


Memorandum



Date: October 2, 2012

To: Timothy Ryan, Director
Corrections and Rehabilitation Department

From: Jennifer Moon, Director 
Office of Management and Budget

Subject: Court Services Bureau Review

Attached is the final report of the Court Services Bureau review. This report contains corrections of minor typos that were in the draft report discussed at our August 6 meeting. We understand progress is being made on opportunities identified in the report, including:

- Officers are being reassigned to different posts and shifts to improve efficiency without reducing security.
- CSB is working with ISD and the Clerk's Office to install remote door locks in the court room and to review procedures for documenting inmate dispositions after court room proceedings.
- Scheduling inmates for court will be conducted by Corrections technicians instead of officers. Staff in holding facilities will be trained to identify for themselves the inmates required in court.

We also understand that you have contacted Chief Judge Joel H. Brown to discuss potential collaborations on some of the report's findings and opportunities that would involve the court system and other external entities. Please let us know if you need further assistance with these efforts.

I would like to thank your staff for their full cooperation and assistance. If you have questions regarding the report, please contact Carlos Maxwell at 305-375-2319, or Ray Scher at 305-375-1374.

Attachment

c: Hugo Salazar, Deputy Director, Office of Management and Budget
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Miami-Dade County
Office of Management and Budget

**Corrections & Rehabilitation Department
Court Services Bureau**

September 2012

EXECUTIVE SUMMARY

The Miami-Dade County Corrections and Rehabilitation Department (MDCR) is the largest county jail system in Florida, operating six detention facilities with a total inmate (in-facility) population of approximately 5,200 per day. MDCR's Court Services Bureau (CSB) is responsible for the care, custody and control of inmates while inmates are in court, both shortly after arrest and booking, and during required court appearances and trial. To that end, CSB officers are stationed in the Richard E. Gerstein Justice Building (REG), the Pre-trial Detention Center (PTDC), and at the Lawson E. Thomas Courthouse Center Building (Lawson). Most of CSB's officers and command staff are located at REG.

CSB has a key role in making sure court proceedings run smoothly. CSB officers ensure inmates are physically present when needed in court. In doing so, they coordinate and control inmate movement within the court buildings, including escorting inmates from holding cells to court. During court sessions, CSB officers document inmate dispositions on jail cards and work with the judge's staff to identify inmates needed the next day in court.

Attachment 2 provides a high-level timeline of a typical day for CSB. The day starts as early as 1:00AM with inmate scheduling and ends at 7:00PM (with the exception of late trials). Inmates from other jails arrive for court at PTDC before 6:00AM and are escorted to the REG Bridge and then to court room holding cells before 8:00AM. The vast majority of inmates are finished with court and are escorted back to the Bridge before 11:00AM (Please see Attachments 4H and 4I).

During 2011, the average number of inmates processed by CSB officers on a daily basis was 468 (Attachment 4D). According to the MDCR FY2011-12 Organizational Chart, CSB has 168 full-time positions, of which 144 are Officers, 11 are Corporals and four are Sergeants. The remaining nine positions are for command and administrative support. On a daily basis, approximately 138 employees are posted in various locations with special responsibilities throughout REG, PTDC and Lawson (See Attachment 3). The actual number of officers working every day fluctuates slightly due to vacancies, leave (sick or annual) and temporary assignments elsewhere in MDCR.

Key officer activities include escorting inmates from the REG Bridge to Circuit and County court room holding cells, securing inmates while they are in court, and returning inmates to the Bridge or PTDC holding cells after court. Some officers have more specialized duties such as manning the Bridge throughout the day, processing inmate releases, documenting court proceedings, and scheduling inmates for court. An entire team of CSB officers works in PTDC escorting arrestees to first appearance hearings for felonies and misdemeanors. Another team works exclusively on domestic violence cases at Lawson.

To make sure CSB performs its functions efficiently and effectively, the MDCR Director asked the Office of Management and Budget (OMB) to perform a review looking into CSB processes and to provide recommendations. Specifically, OMB was asked the following:

- Analyze staff assignments and utilization, including scheduling alternatives to optimize resources throughout periods of high and low demand.
- Examine all court personnel resources collectively (e.g. Court Bailiffs, Police, and Corrections staff) and to pursue efficiencies.
- Assess the use of technology (especially video-conferencing) to reduce the need for transportation of inmates for certain hearings and court activities and to streamline recordkeeping and scheduling processes.
- Survey similar operations in other jurisdictions for best practices.
- Evaluate the overall security of the general public and inmates during the court day.

During this review OMB conducted numerous interviews and observed key procedures during all major shifts. OMB also analyzed available inmate movement logs, staff schedules, bring-up sheets, court calendars, and other documentation. In addition, OMB obtained sample Criminal Justice Information System (CJIS) data to determine if expanded use of video-conferencing could reduce the number of inmates physically required in court. Finally, OMB reviewed relevant court security literature, and with the assistance of MDCR staff, conducted a benchmarking survey of five large correctional agencies in Florida and in other parts of the United States (Attachment 5).

Based on its findings, OMB believes there are opportunities for increasing efficiencies with no reduction in security. A comprehensive description of findings and opportunity areas for improvement is provided in Attachment 1. Potential annual fiscal and services impacts have been provided for each of the opportunity areas, which are organized in three categories below. These categories are listed in order of complexity and ease of implementation.

Category	Opportunity	Estimated Fiscal Impact
A	<ul style="list-style-type: none"> Implement process changes and security and technology enhancements to improve court scheduling, inmate escorting procedures and court room staffing. There are five specific findings and opportunity areas (A1-A5) in this category. 	<ul style="list-style-type: none"> If all five opportunities are fully implemented, there could be a positive fiscal impact of up to \$1.5M
B	<ul style="list-style-type: none"> Better align MDCR staff with the daily flow of inmates to and from court, and during the court day. 	<ul style="list-style-type: none"> Identifying the fiscal impact for rationalizing MDCR staff related to inmate flow requires additional analysis. For every officer that can be redeployed due to realignment of staff duties, there would be an \$82K positive impact
C	<ul style="list-style-type: none"> Reduce the number of inmates physically required in court by using video-conferencing technology where legally permissible. This will require collaboration with the Office of the Chief Judge, the Public Defender and the State Attorney's Office. 	<ul style="list-style-type: none"> Based on the CJIS data reviewed, as many as 35 to 55 fewer officers would be needed if all eligible felony appearances were done through video-conferencing technology. The value of these officers ranges from \$2.89M to \$4.54M

Attachments	Page No.
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CORRECTIONS & REHABILITATION DEPARTMENT COURT SERVICES BUREAU REVIEW
Findings & Opportunities for Improvement

Category A	Implement process changes and security and technology enhancements to improve court scheduling, inmate escorting procedures and court room staffing.
A1	Escorting Inmates to Court
Findings	<ul style="list-style-type: none"> • CSB segregates inmates for court based on classification and type of court. Groupings include women, juveniles, inmates that need to be kept separate from other inmates, high profile or high security inmates, injured inmates, and mentally ill inmates. • During mass inmate movement early in the morning, inmates are typically escorted to court room holding cells in chained groups of six. Standard CSB procedures call for an officer to be positioned midway between the group, two officers positioned in the front, and two in the back. If the group needs to cross a public hallway in REG, an additional four officers are added for maintaining security in the hallway. These additional four officers wall off a path for the inmates to use as they cross the hallway. • During limited OMB observations, the additional four CSB officers were used to secure the hallway even though no members of the public were present. At least a dozen groups were escorted in this fashion. Most of this early inmate movement is completed before 8:00AM. Although inmate movement is choreographed by floor, at any given time, up to three groups may be moving at once. • At least four MDPD officers start duty at 7:00AM (when REG opens to the public). MDPD responsibilities at this time include patrolling the public hallways and helping to secure two public entrances to the building. • OMB's literature review found that a minimum in-court inmate movement staffing level should consist of at least one officer in non-secure areas. The preferable level consists of at least two officers, one of which is armed. The best practice level includes a secure pathway so that inmates do not cross the path of the public. These guidelines were issued by the National Center for State Courts (NSCS) • Surveyed jurisdictions use fewer officers to escort inmates to court rooms. Some jurisdictions report that some officers are armed. Jurisdictions also use more video surveillance equipment than Miami-Dade (please see Attachment 5, bullets #5 and #8).
Opportunity	<ul style="list-style-type: none"> • Coordinate early movement times closely with MDPD to ensure that its officers are present in the hallway. Sharing common radio frequency within REG would enhance collaboration. • Review the feasibility of upgrading video surveillance technology and determine best placement of cameras in hallways and stairwells to supplement security provided by guards escorting the inmates. • Consider augmenting MDPD security by stationing an MDCR officer (armed with a firearm or Taser) in the public hallways only during the morning mass movement of inmates. Keep this officer a safe distance from the group so that there is no threat of being disarmed by an inmate. MDCR officers fulfilling this duty could be taken from the pool of officers used in the morning to create the human wall in the hallways. • If above is implemented, consider escorting chained inmates with a team of no greater than five officers. This can be adjusted as necessary depending on classification and known behavior of inmates being escorted. • Over time, continuously re-evaluate the number of officers used to escort chained inmates in the early morning before court is in session.

Impact	<ul style="list-style-type: none"> • A smaller team (five officers instead of nine) could be used to escort the inmates to court room holding cells. A portion of the officers no longer serving as a part of the wall could be armed and provide additional security in the hallway during this limited time period. Others could be redeployed in the department. • The annual cost of an officer serving in CSB is approximately \$82K. Serving as part of the wall takes up approximately one hour per day. Hence, the annual fiscal cost of the activity constitutes 1/8th of an FTE or \$10.3K per officer. OMB observed as many as three escort teams moving at once during early morning inmate movement. Eliminating the wall and redeploying all those officers (12) to other duties could have a positive fiscal impact of \$124K. If four of those 12 officers are armed and used during the escort process, the net positive impact would be \$82K (eight officers redeployed to other duties for an hour).
A2	Court Room Staffing
Findings	<ul style="list-style-type: none"> • CSB Officers are assigned to court rooms based on a variety of reasons including the number of exits, inmate classification, and type of proceeding (please see Attachment 3 for assignments). <ul style="list-style-type: none"> ➤ Court typically starts at approximately 9:00AM. Proceedings taking place in the morning primarily consist of non-trial motions, hearings and reports. After lunchtime courts are in “trial” status with only a handful of inmates still in CSB custody. ➤ Each court room includes one dedicated CSB Calendar Officer who is responsible for recording inmate disposition, preparing the next day’s schedule and completing reports and arrest affidavits when court is over. ➤ Fourteen court rooms on the third and sixth floors of REG have at least three CSB officers assigned to each room. Court rooms on the second and fourth floors are assigned two CSB officers each. Court rooms 6-5 and 6-7 are used for County Court proceedings and have five assigned officers. These figures include the Calendar Officer assigned to each court room. • In addition to staff assigned per court room, CSB assigns to each floor in REG a Corporal and two roving officers (three rovers are stationed on the sixth floor). • MDPD officers are assigned to patrol the hallways during the court day. MDPD officers are also responsible for making bench arrests and escorting arrestees to an MDPD holding cell on the third floor. They then take them to Intake and Booking at the Pre-Trial Detention Center. • Bailiffs are unarmed and are employees of the Administrative Office of the Court. They serve the judge and help maintain order in court. • Clerk of Court Staff are present in the court room and are responsible for recording all court activities in CJIS. • OMB jurisdictional research found that armed personnel are stationed inside of courtrooms during court proceedings in Palm Beach and Los Angeles counties. No armed personnel are stationed inside of Miami-Dade County and Orange County court rooms. • Nine sworn officers are dedicated to Domestic Violence cases. Six CSB officers are stationed at the Lawson Court Building and three are responsible for transporting the inmates between REG to Lawson. (Inmate Transportation brings all inmates to REG. Inmates required in Domestic Violence Court are then driven to the Lawson Court Building.) • Guidelines issued by the National Center for State Courts (NSCS) state that <i>minimum</i> courtroom security staffing level consists of at least one officer present inside the courtroom. The <i>best practice</i> level consists of two officers (and one to two closed-circuit television cameras). These best practice levels are inclusive of security for judges. • Surveyed jurisdictions report that no more than two officers are stationed inside the court room. One jurisdiction reported that an additional officer would be stationed outside the court room door. Most jurisdictions note that additional staff may be required depending on the inmate’s classification (please see Attachment 5, bullet #4).

Opportunity	<ul style="list-style-type: none"> • Including of the Calendar Officer, assign two CSB officers per court room. Investigate the feasibility of installing remote-controlled door locks that can be activated if an inmate tries to escape from the court room. This would eliminate the need of having CSB officers present whose sole purpose is to a guard a door. • Implementation considerations: <ul style="list-style-type: none"> ➢ Installation of remote controlled door locks requires coordination with the Miami-Dade Internal Services Department (ISD). ISD manages REG and Lawson. ➢ Establishing door locking procedures with the Clerk of Court will also be necessary.
Impacts	<ul style="list-style-type: none"> • Assigning only two officers per court room would allow for the redeployment of 16 officers valued at \$1.32M (\$82K each).
A3	Early Morning Scheduling
Findings	<ul style="list-style-type: none"> • Court calendar dates showing inmates required in court are automatically prepared by CJIS. Court appearances can also be requested by the officiating judge. Such requests are entered by Clerk's office into CJIS for the next day. Inmate names not entered by 5:00PM need to be added by hand (hence the term "add-ons"). • Three full-time CSB officers prepare final lists of inmates required in court by hand-entering onto the printed CJIS calendars the names of inmates that had not been entered into CJIS the prior day. The lists showing all the required inmates for court, referred to as "final bring-up sheets" are then scanned and emailed to facilities. This process is usually completed by 3:00AM. • Additional court calendar documents for the day and for the next day are delivered by the Information Technology Department (ITD) and are prepared and sorted by one of the CSB officers for the Calendar Officers assigned to specific courtrooms. CSB Officers also prepare inmates in PTDC who need to be in court that day. This includes retrieving PTDC inmate jail cards. These procedures are usually concluded by 5:00AM. • Inmates begin to arrive from the outer facilities after 5:00AM and are staged by Inmate Transportation on the 4th and 5th floors of PTDC. Custody is transferred in groups to CSB beginning at 6:00AM.
Opportunity	<ul style="list-style-type: none"> • In short term, use Corrections Technicians to perform duties not requiring inmate contact including collating calendars, preparing final bring-up sheets, contacting facilities for inmates, locating PTDC inmate jail cards, etc. • To ensure all add-ons are in system before final bring up sheets are printed, work with Clerk's office to revise workflow of entering inmate names in CJIS calendar. Allow facilities to access final bring-up sheets directly from CJIS. CSB would forward just the names of inmates that had not been entered into CJIS the day before.
Impact	<ul style="list-style-type: none"> • At least 1.5FTE of sworn officer time is spent daily during this shift in duties not requiring inmate contact. By using Corrections Technicians instead of Officers to finalize the schedules, the fiscal impact would be a net savings of \$61.5K • Full automation would eliminate the need for schedules to be finalized by hand and allow for the redeployment of 1.5FTE of officers valued at \$123K.

A4	Documenting Outcome in the Court Room
Finding	<ul style="list-style-type: none"> • Each court room is staffed with one CSB Calendar Officer whose responsibilities include recording the outcome of the court proceeding on an inmate's jail card. This record-keeping function is done by hand and is an important step for ensuring the inmate is properly handled afterwards (released, returned to facility, sent to another facility, etc.) • Staff from the Office of the Clerk is also present in the court room and also documents the outcome of the court proceeding for entry into CJIS at the end of the day. • Two jurisdictions, including Miami-Dade, report that officers are responsible for recording inmate disposition. In some jurisdictions, court or other sheriff staff provide this information (please see Attachment 5, bullet #6).
Opportunity	<ul style="list-style-type: none"> • Work with Clerk of Court to establish real-time entry of court proceeding disposition in CJIS. Review the feasibility of printing outcome on an adhesive label immediately after proceeding is over so it can be affixed to the jail card by the Calendar Officer. • Ensure that CJIS can interface with MDCR systems so that court proceeding outcomes are known immediately by MDCR staff.
Impact	<ul style="list-style-type: none"> • Calendar officer would not have to document proceedings as they are happening and could be available to provide more security in the court room. This would reduce the need for having additional CSB officers present in the court room. Please note that the fiscal impact of reducing the number of officers required in a court room is explained in A2.
A5	Court Security Committee
Finding	<ul style="list-style-type: none"> • Security issues among MDCR, MDPD, and the Courts staff are addressed as needed, and not through a formal court security working group. Establishing a formal court security committee is considered a fundamental best practice by the Conference of Chief Justices and the Conference of State Court Administrators (CCJ/COSCA). • OMB's jurisdictional review found that two jurisdictions, Los Angeles County and Palm Beach County, have formal court security committees in place (please see Attachment 5, bullet #9).
Opportunity	<ul style="list-style-type: none"> • Establish formal court security committee. CCJ/COSCA best practices stipulate that the committee be chaired by the chief judge and staffed by court administrator or facilities management staff. CCJ/COSCA also recommends that the committee should include judges, court staff, law enforcement, and other stakeholders. Additional parties such as elected officials, key court staff members and security subject matter experts may be included as well. • CCJ/COSCA also recommends conducting a security self-audit. These should be undertaken by a court security committee and repeated at least every other year, with more frequent spot checks for high risk areas. • Consider a third-party security audit conducted by the National Sheriff's Association. Broward County had such an audit conducted in 2009.
Impact	Overall security is expected to improve through additional communication and coordinated efforts among all interested parties. There is no direct financial impact related to this opportunity.

Category B	Better align MDCR staff with the daily flow of inmates to and from court, and during the court day.
Finding	<ul style="list-style-type: none"> • For the month of January 2012, the overall daily Inmate to CSB officer ratio ranges from a low of 3:1 to a high of 5:1. This ratio is calculated by comparing the average number of inmates per day required in court and first appearance to the average number of CSB officers scheduled for duty per day. However, analyzing the inmate to officer ratio by function or by court type can be more instructive about the best allocation of staffing. <ul style="list-style-type: none"> ➤ Analysis of inmate movement logs shows that the ratio of inmates required in County or Circuit Court to CSB officers handling those duties is approximately 3½:1. As the day progresses and inmates are returned to the Bridge after court, the ratio of these inmates to these officers falls below 1:1 for several hours per day. Please note that the number of officers used to make this calculation does not include officers exclusively handling first appearance sessions. ➤ The ratio of arrestees to CSB officers responsible for the first appearance process during January 2012 ranged from 10:1 to 23:1. ➤ Attachments 4F, 4H, 4I, 4J, and 4K provide further detail. • Custody of inmates is transferred twice daily between Inmate Transportation and Court Services. Transfer of custody can be time consuming as bureaus reconcile the number of inmates with jail cards and written logs. The following is a summary of the process: <ul style="list-style-type: none"> ➤ At least two Inmate Transportation officers from each of the outer facilities transport inmates in buses to REG. Upon arrival (usually between 5:00AM and 6:00AM) these officers stage inmates on the fourth and fifth floors of PTDC and turn over jail cards to CSB officers from the 1:00AM shift in the PTDC lobby. ➤ Beginning at 6:00AM, inmates are escorted from the staging areas in PTDC to the Bridge. Inmates are held on the Bridge before being escorted by CSB officers to court room holding cells. Meanwhile, between 7:00-11:00AM, Inmate Transportation officers report to the sally port to perform limited transportation duties. ➤ Between 9:00-11:00AM, roving CSB officers collect inmates finished with court and return them to the Bridge. Usually two officers escort the inmates being returned (about one or two at a time). ➤ After inmates are finished with court, roving CSB officers escort them back to the Bridge where they are processed to be returned to their facility. At approximately 11:00AM Inmate Transportation takes custody of the inmates and escorts them to their bus for return. ➤ Each time inmates are transferred from one bureau to another; officers carefully review jail cards and reconcile them with inmates present. ➤ Inmates finished with court after Inmate Transportation has conducted the 11:00AM mass return are escorted by a CSB officer to a holding cell in PTDC instead of the Bridge. Those inmates are collected later in the day for return by Inmate Transportation. • Inmates from the outer facilities who are required to be in Domestic Violence Court are transported to REG in the morning with all other inmates.
Opportunity	<ul style="list-style-type: none"> • Create teams of CSB and Inmate Transportation personnel that would be responsible for transporting inmates in the morning to REG, escorting them to and from court room holding cells, and driving them back to their jail facility at approximately 11AM. This can be piloted by selecting a single outer facility in which the officers transporting inmates to REG also perform CSB functions. • Implementation considerations include: <ul style="list-style-type: none"> ➤ Ensuring that sufficient Inmate Transportation staff is available to provide transportation coverage between the hours of 7AM to 11AM.

Impact	<ul style="list-style-type: none"> • Rationalizes MDCR staffing with inmate movement throughout the day. • Time necessary to transfer custody between the Inmate Transportation Bureau and the Court Services Bureau would be reduced. • Combining certain transportation duties with CSB duties may free up officer positions. Value per officer is \$82K.
Category C	<p>Reduce the number of inmates physically required in court by maximizing the use of videoconferencing technology where legally permissible.</p>
Finding	<ul style="list-style-type: none"> • Almost 470 inmates per day were handled by CSB officers during the 2011 calendar year (not including weekends or holidays). 193 of these were escorted daily to Circuit Court and 43 were taken to County Court. The ratio of inmates escorted to Circuit or County Court to officers in January 2012 ranged from a low of approximately 3:1 to a high of approximately 5:1 (please see Attachment 4F). • OMB analyzed a sample of court data from CJIS of felony court calendar appearances (currently in closed status) with arrest dates from August 1, 2010 through July 31, 2011. The data is summarized on Attachments 4L and 4M. The data shows that: <ul style="list-style-type: none"> ➤ Felony inmates are required to come back and forth to court several times before their case is closed. Every case number reviewed averages 5 court appearances each. Approximately 30% of the case numbers had more than 5 appearances. 15% of the total had more than 10 associated court appearances. ➤ Almost 2/3 of court activity is made up of reports and motions. Reports and motions are further broken down by more than 100 different subcategories each. Almost 45% of all motions are for continuances. The most common types of reports are for pleas (28.6%) and for bond review (15.8%). ➤ Felony arraignments make up 27% of the examined calendar dates. ➤ Only 8% of examined dates are for trial. • Video-conferencing in lieu of an inmate's physical presence is permissible during all court proceedings except for trials and when the inmate is defending him or herself. This finding is based on OMB's preliminary discussions with the Miami-Dade County Attorney's Office and review of the Florida Rules of Criminal Procedure. • Most jurisdictions surveyed make limited or no use of video-conferencing. Palm Beach County uses video-conferencing most extensively, including for some status conferences, non-evidentiary motion hearings and trials (please see Attachment 5, bullet #7).
Opportunity	<ul style="list-style-type: none"> • Work with Office of the Chief Judge to expand use of video-conferencing for hearings that do not require the physical presence of the inmate in the court room. Other stakeholders include the Public Defender, the State Attorney's Office and the Clerk of Court. • Implementation considerations include: <ul style="list-style-type: none"> ➤ Confirming the legality of video-conferencing for court proceedings other than first appearance. ➤ Working with stakeholders to ensure due process rights for the accused are protected. ➤ Providing seamless and private communication between the inmate and counsel during the proceeding. ➤ Ensure availability of equipment for video-conferencing and review financing strategies.
Impact	<ul style="list-style-type: none"> • Additional video-conferencing will reduce the number of inmates who need to be transported and escorted to a court room holding cell. If all eligible felony court appearances were done through video-conferencing, the number of inmates physically required in court could potentially be reduced by up to 92% (since data shows that only 8% are specifically scheduled for trial).

- As a result, the 193 felony inmates escorted daily to Circuit Court in 2011 could be reduced to as little as 17. Having to escort 177 fewer inmates to court on a daily basis would significantly reduce the number of CSB officers required. Using an inmate to officer ratio ranging from 5:1 to 3:1, CSB would require approximately 35 to 55 fewer officers valued at \$2.89M to \$4.54M. This positive impact will be offset by investments in video-conferencing equipment.
- Additional considerations include:
 - Existing video-conferencing equipment and locations are already in place to allow inmates to talk privately with the Public Defender's office. MDCR and other stakeholders would need to determine if these are sufficient or if other investments are required.
 - Although fewer officers would be needed to transport and maintain custody of inmates at REG, additional officers would be needed at the jails to facilitate the inmates' use of video-conferencing technology.
 - There may be a minimum number of CSB officers required in certain posts regardless of the number of inmates physically escorted to court.

Miami-Dade County
Office of Management and Budget
MDCR Court Services Bureau Review
Typical Weekday Staffing Assignments of CSB Officers

Attachment 3

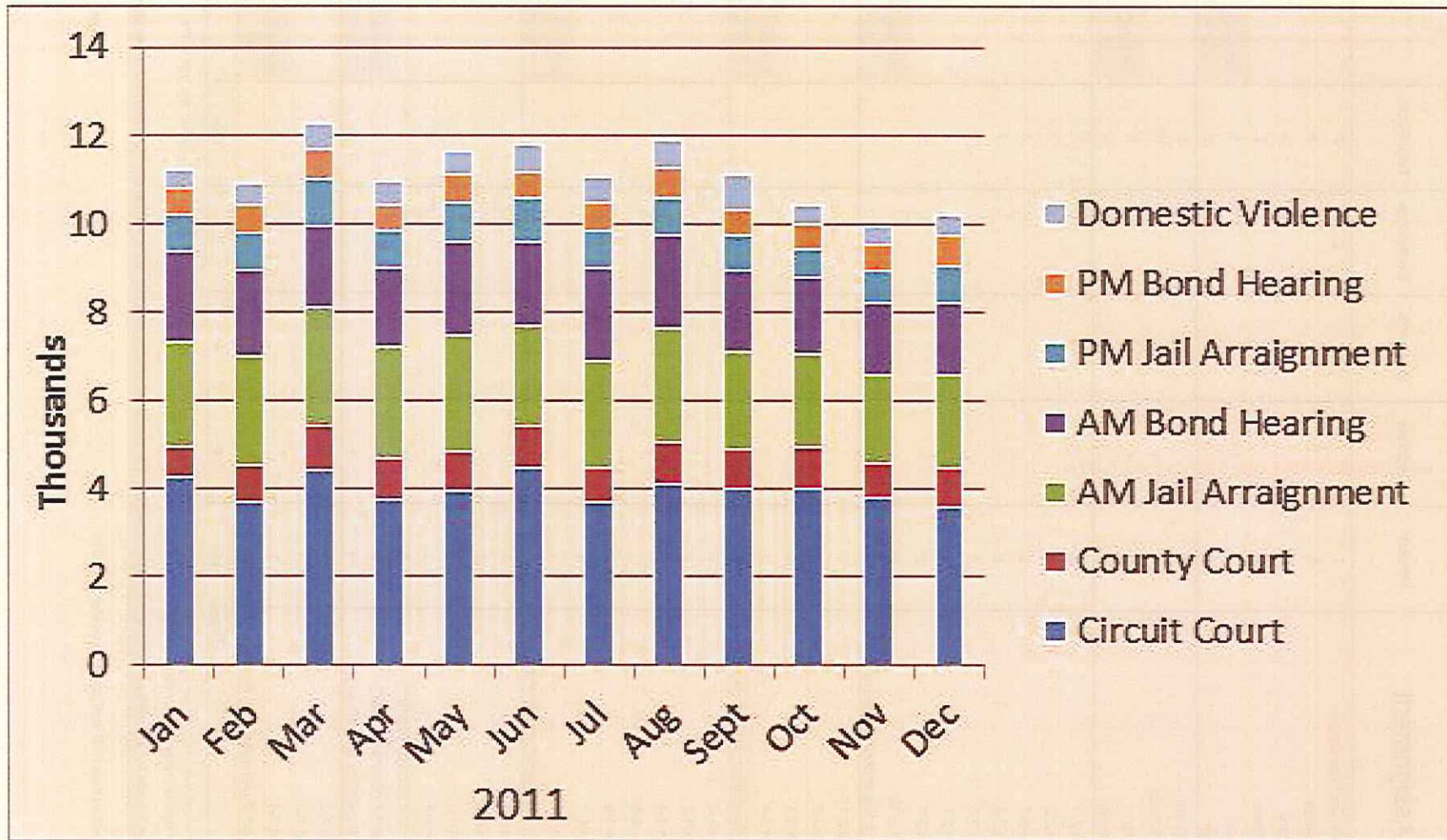
Assignment	Officers*	Corporals	Sergeants	Lieutenants	Total Sworn	
Administration and Command	1		4	2	7	
AM Coordinators	3				3	
Bridge Officers	3				3	
Release Officers	2				2	
PM Supervisor		1			1	Subtotal
Control Booth	2				2	18
Movement Team	5				5	
Domestic Violence	9	1			10	
Bond Hearing	7	1			8	Subtotal
Jail Arraignment	6				6	29
Court Room 2-1	2				2	
Court Room 2-2	2				2	
Court Room 2-3	2				2	
Court Room 2-4	2				2	
Court Room 2-5	2				2	
Court Room 2-7	2				2	
Court Room 2-8	2				2	
Court Room 2-10	2				2	Subtotal
Second Floor Supervision and Rovers	2	1			3	19
Court Room 3-1	3				3	
Court Room 3-2	3				3	
Court Room 3-3	3				3	
Court Room 3-4	3				3	Subtotal
Third Floor Supervision and Rovers	2	1			3	15
Court Room 4-2	2				2	
Court Room 4-3	2				2	
Court Room 4-4	3				3	
Court Room 4-5	2				2	
Court Room 4-6	2				2	
Court Room 4-7	2				2	
Court Room 4-8	2				2	Subtotal
Fourth Floor Supervision and Rovers	2	1			3	18
Court Room 6-1	3				3	
Court Room 6-2	3				3	
Court Room 6-3	3				3	
Court Room 6-4	3				3	
Court Room 6-5 (County Court)**	5	1			6	
Court Room 6-7 (County Court)**	5				5	Subtotal
Sixth Floor Supervisor and Rovers	3	1			4	27
Court Room 7-2	3				3	
Court Room 7-3	3				3	
Court Room 7-4	3				3	Subtotal
Seventh Floor Supervision and Rovers	2	1			3	12
Total	123	9	4	2	138	

*The number of officers assigned per court room is based on a variety of factors, including the number of exits, inmate classification, the type of the case and the type of proceeding (motion, hearing, trial, verdict, or sentencing)

**Court rooms 6-5 and 6-7 are reserved for County Court proceedings. The number of officers assigned to these court rooms is higher than other court rooms because of the volume of inmates required to be present.

Source: Based on daily CSB staff roster dated March 6, 2012

Attachment 4A – 2011 CSB Inmate Activity by Month



Monthly CSB Inmate Activity is mostly consistent throughout the year, with a minor drop off in activity during the months of November and December.



Source: CSB monthly inmate count logs, January-December 2011

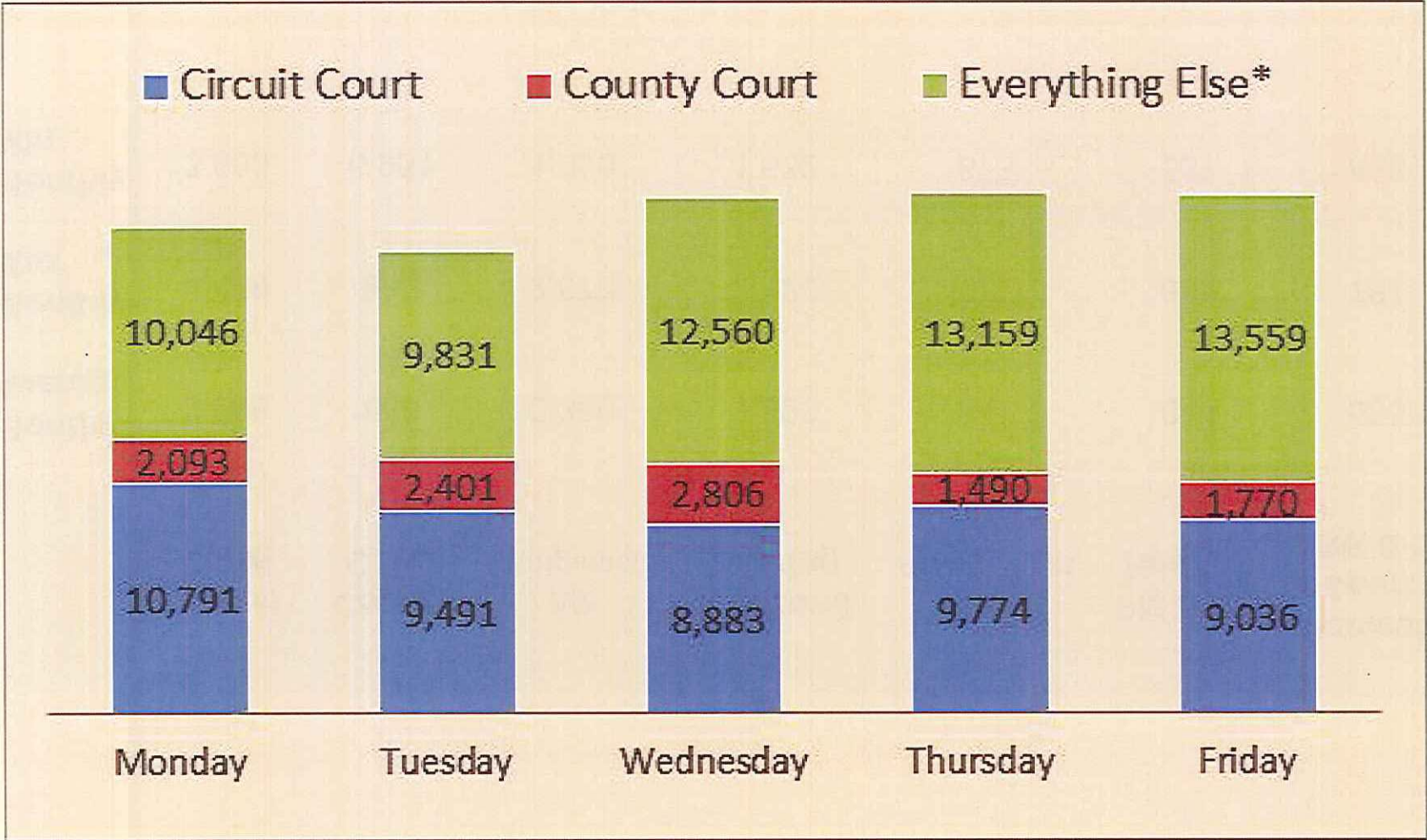
Attachment 4B – 2011 CSB Inmate Movement Monthly Averages, Maximums and Minimums

	Circuit Court	County Court	AM Arraignment	AM Bond Hearing	PM Arraignment	PM Bond Hearing	Domestic Court / ARR & BH	Totals
Monthly Average	3,998	880	2,350	1,893	847	614	535	11,116
Monthly Max	4,478	983	2,677	2,120	1,067	689	767	12,275
Monthly Min	3,583	6,951	1,990	1,632	673	537	436	9,961



Source: CSB monthly inmate count logs, January-December 2011

Attachment 4C – 2011 CSB Inmate Activity by Day of Week



Daily activity shows drop off on Tuesday, with most activity especially driven by bond and arraignment hearings occurring on Friday



Source: CSB monthly inmate count logs, January-December 2011
 * Includes First Appearances and Domestic Violence

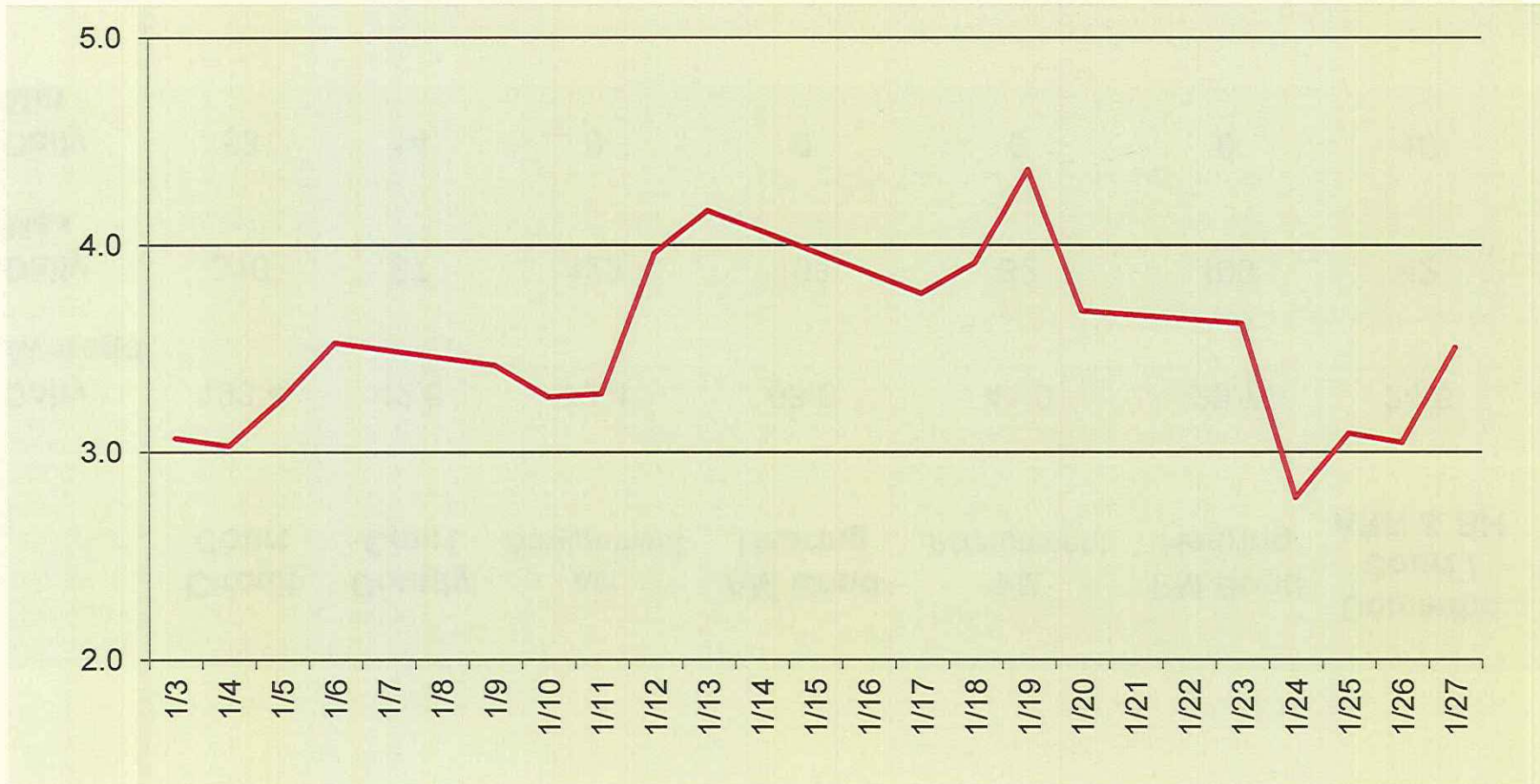
Attachment 4D – 2011 CSB Inmate Movement Daily Averages, Maximums and Minimums

	Circuit Court	County Court	AM Arraignment	AM Bond Hearing	PM Arraignment	PM Bond Hearing	Domestic Court / ARR & BH	Totals
Daily Average	193.4	42.6	73.4	63.6	41.0	29.7	24.6	468.3
Daily Max	310	87	122	108	82	109	42	613
Daily Min	53	14	0	0	0	0	10	139



Source: CSB monthly inmate count logs, January-December 2011

Attachment 4E – January 2012 Staffing Ratios Inmates per CSB Officers



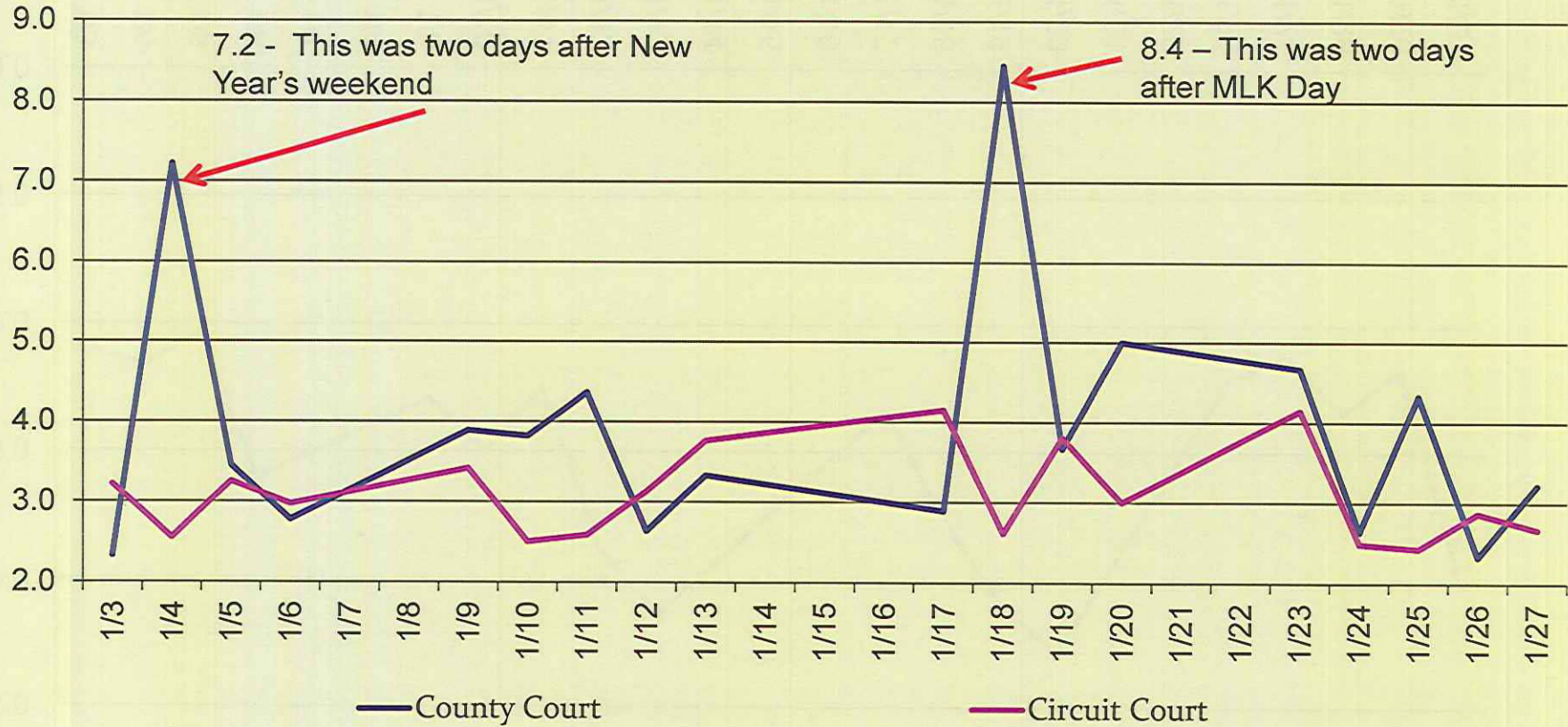
Ratio shown is based on all inmates required in all courts and all CSB officers authorized for the day.



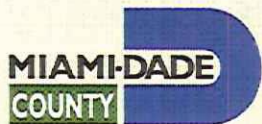
Source: Inmate Activity Logs and Daily CSB staffing rosters for January 2012. Data does not include weekend activity.

Attachment 4F – January 2012 Staffing Ratios

Inmates per CSB Officer for Circuit and County Courts

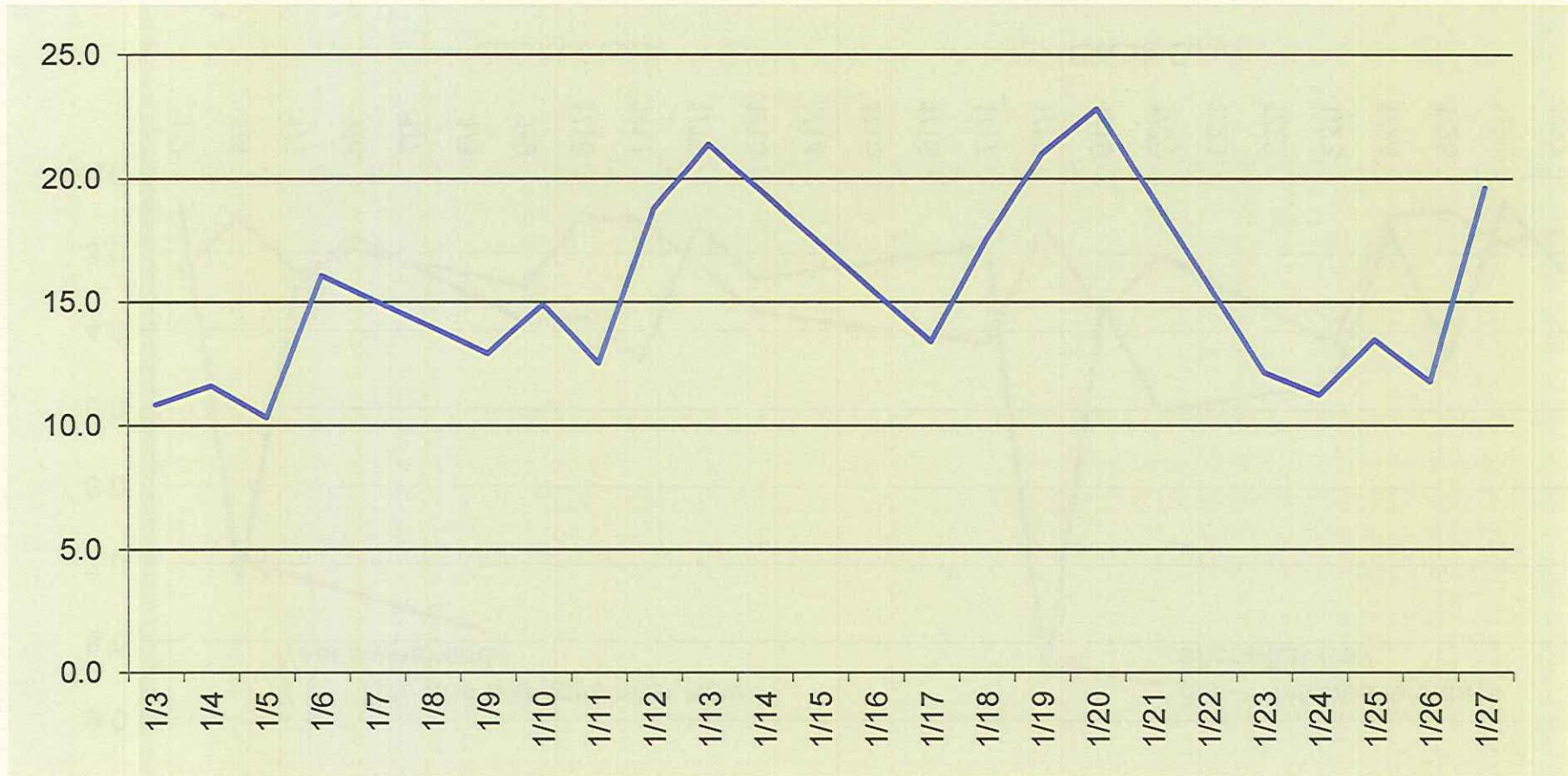


Ratios shown are based on inmates required for County and Circuit Court and all CSB officers assigned in those court rooms for the day.



Source: Inmate Activity Logs and Daily CSB staffing rosters for January 2012.
Data does not include weekend activity.

Attachment 4G – January 2012 Staffing Ratios Inmates per CSB Officer for First Appearance



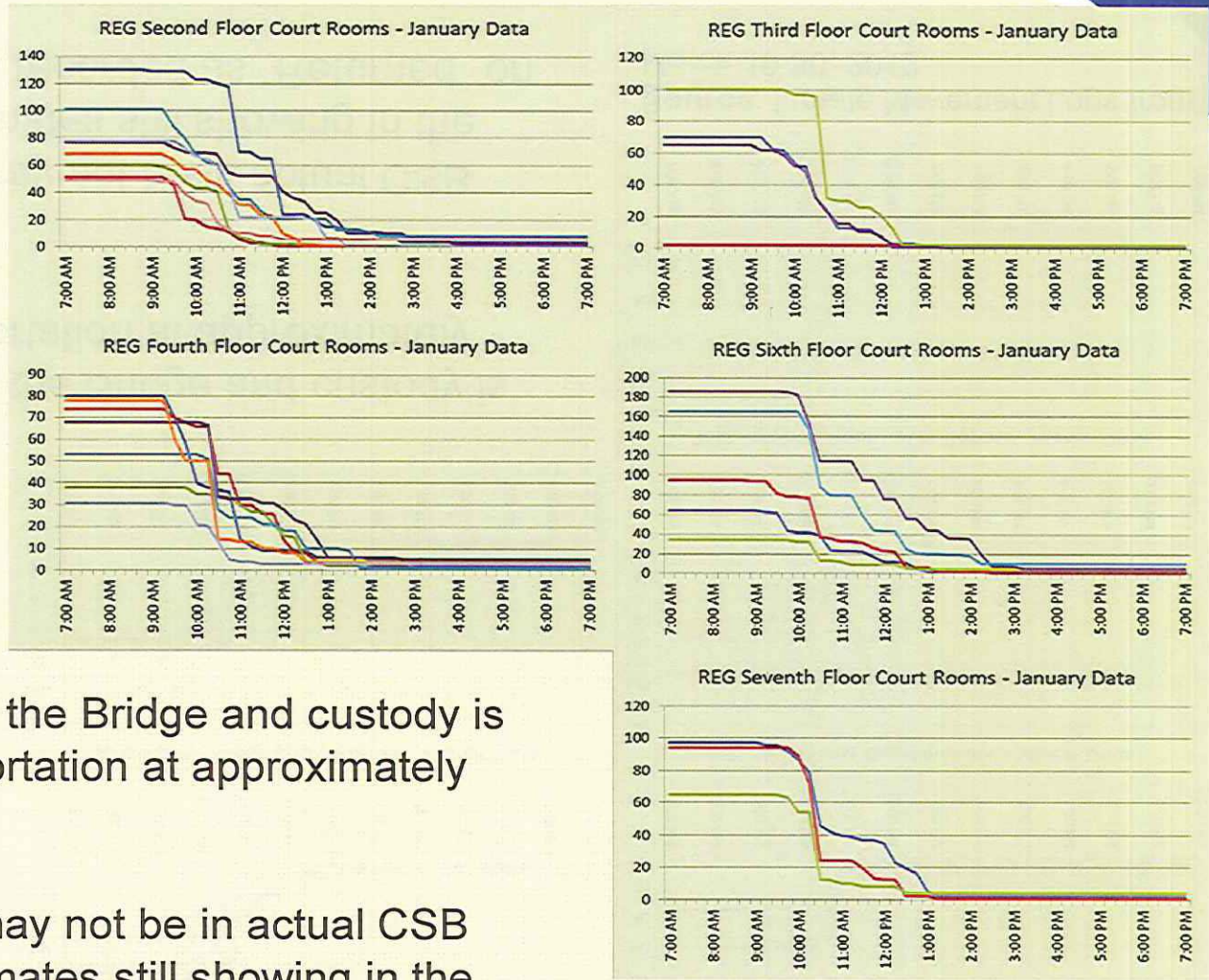
Ratio shown is based on all inmates required for bond and arraignment hearings and all CSB officers assigned for that function for the day. (During 2011, the ratio averaged 13 inmates to one CSB officer.)



Source: Inmate Activity Logs and Daily CSB staffing rosters for January 2012. Data does not include weekend activity.

Attachment 4H – Inmate Movement Log Analysis: January 2012

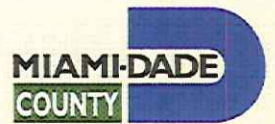
Each line represents a court room at the Richard E. Gerstein Building. Graphs are closest indicators for the number of inmates in CSB custody by time of day. Graphs are based on the time of day inmates are recorded as “Returned” on Daily Inmate Movement logs.



Most inmates are escorted to the Bridge and custody is transferred to Inmate Transportation at approximately 11:00 AM.

Please note, some inmates may not be in actual CSB custody at 7AM and some inmates still showing in the afternoon may not have been recorded as “Returned” on the logs

Source: Inmate Movement Logs from January 17-27, 2012.

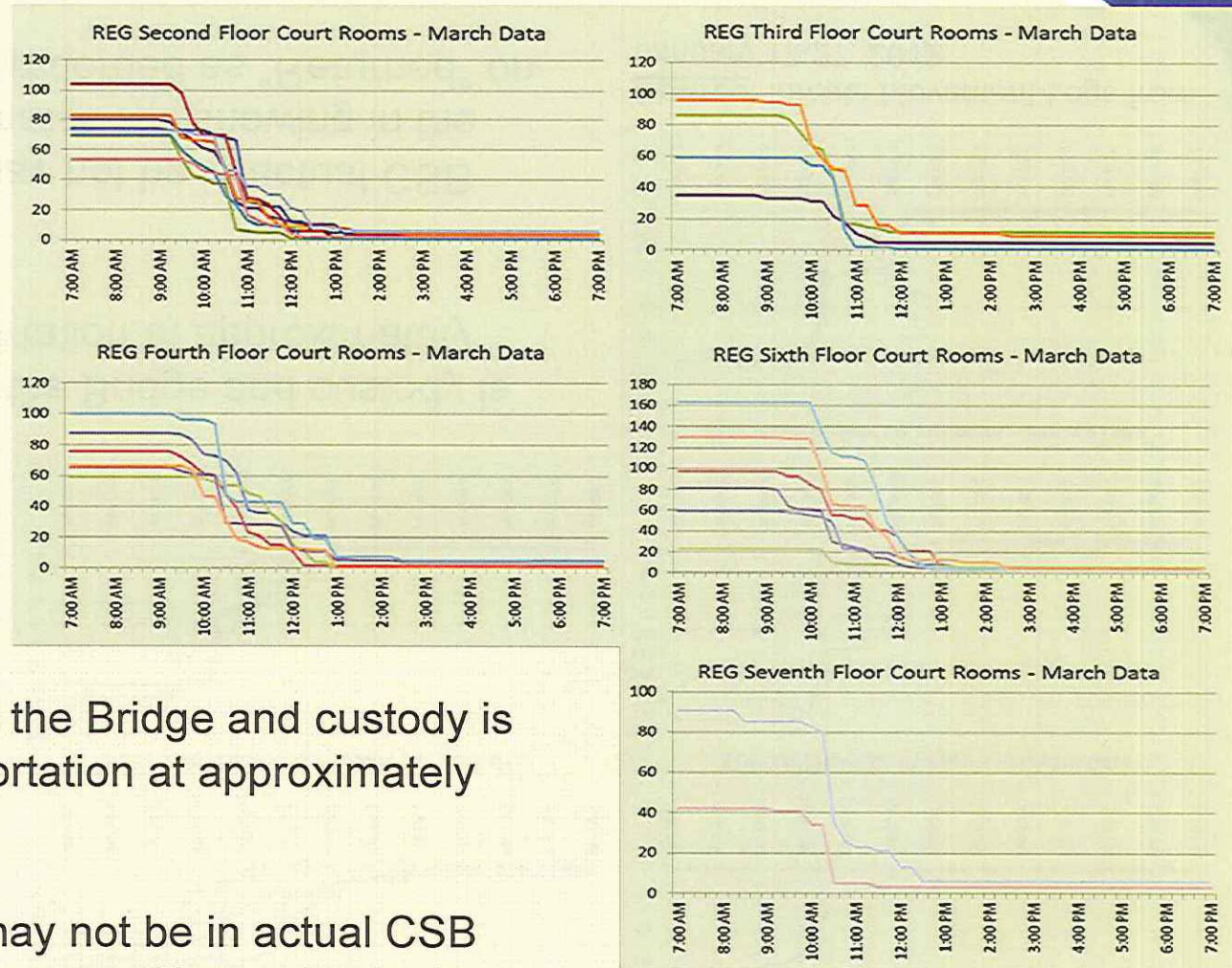


Attachment 4I – Inmate Movement Log Analysis: March 2012

Each line represents a court room at the Richard E. Gerstein Building. Graphs are closest indicators for the number of inmates in CSB custody by time of day. Graphs are based on the time of day inmates are recorded as “Returned” on Daily Inmate Movement logs.

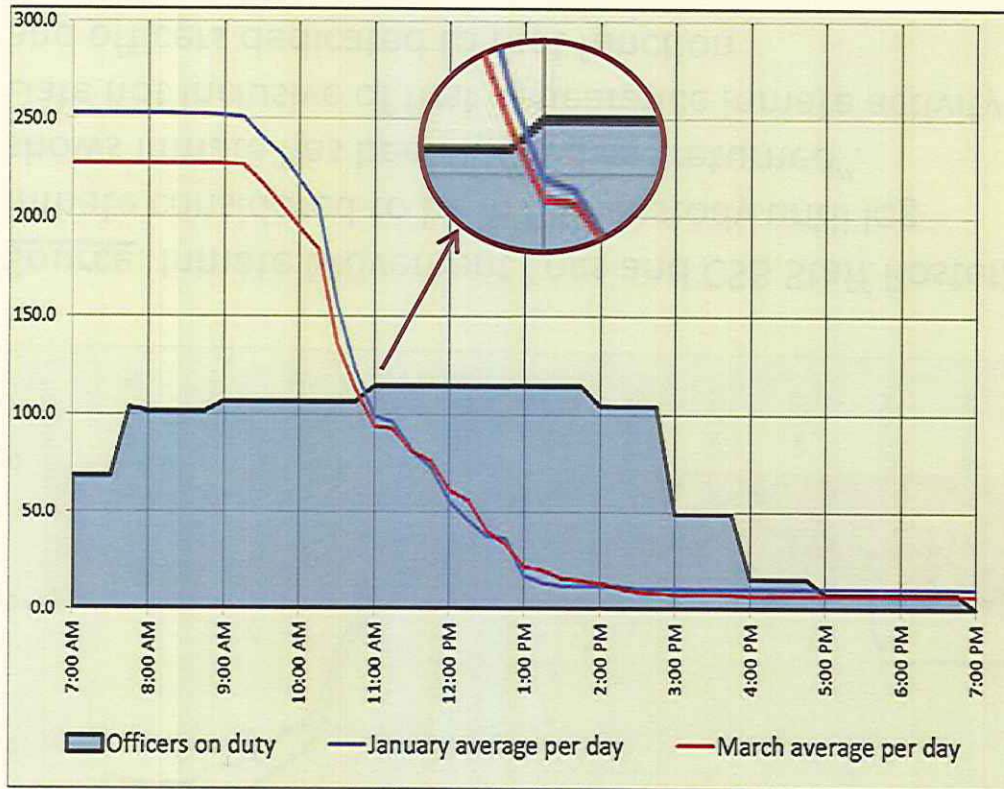
Most inmates are escorted to the Bridge and custody is transferred to Inmate Transportation at approximately 11:00 AM

Please note, some inmates may not be in actual CSB custody at 7AM and some inmates still showing in the afternoon may not have been recorded as “Returned” on the logs



Source: Inmate Movement Logs from March 19-30, 2012.

Attachment 4J – Inmates Present in County and Circuit Courts Compared to CSB Officers on Duty*



Source: Inmate Movement Logs and CSB Staff Roster

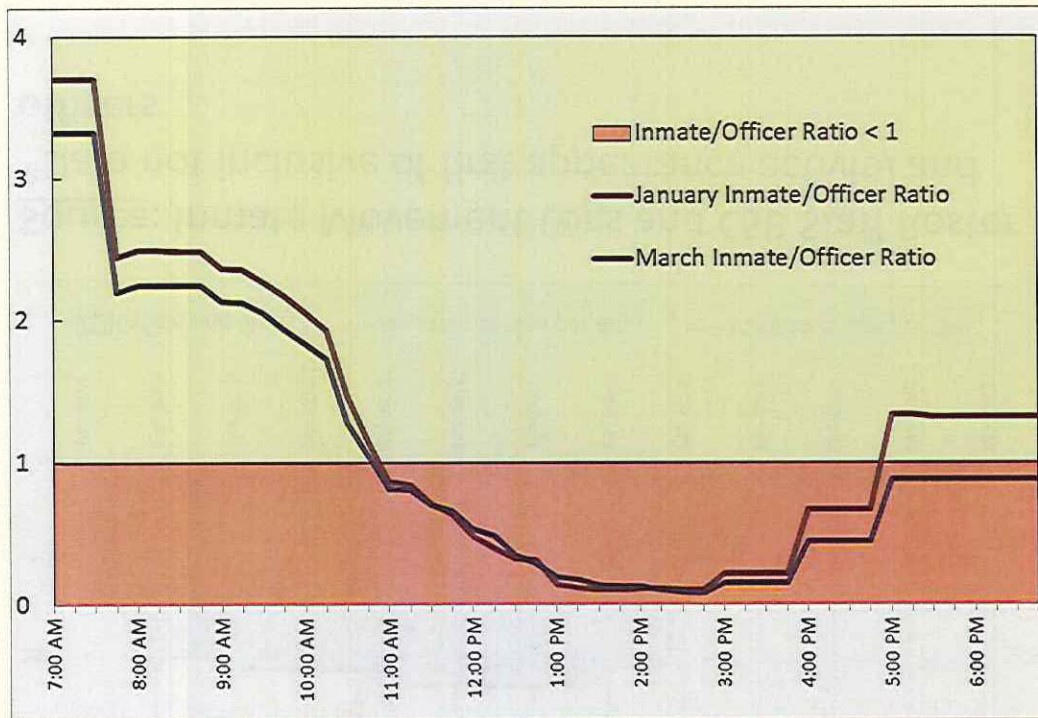
*Data not inclusive of first appearance activity and officers

The adjacent graph shows, by time of day, the number of inmates that have not been recorded as “returned” on daily Inmate Movement Logs compared to the number of CSB officers typically on duty.

During the surveyed periods, the number inmates drops precipitously between 10-11AM as morning hearings are concluded. However the number of officers on duty peaks after 11AM.

The small number of inmates in the afternoon represent inmates in trial or that were not recorded as returned in the Inmate Movement Log.

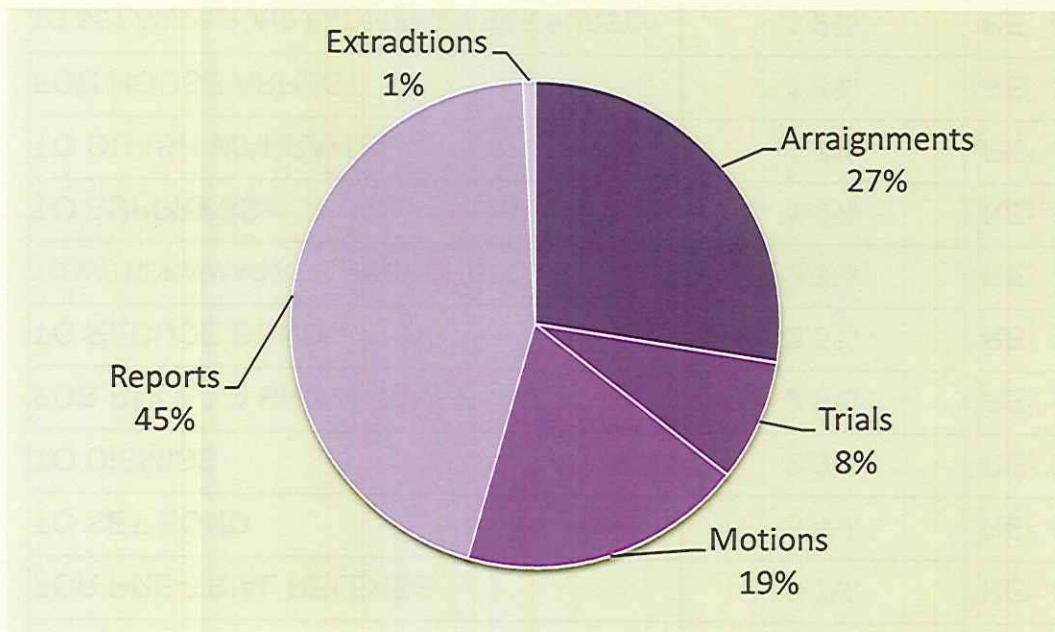
Attachment 4K – Inmate to Officer Ratio by Time of Day



Source: Inmate Movement Logs and CSB Staff Roster. Inmate considered to be in CSB custody until log shows inmate has been logged as “returned”. Data not inclusive of first appearance inmate activity and officers dedicated to that function

The log analysis shows that a majority of inmates transported to court from the outer facilities are in CSB custody from approximately 7-11AM. Most are transferred back to the Bridge and to Inmate Transportation between 10-11AM. The ratio for this process changes as inmates come and go through court and as staffing ramps up at 11AM. At 7AM the ratio is approximately 3.5 inmates per officer. But given CSB staffing peaks after 11 AM the ratio of inmates per CSB officers falls below 1:1 between the hours of 11AM and 5PM

Attachment 4L – Reasons for Criminal Court Visit



Source: CJIS data provided by ITD. Data lists all required court calendar appearances for felonies with arrest dates between August 1, 2010 through July 31, 2011 that are now in closed status.

Criminal Court calendar data reviewed by OMB reveals:

- Almost 2/3 of criminal court calendar entries are reports and motions. Reports and motions are broken down by more than 100 different subcategories each. The most common ones are shown the following slide.
- Felony arraignments make up 27% of examined calendar dates.
- Only 8% of criminal court dates listed on the data are for trial

Attachment 4M – Criminal Court Motions and Reports by Type*

Motion Type	Share of all Motions	Report Type	Share of all Reports
FOR CONTINUANCE	44.8%	RE: PLEA	28.6%
FOR ROR OR CUSTODY RELEASE	6.1%	RE: BOND REVIEW	15.8%
FOR: MODIFICATION OF BAIL/BOND	4.3%	RE: PLEA/SOUNDING	9.2%
TO COMPEL	4.3%	RE: TRIAL DATE	9.0%
FOR PRE-TRIAL RELEASE	3.7%	RE: STATUS	5.6%
TO SET BOND	3.4%	RE: FELONY SOUNDING	4.7%
TO DISMISS	2.9%	RE: DRUG PROGRAM	2.7%
FOR RULE TO SHOW CAUSE	2.9%	RE: CONFLICT OF INTEREST	2.3%
TO REDUCE BOND	2.5%	RE: EVALUATION	1.9%
TO WITHDRAW AS ATTORNEY OF RECORD	2.3%	RE: (BY) SHERIFF	1.5%
TO SUPPRESS	1.9%	RE: MOTIONS	1.3%
TO QUASH WARRANT	1.7%	RE: ATTORNEY	1.2%
FOR HOUSE ARREST	1.4%	RE: SPEEDY DEMAND	1.0%
TO SET ASIDE BOND ESTR/DISCHARGE SURETY	1.2%	RE: DEFENDANT/RESPONDENT	1.0%
PRO SE	1.2%	RE: BOOT CAMP	1.0%
ALL OTHERS	15.3%	ALL OTHERS	13.0%



Note: Reports and motions listed in the OMB-analyzed data were broken down into more than 100 sub-categories.

Source: CJIS data provided by ITD.

**Miami-Dade County Office of Management and Budget
Court Services Jurisdictional Survey
Benchmarking Highlights**

1. Five jurisdictions (including Miami-Dade Corrections) responded to the survey. Three are sheriff departments, responsible for the full complement of court security services (including bailiff functions). Two are corrections agencies, including Miami-Dade and Los Angeles County, which also provides bailiff functions. A summary of all responses follows.
2. The average inmate daily population of all respondents ranges from 1,200 to 18,000 inmates.
3. In three jurisdictions, including Miami-Dade, average daily inmates appearing in court is in the range of 150. In two jurisdictions (Los Angeles and Cook counties) it is in the range of 1,500.
4. In all jurisdictions except Miami-Dade, there are no more than two correctional officers in each courtroom; however, in one jurisdiction, a third additional officer is stationed directly outside each courtroom. In some cases, these officers are armed. Some jurisdictions report the presence of a bailiff; in other jurisdictions, the officers act as bailiffs. Most jurisdictions note additional staff may be assigned for high profile cases or problematic inmates.
5. Jurisdictions generally report using in the range of two officers to escort a group of inmates through the courthouse, depending on whether inmates must traverse public areas and other operation factors. In some cases a single officer may be used. No jurisdiction reported utilizing as many officers as Miami-Dade (five to nine officers per group of inmates).
6. Two jurisdictions, including Miami-Dade, report that officers are responsible for recording inmate disposition. In some jurisdictions, court or other sheriff staff provide this information.
7. Most jurisdictions surveyed make limited or no use of video-conferencing. Palm Beach County uses video-conferencing most extensively, including for some status conferences, non-evidentiary motion hearings and trials. Miami-Dade County uses video-conferencing during for arraignments and bond hearings at first appearance.
8. All jurisdictions reported more extensive use of video surveillance equipment than Miami-Dade. In some jurisdictions this includes extensive use of cameras in pathways through which an inmate may be escorted.
9. Two of the five jurisdictions participate on a formal court security committee with other stakeholders.

Attachment 5A
 Miami-Dade County Office of Management and Budget
 Court Services Bureau Benchmarking Survey – Summary of Findings

Jurisdiction Details	Courtroom staffing	Inmate movement staffing	Notification of Inmate Disposition	Video-conferencing	Video surveillance	Court security committee
<p>Miami-Dade County</p> <p>Agency Type: Corrections Department Daily Inmate Population: 5,100 No. of Jails: 5 jails No. of Court Buildings: 2 buildings No. of Court Rooms: 36 court rooms No. of Inmates in Court Daily: 193 in Circuit Court and 47 in County Court Daily (2011 data) No. of Visitors in Court Daily: 7,000 (in REG)</p> <p>Personnel resources used to secure court building:</p> <ul style="list-style-type: none"> No. of Correctional Officers: 138 posted daily No. of Police Officers: 24 (14 on duty in REG) No. of bailiffs: Clerk of Courts No. of Security Guards: By Contract Other Staff: N/A 	<p>Between two to five unarmed corrections officers and one unarmed bailiff are assigned per court room. One of the corrections officers is dedicated to recording inmate disposition. Periodically, he/she can provide added security by observing the inmates in the jury box. Key issues driving staffing include: the design of the courtroom (i.e. number of exits, location of the public), the type of proceedings (i.e. when verdicts are read and sentences imposed), type of case (i.e. extensive media coverage, gang affiliations, etc.) and classification and behavior of the inmate.</p> <p>In addition to corrections personnel within the court room, one armed police officer is on duty on each floor outside courtrooms.</p>	<p>During morning inmate movement, groups of 6 inmates on one chain are moved with at least 5 officers: one officer in between the group, two officers in front and two in the back. When staff has to escort the group of inmates across the hallway of the courthouse, an additional four officers will be added to maintain security of the hallway. Throughout the day CSB reports a ratio of 1 officer to 6 inmates when transporting. Key issues include the inmate's security level, blind spots, and minimal video surveillance.</p> <p>In largest courthouse (Gerstein) only, inmates must be transported through public hallways.</p>	<p>The one officer in each courtroom is identified as the "calendar officer". This officer is responsible for recording case dispositions on each inmate's jail card. If the inmate and/or jail card are not present, the jail is notified via documentation from the clerk's and state attorney's office.</p>	<p>Always for first appearances and bond hearings</p>	<p>There is some coverage in the loading dock, the sally port, and holding cells</p>	<p>No formal committee is in place. Periodic meetings and emails are used to handle security issues.</p>
<p>Palm Beach County</p> <p>Agency Type: Sheriff (combined police and corrections) Daily Inmate Population: 2,200 No. of Jails: 5 jails No. of Court Buildings: N/A No. of Court Rooms: 72 court rooms No. of Inmates in Court Daily: 170 (in-person), 5 by video No. of Visitors in Court Daily: 11,110</p> <p>Personnel resources used to secure court building:</p> <ul style="list-style-type: none"> No. of Correctional Officers: 80 No. of Police Officers: 125 No. of bailiffs: N/A No. of Security Guards: 50 by contract Other Staff: 6 	<p>Two corrections deputies are assigned per courtroom (armed in 3 of 5 courthouse locations). One armed law enforcement deputy is assigned per court room for bailiff functions. Key issues include types of trial (e.g. gang related); public & media presence; nature of charges; and emotional impact of verdict.</p>	<p>61 total employees used daily. Inmates are always transported to the courtroom with two or more deputies. This is determined by the type of inmates being transported to any courtroom. Key issues include a need to keep certain inmates separate from each other in multi-defendant trials; need to separate males, females, juveniles, etc.</p> <p>In some facilities, inmates must be transported through public hallways.</p>	<p>Deputies are assigned to each courtroom and are responsible for collecting court event form for Inmate Records Department. When transporting inmates back to the jail, they will turn the court event forms over to Inmate Records staffs.</p>	<p>Video-conferencing is sometimes used for first appearances and bond hearings, arraignments, status conferences, motion hearings (non- evidentiary), and trial (determined by inmate behavior).</p>	<p>There is extensive surveillance coverage at the loading dock/sally port; pathways through which an inmate may be escorted; holding cells; and elevators and stairwells.</p> <p>There is some coverage in courtrooms and public hallways.</p>	<p>Yes. The Chair is a Judge; PBSO is represented by a Captain. The Court Administrator and Facilities Director are also members. Other communication methods include open lines of communication, meetings and directives.</p>

Jurisdiction Details	Courtroom staffing	Inmate movement staffing	Notification of Inmate Disposition	Video-conferencing	Video Surveillance	Court security committee
<p>Los Angeles County</p> <p>Agency Type: Sheriff (combined police and corrections) Daily Inmate Population: approx. 18,000* No. of Jails: 30 jails No. of Court Buildings: 46 buildings No. of Court Rooms: 400 court rooms No. of Inmates in Court Daily: 1,200 No. of Visitors in Court Daily: 100,000</p> <p>Personnel resources used to secure court building:</p> <ul style="list-style-type: none"> No. of Correctional Officers: 30 No. of Police Officers: N/A No. of bailiffs: 444 No. of Security Guards: 255 Other Staff: N/A <p>*Source: US DOJ Bureau of Justice Statistics (2011)</p>	<p>One armed bailiff is posted in each courtroom; other armed bailiffs have additional bailiff responsibilities. High risk floors that conduct murder or gang trials have additional staffing.</p>	<p>Unarmed lockup personnel provide security and transport throughout the lockup area. Bailiffs pick up inmates from lockup and move them to holding cells adjacent to the courtroom. A single Deputy may transport a maximum of four inmates on a chain through semi-secure hallways, not accessed by the public, when backup has been requested and is not available. At least two Deputies shall be used to transport four or more inmates through unsecured or public areas and up or down areas accessed by stairways. Additional staff may be needed for wheelchair transport for special handle inmates.</p>	<p>Via court transmittal paperwork</p>	<p>There is very limited video-conferencing (2-3 per day) used for arraignments only.</p>	<p>There is extensive coverage in courtrooms, pathways through which an inmate may be escorted and holding cells.</p> <p>There is some coverage in the loading dock, the sally port, public hallways, elevators, and stairwells.</p>	<p>Yes. The Presiding Judge and the Chief of Court Services Chair the meeting. Other members include Court Staff, Judicial Officers and Sheriff's Department personnel. We liaise with the Director of Court Security (court Employee), who deals directly with our Executive staff regarding ongoing issues and concerns</p>
<p>Orange County (FL)</p> <p>Agency Type: Corrections Daily Inmate Population: 3,500 No. of Jails: 1 jail No. of Court Buildings: 1 building No. of Court Rooms: 3 court rooms No. of Inmates in Court Daily: 150 No. of Visitors in Court Daily: 100</p> <p>Personnel resources used to secure court building:</p> <ul style="list-style-type: none"> No. of Correctional Officers: 18 No. of Police Officers: N/A No. of bailiffs: N/A No. of Security Guards: N/A Other Staff: N/A 	<p>Three officers assigned to each courtroom. Two are posted inside the courtroom and one is outside. The two inside are designated as #1 (Lead officer) and #2 officer. The #1 officer is responsible for the administrative issues in the courtroom (issuing proper forms to the inmate and any paperwork that needs to be distributed throughout the courtroom between the Clerks, Judicial Staff and Inmate Records). In an emergency situation the #1 officer is also responsible for the security of the Judge. The #2 officer is responsible for the inmate at the podium and any inmates lined up for the next appearance (never more than two). The officer outside the courtroom is designated as the "Stager". the stager is responsible for making sure all the inmates that are scheduled for the day are present and accounted for as well as to ensure that the inmates are lined up in the order of the appearance and that they are prepared. The Court Officers are not armed and only have their handcuffs, no spray while in Court.</p>	<p>Ten to twelve employees are used for inmate movement on a typical day. The Main Holding Area for most of the inmates coming to Court is called I/A Holding and is on the floor right below the Courtrooms and Holding Area. These inmates are brought up from the Main Booking Floor and anyone booked before 4 AM will be brought to this area for court on that particular day. There are three officers working this area and two Court Officers who get the inmates ready to come upstairs when called. Their respective building/area movement officers escort inmates coming from other Housing Areas and Buildings. Once they arrive in our building the Court Security Officers will then go to the Transportation Holding Area to get them and bring them up to Court Holding.</p> <p>It is not necessary to escort inmates through public areas on the way to courtrooms.</p>	<p>The Inmate Records Section has multiple staff working in the Courtrooms and all information is entered in real time as it happens.</p>	<p>Some video-conferencing is used for first appearances and bond hearings; and for neighboring county on weekends.</p>	<p>There is extensive surveillance coverage in courtrooms, pathways through which an inmate may be escorted, elevators, and stairwells.</p> <p>There is some coverage in loading dock/sally port, holding cells, and public hallways.</p>	<p>No formal committee in place.</p>

Jurisdiction Details	Courtroom staffing	Inmate movement staffing	Notification of Inmate Disposition	Video-conferencing	Video surveillance	Court security committee
<p>Cook County</p> <p>Agency Type: Sherriff (combined police and corrections) Daily Inmate Population: 10,000 No. of Jails: 1 jail No. of Court Buildings: 15 buildings No. of Court Rooms: N/A No. of Inmates in Court Daily: 1,500 No. of Visitors in Court Daily: 40,000-50,000</p> <p>Personnel resources used to secure court building:</p> <ul style="list-style-type: none"> • No. of Correctional Officers: 1,271 (sworn deputy sheriffs) • No. of Police Officers: 476 • No. of bailiffs: N/A • No. of Security Guards: N/A • Other Staff: N/A 	<p>Two deputies are assigned per felony courtroom. Additional deputies may be assigned for high profile cases.</p>	<p>Two deputies at a time transport inmates to courtrooms (one in front of line, one in back). No set number of deputies exists; two could control from two to 40 inmates. Once inmates arrive in courtrooms, one deputy takes inmates to the courtroom holding cell. Following court appearance, one deputy returns inmate to transport staging. Additional staff may be assigned for problematic inmates, high profile cases, etc.</p> <p>In all facilities, inmates must be escorted through public areas on the way to courtrooms.</p>	<p>Court papers are returned with the inmate.</p>	<p>Not used.</p>	<p>There is extensive surveillance coverage in holding cells.</p> <p>There is some coverage in the loading dock/sally port, pathways through which an inmate may be escorted, public hallways, and elevators and stairwell.</p>	<p>No formal committee is in place</p>