Court, Domestic Violence Project, and the Integrated Justice Information System (IJIS). The Courts currently receive funds through 15 active grants secured from various Federal, local and private sources. Of these, seven grants, providing $1.4 million over their durations, will expire at the end of FY 2001. In addition, the reimbursement from the D.C. Title IV-E agency may end in FY 2001 if the responsibility for social services for abused children is transferred to the District government in October 2001. Table 1 lists the Courts' grants and reimbursement funding for Fiscal Years 2000 through 2002, while Table 2 lists grants scheduled to expire at the end of fiscal year 2001. A brief description of the Courts' grant-funded projects during FY 2000 and FY 2001 follows.

I. FEDERAL GRANTS

(a) Abused and Neglected Children

- *JUVENILE MENTORING PROGRAM (JUMP)*. U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

  To expand a mentorship program established by D.C. Superior Court in partnership with the Washington Alumni Chapter of the Kappa Alpha Psi Fraternity and the Anthony Bowen YMCA. The program provides support for abused and neglected children, ages 8-14 years, who are under the Court's supervision. Children referred to the program by the Court's social workers receive one-to-one mentoring and participate in educational, cultural, recreational and life-skills building activities designed to improve academic performance and promote positive social relationships. The grant funded an expansion of the program to include girls and to expand local partnerships to the Delta Sigma Theta Sorority, the Alpha Kappa Alpha Sorority, and the Coalition of 100 Black Women. The Anthony Bowen YMCA provides a tutoring lab for program participants and a facility to support program-related activities.

- ***PERMANENCY RESOLUTION PROJECT.*** U.S. Department of Health and Human Services, Adoption Opportunities Program.

  To expedite the adoption or other permanent placement of the more than 4,800 children that have been in out-of-home placements for more than 15 of the last 22 months, as required by the Adoptions and Safe Families Act (ASFA), by identifying barriers to adoption, developing action plans tailored to each child's needs, and reducing the average time in foster care from 3 and one-half years to one year.

(b) Crime Victims

- ***CRIME VICTIMS COMPENSATION PROGRAM (CLAIMS).*** U.S. Department of Justice, Office of Victims of Crime.

  To provide funds from the fiscal year 2000 Crime Victims Fund for the District of Columbia's victim compensation payments to eligible crime victims.

(c) Juvenile Offenders

- ***JUVENILE DRUG COURT PROGRAM.*** U.S. Department of Justice, Drug Courts Program Office.

  To implement a voluntary, 12-month, court-supervised comprehensive treatment program for non-violent delinquent minors with serious drug problems. The program is designed to help juvenile offenders successfully re-integrate into the community through regular court appearances before a Juvenile Drug Court Judge, mandatory drug and alcohol testing, supervised drug treatment and education, graduated sanctions and incentives, and a transition/aftercare component.

- ***TIME DOLLAR YOUTH COURT.*** U.S. Department of Justice, Bureau of Justice Assistance.

  To convert the existing youth court, operated for the past three years by the Time Dollar Institute, from a demonstration program to the cornerstone of a community justice system. To build on the success of the demonstration project, the Superior Court expanded and secured long-term support for the youth court by increasing the size of the jury pool and number of hearings, and expanding the number and range of community placements. In addition, the Superior Court

transferred oversight of the youth court from Time Dollar Institute to a community governance structure with shared ownership and responsibility for operation of the youth court.

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) Abused and Neglected Children

- ***COURT IMPROVEMENT PROGRAM.*** 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. In the final year of a four-year grant, the Superior Court continues collaboration with District child welfare agencies in examining the effectiveness of current practices and procedures, adequacy of resources, and coordination among key agencies in order to enhance the processing of child abuse and neglect matters in the District of Columbia. Most recently the Court initiated a Child Protection Mediation program, developed in coordination with the Office of the Corporation Counsel and the Child and Family Services Agency, and a Remedial Project in February 2000 to examine ways of expediting placement or adoption.

(b) Victims of Domestic Violence

- ***SUPERVISED CHILD VISITATION CENTER.*** Office of Corporation Counsel (U.S. Department of Health and Human Services, Access and Visitation Grant).

  To establish a supervised visitation center which serves as a safe, neutral location in which non-custodial parents in domestic violence cases may visit their children.

- ***DOMESTIC VIOLENCE PROJECT, SUPERVISED CHILD VISITATION CENTER.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Violence Against Women Office, Grants to Encourage Arrest Policies.

  To furnish and partially staff the Court's supervised visitation center which was established 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.

- ***DOMESTIC VIOLENCE PROJECT ATTORNEY NEGOTIATOR.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Violence Against Women Office.

  To support an attorney negotiator position for the Domestic Violence Unit to manage domestic violence cases, protect the safety of victims, and assist judicial officers.

- ***DOMESTIC VIOLENCE COURT ADVOCACY PROGRAM.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Violence Against Women Office, Grants to Encourage Arrest Policies.

  To support a resource coordinator position for the Courtroom-Based Advocacy Project. The resource coordinator will serve as a conduit of victim-related information from the courtroom-based advocacy program to the judicial officers in the Domestic Violence Unit.

- ***JUDICIAL EDUCATION PROJECT ON DOMESTIC VIOLENCE.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Violence Against Women Office, Grants to Encourage Arrest Policies.

  To provide education and training to 75 Superior Court judicial officers on domestic violence.

(c) Juvenile Offenders

- ***JUVENILE DRUG COURT PROGRAM.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Local Law Enforcement Block Grant Program.

  Continuation funding for the Juvenile Drug Court in FY 2001, to provide a court-supervised comprehensive treatment program for non-violent delinquent minors with serious drug problems.

- ***JUVENILE PROBATION ACCOUNTABILITY GRANT.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention, Juvenile Accountability Incentive Block Grant Program.

  To implement an electronic monitoring and intensive supervision program (EMIS) and to enhance the network of mentors. EMIS (a technologically enhanced alternative to incarceration) will address the issue of compliance with court-ordered conditions of probation. In addition to serving as a major element of probation supervision, EMIS may also redirect the activities of at-risk adjudicated juveniles. The mentoring component provides positive role models and assists youth with self-esteem building, anger management, conflict resolution, and basic life skills.

- ***LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG), TRAINING AND EDUCATION ASSISTANCE PROGRAM.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice.

  To train 50 juvenile probation officers in clinical counseling, therapeutic recreation, communications skill building, conflict resolution, and drug treatment and prevention.

(d) Information Technology

- ***INTEGRATED JUSTICE INFORMATION SYSTEM (IJIS).*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Byrne Formula Block Grant Program.

  Following the completion of the requirements analysis in phase one of IJIS, software acquisition and modification will be undertaken during phase two. Funding will support purchasing a commercially available case management system, licenses, and a full-time Project Manager.

- ***AUTOMATED JUVENILE & NEGLECT CASE MANAGMENT SYSTEM.*** D.C. Justice Grants Administration on behalf of the U.S. Department of Justice, Byrne Formula Block Grant Program.

  The Byrne grant funds would finance equipment, software, and contractual services to develop a case management system for abuse, neglect, and juvenile justice cases.

III. PRIVATE GRANTS

(a) Abused and Neglected Children

- ***WKAY-100 LIFE MANGEMENT AND LEADERSHIP DEVELOPMENT PROGRAM,*** Phillip L. Graham Fund.

  To provide a comprehensive mentoring program which targets abused and neglected boys and girls who are at risk for school failure, substance abuse, delinquency, gang involvement and vocational underachievement. In addition to the Superior Court, partner organizations include Kappa Alpha Psi Fraternity; Delta Sigma Theta and Alpha Kappa Alpha Sororities; Coalition of 100 Black Women; and the Anthony Bowen YMCA.

(b) Information Technology

- *AUTOMATED CASE MANAGEMENT AND IMAGING*, State Justice Institute.

  To hire a consultant to conduct a requirements analysis for a database driven automated case management and imaging system for the Probate Division. The requirements analysis would result in the recommendation of a new Case Management/Imaging system that would provide an infrastructure for organizing and managing collections of images and non-image (docketing) data.

- ***WEB-ENABLED PERSONNEL MANAGEMENT SYSTEM***, State Justice Institute.

  To support the first phase of the migration of the Human Resources Division's antiquated, mainframe-based personnel management system to a web-enabled system. During Phase I of a three-phase process, the contractor, PDS, would install and implement the human resource benefit, position and applicant modules and conduct five days of in-depth technical training for two administrators and three to four days of end-user training for eight staff. The remaining two phases, to be funded by the Court, include the installation and implementation of the web-module, enabling the Court to fully migrate from a DOS-based to a Windows-based environment and, the installation and implementation of the payroll module, enabling the Court to electronically submit payroll data to the General Services Administration (GSA).

(c) Strategic Planning

- ***TECHNICAL ASSISTANCE FOR STRATEGIC PLANNING IN MANAGEMENT TRAINING***, State Justice Institute.

  To support the Court's efforts to improve service delivery to the public. Based on the module developed for SJI by the Center for Public Policy Studies (CPPS), the Court will adapt a curriculum to provide division directors and senior managers with training in the knowledge and skills necessary to develop a strategic plan for the Courts.

(c) Court Access

- ***TECHNICAL ASSISTANCE TO DEVELOP AN AUDIO-DESCRIBER AND READER***, State Justice Institute.

  To hire a consultant to develop a procedures manual on providing "certified" audio-describers and readers for visually-impaired jurors during courtroom proceedings, as well as to assist visually-impaired customers with completing required paperwork to file petitions.

Table 1

DISTRICT OF COLUMBIA COURTS

Amounts Available for Obligation: Grants and Reimbursements

($ in thousands)

Grant or Reimbursement	Source	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
I. FEDERAL GRANTS:				
Abused and Neglected Children				
Juvenile Mentoring Program	U.S. Department of Justice	40	61	---
Permanency Resolution Project	U.S. Department of Health and Human Services	199	199	199
Crime Victims				
Crime Victims Compensation Payments	U.S. Department of Justice	590	552	564
Juvenile Offenders				
Juvenile Drug Court	U.S. Department of Justice	75	273	---
Time Dollar Youth Court	U.S. Department of Justice	103	---	---
Subtotal, Federal Grants		*1,007*	*1,085*	*763*
II. D.C. FEDERAL BLOCK GRANTS:				
Abused and Neglected Children				
Court Improvement Program	U.S. Department of Health and Human Services	94	96	95
Domestic Violence				
Supervised Child Visitation Center	U.S. Department of Health and Human Services	55	56	56
Supervised Child Visitation Center	U.S. DOJ Grants to Encourage Arrest Policies	67	67	---
Attorney Negotiator	U.S. DOJ Violence Against Women Office	51	---	---
Court Advocacy Program	U.S. DOJ Grants to Encourage Arrest Policies	---	24	24

Table 1 (continued)

DISTRICT OF COLUMBIA COURTS

Amounts Available for Obligation: Grants and Reimbursements

($ in thousands)

Grant or Reimbursement	Source	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Domestic Violence – continued				
Judicial Education Project	U.S. DOJ Grants to Encourage Arrest Policies	29	---	---
Juvenile Offenders				
Juvenile Drug Court Program	U.S. DOJ Local Law Enforcement Block Grant	375	175	75
Juvenile Probation Accountability	U.S. DOJ Juvenile Accountability Incentive Block Grant	193	243	175
Juvenile Probation Officers' Training Grant	U.S. DOJ Local Law Enforcement Block Grant	4	---	---
Information Technology				
Integrated Justice Information System	U.S. DOJ Byrne Grant	350	618	---
Automated Juvenile & Neglect Case Management System	U.S. DOJ Byrne Grant	---	138	125
Subtotal, D.C. Federal Block Grants		*1,218*	*1,417*	*550*
III. PRIVATE GRANTS:				
Abused and Neglected Children				
WKAY Juvenile Mentoring Program	Phillip L. Graham Fund	20	---	---
Information Technology				
Automated Case Management and Imaging	State Justice Institute	15	---	---
Web-Enabled Personnel Management System	State Justice Institute	5	16	---

Table 1 (continued)

DISTRICT OF COLUMBIA COURTS

Amounts Available for Obligation: Grants and Reimbursements

($ in thousands)

Grant or Reimbursement	Source	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Strategic Planning				
Technical Assistance for Strategic Planning	State Justice Institute	11	6	---
Court Access				
Technical Assistance to develop an Audio-Describer and Reader	State Justice Institute	---	29	---
Subtotal, Private Grants		*51*	*51*	---
GRANTS TOTAL		**2,276**	**2,553**	**1,313**
REIMBURSEMENTS:				
Child Support Enforcement	D.C. Title IV-D Agency	2,200	2,200	2,200
Foster Care/Child Abuse/Neglect*	D.C. Title IV-E Agency	500	450	450
D.C. Department of Human Services	D.C. Department of Human Services	100	100	100
Court Services and Offender Supervision Agency (CSOSA)	CSOSA	715	715	715
Technical Assistance For IJIS development	DOJ Office of Justice Programs	---	200	---
Disaster Relief Storm of January 2000	FEMA	4	---	---
Miscellaneous Reimbursements		95	95	95
REIMBURSEMENTS TOTAL		**3,614**	**3,760**	**3,560**
GRAND TOTAL		**5,890**	**6,313**	**4,873**

*When the District of Columbia assumes responsibility for the supervision of child abuse cases from the Superior Court's Social Services Division, eligibility for Title IV-E funding reimbursements will be shifted to the District.

Table 2

DISTRICT OF COLUMBIA COURTS

Grants Expiring in FY 2001

($ in thousands)

Grant	Source	Grant Period	Amount
Juvenile Mentoring Program (JUMP)	Federal Grant: U.S. Department of Justice	Apr. 1997 – Mar. 2001	190
Juvenile Drug Court Program	Federal Grant: U.S. Department of Justice	Jun. 1998 – May 2001	400
Domestic Violence Project: Supervised Visitation Center	D.C. Federal Block Grant: U.S. DOJ Grants to Encourage Arrest Policies	Jan. 2000 – Sept. 2001	134
Integrated Justice Information System	D.C. Federal Block Grant: U.S. DOJ Byrne Grant	Oct. 2000 – Sept. 2001	618
Web-Enabled Personnel Management System	Private Grant: State Justice Institute	Sept. 2000 - Mar. 2001	21
Technical Assistance for Strategic Planning	Private Grant: State Justice Institute	Sept. 2000 – Aug. 2001	17
Technical Assistance to develop an Audio-Describer and Reader	Private Grant: State Justice Institute	Mar. 2001 – Sept. 2001	29
Total			**1,409**

DISTRICT OF COLUMBIA COURTS
FY 2002 Budget Submission
Program Evaluation

In accordance with section 51.9 of Circular A-11, the Courts submit the following information on the Courts' program evaluation plan for FY 2002 and summary of results of evaluations completed in FY 2000.

(I) FY 2002 Request

Program evaluation is critical to monitoring Court activities, gauging program results, and determining future funding requests. In the Fiscal Year 2002 Budget, the Courts request $414,000 for program evaluations, consisting of (1) $162,000 for a process evaluation of the Multi-Door Dispute Resolution Program and (2) $252,000 for an outcome evaluation of the juvenile probation program.

A. Multi-Door Dispute Resolution Division

In FY 2002, the Courts request $162,000 in the Superior Court appropriation to conduct a process evaluation of the Multi-Door Dispute Resolution Program. The purpose of the evaluation is to strengthen program management and increase case settlement rates.

Background

The Multi-Door Dispute Resolution Division (Multi-Door) provides mediation and other alternative dispute resolution (ADR) services for the settlement of litigants' disputes in lieu of time-consuming and costly litigation. The goal of Multi-Door is to ensure judicial resources are deployed cost-effectively by targeting their efforts on cases that cannot be resolved through alternate methods. Multi-Door is organized into three branches, as follows:

- **Civil Dispute Resolution Program**, which provides binding and non-binding arbitration, mediation, or neutral case evaluation for most of the Court's civil cases. The program includes a Small Claims Mediation component. Mediation also is provided for probate, and tax assessment cases.
- **Family and Community Resolution Program**, which mediates domestic relations and child neglect cases.
- **Community Information and Referral Program**, which provides information, referral, conciliation and mediation for a variety of disputes, including landlord-tenant, consumer fraud, contract, domestic relations, and personal injury matters.

Multi-Door provides ADR services through 450 neutral third parties. They include lawyers, social workers, retirees, and others in the community who are trained, evaluated and supported by Multi-Door staff.

FY 2000 Activities

In FY 2000, Multi-Door received over 5,000 referrals, of which nearly 4,500 cases were mediated. Of all mediated cases, 75%, or over 3,300 cases, were closed but only 29% of the closed cases were settled or resolved. Table 1 provides Multi-Door case closure and settlement data.

Table 1
Multi-Door Cases Closed and Settled
(FY 2000)

		Closed		Settled	
Case Type	Total Case Referrals	Number	%	Number	%
Civil Mediation	2,445	1,990	81%	689	35%
Civil/Small Claims	1,697	1,697	100%	734	43%
Family Mediation	473	475	100%	96	20%

Evaluation issues

Judicial and litigant interest in the program, as indicated by the number of program referrals, remains high. However, the rate of settlements achieved within 30 days has declined from the 51% average rate achieved during 1991 to a 36% average in FY 2000.

The Court is interested in determining the cause of the declining settlement rates in cases referred for ADR services. A preliminary program analysis by the Court suggests that declining settlement rates may be tied to many factors, including case scheduling, neutral training, and program management. Because the causes are complex and inter-related, the Court believes that an independent evaluation is necessary. The evaluation would examine (1) the management and monitoring of neutrals; (2) case screening and scheduling practices; (3) training and skill requirements for neutrals; (4) client information dissemination tools; and (5) optimum program staffing patterns. The evaluation would be limited to Multi-Door's Civil, Family, and Small Claims Mediation programs. These components represent the Division's highest caseload activity.

Evaluation methodology

The Court would contract with a consultant with expertise in alternative dispute resolution and program evaluation to conduct the process evaluation. The Courts' request for proposal (RFP) would solicit bids to: (1) examine and make recommendations to improve Multi-Door's current business practices; (2) review the neutral training program; (3) analyze case filings and settlement data; (4) interview Multi-Door staff and judicial officers; and (5) observe client interaction with neutral mediators. The consultants would collect such data as type of referral, intake assessment, average length of time from case assignment to session/settlement, and aggregate data such as the number of cases settled, number of participants, and settlement rates. It is estimated that the evaluation duration would be ten months. Table 2 provides a proposed evaluation timeline.

Table 2
Multi-Door Process Evaluation Time Line

Month	Activity
Month 1	Develop and issue RFP
Month 2	Select consultant
Month 3	Consultant prepares evaluation plan, collects baseline data
Month 4-6	Data collection, on-site interviews, case file analysis, neutral observation
Month 7-8	Data analysis, draft report preparation
Month 8-9	Court reviews draft report
Month 10	Final report prepared

Cost estimate

The Court derived its $162,000 cost estimate for the process evaluation based on $300 per day for a team of 3 consultants x 180 days each.

B. Juvenile Intake and Supervision

In FY 2002, the Courts request $252,000 in the Superior Court appropriation for technical assistance to conduct an evaluation of the Social Services Division. The purpose of the evaluation is to strengthen program management and enable the Courts to determine the level of success of their efforts to reduce recidivism among juvenile offenders.

Background

By statute, the assessment and supervision of juveniles alleged and adjudicated as delinquent in the District of Columbia is the responsibility of the D.C. Courts' Social Services Division. A broad range of services is provided by the Division including (1) screening youth for diversion and other community-based programs, (2) preparing diagnostic reports on the appropriate level of care and supervision, (3) supervising youth through traditional probation and other court-supervised alternatives to incarceration and (4) providing aftercare services to youth within the Court's purview.

The Social Services Division is comprised of six functional units as follows:

- The Operations and Contract Services Unit is responsible for the administration and compliance of grants and contracts and juvenile interstate compact cases.
- The Child Guidance/Family Counseling Clinic provides psychological, psycho-educational and neuro-psychological testing and assessments, which are used during the judicial decision-making process. The Clinic also provides counseling services for court-involved youth and their families.
- The Juvenile Intake/Diagnostic Branch is composed of Juvenile Intake Teams, Juvenile Diagnostic Teams and the Central Processing Unit. The Unit screens and processes delinquency and child abuse cases and produces comprehensive reports on individual clients and their families.
- The Juvenile Supervision Branch provides supervision and other services for respondents who are placed on probation or issued a consent decree. The purpose of these services is to help the juvenile offender achieve and maintain a satisfactory level of social adjustment in the community.
- The Juvenile Drug Court is a voluntary, 12-month substance abuse treatment program which includes the judge, defense attorneys, prosecuting attorneys, probation officers, treatment case managers, families and service providers as members of treatment teams, and
- The Child Abuse Branch is responsible for the supervision of child abuse cases, including the preparation of diagnostic reports and the development of placement recommendations.

FY 2000 Activities

In FY 2000, the Social Services Division received approximately 3,300 juveniles at intake (i.e., referred from the Metropolitan Police Department), of which nearly 900 were placed on probation by the Court. Depending on their assessed risk and needs, each youth, while under supervision, is required to meet regularly with his/her probation officer, report for drug tests, attend counseling and remedial education sessions, and participate in electronic monitoring and curfew checks.

The Division reports that in FY 2000 an estimated average of 1,800 youths were under supervision. Over 4,000 drug tests were administered and approximately 25% of juvenile probationers tested positive for drugs while on probation. Also, over one third of all probationers committed new offenses while under probation supervision.

Evaluation Issues

Unfortunately, the Division's ability to compile information beyond general caseload statistics has been limited due to the Division's lack of an automated case management system. Information on juvenile offenders is maintained manually by Division staff and compiled by probation officers and probation assistants, who must be removed from performing "on line" service functions in order to record and compile basic caseload information. While information on recidivism, academic and job performance and other outcomes would be useful in making programmatic decisions with respect to procedures, resource allocation and client management, this information is not readily available on an ongoing basis within the Division and the Court. Such information has only been available after special studies are conducted internally by the Courts' Research and Development (R&D) Division or by outside evaluators hired under particular grants. Some of the findings from these special studies are reported in section II below.

The Court is interested in developing the capacity within the Social Services Division to maintain routine, ongoing information on program and client activities, including the development of performance measures. During FY 2000, the Court completed the installation of personal computers at all workstations in the Social Services Division. Staff training on the use of computers and basic software is currently underway. Still to be accomplished, however, is the development of a division-wide case management system, compatible with other Court and District criminal justice agency systems, and equipped with reporting capabilities sufficient to address program, client and budgetary monitoring needs. Funding is sought in FY 2002 to provide the following:

(1) a baseline evaluation of juvenile intake and supervision operations, including initial screening of offenders,
(2) diagnostic evaluations and supervision options;
(3) the definition of performance measures and monitoring systems for each critical function; and
(4) the development of standard management and statistical reports on program and client activities for use by program managers for case supervision as well as by court administrators for budgetary and program planning.

Evaluation Methodology

The Court would contract with a consultant(s) with expertise in program evaluation as well as knowledge of juvenile supervision and the key issues related to success in supervising juveniles. The consultant(s) would assess the operations of the Social Services Division in the areas of juvenile screening and supervision and develop, in consultation with Court staff in the Social Services and Research and Development (R&D) Divisions, performance measures and reports appropriate to monitor Social Services' activities and compatible with the Court's standard and statutorily required reports produced for the Court by R&D. A key performance indicator measure would be the recidivism rate for juveniles under probation supervision. Follow-up will be conducted for one year past the completion of probation to determine the effectiveness of probation supervision in enhancing public safety.

The consultants would gather baseline information from existing manual records, any existing stand-alone databases, past evaluations of Social Services programs conducted by R&D and outside evaluators, focus groups of probation officers and interviews with court officials, including judicial officers. This information would be analyzed and reported as baseline findings on Division activities. Next, the consultants and Court staff from the stakeholder divisions named above would form an evaluation team to develop performance measures and standard reports needed to appropriately monitor and report on client and program activities. As part of this effort, procedures would be developed for regularly collecting, compiling and reporting information. It is envisioned that once Social Services Division activities are analyzed and performance measures are identified, the system would be maintained internally by staff at the Court, with the Social Services Division recording information and R&D analyzing it and producing reports. Modifications of existing performance measures or development of new measures would also be handled by court staff once the system is designed and operational. During the program evaluation effort, coordination will occur with the Information and Technology Division to ensure that the requisite information is captured in the Court's integrated information system.

It is expected that the evaluation and monitoring activities described above would be accomplished within one year.

Table 3
Social Services Division Evaluation Time Line

Month	Activity
Month 1	Issue RFP and select consultants
Month 2	Consultants prepare study design; data collection commences
Months 3-5	Collect baseline data, record reviews, focus groups, on-site interviews, assemble performance measures team and conduct team meetings
Months 5-6	Data analysis, develop performance measures and reports
Months 6-8	Finalize performance measures, pre-test data and modify if necessary
Months 8-10	Design performance monitoring system, pre-test and modify as needed
Months 10-12	Train staff on monitoring and reporting system procedures
Month 12	Prepare system documentation and modification instructions

Cost Estimate

The estimated cost for the needed consultant(s) is $252,000, based on the following assumptions: 1 principal, supervisory consultant/investigator for 12 months (360 days) at $300 per day: $108,000 and 2 associate consultants (with different areas of expertise in juvenile supervision) for 8 months each (240 days each) at $300 per day: $144,000. Total: $252,000.

(II) FY 2000 Evaluation Results

Recognizing the importance of program evaluation in promoting continuous improvement, the District of Columbia Courts conducted both process and outcome evaluations in FY 2000. They include independent studies of the Juvenile Drug Court, the Domestic Violence Program, and the Financial Operations Division. The Court also conducted a number of customer satisfaction surveys. The National Center for State Courts' (NCSC) expects to finalize its study of the Courts' financial management policies and practices in FY 2001. The major findings of evaluations that were completed in FY 2000 are summarized below.

Juvenile Drug Court

The multi-year outcome evaluation of the Juvenile Drug Court Program was conducted by the Shippensburg University Center for Applied Research and Policy Analysis. Data were collected on 101 juveniles participating in the Drug Court Program. Of the 101 enrollees, as of February 2000, 54 were participating in the program, 22 had successfully completed the program, and 25 terminated prior to completing all program requirements. The study found that:

- **Satisfaction** among participants, parents and guardians, program staff, judges, and criminal justice professionals with the drug court program was relatively high at 68%.

- **Participant retention** compared favorably to the national average. Seventy-five percent of participants completed the program, compared with 65% for juvenile drug court programs nationally.

- **Substance abuse declined among program graduates. Youth who completed the drug court** program had significantly fewer positive drug tests than non-graduates. Thirty-six percent of graduates had no positive drug tests and twenty-one percent of non-graduates had no positive drug tests while in the program. . Twenty-five percent of the participants remained drug free during the program.

- **Few participants committed repeat offenses during enrollment**. Only 3% of the participants committed new offenses while enrolled in the program.

- **Academic performance improved**. Participants in the program's educational activities gained, on average, 1.5 points on the TABE tests for reading, math and language.

Although the preliminary outcome measures were positive, the evaluation found that program implementation could be enhanced. One barrier was that the participant's duration in the program tended to exceed the prescribed 12 months. Also, participants do not always progress through the three phases of the program within the prescribed time periods. Overall, participants' compliance with program activities is low. The evaluators noted that, in keeping with the interactive nature of the evaluation, program staff began implementing several of the recommended programmatic changes.

Domestic Violence Program

The National Center for State Courts, under a grant from the State Justice Institute, conducted an evaluation of the Domestic Violence Program. The impact evaluation was designed to measure the program involvement and changes in the level of risk for program participants. The evaluation, which began in January 1998 and ended in June 2000, examined case processing dynamics and system responses for 500 petitioners for civil protection orders and the respondents in those cases.

The Domestic Violence Program is a collaborative multi-agency initiative, comprised of the Court, the prosecutor's office, the Metropolitan Police Department, and the District's victim advocacy community. Key program components include a centralized intake unit, a specialized clerk's office, and dedicated domestic violence courtrooms and judicial assignments. The findings indicated that the establishment of the Domestic Violence Unit benefited families experiencing domestic violence. The streamlined process for victims to obtain protection orders was identified as a feature of the program that is beneficial to domestic violence victims. The majority of the study participants indicated that their experience at the Domestic Violence Intake Center was positive and that they had high positive expectations for the effects of the court process on their lives. Over 80 % of study participants indicated that the judge treated them fairly and took the violence seriously. The study found that despite the high rate of civil protection order violations, enforcement is low. The National Center for State Courts identified the following areas to improve the processing of domestic violence cases: (1) the creation of new and the continuation of existing vehicles for interagency training and collaboration; (2) acquisition of software to improve communication between the civil and criminal parts of intra-family cases; (3) the development of consistent and uniform data collection; and (4) the development and implementation of multidisciplinary and discipline specific training for all Domestic Violence Unit staff. NCSC also recommended expansion of the space of the Domestic Violence Intake Center and the Domestic Violence Clerks Unit.

Court-conducted surveys

In FY 2000, the Court's Research and Development Division conducted a customer satisfaction survey of 1,600 jurors. The survey found that 94% percent of the juror respondents received summonses at least 30 to 45 days in advance of scheduled service and 98% of respondents indicated that the summonses were easy to read and understand. Overall, 87% of the jurors rated the quality of information provided in person, by the automated help line, or by the juror's mailbox as either good or excellent. Ninety-nine percent of respondents indicated that the Juror's Office staff greeted them in a professional and pleasant manner and provided clear and concise instructions on the jury process. The average waiting time in the jurors' lounge was one hour; however, 17% of jurors waited for over two hours. Most jurors, regardless of the actual time spent waiting, indicated that the wait time was too long. Two-thirds of the jurors received their payment using the Court's Automated Teller Machine (ATM); of these 90 % rated this service as excellent or good. However, two-thirds of the respondents reported that the $2 payment was insufficient to cover the travel costs.

In November to December 1999, the Court's Quality Service Council's Finance Team evaluated the services provided by the Budget and Finance Division's finance offices. Three hundred surveys were collected and analyzed. The findings revealed that the time spent waiting in line for services varied by office, however, no customer waited more than 30 minutes for service. Over two-thirds of the customers reported that the cashiers were helpful or very helpful. A majority of the respondents (66%) reported the hours of operation as adequate, and 56% of the customers reported staffing levels to be adequate in the offices visited. The Courts consulted these data in developing a reorganization strategy for the Finance and Budget Division.

CAPITAL BUDGET

District of Columbia Courts
FY 2002 Budget Submission
Capital Improvements

OMB Exhibit 300A
Impact of Full Funding of Capital Assets for Existing Projects

District of Columbia Courts
(budget authority in millions)

	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total, unfunded amounts (sum: 2002 and beyond)
A. Annual incremental amounts of budget authority requested for existing projects.									
Courtrooms and Judges Chambers	1.50	0.30	1.50	2.00	1.00	0.30	-	-	4.8
HVAC, Electrical and Plumbing Upgrades	2.70	1.30	10.80	0.30	-	-	-	-	11.1
Restoration of Old Courthouse at 451 Indiana Avenue	0.47	0.83	15.00	30.00	7.00	3.17	-	-	55.17
Restroom Improvements	0.60	-	1.00	0.70	-	-	-	-	1.7
Elevator and Escalator	0.97	0.20	1.50	0.90	-	-	-	-	2.4
Fire and Security Alarm Systems	1.00	0.15	3.00	-	-	-	-	-	3
General Repair Projects	0.73	0.55	3.95	2.08	2.21	1.36	0.56	0.56	10.72
Integrated Justice Info System			4.62	1.37					5.99
Total, D.C. Courts	7.97	3.33	41.37	37.35	10.21	4.83	0.56	0.56	94.88

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital Improvements
Name of Project: **Courtrooms and Chambers**
Check one: New project _____ Ongoing project __X__
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes __X__ No ____
Is this project information technology? Yes ____ No __X__

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	3.00	1.50	.30	1.50	2.00	1.00	.30			9.60
Outlays			.30	1.50	1.30	.70	.30			
Total, sum of stages (excludes maintenance)										
Budget authority	3.00	1.50	.30	1.50	2.00	1.00	.30			9.60
Outlays			.30	1.50	1.30	.70	.30			
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The courtroom and chambers repairs and renovations project is a eight-year, $9.6 million project designed to provide chambers for judges and improve the safety and accessibility of existing courtrooms, jury rooms, chambers, and secured and public corridors in the Moultrie Building and Buildings "A" and "B" of the D.C. Courts. Included in this request are funds needed to meet the requirements of the Americans with Disabilities Act (ADA). The project will span the period from 12/01/98 to 9/30/06. Through FY 2001, the Courts have obligated $4.8 million for this project; the FY 2002 cost is $1.5 million. The FY 2001 Appropriation Act provided $300,000.

- The Courtroom and Chambers Project will include:
  - Improving ADA accessibility in courtrooms and secured corridors; improve safety and maintenance of floor coverings, wall coverings, woodwork and ceilings as required in secured corridors;
  - Replacing directional signage for Courtrooms and Chambers with an ADA-compliant system; and
  - Replacement of antiquated, inoperable intercom/telephone system used to communicate between the courtroom, witness rooms and holding cell.

- The FY 2002 request for $1,500,000 covers the third phase of improvements, including:
  - $1,300,000 Safety and maintenance of lighting ($200,000), floor coverings ($300,000), wall coverings ($500,000), and ceilings ($300,000) in secured corridors in the Moultrie Building; 33% of project completed by 9/02
  - $ 200,000 Initiate improvements in signage which will include an analysis and survey of the existing system of hundreds of signs throughout three buildings. Completion Date: 9/02.

(2) This investment supports the Courts' goals of providing fair, swift, and accessible justice and enhancing public trust and confidence in the justice system by enhancing access for persons with disabilities and by ensuring that Court facilities are safe and well-maintained.

(3) There are no alternative entities in the public or private sectors that could perform this function.

(4) This investment will enhance efficiency by consolidating these needed improvements into a unified project, thereby reducing costs and delays associated with frequent small repairs.

(5) The project does not include the acquisition of buildings.

B. Program Management

(1) The project manager for this project is Mary Ann Satterthwaite, Capital Projects Development Specialist and the Contracting Officer is Monica I. Wilkerson, Interim Administrative Officer.

(2) The Courts will use an Integrated Project Team including the Capital Projects Development Specialist, the Courts' Chief Building Engineer, the Building Operations Manager and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with each contractor to assist in completing the project on time and within budget.

C. Project Costs and Acquisition strategy

(1) Several contracts will be used to accomplish this project cost effectively, including multiple contractors and small, specialty vendors that provide services such as carpeting, painting, and woodwork. These smaller contractors add flexibility and are able to respond to changes in Court schedules that could affect the completion dates for certain projects. They also provide continuing cost competition for non-routine tasks.

(2) For each contract:

a. The Courts will primarily utilize a fixed price (or fixed unit price) type of contract with various contractors acquired through a competitive selection process.
b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
c. The measurable contract performance objectives will be developed utilizing the specific tasks listed in Part II A. (1) for this project. The contractor will be required to submit a proposed construction timeline to the Courts so that progress can be tracked by the Project Management Team to ensure timely completion of all construction objectives.
d. The Courts will procure these services utilizing either GSA competitively solicited contracts or schedules, or D.C. Superior Court competitively issued solicitations.
e. Existing GSA contracts have been utilized to date under the Washington Gas Area-Wide Contract, eliminating the need for an independent market survey by the Court. By utilizing GSA contracts, market surveys are conducted as a part of GSA's procurement process.
f. The nature of the Courthouse environment requires custom-designed projects; however many of these renovations are based on construction standards or plans already in the Courts' possession.

D. Alternative analysis and risk management

(1) Based on in-house expertise, an analysis was performed on present conditions and a determination was made that the existing courtrooms had exceeded their useful life.

(2) The Courts considered having this project solicited and constructed by the General Services Administration; however, the costs of renovation of the Courtrooms and Chambers would have been substantially increased because of GSA overhead and management costs.

(3) The Courts utilized the expertise of in-house staff and made a determination that based on the courtrooms, chambers and secured corridors fixtures and finishes exceeding their useful life, this project was necessary to improve ADA accessibility and address health and safety issues, although a formal benefits / cost analysis was not performed.

Part III. Cost, Schedule, and Performance Goals

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan which delineates the long range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows:

- Retrofit all lighting in Courtrooms in Building A – 100 % anticipated completion by 9/02
- Restore inoperable intercom system with state of the art system – 80% anticipated completion by 9/02
- Improve secured corridors with ADA compliant hardware and durable wall and floor treatments – 33% anticipated completion by 9/02

(2) The project performance objectives are stated below:

- Improve safety and aesthetic appearance of the facility.
- Provide access for all citizens with disabilities to court facilities.

C. Current baseline (applicable *only* if OMB approved the changes):
Not Applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not Applicable

E. Corrective actions:
Not Applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital improvements
Name of Project: **HVAC, Electrical and Plumbing Upgrades**
Check one: New project _____ Ongoing project _X_
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes _X_ No ____
Is this project information technology? Yes ____ No _X_

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	1.70	2.70	1.30	10.80	.30	0	0	0	0	16.80
Outlays			1.30	6.75	4.35					
Total, sum of stages (excludes maintenance)										
Budget authority	1.70	2.70	1.30	10.80	.30	0	0	0	0	16.80
Outlays			1.30	6.75	4.35					
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The HVAC, electrical, and plumbing upgrade is a six-year $16.8 million project to ensure that health and safety concerns are addressed in three of the Courts' buildings and make heating, ventilation, air conditioning, mechanical, plumbing and electrical site improvements. This project began in FY 1999 and will be completed in FY 2004. Through FY 2001, the Courts have obligated $5.7 million for the project; the FY 2002 cost is $10.8 million.

- Over the course of the project, the HVAC, electrical and plumbing upgrades will include:
  - Replacing electrical panel boards and switchboards;
  - Replacing major heating and cooling components such as air handling units, chillers, cooling towers, pumps and duct work in Court buildings;
  - Replacing plumbing systems, steam leaks and drinking fountains in all Court facilities;
  - Installing wiring for the Digital HVAC Control System to integrate all buildings into one system; and
  - Replacing exterior windows and doors to conserve energy and reduce utilities costs.

- The Courts' FY 2002 request will cover the cost of the following elements:

  - $1,500,000 Remove asbestos in Buildings "A" and "B"; Completion Date: 9/02
  - $3,550,000 Replace chillers, heating and other HVAC systems in Buildings "A" and "B" and Moultrie; Completion Date: 9/03
  - $1,500,000 Upgrade electrical and lighting systems with more energy efficient lamps and ballasts in Building A and B and mechanical spaces in all buildings; Completion Date: 9/02
  - $ 500,000 Replace water filtration and fountain systems in all court facilities; Completion Date: 3/03
  - $2,000,000 Continue HVAC upgrades.
  - $1,500,000 Upgrade to digital HVAC controls in Buildings "A" and "B"; Completion Date: 9/02
  - $ 250,000 Replace parking level drain line in the Moultrie Building; Completion Date: 6/02

(2) This investment supports the Courts' goal of providing a fair, swift, and accessible justice by providing the public and Court staff with a safe and healthful environment essential to conducting the Courts' business.

(3) There are no alternative entities in the public or private sectors that could perform this function.

(4) This investment will enhance efficiency by replacing equipment that is beyond economical repair, enhancing energy efficiency, and consolidating these needed improvements into a unified project, thereby reducing costs and delays associated with frequent short-term repairs.

(5) The project does not include the acquisition of buildings.

B. Program management

(1) The project manager for this project is Michael Stewart, Chief Building Engineer and the Contracting Officer is Monica I. Wilkerson, Interim Administrative Officer.

(2) The Courts will use an Integrated Project Team including the Capital Project Manager, the Courts' Chief Building Engineer, the Building Operations Manager and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with each contractor to assist in completing the project on time and within budget.

C. Project Costs and Acquisition strategy

(1) Several contracts will be used to accomplish this project in a timely manner, including multiple contractors and small, specialty vendors that provide services such as painting, and architectural finishing or specialized mechanical and plumbing work. These smaller contractors add flexibility and are able to respond to changes in Court schedules that could affect the completion dates for certain projects. They also provide continuing cost competition for non-routine tasks.

(1) For each contract:

a. The Courts will primarily utilize a fixed price (or fixed unit price) type of contract with various contractors acquired through a competitive selection process.
b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
c. The measurable contract performance objectives are developed utilizing the specific tasks listed in Part II A. (1). The contractor will be required to submit a proposed construction timeline to the Courts so that progress can be tracked by the Project management team to ensure timely completion of all construction objectives. Tasks to be completed are: chiller installation, balancing, tests, new power supplies installation, water filter installation, etc.

d. The Courts will procure these services utilizing either GSA contracts or schedules, or competitively bid solicitations issued by DC Superior Court.
e. Existing GSA contracts have been utilized to date under the Washington Gas Area-Wide Contract. Since a market survey is conducted in the process of awarding a GSA contract, utilizing this vehicle eliminates the need for an independent market survey by the Court.
f. The nature of the Courthouse environment requires custom-designed projects; however, many of the renovations are based on construction standards or plans already in the Courts' possession.

D. Alternative analysis and risk management

(1) Based on in-house expertise and after reviewing maintenance logs and records, it was determined that the majority of the HVAC equipment in the three Court buildings had exceeded their useful life and could no longer be repaired. Therefore, most HVAC equipment must be replaced.

(2) The Courts considered having this project solicited through its own competitive sealed proposal method but this option would have substantially increased the time required to award the contract; increasing costs and delaying health and safety improvements. Furthermore, it is acknowledged that GSA's procurement process involves a competitive solicitation process.

(3) The Courts utilized the expertise of in-house staff to analyze the condition of the Court's HVAC, electrical and plumbing systems; a formal benefits cost analysis was not performed. Their findings indicated that it was imperative that this project be undertaken by the Courts to eliminate identified safety and health hazards and restore adequate lighting and ventilation in the Courts' buildings. Court staff and the public have benefited from initial improvements and will continue to benefit from the substantial improvements projected to be made to the conditions of the facilities.

Part III. Cost, Schedule, and Performance Goals

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed either their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan, which delineates the long-range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows:

- Implement plumbing improvement by replacing parking level drain line in Moultrie Building – 100% completion 6/02
- Complete asbestos abatement project component in Buildings A and B – 100% completion by 9/02
- Implement energy efficiency management component of project by installing digital HVAC controls and electrical and lighting systems in Buildings A and B – 60% completion by 9/02
- Build on energy efficiency management component of project by implementing HVAC upgrades in all Court buildings – 100% completion by 9/02
- Begin installation of modernized energy efficient chillers, heating and overall HVAC systems in Moultrie Building and Buildings A and B – 60% completion by 9/02
- Begin installation of water filtration and fountain systems in all Court buildings – 60% completion by 9/02

(2) The project performance objectives are stated below:

- Establish an energy efficient HVAC system in all Court buildings to ensure a healthy and safe environment in all Court buildings
- Restore all Court buildings to an environment with healthy drinking water, proper air ventilation and adequate lighting.

C. Current baseline (applicable *only* if OMB approved the changes):
Not Applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not Applicable

E. Corrective actions:
Not Applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital improvements
Name of Project: **Restoration of the Old Courthouse at 451 Indiana Avenue**
Check one: New project _____ Ongoing project __X__
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes __X__ No ____
Is this project information technology? Yes ____ No __X__

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	.23	.47	.83	15.00	30.00	7.00	3.17			56.70
Outlays			.83	15.00	20.00	15.00	4.00	1.17		
Total, sum of stages (excludes maintenance)						0	0	0	0	
Budget authority	.23	.47	.83	15.00	30.00	7.00	3.17			56.70
Outlays			.83	15.00	30.00	7.00	3.17			
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The Restoration of the Old Courthouse at 451 Indiana Avenue is an eight-year, $56.7 million project that began in 1998. $15 million is needed in FY 2002. The project will enable the Courts to utilize this historic structure to house the District of Columbia Court of Appeals, thereby providing critical additional space for the Superior Court operations in the Moultrie Courthouse. This restoration will provide the Courts with the physical space needed to fulfill their mission of administering justice in the District, while protecting the integrity of this historic structure. The Old Courthouse, which was constructed from 1820 to 1849, is listed on the National Register of Historic Places and has been designated an Official Project of Save America's Treasures, a partnership between the White House Millennium Council and the National Trust for Historic Preservation dedicated to celebration and preservation of the nation's threatened cultural treasures.

In addition, the National Law Enforcement Memorial has been granted legislative authorization to construct a museum on a portion of the site. The Courts anticipate working with the Memorial to coordinate construction plans so that the two projects compliment one another and proceed so that one does not negatively impact the other. The Courts also need to coordinate construction with the Court of Appeals for the Armed Forces, adjacent to the Old Courthouse.

- The full renovation and restoration project will require:
  - Architectural and engineering design and project management;
  - Compliance Reviews by the D.C. Historic Preservation Review Board, National Capital Planning Commission, and Commission on Fine Arts; and
  - Replacing the roof, mechanical, electrical and plumbing systems; site work; fire protection and security system installation and asbestos removal;
  - Coordination with the Law Enforcement Memorial Museum.

- The Courts' FY 2002 request includes the following project elements:
  - $3,600,000 Complete architectural and engineering surveys and design. Completion date 09/02
  - $1,700,000 Implement site preparation and begin demolition. 80% complete 09/02
  - $4,600,000 Begin mechanical procurement and installation preparation, electrical wiring and implement utility requirements. 20% complete 9/02
  - $ 800,000 Begin renovation of exterior doors and windows. 60% complete 9/02
  - $ 750,000 Demolish existing elevators and initiate elevator shaft construction and associated electrical and mechanical work. 75% complete 9/02

- $3,550,000 Project management general conditions and contingencies. 27% complete 9/02

(2) By providing a separate courthouse for the Court of Appeals and related offices and the additional space critically needed by the Superior Court in the Moultrie Courthouse and Building A, this project will enhance the Courts' ability to serve the public. Adequate space for court functions will support the Courts' goals of providing swift, fair and accessible justice; enhancing public safety; and ensuring trust and confidence in the justice system.

(3) There are no alternative entities in the public or private sectors that could perform this function.

(4) This investment will improve efficiencies by co-locating the offices that support the Court of Appeals and by providing 37,000 sq. ft. of critically needed space for Superior Court functions in the existing courthouse, built in 1978 for 44 trial judges. Today, with 59, or 34% more, trial judges and 15 hearing commissioners in the Superior Court, 9 judges in the D.C. Court of Appeals, additional Senior Judges in both Courts, and additional administrative support staff, the main courthouse is filled beyond capacity. Space is inadequate for high volume offices that serve the public; for court proceedings to occur timely and safely due to insufficient appropriately configured courtrooms (for example, volatile domestic violence matters must be heard in cramped hearing rooms); and for the storage of court documents and files without using hallways and corridors, which is a fire hazard and confidentiality risk. The Courts have conducted a space usage study which quantifies current and future space needs, and documents the urgency of this project.

B. Program management

(1) Since GSA is the Courts' partner for this Restoration Project, the Court has chosen to utilize GSA's resources for project management and inspection.

(2) The Court will use an Integrated Project Team including the Interim Administrative Officer, a dedicated Project Director, Capital Projects Development Specialist, the Courts' Chief Building Engineer, the Building Operations Manager and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with each contractor to ensure the renovation is completed on time and within budget.

C. Project Costs and Acquisition strategy

(1) A single contract will be used to accomplish this project, as the Courts plan to contract with GSA to manage the project.

(2) For this planned contract the following strategy applies:

a. The Courts will primarily utilize a fixed price (or fixed unit price) contract with the selected vendor.
b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
c. The measurable contract performance objectives will be developed utilizing the specific tasks listed in Part II A. (1) for this project. The contractor will be required to submit a proposed construction timeline which the Project management team will use to track progress and ensure timely completion of all construction objectives.
d. The Courts will procure these services through GSA contracts or schedules which are competitively solicited.
e. The Courts are using existing GSA contracts since market research is incorporated in GSA's procurement process, thereby saving the cost of independent market surveys by the Courts. This course of action allows the Court to further benefit from GSA's expertise in this area.
f. The Courthouse environment and the building's historic significance require it to be a custom-designed project.

D. Alternative analysis and risk management

(1) A life cycle cost analysis was performed in 1999 for this project by Karn Charuhas Chapman & Twohey, on behalf of the General Services Administration under contract with the Court. Karn Charuhas & Twohey's report summarized that the 451 Indiana Avenue facility was in dire need of full restoration. As a part of its fact finding efforts, this firm consulted with the Historic Review Board, Commission on Fine Arts, National Planning Commission, and the DC Historic Preservation Division of the DC Department of Consumer and Regulatory Affairs.

(2) The Courts have considered utilizing their own competitive sealed proposal method, but determined that the Courts could benefit from the utilization of GSA contracts. GSA's procurement process involves a competitive process. Furthermore, the Courts have been doing continuous maintenance and repairs on this building after the D.C. Department of Public Works had a feasibility study done in 1993. This study concluded that all systems of the building had exceeded their useful life, that health and safety issues existed, and that renovation of some kind was the most viable solution.

(3) A benefits/costs analysis was performed for this project by Karn Charuhas Chapman & Twohey, on behalf of the General Services Administration under contract to the Court.

Part III. **Cost, Schedule, and Performance Goals**

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed either their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan which delineates the long range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows:
- Develop scope of work for architectural and engineering designs and project drawings, advertise solicitation and award contract – 100% completion by 9/02
- Implement site preparation, conduct demolition of specified areas, and start mechanical systems acquisition – 30% completion by 9/02

(2) The project performance objectives are stated below:
- Finalize architectural and engineering design and project drawings for renovation and restoration of 451 Indiana Avenue building.
- Eliminate hazardous materials and construction debris from existing building. (i.e. asbestos containment and removal, etc.)

C. Current baseline (applicable *only* if OMB approved the changes):
Not applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not applicable

E. Corrective actions:
Not applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital improvements
Name of Project: **Restroom Improvements**
Check one: New project _____ Ongoing project _X_
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes _X_ No ____
Is this project information technology? Yes ____ No _X_

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	.60	.60	0	1.00	.70	0	0	0	0	2.90
Outlays				1.00	.70					
Total, sum of stages (excludes maintenance)										
Budget authority	.60	.60	0.	1.00	.70	0	0	0	0	2.90
Outlays				1.00	.70					
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The restroom improvement project is a six-year $2.9 million project designed to rebuild the aging infrastructure of the Courts' restroom facilities by making plumbing, electrical and design improvements to Court restrooms and enhancing ADA accessibility. Some 10,000 persons enter the Courthouse each day, placing heavy use on the Courts' restroom facilities, which now require rebuilding. This is a multi-year project that began in November 1998 and will be completed by September 30, 2004. Through FY 2001, the Courts have obligated $1.2 million for this project; the FY 2002 cost is $1.0 million.

- This project will include:
  - Replacing plumbing systems, fixtures, lighting, flooring, ceilings and other related repairs as necessary to refurbish public restrooms in Buildings A and B and Moultrie;
  - Providing ADA accessibility renovations;
  - Installing new shut-off valves on water service to each restroom and replacing dilapidated partitions, counters and lighting; and
  - Cleaning ductwork and repairing or replacing exhaust fan motor, fan, etc. to return exhaust system to full operation.

- The Courts' FY 2002 request will cover the cost of the following initiative:
  - $1,000,000 Install new vanity (handicap accessible) with under mounted lavatories, integral soap dispenser and automatic faucets and new interior partitions and lighting in approximately forty nine restrooms; 40% complete 9/03

(2) Safe and sanitary facilities are essential to support the Courts' goal of providing fair, swift and accessible justice by enhancing access to Court facilities, and it supports the Courts' goal of ensuring trust and confidence in the justice system by providing well-maintained facilities.

(3) There are no alternative entities, in the public or private sectors, that could perform this function.

(4) This investment will enhance efficiency by consolidating these needed improvements into a unified project, thereby reducing costs and delays and inconvenience to the public and court staff associated with frequent small repairs.

(5) The project does not include the acquisition of buildings.

B. Program management

(1) The project manager for this project is Mary Ann Satterthwaite and the Contracting Officer is Monica I. Wilkerson.

(2) The Courts will use an Integrated Project Team including the Chief Building Engineer, the Building Operations Manager and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with each contractor to assist in completing the project on time and within budget.

C. Project Costs and Acquisition strategy

(1) Several contracts will be used to accomplish this project cost effectively and expeditiously, utilizing primary contractors for multiple phases.

(2) For each contract:
   a. The Courts will primarily utilize a fixed price type of contract which will be competitively solicited.
   b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
   c. The measurable contract performance objectives are developed utilizing specific tasks. The contractor will be required to submit a proposed construction timeline to the Courts so that progress can be tracked by the Project Management Team to ensure timely completion of all construction objectives.
   d. The Courts will procure these services utilizing either GSA competitively solicited contracts or schedules, or competitively bid solicitations issued by D.C. Superior Court.
   e. Existing GSA contracts which include market surveys in their selection process, have been utilized to date eliminating the need for an independent market survey by the Court since such surveys are included in GSA's procurement process.
   f. The nature of the Courthouse environment requires custom-designed projects; however, many of the renovations are based on construction standards or plans already in the Courts' possession.

D. Alternative analysis and risk management

(1) A review of maintenance trends by in-house experts found that the current restrooms have exceeded their useful life.

(2) The Courts elected to have this project solicited and constructed by the General Services Administration to take advantage of their resources and their various methods of procurement.

(3) Court staff determined from the dilapidated condition of the restroom facilities and their frequent need for repairs that this project was necessary. Since the project was initiated, areas that were dangerous because of disrepair or leaks are currently being improved and hazards are being systematically eliminated. However, a formal benefits/costs analysis was not performed.

Part III. **Cost, Schedule, and Performance Goals**

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed either their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan which delineates the long range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows:
- Develop scope of work for design/build contract, advertise solicitation and award contract-anticipated completion by 3/02;
- Begin reconstruction of restrooms in Buildings A and B and the Moultrie Building;
- Complete reconstruction of bathrooms in Buildings A and complete reconstruction of 50% of bathrooms in Moultrie Building.

(2) The project performance objectives are stated below:
- Provide ADA accessibility in Buildings A and B restrooms;
- Improve plumbing and energy efficiency of restrooms in all Court buildings;
- Improve aesthetic appearance of all Court facilities.

C. Current baseline (applicable *only* if OMB approved the changes):
Not Applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not Applicable

E. Corrective actions:
Not Applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital improvements
Name of Project: **Elevator and Escalator Repairs and Replacement**
Check one: New project _____ Ongoing project __X__
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes __X__ No ____
Is this project information technology? Yes ____ No __X__

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	.40	.97	.20	1.50	.90	0	0	0	0	3.97
Outlays			.20	1.50	.90					
Total, sum of stages (excludes maintenance)										
Budget authority	.40	.97	.20	1.50	.90	0	0	0	0	3.97
Outlays			.20	1.50	.90					
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The elevator escalator project is a six-year, $3.97 million project designed to rebuild the aging elevator equipment in all Court buildings and the escalator equipment in the Moultrie Courthouse. The improvements included in this project are to continue the modernization of the elevator and the escalator equipment in all Court buildings. This is a multi-year project that began in December 1998 and will be completed by September 30, 2004. The FY 2001 Appropriation Act provided $200,000 for this project.

- The elevator and escalator project will include:
  - Upgrading elevator and escalator equipment in compliance with the Americans with Disabilities Act requirements and D.C. Building Codes;
  - Completing the rebuilding of ten escalators in the Moultrie Building;
  - Rebuilding/Replacing door operators, dispatch controllers, rolling guides, traveling cables and other related elevator equipment in Court facilities; and
  - Improving lighting and interior of all building elevators.

- The FY 2002 request will finance the following repairs:
  - $ 400,000 Elevator modernization including new controllers, emergency power, ADA fixtures, door operator hardware and firefighters service for all elevators. Completion date 9/02
  - $1,100,000 Escalator modernization including handrail speed monitors, Safe-T-Brakes, emergency stop relocation, lighting, reconditioning of steps and related improvements. Completion Date: 9/03

(2) This investment supports the Courts' goal of ensuring trust and confidence in the justice system by providing safe and reliable elevators and escalators.

(3) There are no alternative entities in the public or private sectors that could perform this function.

(4) This project will enhance efficiencies by reducing costs from frequent, short-term or emergency repairs to elevators and escalators.

(5) The project does not include the acquisition of buildings.

B. Program management

(1) The project manager for this project is Zsolt Szalay, Building Operations Manager and the Contracting Officer is Monica I. Wilkerson, Interim Administrative Officer.

(2) The Courts will use an Integrated Project Team including the Courts' Chief Building Engineer, the Building Operations Manager, Capital Project Development Specialist and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with the contractor to assist in completing the project on time and within budget.

C. Project Costs and Acquisition strategy

(1) A single contract will be used to accomplish this project cost-effectively and efficiently.

(2) For this planned contract the following strategy applies:

a. The Courts will primarily utilize a fixed price (or fixed unit price) contract with the selected vendor.
b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
c. The measurable contract performance objectives will be developed utilizing the specific tasks listed in Part II A. (1) for this project. The contractor will be required to submit a proposed construction timeline which the Project Management Team will use to track progress and ensure timely completion of all construction objectives.
d. The Courts will procure these services through its competitive sealed proposal method of procurement.
e. Elevator Advisors, an independent contractor, conducted a market survey, which resulted in the Courts competitively bidding a solicitation. The market survey identified several vendors meeting the Court's criteria. The solicitation was forwarded to the identified vendors, and advertised. Shindler Elevator was awarded the Courts' elevator/escalator maintenance contract.
f. The Courthouse environment requires this to be a custom-designed project.

D. Alternative analysis and risk management

(1) While a life cycle cost analysis was not performed, the Courts retained the services of Elevator Advisors to provide an assessment of its elevators and escalators in the Moultrie Building as well as Buildings A and B. Elevator Advisors' Elevation Report indicated that the escalators were 25 years of age, had exceeded their useful life, and needed to be replaced.

(2) While the Courts considered utilizing GSA existing contracts, it was determined that it was in the Courts' best interest to utilize the technical assistance of Elevator Advisors, the vendor keenly knowledgeable of the Courts' elevator and escalator systems. Therefore, the Courts competitively bid a solicitation to procure a vendor to restore and replace these two systems.

(3) The Evaluation Report compiled by Elevator Escalators revealed that it was economically feasible to conduct this project to enhance public safety, although a formal benefits/cost analysis was not performed.

Part III. **Cost, Schedule, and Performance Goals**

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed either their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan which delineates the long range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows:
- Award contract to rebuild escalators and improve safety in compliance with ASME A 17.1 by 2/02
- Complete 40% of the escalator modernization by 9/02

(2) The project performance objectives are stated below:
- Safety compliance and improvement in the operation of elevators in all Court buildings and escalators
- Efficiency in energy conservation
- Structural integrity improvement in all Court buildings
- Aesthetic appearance enhancement throughout Court facilities

C. Current baseline (applicable *only* if OMB approved the changes):
Not Applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not Applicable

E. Corrective actions:
Not Applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital improvements
Name of Project: **Fire and Security Alarms**
Check one: New project _____ Ongoing project _X_
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes _X_ No ____
Is this project information technology? Yes ____ No _X_

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	.40	1.00	.15	3.00	0	0	0	0	0	4.55
Outlays			.94	2.15	1.00					
Total, sum of stages (excludes maintenance)										
Budget authority	.40	1.00	.15	3.00	0	0	0	0	0	4.55
Outlays			.94	2.15	1.00					
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The fire and security alarm project is a five year $4.55 million project designed to rebuild the aging fire alarm and security system within the Court facilities. This is a multi-year project that began in December 1999 with an assessment study of the existing system. Through FY 2001, the Courts have obligated $1.15 million; the FY 2002 cost is $3.0 million. The FY 2001 Appropriation Act provided $150,000.

- This project will include:
  - Replacing the antiquated fire alarm system in the Moultrie Building and Buildings "A" and "B" with a system that complies with the modern safety standards in the District of Columbia Fire Codes;
  - Installing digital controls and enunciator panels with voice response capability;
  - Rewiring the system controls within each Court building;
  - Installing new smoke detectors, pull stations, ADA compliant strobe lights, bells and fire fighter communications;
  - Restoring architectural finishes in buildings after construction; and
  - Procuring expert project management support to complete the project expeditiously.

- The FY 2002 request will finance the following:
  - $ 400,000 Construction to restore architectural finishes after installation; Partial Completion Date: 9/02;
  - $ 100,000 Project Management Fees; Completion Date: 9/02;
  - $1,000,000 Digital controls and remote enunciator panels for central security monitoring; Partial Completion Date: 9/02

(2) This investment supports the Courts' goals of ensuring trust and confidence in the justice system and providing fair, swift, and accessible justice by enhancing the safety of the facilities and ensuring that these facilities are equipped with systems that protect the disabled.

(3) There are no alternative entities, in the public or private sectors, that could perform this function.

(4) The existing system is proprietary, antiquated and has outlived its useful life. A study of the existing system was conducted by Shirmer, Inc. which recommended replacing the current obsolete system. Installation of a new non-proprietary system will more effectively protect Court Staff and the public.

(5) The project does not include the acquisition of buildings.

B. Program management

(1) The project manager for this project is Mary Ann Satterthwaite, Capital Project Development Specialist and the Contracting Officer is Monica I. Wilkerson, Interim Administrative Officer.

(2) The Courts will use an Integrated Project Team including the Courts' Chief Building Engineer, the Building Operations Manager and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with the contractor to assist in completing the project on time and within budget.

C. Project Costs and Acquisition strategy

(1) A single contract will be used to accomplish this project in a timely manner.

(2) For this planned contract the following strategy applies:

a. The Courts will primarily utilize a fixed price type of contract utilizing GSA competitively solicited contracts and schedules or D.C. Superior Court competitively bid solicitations.
b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
c. The measurable contract performance objectives are developed utilizing the specific tasks listed in Part II A (1) of this project. The contractor will be required to submit a proposed construction timeline to the Courts so that progress can be tracked by the Project Management Team to ensure timely completion of all construction objectives.
d. The Courts will procure these services utilizing either GSA competitively solicited, contracts or schedules, or DC Superior Court competitively bid solicitations to select all vendors.
e. Shirmer Engineering Corp. conducted market research narrowing the field of system types that would meet the Courts requirements.
f. The nature of the Courthouse environment requires custom-designed projects; however many of the renovations are based on construction standards or plans already in the Courts' possession. The assessment conducted by Shirmer Engineering delineates deficiencies which will be solved by completion of this project.

D. Alternative analysis and risk management

(1) After a thorough review of the Shirmer Assessment and the maintenance and service records, it was determined that the existing fire alarm system has far exceeded its useful life.

(2) The Courts considered having this project solicited by the GSA; however, once the assessment study was complete the Courts were in a better position to proceed with a competitive solicitation. The use of GSA for Project Management and design was abandoned thereby reducing the cost of this project by the GSA management cost.

(3) A benefits/costs analysis was performed. The analysis of the existing system conducted by Shirmer Engineering Corp. determined that to "patch" a system composed of new and existing components would be cost prohibitive.

(4) The study mandated replacement to mitigate risk to court employees and the public.

Part III. **Cost, Schedule, and Performance Goals**

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed either their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan which delineates the long range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows.

- Continue with installation of system in Moultrie Building – 100% completion by 8/02
- Develop scope of work for design/build contract for fire alarm systems in Buildings A and B - 100% completion by 6/02
- Begin installation of systems in Buildings A and B – 40% completion by 9/02

(2) The project performance objectives are stated below:

- Ensure compliance with DC Fire Code and Americans with Disabilities Act
- Provide safety to Court employees and visitors to Court facilities
- Provide direction and accessibility to firemen in case of emergency

C. Current baseline (applicable *only* if OMB approved the changes):

Not applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):

Not Applicable

E. Corrective actions:

Not Applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts FISCAL YEAR 2002 CAPITAL BUDGET
Account Title: Capital Asset Plan and Justification
Account identification code: 95-1712
Program Activity: Capital Improvements
Name of Project: **General Repairs**
Check one: New project _____ Ongoing project _X_
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes _X_ No ____
Is this project information technology? Yes ____ No _X_

Part I: **Summary of Spending for Project Stages**
(in millions)

	1999 and earlier	2000	2001	2002	2003	2004	2005	2006	2007 and beyond	Total
Planning	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										
Full Acquisition[1]										
Budget authority	.70	.73	.55	3.95	2.08	2.21	1.36	.56	.56	12.70
Outlays			.55	2.67	2.8	2.77	1.36	.56	.56	
Total, sum of stages (excludes maintenance)										
Budget authority	.70	.73	.55	3.95	2.08	2.21	1.36	.56	.56	12.70
Outlays			.55	2.67	2.8	2.77	1.36	.56	.56	
Maintenance	0	0	0	0	0	0	0	0	0	0
Budget authority										
Outlays										

[1] Specify whether the data are for a single useful segment or phase of this project, or are for all segments and phases of this project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) The general repairs project is a nine-year $10.7 million project which maintains the aging infrastructure of the Court's facilities by making various necessary improvements in the Moultrie Courthouse, Building A and Building B. It includes replacing sign systems in Court facilities, providing accessibility for the handicapped, painting and restoring the aging facility. Through FY 2001, the Courts have obligated $2 million; the FY 2002 cost is $3.95 million.

- The general repairs project will include:
  - Replacing fixtures, lighting, flooring, ceiling tiles and other related repairs;
  - Providing handicapped accessibility to entrance doors in all Court buildings;
  - Replacing roofs in Buildings A and B and repairing mortar joints of the Moultrie Courthouse;
  - Repairing sidewalks, and atrium lights;
  - Improving drainage and automatic watering systems; and
  - Reconfiguring public counters and working space in compliance with the ADA.

- The FY 2002 request will finance the following projects:
  - $ 700,000 Replace brick pavers at Moultrie and sandblast buildings to remove stains; Completion Date: 9/03;
  - $ 340,000 Replace roofs in Buildings A and B; Completion Date: 9/03;
  - $ 380,000 Improve ADA Accessibility in Court buildings, signs, throughout all facilities, and install kiosk information system. Completion Date: 9/02;
  - $ 340,000 General Building B repairs in Social Services Division; Completion Date: 9/02;
  - $ 200,000 Security on ramps/Guards booths, repair heating element on ramps for snow removal; Completion Date: 9/02;
  - $1,040,000 General Building painting and carpet and drapery replacement; Completion Date: 9/04;
  - $ 950,000 Replace spline ceilings in Moultrie and repair Atrium skylights; Completion Date: 9/04.

(2) This investment supports the Courts' goal of ensuring trust and confidence in the justice system by ensuring that Court facilities are safe and well maintained.

(3) There are no alternative entities in the public or private sectors that could perform this function.

(4) This preventive maintenance investment will reduce costs by restoring the facilities to an acceptable appearance standard and reducing the frequency of small "patch jobs" and repairs which exhaust meager resources and over extend staff.

(5) The project does not include the acquisition of buildings.

B. Program management

(1) The project manager for this project is Mary Ann Satterthwaite, Capital Projects Development Specialist, and the Contracting Officer is Monica I. Wilkerson, Interim Administrative Officer.

(2) The Courts will use an Integrated Project Team including the Courts' Chief Building Engineer, the Building Operations Manager and the Facility Supervisor to manage this project. Weekly progress meetings will be conducted with each contractor to assist in completing the project on time and within budget.

C. Project Costs and Acquisition strategy

(1) Several contracts will be used to accomplish this project cost effectively, possibly utilizing a large primary contractor and small specialty vendors that will allow several projects to occur simultaneously and provide on-going competition for non routine tasks mentioned in Part II A (1) of this project.

(2) For each contract:

a. The Courts will primarily utilize a fixed price type of contract which will be competitively solicited.
b. The contractor will be required and expected to meet the financial terms of the contract without any additional financial incentives.
c. The measurable contract performance objectives are developed utilizing the specific tasks listed in Part II A (1) of this project such as replacing fixtures, flooring, wall covering and doors. The contractor will be required to submit a proposed construction timeline to the Court so that progress can be tracked by the Project management team to ensure timely completion of all construction objectives.
d. The Courts will procure these services utilizing either GSA competitively solicited contracts or schedules or DC Superior Court competitively bid solicitations to select all vendors.
e. Existing GSA contracts, which include market surveys in their selection process, have been utilized to date eliminating the need for an independent market survey by the Court.
f. The nature of the Courthouse environment requires many custom designed projects however this general repairs project will have combinations of off-the-shelf and custom design work for greater cost effectiveness.

D. Alternative analysis and risk management

(1) While a life cycle cost analysis was not conducted, the Court utilized the expertise of in-house staff in assessing industry standards and applying them relative to such areas as roofs, fixtures, flooring, sidewalks, drainage and automatic watering systems.

(2) The Courts have solicited bids from GSA, Washington Gas and others in order to complete this work in an efficient manner at the lowest cost.

(3) There is ample evidence based on useful life business standards on such areas as roofs, repair records and inspections from in-house supervisory building operations staff, that this project should be undertaken immediately, however a formal benefits/cost analysis was not conducted.

Part III. Cost, Schedule, and Performance Goals

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system will provide a tracking system that permits early and ongoing warnings to ensure that projects do not exceed either their budgeted costs and/or their time projections. The Courts will also integrate the goals of the Capital Improvement Program into the Court-wide Strategic Plan which delineates the long range policy goals and direction of the Court. This should also result in a capital planning process that is more strategic and better coordinated with the operating budget.

B. Original baseline (OMB-approved at project outset):

(1) The cost and schedule goals for this phase of the project are as follows:
- Develop scope of work, advertise solicitation award contract for general repairs to be done in Building B to address health and safety concerns – 100% completion date 9/02
- Complete project to modernize exit ramp for Moultrie Building to address security, safety and environmental concerns – 100% completion 9/02
- Implement signage system in Court buildings to enhance ADA accessibility – 100% completion by 9/02

- Develop scope of work, advertise solicitations, award contracts for roof replacements in Buildings A and B and develop work schedule – 100% completion by 9/02 (work start-up targeted for third quarter of fiscal year 2003)
- Develop scope of work, advertise solicitations, award contracts for brick pavers and sand blasting and develop work schedule – 100% completion by 9/02 (work start-up targeted for third quarter of fiscal year 2003)
- Develop scope of work, advertise solicitations, award contracts for replacement of spline ceilings and painting, carpeting and drapery replacement in all buildings – 100% completion by 9/02 (work start-up targeted for third quarter of fiscal year 2003)

(2) The project performance objectives are stated below:
- Improve safety, accessibility and aesthetic appearance of court buildings
- Reduce repeated aesthetic painting maintenance of interior spaces ruined by roof disrepair
- Improve building security by improving guard housing and ramp safety

C. Current baseline (applicable *only* if OMB approved the changes):
Not applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not Applicable

E. Corrective actions:
Not Applicable

OMB Exhibit 300B

Capital Asset Plan and Justification

Agency: District of Columbia Courts
Account Title: Federal Payment to the District of Columbia Courts
Account identification code: 95-1712
Program Activity: Capital Improvements
Name of Project: **Integrated Justice Information System**
Check one: New project _____ Ongoing project _X_
Was the project reviewed by an Executive Review Committee or Investment Review Board? Yes _X_ No ____
Is this project information technology? Yes _X_ No _____

Part I: **Summary of Spending for Project Stages**
(in millions)

	<FY1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	>FY2007	Total
Planning										
Budget authority										
Outlays										
(Grant Funding)	.02	.35	.07							.44
Full Acquisition [1]										
Budget authority				4.62	1.37					5.99
Outlays				1.04	3.58	1.37				5.99
(Grant Funding)			.70							.70
Total, sum of stages(excludes maintenance)										
Budget authority				4.62	1.37					5.99
Outlays				1.04	3.58	1.37				5.99
(Grant Funding)			.77							.77
Maintenance										
Budget authority				0.56	0.28	0.32	0.36	0.40		1.92
Outlays				0.28	0.28	0.28	0.32	0.36		1.52

[1] During FY99-01, Byrne and State Justice Institute grants were used for the Planning phase, including feasibility and industry studies, requirements analysis and business process reviews. Budget authority is requested for subsequent years to procure and maintain the system. The Court has recently received notification of additional grant funding during the current fiscal year to complete the planning process and proceed into the Acquisition Phase. Approximately $40,000 will be used for a program manager leaving total grant monies of $768,000 for this capital project.

Part II: **Justification and Other Information**

A. Project Description and Justification

(1) This Integrated Justice Information System (IJIS) is a six-year project, estimated to cost approximately $7 million, to replace the aging computer infrastructure of the Superior Court and link it with the Court of Appeals by creating an integrated case information system that will eliminate the current fragmented system, consisting of over 18 separate databases. It was commenced in FY 1999 with federal grant funds (i.e., Byrne block grant) and is expected to be completed by September 30, 2004. The IJIS project is part of a District-wide effort to improve information technology within and among the District's criminal justice agencies, as described in the District's Multi-Year Plan, developed by the Criminal Justice Coordinating Council. Ultimately, it will enable the Courts to share appropriate information with the other agencies. Byrne grant funding is not available after fiscal year 2001 to support this information technology effort. The FY 2002 cost is $4.6 million.

The initial planning phase of IJIS was completed in December 2000 and resulted in the production of a written requirements analysis by an independent contractor, the National Center for State Courts (NCSC). In its analysis, the NCSC proposed that the Courts acquire a commercially available off-the-shelf (COTS) software package, or case management system (CMS), comprised of centralized modules for common, court-wide entries (such as persons) as well as integrated modules to handle specific divisions and/or case categories (such as civil, criminal and juvenile) and to implement these modules by segments, including training, during the next three fiscal years.

The overall project will enhance Court services in many ways:

- Eliminate redundant data entry at the Courts and throughout the District's criminal justice agencies;
- Facilitate scheduling/calendar management, thereby reducing wait time in court for police, attorneys, litigants and the public;
- Reduce the flow of paper across and within operating divisions and the statistical reporting unit of the Court;
- Improve the identification of related cases (i.e., individuals and families) thereby enhancing the information available to judges responsible for case resolution;
- Improve management reports and provide enhanced decision support for court managers, including the ability to effectively monitor operations, identify needed improvements and develop budgets; and
- Enhance public access to court information and services.

Phase 2, implementation, January 2001 to September 2004, will include the following:

- Completion of the system requirements document;
- Congressional approval of the Courts plan for the IJIS system;

- Publication of the Request for Proposal;
- Award of a competitive contract for IJIS implementation;
- Acquisition of case management system software (CMS) and hardware;
- Review of CMS for modifications and customizations;
- Development the installation schedule, conversion and test plans;
- Installation of hardware;
- Testing and customizing software package for the Court;
- Development of a training plan;
- Testing and modification of software and hardware modules; and
- Data conversion and final systems acceptance testing.

The Courts' FY 2002 request includes $4.62 million for the Acquisition and Implementation of the COTS Database infrastructure as well as the majority of core applications consisting of Juvenile/Neglect, Probate, Civil, Domestic Violence, Domestic Relations and Mental Health case processing and tracking.

(2) This project supports the three goals of the Courts. It will--

- Provide fair, swift, and accessible justice through faster case processing, enhanced judicial decision-making, greater coordination with other agencies, and enhanced ability to identify and respond to cases involving the same individual and/or family;
- Enhance public safety by increasing the availability of accurate, timely and complete criminal offender data to judges and other criminal justice officials and by facilitating monitoring of court-ordered treatment for probationers and at-risk youth; and
- Ensure public trust and confidence in the justice system through improved service delivery, increased accountability and more efficient use of public resources.

(3) Since this embodies the Court's mandated business functions, there are no acceptable alternative entities, in the public or private sectors, that could perform these functions.

(4) This project will increase efficiency by consolidating the Court's 18 databases, eliminating redundant data entry and automating extraction of different types of data. A common organization also ensures data consistency by implementing a common vocabulary and data definition. This is in concert with the Federal Enterprise Architecture vision adopted by the Chief Information Officer's (CIO) Council.

(5) The project does not include the acquisition of buildings.

B. Program management

(1) The project manager for this project is Ken Foor, Director of Information Technology, and the contracting officer is Anne B. Wicks, Executive Officer.

(2) Project management will be supported by an IJIS Team including members of the IJIS Subcommittee of the Courts' Technology Committee (comprised of judges and non-judicial staff), the Clerk of the Superior Court, directors of major operating divisions and select administrative support divisions.

C. Project Costs and Acquisition strategy

(1) It is anticipated that a single contract will be used to accomplish this project cost effectively, as the developers of the standard modules can easily provide the required customization.

a. The Courts will primarily utilize a fixed price (or fixed unit/module price) type of contract.
b. The contractor will be required and expected to meet the terms of the contract without any additional financial incentives.
c. Measurable contract performance objectives are developed as part of the detailed Request for Proposal and incorporated into the contract(s) between the vendor(s) and the Courts. They consist of timelines, functionality tests and acceptance criteria. The contractor(s) will be required to submit and update proposed schedules and milestones to the Courts so that progress can be tracked to ensure timely completion of all objectives.
d. The Courts will procure these services using GSA contracts or schedules or using competitive solicitations to select vendors.
e. A request for industry comment was utilized to discover existing products, measure interest in this project and obtain probable costs. The Courts discovered a variety of existing products as well as keen industry interest in assisting the Courts with this endeavor. Estimated costs were used for budgeting purposes.
f. The Courts plans to use a commercial off-the-shelf (COTS) product, available as modules, and modified as necessary to meet their needs.

D. Alternative analysis and risk management

(1) A preliminary cost analysis was performed for this project as part of Phase 1, and detailed the expected costs during a three-year implementation. Maintenance costs for subsequent years have also been predicted.

(2) With the assistance of the National Center for State Courts, the Court considered five alternative approaches:
   a. Stay in a "maintain" mode;
   b. Continue internal development;
   c. Create a data warehouse;
   d. Enhance existing applications and integrate; and
   e. Migrate to a new, integrated system.

   The 'modification' approaches were rejected because the disparate hardware, database, file structures and languages which comprise the existing systems are inefficient, obsolete and costly to maintain. The 'in-house' development approach was rejected in that COTS products are available that work well in other courts, would be less costly, and could be implemented in a shorter time.

(3) Because the primary goals of this project are enhanced service to users and a new approach to meet business needs, benefits are best measured subjectively. Quantifiable benefits can be realized by considering the existing duplication of data entry, multiple file retrievals, and consequent delays in the case process itself, and can be calculated. The Courts find that the urgent need for this effort and the benefits to be obtained will outweigh the costs associated with its implementation. To remain in a status quo posture would threaten the work of the Courts and efficient justice and public service.

(4) The Courts considered risks associated with this project in the following areas:
   (a) Technology Risks – difficulty, complexity, industry standards;
   (b) Organizational Risks – changes in business processes; acceptance of new systems;
   (c) Economic Risks – inflation, length of development, funds allocation;
   (d) Results Risks – achievement of goals and objectives within timeframes and budgets; and
   (e) Buy-in Risks – acceptance of the project by other agencies holding a vested interest.

   Although risks were present in each of these areas, the Courts concluded that, by addressing each risk with a specific and targeted effort, including use of off-the-shelf software modules and monitoring performance throughout the project, such risks could be minimized. The Court has ensured, for example, that it has proposed a state-of-the-art technical product, acceptable to internal and external customers alike and that the project can be implemented within the timeframe and budget proposed.

E. IT Modernization and Architecture

(1) This project represents a modernization initiative that will convert the Courts' major business systems to a modern data base management system with multiple points of entry and output flexibility. It replaces fixed systems written in obsolete languages that cannot meet the Courts' needs.

(2) It conforms to the principles and guidance of the Federal Enterprise Architecture Framework by:
- (a) Adopting open systems standards;
- (b) Aligning the architecture with business needs;
- (c) Minimizing the data collection burden;
- (d) Securing information against unauthorized access;
- (e) Standardizing with common functionality;
- (f) Providing greater access to data; and
- (g) Implementing proven technologies.

F. IT Security

(1) Although the project creates systems that implement the Courts' goal of greater access to information, these systems are planned to incorporate greater security in the way sensitive information is accessed. Improved platforms, infrastructure and database formats provide more tools and increased options than currently used. In the development and implementation of the program modules, the contractor will be required to demonstrate compliance with the Courts' policies on privacy as well as industry/government standards of information systems security.

(2) There are no planned deviations from NIST security guidance.

G. Government Paperwork Elimination Act (GPEA)

(1) This project is in line with the Courts' plans for the introduction of "paperless" transactions and electronic dissemination of data wherever feasible. The system modules are expected to allow electronic filing, modern electronic media and wider use of the Internet in day-to-day activities. These goals fully support the provisions of the GPEA by attempting to substitute other, more contemporary methods and media for traditional paper.

Part III. Cost, Schedule, and Performance Goals

A. Description of Performance-Based Management System (PBMS):

(1) The Courts' performance-based management system uses a network-based installation of Microsoft Project together with targeted reports that will provide a tracking system that allows for early and ongoing warnings to ensure that projects do not exceed either their budgeted costs or their time projections. Although ANSI/EIA-748 formulae are not furnished with this

software, such analysis can be made off-line to compare the value of the work planned to be completed with the value of the work actually accomplished.

B. Original baseline (OMB-approved at project outset):

(1) Detailed cost and schedule goals for this project are as follows:

INTEGRATED JUSTICE INFORMATION SYSTEM IMPLEMENTATION PHASE 3-YEAR COST ESTIMATE				
Items	YEAR 1	YEAR 2	YEAR 3	TOTAL
	(FY01-FY02)	(FY02)	(FY03)	
Juvenile Software Licenses	231,000	577,500		808,500
Probate Software Licenses	500,000			500,000
Criminal Software Licenses			577,500	577,500
Civil/Family Software Licenses		924,000		924,000
Database Licenses	26,250	536,250	187,500	750,000
Support	154,000	176,000	110,000	440,000
Database User Tools	15,000	135,000		150,000
Database Development/Admin Tools	31,200	20,800		52,000
Software Modifications	107,750	375,375	144,375	627,500
Annual Vendor P/M Support	96,000	96,000	96,000	288,000
Data Conversion	64,000	64,000	64,000	192,000
Training (Technical & User)	200,000	400,000	200,000	800,000
Database Server & System Software	105,000			105,000
Total Acquisition	*1,530,200*	*3,304,925*	*1,379,375*	*6,214,500*
Annual D/B Maintenance & Support	275,000	275,000	275,000	825,000
Total Investment	*1,805,200*	*3,579,925*	*1,654,375*	*7,039,500*
Less Grant Funding	-767,500	---	---	-767,500
Funding Required	**$1,037,700**	**$3,579,925**	**$1,654,375**	**$6,272,000**

(2) The success of this project will be determined by the extent to which it satisfies the business needs of the Court. With a phased approach, each phase has a specific goal which can be easily measured. The matrix below lists phases and expectations. These may be revised and updated during the implementation.

Phase	Goal	Measure
1	Project Plan and Detailed RFP	Project Plan Approved RFP Released
2a	COTS Procurement and Initial Systems Implementation	COTS Installed Juvenile Module On-Line Probate Module On-Line
2b	Additional Systems Implementation	Civil, Domestic Violence, Domestic Relations and Mental Health Modules On-Line
2c	Final Systems Implementation	Criminal Systems On-Line
3	Transfer of Ownership Steady-State Maintenance	Court assumes ownership Maintenance begins

C. Current baseline (applicable *only* if OMB approved the changes):
Not applicable

D. Actual Performance and Variance from OMB-approved baseline (Original or Current):
Not Applicable

E. Corrective actions:
Not Applicable

Exhibit 53 D.C. Courts' IT Investment Portfolio

District of Columbia Courts
(in millions of dollars)

		Total Investment			Percentages		DME			Steady State		
Code	Entry	PY BA	CY BA	BY BA	Financial	IT Security	PY BA	CY BA	BY BA	PY BA	CY BA	BY BA
349-00-01-00-00-0000-00	**Part 1. IT Systems by Mission Area**											
349-00-01-01-00-1000-00	Mission Area 1: Financial Management											
349-00-01-01-01-1010-00	Financial Management System											
349-00-01-01-01-1010-04 0	Appropriation			0.25	100				0.3			
349-00-01-01-01-1010-07	Subtotal, funding sources	0	0	0.25								
349-00-01-01-01-9999-99	Total for Major Projects for Mission Area	0	0	0.25								
349-00-01-01-02-9999-99	Subtotal, Significants for Mission Area	0	0	0	0	0						
349-00-01-01-03-9999-99	Subtotal, Small/other projects for Mission Area	0	0	0								
349-00-01-01-99-9999-99	Total for Mission Area 1	0	0	0.25								
349-00-01-02-00-0000-00	Mission Area 2: Human Resources											
349-00-01-02-01-1020-00	Human Resources System	0	0.4	0	0.25	0.1	0	0	0	0	0	0
349-00-01-02-01-1020-04 0	Appropriation	0	0.4	0.03	0.25	0.1						
349-00-01-02-01-1020-07	Subtotal, funding sources	0	0.4	0.03								
349-00-01-02-01-9999-99	Total for Major Projects for Mission Area	0	0.4	0			0	0	0	0	0	0
349-00-01-02-99-9999-99	Total for Mission Area 2	0	0.4	0								
349-00-01-03-00-0000-00	Mission Area 3: Judicial Operations											
349-00-01-03-01-1050-00	Case Management Systems	0.7	0.7	0.7	0.25	0.1	0	0	0	0	0	0
349-00-01-03-01-1050-04 0	Appropriation	0.7	0.7	0.7	0.25	0.1						
349-00-01-03-01-1050-07	Subtotal, funding sources	0.7	0.7	0.7								
349-00-01-03-01-1060-00	Integrated Justice Information System (IJIS)	0					0	0	0	0	0	0
349-00-01-03-01-1060-04 0	Appropriation	0	0	4.62	0.25	0.1						
123-45-01-02-01-1050-04 0	Byrne Grant		0.6	0.02	0.25	0.1						
349-00-01-03-01-1050-07	Subtotal, funding sources	0	0.6	4.64	0.25	0.1						
349-00-01-03-01-9999-99	Total for Major Projects for Mission Area	0.7	1.3	5.34			0	0	0	0	0	0
349-00-01-03-99-9999-99	Total for Mission Area 3	0	1.3	5.34								
349-00-01-99-01-9999-99	Total,Major Projects,All Mission Areas	0	1.7	5.59			0	0	0	0	0	0
349-00-01-99-02-9999-99	Total Significant Projects, All Mission Areas	0	0	0								
349-00-01-99-03-9999-99	Total Small/Other Projects, All Mission Areas	0	0	0								
349-00-01-99-99-9999-99	Total IT Investments for All Mission Areas	0	1.7	5.59								

Code	Entry	Total Investment			Percentages		DME			Steady State		
		PY BA	CY BA	BY BA	Financial	IT Security	PY BA	CY BA	BY BA	PY BA	CY BA	BY BA
349-00-02-00-00-0000-00	**Part 2. IT Infrastructure and Office Automation**											
349-00-02-03-01-2010-00	Network Infrastructure Upgrade	0	0		0	0	0	0	0	0	0	0
349-00-02-03-01-2010-04 0	Settlement with Verizon	0	1.5	0.07		0.25	0	2				
349-00-02-03-01-2010-04 0	Source 2	0	0	0								
349-00-02-03-01-2010-04 0	Source 3	0	0	0								
349-00-02-03-01-2010-07	Subtotal, funding sources	0	1.5	0.07								
349-00-02-03-01-2020-00	Y2K Upgrade	0	0	0	0	0	0	0	0	0	0	0
349-00-02-03-01-2020-04 0	Y2K Grant	1.5	0	0								
349-00-02-03-01-2020-04 0	Source 2	0	0	0								
349-00-02-03-01-2020-04 0	Source 3	0	0	0								
349-00-02-03-01-2020-07	Subtotal, funding sources	1.5	0	0								
349-00-02-03-02-1111-00	Staffing	1.5	1.8	2.5								
349-00-02-03-02-2030-00	Mainframe Systems	0.7	0.7	0.9	0	0						
349-00-02-03-02-2040-00	Server Systems	0.1	0.1	0.2	0	0						
349-00-02-03-02-2050-00	Desktop Systems	0.5	0.2	0.4	0	0						
123-45-02-01-02-9999-99	Total for Significant Projects	2.8	2.8	4								
349-00-02-03-03-9999-99	Small/other projects for Infrastructure and Total	0	0	0								
349-00-02-99-01-9999-99	Total,Major Projects,All Infrastructure	4.3	4.3	4.07			0	0	0	0	0	0
349-00-02-99-02-9999-99	Total Significant Projects, All Infrastructure	1.3	1	1.5								
349-00-02-99-03-9999-99	Total Small/Other Projects, All Infrastructure	0	0	0								
349-00-02-99-99-9999-99	Total IT Investments for All Infrastructure	5.6	5.3	5.57								
349-00-03-00-00-0000-00	**Part 3. IT Architecture and Planning**											
349-00-03-03-01-3010-00	Integrated Justice Info. Sys Requirements Analysis	0	0	0	0	0	0	0	0	0	0	0
349-00-03-03-01-3010-04 0	Byrne Grant	0.4	0	0								
349-00-03-03-01-3010-07	Subtotal, funding sources	0.4	0	0								
349-00-03-03-02-3020-00	IT Strategic Plan	0	0	0	0	0						
349-00-03-03-02-3030-00	Business Continuation Plan	0	0	0								
349-00-03-99-02-9999-00	Total for Significant Projects	0.4	0	0								
349-00-03-03-03-9999-00	Small/other projects for IT Architecture and Total	0	0	0								
349-00-03-99-01-9999-99	Total,Major Projects,All IT Architecture	0	0	0			0	0	0	0	0	0
349-00-03-99-02-9999-99	Total Significant Projects, All IT Architecture	0.4	0	0								
349-00-03-99-03-9999-99	Total Small/Other Projects, All IT Architecture	0	0	0								
349-00-03-99-99-9999-99	Total IT Investments for All IT Architecture	0.4	0	0								

Code	Entry	Total Investment			Percentages		DME			Steady State		
		PY BA	CY BA	BY BA	Financial	IT Security	PY BA	CY BA	BY BA	PY BA	CY BA	BY BA
349-00-04-00-00-0000-00	**Part 4. IT Resources Summary**											
349-00-04-99-01-9999-99	Total Major Projects	4.3	6	9.66			0	0	0	0	0	0
349-00-04-99-02-9999-99	Total Significant Projects	1.7	1	1.5								
349-00-04-99-03-9999-99	Total Small/Other Projects	0	0	0								
349-00-04-99-99-9999-99	Total for the Exhibit	6	7.1	11.2								

District of Columbia Courts
FY 2002 Budget Submission
Defender Services

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 such representation under three Defender Services programs. The Criminal Justice Act (CJA) program provides court-appointed attorneys to indigent persons who are charged with criminal offenses[1]. The Counsel for Child Abuse and Neglect (CCAN) program provides the assistance of a court-appointed attorney in family proceedings in which child neglect is alleged, or where the termination of the parent-child relationship is under consideration and the parent, guardian, or custodian of the child is indigent[2]. The Guardianship program pays for the representation and protection of mentally incapacitated individuals and minors whose parents are deceased[3]. 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 interpretation; and investigations and genetic testing.

Attorneys and experts who provide defender services submit vouchers to the D.C. Courts' Budget and Finance Division detailing the time and expenses involved in working on a case. Following an administrative review and approval by the presiding judge or hearing commissioner, the voucher is processed for payment by the General Services Administration (GSA), which issues checks from the Defender Services appropriation. In Fiscal Year 2001, the D.C. Courts will pay court-appointed attorneys at a statutory rate of $50 per hour (see D.C. Code §11-2604) and investigators at a rate of $10 per hour. By contrast, Federal courts pay court-appointed attorneys at a rate of $75 per hour and investigators at a rate of $35 per hour. The hourly compensation rate under the Guardianship program is $80 for guardians and attorneys and $100 for medical professionals.

Workload data

Table 1 provides actual and estimated data on the number of Defender Services vouchers received and paid in fiscal years 1999 through 2002.

[1] See D.C. Code §11-2601 *et. seq.*
[2] See D.C. Code §16-2304.
[3] See D.C. Code §21-2060.

Table 1
Defender Services Workload

Workload indicator	Actual 1999	Actual 2000	Estimate 2001	Request 2002
CJA				
Obligations*	$27.5 million	$23.8 million	$27.1 million **	$25.0 million
Outlays	$28.1 million	$25.4 million	$26.2 million	$25.8 million
CCAN				
Obligations*	$7.1 million	$5.6 million	$6.9 million	$8.587 million
Outlays	$7.0 million	$5.2 million	$6.6 million	$6.5 million
Guardianship				
Outlays	$648,000	$598,000	$600,000	$800,000

*Excludes carry-over obligations from fiscal years 1998 and 1999.
**FY 2001 obligations represent the FY 2001 enacted appropriation.

FY 2002 Request

In Fiscal Year 2002, the Courts request $34.387 million for the Defender Services base programs, consisting of $25.0 million for CJA; $8.587 million for CCAN; and $800,000 for Guardianship. Within the account, the CJA request is $2.1 million below the FY 2001 enacted level; the request for CCAN is $1,687,000 above the FY 2001 level; and the Guardianship program request is $400,000 above the FY 2001 enacted level. Cost increases are anticipated in the CCAN program due to requirements of the Adoptions and Safe Families Act (ASFA). The compressed timeframes established by the Act would move the permanency planning hearing into the first 12 months of the case, requiring significantly more work from CCAN attorneys during the early stages of the case, as well as the filing of a termination of parental rights petition for every child in out of home placement for more than 15 of the most recent 22 months. Additional costs should also result from increased client contact requirements that are incorporated in the Court's draft attorney practice standards. Anticipated cost increases in the Counsel for Child Abuse and Neglect (CCAN) and Guardianship programs are expected to be offset by the decline in CJA case assignments in recent years. Accordingly, the Courts' FY 2002 request reflects no change in the base program. In addition, the Courts request $5.4 million for a Defender Services initiative to increase the hourly compensation rate for attorneys and investigators. **The initiative is discussed in Section 3.c.** Because of the uncertainty surrounding

the funding requirements of the CJA program, the request also includes appropriation language that would provide advance funding for the Defender Services account beginning in FY 2002.

Predicting program obligations is extremely difficult because attorneys submit claims for reimbursement only after the conclusion of a case, which may be years after their appointment to a case. To quantify the time lag between attorney appointment and payment, the Courts analyzed CJA expenditure data for the five year period from 1995 through 1999. As shown in Table 2, in any given year, the Courts make payments to attorneys who were appointed to CJA cases up to six years earlier.

Table 2
CJA Expenditures by Year of Attorney Appointment

Year Attorney	Year attorney paid					
Appointed	1995	1996	1997	1998	1999	Total
1999					6,062,837	6,062,837
1998				4,671,339	13,930,591	18,601,930
1997			6,947,658	11,639,883	3,768,721	22,356,262
1996		6,342,183	11,413,048	2,693,654	1,056,981	21,505,866
1995	8,022,094	10,912,506	2,870,403	740,769	297,853	22,843,625
1994	11,734,102	2,927,033	706,418	228,990	132,641	15,729,184
1993	1,988,831	439,276	154,147	42,734	63,149	2,688,137
1992	533,845	150,519	52,365	32,707		769,436
1991	182,263	73,960	89,518			345,741
1990	56,208	62,705				118,913
1989	86,399					86,399
Total	22,603,742	20,908,182	22,233,557	20,050,076	25,312,773	

From the date of its original enactment in 1974, the CJA program has been difficult to administer. FY 2000 and 2001 Court initiatives to strengthen the program may add further uncertainty to future program costs. In July 2000, the Superior Court revised its panel of attorneys eligible to represent indigent defendants, carefully screening applicants to select the most highly skilled attorneys. Representation by more highly qualified attorneys may result in fewer criminal cases ending in pleas and more going to trial, which

would increase CJA costs. In addition, the Joint Committee on Judicial Administration is considering major revisions to the CJA Plan to streamline processing of vouchers and set guidelines for the cost of cases.

Since its inception, the difficulty in projecting resource requirements for the CJA program has led to budgetary shortfalls, supplemental appropriations, legislative authority to pay prior year claims from current year appropriations, and the need to augment the CJA appropriation with funds from the Courts' already strained operating budget. As shown in Chart 1, disbursements have often exceeded appropriations, as the Courts have supplemented defender services from operating funds. Beginning in FY 2000, Defender Services funds are available until expended, permitting any excess funds from one year to be available to cover later years' shortfalls. As shown in Chart 2, in 14 of the past 21 years, the CJA program has experienced a budgetary shortfall. In FY 2000 alone, the Courts paid $4.4 million in carry-over CJA obligations from FY 1999.

The FY 2002 Budget request addresses the problem of chronic CJA funding shortfalls in two ways. First, the budget proposes appropriations language that would provide for advance funding for the Defender Services account. This language would permit the Courts to finance any shortfall in the last month of Fiscal Year 2002 with the Fiscal Year 2003 Defender Services appropriation. As noted by OMB in the FY 2001 Budget Appendix, "this is a device for avoiding supplemental requests late in the fiscal year for certain programs, should the appropriations for the current year prove to be low." This proposal also would eliminate the practice of augmenting the Defender Services appropriation with the Courts' operating budget appropriation. In Fiscal Year 2000, the Courts set aside a $5 million reserve (nearly 6% of the operating budget) in case the Defender Services appropriation was insufficient to pay all claims. As a result of creating this operating budget set aside, the Courts were unable to use operating budget resources in the base for a pay adjustment for non-judicial employees, or to fill vacancies for the 76 FTE who left the Courts during FY 2000. The Courts cannot continue this practice without incurring severe long-term detrimental effects on court operations.

Second, the FY 2002 Budget addresses the problem of CJA funding shortfalls by improving the method by which resource requirements are estimated. In the past, the Courts' ability to determine budgetary requirements for CJA has been hampered by the lack of historical data on obligations (as defined under federal appropriations principles), and by the inability of the Public Defender Service to provide timely, comprehensive data on CJA voucher issuances. Until these data problems can be resolved, the Courts will use the methodology developed by KPMG to estimate the accrued CJA liability in preparing the Courts' Fiscal Year 1999 financial statements. For the first time, using this methodology, the FY 2002 Budget employs a systematic methodology to estimate CJA obligations.

The KPMG methodology

KPMG analyzed the representative sample of 180 CJA vouchers selected by the General Accounting Office (GAO) for its September 1999 report entitled "Planning and Budgeting Difficulties During Fiscal Year 1998." This sample includes information on the type of case; dates of attorney appointment and payment; and the amounts claimed and paid. Using the GAO sample, KPMG compared the Courts' outlays in any given year for CJA vouchers with the year of attorney appointment. KPMG found that 40% of all outlays were for vouchers submitted by attorneys who were appointed in the same year. Similarly, 31% of all outlays were for vouchers submitted by attorneys who were appointed in the previous year. Using KPMG's methodology for the FY 1999 CJA expenditures of $28 million, $11.2 million (40%) were to pay attorneys who were appointed in FY 1999; another $8.7 million (31% of the total) were to pay attorneys who were appointed in FY 1998. The seven-year payment pattern is presented in Table 3 immediately below.

Table 3
CJA Outlays by Year of Attorney Appointment

Year of Attorney appointment	% of CJA Outlays
0	40%
-1	31%
-2	17%
-3	5%
-4	5%
-5	1%
-6	1%

Source: KPMG analysis of GAO sample of CJA vouchers.

Estimating FY 2002 resource requirements

The Courts applied the KPMG percentages to the FY 2002 payments the Courts expect to make, based on past case assignments, to produce a FY 2002 Budget estimate. Using actual CJA expenditure data for the Fiscal Years 1996 through 2000, and projections of expenditures for Fiscal Years 2001 and 2002, yielded a stream of FY 2002 expenditures of roughly $25 million that can be attributed to current-year and prior-year appointments (see Table 4). This estimate represents total CJA obligational authority needed to liquidate all vouchers that we project, using the KPMG methodology, could be submitted in FY 2002 by attorneys who were

appointed to cases in Fiscal Years 1996 through 2002. Given the data limitations on the outstanding obligations associated with case assignments and vouchers not yet submitted for payment, this methodology uses annual expenditures as a proxy for annual obligations.

Table 4
CJA Estimated Resource Requirements in FY 2002
(in millions of dollars)

Year attorney appointed	Total Expenditures	FY 2002 Expenditures attributed to appointment in Fiscal Year							
		2002	2001	2000	1999	1998	1997	1996	Total
FY 2002	25.0	10.0 (40%)							
FY 2001	24.4		7.56 (31%)						
FY 2000	25.4			4.32 (17%)					
FY 1999	28.0				1.4 (5%)				
FY 1998	22.5					1.13 (5%)			
FY 1997	25.0						0.25 (1%)		
FY 1996	23.3							0.23 (1%)	
Total									24.89 (100%)

Accrued, unpaid CJA liabilities

In addition to estimating the FY 2002 budget authority needed to pay CJA vouchers submitted by attorneys appointed in Fiscal Years 1996 through 2002, the KPMG methodology may be used to estimate yet-to-be submitted vouchers, or outstanding liabilities of the CJA program. KPMG concluded that, if 40% of all CJA payments in year one were for vouchers submitted by attorneys who also were appointed in year one, then 60% of all obligations for attorney vouchers in that year must be outstanding. Similarly, if 31% of all outlays are to pay vouchers from attorneys who were appointed in the prior year, then 29% of voucher obligations from year 2 remain unpaid (100%- (40% + 31%)). The seven-year unliquidated liabilities stream estimated by KPMG appears in Table 5 below.

Table 5
Estimated Outstanding CJA Liability in FY 2002

Year of Attorney Appointment		Total Outlays ($ millions)	% Not Paid	Outstanding Liability* ($ millions)
0	(FY 2002)	25.0	60%	15.2
-1	(FY 2001)	28.0	29%	8.1
-2	(FY 2000)	22.5	12%	2.7
-3	(FY 1999)	25.0	7%	1.8
-4	(FY 1998)	23.3	2%	0.5
-5	(FY 1997)	25.3	1%	0.3
-6	(FY 1996)	22.2	1%	0.2
TOTAL				28.8

FY 2001 Estimate

The FY 2001 appropriation for the Defender Services account is $34,387,000, including $27,087,000 for the CJA program; $6,900,000 for the CCAN program; and $400,000 for the Guardianship program. The FY 2001 appropriation is $4 million below the President's request for the Defender Services account. However, because the Courts took extraordinary steps in FY 2000 to ensure the solvency of Defender Services funding by creating a reserve in the operating budget, the Courts were able to charge $4.6 million of FY 2000 Defender Services obligations to the Federal Payment account (operating budget) in Fiscal Year 2000, as authorized by the D.C. Appropriation Act, 2001. As a result, the Courts have a carry-in balance in the Defender Services account of approximately $3.6 million, which is available to meet defender services expenses now or in the future.

Program experience for the Fiscal Years 1999 and 2000 indicates that the FY 2001 appropriation for Guardianship will be insufficient. In Fiscal Year 2001, the Courts will monitor monthly Defender Services obligations against available resources to bring to the attention of OMB and Congress any necessary reprogramming or potential shortfall.

In Fiscal Year 2001, the Courts have implemented an automated system to track vouchers submitted to the Courts to ensure timely payment and compliance with the 45-day prompt payment requirements in the FY 2001 appropriations act. This tracking system also

will address the GAO recommendations made in report GAO/AIMD/OGC-99-226 pertaining to the Defender Services programs, as required by the FY 2001 appropriations act. In addition to the new tracking system, the Courts have taken steps to improve the quality of service provided to attorneys who participate in the Defender Services programs. This initiative includes (1) eliminating the 60-day waiting period for inquiring about the status of a voucher payment by providing dedicated staff to answer attorney inquiries; (2) providing attorney access (while ensuring confidentiality) to the Courts' voucher tracking and payroll systems through newly provided personal computers at the Courts' Finance Division; and (3) soliciting attorney feedback through a new customer survey instrument.

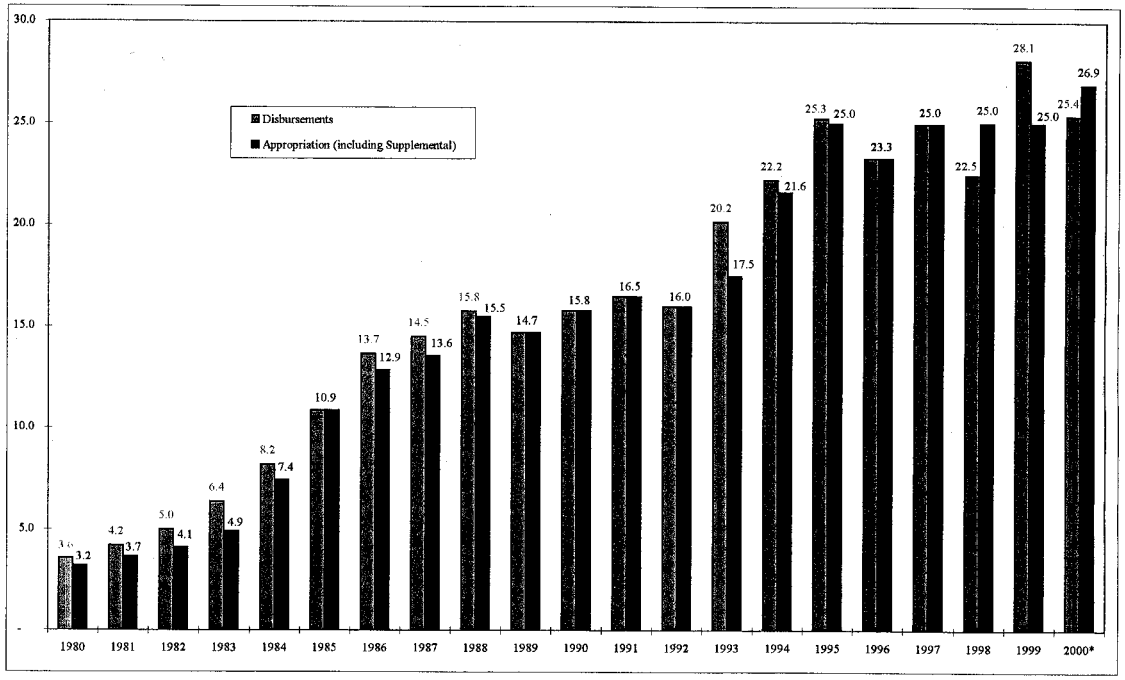
FY 2000 Actual

In Fiscal Year 2000, the Defender Services appropriation was $33,209,000, including $26,036,000 for the CJA program; $6,773,000 for CCAN (reflecting the 0.38% across-the-board rescission); and $400,000 for Guardianship. Total obligational authority also included $899,000 in interest earnings from the FY 1999 Federal Payment to the District of Columbia Courts.

The Courts began systematic tracking of Defender Services obligations in Fiscal Year 2000. Total FY 2000 Defender Services obligations are estimated at $34.7 million, including $4.4 million in carry-over obligations from FY 1999. The CJA shortfall was $1.4 million, while the total Defender Services account shortfall is estimated at $0.6 million.

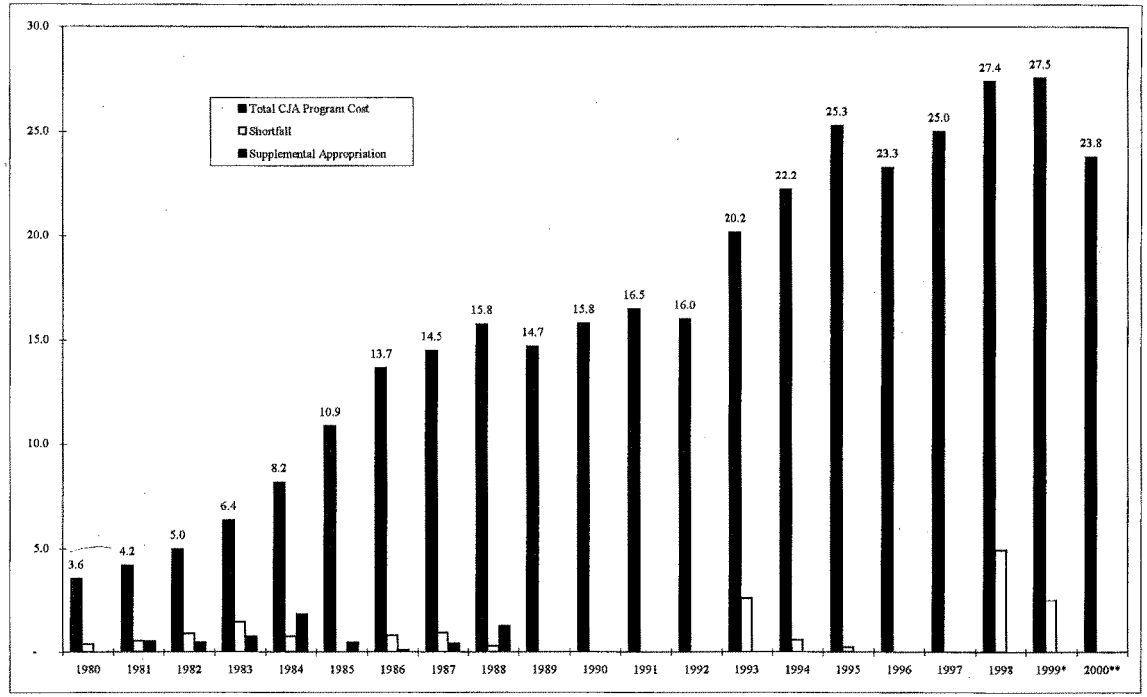
In FY 2000, the Courts created a $5 million set aside in the Federal Payment to the District of Columbia account in the event that Defender Services obligations exceeded available resources in the Defender Services account. As authorized by the D.C. Appropriations Act, 2000, the Courts paid $4.6 million in Defender Services obligations from the Federal Payment in FY 2000. As a result, the Courts have an estimated unobligated carry-over balance in the Defender Services account of $3.6 million.

Chart 1
CJA Program History
Disbursements vs. Appropriations
($ in millions)



* 2000 "appropriation" includes appropriation of $26,036,000 and $900,000 in interest authorized to pay FY 1999 Defender Services obligations.

Chart 2
CJA Program Cost History
($ in millions)



* 1999 program cost reflects GAO identified FY 99 Obligations and excludes carry-over obligations.
** Excludes carry-over obligations.

District of Columbia Courts
Defender Services Account
Budget Authority

	Actual FY 2000	Enacted FY 2001	Request FY 2002	Difference FY 2001 - 2002
Base Program				
CJA	$ 26,036,000	$ 27,087,000	$ 25,000,000	$ -2,087,000
CCAN	6,773,000*	6,900,000	8,587,000	1,687,000
Guardianship	400,000	400,000	800,000	400,000
Subtotal, base program	33,209,000	34,387,000	34,387,000	0
Hourly rate increase				
CJA	---	---	4,603,000	4,603,000
CCAN	---	---	797,000	797,000
Subtotal, hourly rate increase	---	---	5,400,000	5,400,000
Defender Services Total	$33,209,000	$34,387,000	$39,787,000	$5,400,000

*Appropriation of $6,900,000 adjusted for the 0.38% across-the-board rescission.

POSITION REQUESTED BY
GRADE

District of Columbia Courts
FY 2002 Budget Submission
New Positions Requested

Position	Division	Grade	Number	Annual Salary	Benefits	Total, Personnel Costs
Court of Appeals						
Law Clerk	Judicial	JS-11	1	46,000	11,000	57,000
Judicial Secretary	Judicial	JS-11	1	46,000	11,000	57,000
Computer Specialist	Office of the Clerk of the Court	JS-13	1	66,000	16,000	82,000
Subtotal, Court of Appeals			*3*	*158,000*	*38,000*	*196,000*
Superior Court						
Courtroom Clerk	Domestic Violence Unit	JS-07	2	62,000	14,000	76,000
Probation Assistant	Social Services	JS-07	2	62,000	14,000	76,000
Juror Clerk	Special Operations Division	JS-07	2	62,000	14,000	76,000
Processing Clerk	Domestic Violence Unit	JS-08	2	70,000	16,000	86,000
Electronic Monitoring Technician	Social Services	JS-08	2	70,000	16,000	86,000
Drug Surveillance Monitors	Social Services	JS-09	2	76,000	18,000	94,000
Legal Claims Examiner	Crime Victims Compensation Program	JS-10	2	84,000	20,000	104,000
Probation Officer	Social Services	JS-12	2	110,000	26,000	136,000
Educational Specialist	Social Services	JS-12	1	55,000	13,000	68,000
Certified Spanish Lang. Interpreter	Special Operations Division	JS-13	1	66,000	16,000	82,000
Subtotal, Superior Court			*18*	***717,000***	***167,000***	***884,000***

Position	Division	Grade	Number	Annual Salary	Benefits	Total, Personnel Costs
Court System						
Mail Clerk	Administrative Services	JS-05	1	25,000	6,000	31,000
Official Court Transcriber	Court Reporting and Recording	JS-06	3	84,000	21,000	105,000
Defender Services Technician	Budget and Finance Division	JS-07	3	93,000	21,000	114,000
Recording Technician	Court Reporting and Recording	JS-08	1	35,000	8,000	43,000
Engineer	Administrative Services	JS-09	2	76,000	18,000	94,000
Official Court Reporter	Court Reporting and Recording	JS-11	3	138,000	33,000	171,000
Desktop Applications Programmer	Information and Technology	JS-11	1	46,000	11,000	57,000
Research and Development Associate	Research and Development	JS-11	1	46,000	11,000	57,000
Database Programmer	Information and Technology	JS-12	2	110,000	26,000	136,000
Systems Security Administrator	Information and Technology	JS-12	1	55,000	13,000	68,000
Web Application Programmer	Information and Technology	JS-12	1	55,000	13,000	68,000
Internal Auditor	Executive Office	JS-13	2	132,000	32,000	164,000
Database Architect	Information and Technology	JS-13	1	66,000	16,000	82,000
Project Director	Administrative Services	JS-14	1	78,000	19,000	97,000
Database Administrator	Information and Technology	JS-14	1	78,000	19,000	97,000
Project Director	Information and Technology	JS-14	1	78,000	19,000	97,000
Subtotal, Court System			***25***	***1,195,000***	***286,000***	***1,481,000***
D.C. COURTS TOTAL			**46**	**2,070,000**	**491,000**	**2,561,000**