



## **CCE 2023 Annual Strategic Plan Progress Report**

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The Council for Court Excellence (CCE) is currently implementing our [2022 – 2024 Strategic Plan](#), which was adopted by our Board of Directors in December 2021. The plan called for CCE to publish certain race equity metrics and set up a transparent progress to share progress annually to advance public accountability around our race equity goals. This report presents select updates on the progress made in 2023 (not inclusive of progress made in 2022), identifies some important items that have been delayed in implementation because of staffing, capacity, or other challenges, and shares some demographic metrics we are tracking toward our overall diversity goals. We are excited to share these updates with the D.C. community and [welcome any questions](#) community members may have.

### **PILLAR 1: CCE must continue and enhance its reputable, impactful work of building better justice in D.C.**

- Goal 1.2: In 2023, the Programmatic Committees each began or completed the development of outreach plans focused on recruiting directly-impacted individuals and other under-represented groups to join each committee. These plans were developed throughout the year and senior staff are currently working on collecting all the draft plans and reviewing those that we have received to identify what resources can be developed to support our Committees in these efforts.

### **PILLAR 2: CCE must clearly articulate a race equity agenda with both internal and external priorities.**

- Goal 2.2: An organization wide policy for addressing insensitive language, discrimination, and harassment was approved by the Board of Directors in December 2022. The goal also contained several subsequent steps in terms of informing internal and external stakeholders about the policy, and continually using the policy as part of CCE-related meetings. This roll out and implementation work has been successfully executed in 2023 by staff, Committee chairs, and the Executive Committee, and our Meeting Norms are being actively referenced and utilized at most, if not all, CCE meetings since adoption.
- Goals 2.3 and 2.4: While CCE staff have spent a significant amount of time developing a rubric for evaluating our programmatic work and operational policies through a race equity lens this year, the process to finalize the rubric and incorporate it into our program planning tools is not yet complete. However, we anticipate being able to complete the rubric in early 2024.

### **PILLAR 3: CCE must develop a unified, focused, and refreshed organizational identity that infuses our values into our internal processes and external work, and communicate that identity clearly to partners and the public.**

- Goal 3.1: An extensive amount of work was completed in 2023 on organizational rebranding research and evaluation. A consulting firm was hired to lead the process, there were many rounds of feedback solicited from the broader D.C. community via focus groups and surveys, and the Executive Committee thoroughly discussed the issue over the course of the spring, summer, and fall. The research process, findings, and consultant concepts have been presented to the Board for consideration. A recommended new organizational name will be presented to the Board of Directors in 2024 for a final vote.
- Goal 3.2: A website redesign was originally targeted to be completed in 2023, but because of the focus on the rebranding work and staff capacity to focus on a major initiative such as this,

implementation of this project was deliberately delayed. However, as of October 2023, a website design firm was hired following a competitive RFP process, and a new website should be ready by mid-2024.

**PILLAR 4: CCE must realistically scale its workload to be sustainable and to correspond to its staff and volunteer capacity.**

- Goal 4.1: As of November, CCE hired our 10<sup>th</sup> full-time employee, ahead of the 2024 goal date set in the strategic plan. Our new Policy & Education Associate will begin on January 2, 2024. In addition, we hired an interim Policy Director who started in December 2023.
- Goal 4.2: CCE has continued to expand our budget by diversifying and growing various funding sources. In particular, as of mid-October, more than half of our annual grants were for general operating support.

**PILLAR 5: CCE must continue to diversify its staff and Board of Directors.<sup>1</sup>**

- Goal 5.1: The Board Membership Committee successfully identified long-term Board Directors who were likely to retire or rotate off the board and worked with several of them to identify succession planning for their firm or business.
- Goal 5.3: The process of evaluating CCE staff and intern compensation was initially delayed due to a lack of staff capacity in 2022, but with the addition of Elisa Ortiz as our Deputy Director in January 2023, this work was able to begin in 2023 and significant progress has been made. It should be completed and shared with the Finance Committee and staff in early 2024.

**PILLAR 6: CCE must increase Board engagement in the leadership and execution of its work.**

- Goal 6.2: The Board Membership Committee successfully developed and implemented a documented process for handling non-engaged board members, particularly those whose firms or businesses had not paid dues for two or more consecutive years.
- Goal 6.1: It was determined that the work to create a board agreement should be undertaken by the existing Membership and Nominating Committees rather than a newly created engagement committee, as initially contemplated in the strategic plan. Due to a variety of competing priorities, this work was delayed in 2022 and early 2023, but our Development Director completed significant research, prepared a memo, and shared that memo with the two relevant committees in fall 2023. Those leaders have begun to discuss what documentation would be appropriate for CCE, and what content should be included. Work on this priority will continue into 2024 with the goal of bringing a board agreement to the full board for consideration next year.

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<sup>1</sup> See Appendix I below for more specific demographic data and updates about our staff and full Board of Directors.

## Appendix I: 2023 Demographic Report

### Introduction

Strategic Plan Goal 5.1 called for increasing Board diversity by 5 to 7% across nearly all identities and experiences including age, race, gender identity, sexual orientation, educational level, place of residence, and disability status. Goal 5.2 similarly called to increase diversity by 10% among CCE’s Executive Committee and Committee Chairs in the same categories. Goal 5.3 called for expanding diversity of the staff through new staff and intern hires, increase average length of employment at time of staff departure, and eliminate the tenure disparity between white and Black staff members.

CCE’s current strategic plan period started in 2022, however many of the metric-based goals in the plan, particularly around advancing diversity, were developed using a baseline of data collected in 2020. Therefore, unless otherwise noted, the “starting” data points noted below are from the 2020 Board demographic survey. Unless otherwise noted, the data gathered for 2023 year was current as of June 2023.

### Board of Directors Data

It is important to note that most demographic data included below is based on self-identification and self-reporting from Board members. Given the large size of our Board and the partial response rate to the survey from which we gather this information, the data may not be precisely reflective of those on the Board, but we believe is likely representative.

<b>Demographic Category &amp; Strategic Plan Goal</b>	<b>Board of Directors 2020</b>	<b>Board of Directors 2023</b>
<i>Age</i> – increase % of people under the age of 40	<ul style="list-style-type: none"> <li>• 18 – 29: 2.86%</li> <li>• 30 – 39: 7.14%</li> </ul>	<ul style="list-style-type: none"> <li>• 18 – 29: <b>0.8%</b></li> <li>• 30 – 39: <b>9%</b></li> </ul>
<i>Race</i> – increase % of people of all races except White/Caucasian	<ul style="list-style-type: none"> <li>• Asian: 2.86%</li> <li>• Black or African American: 24.39%</li> <li>• Native American / American Indian or Alaskan Native: 0%</li> <li>• Native Hawaiian or other Pacific Islander: 0%</li> <li>• Hispanic, Latinx or Spanish heritage: 1.4%</li> </ul>	<ul style="list-style-type: none"> <li>• Asian: <b>6%</b></li> <li>• Black or African American: <b>21%</b></li> <li>• Native American / American Indian or Alaskan Native: <b>0%</b></li> <li>• Native Hawaiian or other Pacific Islander: <b>0%</b></li> <li>• Hispanic, Latinx or Spanish heritage: <b>2%</b></li> </ul>
<i>Gender Identity</i> – increase % of female and transgender people	<ul style="list-style-type: none"> <li>• Female: 38.89%</li> <li>• Transgender: 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Female: <b>43%</b></li> <li>• Transgender: <b>0%</b></li> </ul>
<i>Sexual Orientation</i> – increase % of gay/lesbian people <sup>2</sup>	<ul style="list-style-type: none"> <li>• Gay/lesbian: 2.9%</li> </ul>	<ul style="list-style-type: none"> <li>• Gay/lesbian: <b>2.9%</b></li> </ul>

<sup>2</sup> Note that the Strategic Plan called for increasing the percentage of bisexual people as well, but those numbers were not tracked.

<b>Demographic Category &amp; Strategic Plan Goal</b>	<b>Board of Directors 2020</b>	<b>Board of Directors 2023</b>
<i>Wards of Residence</i> – increase % of residents from Wards 5, 7 and 8	<ul style="list-style-type: none"> <li>• Ward 5: 2.78%</li> <li>• Ward 7: 2.78%</li> <li>• Ward 8: 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Ward 5: 4%</li> <li>• Ward 7: 2%</li> <li>• Ward 8: 2%</li> </ul>
<i>Education level</i> – increase all education levels, except Graduate	<ul style="list-style-type: none"> <li>• Less than HS: 0%</li> <li>• High School/GED: 0%</li> <li>• Associate Degree: 2.78%</li> <li>• Bachelor's Degree: 5.56%</li> </ul>	<ul style="list-style-type: none"> <li>• Less than HS: 0%</li> <li>• High School/GED: 0.87%</li> <li>• Associate Degree: 0%</li> <li>• Bachelor's Degree: 4.3%</li> </ul>
<i>Identify as a person with a Disability</i>	0%	1.04%

Executive Committee Data

<b>Demographic Category &amp; Strategic Plan Goal</b>	<b>Executive Committee 2020</b>	<b>Executive Committee 2023</b>
<i>Age</i> – increase % of people under the age of 40	<ul style="list-style-type: none"> <li>• 18 – 29: 0%</li> <li>• 30 – 39: 4%</li> </ul>	<ul style="list-style-type: none"> <li>• 18 – 29: 0%</li> <li>• 30 – 39: 9%</li> </ul>
<i>Race</i> – increase % of people of all races except White/Caucasian	<ul style="list-style-type: none"> <li>• Asian: 4%</li> <li>• Black or African American: 23%</li> <li>• Native American / American Indian or Alaskan Native: 0%</li> <li>• Native Hawaiian or other Pacific Islander: 0%</li> <li>• Hispanic, Latinx or Spanish heritage: 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Asian: 9%</li> <li>• Black or African American: 30%</li> <li>• Native American / American Indian or Alaskan Native: 0%</li> <li>• Native Hawaiian or other Pacific Islander: 0%</li> <li>• Hispanic, Latinx or Spanish heritage: 4%</li> </ul>
<i>Gender Identity</i> – increase % of female and transgender people	<ul style="list-style-type: none"> <li>• Female: 38%</li> <li>• Transgender: 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Female: 61%</li> <li>• Transgender: 0%</li> </ul>
<i>Sexual Orientation</i> – increase % of gay/lesbian people	<ul style="list-style-type: none"> <li>• Gay/lesbian: 4%</li> </ul>	<ul style="list-style-type: none"> <li>• Gay/lesbian: 9%</li> </ul>
<i>Wards of Residence</i> – increase % of residents from Wards 5, 7 and 8	<ul style="list-style-type: none"> <li>• Ward 5: 0%</li> <li>• Ward 7: 4%</li> <li>• Ward 8: 4%</li> </ul>	<ul style="list-style-type: none"> <li>• Ward 5: 4%</li> <li>• Ward 7: 4%</li> <li>• Ward 8: 4%</li> </ul>
<i>Education level</i> – increase all education levels, except Graduate	<ul style="list-style-type: none"> <li>• Less than HS: 0%</li> <li>• High School/GED: 0%</li> <li>• Associate Degree: 0%</li> <li>• Bachelor's Degree: 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Less than HS: 0%</li> <li>• High School/GED: 4%</li> <li>• Associate Degree: 0%</li> </ul>

Demographic Category & Strategic Plan Goal	Executive Committee 2020	Executive Committee 2023
		• Bachelor's Degree: 0%
Identify as a person with a Disability	0%	0%

Staff Data

- **Of new staff and intern hires, at least half expand the diversity of CCE’s staff. (ACHIEVED AS OF 2023)**
  - In 2021, when the strategic plan was created CCE had: 4 white FTE staff and 2 BIPOC FTE staff.
  - As of fall 2023, CCE has: 4 white FTE staff and 5 BIPOC FTE staff.
  - *To date, we have not asked staff to disclose other types of diversity or demographic information. To date, we have also not evaluated intern hire diversity.*
  
- **Increase average length of employment at time of staff departure from 1.25 to 3 years (ACHIEVED AS OF 2023)**
  - Using data for employees who were still working at CCE in 2018 and in the years beyond (including those who left CCE at some point during 2018), the average length of employment time at departure, across races, is 3.81 years.
  
- **Eliminate the tenure disparity between white and Black staff members (who have left) (PROGRESS MADE ON EXTENDING BLACK STAFF’S TENURE)**
  - Using data only for employees who were still working at CCE in 2018 and in the years beyond (including those who left CCE at some point during 2018):
    - As of Sept 2023, the average length of employment at departure for Black employees is: 1.38 years.
      - *This reflects a positive trend since our 2021 strategic plan development, which cited a 0.8 year average tenure for Black staff at the time of departure.*
    - As of Sept 2023, the average length of employment at departure for white employees is: 6.85 years.
      - *Note that this is particularly high because one long-term employee worked at CCE for over 15 years and another for close to 7 years.*
  
- **Eliminate the tenure disparity between white and Black staff members (who are currently at CCE) (PROGRESS MADE ON EXTENDING TENURE OF ALL STAFF)**
  - As of Sept 2023, the average tenure of the current staff, regardless of race, is: 1.85 years.
    - As of Sept 2023, the average tenure of the current Black staff is: 1.25 years.
    - As of Sept 2023, the average tenure of the current white staff is: 2.72 years.