Program Report Card: Judicial Marshal Services (Judicial Branch, Superior Court Operations)

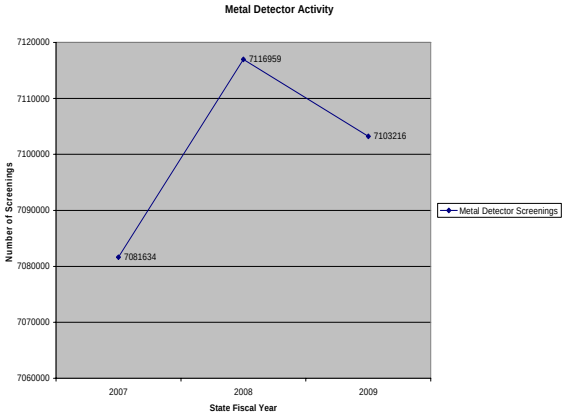
***Quality of Life Result*:** People who bring their matters before the court may do so in a safe and secure environment.

***Contribution to the Result*:** Judicial Marshals ensure safety, security, and order in facilities and courtrooms, and act as first responders in emergency situations. They perform screening at metal detectors and x-ray machines, facilitate prisoner movement, provide prisoner transportation and operate two 24-hour lock-up facilities.

***Total Program Funding**:* $ 37,829,547 *State Funding:* $ 37,829,547 *Federal Funding:* $ 0 *Other Funding:* $ 0

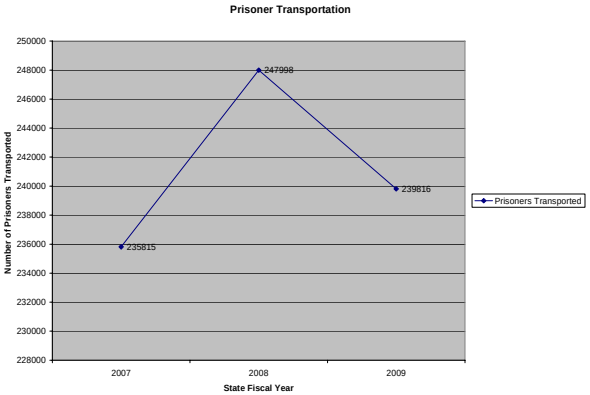
Partners: Court and administrative staff, Department of Correction, law enforcement, Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), attorneys

Performance Measure 1: The number of metal detector/x-ray screenings performed by Judicial Marshals.



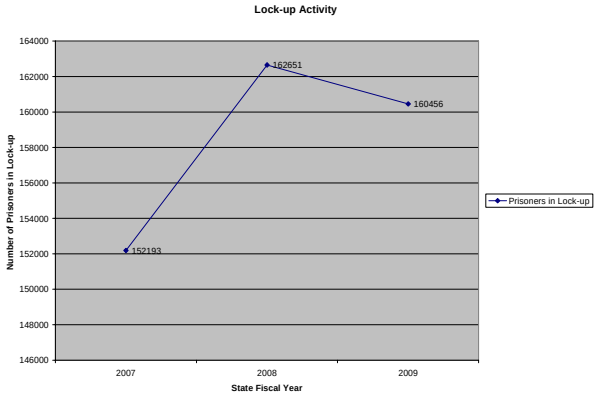
Story behind the baseline: The volume of people who pass through the courts, although somewhat decreased during the past year, remains at an extremely high level, as indicated by the 7,103,216 screenings that were performed during the past year. Judicial Marshals must facilitate the safe movement of individuals through screening checkpoints and properly secure or otherwise deal with all prohibited items discovered during the screening process. Judicial Marshals are often the first Judicial Branch staff encountered by people entering the courts, and often set the tone (positive or negative) for the events that follow.

Performance Measure 2: The number of prisoners transported by Judicial Marshals.



Story behind the baseline: Judicial Marshals provide transportation for prisoners between Department of Correction facilities and the courts when incarcerated individuals are required to appear for a proceeding, and are responsible for the safety, security and well-being of prisoners during transport. The number of prisoners transported in 2009 has decreased in comparison to the previous year, however the level remains significant in regard to the number of personnel required to carry out this function, the amount of Judicial Marshal staff hours required, and the additional physical resources that must be dedicated to carry out this responsibility.

Performance Measure 3: Number of prisoners held in courthouse lock-up facilities.



Story behind the baseline: Judicial Marshals provide security for prisoners held in the Branch's two 24-hour per day / 7-day per week lock-up facilities in Hartford and New Haven. The number of prisoners held in these facilities has decreased somewhat compared to the previous year, however the level remains significant in regard to the number of personnel and other resources that must be dedicated to this responsibility.

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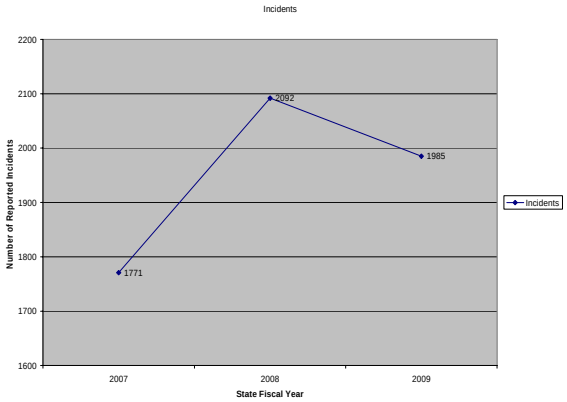
Performance Measure 4: Number of reported incidents.



Story behind the baseline: The number of reported incidents has declined slightly compared to the previous year. While this is a positive development, it would be premature to attribute this decline to any particular factor or factors without further study, and serves as a reminder of the inherent risk involved in operating a court facility.

Performance Measure 5: Compliance with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards. This is indicated by the certification status of the Judicial Marshal Training Academy and the rate of compliance with ongoing filed audits.

Story behind the baseline: The Judicial Marshal Training Academy continues to maintain is 100% certification with CALEA. This certification must be updated every three years. The compliance level of field audits performed to ensure adherence to established CALEA and Judicial Branch performance standards is currently 93.3%, as compared to 94.6% in 2008.

Proposed actions to turn the curve: The decision to adhere to CALEA standards in both the training & evaluation of Judicial Marshal operations was a low-cost no-cost action undertaken by the Judicial Branch to turn the curve in ensuring high quality Judicial Marshal services. Adherence to this comprehensive set of standards allows for delivery of quality, uniform services, and results in increased efficiency within the existing workforce.

Proposed actions to turn the curve. These actions apply to the entire program, not to particular performance measures.

Success in turning the curve would be defined by having a Judicial Marshal workforce that keeps pace with the workflow volume, so that the current level of order and safety can be maintained.

One way to turn the curve would be to add staffing. An alternative solution that would reduce further harm would be to maintain staffing at current levels. Both of these solutions will require a fair amount of resources.

As a part of the implementation of its strategic plan and the adaptation of RBA principles to its operations, the Branch is examining ways to improve the safety and security of its courthouses and facilities. This is primarily being accomplished through the use of low-cost, no-cost solutions developed through the work of the Court Security Committee. The Court Security Committee was established as a permanent committee and charged with providing recommendations regarding security and emergency preparedness planning within Judicial Branch facilities. The Committee will continue to work on the following activities:

- Develop a policy to require marshals to notify local law enforcement, in addition to the state police, whenever a threat is made against a judge
- Adopt a policy prohibiting Judicial Branch employees from using their identification card when in a Branch facility on personal business
- Work with the Jury Committee to review the safety of jurors in Judicial Branch facilities
- Develop and publicize procedures for the uniform screening of counsel and support staff regarding the bringing of equipment, files and exhibits into the courthouse during a trial
- Develop a series of general questions which all judicial marshals should be able to answer regarding their facility
- Develop a procedure for the utilization of the physical security inspection checklists utilized by Judicial Marshal Services
- Develop a policy permitting the wearing of hats in Judicial Branch facilities
- Update the Judicial Branch Security Manual to ensure that it meets the current needs of the Branch.