

**OFFICE OF COURT MANAGEMENT  
SECURITY DEPARTMENT**

**STRATEGIC PLAN: 2014 THROUGH 2015**



**SUBMITTED TO:**

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# **OFFICE OF COURT MANAGEMENT SECURITY DEPARTMENT**

## **STRATEGIC PLAN FOR 2014 THROUGH 2015**

### **INTRODUCTION**

The mission of the Massachusetts Trial Court Security Department is to provide a safe and secure environment for the administration of justice in the Commonwealth's courts. Daily, court officers assist in the process of justice by assuring order in the state's courthouses. Present in courtrooms, at courthouse entrances, and in the lock-up facilities, court officers safeguard the buildings, grounds and people who work in and visit the courts. Responsible for controlling building access, courtroom security, and the care, custody, and control of prisoners and persons taken into custody, court officers enforce judicial orders, laws, and ordinances to enable justice. Our security officers maintain safety in our courts while also providing the highest levels of service to the judiciary and public, treating those they work with and those that use the courts with dignity and respect.

To accomplish this, the Security Department works first and foremost to prevent security incidents through the use of practices and technologies that deter incidents. Understanding that not all incidents can be prevented, the Security Department possesses capabilities to react to security incidents that occur in the courts. It is important to recognize that members of the Security Department are professionals whose behavior and performance must reflect the high standards of the public safety community.

Lessons learned from incidents across the state and the nation show a need for highly professional and capable court security. A recent study produced by the National Center for State Courts<sup>1</sup> reported that during 2005-2012 there were 406 acts of violence in, outside, or targeting state courts and judicial officers in the United States. These incidents involved shootings, bombings, arson-attacks, and other violence. Most concerning, court targeted violence in the United States has included numerous incidents of serious injuries and homicide. Nationally, violence led to deaths twice in 2013, at courts in Delaware and South Carolina.<sup>2</sup> In Massachusetts, there are about 1,200 reported security incidents in our courts each year. The majority of these incidents involve medical emergencies and disturbances/assaults. Overall the incidents that have occurred have been managed exceptionally well by our security officers, allowing for the safe and orderly atmosphere the courts require.

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<sup>1</sup> Status of Court Security; A National Perspective: National Center for State Courts, page ii, June, 2013.

<sup>2</sup> Courthouse Violence in 2010-2012; Lessons Learned: National Center for State Courts, page 1, November, 2013.

<b>Essential Ten Elements for Courtroom Security and Emergency Preparedness:</b>
Operational Security: Standard Operating Procedures
Facility Security Planning: The Self-Audit Survey of Court Facilities
Emergency Preparedness and Response: Continuity of Operations
Disaster Recovery: Essential Elements of a Plan
Threat Assessment
Incident Reporting
Funding
Security Equipment and Costs
Resources and Partnerships
New Courthouse Design
<i>Joint Committee on Security and Emergency Preparedness of the Conference of Chief Justices and Conference of State Court Administrators, October 2003.</i>

In drafting this plan, the broad range of security threats affecting our courts were considered, as was the department's present capability to manage and neutralize them. To assure the Trial Court has a security department that is well prepared to prevent security incidents and can respond effectively to minimize them when they do happen, these strategic action items are planned for initiation and completion in 2014-2015. The development of court officer skills to prevent, respond to, and minimize the impact of fundamental security concerns remains at the core of our security strategy. These initiatives focus on maintaining and improving our essential security competencies to address the incidents we experience most. Simultaneously this plan provides a road map to build capabilities to counter potential court security threats that would have profound consequences should they occur.

The strategic plan aligns with the Trial Court Strategic Plan and with the ten essential elements for effective Courtroom Safety and Security Planning promulgated by the Conference of Chief Justices and Conference of State Court Administrators. The Trial Court Strategic Plan has among its key tactics: initiate targeted strategic planning efforts for the Security Department, establish standards for courthouse security, and implement standards and expand training for security officers. This strategic plan addresses all of those tactics. As the Security Department implements this strategic plan, the Trial Court will bring the very best practices and policies in all essential aspects of courthouse security operations.

Our strategic efforts are grouped into four major domains or focus areas. These areas address:

- Administration and Organization,
- Professional Development,
- Threat Mitigation, and
- Plans, Policy and Procedures.

Within these domains are individual action items or tactics designed to heighten performance, develop human capital, increase training, enhance operational capabilities, implement court security best practices, and improve internal and external collaboration. Collectively, these initiatives will provide the Security Department with the abilities required to effectively address today's court security threats and contribute to the Trial Court's mission to deliver justice with dignity and speed.

## SUMMARY OF STRATEGIC PLAN TACTICS

Domain Area	Tactic	Description
<b>Administration and Organization</b>	Implement Performance and Activity Metrics Tracking	Standardized definitions and data collection methods will be established for all core Security Department performance and activity metrics.
	Implement Performance Objectives and Evaluations	Consistent with the Trial Court strategic plan, performance objectives and evaluations will be established for all Security Department employees.
	Court Officer Hiring	This tactic will complete the implementation of Chapter 93 of the Acts of 2011 with respect to establishing the qualifications and selection procedures for court officers. Coordinated with Human Resource and Fiscal Departments.
	Implement a Computer-Based Incident Reporting System and Database	Security incidents need to be properly and carefully defined. Security breaches should be promptly documented and reported. This will be assisted through the increased use of technology.
	Establish Local Security Working Groups	Representatives from the Security Department, Facilities Management, Probation, Clerks, and the Judiciary to coordinate security policies, operations, and training at all courthouse locations.
	Establish Supervisory Positions at all Courts	The role of assistant chief court officer or chief court officer will be assigned at all courthouse locations.
<b>Professional Development</b>	Implement Mandatory Court Officer Training and Tracking	This will allow the Security Department to ensure that all security personnel are current on all training requirements.
	Update Court Officer Academy Curriculum	Court Officer Academy training is essential for all new court officers. Curriculum standards will be reviewed to be consistent with current requirements.
	Implement New Training Academy Policies and Protocols	Court Officer Academy training is essential for all new court officers. Policies and protocols with respect to participation and conducting training will be developed.
	Implement New Training Instructor Selection Process	Maintaining the quality of all training initiatives is important. Selecting the best instructors is important to maintaining the quality of the training.
	Implement a Post-Academy Field Training Program for Probationary Court Officers	In addition to Court Officer Academy training, additional in-service field training will be developed for all new court officers.
	Improve Medical Emergency Response Capability (First Responder Certification)	Most of the incidents in courthouses involve medical emergencies. Implementing first responder certification for all security personnel will equip staff to handle these incidents appropriately.
	Implement an Active Shooter Response Protocol Statewide	Engaging a wide range of court personnel, the Security Department will lead a planning and training effort to ensure preparedness for extreme incidents.
	Implement a Leadership Orientation Class	Commitment and support of leadership to security policies and practices is essential to preserving the safety of the court community. Orientation for court leaders is one key step in gaining this commitment and support.
	Implement an Intermediate Weapon (O/C Spray) Capability	The use of non-lethal weapons will address concerns regarding the safety for security personnel.
	Attain CALEA Training Academy Accreditation	Quality assurance for all training and fidelity to major program elements is essential. Gaining national accreditation for the Training Academy will help to ensure that quality and fidelity.

Domain Area	Tactic	Description
<b>Threat Mitigation</b>	Implement Security Best-Practice Standards for Courthouses	Establishing security best-practice standards will help courts assess steps that may be needed to reach acceptable security levels.
	Implement a Security Vulnerability Assessment Process	Vulnerability assessment is an important step in the prevention and mitigation of threats and to manage the risks to courthouses. Synchronize with Fiscal Department and capital improvement plans.
	Implement a Workplace Violence and Judicial Threat Risk Management Program	This program will be developed by identifying possible threats and evaluating potential threats. Well trained judges and court staff provide an effective mechanism for managing workplace violence and other threats.
	Develop Continuation of Operations Plan	In coordination with other Trial Court Departments the Security Department will coordinate the planning process for procedures in the event an emergency that threatens the continuation of normal operations.
<b>Policy and Procedures</b>	Assess and Update Lock-Up Policies, Tactics, and Procedures	To assure a thorough and consistent application of security measures aimed at addressing the 21,000 prisoner custodies handled by the Security Department monthly.
	Assess and Update Courtroom Policies, Tactics, and Procedures	To assure a thorough and consistent application of security measures aimed at managing the 2.6 million courtroom events occurring in the Massachusetts Trial Courts annually.
	Assess and Update Entry Security Screening Policies, Tactics, and Procedures	To assure a thorough and consistent application of security measures aimed at managing the 800,000 screenings conducted monthly throughout the Commonwealth.

## **SECURITY DEPARTMENT ORGANIZATION, ROLES, AND RESPONSIBILITIES**

The Massachusetts Trial Court Security Department is led by the Director of Security who is accountable to the Court Administrator for the overall management and oversight of court security operations and personnel. The Security Department is administratively organized into five geographic regions across Massachusetts. Each region is led by a Regional Director for Security who is a direct report to the Director and who manages and oversees security operations and personnel in the courts located within their region. Region I includes the Western Massachusetts counties of Berkshire, Franklin, Hampden and as of July 1, 2014, Hampshire. Region II consists of Worcester County, and Region III of Essex and Middlesex. To synchronize the nomenclature used by the Security and Facilities Departments within the Trial Court, Regions IV and V have been re-designated. Effective July 1, 2014, the Southeast counties of Bristol, Barnstable, Dukes, Nantucket, and Plymouth that were formerly known as Region V are re-designated Region IV. As a result, the metropolitan Boston counties of Suffolk and Norfolk will form Region V. Assigned to each courthouse in the Commonwealth is a security staff that is responsible for providing a safe and secure environment for the administration of justice.

Associate court officers and court officers are the front line members of the integrated team that is responsible for the execution of the court security mission. Associate court officers protect and safeguard court grounds, buildings, court staff, and the public who use our courts. Associate court officers are primarily responsible for access control of the Commonwealth's courthouses. Court officers have the prime responsibility of maintaining order in courts; they protect judges, jurors, witnesses, prisoners, other litigants, and the public who use Trial Court buildings and facilities. Court officers enforce judicial orders and have the statutory authority to enforce laws and ordinances. Assigned to each courthouse across Massachusetts, associate court officers and court officers are managed by a chief court officer to whom they are accountable for the successful accomplishment of their duties. Chief court officers are responsible for the successful execution of the security mission in each court under their supervision and are accountable to their Regional Director. Chief court officers are assisted in their management duties by assistant chief court officers who supervise subordinates and coordinate the accomplishment of daily security operations.

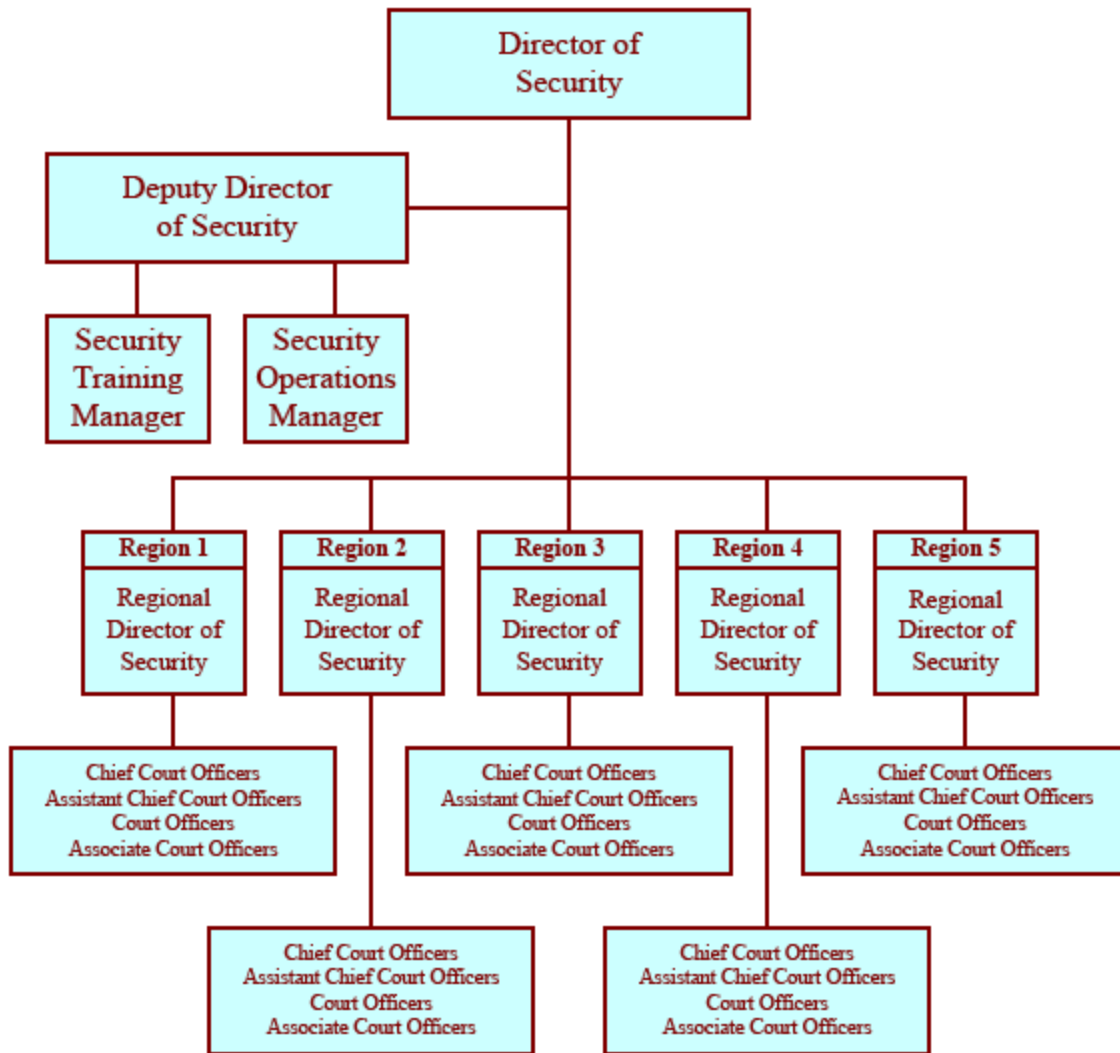
Assisting the Director in the management of the Security Department is a Deputy Director of Security, a Security Training Manager, a Security Operations Manager, and an administrative staff. Directly supervised by and accountable to the Director, the Deputy Director's key responsibilities include the day-to-day management and oversight of the Security Department to ensure the department meets its organizational goal to provide effective and professional security at all court facilities. In carrying out this duty, the Deputy Director oversees the training and threat management programs as well as the administrative functions of the department. With

strategic direction provided by the Director and supervised by the Deputy Director, the Training Manager is responsible for the development, implementation, and oversight of all security training programs. The Training Manager is the primary advisor to the Director for the development of training programs, policy and protocols, and supervises training practices. Working under the supervision of the Deputy Director and with general guidance from the Director, the Manager of Security Operations has responsibility for threat detection and mitigation programs. The Manager of Security Operations supervises a security systems technician and has oversight over the development, design, and operation of electronic and other security systems installed in Trial Court buildings. This position is also responsible for overseeing emergency preparedness plans, the completion of vulnerability assessments, and efforts to evaluate and mitigate threats directed at the Trial Court workforce and the judiciary.

The integrated, cascading organizational structure with clearly identifiable individual duties and responsibilities is designed so that every member of the Security Department can visualize and understand their role in the organization. It is imperative that to achieve the goals set forth in this plan every member of the department from the most junior associate court officer to the director must unmistakably understand their role and be committed to consistently producing excellence.

## SECURITY DEPARTMENT ORGANIZATIONAL CHART

### Office of Court Management Security Department Organizational Structure



## **DETAILED STRATEGIC PLAN FOR 2014 THROUGH 2015**

**TACTICS**

**KEY STRATEGIES**

**OWNERS**

**PROJECT MANAGERS**

**MILESTONES AND DELIVERABLES**

## ADMINISTRATION AND ORGANIZATION

**Tactic:** Implement Performance and Activity Metrics Tracking  
**Key Strategy:** Performance Management/Career Management  
**Owner:** Tom Connolly  
**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify Key Performance and Activity Metrics		X						
Develop A Computer-Based Tracking System			X					
Produce Quarterly Reports				X				
Produce Annual Report					X			

**Tactic:** Implement Performance Objectives and Evaluations  
**Key Strategy:** Performance Management/Career Management  
**Owner:** Jeff Morrow  
**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Introduce Strategic Plan		X						
Set Performance Objectives for:								
Administrative Office Staff			X					
Regional Assistant Directors			X					
Chief Court Officers				X				
Assistant Chief Court Officers				X				
Court Officers					X			
Annual Progress Reports:								
Home Office Staff							X	
Regional Assistant Directors							X	
Chief Court Officers							X	
Assistant Chief Court Officers							X	
Court Officers								X

**Tactic:** Court Officer Hiring  
**Key Strategy:** Human Resource Management  
**Owner:** Jeff Morrow with HR Support  
**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Offer Court Officer Entrance Exam		X						
Complete All Qualifications Screening Phases		X						
Select Appointees			X					
Training Academy			X					
New Officers to Court Assignments				X				
Complete Probationary Period					X			

**Tactic:** Implement a Computer-Based Incident Reporting System and Database  
**Key Strategy:** Increase Operational Capabilities  
**Owners:** Tom Connolly, Heather Brouillette  
**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Draft and Finalize RFP		X						
Post RFP		X						
Select Vendor/Application				X				
Complete Development of Application						X		
Pilot Use/Trial						X		
Training								X
Implementation								X

**Tactic:** Establish Local Security Working Groups  
**Key Strategy:** Collaboration  
**Owners:** Regional Directors/Chiefs  
**Project Manager:** Tom Connolly  
**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Implement Security Working Groups at each Court Complex			X					

**Tactic:** Establish Supervisory Positions at All Courts  
**Key Strategy:** Performance Management/Career Development  
**Owner:** Jeff Morrow with HR Support  
**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Complete Development of Promotional Exams			X					
Offer Promotion Exams			X					
Determine and Advertise ACCO and CO Vacancies			X					
Initiate Selection Process				X				
Appoint Initial Selections				X				
Determine 2015 Supervisory Position Priorities					X			

## **PROFESSIONAL DEVELOPMENT**

**Tactic:** Implement Mandatory Court Officer Training and Tracking  
**Key Strategy:** Training  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Development of Standards	X							
Approval of Standards		X						
Implementation			X					

**Tactic:** Update Court Officer Academy Curriculum  
**Key Strategy:** Training  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop Accreditation-Ready Subject Matter Curriculum		X						
Identify Instructors			X					
Develop Lesson Plans			X					
Academy Training			X					

**Tactic:** Implement New Training Academy Policies and Protocols  
**Key Strategy:** Performance Management/Career Development  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Draft policy and protocols	X							
Director's Approval			X					
Implementation				X				

**Tactic:** Implement New Training Instructor Selection Process  
**Key Strategy:** Performance Management/Career Development  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify Instructor Criteria and Requirements	X							
Draft Policy and Selection Procedures		X						
Policy Approval		X						
Solicit Applicants			X					
Selection Process (Supervisor Input, Qualifications Review, Panel Interview, Selection)			X					
Instructor Training				X				

**Tactic:** Implement a Post-Academy Field Training Program For Probationary Court Officers

**Key Strategy:** Training

**Owner:** Heather Brouillette

**Project Manager:** Tom Connolly

**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Complete FTO Program Policy	X							
Receive Director's Approval		X						
Solicit, Screen, and Select FTOs		X						
Complete FTO Training			X					
Implement FTO Program				X				

**Tactic:** Improve Medical Emergency Response Capability (First Responder Certification)

**Key Strategy:** Training

**Owner:** Heather Brouillette

**Project Manager:** Tom Connolly

**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Solicit, Screen and Select First Responder Trainers			X					
Purchase Necessary First Aid Medical Equipment			X					
Set Training Schedule			X					
Implement Training				X				
Complete Training					X			

**Tactic:** Implement an Active Shooter Response Protocol Statewide  
**Key Strategy:** Security Best Practices  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Protocols Drafted	X							
Protocol Approved	X							
Implement Training of Security Personnel	X							
Complete Training Security Officers		X						
Complete Training Court Staff			X					
Initiate Courthouse Exercises		X						
Complete All Courthouse Exercises				X				

**Tactic:** Implement a Leadership Orientation Course  
**Key Strategy:** Performance Management/Career Management  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Research Desired Subject Matter Curriculum			X					
Identify Training Source/Funding				X				
Produce Lesson Plan					X			
Implement Training						X		

**Tactic:** Implement an Intermediate Weapon (O/C Spray) Capability  
**Key Strategy:** Training  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop Policy and Protocol	X							
Director/Legal Approval of Policy and Protocols		X						
Conduct Pilot at Select Courthouse(s)			X					
Purchase Equipment				X				
Complete Staff Training					X			
Implement Use						X		

**Tactic:** Attain CALEA Training Academy Accreditation  
**Key Strategy:** Training  
**Owner:** Heather Brouillette  
**Project Manager:** Tom Connolly  
**Domain Lead:** Heather Brouillette

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify and Assess Standards; Develop Accreditation Plan		X						
Establish Enrollment in CALEA Accreditation Program			X					
Creation of Training Accreditation Working Group			X					
Begin Review, Updating, and Creation of Required Policies and Procedures to Meet Accreditation Standards			X					
Complete Implementation of Standards						X		
Self-Audit						X		
CALEA Audit							X	
Training Academy Accreditation								X

## THREAT MITIGATION

**Tactic:** Implement Security Best-Practice Standards for Courthouses  
**Key Strategy:** Update Security Practices  
**Owners:** Ned Tobin, Robin Yancey, Mike McPherson, Darrell Richardson  
**Project Manager:** Tom Connolly  
**Domain Lead:** Darrell Richardson

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify Security Standards	X							
Implement Standards		X						
Complete Courthouse Audits		X						
Identify Security Gaps for Corrective Action			X					
Review and Prioritize Physical Security Gaps with Facilities/Fiscal			X					
Program Correctable Security Gaps for Remedy			X					
Affect Corrective Action In Accordance with Priority				X				

**Tactic:** Implement a Security Vulnerability Assessment Process  
**Key Strategy:** Update Security Practices  
**Owner:** Darrell Richardson  
**Project Manager:** Jeff Morrow  
**Domain Lead:** Darrell Richardson

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify Training Source(s)	X							
Conduct Risk/Vulnerability Training		X						
Initiate Physical Security Assessment Process at Courthouses			X					
Complete Assessments at 15 Busiest Courthouses				X				
Complete Assessments of 20 additional Court Facilities								X

**Tactic:** Implement a Workplace Violence and Judicial Threat Risk Management Program  
**Key Strategy:** Update Security Practices  
**Owner:** Darrell Richardson  
**Project Manager:** Tom Connolly  
**Domain Lead:** Darrell Richardson

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obtain Threat Management Consulting Service		X						
Conduct Threat/Risk Assessment Training		X						
Complete Workplace Violence and Judicial Threat Policies and Protocols			X					
Conduct Judicial Security Training				X				

**Tactic:** Develop Continuation of Operations Plan  
**Key Strategy:** Update Security Practices  
**Owner:** Darrell Richardson  
**Project Manager:** Tom Connolly  
**Domain Lead:** Darrell Richardson

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish Multi-Disciplinary Working Group			X					
Complete Development of State-Wide COOP Levels of Service and Protocols					X			
Draft and Gain Approval for COOP Plan							X	
Implement COOP Plans and Policies								X
Training/Familiarization of Staff and External Agencies								X
Conduct Table Top Exercise								2016
Conduct Live Exercise								2016



**Tactic:** Assess and Update Entry Security Screening Policies, Tactics, and Technology

**Key Strategy:** Update Security Practices

**Owners:** Tom Connolly, Ned Tobin, Robin Yancey, Mike McPherson, Heather Brouillette, Darrell Richardson

**Project Manager:** Jeff Morrow

**Domain Lead:** Jeff Morrow

	2014				2015			
Milestones and Deliverables	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish Advisory Working Group					X			
Review and Assess Current Tactics, Techniques, and Procedures						X		
Research, Review, and Recommend Applicable Industry Best Practices						X		
Update and/or Develop Policies and Procedures								X
Incorporate into Training								Q1 2016

## GLOSSARY

ACCO	Assistant Chief Court Officer
ACO	Assistant Court Officer
CALEA	Commission on Accreditation for Law Enforcement
CCO	Chief Court Officer
CO	Court Officer
COOP	Continuation of Operation Plan