



Full Court Press



Newsletter of the District of Columbia Courts

February 2016

Large International Delegation Visits DC Superior Court's Drug Court Program

*Court officials from South America and the Caribbean Observe
One of the District's Problem-Solving Court Programs*



Drug policy and prison reform are not only major topics in the United States, but the entire Western Hemisphere. On December 1-3, the Organization of American States (OAS) and the Inter-American Drug Abuse Control Commission hosted a high-level dialogue on “Alternatives to Incarceration for Drug-Related Offenses” in Washington, D.C. The OAS reports more than 3.5 million people are imprisoned, with at least one-third for drug-related crimes. According to the OAS, large scale incarceration can result in conflicts with basic human rights, such as those stemming from overcrowded prisons. “The majority of individuals incarcerated for drug-related crimes are not high-level drug traffickers, but those in the lower tiers of the supply chain,” said Luis Almagro, OAS Secretary General. He went on to say “...we must reserve the right to punishment when required, but also safeguard human rights.”

On December 2, 2015 chief justices, judges, and presiding officers of many courts and crime-prevention organizations from countries

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A Father's Introduction to Child Welfare Cases in Family Court

The DC Superior Court's Family Court has produced a video to help fathers understand their role in child abuse and neglect cases brought to the Court. While both parents are important in these cases, mothers often receive the bulk of the attention. The purpose of the video is to explain the vital role fathers can play in these cases and to encourage fathers to get involved. The video explains how the process works, who the different people and agencies are, and how fathers can best participate in the court case.

Roy Austin, from President Obama's My Brother's Keeper Task Force, says it best: "Your kids need your love, your time, and your commitment to never give up on them - or yourself. Being a father is the most important thing that you will ever do."

The video can be accessed on the [DC Courts YouTube channel](#). You can also access it directly on this URL:
https://www.youtube.com/watch?v=XV_Xx5qfXtA

DC Drug Court Featured on CBS's 60 Minutes

The DC Superior Court Drug Court program was mentioned in a recent 60 Minutes episode on CBS that focused on Michael Botticelli, Director of the Office of National Drug Court Policy (ONDCP), who spoke at the DC Drug Court program's August 2015 graduation.

The video can be seen on the CBSNews website:
<http://www.cbsnews.com/videos/a-new-direction-on-drugs/>



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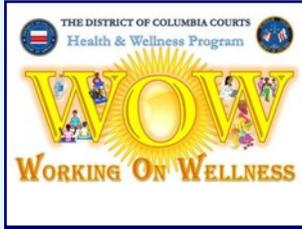
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Working on Wellness Corner

Interview with Roderick Norris

Mr. Norris is a Branch Supervisor in the DC Superior Court Family Court Operations Division

As one of the fittest members of the Courts' WOW (Working on Wellness) Committee, it is clear that you make health and wellness a priority. Tell us a little about your daily workout regimen.

Well, most people think that fitness starts with working out; but it actually starts with your meals. You have to fuel your body. For breakfast, I have oatmeal and hard-boiled eggs every day. This gives me both my fiber and protein. Then I have protein or a salad for lunch.

Where do you work out?

I use the Courts' gym facility in Building B. I work out every evening until about 7:15 p.m. and on the weekends, too, because I hate to take a day off. I break up my routine into 3-day increments: day 1- biceps/chest and 45-60 minutes of cardio; day 2- legs/ biceps and 45-60 minutes of cardio; and day 3- back/ shoulders and 45-60 minutes of cardio.

We know that employees come to you with comments about the gym and how it could be improved.

If you could make one improvement to the gym, what would it be?

You don't really need a lot in terms of equipment to get an effective workout. True weightlifters can make the best of what's available. But one thing that would make my workout better is a music system. I need music to keep me going. So I always try to make sure that I bring my iPod with me.



Do you ever just go outside for a run, or do you get all of your cardio in at the gym?

I do cardio on the treadmill and the elliptical. I am finding that as I get older, running outdoors causes too much pounding on my knees. When I complained to a physical therapist about the problem, she advised me to adjust the incline on the treadmill to Level 1 instead of zero. Just that slight bit of elevation keeps my knees properly aligned and has completely eliminated my knee pain.

Exactly what type of weights do you lift at the gym?

I started seriously weight lifting/bodybuilding at the age of 14. But when I recently developed an issue with my shoulder, I realized that I could not continue to lift weights the same way that I did when I was 20! My shoulder injury, while not serious enough to cause a tear, did force me to change the way that I lift weights. The surgeon who examined me told me that lifting bar weights is not always good because it can restrict the movement of the shoulder. Lifting dumb bells, on the other hand, allows for flexibility without injury. So, I no longer lift bar weights; instead, I do presses with dumb bells- usually in the 70-80-pound weight range.

Spending seven days at the gym seems like a lot! I don't know too many people that are so dedicated.

Why do you work so hard?

There are a number of reasons. When I was fourteen, I was 5 feet 6 inches tall and weighed 98 pounds.

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The word “leader” is defined in more than 100 different ways: for example, “something that leads; as a primary or terminal shoot of a plant” (as a main branch of an apple tree of the terminal shoot of a spruce tree); again, a “thin paper tube containing quick match to cause rapid ignition (as of fireworks).” The definition I choose to rely on is “a person who, by force of example, talents or qualities of leadership, plays a directing role, wields commanding influence, or has a following in any sphere of activity or thought.” Now that we have defined what a leader is, I would like to talk about leadership in America.

As the November 8, 2016, presidential election draws nearer, I asked myself the following—“What makes a leader?” In pondering this question, I have discovered that the answer is extremely complex. One has only to begin surveying the great leaders to discover this complexity. For each one I examined, a somewhat different reason emerged for his or her success as a leader, although at times the reasons that led to the assumption of leadership were similar. Some were great thinkers, others were not. Some were great orators, others were not. Some came from the moneyed aristocracy of this country, some arose from the ranks of the poor and disenfranchised. Some were tall, others were short. Some were lawyers, some were not.

Yet somewhere beneath the veneer, I was convinced that a common denominator existed—a trait or traits that bound all of these leaders together in a brother and sisterhood of sorts. What is the essence of a person whom others will gladly follow?

In my experience, I have observed three basic characteristics that are common to most great leaders. These characteristics are: (1) boundless energy; (2) strength of will; and (3) a sense of direction (or, as the romantics might say, a sense of destiny).

A leader must have energy. Who would follow a sluggard? I think it is the great energy of a leader that accounts for much of his attraction. How many leaders emerge from a time of misfortune, of economic depression, of lackluster

daily life? Suddenly out of a stagnant, decaying society arises a light. Action. Movement. New ideas. Energy. From different worlds, with different ideas and goals, leaders arise in their respective countries. At that time their energy, their dynamism, is a great source of their attraction. On all sides of the globe most people are more concerned about a leader’s willingness to act than they are with the particular ideas underlying her actions. Any movement is better than standing still. These leaders provide their countries with a much needed source of energy at a time when the people’s economic and spiritual reserves are greatly depleted. Things are moving again. Only time will tell where the leader will lead, but “by heaven isn’t it inspiring to be moving again.”

Now you are probably thinking I am trying to advocate leadership only for those people with “charisma” —that great, indefinable magnetism. But that is not my point. An actor may need charisma to get the lead in a movie, but a leader can succeed without it. In a real sense dynamism is probably an important component of charisma. For example, while F.D.R. and Harry Truman were both dynamic individuals, only Roosevelt was truly charismatic—yet both were great leaders. Charisma seems to be dynamism plus an extra magnetic quality that attracts people. John Fitzgerald Kennedy had charisma. However, it is the dynamism, the energy, that continues to hold people to a leader after the initial contact. It may be more difficult to gain recognition without that inherent magnetism, but the boundless energy of a potential leader will hold him in good stead. That energy itself attracts followers. Also, it is the source of his willingness to act, when the rest of us are paralyzed by the tremendous rush of events. This energy is what transforms mere ideas into truths that people can live by. The old stale ideals seem new and vibrant when a dynamic leader strives to make them a reality. Words become actions, and thoughts become goals. The energy of a leader can help bridge the gap between theory and practice. And finally and most importantly, such a leader transfers his energy and enthusiasm to his followers. Attitudes change and people again believe that goals can be achieved, or at least they realize it is better to strive ahead

no matter what the result. A dynamic leader can help cure us of our apathy and lethargy. However, in the final analysis a leader provides only the spar that allows people to once again glimpse their own potential.

Tennyson's *Ulysses* (a favorite of RFKs) best expressed this quality of energy and drive in describing how the great leader Ulysses could not accept retirement.

I cannot rest from travel; I will drink
life to the lees. All times I have enjoyed
Greatly, have suffered greatly...

...For always roaming with a hungry heart
Much have I seen and known – cities of men
And manners, climates, councils, governments,
Myself not least, but honored of them all...

...I am part of all that I have met;...

How dull it is to pause, to make an end,
To rust unburnished, not to shine in use!
As though to breathe were life!

...That which we are, we are...
Made weak by time and fate, but strong in will
To strive, to seek, to find, and not to yield.

That is a dynamic leader.

Tennyson's poem also beautifully portrays the second trait I will discuss—strength of will: for even in his retirement, Ulysses' will to lead was not quenched. People are attracted to a strong willed person, because it is that very quality that shows she is capable of asserting leadership over others. The people will not follow one who wavers, at least not for long. I think it is important to note that a strong will is vital to a leader for a wholly different reason. It is that will that allows a prospective leader to survive with his energy and enthusiasm intact until the events have reached the point where he is needed as a leader.

History has shown us that most great leaders have gone through numerous defeats before they have encountered the great events that provide them with the opportunity to be a great leader. If Churchill had not been strong willed, he would have given up in World War I when he met his first great defeat. Or Franklin Roosevelt would have lost his fight against polio. Abraham Lincoln lost to Stephen Douglas in his bid for the Senate but soldiered on. Nelson Mandela persevered notwithstanding his imprisonment on Robyn Island for a quarter century. And Martin Luther King still had "a dream" in him even after all he had been subjected to. It seems almost too obvious to state, but unless a person has the will to persist in the face of adversity, he will never be a leader. But with that will his opportunity for leadership increases as well as his ability to cope with the problems that always confront a leader in his daily struggles. Like Ulysses, a potential leader must continually strive and never yield. The journey may be rugged, but a natural leader never loses sight of his goal.

Having a goal is the third trait a leader must have. It is interesting to note that it is the appearance that a person has a sense of direction or knows where he is going that attracts people. While the content of a leader's goal is not irrelevant, it is the fact that he has a goal and seems in command of his destiny that gains followers. Recognition of this fact has caused politicians to be ambiguous in stating their ideas, but certain in declaring their qualifications to lead. Especially today, in an atmosphere of indecision, confusion and political mudslinging and incivility, people find it refreshing to encounter someone who knows what he or she wants to accomplish (even if that person will not candidly reveal what it is).

After examining the essence of leadership qualities, I find myself having reached some very cynical conclusions. For while a dynamic, strong-willed, purposeful individual has the ability to gain a following, I find no comfort in the idea that the leaders of today and tomorrow, might cultivate only the qualities that will help them achieve leadership and fail to develop the qualities that would make them wise leaders. The mass media has made it possible to carefully apportion and

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WOW Interview with Roderick Norris—continued from page 3

While it helped to have my identical twin and three older brothers around to protect me, I first began lifting weights to keep from getting bullied. But as the years went by, I started to see the benefits of exercise. I felt better; I was sick less often. My faith has taught me to regard my body as a temple. And when you take care of your temple, your temple will take care of you. Therefore, I have become an advocate of working out.

I continue to work out so hard because in 1989, I was diagnosed with brain tumors. Doctors found two tumors in my brain and one behind my left eye. The tumors caused my spinal cord to grow to the point that I could not move my neck. Initially, doctors thought that I would need multiple surgeries. But after one surgery to remove the tumors, and laser treatment on my left eye, additional surgeries were not necessary. I not only bounced back very quickly, but I actually became physically stronger than before the surgery. I attribute my remarkable recovery at that time to my fitness regimen.

What caused the tumors?

I have a disease that is known as VHL, or von Hippel-Lindau syndrome- Chromosome 3. There are 2 genes in Chromosome 3 that mutate and cause tumors to develop in the body. My mother passed away of a brain tumor many years ago, but at that time I did not realize that she may have had VHL. The disease is rare; less than 2000 people in the world have it. The National Institutes of Health is currently conducting research on von Hippel-Lindau syndrome, and hopefully, one day they will develop a cure.

What are the chances that the tumors will return?

I've had six brain surgeries (the most recent was in April 2015), and I've had two cancerous tumors removed from my right kidney. I currently have three small brain tumors that must be closely monitored every six months. So for me, working out is a must. I have to be prepared in the event that I need another surgery. I stay fit to stay alive.

What is your advice for people that are having difficulty getting motivated to get to the gym?

I would ask "do you want to be well?" If your answer is yes, then what are you going to do differently?

If what you're doing now is not working, I encourage you to change your eating habits, find a workout partner to help you stay motivated, find some form of exercise you like to do so that you will stick with it, take advantage of the classes that WOW has to offer, or come and talk to me (or one of the trainers) at the Building B gym. I will gladly help you in any way that I can. I want to see everyone happy, healthy and *moving*.

International Delegation Visits Drug Court Program—continued from front cover

throughout South America, the Caribbean, Canada, Spain, and various U.S. territories visited the DC Superior Court's Drug Intervention Program (SCDIP). Presiding Judge Gregory Jackson welcomed over 100 conference attendees to observe SCDIP's pre-court staffing and morning hearings. SCDIP, a partnership between the Superior Court and the Pretrial Services Agency for the District of Columbia (PSA), is one of the Superior Court's problem solving court programs, and is often referred to simply as 'Drug Court.' Since 1993, SCDIP has been a model not only amongst the 2,500 drug court programs in the U.S., but globally as well. Examining actual SCDIP proceedings has been a useful aid for the many international visitors seeking reform in their respective criminal justice systems. After observing the hearings, discussions ranged from topics such as the effect of the decriminalization of marijuana in the District to quality assurance of the program, leading to an explanation of SCDIP's fail-proof method for 'random' drug testing. Acting Chief Judge Frederick Weisberg, the longest sitting DC Superior Court judge, further explained the positive impact of SCDIP as he was a part of its inception. Attendees also heard from PSA Director Cliff Keenan who was integral in SCDIP's establishment and progression. Observing SCDIP was one of the successful approaches of the visiting delegation in its mission to understand alternatives to incarceration for drug-related offenses.

distill these qualities for public consumption. The appearance of a leader can be and has been created without the substance of a qualified person behind the leadership image created. This trend is terribly frightening.

So where does that leave us? What advice do I have for tomorrow's leaders? I am afraid the old sayings about good judgment and prudence and hard work will not persuade the cynical and sophisticated youth of today to adopt my traditional American values. Nonetheless, I am convinced that there is no substitute for honest effort, dedication and hard work. Yes, as I have discussed, manipulation of people's needs can achieve superficial success.

Therefore, my advice to the American public in the 2016 election year is to be wary of manufactured success. Great energy, a strong will, and a sense of purpose are only tools for achieving and maintaining leadership. But such success might be short-lived without all the other resources that one relies upon in a demanding job... intelligence, the willingness to draw from the ideas of others, flexibility, prudence coupled with decisiveness and many other qualities too numerous to mention. If leaders develop these qualities they will not regret the effort.

Finally, if I could have one wish today it would be that the future leaders of this country had one other quality – humility. Too often leaders forget that their leadership is a gift from their followers, an honor, but not a right. Leader-

ship is not an end in itself. People need guidance and some lucky few have the qualities and the vision to give that guidance. But they must never forget that they are not better than the rest. Especially in the United States, the leader is not venerated, except as an instrument of the people. In this country, the people, not the leaders, should be venerated. They have weathered storms caused by some poor leaders.

As Carl Sandburg so eloquently wrote,

The people will live on.
The learning and blundering people will live on.
They will be tricked and sold and again sold
And go back to the nourishing earth for rootholds,
The people so peculiar in renewal and comeback,
You can't laugh off their capacity to take it.
The mammoth rests between his cyclonic dramas.

I hope that our current and future leaders will remember that thought and not blow their position out of all proportion. Do the job, work hard, enjoy the position, but try to help the people who need their leadership. That should be their purpose, their goal. But even if they do not follow this advice—remember leaders will come and go—but only the people will live on.



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<https://dccourts.onthealert.com>

Living Our Values Update

Living Our Values is a key element of our strategic plan. Our values affect how we treat each other, the public and create the environment we work in together. There are several activities underway to continue to strengthen the values and we invite you to be involved. The activities include:

Divisional Visual Explorer Sessions: These are interactive sessions designed to get your input and on how the values are currently being lived, what it would be like if they were being lived fully and your ideas on how we can make this happen!

Values Pulse Check: During focus groups employees asked: “How are we going to measure progress on the Values?” The Values Pulse Check is a simple questionnaire that will provide a baseline and ongoing measure of our values at the Division and Branch levels. They will be conducted every four to six months to give us an ongoing measure of our progress. Your input is critical. You will receive an invitation to complete the Pulse Check via email. It is administered by a third party vendor, is completely anonymous and will take less than three minutes to complete.

Conversations at The Core: The values are easy when everything is going well. It’s when we have challenges and see things differently that the values can become more difficult to live. *Conversations at the Core* is a fun, interactive training program that builds skill to have conversations in these challenging and tough situations. Sessions will be offered monthly.



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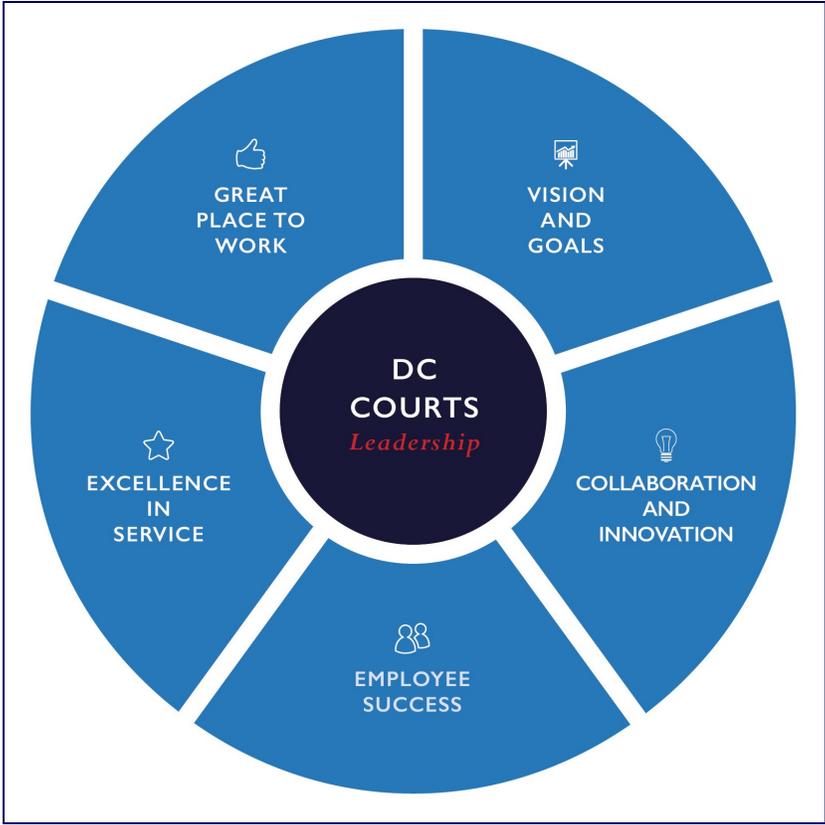
EXCELLENCE
We provide the highest quality of service in everything we do.

FAIRNESS
We are impartial in our actions, decisions and treatment of others.

INTEGRITY
We demonstrate the highest standards of ethical behavior.

RESPECT
We treat everyone with dignity, courtesy and understanding.

TRANSPARENCY
We are open in our processes and communicate our actions and decisions clearly.



Leadership 360: Each of us can improve in how we live the values each day. This month the Executive team undertook a leadership 360 to get feedback from others on how they are doing in this regard. In the coming months Division Directors, Branch Chiefs and Supervisors will also be undertaking the leadership 360 to get employee feedback on how they are doing. This feedback is part of the ongoing development to continually improve.