

**APPENDICES TO THE
STATEMENT OF INTEREST OF THE HONORABLE LEE F. SATTERFIELD IN
SUPPORT OF REQUEST FOR RE-DESIGNATION AS CHIEF JUDGE OF THE
SUPERIOR COURT OF THE DISTRICT OF COLUMBIA**

- 1. June 18, 2008 Statement of Interest**
- 2. Judicial Leadership Meeting Agenda and letters from various organizations where I spoke about leadership development during the past four years**
- 3. Employee responses to Brown Bag Lunch meetings**
- 4. Thank you card from ANC who attended ANC meeting with court leadership**
- 5. Letter from party in domestic violence case**

APPENDIX 1

STATEMENT OF INTEREST

THE HONORABLE LEE F. SATTERFIELD

**IN SUPPORT OF
CANDIDACY FOR CHIEF JUDGE OF
THE SUPERIOR COURT OF THE DISTRICT OF COLUMBIA**

SUBMITTED TO

THE DISTRICT OF COLUMBIA JUDICIAL NOMINATION COMMISSION

**LEE F. SATTERFIELD
ASSOCIATE JUDGE
JUNE 18, 2008**

TABLE OF CONTENTS

I.	Leadership Experience, Administrative Ability and Interest In Court Administration.....	1
II.	Vision For Superior Court.....	5
	Evaluation of Programs and Distribution of Judges.....	7
	Performance Measures and Accountability.....	8
	Civility.....	9
	Technology.....	9
	Security and Continuity of Operations.....	10
	Improvement of Jury Service.....	11
	Access to Justice.....	11
	Court Facilities.....	12
	Personnel Development and Training.....	13
	Relationship with Executive and Legislative Branches of Government.....	13
	Community Outreach.....	14
	Juvenile Offenders.....	14
	Interrelationship between the Domestic Violence Unit and the Family Court.....	15
III.	Legal Experience.....	15
IV.	Judicial Experience.....	16
	Family Court.....	17
	Domestic Violence Unit.....	27
	Criminal Division.....	29
	Civil Division.....	30
	Court Committees.....	31
V.	Intellectual Leadership.....	31
VI.	Community Outreach And Public Speaking.....	34
VII.	Experience With Legislative Branch.....	35
VIII.	Experience With Media.....	36
IX.	Conclusion.....	37

APPENDICES

**Appendix A – Letter of Reappointment, Commission on
Judicial Disabilities and Tenure**

Appendix B – District of Columbia Courts Organizational Chart

**Appendix C – Table of Contents and Executive Summary of the
Case Management Volume of the Family Court Transition Plan**

**Appendix D – Family Law Quarterly Article relating to the Family
Court Implementation**

**Appendix E – Newspaper Articles relating to the Truancy Court
Diversion Program and Article about Truancy Initiatives**

**Appendix F – Washington Post Article about the Grand Opening of
The New Family Court Space and Family Court progress**

**Appendix G – 2003 Family Court Annual Report Table of Contents
and Executive Summary**

**Appendix H – Newspaper Article relating to a GAO Evaluation and
Letter from the President of the Council For Court
Excellence relating to Family Court progress**

Appendix I – Letter of Appreciation from a Juror

**Appendix J – Newspaper article relating to success of Criminal
Division Drug Court**

**Appendix K – List of Court, Local and National Committees, and
Professional Organizations**

Appendix L – Three Written Court Opinions and Orders

**Appendix M – Letter to Chief Judge Rufus King, from the National
Council of Juvenile and Family Court Judges**

**Appendix N – National Judicial Institute on Domestic Violence
Program Brochure**

**Appendix O – Catholic University Columbus School of Law 2006
Course Evaluations and List of Educational Institutions**

Appendix P – List of Presentations and Speaking Engagements

Appendix Q – List of Legislative Hearings and Written Testimony submitted to Congress

Appendix R – List of Newspaper Articles and copies of Newspaper Articles relating to Family Court

Appendix S – List of Honors and Recognitions

Appendix T – Letters of Appreciation

Appendix U – List of Court Managers and Staff

Appendix V – Short Professional Biography of Lee F. Satterfield

**STATEMENT OF INTEREST OF
THE HONORABLE LEE F. SATTERFIELD IN SUPPORT OF CANDIDACY
FOR CHIEF JUDGE OF THE SUPERIOR COURT
OF THE DISTRICT OF COLUMBIA**

**I. LEADERSHIP EXPERIENCE, ADMINISTRATIVE ABILITY AND
INTEREST IN COURT ADMINISTRATION**

I was born and raised in the District of Columbia and received my formal education through law school at institutions in the District of Columbia and the metropolitan area. In October 1992, President George H.W. Bush appointed me to my first fifteen year term as an Associate Judge of the Superior Court of the District of Columbia. In August 2007, the Commission on Judicial Disabilities and Tenure determined that I was "well qualified" after a review of my record that included public comment, and reappointed me to a second term as an Associate Judge. Attached as Appendix A is the letter of reappointment from the Commission.

Throughout my legal career I have worked to serve citizens of the District of Columbia. Over the last twenty-five years, I have been affiliated with the Superior Court as a judicial law clerk to the Honorable Paul R. Webber, III, an Assistant United States Attorney, an attorney in a private law firm in the District of Columbia, and an Associate Judge. As an attorney, I practiced law in the Criminal, Civil, and Family Divisions. As a judge, I served in the Family Court, Criminal Division, Civil Division and Domestic Violence Unit, which represents service in every division of the Court except for the Probate and Tax Division. For almost nine years of my judicial tenure I have served in a wide variety of leadership positions. From January 1998 through December 1999, I served as Presiding Judge of the Domestic Violence Unit, from October 2001 through December 2005, I served as Presiding Judge of the Family Court, and from March 2003

to March 2004, I served as a member of the Court's Strategic Planning Leadership Council ("SPLC"). SPLC's primary role is to develop court-wide strategic plans for consideration and adoption by the Joint Committee on Judicial Administration. In March 2004, my colleagues elected me to the Joint Committee on Judicial Administration ("Joint Committee") where I currently serve. Attached as Appendix B is the organizational chart of the District of Columbia Courts.

The Joint Committee consists of the two Chief Judges, one Associate Judge of the District of Columbia Court of Appeals, two Associate Judges of the Superior Court, and the Executive Officer. By law, the Joint Committee serves as the governing, budgetary, and policy authority of the District of Columbia Courts ("D.C. Courts"). It develops the D.C. Courts' budget of over \$300 million that supports the Court of Appeals, Superior Court, Court Systems operations, capital improvements, and Defender Services. The Joint Committee considers and evaluates the business of the Courts and the means of improving the administration of justice within the D.C. Court system. Its responsibilities include: (1) the development of court policy and procedures; (2) the development and transmittal of the annual budget request to Congress; (3) the oversight of auditing and procurement; (4) the development and coordination of statistical and management information reports; and (5) the preparation and publication of annual reports and general personnel policies.

During the 2000 Chief Judge selection process, most candidates, including Chief Judge Rufus G. King III, identified four primary goals: (1) improve the Court's relationship with Congress; (2) reform the Family Division; (3) enhance the Court's technology; and (4) engage in strategic planning. Under Chief Judge King's leadership, I

was actively involved in achieving each of these goals as the Presiding Judge of the Family Court and as a member of the Joint Committee. The Superior Court is financially sound, has a bright future and is poised for greater accomplishments that will benefit the citizens of the District of Columbia. Our relationships with Congress, the Office of the Mayor, and the Council of the District of Columbia ("City Council") are positive. Our collaborative projects with the Executive Branch are very productive, and our impact in the community is tremendous, although there is more work to be done. The transition to the new Family Court was successfully completed. The Court's new technology system, first implemented in the Family Court, is in place, and the Joint Committee recently adopted the Court's second strategic plan. It has been a pleasure to work with the judges, court managers, staff and other stakeholders implementing numerous initiatives and programs designed to improve the administration of justice for District of Columbia citizens.

I am grateful to be in a position to request that the Commission select me to serve the District of Columbia as the next Chief Judge of the Superior Court. I am committed to make better the Court's service to the public. I have broad experience in court administration that would allow me to hit the ground running. I managed two divisions of the Court as Presiding Judge. I served as chair or a member of implementation committees in three court divisions: Civil Division, Domestic Violence Unit, and Family Court. The implementation committees provided a valuable vehicle for feedback and collaboration with our governmental and non-governmental stakeholders. Having served in each division of the Court except the Probate and Tax Division, I am intimately familiar with the operation of the divisions from the inside out. While I have not served

in the Probate and Tax Division, I am familiar with the operation of this division through my work as a member of the Selection of the Register of Wills Committee and my work on the Joint Committee which reviews and considers each division's budget request and management action plan. My work on the Joint Committee involves every aspect of the D.C. Courts, including but not limited to, reviewing and approving the Court's budget, approving the Court's capital projects including the building master plan, approving the strategic plan, enhancing security, and approving personnel policies.

Reverend Dr. Martin Luther King, Jr. observed that "the ultimate measure of a man is not where he stands in the moments of comfort and convenience, but where he stands at times of challenge and controversy." I have consistently demonstrated that I can be a transformative, innovative, and motivating leader during challenging and controversial times. When the United States Congress enacted the District of Columbia Family Court Act of 2001 ("the Act"), it made the Presiding Judge position in Family Court the only statutory Presiding Judge position in the Superior Court because it wanted the Presiding Judge to play a vital role in the transition to and implementation and management of the Family Court. As the first Presiding Judge of the new Family Court, I demonstrated an ability to lead during times of change, adversity, and intense scrutiny from many including the Congress, the media, and the public. I demonstrated an ability to work with Congress, the Office of the Mayor, the City Council, members of the Bar, members of the community and the media.

The following sections set forth in detail: (1) my vision for Superior Court; (2) my legal experience prior to my appointment as an Associate Judge; (3) my judicial experience; (4) my experience as a local and national educator; (5) my experience in

community outreach; (6) my experience in working with the legislative branch; and (7) my experience in working with the media. I would rely on this experience to lead the Court if designated Chief Judge.

II. VISION FOR SUPERIOR COURT

Leadership is about service to others, giving a positive direction to an organization, developing and guiding people with whom you work, and adding value to the community and the people served by your organization. My vision for Superior Court is that together each individual will take one step forward to improve the services the Court provides to the citizens of the District of Columbia. We can achieve this vision through effective decision-making and programs, personnel development, and fiscal responsibility. In order to carry out this vision for the Court, I believe a team effort is required. My administration will be fair, open, supportive, disciplined and progressive and will be based on accountability, personal responsibility and community spirit.

In order to stay connected to the team of judges, managers, and staff, I will be open to new ideas and have an open door policy. I will meet with each judge regularly either in a private meeting or informal lunch to assess how he or she sees the Court, and to discuss their goals and their role at the Court. I will set expectations for the presiding and deputy presiding judges and meet with them regularly to ensure that they have the support to lead their divisions and that they are carrying out the Court's vision. I will continue Chief Judge King's policy of meeting with new employees upon their appointment and I will expand this policy by meeting with the same employees six months to a year into their employment to seek their views of the organization.

To facilitate new ideas and promote teamwork, I will hold a group lunch meeting each month with at least five different court employees who are involved in different work areas. The goal of the lunch meeting is for me to hear from employees to determine what the Court does well, what things the Court should no longer do, and what things the Court should do in the future, and for me to determine how to help each employee serve the public better. The lunch meeting will provide each member of the team with the opportunity to become familiar with the responsibilities of other colleagues, thereby gaining a better understanding of how their roles complement the rest of the organization. I will also meet regularly with court managers. It is through knowledge of the broad picture that teamwork can truly be accomplished. The feedback from these meetings is essential to providing the necessary support to the team of judges, managers, and staff so that they can effectively perform their jobs for the community we serve. Meeting regularly with court managers and staff will also help me to ensure that all employees are treated fairly and have opportunities for advancement both financially and professionally.

The ability to delegate is key to effective leadership; however, the Chief Judge must still be the steward of the Court's vision. The judges, managers and staff of the Court are very talented, creative, and purposeful and want to improve the services we provide to the public. We must use their talents and give them the support and tools they need both to develop, create, and implement new initiatives and programs that benefit the public and to improve existing programs. We used this approach when I was Presiding Judge of the Family Court during the transition that I led along with then Deputy Presiding Judge, Anita Josey-Herring. We had a great team and created an environment where team members felt creative and open to change. Many individuals were

enthusiastic for change which added to the momentum to make change happen. Many new initiatives and programs that I oversaw as Presiding Judge were developed as a result of the leadership of the judges, managers, and staff of the Family Court, often in partnership with members of the Bar, city agencies, and community organizations.

I have highlighted below some of the areas that should be part of the Court's focus in the future. While there are many other areas not highlighted in this section, they are of no less importance.

Evaluation of Programs and Distribution of Judges

The Court has many programs and initiatives designed to benefit the public. In fact, all of the divisions have ongoing initiatives, many of which have made significant contributions to the community served by the Court. We must evaluate our programs to determine effectiveness and whether they still continue to make a cost effective contribution to the public we serve. I will establish a court-wide policy that no new program or initiative can be implemented without an evaluation component and I will enforce this policy with few exceptions. We should be in a position to improve our service or terminate non-contributing programs to maximize efficient use of resources. By evaluating each new program or initiative, the Court will be proactive, efficient and fiscally responsible.

Recently, the President signed into law legislation which raised the statutory cap from fifty-nine judges to sixty-two judges. I plan to evaluate the distribution of Associate Judges to each division and to review the use of Magistrate and Senior Judges in order to ensure that these resources are used most effectively. This legislation is timely. The Court has an overwhelming caseload in its Landlord and Tenant Court and with an aging

population in the District of Columbia, we can anticipate that more matters will be filed in the Probate and Tax Division. I will be open to new ideas such as assigning an Associate Judge case management responsibility in two divisions if such ideas will resolve disputes quicker and maximize judicial resources. As a member of the Utilization of Magistrate and Senior Judge Committee in January 2005, we developed a report with recommendations about the use of Magistrate and Senior Judges. This experience will help me to best allocate among the divisions these new Associate Judges, the Magistrate Judges and the Senior Judges.

Performance Measures and Accountability

Judicial independence is essential to accomplish the mission of the Court; however, the Court does not operate in a vacuum and should always hold itself accountable to the public it serves. In order to hold ourselves accountable, the Chief Judge must enforce the performance measures that were approved by the Joint Committee. However, while performance measures are important they must be realistic and the goal of meeting such measures should never replace quality decision-making.

In 2005, the Joint Committee approved thirteen court-wide performance measures and required that trial performance standards be developed and implemented in those areas. Time to disposition standards, trial certainty standards and the timely resolution of motions are critical to the Court's mission of resolving disputes fairly and expeditiously. I am very familiar with implementing performance measures through my work in many areas: (1) as Presiding Judge during the Family Court Act implementation, which required that the Court use best practices and performance measures; (2) as a member of the Joint Committee; (3) as a former member of SPLC; and (4) as a former member of

the Criminal Division Work Group on performance measures. As we move forward, the new Chief Judge will be responsible for implementing, monitoring and enforcing trial court performance standards in order to improve our efficiency and hold ourselves accountable to each other and the public. Methods must be established to electronically track trial performance to determine areas that need strengthening and to develop benchmarks for processing cases.

Civility

The Court should be a leader on the issue of civility. First, we must demonstrate civility among the judges, managers and staff in order to be in a position to demand civility among the lawyers and institutional litigants who appear before the Court. A culture of timeliness, promptness and certainty is necessary for the Court and its stakeholders to better serve the public. A culture of punctuality by the judges and lawyers is necessary to resolve disputes respectfully and timely. Efforts to improve civility are ongoing particularly in the Criminal Division, which has held multiple sessions with judges, staff, and Criminal Division stakeholders to address this issue.

Technology

The next Chief Judge will continue the Integrated Justice Information System (“IJIS”) initiative and related projects such as the expansion of E-filing. The Court’s use of technology is vital to accomplishing the Court’s goals and necessary to collect and report data that will help us evaluate how well the Court is doing and promote public confidence in the judicial system. For example, in criminal and juvenile cases, offenders are often required to complete community service or pay fines. The amount of community service hours completed and amount of fines collected should be part of a

report card to the public to gain public confidence that its court system is working for the benefit of the community.

Security and Continuity of Operations

All court employees and members of the public must be safe while at the courthouse. Security must exist in each courtroom regardless of the type of cases heard there. I will work to enhance security in many of the courtrooms in the Family Court, some of the courtrooms in the Domestic Violence Unit and all courtrooms in the Civil Division and the Probate and Tax Division. All courtrooms should have a marshal or equivalent security personnel present. If the United States Marshals Service is unable to meet this need, then the Court should work to develop its own security program to complement the existing program. To enhance security and disaster preparedness the Joint Committee has requested in its FY2009 budget funding for an employee with the expertise to coordinate with the United States Marshals Service, to administer contractual security functions and to manage our continuity of operations plan in case of a disaster.

The Court's cellblock is substandard and inadequately meets the needs of the courthouse. The Court is developing a plan to upgrade the cellblock. To alleviate overcrowding, however, alternative methods of conducting arraignments and presentments must be considered such as using video-conferencing and off-site arraignments when appropriate. A collaborative effort with the Executive and Legislative Branches of the District of Columbia will be necessary to accomplish this goal.

Also, as part of security and the well-being of the occupants of the court buildings, we must ensure that the Court's continuity of operation plan addresses the need for off-site capabilities to temporarily conduct emergency hearings in juvenile and

criminal cases and video-conferencing at facilities such as the juvenile detention facility and the D.C. jail.

Improvement of Jury Service

Jury service is an important contribution that allows citizens to serve their community, but it is also an opportunity for the Court to promote public confidence in its operations. Eligible residents of the District of Columbia are summoned to jury duty approximately every two years. This schedule unduly burdens citizens who are repeatedly called to duty. Only 21% of citizens who are summoned for jury duty appear each year and therefore we must continue to focus on increasing the jury yield. The Court will implement a new jury management system this fall and the information gathered in this system will allow the Court to evaluate how it can improve the current jury yield.

Access to Justice

The Access to Justice Commission reported in its Legal Needs Report that a large percentage of domestic relations matters, domestic violence civil matters and Landlord and Tenant matters involved parties who represent themselves. The Court must expand its efforts to assist self-represented individuals by enhancing judges' skills in presiding over their cases and increasing the number of programs that help them to understand the Court better. The work and recommendations of this Commission and the Standing Committee on Fairness and Access are integral to making the Court and court facilities more accessible and user-friendly to the public. While I was Presiding Judge of the Family Court, in a collaborative effort with the D.C. Bar and Women's Bar Association, we opened the Court's first Self Help Center. An ongoing effort to reform the Landlord

and Tenant Court, which includes the operation of a Resource Center, is essential to accomplish the goals of openness and accessibility. The Family Court's recent implementation of a collaborative program with the D.C. Bar using attorney negotiators in domestic relations cases where there are self represented parties, similar to the Domestic Violence Unit's use of attorney negotiators over the past ten years, is also moving the Court in the right direction.

Finally, the Probate and Tax Division is set to begin a Guardianship Assistance Monitoring Program where students from social services programs at local universities will assist the Court in monitoring some of our most vulnerable citizens who are appointed guardians, to ensure that these citizens are safe and receiving proper care.

Court Facilities

We must continue to upgrade court facilities and keep them well-maintained. As a member of the Joint Committee, I am familiar with the Court's master building plan and the numerous construction projects that are on-going, and I am involved in setting policy for the implementation of the plan. As Presiding Judge of the Family Court, I was involved in the planning of the new Family Court space on the John Marshall level of the Moultrie Courthouse. As the Court moves forward with its space plan and as the time for our lease on the swing space at the Gallery Place offices nears an end, it is essential that Building C is renovated for the future home of the Information Technology and the Multi-Door Divisions. This renovation will free space for court operations currently at Gallery Place to return to Court Building A, if necessary, when the lease at Gallery Place becomes cost prohibitive.

Personnel Development and Training

Personnel development ensures that the team of judges, managers and staff has the tools to move the Court forward. Therefore, continuing education for judges and court staff is necessary to better serve the public. All judges, staff and managers will have the opportunity to improve their ability to perform their jobs. These opportunities not only make us better able to serve the public through quality decision-making, but they also increase morale. Everyone desires to move forward in his or her personal development. My experience as a member of the Court's Judicial Education Committee since 1992, as a Presiding Judge, and as a national and local educator will help ensure that the court family receives the education it needs to improve decision-making and performance and thereby serve the public better.

Relationship with Executive and Legislative Branches of Government

We must continue to build stronger relationships with the other branches of government because many court initiatives that serve the public require collaboration with the Executive Branch and the support of the Legislative Branch. For instance, the collaborative effort to provide alternatives to detention of juvenile offenders while keeping the public safe should be supported. Greater effort to divert juveniles to the child welfare system, if appropriate, is necessary when it can be done without jeopardizing community safety and when neglect issues are the reasons behind the juvenile offending. In the Criminal Division, efforts to ensure that prisoners who have been released by the Court are timely released by the Department of Corrections must continue. Since the defendants sentenced to prison in criminal cases are now committed to the custody and care of the Federal Bureau of Prisons and are housed in facilities throughout the country,

the Court should play an active role with the Executive Branches of the federal and District of Columbia governments to ensure that the prisoners receive proper care and rehabilitation and proper re-entry into our community.

Community Outreach

I will encourage judges and staff to participate in community outreach programs, including community meetings, programs in the schools and events sponsored by the mandatory and voluntary bar associations. These opportunities provide helpful feedback about how the Court is viewed. They also provide education to the court team about the community that we serve. The Criminal Division's Community Courts have demonstrated how outreach in the community can have a positive impact on the lives of individuals who appear in the Court.

Juvenile Offenders

One of the Court's primary responsibilities is to supervise juvenile offenders and juveniles who are on pretrial release in the District of Columbia. The Court Social Services Division, the division responsible for such supervision, is an integral part of the Court and must remain a part of our Family Court in order to successfully accomplish the day-to-day mission of the Court. This division has consistently provided effective supervision of at-risk youths, resulting in a safer community, rehabilitation of juvenile offenders, and a reduction in recidivism. However, as times have changed and juvenile offenders are having a more significant impact on the community, now is the time to strengthen the division to ensure that it accomplishes its goals for the community. I will focus on providing this division the tools it needs to carry out this very important service to the District of Columbia.

Interrelationship between the Domestic Violence Unit and the Family Court

Making quality custody and visitation decisions where domestic violence exists in a relationship is critical to keeping victims of domestic violence and their children safe. I will review the interrelationship between the Domestic Violence Unit and the Family Court as it relates to handling custody and visitation cases when allegations of domestic violence exist. In 1997, Chief Judge Eugene N. Hamilton created the Domestic Violence Unit by administrative order. The administrative order requires judges assigned to the Unit to preside over domestic relations matters related to the civil cases involving domestic violence. Custody and visitation issues in cases involving domestic violence require attention by judges with education in handling such issues in order to ensure that victims of domestic violence and their children are safe. The administrative order requires a one judge, one family case management approach to such matters. This aspect of the administrative order has never been implemented fully. I intend to get input from judges, staff, and interested parties on how to improve the handling of such cases to determine whether additional resources are necessary for the Unit to handle more of these cases or whether there is some other suitable solution to this challenge.

III. LEGAL EXPERIENCE

I graduated from the George Washington University National Law Center in 1983. During law school I worked various legal jobs including legal assistant to a professor and law clerk at the firm of Hudson Leftwich and Davenport. After graduation I served for one year as the judicial law clerk to the Honorable Paul R. Webber, III. I was appointed as an Assistant United States Attorney for the District of Columbia in 1984 and

served as an Assistant until September 1988. I served in the appellate, grand jury, misdemeanor and felony sections of the United States Attorney's Office and tried serious cases involving murder, sexual assault, and police shootings. I left public service briefly to work at the private law firm known at the time as Sachs Greenbaum and Tayler. As a senior associate at the law firm, I litigated or tried criminal and civil cases in the Superior Court and in the United States District Courts for the District of Columbia, Maryland, Eastern District of Virginia, and Alabama. In federal court, I handled complex civil litigation and white collar criminal defense work. I served as co-counsel in a six week civil trial involving a lawsuit brought by the federal government against a failed savings and loan institution and its officers. I also served as co-counsel in two federal criminal trials, defending a former United States Capitol police officer accused of participating in straw gun transactions, and defending an employee of a defense contractor accused of defrauding the federal government. I returned to public service in 1990 as a trial attorney for the United States Department of Justice Organized Crime and Racketeering Section. While in this section, I led a team that prosecuted labor officials in federal courts in East Saint Louis, Illinois and the District of Columbia. I was also part of a team that secured an indictment in federal court in Pennsylvania against 53 individuals who, at the time, were the largest methamphetamine ring in Pennsylvania.

IV. JUDICIAL EXPERIENCE

The Chief Judge of the Superior Court must be familiar with all of the operating divisions of the Court in order to effectively lead and manage. Experience in these divisions increases one's ability to promote a sense of cooperation and collegiality among

judges and other members of the court team. Judges, managers and staff have confidence that the Chief Judge is familiar with the challenges they face when the Chief Judge has experienced them first hand. I have summarized below my experience in each division of the Court and the experience gained through participation on numerous court committees.

Family Court

In many ways, the Family Court has the most significant impact on the community of any division of the Court because it touches the lives of families and children. Too often neglected children and juvenile offenders who do not receive adequate support and treatment end up in the criminal justice system. Some of these situations can be avoided if strengthening families and finding safe homes for children is the primary focus.

A major reform and restructuring of the Superior Court began in January 2002 when President George W. Bush signed into law the Family Court Act. My most rewarding and significant contribution to the Court was serving families and children as Presiding Judge of the Family Court for over four years. This assignment proved the most challenging as well, given the Congressional and public scrutiny leading to the enactment of the Act by Congress, and the subsequent evaluations during the implementation period of the Act.

Chief Judge King assigned me to the Family Division in June 2001, and designated me as Presiding Judge of the Family Division in October 2001, after the then-Presiding Judge Reggie Walton was confirmed as a United States District Court Judge. After the Act was passed in January 2002, Chief Judge King designated me Presiding Judge of the Family Court. Chief Judge King tasked the Deputy Presiding Judge and me

with the responsibility of leading a team of judges, court managers, and staff in the implementation of the Act. I managed the day-to-day operations of the Family Court. Given the significant appropriation from Congress for the new Family Court, my role as Presiding Judge also involved budgetary matters. The Court's operating budget was increased by \$14 million following the original implementation of the Act. In addition to my administrative duties and responsibilities as Presiding Judge, over the next four and a half years, I handled cases of neglected children, juvenile drug court cases, mental health cases, and civil and criminal contempt cases arising out of child support matters.

After the enactment of the Act, Chief Judge King created two committees: the Family Court Management and Oversight Team, which I co-chaired with the Deputy Presiding Judge and the Family Court Implementation Committee, which I chaired. The first committee, which consisted of senior court managers, was charged with developing and managing the implementation plan. The second committee consisted of interested governmental and non-governmental stakeholders, such as attorneys, directors of the District of Columbia's child and family services agencies, foster parents, judges, and court managers. The implementation committee was designed as a vehicle for receiving feedback and developing initiatives in a collaborative process through the work of subcommittees in each subject matter of the Family Court. We also created a subcommittee on education. The Act required that members of the Family Court receive education in specific areas involving families and children. Each subcommittee developed new initiatives, which were helpful to improving services for families and children. For example, through the work of the subcommittee on education, in October 2003, the Family Court held its first annual training conference attended by over 300

participants consisting of judges, attorneys, social workers, juvenile justice workers, foster parents, police officers, and mental health professionals. The education subcommittee also developed a bimonthly training program, which is open to all Family Court stakeholders.

Our first requirement under the Act was to file a Transition Plan with Congress within three months of passage of the Act. We held two community forums and after months of meetings with court personnel, community members, and local and national leaders, we developed a three-volume plan that set forth in specific detail how the Superior Court would implement the requirements of the Act. The plan was comprised of case management, technology and building/space volumes. On April 5, 2002, the plan was timely submitted to Congress. Congress favorably received the plan. Attached as Appendix C is the table of contents and executive summary of the case management volume of the Transition Plan. The Transition Plan was a working document, a nuts and bolts, brick and mortar plan that detailed specific goals and the systems, programs, and initiatives necessary to accomplish the transition to the Family Court.

After Congress approved the plan, the real work began. Implementing the requirements of the Act involved a massive administrative undertaking. We developed a process for implementing the one judge, one family case management system required by the Act. When the Act was passed, there were over 3500 cases of neglected children assigned to judges outside of Family Court that had to be transferred to judges in Family Court within an eighteen month period. We hired nine new Magistrate Judges over the next nine months. After completion of a vigorous education program, we began the transfer of cases to the Magistrate Judges working closely with the city's child welfare

agency to ensure that every child's case was supervised and managed by a judicial officer and that the child was safe. We then began creating new programs and initiatives to achieve the goals for children and families as set forth in the Transition Plan. Attached as Appendix D is a copy of an article that I authored which was published in the Family Law Quarterly. The article provides a historical perspective on what led up to the Family Court Act and the significant progress made in implementing the key requirements of the Act.

My tenure as Presiding Judge of the Family Court was an exciting time. Many individuals were enthusiastic about the potential for change. Guided by the Transition Plan, many judges who were assigned to the Family Court, members of the D.C. Bar, and representatives from city agencies and other non-governmental organizations, played significant roles in implementing new programs, such as, but not limited to, the Family Treatment Court, an expanded Child Protection Mediation Program, Same Day Mediation Program, the Self Help Clinic, the Social Services Division Operation Prevent Auto Theft and Sex Offender Programs, the Hooked on Books Program, the Permanency Benchmark Hearings Program, a specialized calendar for truancy cases, and the Truancy Court Diversion Program.

We created a Family Court Attorney Advisor's Office to assist judges in complying with federal and District of Columbia Adoption and Safe Families Acts. We created the first panel of qualified attorneys representing individuals in juvenile and neglect cases, implemented practice standards for attorneys handling neglect and juvenile cases, revised rules governing neglect and abuse cases, developed foster parent policies and a parent participation policy in juvenile cases, created uniform court forms in neglect

and domestic relations cases and contracted with a nonprofit organization to provide guardian *ad litem* services in cases of abused and neglected children. The implementation and operation of the Self Help Clinic is a collaborative effort among the Court, members of the D.C. Bar, and the Women's Bar Association. It was awarded the D.C. Bar Frederick B. Abramson Award after its first year of operation. The Family Treatment Court has been recognized on numerous occasions as a model collaboration with the city that has resulted in protecting children and helping mothers overcome their substance abuse addiction.

One of the most rewarding programs that I helped to develop involved truancy, a common risk factor for children and teenagers. Truancy is often the first public sign of trouble in a family. In response to the growing truancy rate in the District of Columbia, Mr. Tommy Wells, now a City Council member representing Ward 6, but at the time a member of the District of Columbia Board of Education, and I started a city-wide Task Force on truancy in the spring 2004. This Task Force is a collaborative effort involving the Court, the District of Columbia Board of Education, the District of Columbia Public Schools, District of Columbia Charter School Board, the Department of Mental Health, the Child and Family Services Agency, the Office of the Attorney General, the Public Defender Service, and the Criminal Justice Coordinating Council. The initial focus of the Task Force was to reduce truancy in the District's elementary schools. After one year, we helped reduce the truancy rate in the elementary schools by almost 50% through this collaboration.

The Task Force next focused on middle schools and developed a truancy court diversion program for students modeled after programs developed in Kentucky and

Rhode Island. We implemented the program first in Garnet-Patterson Middle School, where I served as the judge leading the program. The program required seventh and eighth grade students, who otherwise could be charged as children in need of supervision, and their parents, who could be charged criminally under the Compulsory School Attendance Act, to meet weekly with the judge and program team members to address issues that cause truancy. The team included family advocates, who are social workers from the neighborhood community collaborative, a therapist from the Department of Mental Health, the school principal, and the school attendance counselor. The goals were to increase school attendance, to improve school behavior and to improve grades by developing the students' leadership skills and self-esteem, by eliminating barriers to attendance and by strengthening the families of the students through social work. I served as judge of that program for three sessions and during this period, twenty-six students successfully completed the program. This program is currently operating in two middle schools in the District of Columbia. Attached as Appendix E are copies of two newspaper articles about the program and a copy of an article about truancy initiatives in the District of Columbia. The Task Force is now working in partnership with Mayor Adrian Fenty's Interagency Collaboration and Services Integration Commission and is currently chaired by the Presiding Judge of Family Court and the Deputy Mayor for Education.

Additionally, as a result of the Family Court Act, the Court received funding to implement IJIS, which was implemented first in the Family Court. The implementation of IJIS required a significant amount of my time as Presiding Judge because substantial

coordination was necessary to change business practices and consolidate the existing technological systems in the Family Court.

The Family Court Act required the Court to create a family friendly environment. As Presiding Judge and co-chair of the Family Court Management and Oversight Team, I was significantly involved with the plans for building and renovating the John Marshall level of the courthouse for the Family Court. The process included numerous meetings and discussions with court managers and architects to ensure that the space met the needs of the Family Court as set forth in the Act and Transition Plan. We created a Central Intake Center for all case filings in the Family Court and worked with the Office of the Mayor to implement the provision of the Act requiring that a Mayor's Liaison Office be located at the courthouse. This office has representatives from the city's child and family services agencies available to assist citizens and parties on site. We created a new program with the District of Columbia Public Schools Art Department wherein the Court has on display throughout the John Marshall level pieces of art created by students of the public schools. Attached as Appendix F is a copy of a Washington Post article relating to the September 22, 2004, grand opening of the new Family Court space. The article highlights how the Court's progress and renovations were well received by leaders of Congress and the public.

The debate leading up to the Family Court Act and our implementation of the Act was subject to Congressional oversight and received substantial media attention. The Act had significant reporting requirements during the two-year period after its enactment. In addition to the Transition Plan, we were required to file progress reports with Congress every six months for two years, an annual report, and an interim report relating to the use

of Magistrate Judges in the Family Court. The Act requires the Court to report on performance standards, compliance with best practices, and compliance with federal and D.C. law. Attached as Appendix G is a copy of the table of contents and executive summary relating to the 2003 Family Court Annual Report filed with Congress during my tenure. The Family Court Annual Reports, including the complete 2003 report, are accessible via the Court's website: www.dccourts.gov/dccourts/superior/family/index.jsp. In order to meet this demand, significant teamwork was required among judges, court managers, and staff. Each report was filed timely and was well received by Congress. While this form of Congressional oversight was very challenging, the court reports gave us opportunities to regain Congressional trust and confidence in the Court and the judicial system.

I believe it is important to learn about and implement best practices and to always explore better practices. As a result, I joined the National Council of Juvenile and Family Court Judges ("NCJFCJ"), the nation's oldest judicial membership organization with more than 2000 members.¹ In July 2004, I was elected by the membership to serve on the Board of Trustees. I also was appointed to serve on the steering committee of the National Judicial Institute on Domestic Violence ("NJIDV"), which is a collaborative effort between the NCJFCJ, the Family Violence Prevention Fund, and the Department of Justice Office of Women Against Violence.² The purpose of the NCJFCJ and the NJIDV is to educate judges and to develop best practices for the administration of justice

¹ www.ncjfcj.org

² www.endabuse.org/programs/display.php3?DocID=89

in child welfare, juvenile justice, family law, and domestic violence matters.³ My work with these organizations was helpful in developing better practices for the Family Court, including performance standards and case processing standards. It also helped the Court comply with the Act's requirement that we implement nationally known best practices.

Many new programs implemented by the Family Court required collaboration with city agencies and other child and family services organizations. As Presiding Judge, I led the Family Court in its efforts to collaborate with these organizations to create programs and policies that benefited children and families. Therefore, in addition to chairing the Family Court Implementation Committee, Mayor Anthony Williams appointed me to serve as Vice Chair of the District of Columbia Juvenile Justice Reform Task Force. The Task Force consisted of the directors of all of the city's agencies responsible for serving the needs of families and children in the District of Columbia. I spearheaded and was one of the first co-chairs of the Juvenile Detention Alternative Initiative, which is currently chaired by the Presiding Judge of Family Court. I served as co-chair of the juvenile subcommittee of the Criminal Justice Coordinating Council and served as a principal member on the Child Welfare Leadership Team, a team sponsored by the Council for Court Excellence ("CCE").

Finally, the work of the Family Court and our progress in implementing requirements of the Act were evaluated on three occasions by the Government Accounting Office ("GAO") at the request of Congress. CCE conducted an independent evaluation of the District of Columbia's child welfare system that included an evaluation of the Family Court implementation and the Family Court's compliance with ASFA.

³ NCJFCJ has worked for years providing education, technical assistance, research, statistics and publications to judges and related professionals in the field in areas such as abuse and neglect, juvenile delinquency, domestic violence, substance abuse, and domestic relations.

This process required a considerable amount of interaction between the Court and the evaluators. The final evaluations showed favorable progress and compliance with the Act and ASFA. Attached as Appendix H is a newspaper article, which reports on one of the GAO evaluations and a copy of a letter from the president of CCE praising the Court's efforts during its first year of implementing the provisions of the Family Court Act.

The Superior Court's compliance with the Family Court Act and the increased funding as a result of the Act has benefited the Court overall. The work of the Family Court judges, managers, and staff has helped the Court regain the confidence of Congress. The increased funding allowed the Court to hire nine judicial officers to handle all new cases of neglected children and the 3500 cases of neglected children that had been assigned to judges outside of the Family Court at the time the Act was passed. The judges assigned to the other divisions of the Court are no longer required to handle neglect cases and have more time to handle the cases in the divisions where they are assigned. The requirement that the Court implement the one judge, one family provision of the Act led to the funding to complete the IJIS initiative. The need for consolidation of Family Court operations allowed the Court to obtain additional space for other important court operations and helped provide the final support for the restoration of the D.C. Courts' historical building which will be the new home of the District of Columbia Court of Appeals in 2009.

I am grateful to Chief Judge King for the opportunity he gave me to serve as the Presiding Judge of the Family Court and to be a part of a great team effort to meet the mandate presented by the Family Court Act that the Court better serve the District of

Columbia's children and families. While the experience was sometimes stressful, challenging, and demanding, implementing practices to improve outcomes for children and families and working with a dedicated team of judges, court managers, and staff was always rewarding. A strong foundation was laid on which the Family Court continues to develop new programs and initiatives that benefit the community. On November 19, 2005, at the Court's annual Adoption Day ceremony, Mayor Williams recognized the Family Court team's accomplishments in working together with city officials and others to improve services to city residents by issuing a proclamation declaring that day "Lee F. Satterfield Day." Senator Mary Landrieu, congressional leader and co-author of the Family Court Act, stated publicly in the Congressional Record that our Family Court is now a "model for the nation."

Domestic Violence Unit

Another positive and productive innovation at the Superior Court is the Domestic Violence Unit. I am currently in my second tour of duty in this Unit.

In October 1996, by an administrative order, Chief Judge Hamilton created the Domestic Violence Unit. In January 1998, Chief Judge Hamilton designated me Presiding Judge of the Domestic Violence Unit. I was the second Presiding Judge of the Unit and served as such for two years. As Presiding Judge, I handled a significant caseload involving requests for temporary or civil protection orders, custody and divorce petitions, and contempt and criminal misdemeanor charges. I also managed the day-to-day operations of the Unit. With the input from the director, the judges, and the staff of the Unit, I redistributed the cases, reducing the amount of time for a misdemeanor case to go to trial from six months to less than three months and reducing the amount of time

citizens requesting protection orders had to wait in court for their cases to be heard. On February 8, 1999, Chief Judge Hamilton issued an administrative order assigning additional administrative duties to the presiding judges. As a result, I became more involved in monitoring and managing the budget of the Unit. As Presiding Judge, I chaired the Domestic Violence Implementation Committee, the Domestic Violence Advisory Rules Committee and the Domestic Violence Coordinating Council. Those committees drafted, reviewed, and updated the Unit's procedures and guidelines and developed the first set of rules governing the Domestic Violence Unit. The Advisory Rules Committee's work in developing the first set of rules governing the Domestic Violence Unit was recognized by the Family Law Section of the D.C. Bar. The committees served as a vehicle for collaboration among the Court, the United States Attorney's Office, the Office of Attorney General for the District of Columbia, the Public Defender Service, the Court Services and Offender Supervision Agency, the District of Columbia Coalition Against Domestic Violence, and the Metropolitan Police Department on domestic violence issues impacting the community and the Court.

During this period, I participated on a National Advisory Committee on Guidelines for Specialized Domestic Violence Court. This committee developed an operations manual for implementing specialized domestic violence courts. The Court's Domestic Violence Unit was highlighted in this report as an example of an effective domestic violence court. I also prepared, with my staff, the first Superior Court bench book on domestic violence and was program chair for court-wide domestic violence training for judges. Finally, during my tenure as Presiding Judge, the Court opened the supervised visitation center where children can visit a parent without danger to the child

or to the victim of domestic violence. The Unit was recognized for its work when it received the Public Service Award at the 1999 Annual D.C. Courts Employee Recognition Ceremony. I am grateful to Chief Judge Hamilton for the opportunity to help move the Domestic Violence Unit from its infancy stage.

Criminal Division

I served in the Criminal Division for over seven years. My first assignment in 1992 was in this division. While assigned to this division, I handled misdemeanor jury and non-jury trials, Felony II jury trials, and I was assigned twice to handle the more complex and serious murder and sexual assault cases on the Felony I calendar. I have attached as Appendix I, a letter of appreciation from a juror who served on one of the murder cases over which I presided.

In January 1994, I was designated by Chief Judge Fred B. Ugast and then Presiding Judge Frederick H. Weisberg to participate in a new drug court initiative. In order to determine the type of drug court most suitable to the needs of the District of Columbia, three judges were assigned to three drug court calendars. Each calendar was provided different resources and operated under different protocols.

One judge handled the cases the traditional way with existing resources; another judge monitored the defendant's compliance through the use of sanctions. The calendar that was assigned to me used an intensive outpatient drug treatment program operated by D.C. Pretrial Services. The goal was to evaluate the effectiveness of each calendar in servicing drug addicted defendants so that we could create an effective drug court using best practices. Attached as Appendix J is a newspaper article acknowledging the early success of the drug court program. I served as a drug court judge for one year early in

my judicial career and learned first hand how the Court can positively impact the lives of members of the community beyond the traditional role of resolving disputes in the courtroom. Barry R. McCaffrey, retired general and former director of the Office of National Drug Policy, recently extolled the importance of drug courts in our communities in a January 14, 2008, *USA Today* article. He stated: "Every dollar spent on drug courts saves as much as \$10 when compared to the high cost of incarceration. But what price can you put on getting a person- a father, a mother, a son, a daughter, an adolescent- off drugs and into recovery." Superior Court was at the forefront of the drug court movement. At the time Chief Judge Ugast started this program in 1994, there were few drug courts in the United States. By 1996, only twelve drug courts existed and today over 2000 drug courts exist. Our drug court continues to be an essential part of the Criminal Division and has helped many members of the community treat their substance abuse, thereby reducing the risk of future crime and increasing the participants' chances of leading a more productive life. I am grateful to Chief Judge Ugast and Judge Weisberg for the opportunity to help implement the Court's first drug court.

Civil Division

I served in the Civil Division and presided over Civil II jury and non-jury trials and Landlord and Tenant cases for two years from January 1996 through December 1997. While in this division, I served on the Civil Division Implementation Group. This group consisted of the presiding and deputy presiding judges, two judges assigned to the division, the division's director and deputy director, and the Clerk of the Court. We met monthly and addressed issues affecting the division ranging from training, calendar management, and procedures to enhance the effectiveness of the division.

Court Committees

In addition to serving on the Joint Committee, I have served on numerous court committees such as the Judicial Education Committee, the Superior Court Rules Committee, the Utilization of Magistrate and Senior Judge Committee and the Selection and Tenure of Magistrate Judge Committee. Recently, I chaired a working group of the Selection and Tenure of Magistrate Judge Committee that drafted changes to the procedures for the selection, reappointment, and discipline of Magistrate Judges. These procedures had not been reviewed or modified since they were originally drafted in 1987. As a member of the Superior Court Rules Committee, I presented proposed rules: (1) governing cases in the Domestic Violence Unit; (2) governing neglect proceedings to bring into compliance with the Family Court Act and ASFA; and (3) governing Family Court and juvenile proceedings to bring into compliance with the Family Court Act. Attached as Appendix K is a list of court, local and national committees, and professional organizations on which I am currently serving, or, in the past, have served.

V. INTELLECTUAL LEADERSHIP

The Chief Judge must have the ability to provide intellectual leadership. My experience as a local and national judicial educator will help in this area. Since I joined the bench, I have been a member of the Court's Judicial Education Committee. Ninety-seven percent of my cases decided by the District of Columbia Court of Appeals on the merits have been affirmed. These cases involved family, criminal, civil, and domestic violence issues and range from the less complex personal injury case to the more complex murder and sexual assault cases. The 97% figure is based on a printout

provided to me by the Clerk's Office of the District of Columbia Court of Appeals and can be made available to the Commission upon request. On several occasions, I wrote opinions on significant issues. Attached as Appendix L are three written opinions and orders. In the first opinion, I found unconstitutional the District of Columbia's temporary stalking statute. In the second opinion, I granted a new trial in a sexual abuse case based on a violation of the defendant's right to exculpatory evidence. In the third opinion, I denied the defendant's request for a new trial in the high profile case involving the death of the toddler, Brianna Blackmond, who was in foster care at the time of her death.

In an effort to bring best practices to the Superior Court, I serve as a member of several national organizations. I am serving a second term on the Board of Trustees of the NCJFCJ. The Board of Trustees sets the policy, vision, and direction of the organization and reviews its budget. I chaired and participated in several committees of that organization including the Family Violence Department Advisory Committee, the Diversity Committee, and the NCJFCJ Liaison Committee to the National Truancy Prevention Association. In 2000, under the leadership of then Presiding Judge Zinora Mitchell-Rankin, the Superior Court joined the model court initiative of the NCJFCJ. This initiative involves courts in many jurisdictions that are dedicated to implementing best practices in child welfare cases. For several years, I served as Lead Judge for the Superior Court in this initiative. I served as a panelist at several NCJFCJ annual conferences. Attached as Appendix M is a letter sent to Chief Judge King from the NCJFCJ president relating to my leadership work as a trustee and member of the NCJFCJ.

I currently serve on the faculty of the National Judicial Institute on Domestic Violence. The NJIDV conducts education programs nationally for state court judges and other judicial officers to help them: (1) deal effectively with court cases involving family violence, domestic violence and elder abuse; (2) exercise leadership in the community to end the violence; and (3) gain advanced knowledge about how the justice system can help prevent violence. Its two primary programs are *Enhancing Judicial Skills in Domestic Violence Cases* and the advanced course *Continuing Judicial Skills in Domestic Violence Cases*, which curriculum I helped develop. The programs focus on the dynamics of domestic violence and family violence, effective fact-finding and decision-making, and related cultural issues. Attached as Appendix N is a copy of the program brochure of one of the education programs. My involvement in both organizations has enabled me to keep current on national best practices in family court and domestic violence matters.

Since 1991, I have served on the adjunct faculty at The Catholic University Columbus School of Law where I currently teach Advanced Criminal Procedure. Attached as Appendix O is a copy of course evaluations in 2006 and a list of educational institutions where I have taught. I also taught trial advocacy at the George Washington University National Law Center's LLM litigation program for several years. I served as guest faculty several times at the Emory University School of Law Trial Technique Program. I found that teaching, whether teaching judges, law students, or middle school students, increases a judge's ability to learn and to perform his or her job better while also permitting one to contribute to the community.

VI. COMMUNITY OUTREACH AND PUBLIC SPEAKING

In order to promote public confidence in the Court, I believe that it is important to reach out to the community to increase the public's understanding of the role of the judiciary and the programs and initiatives offered by the Court. These opportunities provide a forum for promoting confidence in the judicial system. I enjoy speaking to D.C. youth at high school commencements, at Oak Hill, the city's juvenile facility, at events or programs for foster children, at Law Day events, and at the youth fairs organized annually by the Court and the D.C. Bar. Working with foster parent organizations to increase foster parent understanding and participation in the court process has been rewarding. I spoke at town hall meetings organized by SPLC after the adoption of the Court's first strategic plan and at many events involving members of the D.C. Bar. I continue to speak regularly at community meetings when requested. Some of the topics include leadership, juvenile justice, adoption, mediation, family violence and truancy. I also speak nationally on family court, domestic violence, and other court management issues. Attached as Appendix P is a list of presentations and speaking engagements.

As a result of the death of my father in October 2006, and the work I did with middle school students in the truancy court diversion program, I was inspired to create a leadership institute in my father's name. The Lee A. Satterfield Leadership Institute is created solely to help young people become future leaders in the District of Columbia. In the fall 2007, I conducted the Institute's first leadership program at Shaw Junior High School. The program consists of eleven one hour sessions with up to twelve students and is designed to work on how our young people think and act, and give them the tools to

work effectively with others, including fellow students, teachers, and family members. I intend to continue this program in a public school each fall as it provides an opportunity to work with young people. I find it very rewarding working with young people. I have worked with them in the United States Attorney's Office Drug Awareness Program which was presented in area high schools, in the North Star Tutorial Program as part of D.C. Cares, and in domestic violence programs presented in the public schools.

VII. EXPERIENCE WITH LEGISLATIVE BRANCH

As Presiding Judge of the Family Court, I worked with Chief Judge King and others during the negotiation and drafting of the Family Court Act. There were numerous hearings before Congress and the City Council relating to the work of the Family Court, and child welfare and juvenile justice issues. I was required to testify and submit written testimony at some of these hearings. Attached as Appendix Q is a list of hearings at which I testified during my tenure as Presiding Judge and a copy of written testimony that I prepared and submitted to Congress at a hearing relating to juvenile justice issues. I also met with members and staff of Congress and City Council on issues relating to the reform of the Family Court, including the Family Court budget, and child welfare and juvenile justice issues. Each hearing or meeting provided us with an opportunity to promote confidence in our court system.

Additionally, on behalf of national organizations such as the NCJFCJ and the Pew Commission on Children in Foster Care, I briefed members of Congress and their staff on child welfare, juvenile delinquency and domestic violence matters.

VIII. EXPERIENCE WITH MEDIA

During the Family Court debate, Congress and others criticized the Superior Court for its practices in handling child welfare cases. The media wrote about our challenges and the progress of the Court in meeting the challenges. In order to promote public confidence in the Court, I believed it was important to keep the public informed of our progress and any new initiatives that we created. Therefore, I appeared on television shows such as Dean Katherine Broderick's show at the University of the District of Columbia School of Law and on radio broadcasts to inform and educate the public about new court programs, family court reform, and child welfare and juvenile justice issues. I worked with the media to promote and encourage adoptions and participated in press conferences on child welfare issues held by local organizations such as CCE and national organizations such as Fostering Results. I also met with members of the media to talk about the administration of justice or to respond to a specific concern. Attached as appendix R is a list of newspaper articles and copies of some of the newspaper articles written about the Family Court.

Additionally, to better understand the role of the media in relationship to the Court, I completed a course entitled *First Amendment and Media Issues for Judges* at the National Center for Courts and Media in the National Judicial College. I also participated as a panelist at a Journalist/Judge workshop which addressed ethical issues faced by judges and journalists. The workshop consisted of judges and members of the media from the District of Columbia and Maryland. Finally, I serve on a committee of CCE that is creating a media guide for journalists who cover the courts in the District of

Columbia. The committee consists of journalists, lawyers and court officials from the Superior Court and the United States District Court.

IX. CONCLUSION

It is a privilege to serve the citizens of the District of Columbia as an Associate Judge. I have been fortunate that many governmental and non-governmental organizations and members of the public, including the former Mayor of the District of Columbia, child advocates, jurors, middle school students and members of the Bar, have recognized me for my efforts. Attached as Appendix S is a list of honors and recognitions. Attached as Appendix T are some of the letters of appreciation I have received.

I believe that over the past fifteen and a half years I have shown the ability to provide administrative and intellectual leadership, to promote a sense of cooperation and collegiality among the judges, the court staff and other governmental and non-governmental entities, and to promote confidence in the Court and the judicial system. Mayor Williams acknowledged this fact in his proclamation declaring November 19, 2005 "Lee F. Satterfield Day". The proclamation stated in part that: "Lee F. Satterfield has been widely acknowledged and recognized for his tremendous leadership, compassion, spirit of cooperation in forging collaboration amongst members of the Judiciary and the Executive Branches of government, on both the Federal and local levels." I believe that I have the support and respect of the judges, court staff, and the community to lead as the Court's Chief Judge. Accordingly, I request that the

Commission designate me as the next Chief Judge of the Superior Court of the District of Columbia. Thank you for your consideration.⁴

Respectfully submitted,



Lee F. Satterfield

Associate Judge

June 18, 2008

⁴ I hereby consent to the Commission making this submission public if it deems necessary. Some individuals will submit letters of support directly to the Commission. I have not asked for letters of support from court managers and staff but I have attached as Appendix U, a list of court managers and staff whom I have worked with over the years. Finally, I have attached as Appendix V, a short professional biography.

APPENDIX 2

AGENDA FOR JUDICIAL LEADERSHIP TEAM MEETING September 16, 2011

- 9:00-9:15** *Meeting Overview*
- 9:15-10:00** *Review of Building a Great Place to Work Initiative*
- Employee Viewpoint Survey 2009
 - Wellness Initiative
 - Work/Life Initiative
 - Human Resources Strategic Planning: Architecture for the Future
 - Internal Communications
 - Division Specific Projects
 - Social Services Division
 - Criminal Division
 - Budget and Finance
 - Employee Viewpoint Survey 2011
 - Deployed 9/21/11 - 10/12/11
 - Plans
- 10:00-11:00** *Joint Leadership Retreat*
- What
 - Outcomes
 - One Court
 - Human resources project
 - Commitment to future
 - Strategic focus
 - Shared financial resources
- 11:00-12:00** *Employee Engagement*
- Adopted as Court wide metric
 - What is it?
 - Question of methodology
 - What might employee engagement mean to judges?
 - Review of elements
 - Impact of higher engagement
 - Applying engagement to judges – what might this look like
- 12:00-1:00** *Lunch Break*
- 1:00-2:30** *Resume Employee Engagement*
- 2:30-3:30** *Planning for Next Year*
- 3:30-4:00** *Closing Comments*

**Breaks will be taken as needed during the day*



U.S. Department of Justice

Criminal Division

June 18, 2009

1400 New York Ave. N.W.
Washington, D.C. 20530



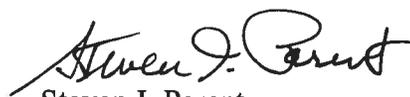
Hon. Lee F. Satterfield
Chief Judge
Superior Court of the District of Columbia
500 Indiana Avenue, N.W.
Washington, D.C. 20001

Dear Judge Satterfield:

On behalf of the Criminal Division, I would like to thank you for your presentation "Overcoming Obstacles, Achieving Dreams" on June 12, 2009. The knowledge and experience you shared with the students undoubtedly will prove useful to each of them.

I appreciate the time you took from your busy schedule to prepare and teach employees of the Criminal division. The presentation was superb, and reflected the thought and time you spent in preparation. It was entertaining and interactive as well as informative and inspiring, making it even more memorable.

Sincerely,


Steven J. Parent
Executive Officer



WASHINGTON
IRELAND
PROGRAM
FOR SERVICE & LEADERSHIP

Emerging Leaders Program

RECEIVED

SEP 09 2010

CHAMBERS OF
CHIEF JUDGE LEE F. SATTERFIELD

The tour has made me challenge my thoughts and behavior and I will take these changes with me and put them into practice when I return back to Belfast.

- 2010 Emerging Leader

3 September 2010

The Honorable Lee Satterfield
Chief Judge
Superior Court for DC
500 Indiana Avenue, NW, Room 3500
Washington, DC 20001

Dear Chief Judge Satterfield,

Thank you so much for speaking with the Washington Ireland Program Emerging Leaders during their study tour in Washington, DC. You made a huge impact on the Emerging Leaders. In fact, here is a quote from one of the participant evaluations, completed on the last day. When asked if there was an outstanding event, moment or person they found particularly meaningful on the study tour, one Emerging Leader said:

Chief Judge Satterfield: Humble, Aware, Presence

Your time with the Emerging Leaders will have a profound effect on the continuing process of peacebuilding in Northern Ireland and the Republic of Ireland. We appreciate your commitment to helping build peace and bring about conflict resolution for the next generation of leaders.

And, please give my deepest appreciation to Ms. Christine Hodge. You are fortunate to have her. She was a pleasure to work with and went above and beyond to make the meeting with you possible.

With my best,

Amy Millican
Project Specialist
Emerging Leaders Program

620 F Street, NW Suite 747, Washington DC 20004

August 25, 2009

The Honorable Lee F. Satterfield, J.D.
Chief Justice
Superior Court of Washington DC
500 Indiana Avenue Northwest, Sixth Floor
Washington, DC 20001

RECEIVED
AUG 31 2008
CHAMBERS OF
THE CHIEF JUDGE LEE F. SATTERFIELD

Dear Mr. Chief Justice Satterfield:

As the 2009 summer conference season comes to a close, we at *LeadAmerica* remember with gratitude those individuals who were a part of the *LeadAmerica* family this past year, offering valuable contributions of time, energy, and knowledge in support of our mission to "inspire and empower young people to achieve their full potential and to instill in them a sense of purpose, integrity, self confidence and personal responsibility." We are grateful to you for your support in bringing the conference events to fruition and assisting us in educating students on the importance of leadership skills, while providing detailed insight into career fields and issues affecting the future of our nation and our world.

LeadAmerica conferences are truly "once in a lifetime" experiences for the students who have the opportunity to attend them; experiences they are sure to value and draw from for the rest of their lives. With your help, we were able to successfully provide these talented students with a comprehensive introduction to an exciting career field and empower them to make educated decisions about their academic and professional futures. Your provision of thought provoking academic lectures and engaging discussions proved to be a tremendous asset to our academic program, one that was appreciated by students and staff alike.

In closing, all of us at *LeadAmerica* would like to extend a heartfelt thank you to you for devoting your time and talent towards educating and enriching the lives of our nation's youth. Without your support and the support of individuals like you, we could not have presented these exceptional students with the wonderful conference experiences they enjoyed this past summer.

We wish you and yours a safe and successful end to the 2009 year, and look forward to working with you again at a *LeadAmerica* conference venue in 2010.

With warmest regards,



Andrew H. Potter, M.A., M.A. NEJS.
Director of Academics, Humanities
Director of Government Relations
LeadAmerica



U.S. Department of Justice

Office on Violence Against Women

Washington, D.C. 20530

NOV 23 2009

The Honorable Lee F. Satterfield
Chief Judge
Superior Court of the District of Columbia
Moultrie Courthouse
500 Indiana Avenue, NW
Washington, DC 20001

Dear Lee:

Thank you for your participation in the Department of Justice's Domestic Violence Awareness Month Forum on October 19, 2009. It was an honor to have you there to help commemorate the 15th Anniversary of the Violence Against Women Act. Your presentation touched so many in the room, and I am very thankful that you were willing to courageously add your powerful voice as an agent for change.

Survivors, advocates, law enforcement officers, judges, prosecutors and others have been working for many years to raise awareness around domestic violence and sexual assault. Thank you for being at the forefront of this work; for your steadfast commitment and innovative approaches to helping victims find healing. We could not be successful in the work that we do and the progress that we have made in the field without experienced, knowledgeable partners like you.

I am enclosing your picture with Attorney General Holder. He sends his best wishes as do I.

With tremendous gratitude,

A handwritten signature in black ink, appearing to read "Catherine Pierce", with a long, sweeping underline.

Catherine Pierce

RECEIVED

NOV 30 2009

CHAMBERS OF
CHIEF JUDGE LEE F. SATTERFIELD

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Attorney General



RECEIVED

SEP 12 2011

CHAMBERS OF
CHIEF JUDGE LEE F. SATTERFIELD

September 6, 2011

The Honorable Lee F. Satterfield
Chief Judge, Superior Court
of the District of Columbia
500 Indiana Avenue, N.W.
Washington, DC 20001

Re: OAG Inns of Court Presentation

Dear Judge Satterfield:

I would like to extend my sincere thanks for sharing your valuable time and expert knowledge with the office of the Attorney General (OAG) on Tuesday, August 23. I am very sorry to have missed your presentation on Leadership, but I have heard from OAG managers that your presentation was excellent—both educational and entertaining.

During a time when our training funds are frozen, your continued generosity is most appreciated. As you know, I am committed to providing the very best training and professional development for our staff. I very much appreciate your assistance with and support of these efforts.

Thank you again for your generosity and support of OAG. Best regards.

Sincerely,

Irvin B. Nathan
Attorney General
for the District of Columbia

APPENDIX 3

Satterfield, Lee F.

From: Hodge, Christine V.
Sent: Wednesday, March 03, 2010 3:58 PM
To: lee.satterfield@dcsc.gov
Subject: FW: Thank you

Fyi...

Christine V. Hodge
Executive Assistant
Chief Judge Lee F. Satterfield

From: Talcott, Carolyn
Sent: Wednesday, March 03, 2010 3:35 PM
To: Hodge, Christine V.
Subject: Thank you

Ms. Hodge,

Thank you for arranging the logistics for the brown bag lunch today with the Chief Judge. I can't say that I have ever experienced anything quite like it since I have been at the Court! We feel very insulated at times from the judges and court officers, so it was a surprise and a pleasure to be able to participate in such a get-together. It was also a terrific opportunity to meet other court staff, from other divisions, to share ideas. Please thank Judge Satterfield for me for so kindly extending the invitation and for being such a good and responsive listener. It was a very memorable lunchtime!

Sincerely,
Carolyn Talcott

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FEB 04 2011

CHAMBERS OF
CHIEF JUDGE LEE F. SATTERFIELD

CJ Satterfield,

Thank you for the invitation to the Feb 2, 2011 brown bag with you & other court employees. It was a nice opportunity to meet new coworkers, share concerns, & hear your perspectives on internal court matters. I

appreciate your time & look forward to the potential initiatives that may result from the brown bag meetings. Warmest regards,
Sharon Brooks

APPENDIX 4

October 25, 2009

Dear Judge Satterfield,

Thank you very much for hosting ANC Commissioners in Ward One. It was a very informative session. I appreciate your kindness and openness.

Sincerely,
Nancy Shia
ANC IC06

APPENDIX 5

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NOV 24 2009

November 20, 2009

CHAMBERS OF
CHIEF JUDGE LEE F. SATTERFIELD

Chief Judge Lee F. Satterfield
500 Indiana Avenue, N.W., Room 3500
Washington, DC 20001

Dear Judge Satterfield,

I am sending my heartfelt gratitude to you on behalf of my son Len A. Claiborne, III, Jacket No. CPO-1088 which is now closed. On April 20, 2008 you requested and retained jurisdiction over my son as long as you were assigned to the Domestic Violence Unit. My son made a comment to me and we stood before you and you monitored Len for a whole year. I am so thankful that you took the time and patience to monitor and mentor him during that phase in his life.

I am proud to say that my son's attending Potomac Job Corps, here in DC (202) 373-3034 as of October 1. I know you have a busy schedule, but I pray that you give him a call and give him words of encouragement.

My mother passed last month and Len took her death very hard. He promised on her death bed that he was going to do good and she winked at him three times and passed away the next night. He's holding on to that promise. The staff has fallen in love with him at Potomac. They see what you saw in my son and the counselors have taken him up under their wings. As I stated in your court that God gave my son a compassionate heart and he is a good child.

I have enclosed two pictures of my son, one at the Job Corps Orientation Class and another one with him looking handsome with his hair cut. Smile!

Again, my son and I thank you from the bottom of our hearts.

God Bless You and your Family!



Ms. Denise Hawkins