



Committed to Justice in the Nation's Capital



**Strategic Plan of the
District of Columbia Courts
2003-2007**



**District of Columbia Courts
Joint Committee on Judicial Administration
Washington, D.C. 20001**



On behalf of the District of Columbia Courts, we are pleased to present "*Committed to Justice in the Nation's Capital*," the Strategic Plan of the District of Columbia Courts, 2003-2007. This Plan defines a strategic direction for the D.C. Courts over the next several years. Five strategic issues are identified upon which the Courts will focus in order to achieve specific and measurable results. These issues reflect important factors in the successful accomplishment of our mission to protect rights and liberties, uphold and interpret the law, and resolve disputes peacefully, fairly and effectively in the Nation's Capital. They include:

- ◆ Enhancing the Administration of Justice;
- ◆ Broadening Access to Justice and Service to the Public;
- ◆ Promoting Competence, Professionalism, and Civility;
- ◆ Improving Court Facilities and Technology; and
- ◆ Building Trust and Confidence.

The Plan contains 18 goals in these five areas, and includes 67 strategies for achieving them. In addition, the Plan identifies 20 priority actions, some of which are already in progress. While the Plan was developed as a new strategic initiative, many of the goals and actions included in the Plan have been underway for some time. This Plan will facilitate our efforts to coordinate and enhance ongoing initiatives as well as to undertake new ones.

Under the direction of the Joint Committee, and consistent with applicable law, court policies and procedures, the Executive Office and Strategic Planning Leadership Council, which developed the Plan, will coordinate, monitor and ensure the implementation of the Plan. As division-specific implementation plans or MAPs (management action plans) are developed for the achievement of the court-wide goals, the input and approval of our bench and personnel will be most important.

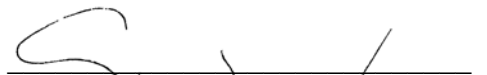
The Plan reflects the results of an extensive outreach effort by the Courts to gather the views, perceptions and expertise of those who are served by the justice system -- litigants and their families, victims, witnesses, jurors, attorneys, law enforcement officers, social services agencies, advocates, and the public. The Plan also reflects the substantial knowledge and professional opinions of those who serve the justice system -- our judiciary and court personnel. The Courts received input from over 1,500 individuals and benefitted greatly from the rich diversity of ideas and views expressed by our stakeholders.

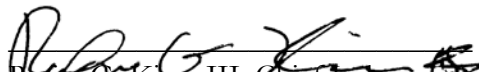
Through this inclusive and participatory process, the Courts have articulated a vision for the future which is reflected in our new vision statement, "Open To All, Trusted By All, Justice For All." The Strategic Plan sets forth goals and strategies which will enhance our operations and services consistent with our vision statement.


The D.C. Courts' Strategic Plan is the result of nine months of hard work and thoughtful dialogue by members of the Courts' Strategic Planning Leadership Council (SPLC), which we established in February 2002. The SPLC was ably co-chaired by the Honorable Eric T. Washington, Associate Judge, District of Columbia Court of Appeals, and the Honorable Ann O'Regan Keary, Associate Judge, Superior Court of the District of Columbia. We are indebted to Judge Washington and Judge Keary for their leadership and untiring efforts to include as many people as possible into the Courts' strategic planning process. We also wish to thank Ms. Lisa VanDeVeer, our Director of Strategic Planning, and all members of the SPLC for their tremendous contribution. The Joint Committee looks forward to working with the SPLC in the coming months and years to achieve the vision set forth in the Plan.

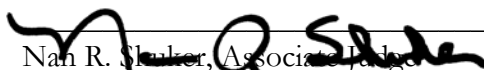
Finally, we extend our appreciation to everyone who participated in the Courts' strategic planning process. The Courts will continue to work with members of the District of Columbia Bar and other organizations and individuals committed to improving the administration of justice in the District of Columbia. The measure of our success will be in your collective feedback, letting us know that the Courts are in fact open to all, trusted by all, and delivering justice for all.

Sincerely,


Annice M. Wagner, Chief Judge
Court of Appeals
Chair, Joint Committee


Rufus G. King, III, Chief Judge
Superior Court


Michael W. Farrell, Associate Judge
Court of Appeals


Nan R. Sinker, Associate Judge
Superior Court

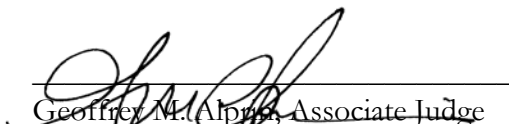

Geoffrey M. Alpert, Associate Judge
Superior Court

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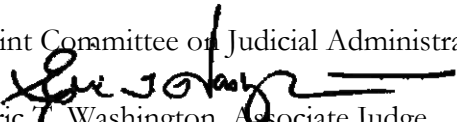



District of Columbia Courts
500 Indiana Avenue, N.W.
Washington, D.C. 20001-2131



MEMORANDUM

TO: Joint Committee on Judicial Administration

FROM: 
Eric T. Washington, Associate Judge
District of Columbia Court of Appeals
Co-Chair, Strategic Planning Leadership Council


Ann O'Regan Keary, Associate Judge
District of Columbia Superior Court
Co-Chair, Strategic Planning Leadership Council

SUBJECT: Proposed 5-Year Strategic Plan for the District of Columbia Courts

On behalf of the District of Columbia Courts' Strategic Planning Leadership Council (SPLC), we are pleased to transmit herewith a proposed five-year Strategic Plan for the Joint Committee's consideration. The Plan presents a set of strategic issues and goals that we believe will enable the District of Columbia Courts to serve the community with distinction in the years to come.

The proposed Plan represents the collective insight and wisdom of many individuals and groups whose expertise and opinions were sought by the SPLC over the past nine months. Essential to the development of our Plan was input from the broadest possible array of persons who conduct business or work within the Courts. Through surveys and focus groups, we have heard from over 1,500 persons including litigants and their families, citizens called for jury service, attorneys, police officers, social workers, and others who visit the courthouse each day. We have also listened carefully to our judiciary and court personnel, who have a deep and abiding commitment to this institution, to better understand how the Courts can flourish and continue to serve our community well in the future. Throughout these many months, we have been truly privileged to engage in thoughtful and, at times, spirited conversations with countless individuals who care deeply about the Courts, this community, and the pursuit of justice in our society. The results of our outreach efforts are reflected in the Plan's mission, vision, values, and strategic issues and goals. The Plan could not have been completed without these vital contributions, and we express our gratitude to all who participated in these efforts.

It has been a privilege to work with the members of the Strategic Planning Leadership Council in carrying out the Joint Committee's directive. The court leaders on the SPLC have worked tirelessly and with great passion to create a future vision for the Courts which is inspiring, ambitious and, with our collective commitment, achievable.

We thank you for the honor of doing this important work and look forward to working under your direction to implement this Plan.

Strategic Planning Leadership Council

Co-Chairs

Honorable Eric T. Washington
Associate Judge, D.C. Court of Appeals
ewashington@dcca.state.dc.us

Honorable Ann O'Regan Keary
Associate Judge, D.C. Superior Court
kearyao@dcsc.gov

Members

Honorable Henry F. Greene
Senior Judge, D.C. Superior Court
greenehf@dcsc.gov

Honorable Aida L. Melendez
Magistrate Judge, D.C. Superior Court
melendal@dcsc.gov

Ms. Anne B. Wicks
Executive Officer, D.C. Courts
WicksAB@dcsc.gov

Garland Pinkston, Jr., Esq.
Clerk of the Court, Court of Appeals
gpinkston@dcca.state.dc.us

Duane B. Delaney, Esq.
Clerk of the Court, Superior Court
delanedb@dcsc.gov

Dan Cipullo, Esq.
Director, Criminal Division
cipulld@dcsc.gov

Mr. Ken Foor
Director, Information Technology Division
foork@dcsc.gov

Mr. Fred Horowitz
Director, Human Resources Division
horowitz@dcsc.gov

Ms. Joanne F. Pozzo
Director, Research & Development Division
pozsojf@dcsc.gov

Mr. Tony Rainey
Fiscal Officer
raineya@dcsc.gov

Laura Reed, Esq.
Director, Crime Victims Compensation Program
reedlb@dcsc.gov

Ms. Lisa VanDeVeer
Director of Strategic Planning
vandevl@dcsc.gov

SPLC e-mail: strategicplanning@dcsc.gov

Strategic Planning Leadership Council

Subcommittees

Stakeholders

Aida Melendez, Chair
Dan Cipullo
Duane Delaney
Henry Greene
Garland Pinkston
Laura Reed

Benchmarking

Joanne Pozzo, Chair
Henry Greene
Aida Melendez
Tony Rainey
Laura Reed
Anne Wicks

Communications

Anne Wicks, Chair
Duane Delaney
Garland Pinkston
Joanne Pozzo

Trends Analysis

Tony Rainey, Chair
Dan Cipullo
Joanne Pozzo

Judge Eric Washington, Judge Ann O'Regan Keary and Ms. Lisa VanDeVeer served as *ex officio* members of all subcommittees.

The SPLC would like to acknowledge the contributions of three individuals who served as subject matter experts to our Subcommittees: Ms. Joy Chapper, Deputy Clerk, Court of Appeals; Ms. Fran Segall, Systems Analyst, Court of Appeals, and Ms. Leah Gurowitz, Director of Legislative, Intergovernmental and Public Affairs.

Introduction

In the fall of 2001, Chief Judge Annice M. Wagner of the District of Columbia Court of Appeals and Chief Judge Rufus G. King, III of the Superior Court of the District of Columbia, announced the initiation of a strategic planning process to provide direction and identify priorities for the future. Toward that end, they constituted the Strategic Planning Leadership Council (hereafter “SPLC”), comprised of judges and key administrators of the D.C. Courts, and gave the SPLC the task of developing a strategic plan which would identify goals and strategies for the Courts, and guide court management, over the next five years.

The Courts' strategic planning effort grows out of a variety of factors and conditions. Court systems across our nation are confronted with evolving expectations and increasing demands. Profound social and economic changes are impacting courts, and requiring services beyond the court's traditional dispute resolution function. At the same time government institutions are facing unprecedented fiscal constraints and scrutiny by legislative bodies, executive agencies, the media, and the public. The D.C. Courts also face unique challenges due to our location in the Nation's Capital. We serve the residents of the District of Columbia, like any other state court system; however, we also serve as a frequent venue for resolving matters that uniquely occur in the Nation's Capital.

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it.

John M. Bryson, Strategic Planning for Public and Nonprofit Organizations

Trends or developments in the Nation's Capital that will impact the D.C. Courts over the

next few years include:

- ◆ implementation of a Family Court and enhanced collaboration with child protection agencies to meet the needs of increasing numbers of children and families requiring court intervention
- ◆ increasing cultural diversity and changing demographics of our community
- ◆ economic disparity among our citizens
- ◆ complex social problems of court-involved individuals requiring specialized court programs and services beyond the scope of traditional court responsibilities
- ◆ increasing presence of litigants without legal representation in our courts
- ◆ rapidly evolving technology
- ◆ competitive funding environment
- ◆ emphasis on performance measurement and public accountability
- ◆ competition for skilled personnel
- ◆ increased security risk after the events of September 11, 2001

To develop a strategic plan responsive to these many new challenges, we first conducted a self-assessment of the Courts' current functioning to identify what we do most effectively and what we can do better. We sought input from a wide variety of stakeholders involved in the Courts: the public, litigants, lawyers, judges, court personnel, jurors, and a broad array of other court participants. In our effort to develop priorities for improving court services, the SPLC surveyed all stakeholders and conducted numerous focus group discussions with individuals and representatives of major agencies and organizations that utilize court services. By the end of this process, the Courts had received input from over 1,500 individuals or groups with an interest in how we deliver services. In addition to gathering input from stakeholders, we were guided by a number of significant planning initiatives already

underway in the areas of technology development, space management, and human resources, as well as the implementation of the Family Court and the work of the Courts' Standing Committees. The SPLC also studied nationally recognized trial and appellate court performance standards, reviewed numerous reports on court operations, and began identifying best practices to assist in the development of performance measures.

In the fall of 2002, the D.C. Courts' Strategic Plan, "*Committed to Justice in the Nation's Capital*" was developed. It sets forth the goals and strategies for our Courts to pursue over the next five years to enhance our operations and services. These goals and strategies are consistent with the Courts' underlying mission as well as our new vision, "Open To All, Trusted By All, Justice For All". The goals and strategies are also guided by a set of core values that reflect the Courts' commitment to continuous improvement. It should be noted that while the Plan speaks in terms of strategic issues and priority actions as part of a new initiative, many of the goals and actions included in the Plan have been underway for some time. The District of Columbia Courts have been engaged in a number of these efforts over the years, including for example, financial management enhancement, master space planning, integrated information technology planning, judicial and staff training, and race, gender and ethnic fairness initiatives, to name a few. This strategic plan is as much a commitment to coordinate and enhance long active initiatives as it is a plan to undertake new ones.

The great thing in this world is not so much where we stand, as in what direction we are moving.

Oliver Wendell Holmes

The development of the Plan took into consideration the information we obtained from those with a vital stake in the quality of our work. Their observations and recommendations informed the SPLC's identification of the key strategic issues the Courts must address over the next five years. In this respect the Plan is not just a product of the SPLC, but rather a product of the combined efforts of all the Courts' stakeholders.

The development of our court-wide plan is just the beginning. With the adoption of the Plan in January 2003 by the Joint Committee on Judicial Administration, the Courts will move forward from strategic planning to strategic management as the SPLC works with all court divisions to facilitate the development of management action plans (MAPs) that will accomplish the goals of the court-wide Plan. In addition, on-going projects and new initiatives will be coordinated and prioritized to support the Courts' Strategic Plan. The Courts will develop mechanisms to monitor our progress in achieving the long-range goals of the Plan in accordance with nationally recognized court performance standards, and will ensure that the Plan is aligned with budgetary goals and strategies. All personnel will be called upon as the Courts pursue goals and strategies to improve services and make our vision for the future a reality.

The Plan, "*Committed to Justice in the Nation's Capital*," presents the Courts and our community with an opportunity to improve the administration of justice, while preserving judicial independence and enhancing the public's trust and confidence in our Courts. It also enables all court personnel to understand how their work supports the accomplishment of the Courts' mission. Our success will require the commitment and involvement of every member of the court system. We look forward to working together to achieve our vision of a court system that is open to all, trusted by all, and providing justice to all.



Mission of the District of Columbia Courts

**To Protect Rights and Liberties,
Uphold and Interpret the Law,
and Resolve Disputes Peacefully,
Fairly and Effectively
in the Nation's Capital.**

The Courts embrace the following ideals in performing its mission:

- ◆ The Courts will be accessible to all persons.
- ◆ The Courts will treat all persons fairly, courteously, and respectfully.
- ◆ The Courts will be responsible stewards of public resources, operating effectively, efficiently, and openly.
- ◆ The Courts will resolve individual cases based on the merits and the rule of law.
- ◆ The Courts will be impartial, free of bias, and rigorous in ensuring due process and equal protection under the law.

Vision of the District of Columbia Courts

**Open To All
Trusted By All
Justice For All**

The Nation's Capital deserves a court system that exemplifies the best of American justice. In this spirit, the District of Columbia Courts will continuously strive to be a model court system that leads the nation in providing high quality justice while being accessible, innovative, and responsive to the changing needs of our diverse community.



Values of the District of Columbia Courts

We Are Honored to Be in Public **S**ervice

We Are Committed to **E**xcellence in the Administration of Justice

We Are Responsive and **R**espectful to Others

We Seek to Make a **V**aluable Contribution Each Day

We Act With **I**ntegrity and Impartiality

We Embrace **C**hange For Its Potential to Make Us Better

We Strive to **E**xceed Expectations At All Times

Shared values bring a wholeness to individuals and organizations so they can weather the storms of change. We are what we value.

Sheila Murray Bethel

Strategic Issue 1

Enhancing the Administration of Justice

Fair and timely court processes, and accurate and complete information are essential to the just resolution of disputes. Complex and demanding workloads and the needs of an increasingly diverse community require that the D.C. Courts efficiently and effectively coordinate and use justice system resources.



Goal 1.1

The Courts will administer justice promptly and efficiently.

Strategy 1.1.1

Institute case management plans that utilize best practices and time standards to ensure prompt case processing appropriate to the type and complexity of the case.

Strategy 1.1.2

Assess case scheduling practices for high-volume calendars to minimize delays and waiting times for court participants.

Strategy 1.1.3

Ensure that magistrate and senior judges are effectively used.

Strategy 1.1.4

Enhance the enforcement of all court orders related to fines, fees, costs, forfeitures, restitution and other monetary assessments.

Strategy 1.1.5

Develop processes and systems that ensure administrative efficiencies and utilize best practices.

Strategy 1.1.6

Implement a management structure that directs, aligns, and coordinates court activities to ensure the achievement of strategic goals.



Goal 1.2

The Courts will administer justice fairly and impartially without regard to race, ethnicity, gender, sexual orientation, economic status, or mental or physical disability.

Strategy 1.2.1

Ensure that court procedures and processes properly adhere to laws, rules and relevant policies.

Strategy 1.2.2

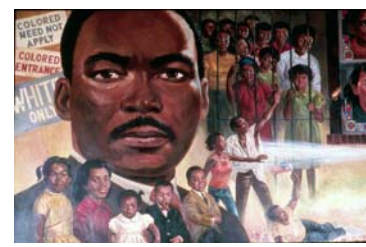
Educate judges and court personnel on issues of diversity to increase understanding of and respect for all people.

Strategy 1.2.3

Promote diversity of the Courts' workforce by maximizing efforts to attract and retain employees of differing backgrounds and experiences.

Strategy 1.2.4

Ensure that jury pools reflect the diversity of the D.C. community and that jury service is a positive experience.



Goal 1.3

The Courts will ensure informed judicial decision-making.

Strategy 1.3.1

Provide accurate, timely and complete information to judges, court personnel, and other court participants.

Strategy 1.3.2

Develop and implement an integrated case management system that maintains comprehensive case information.

Strategy 1.3.3

Ensure that court proceedings are recorded accurately and completely, and that high quality transcripts are produced timely.

Strategy 1.3.4

Offer continuing judicial education.

Strategy 1.3.5

Provide adequate research and technology resources to judges.



Goal 1.4

The Courts will continuously assess emerging trends and changing needs of individuals and families in our community.

Strategy 1.4.1

Identify and address issues, conditions and trends likely to have a significant impact on the Courts.

Strategy 1.4.2

Develop a consensus on the appropriate role and responsibilities of the Courts.

Strategy 1.4.3

Identify services appropriately provided by the Courts and expand or re-locate services, as required.



Goal 1.5

The Courts will seek resources necessary to support effective and efficient operations, and expend them prudently.

Strategy 1.5.1

Assess future resource needs necessary to accomplish the Courts' mission, including human, capital, technological, and programmatic.

Strategy 1.5.2

Produce comprehensive budget submissions to support resource requests to achieve the Courts' mission, goals and strategies.

Strategy 1.5.3

Identify and pursue grant funding opportunities.

Strategy 1.5.4

Establish performance criteria and measurement systems that link budgetary resources to strategic goals, and issue annual reports.



Strategic Issue 2

Broadening Access to Justice and Service to the Public

Justice must be available to all members of our diverse community. Physical, economic, language and other differences can serve as barriers to justice. Understandable information and appropriate services must be provided. The District of Columbia deserves a courthouse that is open to all who seek redress.



**Broadening
Access to
Justice and
Service to the
Public**

Goal 2.1

The Courts will ensure that physical facilities are easily accessible by all persons.

Strategy 2.1.1

Identify and remove physical barriers within court facilities.

Strategy 2.1.2

Make signage useable and informative to facilitate location of court buildings, courtrooms and offices.

Strategy 2.1.3

Utilize court personnel or volunteers to help the public better navigate the courthouse.



Goal 2.2

The Courts will provide the public with information that is easily understandable and readily available.

Strategy 2.2.1

Ensure that court forms and documents are written in plain language and are available in appropriate languages.

Strategy 2.2.2

Develop a variety of informational materials, such as brochures and checklists, for litigants and other court users.

Strategy 2.2.3

Enhance the availability of automated court information and data to the public through Internet and E-Government technologies.

Broadening Access to Justice and Service to the Public



**Broadening
Access to
Justice and
Service to the
Public**

Goal 2.3

The Courts will ensure that procedures and processes are free of unnecessary barriers to access.

Strategy 2.3.1

Identify and revise court procedures, rules and processes that are unreasonable barriers to access.

Strategy 2.3.2

Develop mechanisms to enhance understanding of court proceedings by non-English-speaking persons and others with communication or language impediments.

Strategy 2.3.3

Assess the feasibility of establishing a single location for filing all Superior Court and Court of Appeals cases.



Goal 2.4

The Courts will enhance services to increase public access.

Strategy 2.4.1

Explore the provision of community-based justice initiatives in appropriate family, civil and minor criminal cases.

Strategy 2.4.2

Promote the availability of legal services to court users without regard to economic status.

Strategy 2.4.3

Develop a plan for improving services to litigants without lawyers.

Strategy 2.4.4

Examine court-related costs to minimize the impact of economic disparities.

Broadening Access to Justice and Service to the Public



Strategic Issue 3

Promoting Competence, Professionalism and Civility

The effective administration of justice depends upon respect for the Courts as an institution, and the competence, professionalism and civility of those who work for or conduct business with the Courts. Court personnel and the District of Columbia community are entitled to respectful and professional conduct from all court participants. Public servants must be well-trained and receive the support necessary to achieve excellence and meet the needs of the public.



Goal 3.1

The Courts will employ a highly-skilled and well-trained workforce.

Strategy 3.1.1

Recruit personnel who possess the education, skills and experience to provide effective services.

Strategy 3.1.2

Encourage and support the professional development of judges and court personnel to enhance their service to the Courts and the public.

Strategy 3.1.3

Employ a performance management system that promotes accountability, provides feedback and support, and recognizes excellent performance.

Strategy 3.1.4

Develop and maintain appropriate personnel compensation, succession planning and position classification systems.

**Promoting
Competence,
Professionalism
and Civility**



Goal 3.2

The Courts will maintain a positive work environment that fosters high achievement and satisfaction among judges and court personnel.

Strategy 3.2.1

Implement programs, policies and initiatives to enhance employee performance, satisfaction, and retention.

Strategy 3.2.2

Develop mechanisms to increase the involvement of judges and court personnel in court planning and operations.

Strategy 3.2.3

Facilitate increased communication between and among judges and court personnel.

**Promoting
Competence,
Professionalism
and Civility**



Goal 3.3

The Courts will promote high standards of conduct and personal behavior among participants.

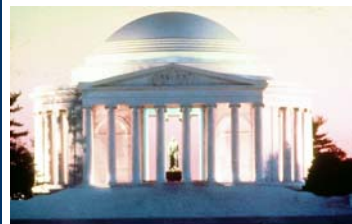
Strategy 3.3.1

Promote adherence to codes of professional conduct, ethical practice standards and/or civility standards for all judges, court personnel, and members of the bar.

Strategy 3.3.2

Require appropriate and respectful conduct, dress, and behavior of all court participants while in the courthouse.

**Promoting
Competence,
Professionalism
and Civility**



Strategic Issue 4

Improving Court Facilities and Technology

The effective administration of justice requires an appropriate physical and technological environment. Court personnel and the public deserve facilities that are safe, comfortable, secure and functional, and that meet the needs of those who use them. Technology must support the achievement of the Courts' mission.



Goal 4.1

The Courts will provide personnel and court participants with a safe, secure, functional and habitable physical environment.

Strategy 4.1.1

Assess the safety and security needs of personnel and court participants.

Strategy 4.1.2

Conduct a comprehensive building evaluation report and a space utilization study to address functionality and habitability issues.

Strategy 4.1.3

Develop a long-term facilities master space plan for the D.C. Courts and implement a strategy to finance recommended facilities improvements.

Strategy 4.1.4

Design a Master Plan for the Judiciary Square complex in accordance with National Capital Planning Commission requirements.

Improving Court Facilities and Technology



Improving Court Facilities and Technology

Goal 4.2

The Courts will provide technology that supports efficient and effective case processing, court management, and judicial decision-making.

Strategy 4.2.1

Implement a governance process to ensure cost-effective and strategically-aligned investments in technology.

Strategy 4.2.2

Develop and implement a court-wide Information Technology Strategic Plan.

Strategy 4.2.3

Invest in an information system that allows for integrated data-sharing across divisions, Courts, relevant government entities, and those conducting business with the Courts.

Strategy 4.2.4

Establish consistent policies and practices for addressing access to court records that maintain the proper balance between public access, personal privacy, and public safety.

Strategy 4.2.5

Utilize project management, change management, systems lifecycle and risk management disciplines for information technology projects.



Goal 4.3

The Courts will protect people, processes, technology and facilities to ensure continuity of operations in the event of an emergency or disaster.

Strategy 4.3.1

Establish policies and programs for safeguarding the integrity of court information.

Strategy 4.3.2

Develop procedures for protecting the vital electronic and paper records of the Courts against degradation, destruction and loss.

Strategy 4.3.3

Develop and implement an Emergency Preparedness Plan for building evacuation and emergency response operations.

Strategy 4.3.4

Establish plans to ensure continuity and resumption of business operations after a catastrophic event.

Strategy 4.3.5

Enhance the security of the Courts' facilities.

Improving Court Facilities and Technology



Strategic Issue 5

Building Trust and Confidence

Trust and confidence in the Courts are essential to maintaining an orderly democratic society and judicial independence. The District of Columbia Courts must be perceived as fair, impartial and independent in dispensing justice and resolving disputes. As a public institution, the Courts should be accountable for its actions and decisions.



Goal 5.1

The Courts will inform the community about its operations and the role of the judicial branch.

Strategy 5.1.1

Actively inform the public about court procedures, operations, services and innovations.

Strategy 5.1.2

Educate the public about the independent role of the judiciary in our society.

Strategy 5.1.3

Collaborate with educational institutions, legal services providers, bar associations, and organizations that promote excellence in the judicial system to enhance community awareness of the Courts.

Building Trust and Confidence



Goal 5.2

The Courts will be accountable to the public.

Strategy 5.2.1

Adopt recognized trial and appellate court performance standards.

Strategy 5.2.2

Establish a process to measure organizational performance, monitor results, and achieve performance goals.

Strategy 5.2.3

Regularly issue reports of court performance.

Building Trust and Confidence



Goal 5.3

The Courts will be responsive to the community.

Strategy 5.3.1

Solicit input from court participants and the public regarding the Courts' operations and performance.

Strategy 5.3.2

Implement new programs and services, as appropriate, to address community needs.

Strategy 5.3.3

Collaborate with public agencies and private organizations to address community problems appropriate to court intervention.

**Building
Trust and
Confidence**



Priority Actions

Action	Goal	Strategy	Target Completion Date
1. Ensure full implementation of Family Court case management plan in accordance with Family Court Act.	1.1	1.1.1	2004
2. Evaluate the assignment of magistrate and senior judges and make recommendations to optimize their utilization.	1.1	1.1.3	2003
3. Collaborate with the D.C. Bar and other interested organizations on a public education campaign to promote jury service.	1.2	1.2.4	2004
4. Identify mechanisms to enhance the petit and grand jury experience.	1.2	1.2.4	2003
5. Develop an intranet to facilitate communication among personnel court-wide.	1.3	1.3.1	2003
6. Review records management practices and retention schedules, and implement improvements consistent with best practices.	1.3	1.3.1	2003
7. Appoint a Committee to research and evaluate model practices for the creation of the trial court record, and implement improvements.	1.3	1.3.3	2004

Priority Actions

Action	Goal	Strategy	Target Completion Date
8. Appoint a court-wide Forms Committee to review and revise court documents for simplicity, plain language, and use by persons with special needs.	2.2	2.2.1	2004
9. Establish a Self-Representation Service Center for pro se litigants and persons with special needs (e.g., non-English speaking, persons with disabilities).	2.2 and 2.4	2.2.2 and 2.4.3	2005
10. Provide bi-lingual staff in each operating division to assist all members of the public.	2.3	2.3.2	2003
11. Collaborate with the D.C. Bar, local law firms, and legal services providers to expand pro bono clinics at the courthouse for indigent litigants in civil and family matters.	2.4	2.4.2	2004
12. Establish a formal mentoring program for new judges.	3.1	3.1.2	2003

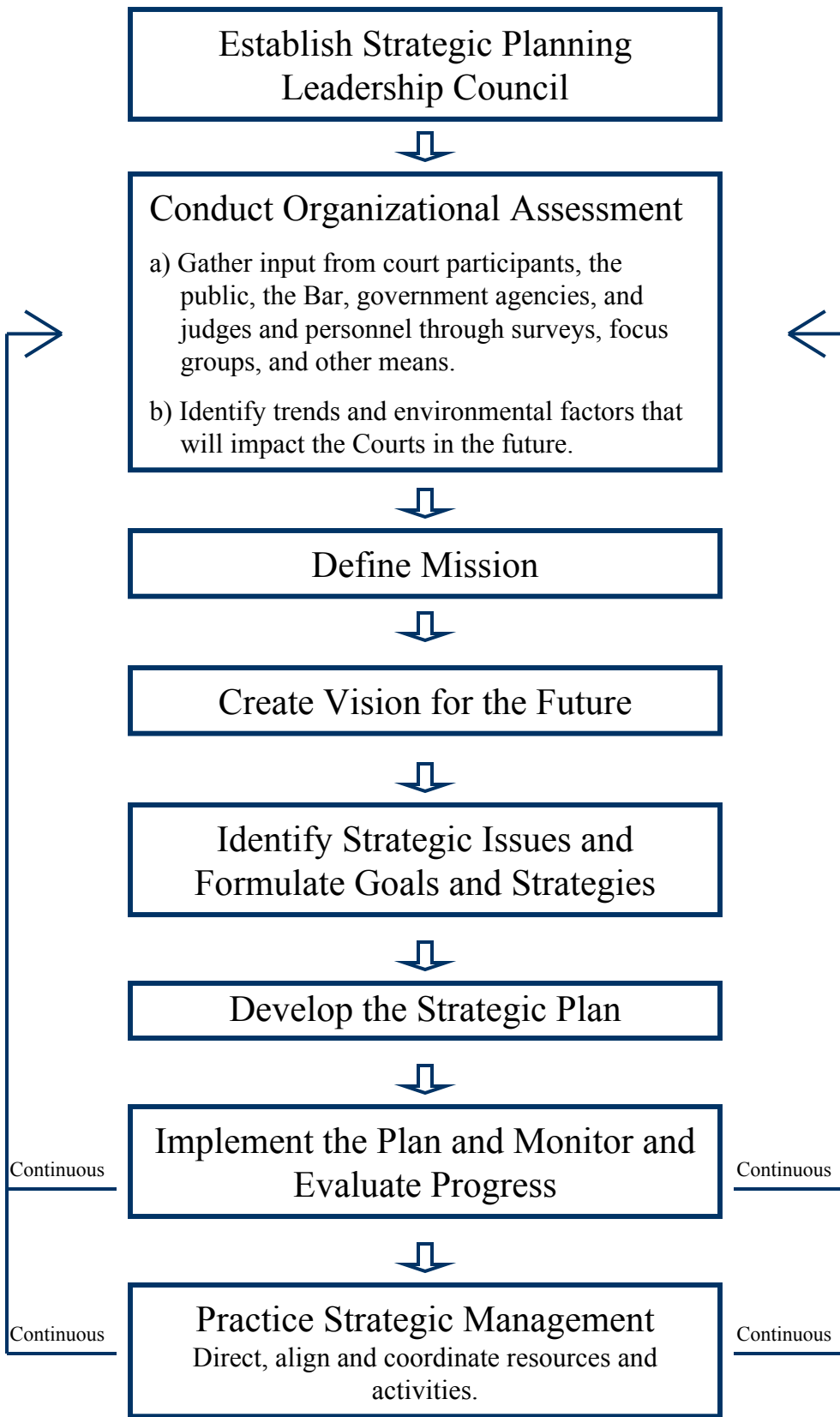
Priority Actions

Action	Goal	Strategy	Target Completion Date
13. Design an employee orientation program to provide a comprehensive introduction to the D.C. Courts.	3.1	3.1.2	2003
14. Implement a program to seek feedback on a regular basis from court participants, the public, judges and court personnel about the effectiveness of the Courts.	3.2 and 5.3	3.2.3 and 5.3.1	2004
15. Design, build and occupy interim Family Court space on the JM level of the Moultrie Courthouse.	4.1	4.1.3	2004
16. Finalize a long-term master plan for D.C. Court facilities and develop funding strategy.	4.1	4.1.3	2003
17. Implement the Integrated Justice Information System (IJIS) to enhance case management, expand electronic filing, and improve records access through imaging.	4.2	4.2.3	2003-2007
18. Develop a courtwide policy on public access to court records.	4.2	4.2.4	2004

Priority Actions

Action	Goal	Strategy	Target Completion Date
19. Develop a Master Plan for Judiciary Square Complex for submission and approval of National Capital Planning Commission.	4.1	4.1.4	2003
20. Undertake a public education/community awareness program in conjunction with the D.C. Bar and other interested organizations to promote an understanding of the Courts' role in society.	5.1	5.1.2	2004

Strategic Planning and Management Process



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Mr. James Hannux

Mr. Paul Roddy

Errata

The District of Columbia Courts would like to thank the people and agencies who participated in our focus groups.

Honorable Mary E. Abrecht
William Agosto, Esq.
Ms. Lorraine Anderson
Mildred Bailey, Esq.
Ms. Eileen Baird
Ms. Beverly Barber
Honorable Judith Bartnoff
Philip Baten, Esq.
Ms. Hisami Bates
Honorable John H. Bayly, Jr.
Jacqueline Bibik, Esq.
Ms. Denise Briscoe-Lee
Honorable Ronna L. Beck
Ms. Donna Blassic
Dianne Bratter, Esq.
Ms. Monique Brockington
Honorable Patricia A. Broderick
Ms. Renee Broom
Ms. Judy Brown
Ms. Paulette Byrd
Ms. Sheila Campbell
Joy Chapper, Esq.
Aleta Clayton, Esq.
Nick Cobbs, Esq.
Honorable Evelyn B. Coburn
Ms. Marvine Coleman
Honorable Linda Cropp
Honorable Carol A. Dalton
Honorable Linda K. Davis
Mr. Marvin Davis
Ms. Kay DeGrasse
Ms. Loredana di Stefano
Honorable J. Dennis Doyle
Ms. Gwendolyn Drake
Honorable Stephanie Duncan-Peters
Gwendolyn Edwards, Esq.
Honorable Mildred M. Edwards
Ms. Shelda Edwards
Ms. Freda Emerson
Honorable Gerald I. Fisher
Honorable Wendell P. Gardner
Honorable Ronald A. Goodbread
Honorable Steffen W. Graae
Ms. Sharon Grabner
Ms. Linda Gray
Mr. Darrell Hale

Honorable Andrea L. Harnett
Honorable Brook Hedge
Ms. Evelyn Hernandez
Mr. Nathaniel Henry, Jr.
Ms. Sandra Holland
Ms. Valerie Holley
Mr. Henry Huggins
Ms. Mary Ellen Hurley
Ms. Linda Jackson
Rosalind Johnson, Esq.
Ms. Veronica Johnson
Abbe Jolles, Esq.
Ms. Felicia Jones
Ms. Malinda Journey
Ms. Loretta Kaczorowski
Honorable Noel A. Kramer
Honorable Neal E. Kravitz
Patrick Knight, Esq.
Honorable Lynn Leibovitz
Honorable Cheryl M. Long
Ms. Sara Lucas
Honorable Judith N. Macaluso
John Machado, Esq.
Ms. Carmen Mack
Keely Magyar, Esq.
Ms. Ellen Marshall
Ms. Matilde Martin
Honorable Juliet J. McKenna
Anne Meister, Esq.
Ms. Lorita Miller
Ms. Veronica Miller
Mr. Derek Mitchell
Elaine Mittleman, Esq.
Honorable Gregory E. Mize
Ms. Myra Moore
Honorable Truman A. Morrison, III
Honorable Thomas J. Motley
Honorable John M. Mott
Honorable Tim Murphy
Mr. Jorge O. Nava
Randy Norton, Esq.
Honorable William W. Nooter
Michael O'Keefe, Esq.
Ms. Marilyn O'Neal
Mr. Alvin Pinkett
Ms. Nelida Price

Ms. Cassandra Penn-Lucas
Paul J. Riley, Esq.
Honorable Richard H. Ringell
Honorable Hiram E. Puig-Lugo
Mr. Andre Randall
Marie Robertson, Esq.
Mr. Aaron Robinson
Ken Rosenau, Esq.
Honorable Maurice Ross
Ms. Linda Rupard
Ms. Carolyn Sargent-Burns
Pat Cresta Savage, Esq.
Henry Schoenfeld, Esq.
Edward Schwabe, Esq.
Betty Sinowitz, Esq.
Ms. Dawn Slonneger
Ms. Verna Smith
Ms. Vivian Smith
Mr. Michael Stanley
Honorable Hugh O. Stevenson
Ms. Sandra Strawder
Victor Stone, Esq.
Ms. Darlene Stukes
Ms. Ciscil Taylor
Arabella Teal, Esq.
Ms. Cora Thorne
Ms. Alicia Thomas
Ms. Evelyn Wages
Ms. Leta Walters
Ms. Aleta Waters
Ms. Monica Wilkerson
Ms. Dorothy Williams
Honorable Susan R. Winfield
Ms. Jayne Withers
Ms. Muriel Wood
Honorable Joan Zeldon

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District of Columbia Courts

500 Indiana Avenue, N.W.
Washington, D.C. 20001



Chief Judge Annice M. Wagner
District of Columbia Court of Appeals



Chief Judge Rufus G. King, III
Superior Court of the District of Columbia

Anne B. Wicks
Executive Officer

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To request a copy of this document or more information on the D.C. Courts' strategic planning process, contact Ms. Lisa VanDeVeer, Strategic Planning Director, at (202) 879-1700 or by e-mail at vandevl@dcsc.gov.