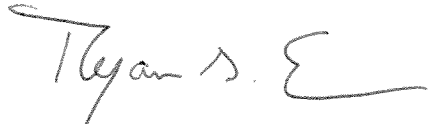


Memorandum



Date: April 15, 2011
To: Members of the Public Safety Committee
Subject: Court Improvement Status

Attached is briefing material on the "Court Improvement Status" to be presented to the Members of the Public Safety Committee on Monday, April 18, 2011.



Ryan S. Evans
First Assistant City Manager

Attachment

c: Honorable Mayor and Members of the Dallas City Council
Mary K. Suhm, City Manager
Deborah Watkins, City Secretary
Tom Perkins, City Attorney
Craig Kinton, City Auditor
Victor Lander, Administrative Municipal Judge
Jill A. Jordan, P.E., Assistant City Manager
A.C. Gonzalez, Assistant City Manager
Forest E. Turner, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Helena Stevens-Thompson, Assistant to the City Manager Mayor/City Council Office

Court Improvement Status Public Safety Committee

April 18, 2011



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Purpose

- To provide an update on the Municipal Court efficiency improvements

Background

- The efficiency review conducted at the request of the City Council in FY 08-09 identified the following issues in the Municipal Courts:
 - Increased time it takes a case to go to court
 - Increased dismissals due to insufficient evidence
 - Increased dismissals due to officer scheduling conflicts
 - Underutilized courtrooms
 - Outdated technology within the court system
 - Data Entry Manual Process
 - Antiquated Building

Process Improvement Team Established

- The Docket Management Process Improvement Team was launched on October 24, 2008
- The team was charged with finding ways to improve the Municipal Court docket management process and to reduce the time it takes to dispose of Class C Misdemeanors
- The team met from October 2008 through May 2009
- Recommendations were made to the City Council June 17, 2009, by the ZIP Team which included staff from Judiciary, Court Services, Prosecutor's Office, CIS, and the Dallas Police Department

Causes Identified

- The team identified numerous undesirable elements within the Municipal Court system that caused delays and inefficiencies within the system
- The team prioritized and identified the top causes and has made recommendations towards resolving them
- The top causes were:
 1. Limited options available for defendants to dispose of cases without requesting a trial setting
 2. Lack of standardized court procedures
 3. Not enough traffic docket spaces available to keep up with the number of trial requests
 4. Manual citation writing leads to citations that are unreadable, incomplete or incorrect
 5. Routing of officers is inefficient
 6. Lack of compliance incentives
 7. Antiquated building

Results

Results:

Summary of Improvements

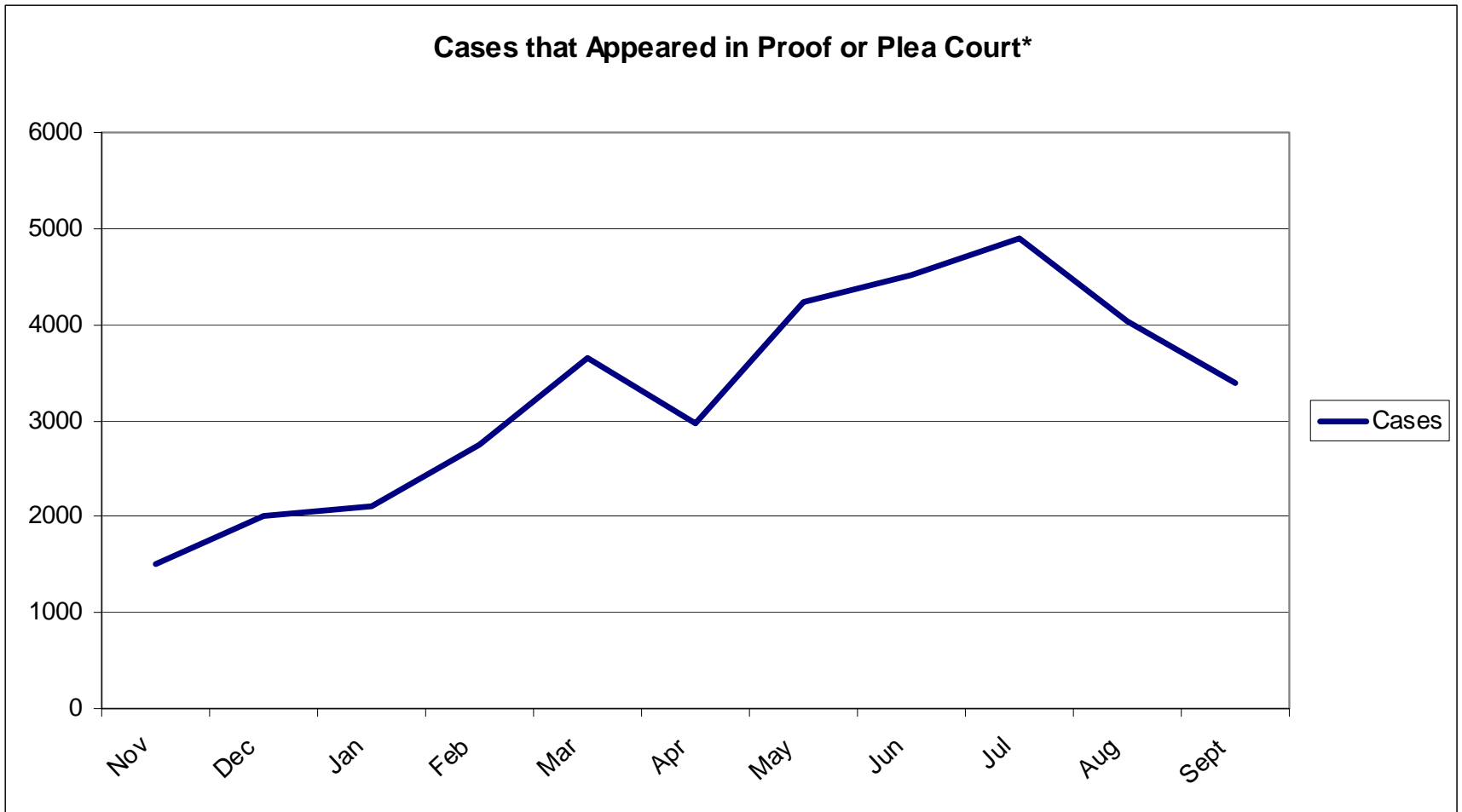
- Total Capacity of The Municipal Court System increased by 67%
- The average time to go to court has been reduced from 9 to 2 months
- The total value of the improvements are estimated at \$3.7 M
- Through the Scofflaw Program over 5,000 cases were brought into compliance in FY 09-10

Cause 1

Limited options available for defendants to dispose of cases without requesting a trial setting

Cause 1

Inefficiency	Limited options available for defendants to dispose of cases without requesting a trial setting
Solution	<ul style="list-style-type: none">•Establish a full-time “Proof or Plea” Court and require all defendants and/or counsel to appear within 21 days of receipt of citation to enter a plea•Expand Proof or Plea Court to include Saturdays
Current Status	<ul style="list-style-type: none">•Proof or Plea Court was implemented November 2009 and has increased the number of dispositions by 30%•The expanded Proof or Plea Saturday Court was implemented February 2010 and has increased the number of dispositions by 10%



*Prior to the Proof or Plea Court these 36,054 cases would have gone to the trial docket

Cause 1

Inefficiency	Limited options available for defendants to dispose of cases without requesting a trial setting
Solution	<ul style="list-style-type: none">•Establish a process in which defendants can request deferred disposition by mail and without requesting a trial
Current Status	<ul style="list-style-type: none">•Deferred by Mail was implemented January 2011.•Defendants that meet certain criteria are allowed to obtain deferred disposition from the court by mail

Cause 2

Not enough traffic docket spaces available to keep up with the number of trial requests

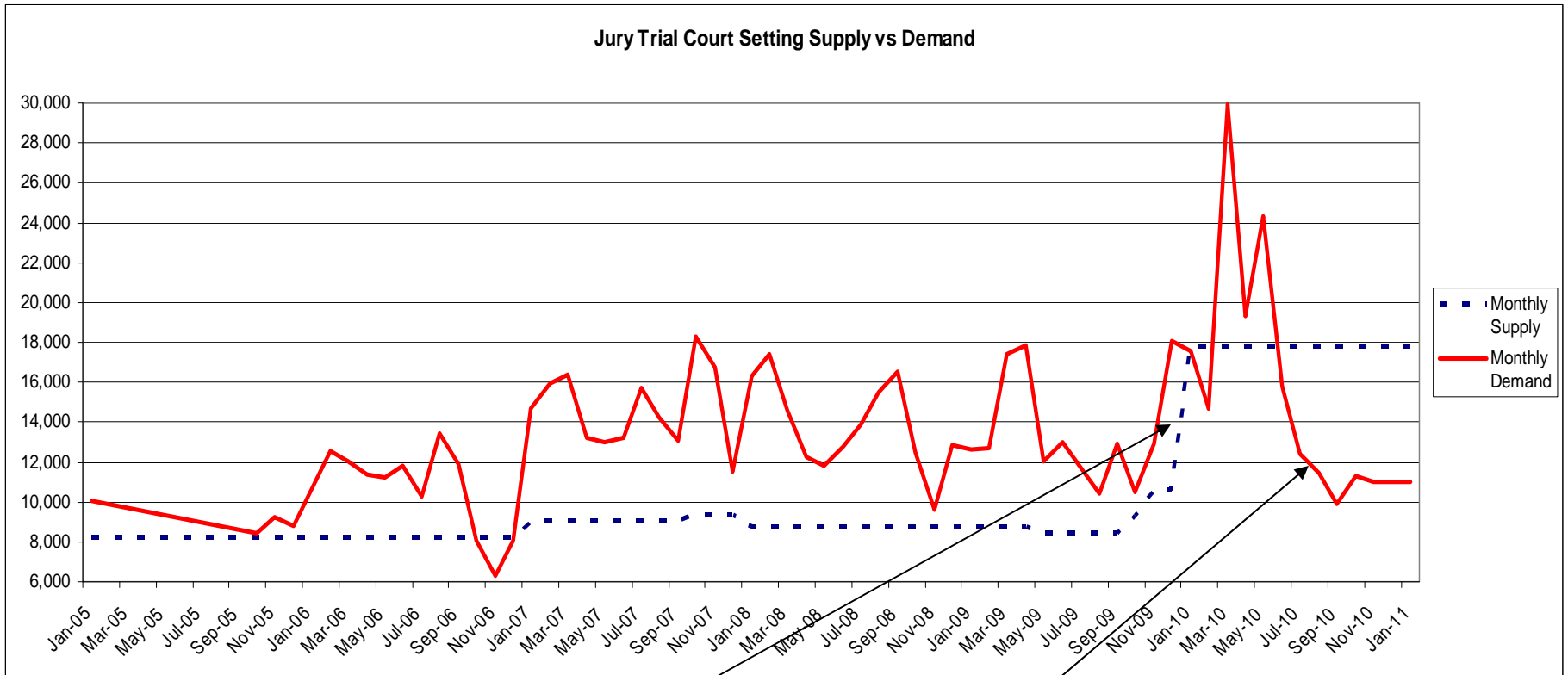
Cause 2

Inefficiency	Not enough traffic docket spaces available to keep up with the number of trial requests
Solution	Maximize docket capacity based upon the number of defendants rather than the number of cases and increase the docket size to account for defendants not showing on the scheduled court date
Current Status	The court began scheduling by defendant in January 2010 and as a result the total number of cases docketed increased by 16%

Cause 2

Inefficiency	Not enough traffic docket spaces available to keep up with the number of trial requests
Solution	Convert all dockets to “trial” dockets (eliminate Trial By Court (TBC) and Trial By Judge (TBJ) designations) and set trial requests for the next available date and time
Current Status	The court eliminated the TBC and TBJ designations January of 2010 and as a result the total number of cases docketed increased by 19%

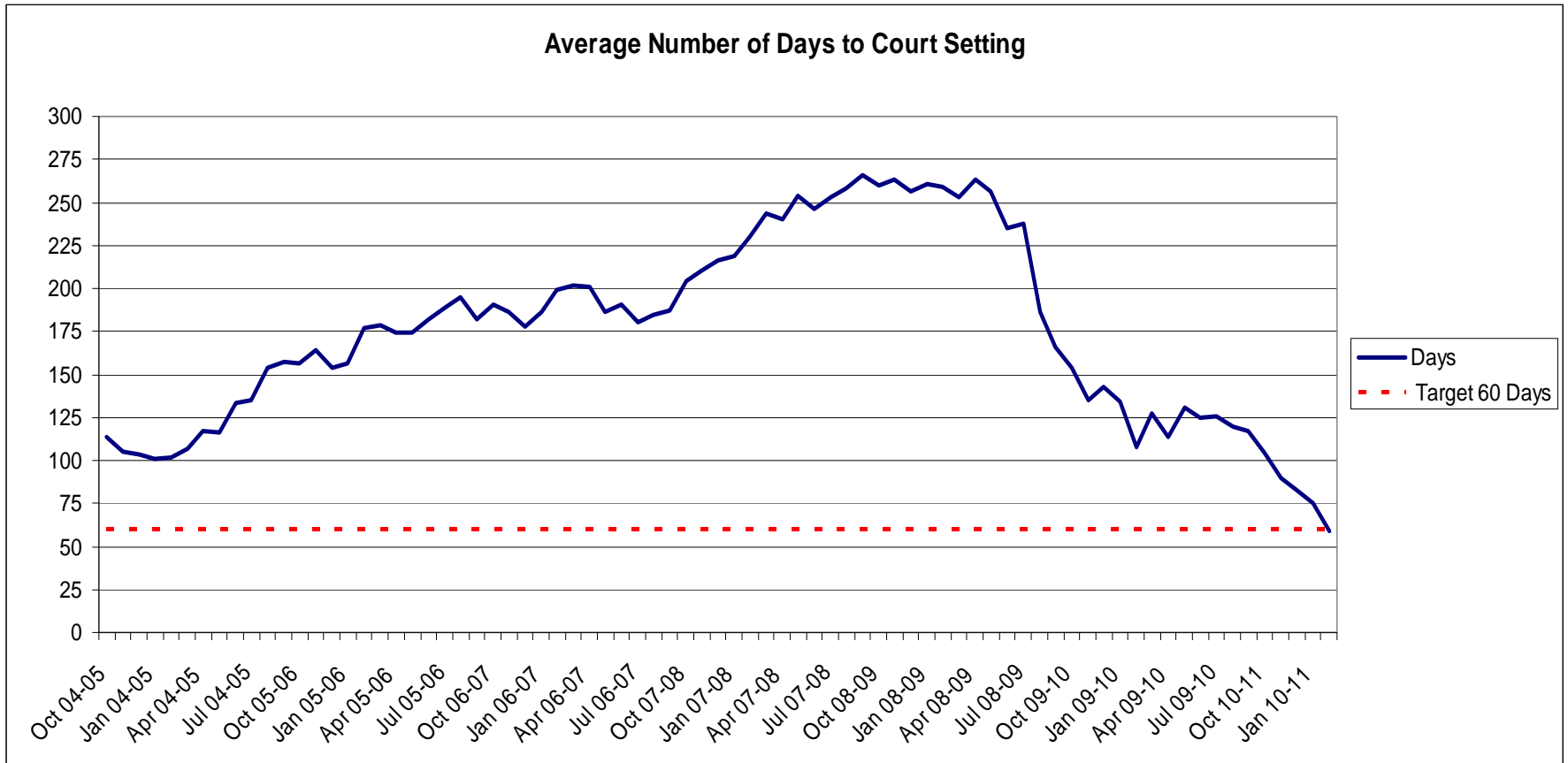
Jury Trial Supply vs. Demand



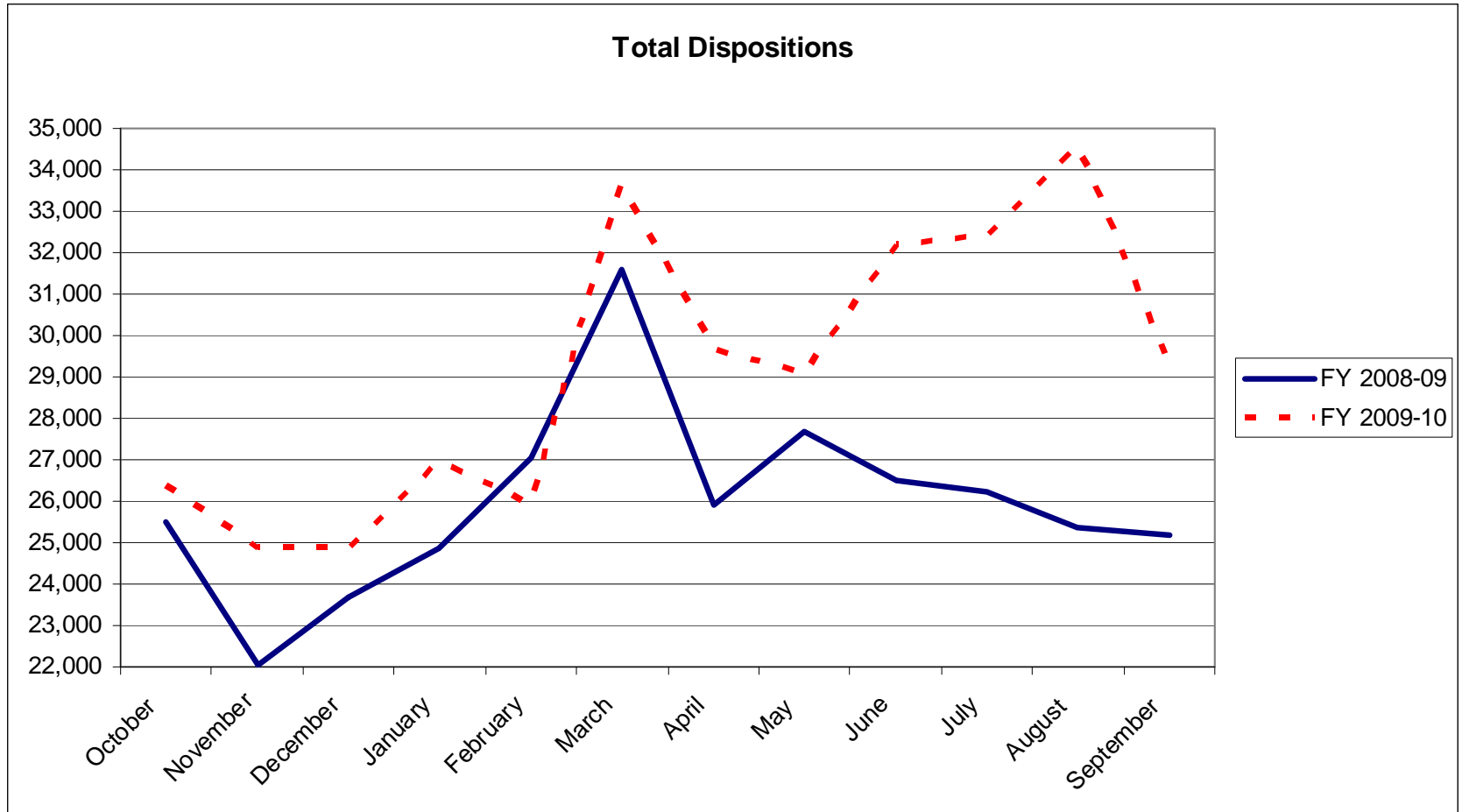
ZIP docketing improvements
increase supply

Proof or Plea Court decreases
demand

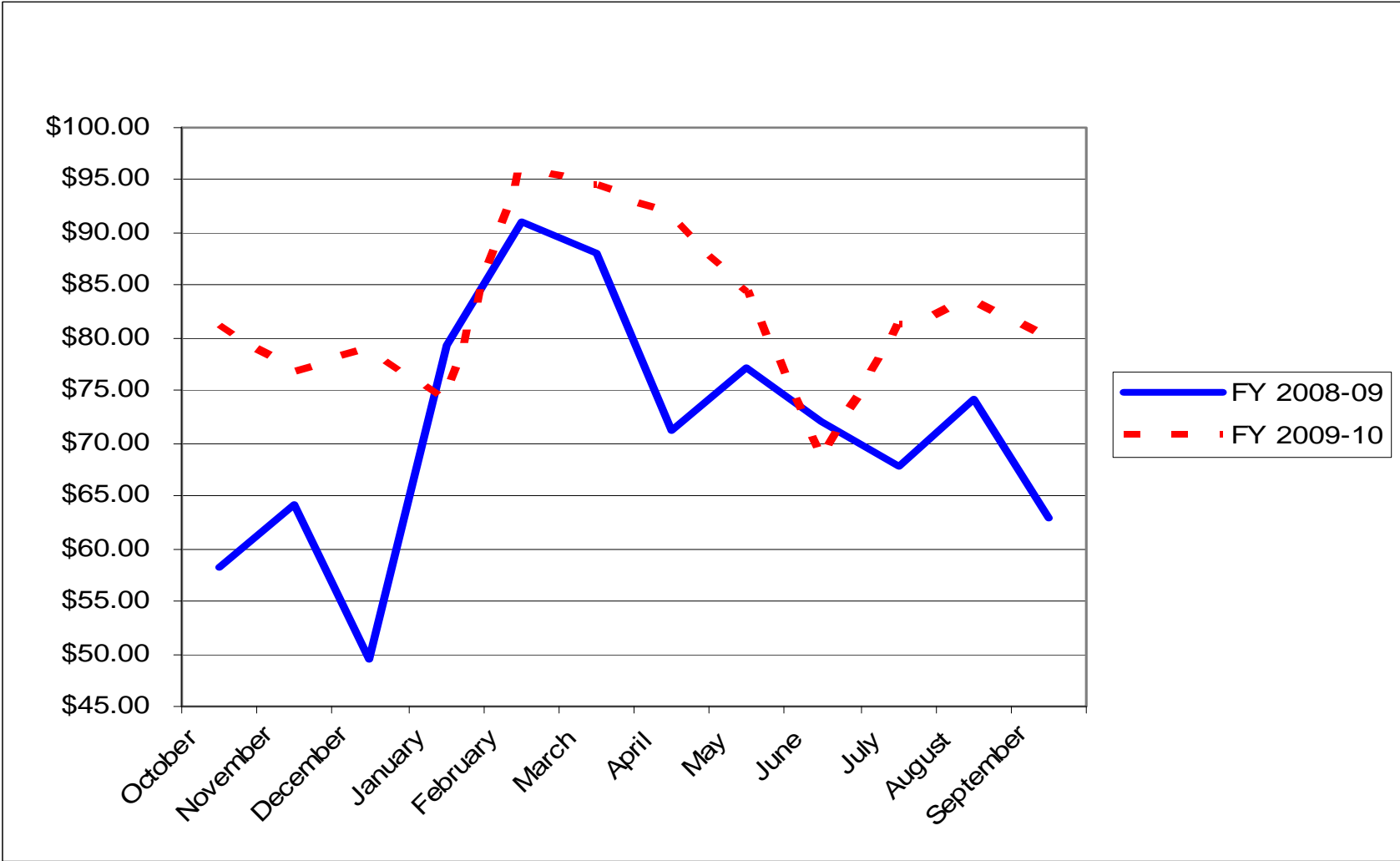
Average Number of Days to Court Setting



Increase in Total Number of Cases Disposed



Amount Collected Per New Citation Issued



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Cause 3

Lack of standardized court procedures

Cause 3

Inefficiency	Lack of standardized court procedures
Solution	Establish local rules and standardize court procedures
Current Status	Local Rules were promulgated August 2009 and have resulted in an improved awareness of the procedures for Municipal Court

Cause 3

Inefficiency	Lack of standardized court procedures
Solution	Have each department collaborate on training schedules to reduce “non-trial” days for enhanced training opportunities and keep track of attendance in training sessions
Current Status	<ul style="list-style-type: none">•All training schedules have been coordinated in advance between the Judiciary, Bailiffs, City Attorney’s Office, and Court and Detention Services•During FY 10-11 this provided (3) additional trial days

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Cause 4

Manual citation writing leads to citations that are unreadable, incomplete or incorrect

Cause 4

Inefficiency	Manual citation writing leads to citations that are unreadable, incomplete or incorrect
Solution	Utilize eCitation (including specific types of eCitation devices such as those with photo capability, fingerprint capability, and infrared capability)
Current Status	<p>City Council approved an agenda item on December 8, 2010 to proceed with the vendor selection. Implementation of the system is scheduled for October 2011</p> <ul style="list-style-type: none">• Total Benefit Value \$273,822 Per Year<ul style="list-style-type: none">– Court revenue increase of approximately \$36,900 annually– CDS cost reduction of processing paper citations– DPD cost reduction of processing paper citations– Allow DPD officers to patrol approximately 3,500 more hours and enforce traffic law

Routing of officers is inefficient

Cause 4

Inefficiency	Routing of officers is inefficient
Solution	Utilize Court Notify System (CNS), a web-based witness notification system, to its fullest potential
Current Status	<p>Now that docketing occurs within 60 days it is possible to effectively utilize this technology. The full utilization of CNS is scheduled to be September 2011</p> <ul style="list-style-type: none">•Prevents scheduling conflicts between officer schedules and municipal court•Allows officers the ability to electronically check-in to Municipal Court when routed to testify, electronically notifying DPD and Prosecutors of their arrival<ul style="list-style-type: none">-Allows for better tracking of overtime expenses-Decrease dismissal•Allows police schedules to be electronically transferred, thereby eliminating the manual (two week) process of entering police schedules<ul style="list-style-type: none">-Early identification of DPD officer conflicts-Decreases errors in scheduling-Decrease dismissals

Cause 5

Lack of compliance incentives

Cause 5

Inefficiency	Lack of compliance incentives
Solution	Implement Scofflaw Program
Current Status	City Council Approved this program November 9, 2009 Through the Scofflaw Program over 5,000 cases were brought into compliance in FY 09-10

Cause 6

Antiquated building

Cause 6

Inefficiency	Antiquated 2014 Main Street building
Solution	Renovate Building
Current Status	<ul style="list-style-type: none">•City Council Approved renovation of the 2014 Main Street Building on March 9, 2011•The expected renovation period is one year•Estimated completion date is June 2012

Results

Results:

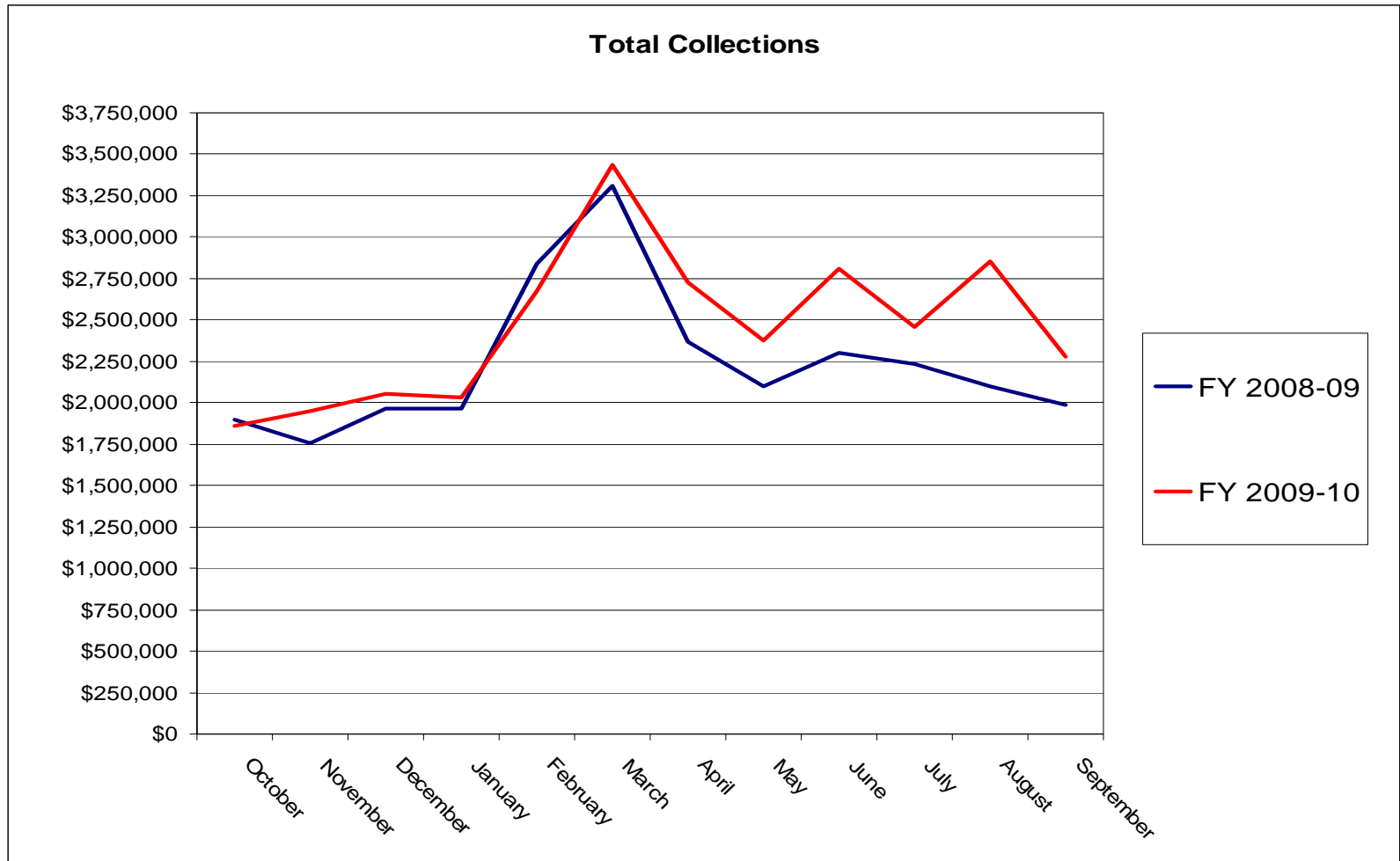
Estimated Value of Improvements

Measure Description	FY 08-09	FY 09-10
Time from defendant's request to actual time of appearance	Of trials requested 15% are set within 6 months	*Of trials requested 98% are set within 6 months
Total Amount of Court Fines and Fees Collected	\$26,814,741	\$29,503,390
Average Collected Per New Case Filed	\$69.67	\$80.57
Revenue per Court and Detention Services FTE	\$95,447	\$106,096

* Currently FY 10-11, 90% of trials are scheduled within 60 days

Results:

Estimated Value of Improvements



Results:

Estimate Value of Improvements

Months	FY 09-10 Estimate of Collections Without Improvements	FY 09-10 Actual Collections With Improvements	Variance of Collections
October	\$1,329,886	\$1,856,826	\$526,939
November	\$1,627,709	\$1,946,356	\$318,647
December	\$1,284,384	\$2,053,384	\$769,001
January	\$2,169,269	\$2,029,867	(\$139,401)
Feb	\$2,536,874	\$2,676,597	\$139,722
March	\$3,206,831	\$3,437,602	\$230,771
April	\$2,126,957	\$2,726,490	\$599,532
May	\$2,173,331	\$2,373,150	\$199,819
June	\$2,961,912	\$2,812,354	(\$149,557)
July	\$2,053,538	\$2,459,621	\$406,083
August	\$2,535,924	\$2,852,624	\$316,699
September	\$1,787,113	\$2,278,571	\$491,457
Total	\$25,793,732	\$29,503,390	\$3,709,657

The overall estimated value of the improvements is \$3.7 M

Results:

Summary of Improvements

- Total Capacity of The Municipal Court System increased by 67%
- The average time to go to court has reduced from 9 to 2 months
- The total value of the improvements are estimated at \$3.7 M
- Through the Scofflaw Program over 5,000 cases were brought into compliance in FY 09-10

Next

- City Council approved equipment notes in FY 09-10 for replacement of antiquated court case management system (CCMS)
- Court Case Management System agenda item tentatively set for Dallas City Council for consideration on September 14, 2011
- An updated system will:
 - Automate court scheduling processes
 - Decrease processing time and errors
 - Provide timely automation of legislative changes
 - Compliance with legislative mandates
 - Replaces obsolete (mainframe) system
 - Improves work flow
 - Reduce customer wait time
 - Increases the number of transactions per hour
 - Improve accuracy of cash transactions

Courts Expectations

- Courts expects the following trends to continue over the next 2 years:
 - Trial court dismissals will decrease
 - All court trials will be provided within 45 days of offense
 - Officers will remember each ticket written and be available for each court appearance
 - Errors in citation writing will be almost non-existent
 - Citizens will be able to pay for their citation within 1 business day online
 - The speed and accuracy of each court transaction will increase
 - The look and feel of the interior of the building will be enhanced
 - The average collected per citation issued will continue to increase
 - Total annual collections will continue to increase
- These trends will improve the citizens' perception of the Municipal Court System
 - Court trials will be utilized for those parties that have legitimate concerns
 - The Courts will be respected by the public
 - Violators of the law will be held more accountable

Questions?