

A World of Solutions

Planning | Design | Program Management | Facility Management | Development & Finance

***Louisville Jefferson Metro
Government
Judicial Directives Audit***



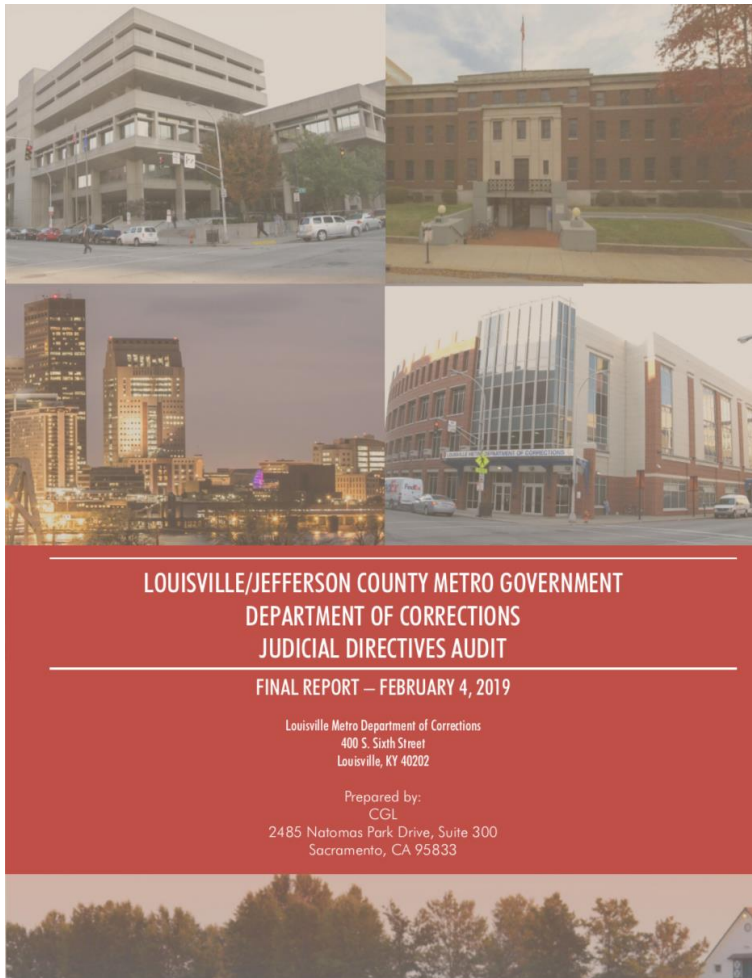
CGL
A Hunt Company

Initial Project Goals

- **Audit Judicial Order Process – Metro Council wanted objective assessment of current judicial order process.**
- **Wanted to answer questions:**
 - **Is there a standardized method for communicating court orders?**
 - **Are court orders processed quickly and accurately?**
 - **Do a significant number of court orders lack clarity and require extra clarification?**
 - **Does the system have errors that negatively impacts individuals in the criminal justice system?**

Project Completion

- **October 4, 2018:**
Presentation of Findings to Budget Committee
- **December 19, 2018:** Revised Draft Report
- **February, 2019:** Final Draft Submitted



Magnitude of Court Order System

of Court Orders

Court	Annual*	Daily*	Percent
Total	142,038	546	
Correctives	6,071	23	4.3%

*Annual totals are extrapolated from 4 weeks of actual data

- Massive number of court order received: Nearly **550** court orders received every work day (**142,000 per year**)
- 4.3% require clarification before can be implemented: (Approximately **23 per day**)

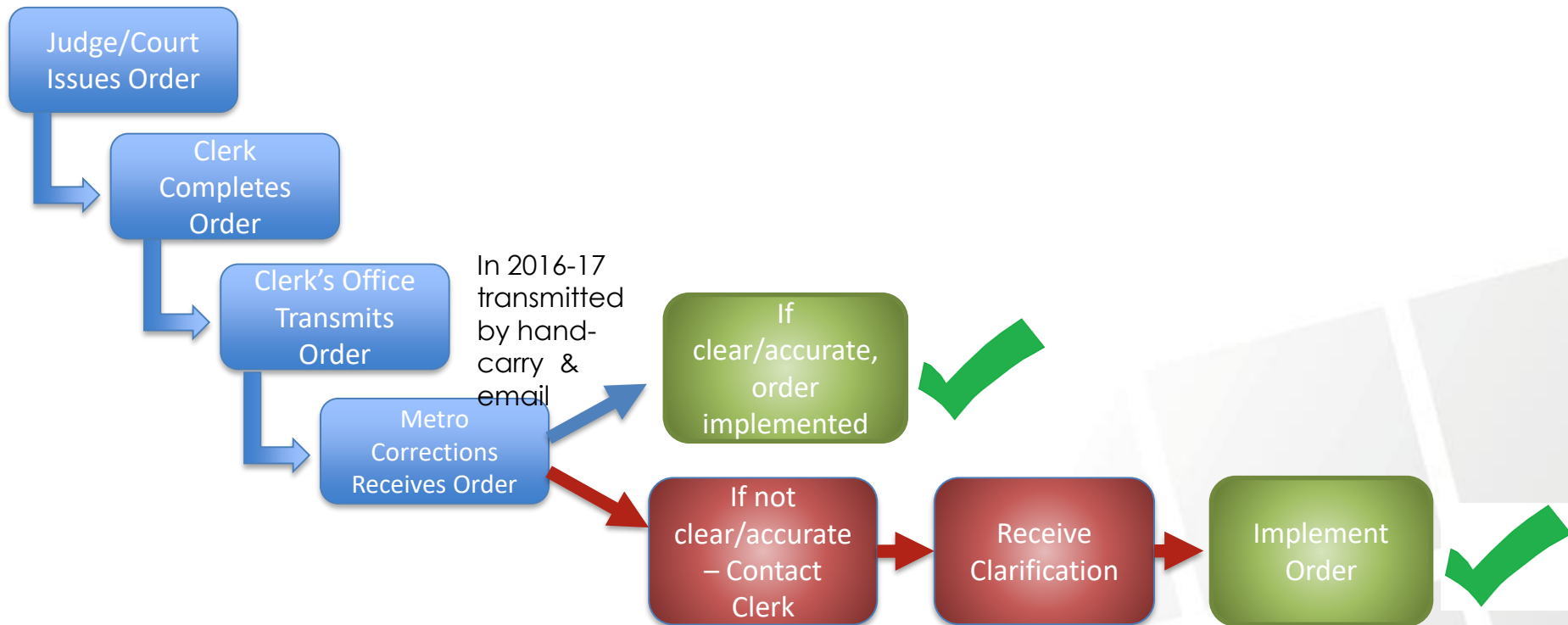
Comparison to Other Counties

of Court Filings

County	2017 District and Circuit Court Filings
Jefferson	132,643
Fayette	53,355
Kenton	25,923
Warren	21,859
Boone	18,531
Pulaski	10,835

- Jefferson County's court filings more than twice that of the next busiest court system (Fayette County)
- All other court systems are much smaller than Jefferson County's

Court Order Process Map



Jan 19, 2016 12:07

AOC-425.1 Doc. Code: OCOM
Rev. 11-10
Page 1 of 1

Commonwealth of Kentucky
Court of Justice www.courts.ky.gov
KRS 439.179

**COMMITMENT ORDER/
JUDGMENT AND ORDER
RELEASING**

Citation No. _____
Case No. 16-M-003917
Court: District _____
Div: _____
County: Jefferson

COMMONWEALTH OF KENTUCKY PLAINTIFF

v. _____ DEFENDANT

Alias: _____
Jail ID: _____

Sex	Race	Date of Birth	Height	Weight	Operator License Number	State	Bond Amount	Type
F	W	01/23/1978	505	180	R02669905		25,000.00	CA

To the Jailer/Department of Corrections of Jefferson, Kentucky:
You are hereby commanded to receive the above-named Defendant who has been found guilty of the following:

Next Court Date: 01/03/2017 09:00 AM (CRIMINAL COURTROOM 203)

JUDGMENT AND ORDER RELEASING MISDEMEANANTS FROM JAIL

It is the Judgment of this Court that the Defendant be sentenced to serve _____ See sentence details above. On Motion of the Defendant and the Court being sufficiently advised, IT IS HEREBY ORDERED, pursuant to KRS 439.179, that the Defendant is granted the privilege of leaving the jail during the hours of: _____ am/pm to _____ am/pm through _____ for one or more of the following purposes:

- 1. Working at his/her employment.
 - 2. Seeking employment.
 - 3. Attendance at an educational institution.
 - 4. Medical treatment.
 - 5. Other _____
- Bail Conds: {flight risk and danger, all rcr 4.16 factors considered, a/c }

Every prisoner gainfully employed and released herein is hereby ordered to pay a reasonable amount not to exceed forty dollars (\$40.00) per day KRS 439.179 (4) for the cost of his/her board. If he/she defaults, the privilege hereby granted may be forfeited by the Court.

The Court further directs that the Jailer/Department of Corrections of _____ perform the functions under KRS 439.179 (3) and (5).

12/21/2016 at 10:06:50 AM

Date _____
Clerk _____

/s/ electronically signed by HON. AMBER B. WOLF

Signature of Judge _____ Div _____

Entered _____, D.C.

Distribution: Transporting Officer
Jail/Corrections
Court File
1-1
1-2
1-3
1-5

CCC

20

JEF-056-16
Rev. 07-99
Page 1 of 1
Commonwealth of Kentucky
Court of Justice
www.courts.ky.gov



Court Circuit / District
County Jefferson

RELEASE FROM CUSTODY

BY ORDER OF:

Jefferson Circuit Court / Division # 4

TO

Jefferson County Department of Corrections / Jailer of JEFFERSON

6041
12-5-82

You are hereby commanded to release:

Defendant [REDACTED] in your custody

Alias _____

Case No. 16e12629 | 15e12949 108

Charges all charges | all charges

Witness my hand as Clerk of said Court this 12 day of October, 2016

Circuit Court Clerk
Jefferson Circuit / District Court

By [Signature] D.C. [Signature]

all to these charges only

THE UNAUTHORIZED REPRODUCTION OF THIS FORM WILL RESULT IN PROSECUTION TO THE MAXIMUM EXTENT OF THE LAW!

AOC-390 Doc. Code: OAP
Rev. 1-05
Commonwealth of Kentucky
Court of Justice
www.courts.ky.gov
KRS 421.600-690



**ORDER FOR APPEARANCE
OF PRISONER**

Case No. 16-M-003045

Court District

County Jefferson

COMMONWEALTH OF KENTUCKY

DENNIS, THOMAS C

DEFENDANT

To the Warden/Jailer of Jefferson County

On the motion of the Commonwealth, it appearing that
DENNIS, THOMAS C

(Prisoner's Name)

Sex	Race	Date of Birth	Height	Weight	Inmate Number	State
M	W	02/10/1983	505	160	608255	

is essential to the proper prosecution of this action and that he/she is presently an inmate; you are hereby

ORDERED to have him/her before this Court on or before the following:

Date	Time	Courtroom
09/26/2016	09:00 AM	(CRIMINAL COURTROOM 303)

there to remain, subject to further orders of this Court.

09/16/2016 at 11:08:44 AM
Date

/s/ electronically signed by HON. KATIE KING
Judge's Signature

Lacks:

- Method of Transmittal,
- Date/Time of Receipt in Metro Corrections
- Metro Corrections Reviewer

ENTERED

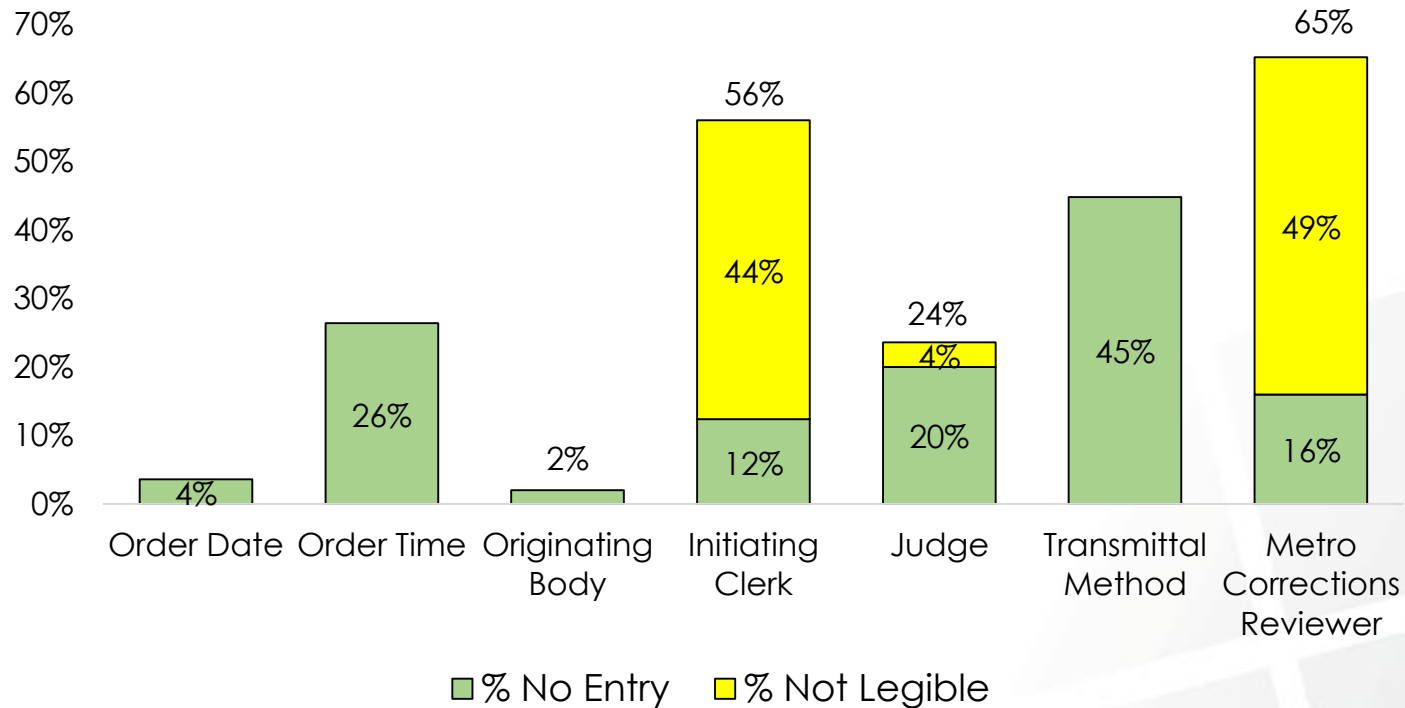
D.C.

Court Orders

Order Initiation and Transmittal						Metro Corrections Receipt/Implementation				
Date of Order	Time of Order	Originating Body	Initiating Clerk Name	Transmittal Method	Order Signature - Judge	Metro Corrections Receipt Date	Metro Corrections Receipt Time	Received by Email - Date Printed	Received by Email - Time Printed	Receiving/Reviewing Staff Name
1/25/16	2:50 PM	District Court	Not Legible		Katie King					
2/19/16	11:28 AM	District Court	Not Legible	Email	Katie King			2/19/16	4:14 PM	Not Legible
2/19/16	11:28 AM	District Court	Not Legible		Katie King					
2/1/16	9:00 AM	District Court	Not Legible		Katie King					
1/22/16	9:30 AM	District Court	Not Legible		David Bowles					
2/19/16	11:29 AM	District Court	Not Legible	Email	Katie King			2/29/16	4:14 PM	Not Legible
2/1/16	1:59 PM	District Court	Not Legible		Katie King					Not Legible
1/22/16	9:30 AM	District Court	Not Legible		David Bowles					Not Legible
4/15/16	None Noted	Circuit Court	Not Legible		J. McDonald					Not Legible
2/26/16	None Noted	Circuit Court	Not Legible	Email				2/26/16	11:57 AM	Not Legible
2/3/16	2:13 PM	District Court	Not Legible		Katie King					"AW"
2/2/16	1:16 PM	District Court								Not Legible
1/29/16	11:01 AM	District Court	"NH"	Hand Delivered	David Holton	1/28/16	11:19 AM			Not Legible
2/3/16	2:14 PM	District Court	Not Legible		Katie King					Not Legible
2/2/16	1:07 PM	District Court								Not Legible
1/29/16	11:02 AM	District Court	"NH"	Hand Delivered	David Holton	1/29/16	11:19 AM			Not Legible
		Pretrial		Email	Sean Delahanty			1/29/16	7:23 AM	M Mitchell
2/3/16	2:14 PM	District Court		Hand Delivered	Katie King	2/3/16	2:47 PM			Not Legible
2/2/16	1:16 PM	District Court		Email				2/2/16	13:25	Not Legible
1/29/16	11:02 AM	District Court	"NH"	Hand Delivered	David Holton	1/29/16	11:19 AM			Not Legible
1/8/16	12:22 PM	District Court			Eric Haner					
1/8/16	12:23 PM	District Court			Eric Haner					Not Legible
1/8/16	12:21 PM	District Court			Eric Haner					
1/29/16	9:13 AM	Pretrial	Brian Donnelly	Email	Rebecca Ward			1/29/16	9:51 AM	M. Mitchell
3/11/16	4:22 PM	District Court	A. Krocer	Email	Jennifer Wilcox			3/11/16	5:32 PM	Not Legible
3/4/16	3:04 PM	District Court		Hand Delivered	Jennifer Wilcox	3/4/16	4:14 PM			"DH"
3/2/16	6:29 PM	District Court	Mark Smith							Anna Wheeler

Court Orders

Percent No Entry or Not Legible Information



Transmittal Time

- Data limitation impact ability to reach any sound conclusions.

	Hand Carry	Email
Average (Median)	33 minutes	44 minutes

Finding #1: Ability to Audit System

- Existing court order system cannot be effectively audited for accuracy or timeliness.
- Because the system is a paper system, it lacks automated tracking information such as:
 - When court orders are transmitted from Clerk.
 - When court orders reviewed by Metro Corrections.
 - When court orders are implemented.
- Additionally, because is a paper system, is subject to inconsistencies, incompleteness and lack of audit trail.

System Characteristics

- This paper system has been in place for decades.
- System leadership is aware of its limitations and have taken significant efforts to improve it:
 - Standardizing court order forms
 - Introducing automation
 - Development of consistent terms with shared meaning used in court orders
 - Developing email system to eliminate hand-carrying
 - Ongoing development of SharePoint court order repository.
- As long as it is a paper system, then issues will remain.

Implications of Existing System

- **Subject to inconsistencies and inaccuracies**
- **Has financial implications for Jefferson County:**
 - **More labor intensive to operate and manage system**
 - **Potential litigation resulting from errors**
- **Does not provide a straightforward way to evaluate system effectiveness or investigate individual incidents.**
- **Opens the system to a potential for manipulation**

Recommendation

Develop an integrated criminal justice information system between the Courts, Clerk's Office and Corrections.

- This system can be a single integrate system, or interfaces between existing systems that can communicate with each other in real time.
- System will automatically create an audit trail that allows Metro Government to easily investigate and identify where problems may exist.
- Will improve accuracy and clarity through standardization
- Will eliminate complicated tracking system, improve efficiency and reduce staff workload.

Cost of Integrated System

- Single Integrated System is expensive: Can cost up to \$15 million depending on what it replaces (case management, jail, etc.)
- Developing Interface: \$350,000 at minimum to develop an interface for automating court order system.

Interim Recommendations

In the interim, must continue to improve the existing system.

- Establish a working Solutions Group between Courts, Clerk's Office and Corrections.
 - Should consist of mid-level representative staff (jail, clerk's office, AOC, pretrial, Public Defender, representatives of both the Circuit, District, and **Specialty Courts**).
 - Should meet on a regular basis to resolve any court order concerns (implementation, transmittal, accuracy, etc.) and develop ways to improve the accuracy speed and efficiency of the communication system between the three organizations.

Liaison Recommendations

Develop a "liaison" position within both Metro Corrections and the Courts to resolve immediate issues that arise regarding court orders.

Staff Turnover

- **Staff turnover is a significant and growing issue in system.**
 - Average tenure of entry level position in LMDC Corrections Records Office is 221 days (7 months)
 - Turnover Rates:
 - Corrections Technician – **100%** (salary ~\$12/hr.)
 - Senior Corrections Technician – **44%** (salary - \$13.50/hr.)
 - Clerks Office reported turnover rate of **40%**
 - Competition for good-paying jobs is increasing in area

Recommendation: Increase salary level for these important positions.

Other

- Continue implementation of SharePoint site as repository for court orders.
- Continue effort by Metro Corrections to automate court order processes into existing information system

Amendment

- Metro Corrections salary cost of correctives (23 per work day). Approx. \$84,000/year. Occupies 1.72 staff in Metro Corrections.

Questions?



Planning | Design | Program Management | Facility Management | Development & Finance

CGL
A Hunt Company