

**CITY OF PEORIA, ARIZONA
STAFF REPORT**

RPT #: 551

Date Prepared: May 8th, 2008

Council Meeting Date: May 20th, 2008

TO: Peoria City Council

THROUGH: Terry Ellis, City Manager

FROM: John F. Wenderski, Deputy City Manager

SUBJECT: PSI (Policy Studies Inc.) Court review Final Report

SUMMARY:

As part of the City's philosophy of continuous improvement, the City conducts program reviews of various operations. The purpose of these reviews is to measure existing procedures against established benchmarks to ensure program proficiency. The Court system was selected for an annual performance review this year. The City Council approved funding in the 2007 budget pursuant to an Arizona Supreme Court Contract with Policy Studies Inc. to conduct a Court Program Review. PSI is a consulting firm specializing in the analysis of health and human service programs in order to help organizations improve the effectiveness and efficiency of management structures, and to aid them in streamlining work processes.

The purpose of the Court Review Assessment was to analyze current Court operations, assess the strengths and opportunities for improvement of the Court system, and to determine methods for Peoria to meet the future needs of the Court system. The City Attorney's Office, Finance Department and City Manager's Office, along with Court personnel, provided critical guidance to PSI in their analysis of the Court system.

During the Council study session on May 20, 2008, John A. Martin, of Policy Studies Inc., will present an overview of the findings of the Peoria Municipal Court Final Assessment. PSI will discuss the methods used to complete the final assessment, as well as numerous key strategy recommendations, including proposals for improvements, a strategic direction for the Court and Justice System, work processes and procedures to be undertaken, key outcomes that the court needs to achieve in the overall improvement effort, and suggested methods for performance measurement.

**ATTACHMENT: PEORIA MUNICIPAL COURT ORGANIZATIONAL
ASSESSMENT FINAL REPORT**



PEORIA MUNICIPAL COURT ORGANIZATIONAL ASSESSMENT FINAL REPORT May 5, 2008

**By Steven Weller and John A. Martin
With Security Analysis by Steven R. Steadman**

Executive Summary

This is the final report of a study conducted for the Peoria, Arizona Municipal Court by Policy Studies Inc. The goal of the study was to assess the strengths and opportunities for improvement of the Court, both with regard to current operations and the capacity of the court to meet anticipated future demands.

Strengths of the Court

The Peoria Municipal Court provides superior customer service to the litigants who appear before it, both with regard to how people are treated in the court and the fairness of the outcomes that people receive.

With regard to how people are treated, we found that:

- Litigants are treated with politeness, dignity, and respect, and have their rights respected.
- Litigants who come before the court are provided with an opportunity to tell their side of the story to an authority who listens carefully.
- Court staff and judicial officers behave in a way that indicates to litigants that they can trust the character and sincerity of those in authority, and that those in authority are sincerely concerned with their needs.
- The court treats people with fairness and neutrality.
- Court processes are understandable, the importance of facts is clearly emphasized, and the reasons for a decision are clearly explained.
- Many defendants who appear in court can complete their cases in one court appearance, from initial intake at the counter to arraignment to plea negotiation to final acceptance of the plea and sentence by the judge.

With regard to case outcomes, the court's judicial officers take the time to assure that the parties before them understand and have the ability to meet the requirements of the court's order. This includes learning enough about the parties and their situations to be able to fashion



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an order that can be achieved and assure that the parties know what they need in order to be able to comply with it. For example:

- In an order of protection case we observed, involving a husband seeking a no-contact order against his wife, the judge questioned the petitioner extensively about whether the order he was requesting would be workable given the fact that his wife had the children. He then designed the order to more effectively meet the needs of the petitioner.
- In a criminal traffic case, the defendant had received some advice from the prosecutor about how to deal with the State Motor Vehicle Department that the judge questioned. The judge had the post-adjudication clerk check into the accuracy of the information before the defendant left the courthouse.

At present the Peoria Municipal Court scores high on all of these areas of performance. A major challenge for the City in the future will be to assure that the court has the resources to maintain its performance in this area as workloads increase and the character of the court's caseload changes over time.

Recommendations for Improvement

In the body of this report we identify a number of opportunities for improvement and make a series of recommendations for action. The following is a summary of our recommendations.

An effective governance structure for the court

- (1) Create a succession plan, particularly for judges and the Court Administrator.
- (2) Hire a second full time judge, both for continuity and for succession planning.
- (3) Develop a high-level capability for planning and supervising the implementation of special projects to accommodate changing needs and technological capabilities.
- (4) Provide Senior JAs with management training.

A knowledgeable, competent court staff

- (5) Expand the capacity for Senior JAs to play a mentoring role in training junior JA staff.
- (6) Expand the capacity for Senior JAs to train new staff or staff moving to new positions.
- (7) Expand the use of procedural manuals to standardize processes.
- (8) Assure that all staff understand the entire court process and where their job fits into the process.



- (9) Assure adequacy of staffing to meet the court's needs, with enough cross training to provide the flexibility to meet changing workload demands.

A safe and secure court operation for the public and court staff

- (10) Install Closed Circuit TV (CCTV) monitoring throughout the courthouse, with a special focus on the jury assembly room and connecting hallway into the prosecutors' pretrial hearing room and the areas between the courtrooms and the judges' chambers, and assign security staff to monitor the TV screens at all times while the court is open.
- (11) Remove the dog cages from the sally port so that the outside door can be closed when a police van is inside.
- (12) Create a secure holding cell next to the courtroom with locking door and internal restraints.
- (13) Improve prisoner control in the courtroom to prevent contact with public visitors such as family members.
- (14) Install duress alarms in the courtrooms and at appropriate locations for staff throughout the building.
- (15) Assure appropriate privacy is provided for litigants and agency staff discussing information on individual cases at the front counter.

Efficient case processing, including case scheduling, case management, and handling of paper flow

- (16) Expand the use of e-tickets.
- (17) Expand the use of technology to reduce the need for paper and enable the movement of information electronically from one part of the court to another.
- (18) Revise court processes and design the layout of courtrooms and staff in the expanded courthouse to reduce the movement of litigants and paper throughout the courthouse.
- (19) Improve the ability to exchange information with other justice agencies electronically.
- (20) Improve record keeping and tickler files for collection of fines and fees.

Cooperation between the court and other governmental entities

- (21) Schedule cases on trial days to bundle cases for agency staff members who appear in court (police, code enforcement, probation) to minimize the time spent in court.



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- (22) Work with the prosecutors to have a prosecutor assigned to the criminal courtroom for arraignments that could be plea bargained at initial arraignment.
- (23) Institute a video arraignment capability with the Maricopa County jail.
- (24) Hold regular planning meetings between City agencies and the court to review and discuss policy changes (e.g. changes in code enforcement approach or police focus).

Initial Steps

We suggest that as initial improvement efforts, the court undertake the following projects:

- A comprehensive and detailed workflow analysis, to streamline processes for the court staff and the litigants, improve the flow of litigants through the courthouse, and make the optimum use of the expanded court facility;
- Development of a detailed methodology for collection, analysis, and reporting of performance measurement data;
- Development of a transition plan to maximize the use of existing space and minimize the disruption of services; and
- Formation of a Peoria Justice System Coordinating Council.

For each project we suggest that the court form an improvement team comprised of key staff whose work will be affected by the proposed project. The team then needs to be directed by an effective facilitator, either internal or external, who is able to:

- Help the team create a detailed action plan that specifies who is to do what when, and what resources the team will need; and
- Assure that the team functions effectively following the team building principles outlined in the body of this report.



Introduction

This is the final report of a study conducted for the Peoria, Arizona Municipal Court by Policy Studies Inc. The study is an organizational assessment that encompasses staffing and the functional alignment of staff, teamwork, workflow, case management, case scheduling, and the use of technology, court security, judicial and clerical workloads, and records management. The ultimate goal of the project is to assist the Municipal court to develop action plans to improve:

- The governance structure for the court;
- The knowledge and competence of court staff;
- The functional alignment of court staff to promote teamwork and cooperation;
- Safety and security of court operations for the public and court staff;
- Efficiency of case processing, including case scheduling, case management, and handling of paper flow; and
- Cooperation between the court and other governmental entities.

Our approach to this assessment has three major sub-components: (1) identifying the court's strategic values and strategic policy direction; (1) documenting current operations and existing facilities for processing each type of municipal court case, including measuring workload, resource use, and realized outcomes in key areas of performance; and (3) identifying potential operational and facility needs, including work processes and procedures, resources, and infrastructure, to improve the court's ability to meet client needs and demands in a way that supports its strategic values and policy direction.

Study Methodology

Our work on this project has been guided by a Steering Committee made up of the following:

- George Anagnost, Municipal Court Judge;
- Toni Hale, Court Administrator;
- Steve Kemp, City Attorney;
- John F. Wenderski, Deputy City Manager;
- Herman Koebergen, City Materials Manager;
- Athena Bonner, City Project Contract Officer; and
- Seth Blumen, City Manager's Office.

The information in this report is based on: (1) a review of court documentation of its processes, various reports of court outputs, city documents regarding demographic projections; and City plans for expansion of the courthouse; and (2) three five-day site visits to the court.

The following describes the content of the site visits. Each site visit also included a meeting with the Steering Committee.

Site visit 1. In the first site visit, we:



- Interviewed the Municipal Court judge and two of the pro tem judges;
- Interviewed the Pre-Adjudication and Post-Adjudication Supervisors;
- Observed the handling of paperwork for pretrial hearings;
- Observed prosecutorial pretrial hearings;
- Observed criminal traffic and order of protection hearings;
- Interviewed court staff regarding the arraignment process, orders of protection, processing jury trials, search warrants, bench warrants, code enforcement; civil traffic, collection, and sentencing;
- Reviewed the City's demographic projections; and
- Took a tour of the City with the City Materials Manager, including interviewing people in the sales office of two new housing developments, to get a feel for the City's demographics and growth patterns.

Site visit 2. On the second site visit we observed civil traffic hearings and interviewed:

- Prosecutors and staff in the City Attorney's office;
- Two pro tem judges;
- Court staff entering citations into the court case management system;
- Two groups of police officers, approximately ten officers in each group;
- City code enforcement officers;
- The Director and staff of the Victim's Unit;
- The Directors of the two contract probation providers;
- The Director of the Arizona Chapter of the Defensive Driving Program;
- Two private attorneys who contracted with the court as public defenders, and
- Two private defense attorneys.

Site visit 3. In our third site visit we:

- Interviewed all remaining court staff, including security officers;
- Interviewed the final pro tem judge;
- Interviewed court staff regarding financial controls;
- Met with the City Manager;
- Met with the City Attorney;
- Met with the Chief of Police and three of his Deputies;
- Met with the City Neighborhood Services Manager;
- Toured the City with code enforcement officers;
- Met with Public Works staff working with the building expansion; and
- Interviewed litigants.

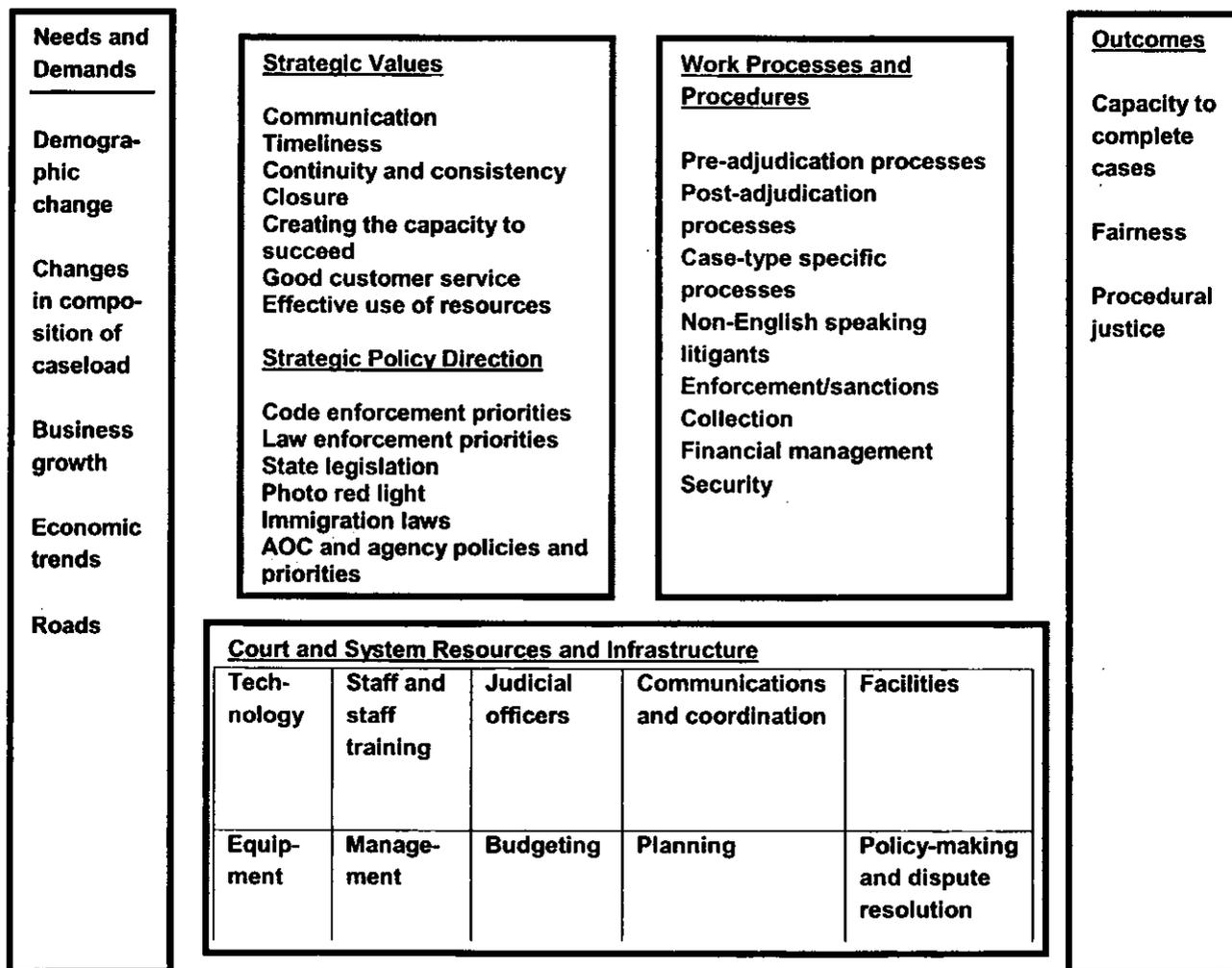
As we developed descriptions of the court processes and identified key values, strategic issues, and performance areas, we sought guidance from the Steering Committee to check on the accuracy and completeness of our information and understanding.



A Framework for Analysis

The adequacy of the system to meet client needs and demands is determined by the relationships between three categories of variables: (1) the court's strategic values and strategic policy direction; (2) work processes and procedures; and (3) court and system resources and infrastructure. Figure 1 presents a framework that describes these three categories of variables and lists the client needs and demands to which the court must respond and the desired outcomes of the system. We intend to use the framework as a guide to identifying and assessing areas of alignment rather than as a model to specify and test causal relationships. That is, the court's strategic values and policy direction, work processes and procedures, and resources and infrastructure must be in alignment in order to meet client needs and demands and provide desired outcomes.

Figure 1: Framework for Analysis





The remainder this report first discusses each component of the framework and then presents proposed performance measures for the court and recommendations for improvement opportunities.

Client Needs and Demands

The court is facing a number of challenges that are likely to change the workload of the court and affect the ability of the court to continue to meet some key performance goals.

- Changing demographics of the city and the resulting effect on court workloads. The City of Peoria is poised to experience substantial growth in population. The present population of the city is about 150,000. Geographically the city is about 178 square miles and 25 miles from southern to northern boundary. There are three developments in the northern part of the City about 15 miles from the southern boundary that will have high-end housing, and of the units already sold, about 60% of the buyers already live in other parts of Peoria. As they move up north, new residents will move into the housing that they are leaving, possibly changing the overall demographics of the city in ways that are presently unpredictable. The residents in the high-end developments up north will be affluent and demand effective city services.
- Changes in the composition of the caseload. The court has recently experienced an increase in DUI, domestic violence, and code enforcement cases. Cases from the photo red light program will be appearing in the court soon. Some changes in state laws, such as changes in mandated sanctions for extreme DUI, will likely result in more contested cases. The changes in demographics discussed above may also change the composition of caseload. As the city becomes more affluent, it is likely that more litigants appearing in the city court will be represented by attorneys. Further, different types of disputes may arise as new residents move into established neighborhoods and will need to be litigated in the court.
- Business growth. The city has relatively new spring training facilities for two major league baseball teams, the San Diego Padres and the Seattle Mariners. Further, the Arizona Cardinals football team plays in Glendale, the neighboring city to the south of Peoria. These sports teams bring spectators from all over the state and from out of state, and along with them, associated problems such as speeding, DUIs, and bar fights. Further, with the population growth in the northern part of the City, new shopping centers are being built, and it is likely that other business entities will come in as well.
- Economic trends. A variety of national, state, and local economic trends can affect the court's caseload and workload. One that is already affecting the city, at least in the short term, is the mortgage crisis, which has slowed housing starts in the City. A critical issue with regard to economic trends is whether they are transitory or likely to have a long term effect on the City.



- **Roads.** As population grows in the northern part of the city, new roads are being built. Further, change in population distribution is already bringing about calls for limiting the authorized truck routes through the City. These changes will affect law enforcement priorities and, eventually, court workload.

Strategic Direction of the Court and Justice System

This component of the framework encompasses two areas of performance, the strategic values that drive the court's performance and the strategic policy direction of the court and the external justice system stakeholders.

Strategic Values

The court and local justice system stakeholders have identified some strategic values, which give rise to key performance goals.

- **Communication.** All justice system agencies that deal with the court, including the City Attorney, the victim rights unit, law enforcement, code enforcement, and the probation agencies identified effective communication between the court and the agency as a key value. This includes: (1) timely court communication to other justice system agencies when decisions are made and the reasons for those decisions, including decisions on continuances, modifications of pleas, setting of status hearings, and reopening of cases; (2) the ability of agency staff to request information from all court staff; and (3) efficient access to court files.
- **Timeliness.** This includes both adjudicating cases in a timely fashion and making effective use of people's time in court. The former requires minimizing the need for and use of continuances by assuring that all necessary information is available on trial day and attorneys come prepared. The latter could include such matters as: (1) moving paperwork efficiently from counter to prosecutor to courtroom; (2) scheduling cases so that attorneys, law enforcement officers, service providers, and other system staff can have their cases heard in blocks to reduce court time; (3) providing alternatives to court hearings where appropriate; and (4) streamlining procedures to minimize the number of places in the courthouse to which litigants must go to complete their business.
- **Continuity and consistency.** This value includes: (1) consistency among judicial officers in the interpretation of the law and the application of sanctions; and (2) continuity from one judicial officer to another in the handling of a case that is not completed in the initial hearing and comes before a different judicial officer for a subsequent hearing. In cases that come before more than one judicial officer, the judicial officer in the subsequent hearing may not be aware of admonitions by the judicial officer to the litigant in the initial hearing that are not made part of the record.
- **Closure.** This value has two aspects. First, it means making it possible for defendants who appear in court to complete their cases in one court appearance, from initial intake at



the counter to arraignment to plea negotiation to final acceptance of the plea and sentence by the judge. The way the court operates at present, this requires that the file be hand carried to follow the defendant as the defendant moves from on part of the process to the next. Second, it means enforcing compliance with court orders, including collecting fines imposed by the court and assuring that defendants complete court-ordered treatment programs.

- **Creating the capacity to succeed.** At present the judges are striving to assure that the parties before them understand and have the ability to meet the requirements of the court's order. This includes learning enough about the parties and their situations to be able to fashion an order that can be achieved and assure that the parties know what they need in order to be able to comply with it. In one order of protection case we observed, involving a husband seeking a no-contact order against his wife, the judge questioned the petitioner extensively about whether the order he was requesting would be workable given the fact that his wife had the children. He then designed the order to more effectively meet the needs of the petitioner. In another case, the defendant had received some advice from the prosecutor about how to deal with the State Motor Vehicle Department that the judge questioned. The judge had the post-adjudication clerk check into the information before the defendant left the courthouse.
- **Good customer service.** Customer service includes providing a safe environment for litigants and victims, treating people with dignity and respect; making procedures understandable; and assuring fairness of outcomes under the law. From our observations, it is clear that the Peoria Municipal Court places good customer service high on its list of priorities.
- **Effective use of resources.** This includes: (1) effective financial management to assure that all monies received by the court are kept secure and receive proper accounting; (2) transparency to assure that the court's resource needs and use are reported in an understandable manner; and (3) efficient use of resources to assure that public funds are spent wisely.

Strategic Policy Direction

The policies of city agencies, the state legislature, the state MVD, Law Enforcement, the State Supreme Court, and some Federal agencies, all can have an effect on the court, in terms both caseload and performance expectations. Some of the potential areas of policy direction that might affect the court include the following.

- **Code enforcement priorities.** Code enforcement in the City at present is driven about 60 percent by complaints filed by citizens and 40 percent by internal enforcement priorities. In the future the City may decide to adopt even more of policy directed approach, focusing on new priority areas determined by the City Code Enforcement Agency to respond to changing needs as the character of City housing patterns changes.



- Law enforcement priorities. As the demographics of the city, automobile and truck traffic patterns, and economics change, law enforcement may have to shift priorities.
- State legislation. Changes in state law with regard to cases heard by the City Court can have an effect on court caseloads and workload, such as: (1) required sanctions for different types of Driving Under the Influence (DUI) cases, such as mandatory jail time and ignition interlocks; (2) the criminalization of traffic offenses, (3) the expansion of victims' rights; and (4) alternatives to incarceration and fees for incarceration. These policy changes are difficult to predict. As sanctions get more serious, more defendants will come with attorneys.
- Photo red light. The city is installing photo red lights at a number of key intersections to issue tickets to drivers who fail to stop. For the first offense in a two-year period, the offender can attend defensive driving school in lieu of points. For subsequent offenses within a two-year period, the offender receives a mandatory two points on his or her driving record and in addition must attend traffic survival school, which is longer and more expensive than defensive driving school. These tickets will carry points against a person's driving record as well as fines. The court has been allocated one new staff person to process the photo tickets, but the court is concerned that this may not be enough to process the expected increase in workload.
- Immigration laws. This includes both state and federal laws.
- AOC and agency policies and priorities. This can include: (1) priorities of the state Administrative Office of the Court (AOC) regarding technology and court operations; (2) policies of the Motor Vehicle Department (MVD) with regard to the assessment of points, record-keeping requirements, and other issues can affect the ways in which the court has to handle traffic cases; and (3) structural and resource limitations of outside justice agencies.

Possible Juvenile Jurisdiction

One potential policy change that was raised in our interviews but is presently not contemplated by the Court or the City is the possibility of adding juvenile misdemeanors to the court's jurisdiction. Law enforcement, in particular, would like to have minor juvenile offender cases, such as graffiti, curfew violations, disorderly conduct, minor in possession of alcohol, and other status offenses, dealt with in the municipal court. Now officers must file those cases in the justice court, and due to the added burden of having to travel to the justice court and possibly spending all day there for a single case, officers are choosing not to make those types of arrests. Controlling these minor offenses, however, can help reduce the incidence of more serious juvenile crime.

If in the future the City decides to investigate juvenile misdemeanor jurisdiction for the municipal court, a comprehensive study of the legal requirements, expected benefits, and court and service provider resource needs will be necessary. Some sanctions for enforcing court orders,



such as detention, may not be available to the municipal court. The Court and the City Attorney's office would likely need additional resources to handle a juvenile caseload. The availability of juvenile probation services may be an issue. Further, juvenile cases, including status offenses, often involve families that have multiple, complicated legal problems requiring coordinated solutions. To include juvenile jurisdiction in the municipal court, the City would have to determine how to handle all of these issues.

Work Processes and Procedures

The following discussion presents an overview of the major steps in the processing of each case type in the court.

Criminal Cases

The following are the steps in the criminal process. This covers criminal traffic, DUI, and misdemeanor criminal (domestic violence, assault, theft, burglary, disorderly conduct, animal control).

- (1) **Case initiation.** Cases can be initiated by citation filed by a law enforcement agency or long form complaint filed by the prosecutor's office. Long form complaints are used: (1) in cases where the Police Department was unable to file a citation in a timely manner, typically in DUI cases where lab results are needed before filing; and (2) in cases where the defendant is in custody. All filings are in paper form at present, although the court is looking into the possibility of electronic citations.
- (2) **Notification of victim.** The Victim's Unit in the City Attorney office also receives the citations, along with the police report and reviews the police report for victims. In appropriate cases, the Unit notifies the victim by mail. The victim is asked to contact the office, either in person or by mail. At the contact, the victim is advised of the right to be present at all court hearings, to confer with the prosecutor with regard to any plea or dismissal, and with regard to sentencing and release. The Unit must make reasonable efforts to contact the victim.
- (3) **First appearance.** The defendant must appear in court, by checking in at the front counter, on the appearance date or on any Tuesday prior to the appearance date. If the defendant fails to appear, the court will set a new court date and notify the defendant. If the defendant does not appear again, a civil arrest warrant will be issued.
- (4) **Arraignment.** At the first appearance the defendant is sent to the courtroom to appear before the judge for arraignment. The front counter sends the file up to the judge by a runner. If the defendant wants to plead guilty, he or she is sent to the prosecutor for a pretrial conference (called the pretrial hearing). In many case, the pretrial hearing can take place immediately, on the same day. The court cannot accept a plea without a pretrial hearing for: (1) cases where the prosecutor may have to research priors; (2) cases where the defendant wants a court-appointed attorney, which requires a financial



check; (3) trucking violations; or (4) cases where the victim has not yet been contacted. In those cases the courtroom clerk will give the defendant a pretrial hearing date.

- (5) Pretrial hearing. The defendant meets with the prosecutor to discuss a possible guilty plea. If the hearing is on a return date or a date set by the court, the prosecutor will have his or her own file. If the case is a walk-in prior to the return date, the front counter will make a copy of the court's file and have a runner carry it to the prosecutor. The prosecutors sit in a meeting room at tables, and the defendants are called in from a waiting area. We observed three prosecutors meeting defendants simultaneously. If the defendant and prosecutor agree on a guilty plea, they sign a form that is picked up by the pre-adjudication clerk, checked for accuracy, and brought up to the courtroom. If they do not agree on a plea, the pre-adjudication clerk assigns new pretrial hearing date or a trial date, and the defendant returns to the front counter to get it. If the case is dismissed, the pre-adjudication clerk enters the dismissal. For trucking violations a police officer with expertise in truck safety negotiates the plea at the pretrial hearing, subject to review by a prosecutor.
- (6) Acceptance of guilty plea and sentencing. After the defendant and prosecutor agree on a guilty plea, the plea must be reviewed and accepted by the judge. The file is brought to the courtroom from the pre-adjudication clerk by a runner. If the judge accepts the plea, the courtroom clerk records the sentence and sends the file to the sentencing clerk for data entry. In addition, the court notifies, as needed, probation, the counseling agencies, screening agencies, and State MVD, and Department of Public Safety. If appropriate, the defendant is sent to a probation agency and any relevant counseling agency. The defendant may be able to meet with the agency in the courthouse right after the hearing. If the agency does not have a representative present in the courthouse, the defendant has 48 hours to contact the agency.
- (7) Trial. Most case end up with pleas, but the defendant has a right to a trial, If the defendant demands a jury trial, the court uses a jury list supplied by the Maricopa County Superior Court. The court issues its own jury summonses. Two weeks before the trial the judge holds a telephone conference with the attorneys to assure that they will be ready. The court uses six-person juries, with one alternate. The court also has pre-prepared jury instructions. On trial day the court starts with a voir dire, first with all potential jurors present and then one-by-one. The judge, prosecutor, and defense attorney conduct the voir dire. Usually the trial is completed in one day. The court has about 15 jury trials per year, all in DUI cases.
- (8) Post Adjudication. The court uses with two private probation agencies. These agencies are responsible for monitoring compliance with the probation order. If a defendant fails to comply, the agency can file a petition with the court to have probation revoked. The prosecutor decides which agency each defendant is assigned to. Each agency has a representative in the courtroom on specified days to sign up defendants. If no agency representative is present, the defendant must make contact with the agency directly.



- (9) Status hearings. The court may hold a status hearing to correct an omission, such as a missing fingerprint or required signature, to change a sentence, to follow up on probation orders, or other post adjudication issues.

If a defendant is incarcerated, the police department handles transport from and back to the jail. The City uses two jails, the Glendale jail for people on short-term hold and the Maricopa County jail for long term holds. The court does not have a holding cell, so a police officer must stay with the prisoner. There is no separate in-custody calendar, and the court does not use video arraignment.

Civil Code Enforcement

Most city code violation cases, such as nuisance citations, are treated as civil cases. The fines assessed by the court are issued as civil judgments, subject to collection processes if the defendant fails to pay. If the defendant fails to appear, a motion for default judgment is filed. The defendant then has ten days to respond before the default judgment is entered.

- (1) Initial appearance. The defendant checks in with the front counter and then proceeds to the courtroom for arraignment. The Code Enforcement Officer is not required to be present at the initial appearance.
- (2) Arraignment. The defendant can plead responsible and pay the fine in full or set up a payment, or can plead not responsible and get a trial date.

All code enforcement cases can become criminal cases if they involve multiple repeat offenses. Also, code enforcement cases involving contracting without a license can also be treated as criminal cases. In addition, there are some designated criminal code enforcement cases that cannot be cited by City Code Enforcement.

Civil Traffic

Most traffic cases, including moving violations and speeding less than 20 MPH over the speed limit, are treated as civil cases. If the defendant fails to appear, a motion for default judgment is filed. The defendant then has ten days to respond before the default judgment is entered. The determination in a civil traffic case is of responsibility rather than guilt, and the burden of proof is that it is more likely than not that the offense took place.

- (1) Initial appearance. The defendant appears at the front counter and is given a rights form to fill out. At the front counter the defendant can complete the case by: (1) paying the fine in full; (2) set up a payment plan; or (3) if eligible, agree to attend defensive driving school to avoid the fine and points. Defensive driving school is available for all civil traffic violations that carry points, provided that the offender has not attended defensive driving school in lieu of points in the prior two years. The defendant who agrees to attend defensive driving school must complete the program prior to the date of arraignment. The school can issue one continuation. Also at the front counter, the defendant can file a written motion for a hearing before a judge. The defendant will have



to go before a judge to: (1) contest the citation; (2) get more than one continuance to complete defensive driving school; (3) get a fine reduced; or (4) have a license suspension set aside.

- (2) **Hearing.** The police officer who issued the citation will have to appear at the hearing. The civil traffic clerk types log notes into the computer file as the hearing proceeds. Testimony at the hearing is recorded.
- (3) **Collection.** The collection clerk manually monitors payments using a monthly file. Once a payment is made, the case file is moved to the month in which the next payment is due. If a payment is missed, the clerk issues a collection letter giving the defendant two weeks to pay. The collection letters are filed alphabetically, with a stick note indicating the due date. If the defendant still fails to pay, the defendant's driver's license is suspended. In addition, the case is sent to a collection agency 90 days after the due date. Before taking any of these actions, the clerk must check to be sure that the case wasn't on appeal, the judge did not grant an extension of time to pay, and the financial information in the file is correct.

Protective Orders

The court deals with two types of protective orders: (1) Orders or Protection (OP), for cases involving family relationships; and (2) Injunctions Against Harassment (IAH), for orders involving friends and neighbors.

- (1) **Filing.** The petitioner fills out the petition at the front counter. Then either the clerk or the petitioner carries the form up to the judge.
- (2) **Hearing.** The judge holds an ex-parte hearing on the petition and then, depending on the information presented in the hearing, determines what should be in the order and signs the order or, in the alternative, sets a hearing "prior to" for both parties.
- (3) **Issuance of the Order.** The court staff then brings the form to the front counter, where the clerk enters the information into the computer and either prints the order for the petitioner or sends the petition to the Peoria police for service. The judge informs the petitioner if he or she should pick up the order from the clerk and have it served.
- (4) **Service.** The Peoria Police can serve OPs within the city. The petitioner must hire a process server for IAHs and for OPs outside the city.
- (5) **Challenges.** The defendant can challenge the order within one year. If a challenge is filed, the court notifies the petitioner. A hearing will be held within 5 or 10 days, depending on the order.



Data Entry

The following discussion presents issues raised in our interviews with regard to data entry into the court's case management systems.

- (1) **Entering citations.** All citations come to the court through the police department in paper form. The police department bundles the paper citations, with a list of every citation number, for Court staff to pick up. The data entry clerk checks to see that all citations on the list are in the bundle and enters the information from each citation into a computer file. A file jacket is also created. In entering the information, the clerks face a variety of issues that can be time consuming, including: (1) finding the city of residence of the defendant if the police officer forgets to enter it; (2) changing the hearing date if the officer puts an invalid date on the citation form (such as a weekend or holiday); and (3) correcting an invalid Arizona Revised Statutes (ARS) code. For date changes, the clerk must select a new date, usually the next available date for the same day of the week, create a change of date form, and mail the form to the defendant and the police officer. For an invalid ARS code, amending the citation is done by court order after a hearing.
- (2) **Monitoring collections.** There are two case management systems in use in the court, Wizard for accounting, including monitoring of payments, and Aztec, the state AOC system for case management. When a payment is received, the clerk enters it into Wizard, which automatically updates the payment history on the entry of each payment. Once the defendant has paid in full, and assuming that no other requirements remain, the clerk goes into the Aztec file to close the case.

Financial Controls

Cash payments are taken only at the front counter stations. There are two front counters open at all times, and a third counter can be opened as needed. Sixteen different staff members are eligible to take in cash; two are assigned full time to the front counters and the others rotate through to relieve the two full time front counter staff or to open the third station. Each staff person has her own locking cash bag, so when a staff member relieves another at the counter, she will bring her own bag. When a cash payment is taken in, the front counter clerk enters the payment into the computer case file in Aztec. The clerk then creates two receipts from Aztec, one for the defendant and one for the file. Aztec also creates a running daily summary file for each clerk. Checks and credit card payments may also be taken at the front counter. Checks sent by mail can be entered by the staff person at her desk.

All staff can also take credit card payments over the phone. There are three machines in the court for credit card payments, two downstairs and one upstairs. At the end of each day, the summary receipts from the three machines are checked against the individual receipts. Payments are deposited electronically after the accounts are verified.

For cases in FAIR collection, a defendant can also pay over the web. Web payments are processed by the State Administrative Office of the Courts (AOC); the court receives a report daily from the AOC.



At the end of each day, every staff person who is eligible to take cash runs her own report from Aztec, counts the cash, checks, and credit card receipts in her bag, and verifies the contents of the bag with the report from Aztec. Each staff person must run a report even if she has not taken in any payments during that day. Each person's bag is then rechecked by a second staff person. The next morning, the Senior Judicial Assistant assigned to create the daily deposit slip checks every bag again and then checks the total against the Aztec daily summary report. The two Supervisors then count the cash one final time before Dunbar picks up the deposit.

The court submits reports to the City that include: the daily summaries of receipts; the credit card settlement sheets, the bank deposit receipts, and a monthly fee book that divides payments received into the various funds to which they are allocated.

If a staff person makes an error in entering a payment, a Supervisor must correct the error, and the staff person issues a new receipt. A staff person cannot void her own receipt. Errors may be caught in a variety of ways. The counter clerk may catch an error while the defendant is still at the counter, or if the staff person fails to catch it, the defendant is likely to catch it immediately. If nobody catches the error while the defendant is at the counter, a wrong payment will be entered into the case file. The defendant will then realize the error upon receiving a notice from the court that a payment is due. If the counter clerk mistakenly enters a payment into the wrong case file, again the defendant will catch the error upon receiving a notice that a payment is due.

Resources and Infrastructure

This component of the framework consists of a variety of subcomponents.

Facilities

The adequacy of the court's facilities, in terms of space availability, layout, adjacencies, accessibility, and safety, is a major factor in the ability of the court to provide effective services. The following specific issue was raised in our interviews.

- **Expansion of the present court facility.** The present court facility is about to be expanded. The expansion will require that the court rethink its office configuration, particularly in light of the high need to hand carry files to and from the counter clerks, pre-trial plea negotiations, and courtrooms. The expansion also offers the court an opportunity to upgrade its security.

Technology

Much of the court's technology is provided and managed by the State Administrative Office of the Courts. Nearly everyone interviewed raised some issue related to the adequacy of the court's technology or the ability of the court to connect electronically with other agencies. The court is presently very paper intensive, both in its internal operations and in its communications



with other agencies. Some of the key issues raised with regard to technology include the following.

- The potential for e-filing capability;
- The ability of the court to accept e-citations from the police department;
- The ability of the court to move information from the front counter to the prosecutors and from the prosecutors to the courtroom electronically, to avoid the need to move paper files by runners;
- The ability of the court to exchange information with attorneys and all justice agencies electronically; and
- The ability of the court to receive payments electronically.

Equipment

The key areas raised with regard to equipment include:

- Video arraignment capability;
- Methods to enable remote participation in court hearings or alternatives to in-court hearings for selected matters; and
- Equipment to enhance security, such as closed-circuit TV (CCTV) cameras and duress alarms throughout the building.

Staff and staff training

A variety of staffing issues were raised in our interviews, including the following:

- Assuring adequate staffing to handle photo red light citations;
- Assuring that interpreters are available when needed, both for litigants and for victims;
- The extent to which court line staff should be able to answer case-specific and procedural questions from other non-court departments without referral to a supervisor, and what protections staff need in those circumstances;
- Staff cross-training to provide flexibility in staff assignments;
- The optimum alignment of staff and supervisory roles, including what authority they should have to correct errors in data entry; and



- The adequacy and availability of procedural manuals.

At the start of this assessment, the clerical staff of the court was divided into two sections, pre-adjudication and post-adjudication, each directed by a Supervisor. The pre-adjudication section handled all case-related paperwork prior to trial, including initial filing, arraignments, and pretrial hearings with the prosecutors. The post-adjudication section handled all case-related clerical matters starting with the court hearing, including plea hearings, trials, sentencing, court orders, and collection. There were three Senior Judicial Assistants (JAs), two in post-adjudication and one in pre-adjudication. All new staff started in the pre-adjudication section and received their training from the pre-adjudication Supervisor. As staff became more experienced, they moved to the post-adjudication section. Training in that section was provided by both the Supervisor and the two Senior JAs.

In response to issues raised in this assessment, the Court has recently revised its management structure to expand the supervisory and training roles of the Senior Judicial Assistants (JAs). Each Senior JA has been assigned three staff to supervise and mentor. We expect that this change will help to break down the barriers between what was formerly a clear separation of staff handling the pre-adjudication and post-adjudication functions of the clerk's office and provide better training and mentoring of junior staff. It should also provide more effective day-to-day supervision and allow the present supervisors to focus on more strategic tasks. Our understanding is that initial response to this change has been positive.

Judicial Officers

At present the court has one full-time judicial officer and three part time pro-tem judicial officers. A proposal to add one full-time judge is under consideration.

Communications and Coordination

The court needs to coordinate with the justice system agencies in the city and, additionally, the Glendale jail and the Maricopa County jail.

System-Wide Policy-Making

The Municipal Court judge and the City Attorney meet monthly to discuss policy issues and problems. In addition, there appears to be a lot of informal communication among police, City Council members, the City Attorney, and from all of these to the court, aimed at court practices and policies toward different types of cases or actions.

Outcomes

The final component of the framework specified the key performance areas that the court needs to focus on in any improvement effort. The court must consider both its present performance and its ability to maintain that performance in the future as needs and demands change. The following is a preliminary list of key performance areas.



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Capacity to complete cases

The court operates in a very labor-intensive manner at present. As workload increases, the court's ability to maintain its personal touch while keeping up with the caseload may be challenged.

Fairness

At present some stakeholders believe that the court is too lenient, not enforcing its orders and allowing offenders to avoid sanctions, while others feel that the court is too strict, not making enough use of treatment options. Everyone agreed, however, that the court was working hard to treat everyone fairly.

Procedural justice

The procedures within the courts that lawyers, judicial officers, and court staff follow can have a profound effect on how the public views the courts, particularly those litigants who are self-represented. There are four key elements of procedural fairness that must be considered when undertaking and developing a focused effort with this approach:

- **Respect.** People must be treated with politeness, dignity, and respect, and have their rights respected.
- **Voice.** People must have an opportunity to tell their side of the story to an authority who listens carefully.
- **Trust.** All court staff and judicial officers must behave in a way that indicates to litigants that they can trust the character and sincerity of those in authority, and that those in authority are sincerely concerned with their needs.
- **Neutrality.** The court must treat all people with fairness and neutrality; court processes must be understandable; the importance of facts must be clearly emphasized; and the reasons for a decision must be clearly explained.

At present the Peoria Municipal Court scores high on all of these measures. Care must be taken to assure that the court has the resources to maintain its performance in this area as caseloads and workload both increase and change.

Performance Measures

The following are suggested measures for performance for the court, based on the strategic values and desired outcomes for the court identified by court staff and key justice system stakeholders. The methods necessary to collect data on these measures will have to be developed by the court and will vary in cost and difficulty.



Communication

- Problems encountered by prosecutors, attorneys, and litigants in accessing case information.
- Problems encountered by prosecutors, attorneys, and litigants in receiving notice of court actions and outcomes.

Timeliness

- Time from initial appearance to case completion.
- Elapsed time between case events.
- Number of cases with continuances.
- Number of continuances per case for cases with continuances.

Continuity and consistency

- Number of cases with more than one judicial officer involved.
- Perceptions of consistency of decisions by different judicial officers.

Closure

- Percent of cases completed in one visit to the court.
- Size of case backlog.
- Filings vs. dispositions.

Customer service

- Number of appearances required to complete a case.
- Time spent in court.
- Litigant perceptions of fairness and neutrality, the ability to be heard, and being treated with respect.

Effective use of resources

- Staff time spent correcting errors.
- Collection rates.

Creating the capacity to succeed (These are system performance measures, not just court performance measures.)

- Numbers of repeat DUI, domestic violence, and other criminal offenders, code violation offenders, and civil traffic offenders.
- Percentage successfully completing probation requirements.



The table below indicates possible data sources for the measures listed above:

Data Sources for Performance Measures	
Data Source	To Measure
Automated court records	<ul style="list-style-type: none"> • Time from initial appearance to case completion. • Elapsed time between case events. • Number of cases with continuances. • Number of continuances per case for cases with continuances. • Number of court appearances per case. • Size of case backlog. • Filings vs. dispositions. • Percentage successfully completing probation requirements. • Number of cases with more than one judicial officer involved. • Collection rates.
Litigant surveys	<ul style="list-style-type: none"> • Number of appearances required to complete a case. • Time spent in court. • Litigant perceptions of fairness and neutrality, the ability to be heard, and being treated with respect.
Periodic meetings with or surveys of agency staff and attorneys	<ul style="list-style-type: none"> • Perceptions of consistency of decisions by different judicial officers. • Problems encountered by prosecutors, attorneys, and litigants in accessing case information. • Problems encountered by prosecutors, attorneys, and litigants in receiving notice of court actions and outcomes.
Error reports	<ul style="list-style-type: none"> • Staff time spent correcting errors.
Police, City Code Enforcement, and corrections records	<ul style="list-style-type: none"> • Numbers of repeat DUI, domestic violence, and other criminal offenders, code violation offenders, and civil traffic offenders.

Recommendations for Improvement Opportunities

This section presents our recommendations for the improvement opportunities that we have identified. We have organized the opportunities in this section according to the issue areas identified in the beginning of this report. At the end of this section we describe in detail the efforts that we view as the highest priority.



An effective governance structure for the court

Improvement Opportunity. At present the court has a very concentrated top management structure, with the one full-time Municipal Court Judge, the Court Administrator, and two Supervisors. While the Court has recently revised its management structure to expand the supervisory and training roles of the Senior Judicial Assistants (JAs), the supervisory structure still concentrates most of the responsibility for dealing with high-level policy issues in the Court Administrator.

As the Court's workload and the size of its staff expand, this management structure will likely be inadequate. Even now, supervision is a problem when one of the Supervisors is out of the office, as most error correction by staff requires the approval of a Supervisor. As new projects surface, such as the impending reconstruction of the building, the inception of photo red light, and likely changes in the Court's technology, the court will need to find a way to provide senior level supervision over the initial planning, implementation and day-to-day operation of these projects. This will require additional senior level Court staffing.

Further, the court lacks a succession plan for its top management.

Recommendations. To address this opportunity, we have the following recommendations.

- (1) Create a succession plan, particularly for judges and the Court Administrator.
- (2) Hire a second full time judge, both for continuity and for succession planning.
- (3) Develop a high-level capability for planning and supervising the implementation of special projects to accommodate changing needs and technological capabilities.
- (4) Provide Senior JAs with management training.

A knowledgeable, competent court staff

Improvement Opportunity. With the recent growth in the size of the staff, a substantial percentage of the court clerical staff has less than a year of experience. New staff are typically trained initially solely to do a particular job, with little awareness of what is happening in the rest of the court. This limits their ability to respond to questions from other justice agencies and has been a source of some frustration to those agencies. We believe that staff are most effective when they understand how their work fits into the larger picture of how cases flow through the system.

Recommendations. To address this opportunity, we have the following recommendations.

- (5) Expand the capacity for Senior JAs to play a mentoring role in training junior JA staff.
- (6) Expand the capacity for Senior JAs to train new staff or staff moving to new positions.



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- (7) Expand the use of procedural manuals to standardize processes.
- (8) Assure that all staff understand the entire court process and where their job fits into the process.
- (9) Assure adequacy of staffing to meet the court's needs, with enough cross training to provide the flexibility to meet changing workload demands.

A safe and secure court operation for the public and court staff

Improvement Opportunity. The full security analysis is contained in Appendix A. There are a variety of security concerns in the courthouse that should be addressed. Some of the concerns require structural solutions, so the building reconstruction to expand the courthouse offers an ideal opportunity to address those concerns. The recommendations listed below all focus on steps that could be taken as part of the building expansion.

Recommendations. To address the opportunity afforded by the building reconstruction, we have the following recommendations.

- (10) Install Closed Circuit TV (CCTV) monitoring throughout the courthouse, with a special focus on the jury assembly room and connecting hallway into the prosecutors' pretrial hearing room and the areas between the courtrooms and the judges' chambers, and assign security staff to monitor the TV screens at all times while the court is open.
- (11) Remove the dog cages from the sally port so that the outside door can be closed when a police van is inside.
- (12) Create a secure holding cell next to the courtroom with locking door and internal restraints.
- (13) Improve prisoner control in the courtroom to prevent contact with public visitors such as family members.
- (14) Install duress alarms in the courtrooms and at appropriate locations for staff throughout the building.
- (15) Assure appropriate privacy is provided for litigants and agency staff discussing information on individual cases at the front counter.

Efficient case processing, including case scheduling, case management, and handling of paper flow

Improvement Opportunity. The court is very dependent on the use of paper. The primary way that information is transferred from one part of the court to another and between the court and other justice agencies is by moving paper forms or a file folder. One particularly problematical area is the need to move the paper file to follow a litigant from the front counter to arraignment



to pretrial hearing and then back to the judge for review of a plea agreement. There are times when the litigant gets to the courtroom from the pretrial hearing before the file does, requiring the judge to wait before reviewing the plea agreement. Some of the recommendations below will require new or expanded technology.

Recommendations. To address this opportunity, we have the following recommendations.

- (16) Expand the use of e-tickets.
- (17) Expand the use of technology to reduce the need for paper and enable the movement of information electronically from one part of the court to another. In particular, create the capacity to move information from the front counter to the prosecutors and from the prosecutors to the courtroom electronically, to avoid the need to move paper files by runners.
- (18) Revise court processes and design the layout of courtrooms and staff in the expanded courthouse to reduce the movement of litigants and paper throughout the courthouse. One possibility is to provide a window on the courtroom level to pay fines, so that litigants do not have to go back to the check-in line to pay a fine after a court hearing.
- (19) Improve the ability to exchange information with other justice agencies electronically.
- (20) Improve record keeping and tickler files for collection of fines and fees. Collections need to be automated, so that monitoring can be done without having to manually sort through paper file folders in a monthly file rack to identify which cases have payments due and then move files from one due date to the next as payments are received.

Cooperation between the court and other governmental entities

Improvement Opportunity. Much of the court's work depends on the actions of other parts of the justice system, including law enforcement, code enforcement, and the City Attorney's office. At present there is no justice system-wide process for discussing issues and developing solutions that consider the needs of all affected parties. Further, there are opportunities for the court and specific agencies to work together to make life easier for both.

Recommendations. To address this opportunity, we have the following recommendations.

- (21) Schedule cases on trial days to bundle cases for agency staff members who appear in court (police, code enforcement, probation) to minimize the time spent in court.
- (22) Work with the prosecutors to have a prosecutor assigned to the criminal courtroom for arraignments that could be plea bargained at initial arraignment.
- (23) Institute a video arraignment capability with the Maricopa County jail.



- (24) Hold regular planning meetings between City agencies and the court to review and discuss policy changes (e.g. changes in code enforcement approach or police focus).

Action planning and team building

To address each of the above recommendations, the City and the court will need to develop an action plan. The court and the City must first determine the priority to be given each recommendation. For each priority improvement project, we suggest that a planning team be created comprised of key individuals who need to be involved in the effort. Then, at a minimum, the team needs to address the following questions.

- (1) What is the project and why is it a priority?
- (2) What goals and expected outcomes is the project intended to achieve?
- (3) What resources will be needed and how will they be obtained?
- (4) Whose cooperation or assistance will be needed?
- (5) What and who will likely hinder the project, and how will barriers be overcome?
- (6) What will make you stop or alter what you are doing?
- (7) What steps will be necessary?
- (8) For each step:
 - What needs to have been done before you start this step?
 - Who needs to be involved?
 - What resources do you need?
 - What is the time frame to complete the step?
 - How will you know that it has been completed?

A critical need of any improvement team is to maintain momentum throughout the improvement design and implementation process. This requires that each improvement team is structured to succeed and has effective facilitation. Facilitation may be provided internally or through an external facilitator. Some of the key roles of the facilitator should be to help the team:

- (1) Develop a clear project plan at the outset. Having a larger project plan is critical to maintaining continuity between the steps in the project and between planning team meetings. The team needs a clearly defined process at the start of the project that includes goals and a path to achieve those goals.
- (2) Maintain a reasonable pace of activities throughout the project. The pace of the project needs to be fast enough, especially at the outset, to hold people's attention and



interest. At the same time, it may be necessary for people to have time to develop mutual trust, at least at the beginning of the project. A balance must be struck between not pushing people faster than they are ready to move and letting things drag on so slowly that people get frustrated with the lack of progress.

- (3) Foster continuity from one meeting to the next by reminding team members of where they are in the process. In particular, continually show them both what they have accomplished to date and what is coming up. Continually communicate the rationale for the various parts of the process they designed. Further, the team needs a process to bring in new people and get them up to speed when people on the team change.
- (4) Review the team's progress periodically and celebrate accomplishments. It is important to set clear, measurable interim goals and the beginning of the project, monitor progress toward those goals, and celebrate successes. Communication about progress in achieving goals and celebrating the completion of project assignments helps keep the team focused, encourages team members to continue in their efforts, and allows the team to see progress in meeting its longer term objectives.
- (5) Document the progress of the team. The project needs to produce products to show progress, maintain support, and set the stage for the next steps in the project. Where successes are achieved as the project proceeds, and these need to be documented.
- (6) Periodically assess how well the team is working together, whether the team is doing meaningful and productive things, and whether it is accomplishing what it intended to accomplish. Take steps to improve in these areas if necessary. Sharing work results and outputs continuously, even if the work has run into obstacles, helps keep team members motivated and engaged in the process.

Initial Improvement Efforts

The following presents our recommendations for next steps following our operational assessment of the Peoria Municipal Court. Each of these projects should be developed following the action planning and team building principles outlined above. We suggest that four priority initiatives be undertaken, in the following order:

- Business/work process reengineering;
- Transition planning for the courthouse expansion;
- Development and implementation of a performance measurement system; and
- Establishment of a Peoria Justice System Coordinating Council



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Business/Work Process Reengineering

First, we suggest that the court undertake a comprehensive and detailed workflow analysis, to streamline processes for the court staff and the litigants, improve the flow of litigants through the courthouse, and make the optimum use of the expanded court facility.

Purpose and Outcomes:

The purpose of the Peoria Municipal Courthouse expansion business/work process reengineering is to:

- Increase public access and convenience;
- Use court and justice resources more efficiently and effectively;
- Enhance court staff productivity and workplace satisfaction,;
- Enhance justice partner support for the Court; and
- Position the Court to respond to potential changes in the cultural and social demographics of the community.

The outcomes of the business/work process reengineering should include:

- More expeditious workflow;
- Simplification of processes;
- Staff time savings;
- Opportunities for judge and staff resource redeployment;
- Savings and gains from more effective service provision; and
- Improved quality of justice.

In addition, the recent PSI court organizational assessment facilitated by Drs. Weller and Martin suggests that three issues in particular should be addressed explicitly in the process reengineering.

- First, simplification of existing processes should result in reducing the need for the Court to correct the clerical mistakes of other agencies and attorneys. The reengineering efforts needs to identify ways that the Court can work more effectively with other agencies to reduce errors and increase the accuracy and completeness of documents filed with the Court.
- Second, redesigned work process should be able to maintain user access and satisfaction with court services despite the increases in demand on the Court anticipated in the coming years. Streamlining back office work processes, improving public contact processes, and assigning a proportionately larger share of personnel time to public interaction processes, should be important components in the reengineering effort.
- Third, more effective and efficient work processes should increase the accuracy of information in the Court files and reduce the need for time-consuming checking, error



correction, and reentry of information. A major focus of the Court's redesign effort should be establishing mechanisms for assuring that staff has the training, information, authority, and other tools for making correct decisions.

Figure 1 provides a more detailed inventory of the purpose, goals, and outcomes that the Peoria Municipal Court should expect from a successful business/work process reengineering effort.

Components and Activities:

- Work with the Municipal Court Judge, Court Administrator, court staff and justice agency personnel to identify key work processes that likely will need to be altered as a result of facility redesign and/or could be improved significantly;
- Establish a work process redesign process and project time-line;
- Establish and train process improvement teams;
- Describe key processes;
- Flow-chart existing and potentially improved work-flow for key processes;
- Identify infrastructure required to support improved processes;
- Prepare of step-by-step implementation strategies for each improved process;
- Document features of preferred processes for use in training and procedures manuals;
- Communicate changes in work processes and the reasons for them across the Court and justice system; and
- Coordinate the implementation of improvements.

Courthouse Expansion Transition Planning

Second, we suggest that, once the court has a clear schedule of construction for the courthouse expansion, the court develop a transition plan to minimize the disruption of services.

Purpose and Outcomes:

The purpose of the Peoria Municipal Courthouse expansion transition planning is to assure that the design and occupancy of the expanded facility:

- Maintains or increases the high level of municipal court services currently provided;
- Increases the efficiency of court user and staff movement throughout the facility;
- Improves the paper flow supporting court processes;
- Enhances security for the public and court staff and the protection of court property and information; and
- Minimizes the disruption resulting from the construction and initial occupancy of the redesigned facility.

Moreover, the outcomes of the transition planning should include an expanded facility that:

- Increases court user ability to successfully navigate court processes;



- Enhances the security of court and justice personnel and the public, courthouse facilities and property, and the information associated with court processes;
- Facilitates cooperation and collegiality among court and justice system personnel;
- Incorporates more efficient, streamlined, and effective business/work processes; and
- Maximizes the effective use of all court and justice resources including facilities and people.

The contents of a transition plan document should include descriptions of:

- The building design and program;
- The planning process;
- The purpose of the transition plan and transition period goals;
- The change management approach to be used in the transition;
- Key transition activities and an implementation time-frame;
- Innovations incorporated into the redesigned facility;
- Policy, structural, and organizational modifications accompanying occupancy of the redesigned facility;
- The location of all functions and staff in the redesigned facility;
- Business/work process improvements; and
- A detailed activities time-line for building occupancy.

Components and Activities:

- Form transition planning team;
- Clarify building use and transition plan goals;
- Identify the stages of transition, location of temporary facilities, and plans for staff movement during construction to maintain Court services;
- Clarify business/work process changes with all staff and justice personnel;
- Identify policy, structural, and organizational changes to accompany occupancy of the redesigned facility;
- Identify location of functions and all staff within redesigned facility;
- Inventory the infrastructure required to support effective work processes in the new facility;
- Outline in detail the sequencing of activities to move from operations in the current facility into the redesigned facility;
- Prepare an activities timeline; and
- Prepare a final transition planning document.

Performance Measurement System Implementation

Third, we suggest that the court develop a detailed methodology for collection, analysis, and reporting of performance measurement data. This includes determining which performance measures from the list presented earlier the court wants to measure, what data is presently available and what additional data needs to be collected, and how the data will be analyzed.

Purpose and Outcomes:



The purpose of the Peoria Municipal performance measurement system should be to:

- Help determine the Court's progress in meeting its goals and supporting its essential values;
- Provide a foundation for improving Court and justice system performance; and
- Improve the accountability of the Court to policy-makers and the public for using resources effectively and efficiently.

Further, on a practical level, the value of performance measurement as an effective tool for improving Court and justice performance in Peoria should be enhanced if the measurement system:

- Concentrates on significant indicators of performance -- measures what's important;
- Is results oriented by focusing principally on outcomes and outputs;
- Provides information which is valuable to policy and program decision-makers, and operations personnel; and
- Produces data that are accurate and consistent over time.

Moreover, the Peoria Municipal Court performance measurement system should incorporate the following features:

- Eliminate the use of numerical goals, work standards and quotas -- numerical measures are often achieved, even when improvement is not;
- Don't make a commitment to measurement but rather a commitment to improvement;
- Measure what employees translate into direct corrective action;
- Measure group and team outputs, not individual outputs;
- Support continuous organizational improvement; and
- Use performance measurement results to facilitate change.

Components and Activities:

- Refine the measures identified previously in the PSI assessment report;
- Review potential measures with court and justice system personnel and City officials;
- Prepare data collection instruments and processes;
- Establish data storage and analysis capacity; and
- Establish performance measurement reporting formats and processes.

Establishment of a City of Peoria Justice System Coordinating Council

Purpose:

To better serve the community, establish a court and justice system coordinating council capable of:



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- Formulating a common vision and approach to justice services among court and justice organizations;
- Identifying and articulating, in a comprehensive fashion, court and justice system planning, policy, and resource needs;
- Fostering collaboration among court and justice organizations;
- Increasing court and justice service delivery capacity;
- Overseeing facility, technology, process reengineering, program development and other improvement projects with system-wide implications;
- Advocating on behalf of the courts and justice system to the public, and local, state, and federal funding sources and policy-makers; and
- Establishing and supporting the work of sub-groups and committees.

Tasks and Activities:

- Form a core council planning team;
- Outline preliminary council purpose and mechanics;
- Identify appropriate council representatives and participants;
- Form council;
- Conduct high performing team training;
- Identify council purpose and mission, goals, and scope of work;
- Identify participant roles and responsibilities;
- Establish council meeting, analysis, and other processes; and
- Identify Council strategic issues and 1-5 year strategies to address issues.



Figure 1: Business/Work Process Improvement Goals

General Process Improvement Project Goals

Public Access and Convenience

- Improve the quality of services for court users; and
- Increase the timeliness of service to court users.

Use of Court and Justice Resource

- Increase the visibility of work processes and importance of having effective and efficient work processes;
- Demonstrate how what might first appear to be relatively small inefficiencies add up to large resource expenditures;
- Provide information for making decisions about resource deployment/redeployment and staffing and workload priorities; and
- Identify areas for budget savings.

Judge and Staff Satisfaction

- Improve interactions with justice partners;
- Provide the foundation for appropriate work distribution among court units and between the court and justice and treatment service partners;
- Provide information for staff training;
- Enhance staff flexibility and succession planning;
- Allow opportunity for positive staff participation in court improvement; and
- Establish a culture of continuous work process improvement throughout the court and justice system.

Culturally Appropriateness and Effectiveness

- Identify why culture matters for the Court and community;
- Obtain the resources available in own organization, community and nationally to support and promote cultural competency; and
- Improve processes and ensure processes support a culturally competent workforce.

Process Improvement Goal: Simplification

- Reduce opportunity for mistakes.
- Provide meaningful rather than busy work.
- Standardize work processes to make it easier to deploy staff.
- Enhance staff training.
- Enhance the ability to adjust when staff leave.
- Assure similar quality of justice across all cases.



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- Provide opportunities for cross-training.
- Create opportunities for more flexible staffing.



Process Improvement Goal: Faster Work-flow

- Contributes to more expedient justice.
- Frees up staff to do other needed activities.
- Increases user access and satisfaction.
- Provides opportunities and frees up staff time to consider and address longer term problems rather than exclusively focus on day-to-day problems and operations.

Process Improvement Goal: Staff Time Savings

- People not doing redundant work.
- Work being done at point where needed and in proper sequence.
- Potential for saving/redeploying resources.
- Identifies work that should be done by others (e.g., attorneys, law enforcement, treatment service staff) or work that no longer needs to be done at all.

Process Improvement Goal: Opportunities for Staff and Resource Redeployment

- Provides opportunity to move resources to address higher priorities.
- Provides opportunity for staff to be part of a larger improvement effort and address longer-term problems.
- Identifies common problems and opportunities across court units and among court and justice/treatment service partners.
- Identifies work that does not need to be done.

Process Improvement Goal: Savings and Gains From More Effective Service Provision

- Provides higher quality information to the court, at the right time, in the right place.
- Increases chances that accurate information will be available for decision-making.
- Offer staff the bigger picture and general knowledge needed to make decisions with less supervision.
- Minimizes the need for supervisors to be involved in routine decisions.

Process Improvement Goal: Improved Quality of Justice

- Assures consistent alignment of processes with the law and Court mandates.
- Enhances equality of treatment in similar circumstances.
- Provides opportunities to focus more attention on non-routine cases.



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APPENDIX A PEORIA MUNICIPAL COURT SECURITY ASSESSMENT

Prepared By: Steven R. Steadman

Methodology

The assessment form was completed on a data-gathering visit to the courthouse on December 11, 2007. The data was gathered through observation and interviews with the judge, law enforcement, and court and city staff.

Data Analysis

When completing a facility assessment, the reviewer starts from the perimeter of the facility, (i.e., parking lots, garages, streets, and sidewalks); proceeds to entryways and windows; reviews interior controls; and concludes in the most critical areas of the court facility. For courthouses, these critical areas are:

- Courtrooms;
- Judicial chambers;
- Prisoner entrances;
- Offices of court staff;
- File rooms and data processing areas;
- Victim/witness waiting areas;
- Jury assembly and deliberation rooms; and
- Public areas.

The following sections use the format set forth below:

- A description of the section's content;
- An overview of the aggregate data; and
- Findings of interest.

Perimeters

Description – PSI staff observed the site where the court facility is located. In particular, staff collected data about:

- Nearby traveled streets;
- Surrounding area that would discourage/encourage crime;
- Parking; and
- Perimeter barriers.

Overview – The court facility is located in Peoria, Arizona with some setback from street parking on three sides of the courthouse. The Peoria City Court has perimeters defined by sidewalks and the parking lots at the courthouse. Exterior lighting is generally sufficient but



parking areas could be better lit. Public parking areas consist of the aforementioned parking lots surrounding the court facility. Both the exterior and the interior of the courthouse are well-maintained.

Findings of Interest— Two data elements in this section are of particular interest. They are:

1. *Parking areas are under passive surveillance* — Camera views need to be re-adjusted to improved surveillance.
2. *No procedure for late night escort to parking areas.* The court needs to develop a procedure to escort jurors and staff after hours.

Entry to Court Facilities

Description— To gather data for the assessment, staff observed entrances to the court facility, other means of accessing the court facility, types of doors and windows, and access controls. In particular, data was collected about:

- o Types of doors and windows;
- o Overall accessibility; and
- o Alarm systems.

Overview—The furnace room door to the court facility has a secure exterior door that is loose in its frame. Other than noted below, the ability to access the court facility by using a means other than through a door or window is very limited.

Findings of Interest— Four data elements in this section are of particular interest. They are:

1. *There are not adequate procedures to conduct routine searches at all entrances to the facility*— Currently only individuals entering through the public entrance of the courthouse are searched. Optimally, court facilities should have one entrance for all individuals entering the court facility. It is important to compensate with other security measures when additional entrances are permitted.
2. *Lack of intrusion alarms*— The facility lacks intrusion alarms.
3. *Exterior fire doors should have delayed exit alarms.*
4. *Secure doors in employee areas are propped open for convenience* – Doors to secure and sensitive areas should remained locked at all times.

Public Areas

Description— As noted on page one of this report, public areas are to be regarded as critical areas. Courts and their partners in the other branches of government should pay particular



attention to deficiencies in these areas. PSI staff located and recorded information about the public areas of the court facility. In particular, data was collected about:

- Waiting rooms;
- Separation of parties to a case;
- Public restrooms; and
- Signage.

Overview— Many court facilities in the nation provide waiting rooms and/or conference rooms that serve as waiting rooms. The Peoria City Court has one room specified for this purpose. There is a small conference room next to the entrance of the courtroom that is used for this purpose. The court should have plans to separate parties to a case, especially with regard to high-risk case types.

Findings of Interest— Three data elements in this section are of particular interest. They are:

1. *Parties to a case are not routinely separated in the court facility*— The court facility has insufficient areas in which to separate parties to a case.
2. *Public restrooms are not routinely searched*—Public restrooms in court facilities are routinely used as places to secrete contraband and can also be prime locations for hiding explosive devices. Restrooms can be used for illegal activities, as places to hide, or as a location to confront trial participants, court employees, or others
3. *Signage*— A simple and inexpensive security improvement is to assure that signage, directories, and floor plans are clear, posted in public areas, and contain correct information. All signage should be professionally produced and made of durable material. The number of signs in a particular area should be limited and inspected regularly. Finally, all signs in the courthouse should be approved by a central source such as the local security committee.

Offices Handling Money

Description – PSI staff observed areas in the court facility where payments are made. In particular, data was collected about:

- Security; and
- Transferring money from the court facility to a financial institution.

Overview— The clerk of court's office is adequately protected from unauthorized entry but could benefit from a duress alarm system.

Findings of Interest— One data element in this section is of particular interest. It is:

1. *Cashiers do not have enough protection*—there is an overall lack of duress alarms.



Courthouse Procedures

Description—Along with observing the physical plant, PSI staff made inquiries about overall courthouse policies and procedures. In particular, data was collected about:

- Inspection and patrol of the court facility;
- Emergency preparedness plans and drills;
- Public, private, and prisoner circulation; and
- Package delivery and inspection.

Overview— The courthouse interior is routinely inspected before and after business hours. The exterior of the facility is not routinely inspected. The court does not hold periodic fire drills or other types of emergency drills. Policies and procedures for the delivery and inspection of packages at the courthouse should be reviewed.

Courtrooms

Description—As noted earlier in this report, courtrooms are to be regarded as critical areas. Courts and their partners in the other branches of government should pay particular attention to deficiencies in these areas. In particular, data was collected about:

- Entrances;
- Visibility from the street or other building;
- Barriers and separation;
- Security devices; and
- Courtroom security procedures.

Overview—The courthouse provides a number of security and safety features in the courtroom. The features provided include:

- Separate courtroom entrance for the judge;
- Drapes or blinds to obscure vision from outside the facility; and
- Emergency lighting.

Findings of Interest— Three data elements in this section are of particular interest. They are:

1. *Duress alarms* – As noted above, the court facility lacks duress alarms. The duress alarms should be located in a number of locations throughout the courthouse.
2. *Access control* – The court should consider a re-appraisal of all access controls in the facility. New locks are needed throughout the facility.
3. *Weapons of opportunity* – Adequate steps have been taken to remove weapons of opportunity from the courtroom. Weapons of opportunity include, but are not limited to:

Microphones;



Letter openers;
Plastic or metal water containers;
Flag poles;
Clothes trees;
Name plates;
Staplers;
Inflexible pens and pencils; and
Improperly secured law enforcement firearms.

Chambers

Description—It is important that this critical area is kept safe and secure as it may serve an additional role as a place of refuge, not only for the judge, but for court staff as well. PSI observed activity in the judicial chambers in the courthouse. In particular, data was collected about:

- o Access control;
- o Entrances and exits; and
- o Security devices.

Overview—The vast majority of court facilities in the nation provide security and safety features in chambers areas. The most common features provided include:

- o Duress alarms;
- o Access controlled by court staff; and
- o More than one entrance/exit.

Findings of Interest—Two data elements in this section are of particular interest. They are:

1. *Lock chamber areas*—The chambers area is readily accessible from two entrances, both of which are kept unlocked. The chambers should be locked at all times when not occupied by the judge and access should be more controlled when the judge is in chambers.
2. *Chamber areas duress alarms should be provided*—The chambers area should have duress alarms

Recommendations

The following are our recommendations:

- ✓ The most critical need is for a duress alarm system for the entire courthouse;
- ✓ Consider having staff screened at their entrance;
- ✓ The dog cages in the sally port should be removed to allow the van to pull all the way in.



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- ✓ The court should explore the use of videoconferencing between the court and the Maricopa County Jail;
- ✓ The court and law enforcement should re-key and/or upgrade access control throughout the facility
- ✓ The keys to the elevator cannot be located. The elevator needs to be re-keyed to enable the ability to control access when transporting in-custody defendants;
- ✓ Need locking door on holding cell adjacent to main courtroom;
- ✓ The court should form a local security team to consider the recommendations of this report. At minimum this team should have representatives from the court, law enforcement, and the city; and
- ✓ The CCTV system that monitors the parking area and the court facility needs to be upgraded.



Table One
Peoria Arizona City Court Facility Assessment
Physical Security Assessment Data Summary

	Yes	No
Perimeter (e.g., fences and gates)		
1. Is the perimeter of the courthouse grounds clearly defined by a fence, wall, or other type of physical barrier?		X ¹
2. Does the barrier limit or control vehicle or pedestrian access to the courthouse?		X
Lights		
1. Is the entire perimeter lighted?	X	
2. Are light fixtures suitable for outside use (i.e., are they weather- and tamper-resistant)?	X	
3. Is the exterior of the building (particularly entry points) sufficiently lighted to discourage unlawful entry attempts or placement of explosives against the walls?	X	
4. Are public areas (including parking spaces and walkways) sufficiently lighted to discourage attacks against persons or vehicles?	X ²	
Parking Areas		
1. Is a reserved parking lot on courthouse grounds?	X	
2. Is the reserved area closed or locked during non-business hours?		X
3. Are parking spaces reserved by name?		X

¹ Property is defined by sidewalks and parking areas as part of a municipal campus.

² Lighting has been increased but is still insufficient.



	Yes	No
4. Are parking spaces reserved by number?	X	
5. Is there direct access for judges from the garage to nonpublic elevators or restricted corridors?		X
6. Can unattended vehicles park near or next to the courthouse?		X ³
Landscaping		
1. Do landscape features provide places for potential intruders to hide?		X
2. Are there items such as bricks, stones, or wooden fence pickets which could be used by intruders as weapons, missiles, or tools?		X
3. Does landscaping (bollards, benches, site elevation, or declination) impede a vehicle from being driven into the building?	X	
4. Are jersey-type barricades used to block access to certain exterior areas?		X
Doors, Windows, and other Openings		
1. Are all exterior doors at least 1¾-inch solid core wood, metal clad, or metal?	X	
2. Are all hinge pins internally located, welded, or otherwise treated to prevent easy removal?		X
3. Are exterior locks designed or exterior doorframes built so that the door cannot be forced by spreading the frame?	X	
4. Are all unused doors permanently locked?	X ⁴	

³ Parking area is under passive surveillance.



	Yes	No
5. Are windows that could be used for entry protected with:		
a. locking devices		X
b. metal bars		X
c. mesh		X
d. intrusion alarms		X
e. other		X
6. Are windows on the ground floor made of tempered glass or ballistic plastic?		X
7. Is the roof accessible by means of:		
a. fire escape		X
b. another building		X
c. a pole or tree		X
d. other		X
8. Are openings to the building (e.g., tunnels, utility and sewer manholes, culverts; and service ports) properly secured?	X ⁵	
9. Is there a single point of entry to the court facility?		X
10. Are individuals and their belongings screened at this entry point?	X ⁶	
11. If there are multiple points of entry are individuals and their belongings screened at all entry points?		X
12. Do judges and court officers have a private entrance to the building?		X
10. Is there security screening at that private entrance?		X

⁴ Doors are occasionally propped open in employee areas.

⁵ Exterior door to furnace room is loose.

⁶ Members of the public are screened at the main entrance. Staff entrance has no screening.



	Yes	No
Ceilings and Walls		
1. Do all walls extend to the ceiling?		X

2. Are drop or removable ceilings used in the courthouse? X

Alarms		
1. Does the courthouse have an intrusion alarm system?		X

2. Is the system regularly tested? X

3. Where does the alarm system terminate?		n/a
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a. sheriff's department

b. local law enforcement office

c. commercial controls station

d. other

Attics, Basements, Crawl Spaces, and Air Conditioning and Heating Ducts		
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1. Are doors to basements, utility rooms, boiler rooms, crawl spaces, and attics locked when not in use? X

2. Are crawl spaces secured from unauthorized entry? X

3. Are air-conditioning and heating vent openings in public areas secure from tampering?	X	
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Elevators		
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1. Are private elevators provided for judges? X

2. Are certain elevators used exclusively to move prisoners? X

3. Are prisoner elevators marked "Not for Public Use"?		X
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	Yes	No
4. Are prisoner elevators controlled by key?		X ⁷
5. Are prisoner elevators programmed to bypass floors?		X
Public Area (waiting areas, rest rooms, and hallways)		
1. Are waiting rooms next to courtrooms?		X
2. Is the number of waiting rooms sufficient to separate parties to a case?		X
3. Are drop or removable ceilings used in waiting rooms?		n/a
4. Are public rest rooms routinely searched?	X	
5. Are rest rooms next to courtrooms?		X
6. Are drop or removable ceilings used in rest rooms?	X	
7. Do any trash receptacles allow easy concealment of contraband?		X
8. Are directions (directories and floor plans, if appropriate) clearly posted in all public areas?	X	
Offices Handling Money		
1. Does the cashier's window have security features?		X ⁸
2. Who escorts the employee carrying money to the bank?		
a. sheriff		
b. local police		
c. state police		
d. no one		
e. other	Armored car service picks up	
cash		

⁷ The elevators could be key controlled but are not.

⁸ Staff are separated from the public by window glass.



Yes No

3. Is the bank deposit made at varying times each day? n/a

Courthouse Procedures

1. Is there a procedure for routine daily inspection of the courthouse? X⁹

2. Is the court facility patrolled 24 hours a day, seven days a week? X

3. Are staff given periodic instruction about the various emergency procedures? X

4. Are periodic fire and evacuation drills held? X¹⁰

5. Are public, private, and prisoner circulation patterns separated and well defined? X

6. Is there a routine inspection of packages and shipments entering the courthouse? X

7. Is there a policy concerning personal package deliveries made to the courthouse? X

8. Does the court have an emergency management/continuity of operations plan (COOP)? X

9. Does the court have a safety and security committee? X

Courtrooms: Location

1. Do spaces above, below, and next to the courtroom present a security hazard? X

⁹ Only the interior of the courthouse is inspected

¹⁰ The last "test" of the system was when the courthouse was evacuated due to a foul odor in the building.



	Yes	No
Courtrooms: Doors, Windows, and Other Openings		
1. Are all unused doors secured?	X ¹¹	

2. Are there separate entrances into the courtroom for:		
a. judges	X	
b. in-custody defendants	X	
c. spectators	X	

3. Is the prisoner entry door far enough from the public seating area to prevent passing contraband?	X	
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4. Are all windows draped to obscure vision (particularly of the bench) from outside?	X ¹²	
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Courtrooms: Lights		
1. Is there emergency lighting?	X	

Courtrooms: Furnishings		
1. Is the main area or well separated from the spectators by a barrier?	X	

2. Is there a physical barrier between the well and the judge's bench?		X
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3. Is the judge's bench closed at both ends to restrict access from the well?		X
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¹¹ Many doors could benefit from improved locks including addition of keypad or proximity locks

¹² Windows in courtrooms are elevated.



	Yes	No
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4. Are potential weapons, such as drinking glasses, water carafes, and ashtrays, kept out of the defendant's reach?

X¹³

Courtrooms: Security Devices

1. Is the bench reinforced to make it bullet resistant?

X

2. Is there a duress alarm in the courtroom?

X

a. Does the duress alarm also indicate location?

n/a

3. Are duress alarm buttons installed at:

a. the bench

X

b. clerk's station

X

c. bailiff's station

X

d. chambers

X

e. judge's secretary's desk

X

f. other

4. Does the courtroom have a telephone?

X

5. Does the courtroom have a public address system?

X

6. Does the courthouse have a public address system?

X

Courtrooms: Security Procedures

1. Is there a policy for firearms to be carried into the courtroom by:

a. court security officers

X

b. law enforcement officer witnesses

X

c. law enforcement officer spectators

X

d. other

X

2. Are court security officers armed in the courtroom?

X

¹³ Need armless and taller chairs for deputies in the courtroom.



	Yes	No
3. How many court security officers provide court security on a daily basis?		
a. Fixed post only	2	
b. Roving post only	2	
c. Both fixed and roving post		
4. Courthouse security is provided by: (check all that apply)		
a. Sheriff only		
b. Private Security Agency only		
c. Sheriff and Private Security Agency		
d. Other City of Peoria (not POST certified)		
5. Are there procedures for the emergency evacuation from the courtroom of:		
a. prisoners		X
b. judges		X
c. jurors		X
6. Is there a policy to secure weapons and other contraband offered as evidence?		n/a
Judges' Chambers and Related Offices		
1. Is visitor access controlled by clerks, bailiffs, or secretaries?		X
2. Do these chambers have more than one means of entry and exit?		X
3. Are the chambers routinely locked when the judge is not present?		X
4. Are outside views, particularly of judges' desks, obscured?	X	
5. Do chambers have duress alarms?		X



	Yes	No
Witness Waiting Room		
1. Are witness waiting rooms provided?	X	
2. Is it possible to separate prosecution and defense witnesses?	X	
3. Is public access to waiting rooms restricted?	X	
Jury Deliberation Room		
1. Is the jury deliberation room next to the courtroom or accessible through a controlled passage?	X	
2. Are the windows draped?		n/a
3. Are rest rooms provided as an integral part of the deliberation area?	X	
4. Is the deliberation room routinely searched for contraband before occupancy?		X
5. Is the deliberation room locked when unoccupied?		X

