Memorandum

CITY OF DALLAS

Date: June 15, 2012

To: Honorable Members of the Ad Hoc Legislative Committee for Judicial Appointments: Angela Hunt (Co-Chair), Delia Jasso (Co-Chair), Jerry Allen, Vonciel Jones Hill, Sheffie Kadane, Linda Koop

Subject: Dallas Municipal Court System: An Overview

The Ad Hoc Legislative Committee for Judicial Appointments will be briefed on the Dallas Municipal Court System: An Overview on Tuesday, June 19, 2012.

A.C. Gonzalez
First Assistant City Manager

Attachment

cc: Honorable Mayor and Members of the City Council
Mary Suhm, City Manager
Rosa Rios, City Secretary
Thomas P. Perkins, Jr., City Attorney
Craig D. Kinton, City Auditor
Judge C. Victor Lander, Administrative Judge
Ryan S. Evans, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Frank Librio, Public Information Office
Stephanie Cooper, Assistant to the City Manager – Council Office

Dallas Municipal Court System
An Overview

Ad Hoc Committee for Judicial Appointments

June 19, 2012

Key Focus Area

Economic Vibrancy

Short Version

Purpose

- To provide an overview of the effectiveness of Municipal Court operations by reviewing:
  - Jurisdiction of the Court
  - Recent improvements
  - Processing of citations
  - Delinquent revenue collection efforts
  - Best practices of other cities
  - Challenges
  - Improvement opportunities

Local Justice

- Courts are part of the community's effort to maintain order, preserve community values, and protect quality of life
- This effort includes setting of laws, enforcing them, insuring that enforcement is accurate and fair, providing penalties for infractions and compensation for enforcement abuse

Dallas' Local Justice

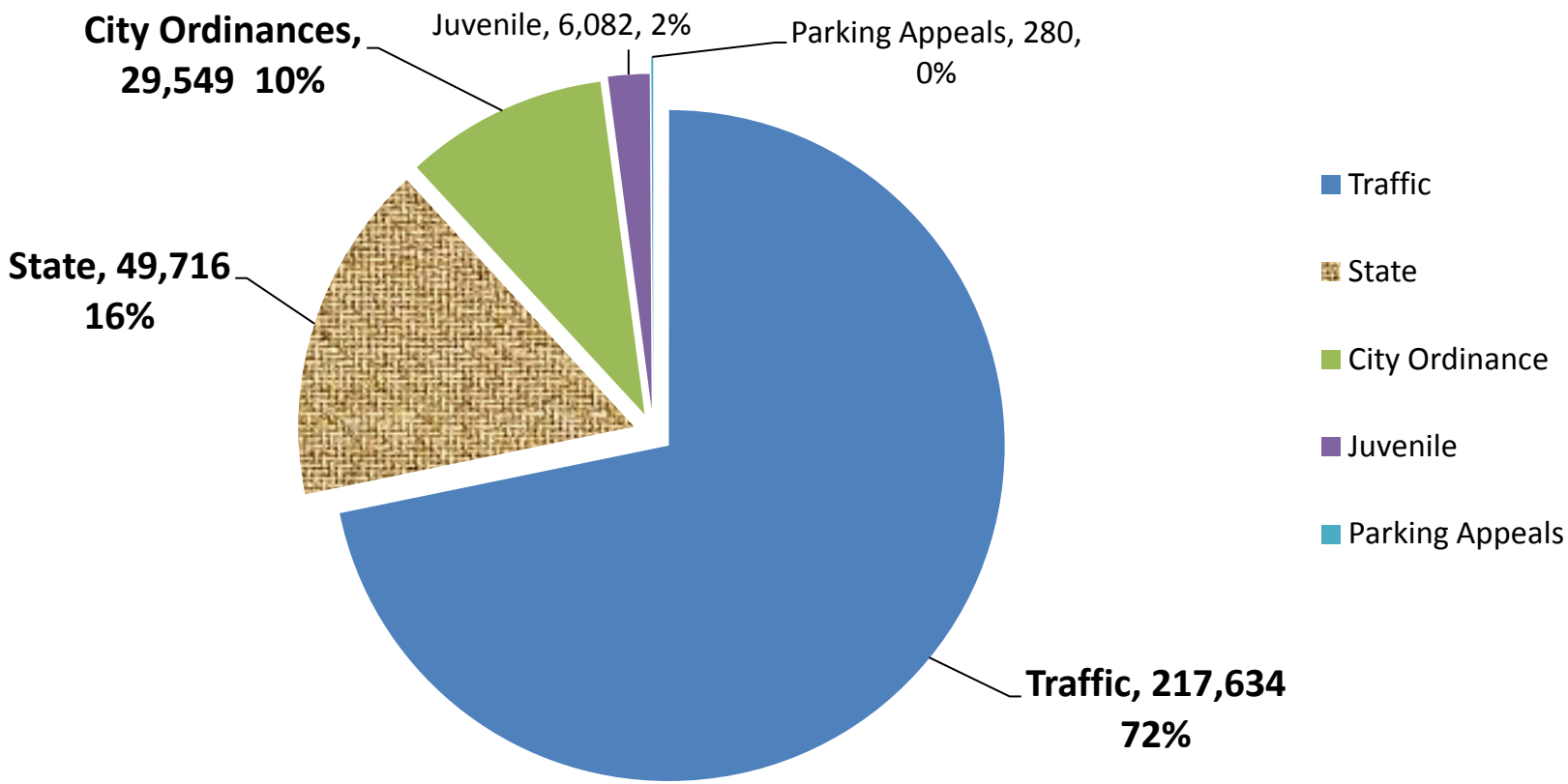
- Municipal Court's jurisdiction includes enforcement of City and State laws regulating not only traffic, but many quality of life behaviors including:
  - fire hazards, restaurant safety, weedy lots, housing, zoning, junked motor vehicles, illegal dumping offenses, litter, prostitution, sleeping in public place, panhandling, public intoxication, disorderly conduct etc.
- These quality of life issues often become the focus of neighborhood concerns

SPEED
LIMIT
35

2535

DON'T DUMP IN DALLAS $2,000 Fine
Chapter 18 Dallas City Code
Take it personally!
SE PROHIBE TIRAR BASURA EN DALLAS $2,000 Multa
Capítulo 18 Código de la Ciudad de Dallas
¡Témelo personalmente!

Profile of FY 10-11 Violations



FY 10-11 Total Violation Count 303,275
Total Dollar Value $71M *

- $47.8M Fine Value – Eligible Revenue to the City
- $23.3M Court Costs Value – Monies designated to the State

•Assumes all citations are valid, found guilty, and collected within 21 days
• Does not reflect the maximum allowable fine (roughly 60%)

Compliance

- Compliance is most achieved when people believe:
  - Laws are appropriate
  - Enforcement is fair
  - Penalties are real and timely

Keep in Mind

- **720.002. Prohibition on Traffic-Offense Quotas**
  - (a) A political subdivision … may not establish or maintain, formally or informally, a plan to evaluate, promote, compensate, or discipline:
    - (1) a peace officer according to the officer's issuance of a predetermined or specified number of any type or combination of types of traffic citations; or
    - (2) a ... judge of a …municipal court of record according to the amount of money the judge collects from persons convicted of a traffic offense.
  - (b) A political subdivision … may not require or suggest to a peace officer, or… a judge of a … municipal court of record:
    - (1) that the peace officer is required or expected to issue a predetermined or specified number of any type or combination of types of traffic citations within a specified period; or
    - (2) that the … judge is required or expected to collect a predetermined amount of money from persons convicted of a traffic offense within a specified period.

Court System Functions

- Municipal Court is a critical component of establishing a sense of fairness of the administration of laws as well as a sense that community rules need to be followed
- The Court system's basic functions are:
  - Administration (Court Services) (City Clerks)
  - Prosecution
  - Judiciary*

* More in depth discussion of the role of the Judiciary in the appendix

Court Improvements

- Over the last several years, Court Administration, Police, CIS, Public Works, EBS, Prosecutor's office, and the Judiciary have undertaken a number of process and physical improvements to make a positive impact on our principal customer’s interactions with Courts as well as improving operational efficiencies. Council support was critical.
- The following analysis points out additional opportunities

Court Improvements

- Using the ZIP* process, numerous improvements have recently been implemented resulting in:
  - Reduced court settings from an average of 9 months to 1 month
  - Increased docketing capacity by 67%
  - Increase compliance 10% by implementing Scofflaw (violator can not register car before clearing up pending citation)
  - Average per case collected increased from $70 to $81
  - Average wait time at the windows has been reduced from 60 minutes to 10 minutes
- Took a team effort

* ZIP is a management tool to seek operational efficiencies (See appendix)

Court Improvements

- Near term facility improvements underway
  - Target completion: December 2012
- New technology being implemented
  - E-Citation
    - Target for Traffic motorcycles implementation: July 2012
  - Court Notify
    - Target implementation: End of current year
  - New Court Case Management System
    - Target date for implementation: 4th Qtr 2013

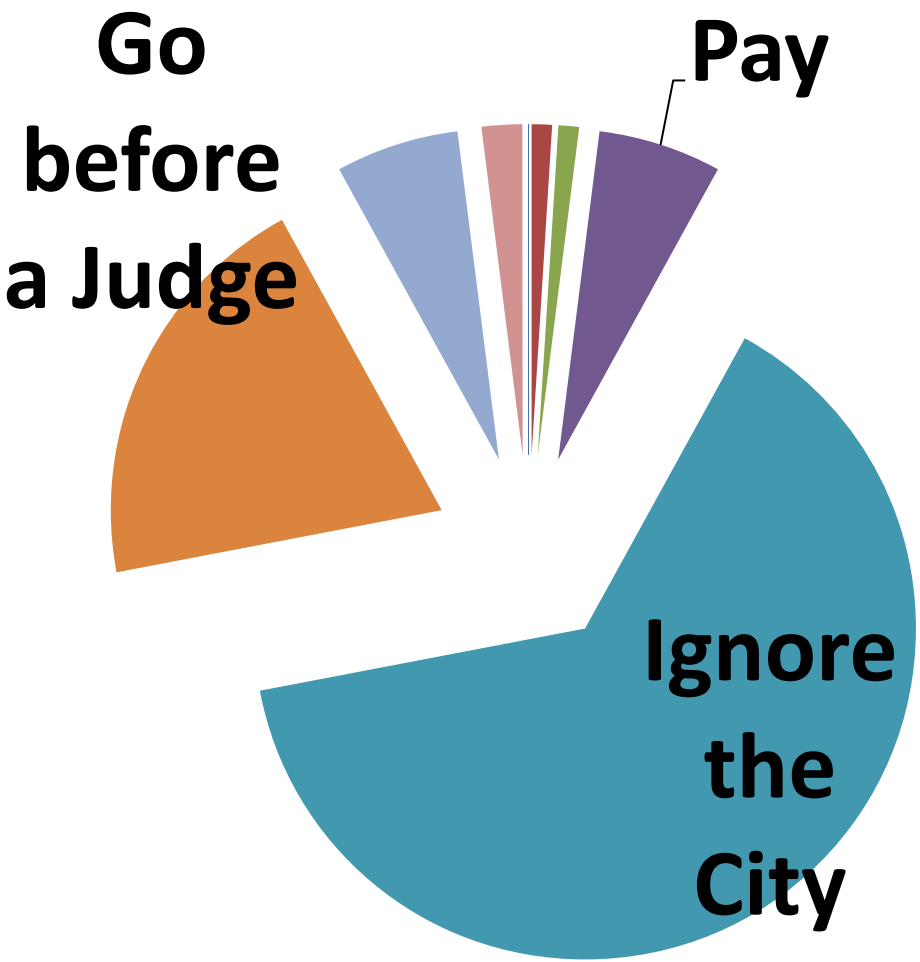
Court Improvements

- Additional specific Judiciary improvements include:
  - Establishment of Proof or Plea Court
  - Establishment of a Saturday Court docket
  - Changed Magistrate Court to a Trial Court
  - Establishment of double trial dockets (Jury or Non Jury Morning and Afternoon)
  - Added flexibility via off docket for Alias warrants, where a defendant wishes to plead
  - Other off-docket improvements (rotating off-docket Courts)

Court Effectiveness

- To get a sense of how we are achieving compliance and getting operational results and efficiencies, we analyzed how tickets are being disposed of and costs of operation in two ways:
  - A fiscal year review
  - A five day snap shot

Options for Defendants



Fiscal Year Review

- We reviewed the **dispositions** of cases that occurred during the last full fiscal year FY 10/11
  - Dispositions would include not only cases filed during the 10/11 fiscal year, but also cases filed in previous years, but heard in FY 10/11

FY 10-11 Violations versus Dispositions

Violations Issued FY10-11

	Number	Window Value*
Total	303,275	$71.1M
- Potential City Fine Revenue		$47.8M
- Potential State Revenue		$23.3M

Dispositions in FY10-11

	Number	Window Value(City)*
Total	283,990	$43M
Through Clerks	69,772	$ 9.8M
Before a Judge	214,218	$33.2M

*Assumes all citations are valid, found guilty, and collected within 21 days
Does not reflect the maximum allowable fine (roughly 60%)

FY 10-11 Dispositions

Processed through City Clerks

Total Cases 69,772; Window Fine Value $9.8M

- **Total Fine Amount Collected $8.6M**
  - Average fine per case $123 plus fees & court costs
- **72% Plead Guilty Paid Fine**
  - Average fine collected $169 plus fees & court costs
- **2% Mail In Deferred Disposition**
  - Average Fee Collected $78 ($82K) plus Court Costs
- **3% Misc**
- **NA% Time Served**

Before a Judge

Total Cases 214,218; Window Fine Value $33.2M

- **Total Fine Amount Collected $1.7M**
  - Average fine per case $8 plus fees & court costs
- **6% Guilty Paid Fine**
  - Average fine collected $135 plus fees & court costs
- **17% Deferred Disposition**
  - Average Fee Collected $65 ($2.3M) plus Court Costs
- **34% Dismissed**
  - Witness Unavailable, Insufficient Evidence, and Misc
- **28% Time Served**
  - 61% served less than 24 hours

FY 10-11 Dispositions

Processed through City Clerks

Total Cases 69,772; Window Fine Value $9.8M

- **6% Community Service/Work Release**
- **10% Driver's Safety School**
- **4% Delegated Dismissed Compliance -** Show Proof of Insurance, Driver's License, Registration
- **NA% Actual Trials**
- **1% Voided**

Before a Judge

Total Cases 214,218; Window Fine Value $33.2M

- **3% Community Service/Work Release**
- **.04% Driver's Safety School**
- **12% Dismissed Compliance**
  - Show Proof of Insurance, Driver's License, Registration
- **.01% Actual Trials**
- **.05% Voided**

FY 10-11 Dispositions Operations Costs

Processed through City Clerks

69,772 Cases; Window Fine Value $9.8M

Fine Revenue to City

- $8.6M Collected
  - $123 average
  - 86% of Window Fine Value

Deferred Disposition Fees

- $82K Collected
  - $78 average

Expense

- $4.7M

Before a Judge

214,218 Cases; Window Fine Value $33.2M

Fine Revenue to City

- $1.7M Collected
  - $8 average
  - 5% of Window Fine Value

Deferred Disposition Fees

- $2.3M Collected
  - $65 average

Expense

- $9.8M

* See appendix for explanation of per case calculation

FY 10-11 Dispositions Highlights

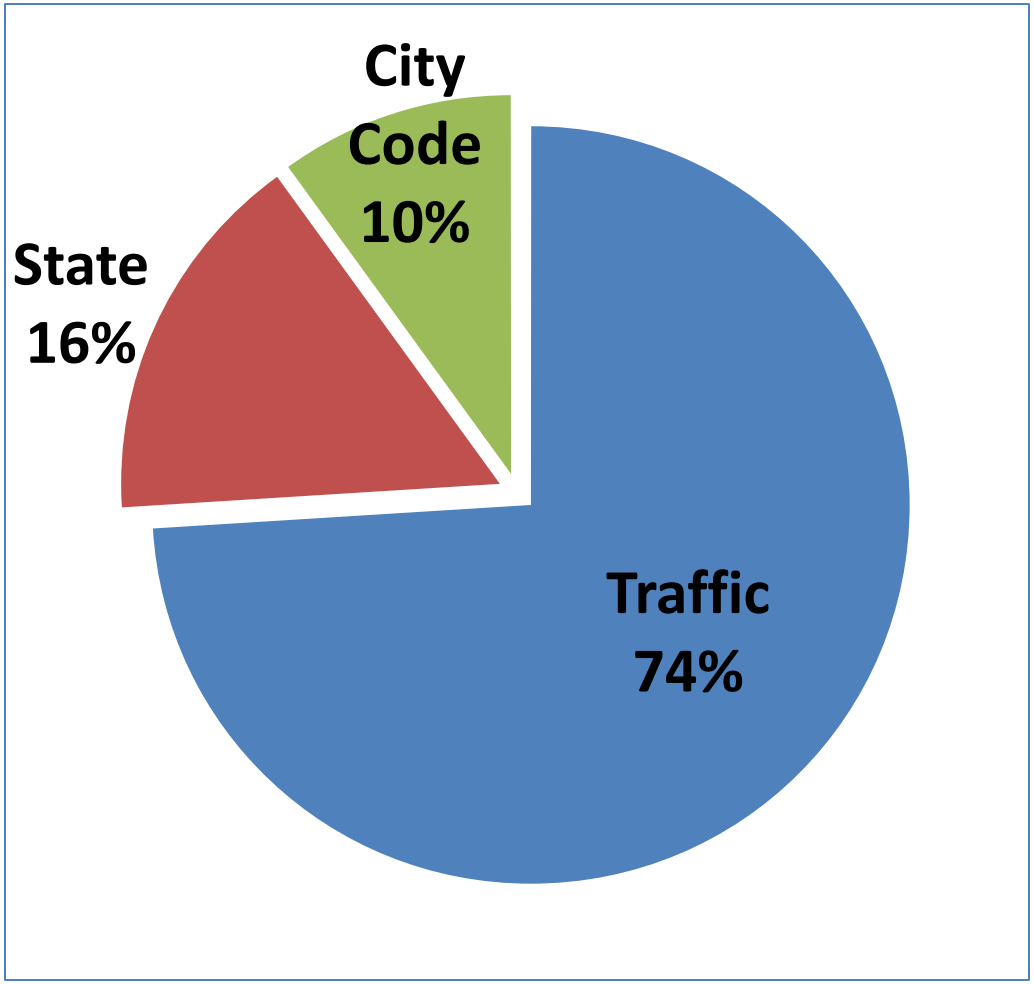
- High percentage of dismissals
- Significant percentage resolved with time served
- Around 25% of fine face value collected
- Deferred cases receive significantly lower fee than the window fine
  - Offered by mail, proof or plea, or trial
- Net operational costs of differ significantly

Snap Shot Survey

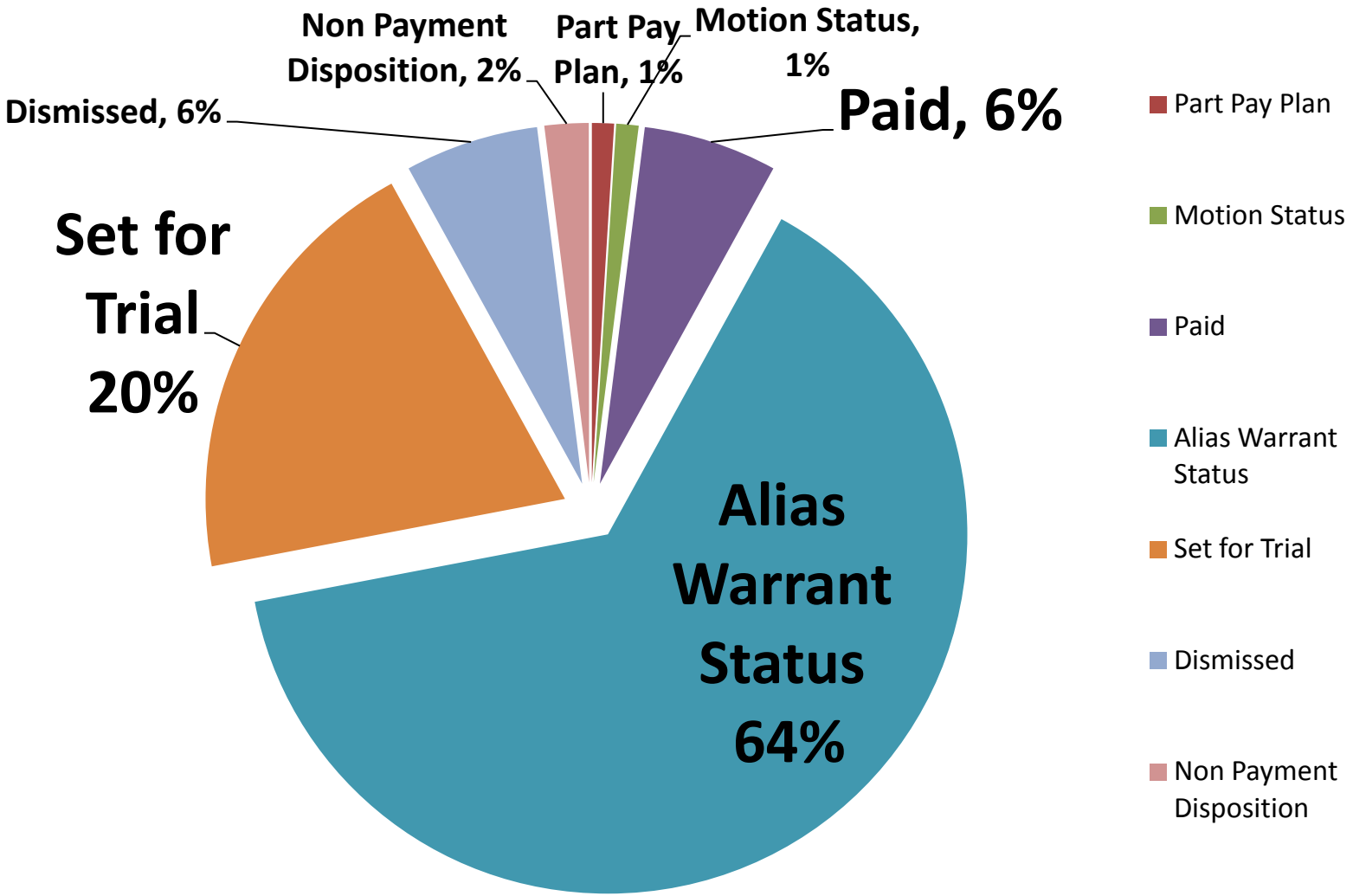
- To get more specific information, randomly selected 5 days from FY 10-11 and followed the disposition of the violations given on those days
- Took snap shots of the status of the cases on days 23 and 180, and roughly a year to evaluate how they moved through the Municipal Court System

Profile of Snap Shot Violations

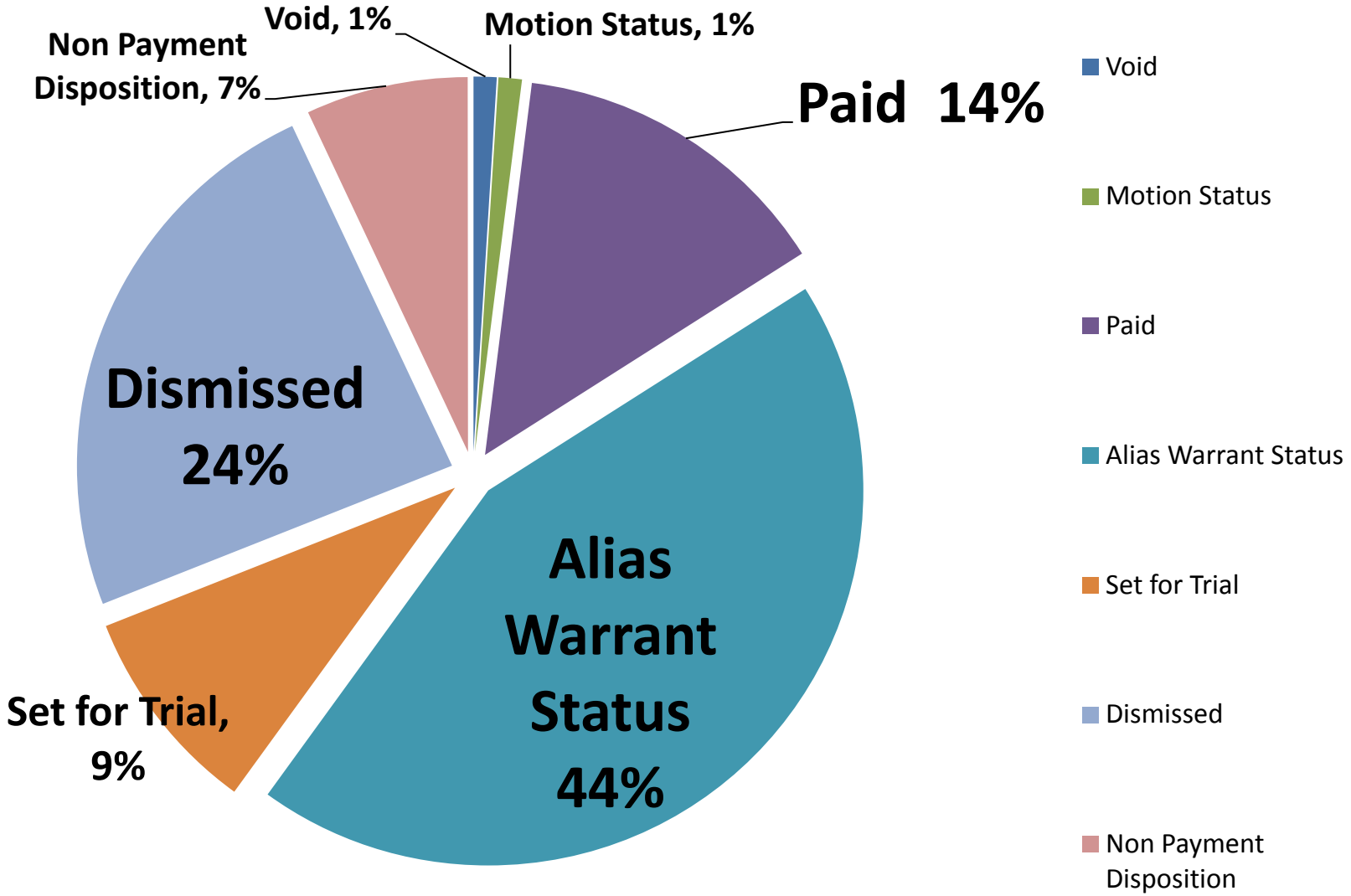
- Total number of violations was 4,651



Snap Shot Disposition Status Day 23



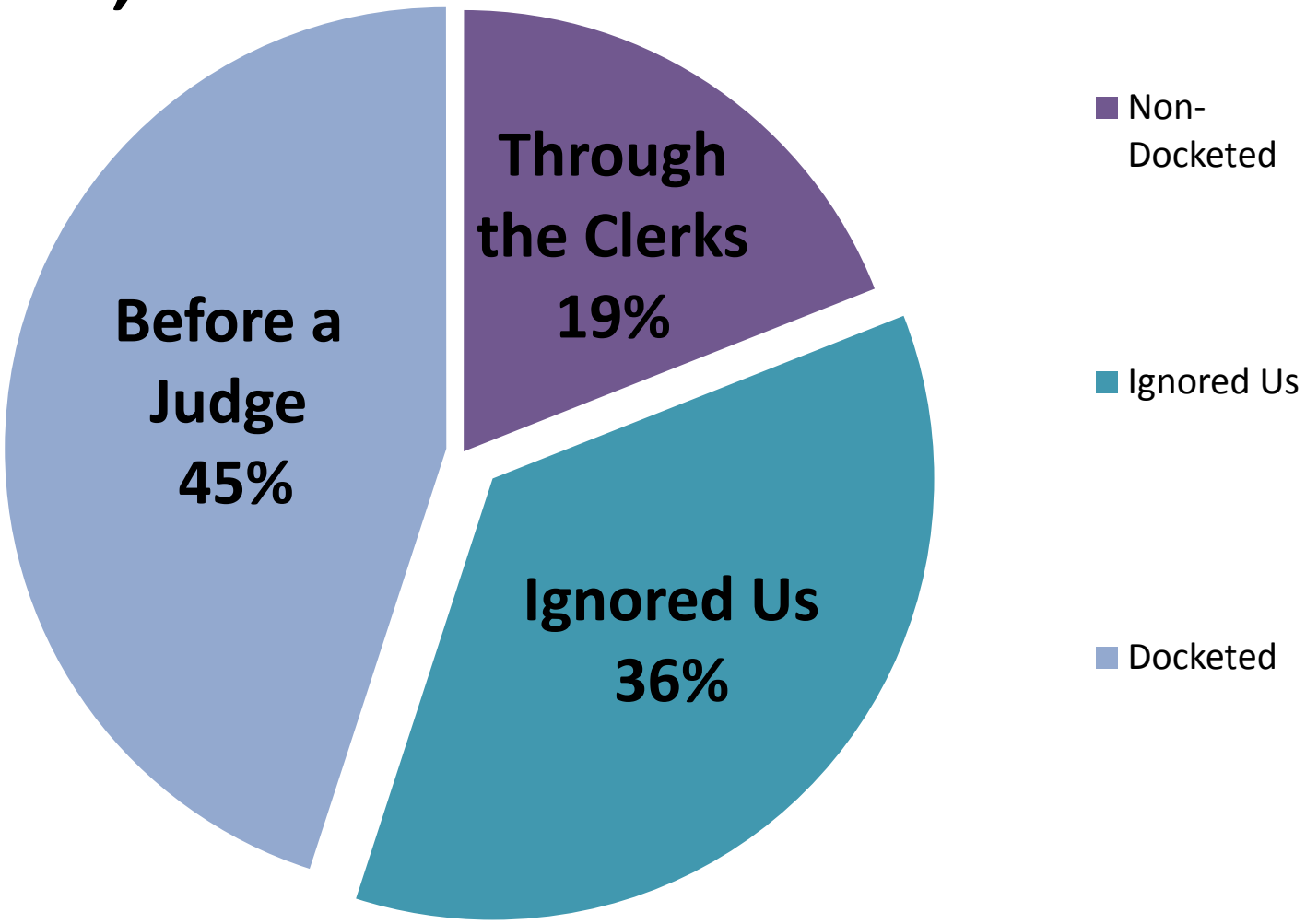
Snap Shot Disposition Status Day 180



"Alias Warrant Status" and "Set for Court" decrease while the other categories increase

Last Update Review of Snap Shot Cases

Out of 4,651 cases:



Snap Shot Disposition Comparison

Processed through City Clerks

- **Window Fine Value $123,249**
- **Total Fine Amount Collected $103K**
  - Average fine per case $119 plus fees & court costs
- **72% Plead Guilty Paid Fine**
  - Average Paid at Window $166
- **4% Mail In Deferred Disposition**
  - Average Fee Collected $76 (3K) plus Court Costs
- **1% Misc**

Before a Judge

- **Window Fine Value $330,723**
- **Total Fine Amount Collected $15K**
  - Average fine per case $7 plus fees & court costs
- **5% Guilty Paid Fine**
  - Average Paid $160
- **13% Deferred Disposition**
  - Average Fee Collected $57 ($16K) plus Court Costs
- **37% Dismissed**
  - Witness Unavailable, Insufficient Evidence, and Misc

Snap Shot Disposition Comparison

Processed through City Clerks	Before a Judge
• **N/A% Time Served in Jail**	• **16% Time Served in Jail** – 66% served less than 24 hours
• **4% Community Service/Work Release**	• **9% Community Service/Work Release**
• **13% Driver's Safety School**	• **< 1% Driver's Safety School**
• **1% Delegated Dismissed Compliance -** Show Proof of Insurance, Driver's License, Registration	• **9% Dismissed Compliance -** Show Proof of Insurance, Driver's License, Registration
• **3% In progress /Capias**	• **10% In progress/Capias**
• **NA% Actual Trials**	• **< 1% Actual Trials**
• **2% Voided**	• **0% Voided**

Snap Shot Operations Cost Comparison

Processed through City Clerks

863 Cases; Window Fine Value $123K

Fine Revenue to City

- $103K
  - $119 average per case
  - 84% collected

Deferred Disposition Fees

- $3K
  - $76 average per case

Expense

- $58,708
  - Based on $68 per case year average*

Before a Judge

2,110 Cases; Window Fine Value $330K

Fine Revenue to City

- $15K
  - $7 average per case
  - 5% collected

Deferred Disposition Fees

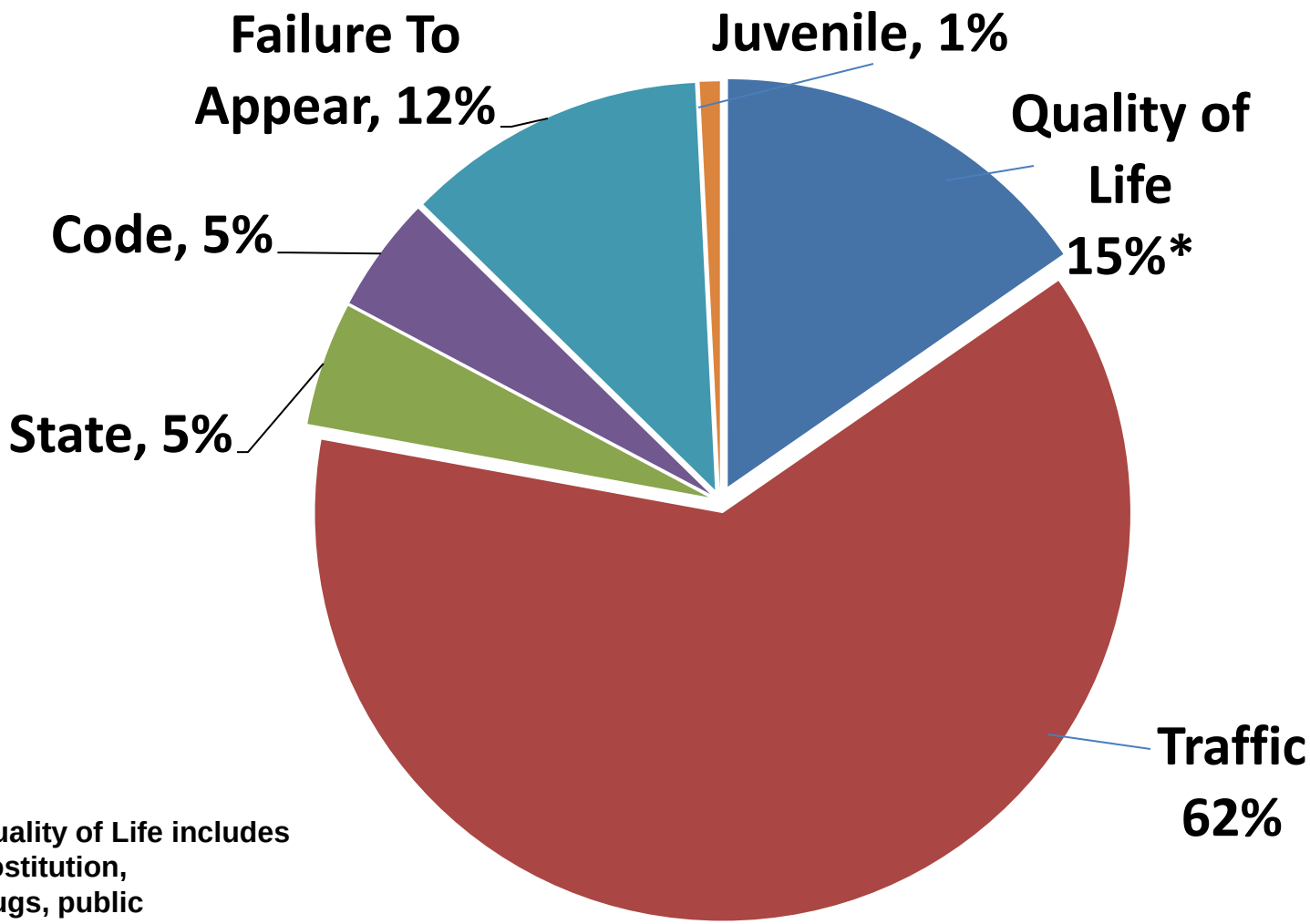
- $16K
  - $57 average per case

Expense

- $97,073
  - Based on $46 per case year average*

* See appendix for explanation of per case calculation

Violation Type for “Ignored Us” Category



*Quality of Life includes prostitution, Drugs, public intoxication, sleeping in public , urinating in public , etc.

78% had a City of Dallas address

Other Observations of Docketed Cases

- Of the cases before a Judge, 30% have been reset multiple times
  - 76% Attorney/Defendant's request
  - 21% Administrative Reset due to inclement weather
  - 2% Judge Reset the Case
  - 1% State's Request (Prosecutor's Office)
- Of the reset trial cases, the average time it took to dispose of the case was 106 days
- Of the non-reset trial cases, the average time it took to dispose of the case was 66 days

Other Observations of Docketed Cases

- Of the “multiple reset” trial cases
  - 39% Dismissed Witness Unavailable
  - 24% Dismissed Insufficient Evidence
  - 16% Dismissed Deferred Disposition
  - 8% Dismissed Want of Prosecution
  - 8% Time Served
  - 2% Paid
  - 1% Dismissed Compliance, Voided
  - 1% Dismissed No Outside Witness
  - 1% Dismissed Complaint Quashed

Judge Ordered Deferred Disposition Fees

State Court Costs Eligible Amount – $24,342 Amount Collected – $24,342 • 100% collected for State	Fee Eligible for City Amount* – $43,782 Amount Collected – $16,308 • 37% collected for City

*Window Fine Value, does not reflect the maximum allowable fine (roughly 60%)

Payments Made Through City Clerks

- 39% of the payments were made online
- 61% of the payments were made at the window or by mail
- 33% were disposed within 23 days after the offense date
- 59% were disposed between 23 – 180 days from the offense date
- 8% were disposed after 180 days from the offense date

Five Day Snap Shot Highlights

- Significant percentage ignore notices
- High percentage of dismissals
- Around 26% of fine face value collected
- Deferred disposition cases receive significantly lower fee than the window fine
  - Offered both at the window and the Judiciary
- Net operational costs of disposition differ significantly
- Significant percentage of trial cases reset multiple times
- High percentage of transactions now made online

Related information

- Round-up results
- Time served
- Other non-financial penalties
  - Community service
  - Work Release
  - Jail
- Other cities' operations comparisons

Round-up

Marshal's Office Warrant Round-Up

Great Texas Warrant Round-Up

- Includes more than 270 Texas Law Enforcement Agencies annually.
- 2012 marked the 6th statewide warrant round-up.
- State Warrant Round-Up compliance efforts consist of:
  - Mailed notices to defendants
  - Bill boards announcements
  - Statewide announcements
  - Radio announcements
- Statistics regarding the overall success of the project are required from each participating agency.

Dallas Marshal's Warrant Round-Up

- In addition to the Great Texas Warrant Round-Up, the Dallas Marshal's Office conducts two internal Round-Ups annually.
- Summer and Fall Warrant Round-Ups are conducted annually utilizing Dallas Marshals, targeting defendants having 3 or more outstanding City of Dallas warrants.
- Compliance efforts consist of:
  - Mailed notices
  - Telephone calls
  - Payment tracking

2012 Warrant Round Up Usage of Time Served Recap

- In the 2,043 Cases
  - Involved 893 defendants
  - Arrest cost was approximately $71,000
  - 30% were Quality of Life Citations (Sleeping in Public, Prostitution, etc.)
  - Value of tickets was $538,090 or 3,442.2 days of time served following State law minimum guideline
  - 96% were granted time served and paid no money
  - Total penalties imposed: $20,360 and 522.2 days
    - To date, $2,187 has been received

Marshal's Office Warrant Round-Up

- Significant effort is made to arrest those failing to take care of their outstanding tickets
  - Estimated cost to arrest each defendant is $80
- During Round Up efforts, most citations are disposed of with the time served while being processed in Jail
- Other possibilities exist:
  - Work release
  - Community Service
  - Jail time (consistent with State Law)

Time Served

Time Served

- Time Served is the practice where a defendant is given “credit” for time they served in jail to offset a monetary fine
- Under State Law
  - Defendants, following certain procedures, **must** be given credit for the time they serve for other violations or in other jurisdictions
  - State Law provides that $50 worth of fine should be offset by no less than 8 hours, but no more than 24
    - This **amount** of the credit given for time served is a matter of dispute in our system
    - Review of sample records suggest there is no standard

Time Served

- Current practice is that a defendant may have their tickets disposed of with ‘time served’ if he
  - Is arrested and spends any time in jail before he comes before a judge
  - Has spent any time in jail on other violations (whether in other jurisdictions, different types, or multiples of same type, etc.)
  - Has spent some time in jail and brings multiple tickets before the Judge; is then applied concurrently
    - If a person has ten tickets and is in jail one day, all tickets are credited with the one day
    - The fine is usually set at a level where the time served offsets the fine

Time Served

- Reasons given for the practice include:
  - Defendant's freedom was taken, that should be sufficient
  - If monetary penalty is added to jail time, penalty is imposed twice,
  - Lack of jail space; it costs the City to have a prisoner in jail
  - This provides a means to clear tickets outstanding status

Other non-financial penalties

Work Release

- Work release
  - Court program that allows a defendant to work at the City of Dallas in lieu of payment of fine
  - Seven departments utilize the City's work release program (custodial duties, etc.)
  - Non-docket process by the court clerk (if amount due is less than $600) or granted in the courtroom
  - Current practice is credit given at $100 per 8 hour work day

Community Service

- Community Service
  - Court program that allows a defendant to work at a non-profit agency (or coordinated through the Volunteer Center) in lieu of payment of fine
  - Non-docket process by the court clerk (if amount due is less than $600) or granted in the courtroom
  - Current practice is credit given at $100 per 8 hour work day

Jail Time

- Jail Time
  - State law provisions
    - Class C Misdemeanors are not punishable by jail time; fine only
    - However, time served in jail can be credited as discussed above
    - Warrants for a person's arrest are issued for failing to appear in court or failing to comply with Judges' orders, with the understanding,
      - Failing to appear in court, alone, is not a jailable violation
      - Failure to comply with a judge's order is a jailable violation

Jail Time

- Detention options
  - Lew Sterrett Jail
    - City contracts with Dallas County for the provision of 100 beds a day for Class C's
    - Most of the City's costs are fixed
    - An additional $58 is charged per night for each bed used
    - Currently use about 42% of its capacity
  - City Detention Center
    - Owned and operated by the City
    - Has a capacity for about 160 individuals
    - Currently used for intoxication and other Class C violators; used for quicker Police turnaround

Jail Time

- Jail time is used by those*:
  - Arrested and awaiting a Judge (magistration) to enter a plea, be sentenced for failure to comply with judgments, be declared indigent, be found guilty, etc.
  - Choosing to “sit it out” (stay in jail) rather than pay
  - Ordered to stay for failing to comply with Judges’ order

* In the context of Class C Misdemeanors

Jail Time

- Judges have the discretion to set out jail time for those that have been found guilty and failed to comply with a Judge's order. Some of the factors that might be used in sentencing could be:
  - Lack of good faith effort
  - Personal circumstances of defendant
  - Physical condition of defendant
  - Financial ability of defendant (Indigency)
  - Other factors deemed appropriate by the Judge

Overall Observations

- Many operational improvements have been implemented, or are in progress, to make the primary customer, the citizen, make their way through the Court more efficiently
- Low collection rates raise several concerns
  - Consistency with expectations
  - Impact on compliance, community safety and values
  - Impact on operational costs
  - Unintended consequences with changes

Overall Observations

- Operations changes to upgrade scheduling of Police (Court Notify) and enhance ticket writing accuracy and court testimony (E-citations) are critical for the next level of Court operation improvement
  - Police have strengthened supervisory oversight of officers to insure they appear at designated trials and are prepared
  - A multi-departmental task group has been charged with completing enhancements on time

Overall Observations

- Time served is used in a significant percentage of violations to dispose of cases
  - Raises questions as to the value of the Warrant Round Up effort, or any effort by police, to arrest those ignoring City notices
  - There is not agreement as to how State Law should be applied
- Fines rarely reflect cost of trial

Overall Observations

- Most defendants choose to either ignore citations or go to Court. Is a logical choice:
  - Likelihood is the violation will be dismissed or result in less penalty than paying the fine upfront
  - No financial disincentives in going to Court
  - Ignoring citation creates little additional risk
    - Even if arrested, most receive little to no financial/community service/jail penalty

Overall Observations

- The Judiciary is an independent body, however:
  - Can they, as a body, work to frame some parameters for operations and/or judgments?
  - What powers could be delegated to a presiding judge to manage these determinations?
- While operational efficiencies can be enhanced, it appears the market is responding to Municipal Court practices seeking least cost (first), least trouble (second), least damage to their driving record (third)

Comparisons of Court Operation in Other Cities

Court Practices of Texas Cities

Cities surveyed…	Because…
Houston, San Antonio, Austin, Fort Worth, El Paso	Large cities facing similar scale of problems
Irving, Plano, Richardson Also, Dallas County	Share Dallas' pool of drivers
What we asked about…	**To better understand how others manage….**
Trial and officer scheduling methods	Conflicts resulting in court inefficiencies
Valuation of community service and time served	Valuation of alternative sentencing
Officer recall of case details	Enforcement follow through that impacts court efficiencies
Case management systems and software used	Appropriate metrics to increase efficiencies
Round up activities	Failure to appear violations
Tiered fine schedules	Timely payment of fines

Court Practices of Texas Cities

What we asked about…	To better understand how others manage….
Plea bargains on trial date	Incentives that might exist to request trial
Reset rules	Delays that cost all parties involved
Local rules for courts	Court operations
Authority of top judge	Ability to enforce local rules
Judicial appointment methods	Selection of judges
Payment plan procedures	Ability to collect on judgments • Application process • Number of days to pay
Pre-trial procedures	Dockets and police overtime costs
Parameters for judgments for guilty verdicts	Signals to violators as to importance of community values
Deferred disposition	Appropriate fees to cover program costs

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
Subpoena and court scheduling systems not integrated	Schedule conflicts result in case dismissals due to lack of witnesses, weakening effectiveness of laws	Court subpoena automatically blocks officer leave requests and system avoids conflicting court dates (Dallas County)
Defendant requesting a trial is still eligible to receive same reduced penalty previously available	Creates incentive to request trial as a maneuver to see if officer is absent, maximizing City's cost, but at no risk to defendant	No plea bargains on trial date, so conviction or guilty plea at trial yields maximum penalty. Most defendants take a deal in advance. (Plano)
Judges frequently grant repeated continuance requests	Increases likelihood that witness isn't available or can't recall details of case. Inconvenient for citizen, if City delays.	Resets require compelling justification (Richardson) Maximum 1 reset per side (Fort Worth)

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
Administrative judge can set policies, but has no other authority or direction to enforce	Administrative Judge has little authority to set and enforce local rules and procedures	A Presiding judge actively supervises other judges, issuing procedural and policy directives. Reviews performance and recommends on reappointment. (Austin)
Time served not tied to fine schedules	Lax valuation can remove incentive to obey laws	Time served in jail for City warrants is valued proportionally at $100 per 24 hours clocked. (Fort Worth)
Community service and work release not consistently monitored at hourly rate to work off value of fine.	Lax valuation and monitoring can remove incentive to obey laws and fail to provide a substantive benefit to defendant or organization	Community service & work release valued at $12.50 per hour, monitored by Volunteer Center. (Garland)

Current Court Practices Comparison

Current Practice	Problem	Best Practice Elsewhere
Allow defendants who fail to respond to citations or appear for trial to have cases set on the trial docket by submitting an off-docket motion, but no bond	Defendant is allowed to delay a trial setting increasing likelihood that the officer will not recall the facts of the case. When the officer does not have factual recall, the case will be dismissed for insufficient evidence.	Defendants who do not respond to citations or trial settings are required to post either a cash or surety bond to secure their appearance at trial. (Plano)
Limited information is gathered on persons seeking payment plans.	Payment plan collections are poor.	More detailed information is collected making it easier to enhance collections. (Garland)

Current Court Practices Comparison

Current Practice	Problem	Best Practice Elsewhere
No mandatory pre-trial hearings are conducted with defendants and prosecutors to determine if citations can be satisfied without a trial.	Often, trial settings are used to collect or give information which could be more efficiently handled at a pre-trial hearing.	Mandatory pre-trial meetings are held to collect information and resolve a citation without the need for a trial. This saves court resources which includes judges, bailiffs, and police overtime. (Irving)
Deferred dispositions are granted at a significant discount from the window fine.	Rationale for offering this benefit at half the window fine amount is flawed, given overall operational expense levels	Full window fine amounts are charged when deferred disposition is provided on the day of trial. (Irving)

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
Paper intensive process for court docket paperwork	Limited automation makes operations expensive and information analysis extremely difficult.	Paperless trial docket system (Ft. Worth)
No tiered fine structure is offered for early payment	Without any financial incentive given, very few pay their fines within the first 21 days. More delay creates greater risk of defendants to seek court dates or ignore the citation altogether.	Tiered fines are provided which include a financial incentive for prompt payment. (Austin)

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
City Web site is used to attract online transactions.	While experiencing increased usage, site would be improved by: • making more options available for the defendant • having attractive offers • expanding payment options	Deferred Disposition may be applied for and granted online. (San Antonio) Video Magistration of citations daily. (San Antonio) Phone payments accepted. (Richardson)
New Idea	Employ the use of resellers to help market opportunities for online transactions	So far as we know, concept of resellers is new

Court Revenue Comparison

City	Per Capita Income	FY 10/11 Revenue Per Case
Irving	$23,419	$104.34
Arlington	$22,445	$98.90
Richardson	$29,551	$83.95
Garland	$20,000	$80.34
Austin	$24,163	$60.26
FT Worth	$18,800	$53.93
Dallas	$22,183	$41.49
San Antonio	$17,487	$38.52

When compared to several cities in the region and larger Texas cities with similar per capita income, Dallas has a low revenue per case average

Recommendations

Topic	Recommendations	Actions Needed
Technology Changes	Continue implementation of: • E-Citations to address accuracy of tickets • Court Notify to address scheduling issues • Court Management System to address need for overall Court operation enhancement including paperless court docket	• Partial Implementation July 2012 • Partial Implementation by end of 2012 • 4th Q 2013
Police appearance and performance	Continue review of Officer attendance and performance Determine if elimination of standby system is needed to enhance attendance and performance	Report August 2012 Report September 2012

Recommendations

Topic	Recommendations	Actions Needed
Web site	Investigate ways to improve user experience by: • Adding additional options that can be paid or requested online • Determine how Pay by Phone option can be added • Reach out to private sector to test if a reseller opportunity would attract interest • Critical that the site can offer attractive alternatives to drive interest, such as •1 Day Deferred Disposition reboot • Somewhat lower fine amounts on deferred disposition	• Report Oct 2012 • Report Oct 2012 • Report Oct 2012

Recommendations

Topic	Recommendations	Actions Needed
Expectations of City Council	Council provides guiding principles by which the Court should be operated. For example, • How should community values including safety, quality neighborhoods, compliance with ordinances, etc. guide Judicial decisions? • What leadership authority should reside with the Administrative Judge? • Should defendants be given more favorable options for resolving their citations before opting for a trial?	Mission statement by the Council

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Gather more detailed information from defendants when granting payment arrangements.	Modify rules of Dallas Municipal Court
	Establish a tiered fine structure that incentivizes defendants to respond within the first 21 days.	Administrative Judge establish a tiered fine schedule

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Determine if Judiciary will consider penalties consistent with State Law guidelines of 8 to 24 hours for every $50 of fine amount when community service, work release, or jail space is available.	Response from Judiciary September 2012
	If higher penalties given, then Marshal's office can prioritize arrest efforts. For example, to seek violators who fail to respond to City notices for multiple offenses or defy judges' orders	Based on response, actions to be taken by October 2012

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Work with County to determine prioritization of jail space	Report from City Staff and County officials Oct 2012
	Work with County regarding serial inebriates and “frequent flyers” to determine what intervention programs might be helpful in reducing repeat offenders	Report from City Staff and County officials Oct 2012

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Prior to all trial case settings, require that the defendant attend a pretrial conference with the prosecutor. Deferred disposition and/or reduced fines might only be offered in this meeting. All defendants will be apprised of their right to hire an attorney and their right to a jury trial during their Pre Trial conference. Defendants will not be granted a reset **at trial** to hire an attorney.	Modify rules of Dallas Municipal Court

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Require all off-docket procedures occur inside the courtroom and in the presence of a prosecutor	Modify rules of Dallas Municipal Court
	Limit Motions for Continuance to one per side	Modify rules of Dallas Municipal Court
	Disallow off-docket motions for trial settings on delinquent cases. Require that a cash or surety bond be posted to secure appearance in trial.	Modify rules of Dallas Municipal Court

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Conduct a review of window fines, fines assessed over the internet, deferred disposition fees, parameters for time served, community service, and work release	Response from Judiciary September 2012
Court System	Have the Municipal Court Administration, Prosecutor's Office, and Judiciary present a joint report to the Ad Hoc Council Committee annually regarding efforts to achieve community goals that are impacted by City ordinances.	City Council establish ordinance

Next Steps

- Proceed with technology improvements to address scheduling issues
- Determine if Council wishes to implement other changes included in recommendations

Questions

Dallas Municipal Court System
An Overview

Ad Hoc Committee for Judicial Appointments

June 19, 2012

Key Focus Area
Public Safety

Long Version

Purpose

- To provide an overview of the effectiveness of Municipal Court operations by reviewing:
  - Jurisdiction of the Court
  - Recent improvements
  - Processing of citations
  - Delinquent revenue collection efforts
  - Best practices of other cities
  - Challenges
  - Improvement opportunities

Local Justice

- Courts are part of the community's effort to maintain order, preserve community values, and protect quality of life
- This effort includes setting of laws, enforcing them, ensuring that enforcement is accurate and fair, providing penalties for infractions and compensation for enforcement abuse

To Achieve Community Goals

- Enhance
  - Perception and reality of Public Safety
  - Economic Development efforts
  - Job creation
  - Property Values
  - City’s Image
  - Educational Achievement
  - Overall Quality of Life

To Achieve Community Goals

- Reduce
  - Fatalities or Injuries to Persons
  - Dilapidated Structures in Neighborhoods
  - Neighborhood Disputes
  - Neighborhood Nuisances
  - Environmental Hazards
  - Domestic Violence
  - Juvenile Delinquency

Dallas' Local Justice

- Municipal Court's jurisdiction includes the oversight of laws set by the City and the State. They include laws regulating:
  - Traffic
    - Speeding
    - Running Red Light
    - Driving Wrong Way
    - Driving on Wrong Side of Road
    - Running a Stop sign
    - Failure to Yield Right of Way

SPEED
LIMIT
35

Local Justice

- Fire Codes (overcrowding, open burning, hazardous material storage, etc.)
- Animal Control (noisy animals, dangerous dogs, cruelty, etc.)
- Environmental (Waste water, storm water, etc.)
- Housing Violations (Dilapidated structures, etc.)
- Consumer Affairs (contract disputes, misrepresentations, etc.)
- Parking Appeals
- Red Light Camera Appeals

Local Justice

- High weeds, junked motor vehicles, illegal dumping offenses
- Health and Sanitation, storm water, etc.
- Restaurant/food establishment, health, rodent control
- Anti-litter regulations
- Dance hall offenses
- Urban Rehabilitation Docket (Housing Demolition or Repair)

2535

DON'T DUMP IN DALLAS $2,000 Fine
Chapter 18 Dallas City Code
Take it personally!
SE PROHIBE TIRAR BASURA EN DALLAS $2,000 Multa
Capítulo 18 Código de la Ciudad de Dallas
¡Témelo personalmente!

Local Justice

- Homeless – Solicitation, sleeping in public place, panhandling, urinating or defecating in public
- Assaults – Assault by contact and assault by threat (Texas Penal Code)
- Crime (public intoxication, disorderly conduct, etc.)
- Transportation (Taxis, Limos, etc.)
- City Licenses (Dance halls, etc.)
- Pawn Shop Regulation (Return of Stolen Property)
- 8 Liner Gambling Machines
- Bond Forfeitures (Surety and Cash)

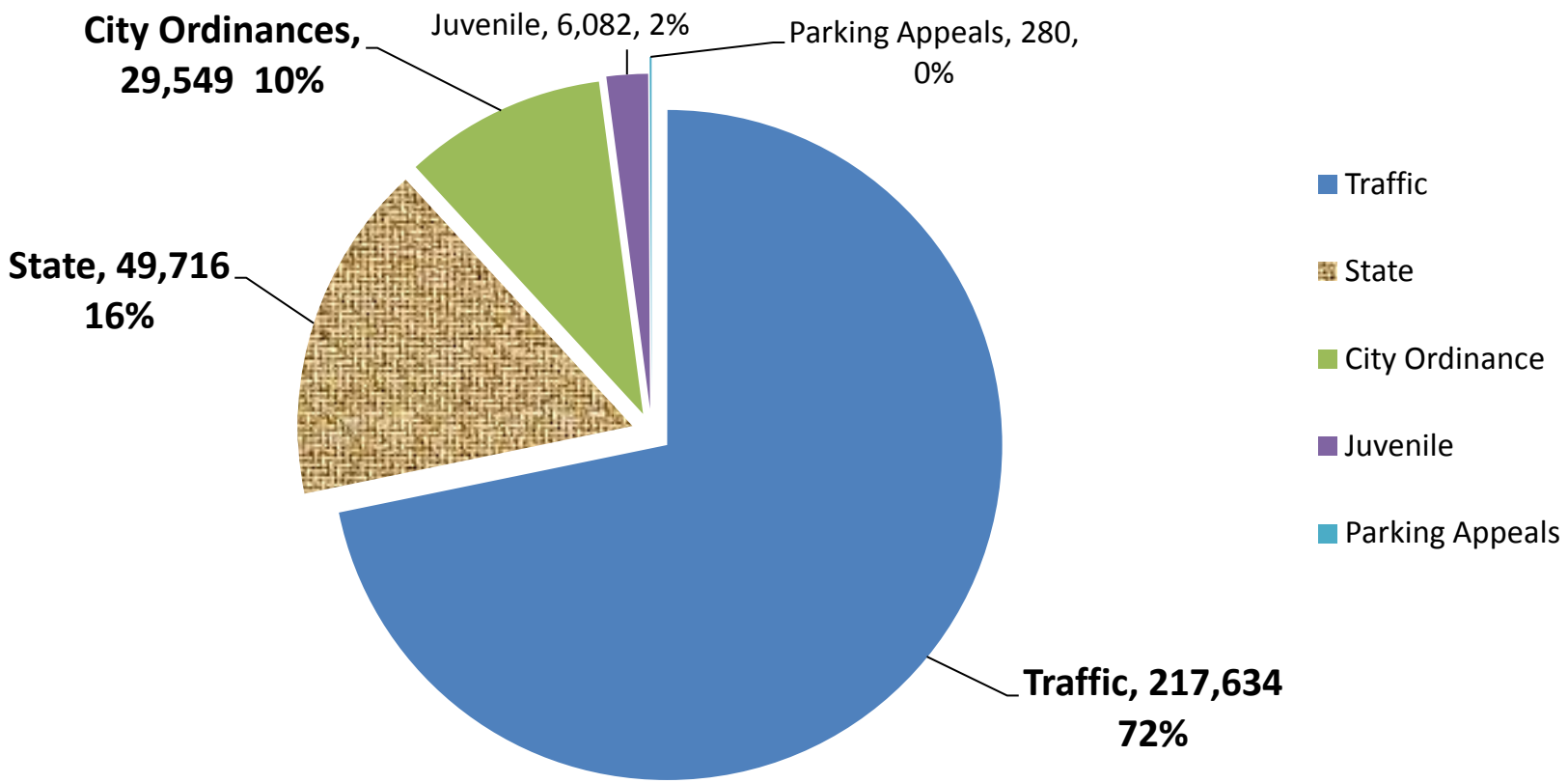
Local Justice

- Zoning offenses – No certificate of occupancy, illegal land use, illegal outside storage, illegal fence, illegal signs, etc.
- Drug Offenses - Selling illegal drugs and chemicals, solicitation to purchase a prohibited substance
- Prostitution – Engaging in prostitution
- Theft – Theft under $50.00
- Red Light Camera Appeals
- Junk Motor Vehicles

Community Courts

- A part of the Dallas Municipal Court system
- Neighborhood-focused and target quality of life crimes in a designated community
- Current operations principally paid for by CDBG funds
- Prostitution Division Initiative (with Dallas County)
- Penalties include community service, mandatory counseling or rehabilitation

Profile of FY 10-11 Violations



FY 10-11 Total Violation Count 303,275
Total Dollar Value $71M *

- $47.8M Fine Value – Eligible Revenue to the City
- $23.3M Court Costs Value – Monies designated to the State

•Assumes all citations are valid, found guilty, and collected within 21 days
• Does not reflect the maximum allowable fine (roughly 60%)

Compliance

- Compliance is most achieved when people believe:
  - Laws are appropriate
  - Enforcement is fair
  - Penalties are real and timely

Compliance

- Compliance with the law can be measured in a number of ways
  - Corrective actions taken
  - Citizen response to citations
    - Pay, dispute, ignore (even when cited for Failure to Appear)
  - Rates of recidivism
    - Serial offenders
  - Payments made when violations are proved
    - Cash
    - Community Service / Work Release

Court System Functions

- Municipal Court is a critical component of establishing a sense of fairness of the administration of laws as well as a sense that community rules need to be followed
- The Court system's basic functions are:
  - Administration (Court Services)
  - Prosecution
  - Judiciary*

* More in depth discussion of the role of the Judiciary in the appendix

Keep in Mind

- **720.002. Prohibition on Traffic-Offense Quotas**
  - (a) A political subdivision … may not establish or maintain, formally or informally, a plan to evaluate, promote, compensate, or discipline:
    - (1) a peace officer according to the officer's issuance of a predetermined or specified number of any type or combination of types of traffic citations; or
    - (2) a ... judge of a …municipal court of record according to the amount of money the judge collects from persons convicted of a traffic offense.
  - (b) A political subdivision … may not require or suggest to a peace officer, or… a judge of a … municipal court of record:
    - (1) that the peace officer is required or expected to issue a predetermined or specified number of any type or combination of types of traffic citations within a specified period; or
    - (2) that the … judge is required or expected to collect a predetermined amount of money from persons convicted of a traffic offense within a specified period.

Court Management

- While there are many “customers” in the Court’s system, to the citizen, Courts should operate in a way that is:
  - Fair (defendant is presumed innocent)
  - Easy to understand
  - Convenient
  - Dignified and respectful
  - In a comfortable surrounding
  - Timely
  - Resolution oriented

Court Improvements

- Over the last several years, Court Administration, Police, CIS, Public Works, EBS, Prosecutor's office, and the Judiciary have undertaken a number of process and physical improvements to make a positive impact on our principal customer’s interactions with Courts as well as improving operational efficiencies. Council support was critical.
- The following analysis points out additional opportunities

Court Improvements

- Using the ZIP* process, numerous improvements have recently been implemented resulting in:
  - Reduced court settings from an average of 9 months to 1 month
  - Increased docketing capacity by 67%
  - Increase compliance 10% by implementing Scofflaw (violator can not register car before clearing up pending citation)
  - Average per case collected increased from $70 to $81
  - Average wait time at the windows has been reduced from 60 minutes to 10 minutes
- Took a team effort

* ZIP is a management tool to seek operational efficiencies (See appendix)

Court Improvements

- Near term facility improvements underway
  - 2014 Main Street building is in the process of being renovated
  - Target completion: December 2012
- New technology being implemented
  - E-Citation
    - In production for DPD Motorcycle Officers
    - 30 day pilot for DPD Patrol to start in mid June
    - E-Citations are automatically uploaded at end of day and recorded into current mainframe case management system (CRTMF) eliminating manual data entry for citations
    - Target for Traffic motorcycles implementation: July 2012

Court Improvements

- Court Notify
  - Officers check-in by swiping their building access badge; allows prosecutors to check if an officer is in the building
    - Current process is entirely manual and paper based
  - Improved officer schedule coordination for court dates by keeping the officer's schedule (work schedule, vacation, sick, County court dates) current in the mainframe system to be used for case docketing
  - Target implementation: End of current year

Court Improvements

- New Court Case Management System
  - Includes integrated system for back office court services
    - Docket management, receipts posting & tracking, payment options (in person, mail, IVR, web), improved surety bond process, collection efforts, improved tracking of non-cash based restitution
  - Supports all ZIP process improvement recommendations
  - Enables faster implementation of legislative changes due to software publisher's presence in Austin
    - Today, City waits until after the legislative session to analyze required changes

Court Improvements

- Provides ability to mine data (current, past, pending cases) for an individual or vehicle
  - Today, no ability to easily identify all data /cases for an individual
- Allows prosecution & judiciary to access case and related information electronically at the hearing or trial.
  - Today, no on-line access to the system in the courtroom
- Provides the ability to move to a paperless environment
  - Would provide remote on-line access for defense bar for case review and motion submission
  - Target date for implementation: 4th Qtr 2013

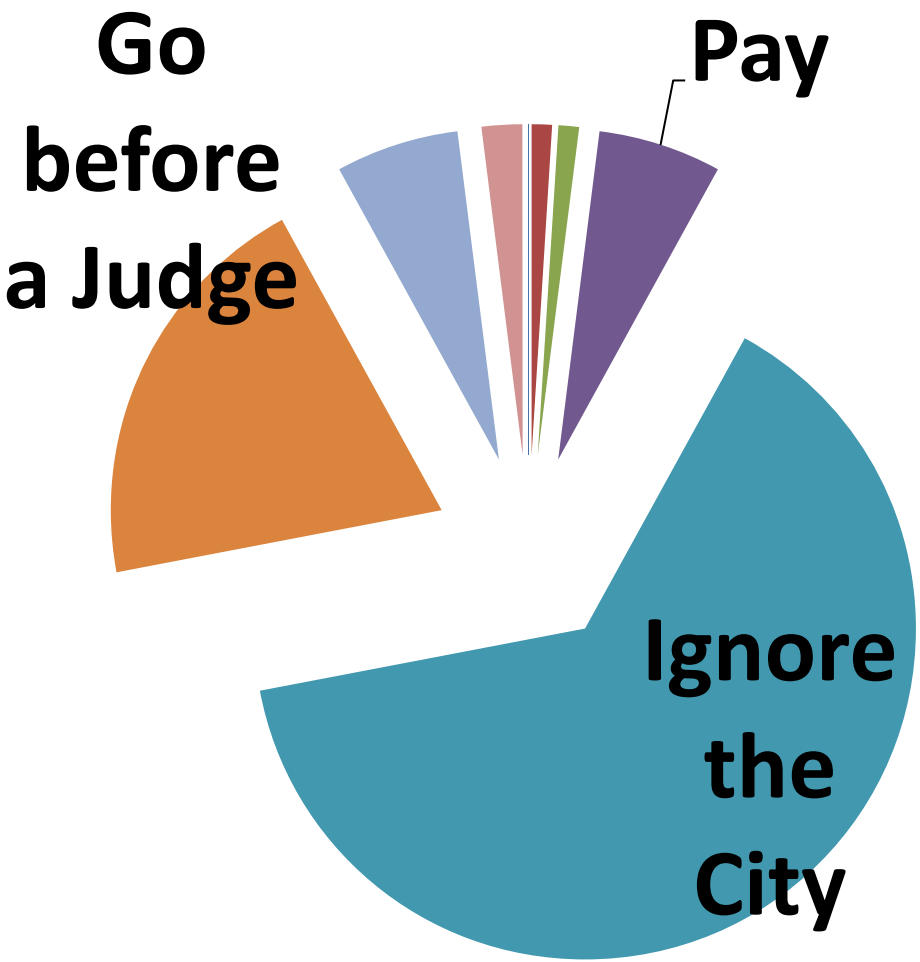
Court Improvements

- Additional specific Judiciary improvements include:
  - Establishment of Proof or Plea Court
  - Establishment of a Saturday Court docket
  - Changed Magistrate Court to a Trial Court
  - Establishment of double trial dockets (Jury or Non Jury Morning and Afternoon)
  - Added flexibility via off docket for Alias warrants, where a defendant wishes to plead
  - Other off-docket improvements (rotating off-docket Courts)

Court Effectiveness

- To get a sense of how we are achieving compliance and getting operational results and efficiencies, we analyzed how tickets are being disposed of and costs of operation in two ways:
  - A fiscal year review
  - A five day snap shot

Options for Defendants



Some Study Objectives

- What actions do those receiving citations take?
- What happens when they approach:
  - **Court Services**; **City Clerks**; **Non-Docketed**
    - Remit payment in person, online, or by mail
  - **Judiciary** through Prosecution: **Docketed**; **Before a Judge**
    - Request a Court Program by Mail
      - Deferred Disposition
      - Drivers' Safety Course (DSC)
    - Appear before Proof or Plea Court
    - Set Case for Trial
- How many ignore the City?

Fiscal Year Review

- We reviewed the **dispositions** of cases that occurred during the last full fiscal year FY 10/11
  - Dispositions would include not only cases filed during the 10/11 fiscal year, but also cases filed in previous years, but heard in FY 10/11

FY 10-11 Violations versus Dispositions

Violations Issued FY10-11

	Number	Window Value*
Total	303,275	$71.1M
- Potential City Fine Revenue		$47.8M
- Potential State Revenue		$23.3M

Dispositions in FY10-11

	Number	Window Value(City)*
Total	283,990	$43M
Through Clerks	69,772	$ 9.8M
Before a Judge	214,218	$33.2M

*Assumes all citations are valid, found guilty, and collected within 21 days
Does not reflect the maximum allowable fine (roughly 60%)

FY 10-11 Dispositions

Processed through City Clerks

Total Cases 69,772; Window Fine Value $9.8M

- **Total Fine Amount Collected $8.6M**
  - Average fine per case $123 plus fees & court costs
- **72% Plead Guilty Paid Fine**
  - Average fine collected $169 plus fees & court costs
- **2% Mail In Deferred Disposition**
  - Average Fee Collected $78 ($82K) plus Court Costs
- **3% Misc**
- **NA% Time Served**

Before a Judge

Total Cases 214,218; Window Fine Value $33.2M

- **Total Fine Amount Collected $1.7M**
  - Average fine per case $8 plus fees & court costs
- **6% Guilty Paid Fine**
  - Average fine collected $135 plus fees & court costs
- **17% Deferred Disposition**
  - Average Fee Collected $65 ($2.3M) plus Court Costs
- **34% Dismissed**
  - Witness Unavailable, Insufficient Evidence, and Misc
- **28% Time Served**
  - 61% served less than 24 hours

FY 10-11 Dispositions

Processed through City Clerks

Total Cases 69,772; Window Fine Value $9.8M

- **6% Community Service/Work Release**
- **10% Driver's Safety School**
- **4% Delegated Dismissed Compliance -** Show Proof of Insurance, Driver's License, Registration
- **NA% Actual Trials**
- **1% Voided**

Before a Judge

Total Cases 214,218; Window Fine Value $33.2M

- **3% Community Service/Work Release**
- **.04% Driver's Safety School**
- **12% Dismissed Compliance**
  - Show Proof of Insurance, Driver's License, Registration
- **.01% Actual Trials**
- **.05% Voided**

FY 10-11 Dispositions Operations Costs

Processed through City Clerks

69,772 Cases; Window Fine Value $9.8M

Fine Revenue to City

- $8.6M Collected
  - $123 average
  - 86% of Window Fine Value

Deferred Disposition Fees

- $82K Collected
  - $78 average

Expense

- $4.7M

Before a Judge

214,218 Cases; Window Fine Value $33.2M

Fine Revenue to City

- $1.7M Collected
  - $8 average
  - 5% of Window Fine Value

Deferred Disposition Fees

- $2.3M Collected
  - $65 average

Expense

- $9.8M

* See appendix for explanation of per case calculation

FY 10-11 Dispositions Highlights

- High percentage of dismissals
- Significant percentage resolved with time served
- Around 25% of fine face value collected
- Deferred cases receive significantly lower fee than the window fine
  - Offered by mail, proof or plea, or trial
- Net operational costs differ significantly

Drilling Down

- While we are upgrading and enhancing our current computer system, detailed information regarding the cases mentioned above is currently difficult to obtain
- In an effort to get more specific information, we selected a random sample of cases to follow

Snap Shot Survey

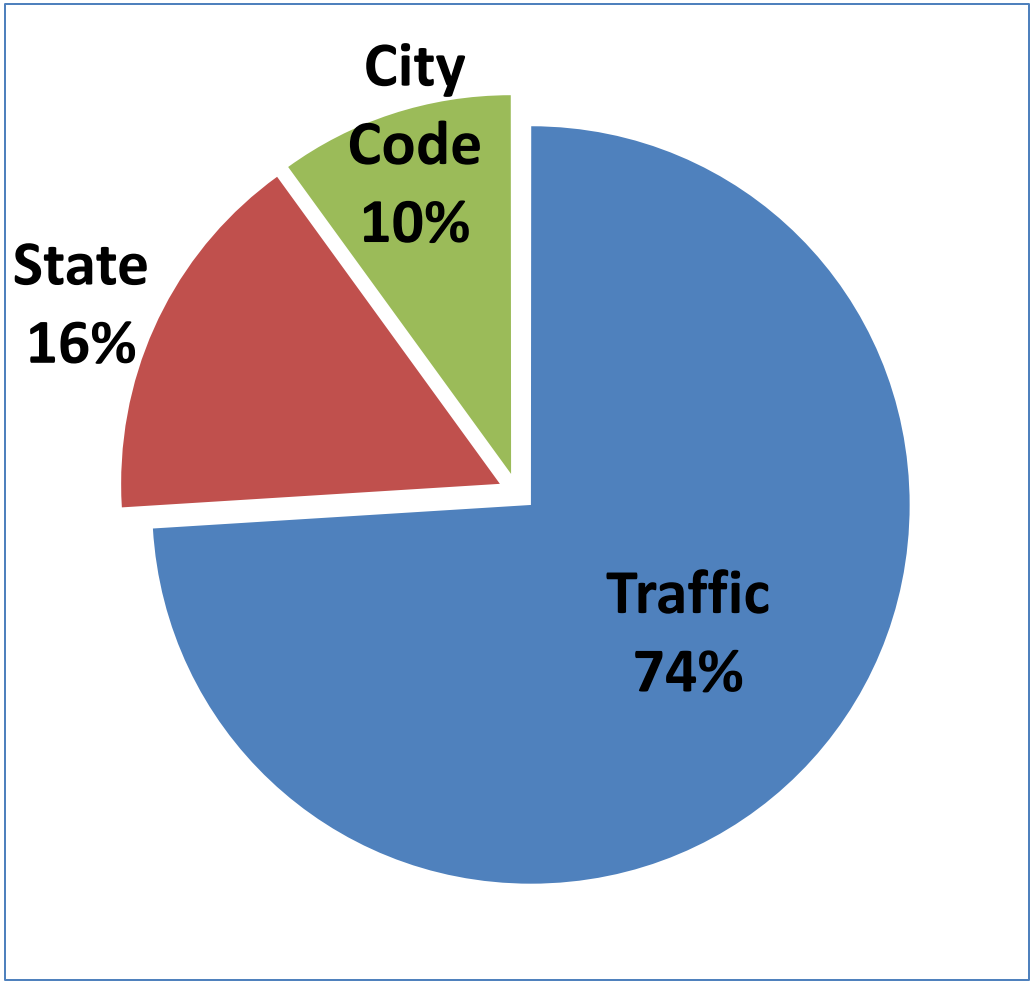
- Randomly selected 5 days from FY 10-11 and followed the disposition of the violations given on those days
- Took snap shots of the status of the cases on days 23 and 180, and roughly a year to evaluate how they moved through the Municipal Court System

Snap Shot Date Rationale

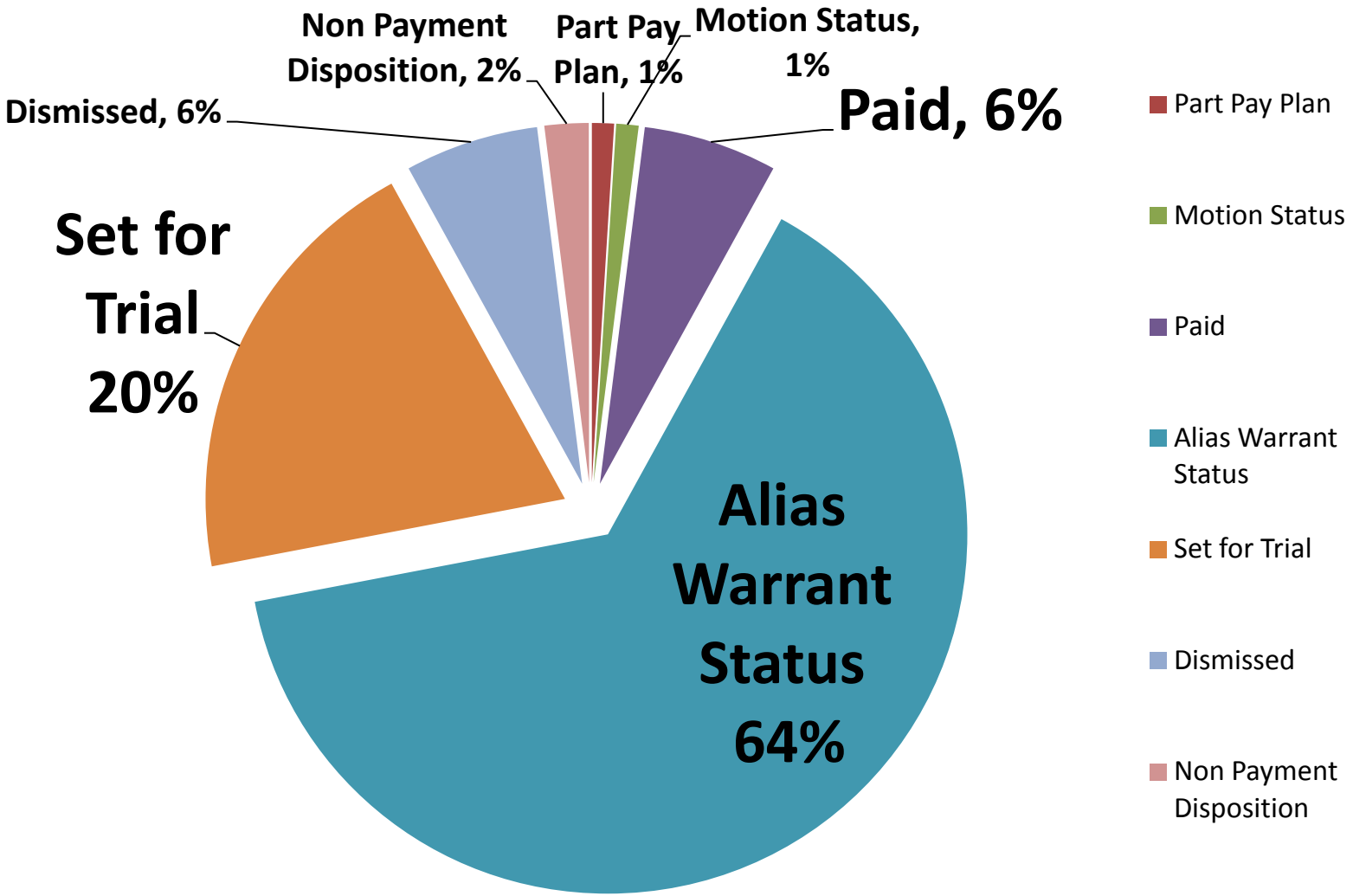
- Defendants are required to respond within 21 days for all violations issued
  - Remit payment in person, online, or by mail
  - Request a Court Program by Mail
    - Deferred Disposition
    - Drivers' Safety Course (DSC)
  - Appear before Proof or Plea Court
  - Set Case for Trial
  - If they don't respond, an Alias Warrant is issued
- Collection of fines after 180 days is very difficult

Profile of Snap Shot Violations

- Total number of violations was 4,651

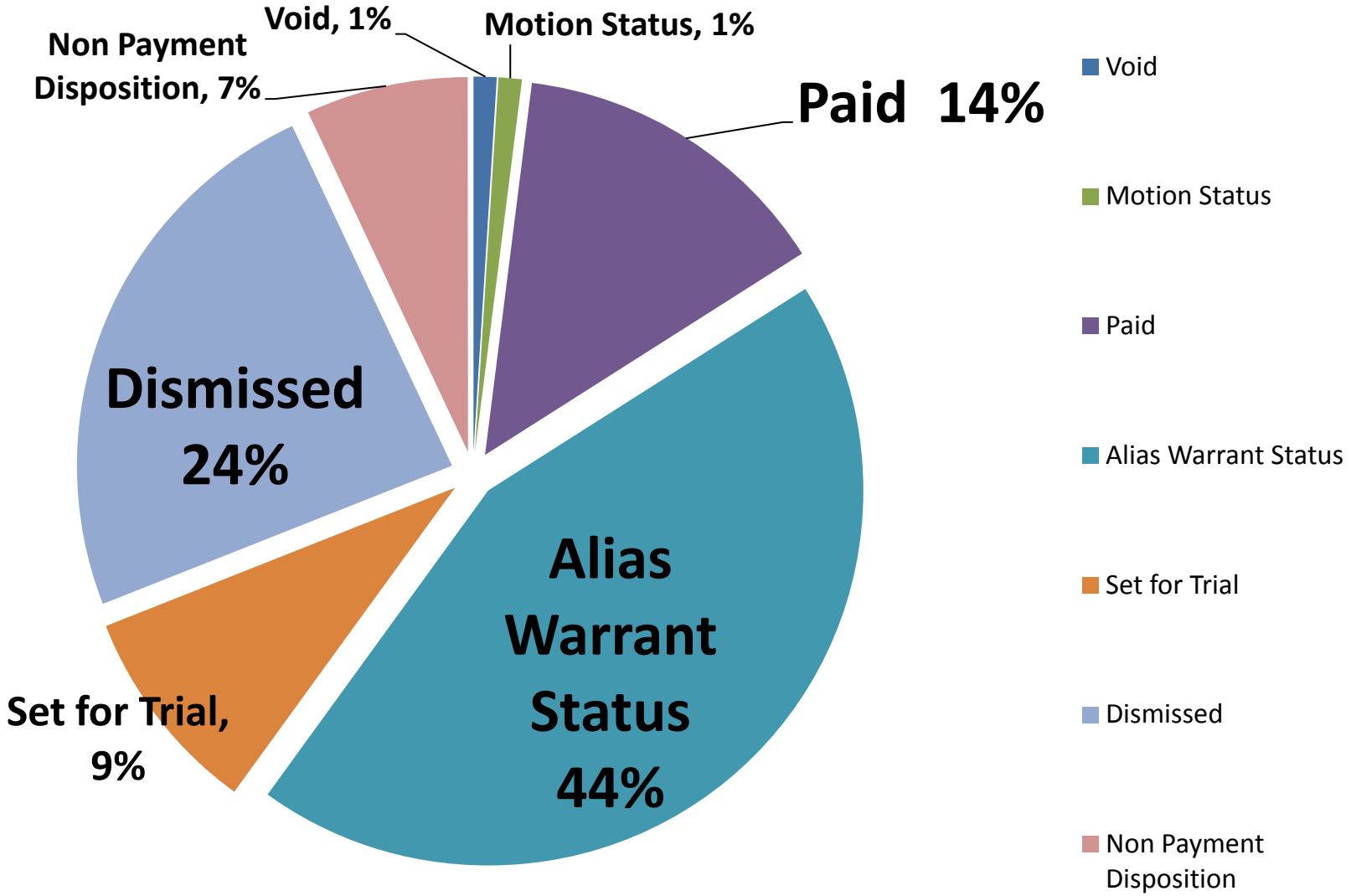


Snap Shot Disposition Status Day 23



Status Definitions
Paid – Money Paid With No Trial Setting
Non-Payment Disposition – No payment is made, Community Service completed or Credit Given for Time Spent in Jail
Dismissed
Part Pay Plan – Defendants make arrangements with the court to pay monthly
Motion Status – Pending some type of action by defendant, usually waiting for payment
Alias Warrant Status – The violation has been ignored, no action has been taken by defendant
Set for Trial – Pending a trial date
Void – Violation is dismissed due to an error

Snap Shot Disposition Status Day 180



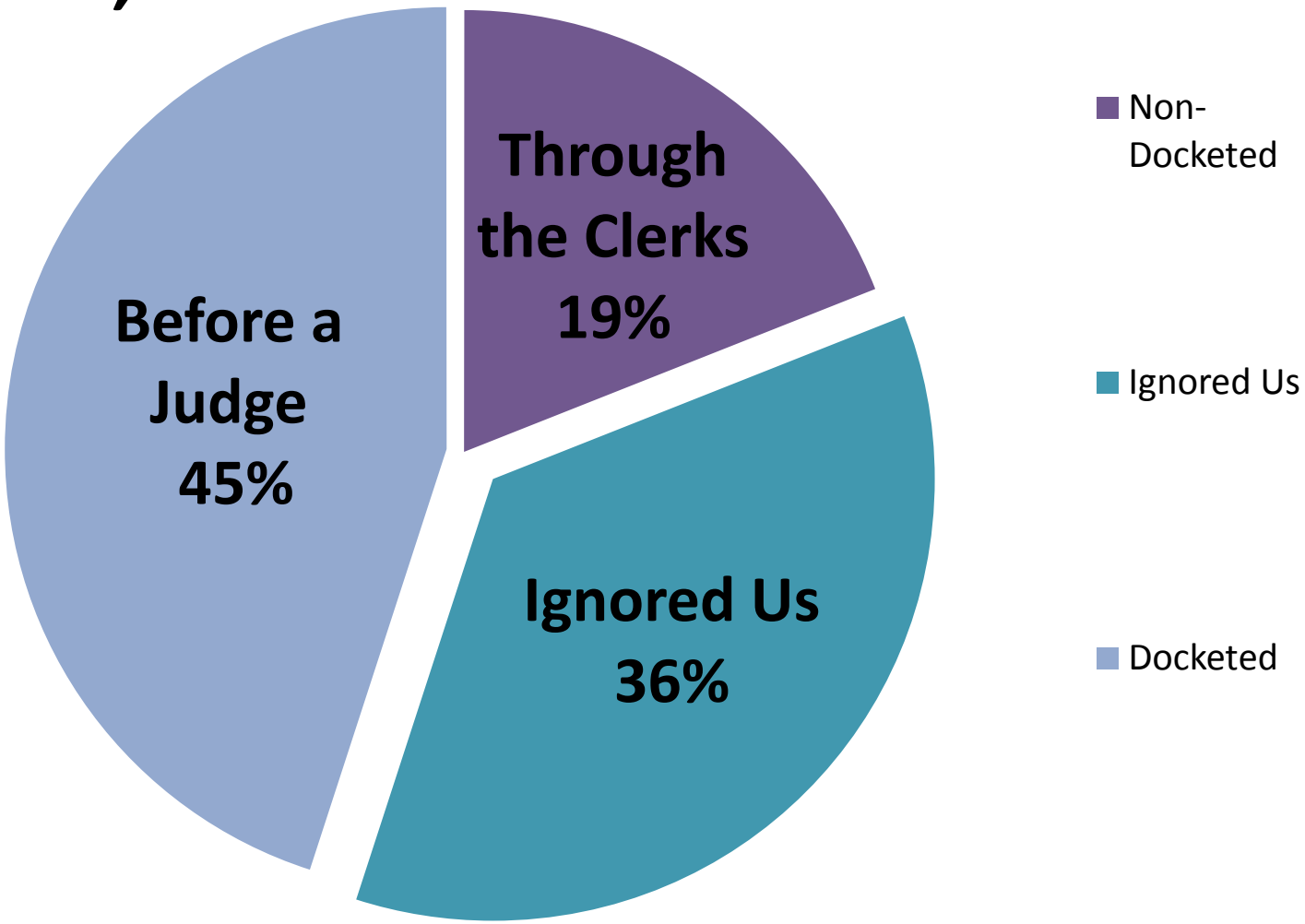
"Alias Warrant Status" and "Set for Court" decrease while the other categories increase

Day 23 and 180 Snap Shot Changes

Status Definition	23 Day Snap Shot	180 Day Snap Shot	
Paid – Money Paid With No Trial Setting	6%	14%	+8%
Non-Payment Disposition – No payment is made, Community Service, or Work Release completed or Credit Given for Time Spent in Jail	2%	7%	+5%
Dismissed	6%	24%	+18%
Part Pay Plan – Defendants make arrangements with the court to pay monthly	1%	0%	-1%
In Motion Status – Pending some type of action by defendant, usually waiting for payment	1%	1%	
Alias Warrant Status – The violation has been ignored, no action has been taken by defendant	64%	44%	-20%
Set for Trial– Pending a trial date	20%	9%	-11%

Last Update Review of Snap Shot Cases

Out of 4,651 cases:



Snap Shot Disposition Comparison

- The next effort was to track to see what happened to the cases that didn't ignore the City
  - 863 cases were handled administratively
    - Paid by mail
    - Paid at the window counter
    - Driver's Safety School
  - 2,110 cases were handled by judges
    - Handled in Magistrate Court
    - Set for trial
    - Set in Community Court

Snap Shot Disposition Comparison

Processed through City Clerks

- **Window Fine Value $123,249**
- **Total Fine Amount Collected $103K**
  - Average fine per case $119 plus fees & court costs
- **72% Plead Guilty Paid Fine**
  - Average Paid at Window $166
- **4% Mail In Deferred Disposition**
  - Average Fee Collected $76 (3K) plus Court Costs
- **1% Misc**

Before a Judge

- **Window Fine Value $330,723**
- **Total Fine Amount Collected $15K**
  - Average fine per case $7 plus fees & court costs
- **5% Guilty Paid Fine**
  - Average Paid $160
- **13% Deferred Disposition**
  - Average Fee Collected $57 ($16K) plus Court Costs
- **37% Dismissed**
  - Witness Unavailable, Insufficient Evidence, and Misc

Snap Shot Disposition Comparison

Processed through City Clerks	Before a Judge
• **N/A% Time Served in Jail**	• **16% Time Served in Jail** – 66% served less than 24 hours
• **4% Community Service/Work Release**	• **9% Community Service/Work Release**
• **13% Driver's Safety School**	• **< 1% Driver's Safety School**
• **1% Delegated Dismissed Compliance -** Show Proof of Insurance, Driver's License, Registration	• **9% Dismissed Compliance -** Show Proof of Insurance, Driver's License, Registration
• **3% In progress /Capias**	• **10% In progress/Capias**
• **NA% Actual Trials**	• **< 1% Actual Trials**
• **2% Voided**	• **0% Voided**

Snap Shot Operations Cost Comparison

Processed through City Clerks

863 Cases; Window Fine Value $123K

Fine Revenue to City

- $103K
  - $119 average per case
  - 84% collected

Deferred Disposition Fees

- $3K
  - $76 average per case

Expense

- $58,708
  - Based on $68 per case year average*

Before a Judge

2,110 Cases; Window Fine Value $330K

Fine Revenue to City

- $15K
  - $7 average per case
  - 5% collected

Deferred Disposition Fees

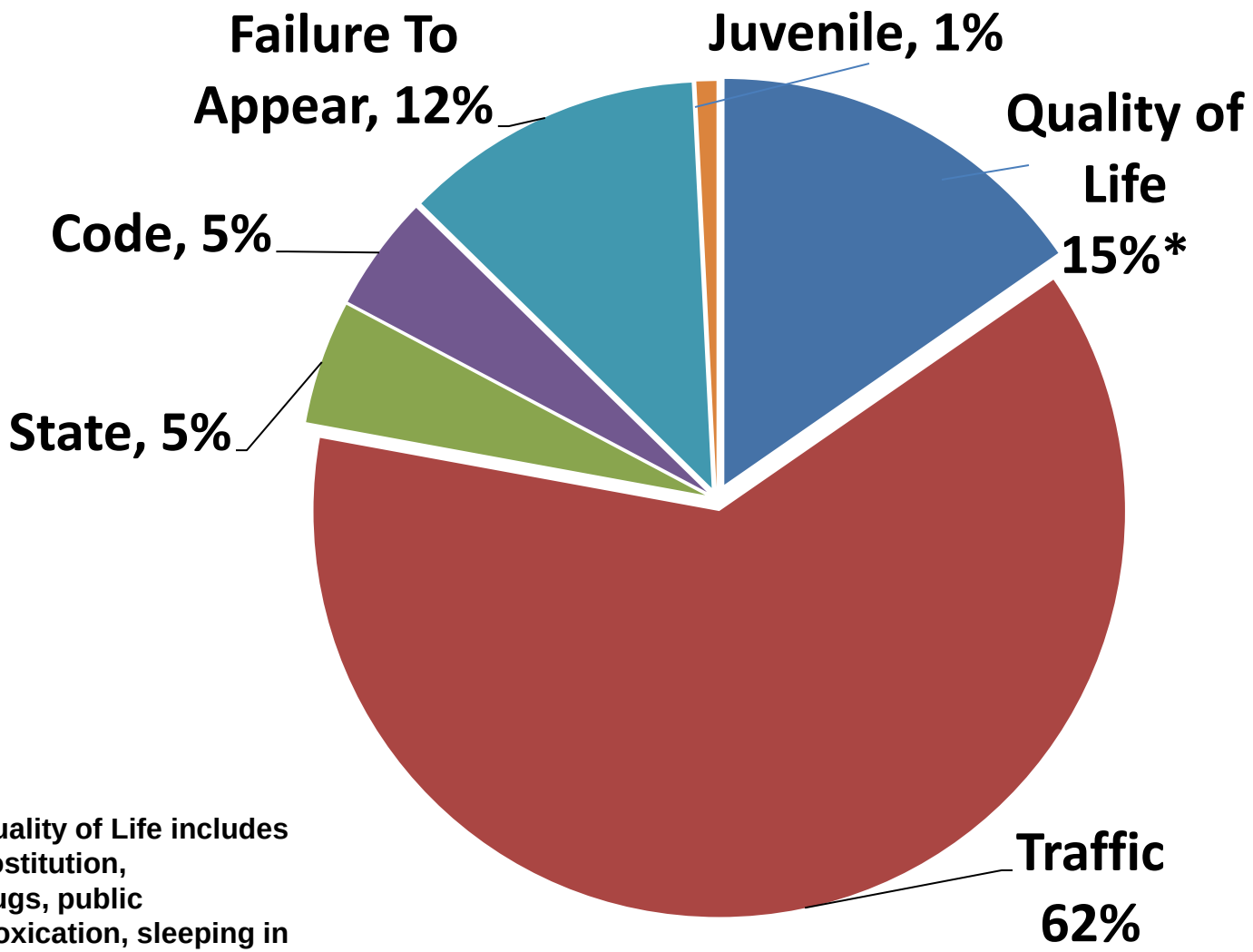
- $16K
  - $57 average per case

Expense

- $97,073
  - Based on $46 per case year average*

* See appendix for explanation of per case calculation

Violation Type for "Ignored Us" Category



*Quality of Life includes prostitution, Drugs, public intoxication, sleeping in public , urinating in public , etc.

Profile of Those Ignoring City

- 71% had a City of Dallas address
- 18% were cases in which the defendant had no driver's license
- Traffic cases 63%
- Quality of Life cases 15%

Other Observations of Docketed Cases

- Of the cases before a Judge, 30% have been reset multiple times
  - 76% Attorney/Defendant's request
  - 21% Administrative Reset due to inclement weather
  - 2% Judge Reset the Case
  - 1% State's Request (Prosecutor's Office)
- Of the reset trial cases, the average time it took to dispose of the case was 106 days
- Of the non-reset trial cases, the average time it took to dispose of the case was 66 days

Other Observations of Docketed Cases

- Of the “multiple reset” trial cases
  - 39% Dismissed Witness Unavailable
  - 24% Dismissed Insufficient Evidence
  - 16% Dismissed Deferred Disposition
  - 8% Dismissed Want of Prosecution
  - 8% Time Served
  - 2% Paid
  - 1% Dismissed Compliance, Voided
  - 1% Dismissed No Outside Witness
  - 1% Dismissed Complaint Quashed

Other Observations of Docketed Cases

- Of the traffic trial requests
  - 50% were requested within 23 days after the offense date
  - 40% were requested 23 - 180 days from the offense date
  - 10% were requested after 180 days from the offense date

Judge Ordered Deferred Disposition Fees

State Court Costs Eligible Amount – $24,342 Amount Collected – $24,342 • 100% collected for State	Fee Eligible for City Amount* – $43,782 Amount Collected – $16,308 • 37% collected for City

*Window Fine Value, does not reflect the maximum allowable fine (roughly 60%)

Payments Made Through City Clerks

- 39% of the payments were made online
- 61% of the payments were made at the window or by mail
- 33% were disposed within 23 days after the offense date
- 59% were disposed between 23 – 180 days from the offense date
- 8% were disposed after 180 days from the offense date

Five Day Snap Shot Highlights

- Significant percentage ignore notices
- High percentage of dismissals
- Around 26% of fine face value collected
- Deferred disposition cases receive significantly lower fee than the window fine
  - Offered both at the window and the Judiciary
- Net operational costs of disposition differ significantly
- Significant percentage of trial cases reset multiple times
- High percentage of transactions now made online

Related information

- Third party collection efforts
- Round-up results
- Time served
- Other non-financial penalties
  - Community service
  - Work Release
  - Jail
- Other cities' operations comparisons

Third party collection efforts

Outside Collection Assistance

- Currently with Linebarger Goggan Blair & Sampson (LGB&S)
- Collection Activities
  - Turnover begins 60 days after citation goes delinquent
  - Collection letters mailed weekly in English & Spanish
  - Combine multiple citations belonging to single defendant
  - Call Center Response Unit (62 Collectors) makes & receives calls 70 hours/week
  - Auto-dialer and “sound bite phone blaster” campaigns utilized weekly to enhance collections
  - Skip-tracing efforts include national locater services and Texas Driver License Database

Outside Collection Assistance

- Warrant Round-up Campaigns:
  - LGB&S has supported multiple City Round-up efforts since 2008 by sponsoring:
    - Targeted Mailings of warrant notices
    - Media Blitz (radio, DART, billboard advertisements)
    - Posters for City Buildings
    - Staff Assistance at Marshal's Office
- These collection efforts
  - Are cost free to the City
    - Due to State legislation spearheaded by LGB&S, collection fees are paid by delinquent defendants
  - Have resulted in substantial collections
    - Total Gross Collections since 2002: **$84,036,929**

Round-up

Marshal's Office Warrant Round-Up

Great Texas Warrant Round-Up

- Includes more than 270 Texas Law Enforcement Agencies annually.
- 2012 marked the 6th statewide warrant round-up.
- State Warrant Round-Up compliance efforts consist of:
  - Mailed notices to defendants
  - Bill boards announcements
  - Statewide announcements
  - Radio announcements
- Statistics regarding the overall success of the project are required from each participating agency.

Dallas Marshal's Warrant Round-Up

- In addition to the Great Texas Warrant Round-Up, the Dallas Marshal's Office conducts two internal Round-Ups annually.
- Summer and Fall Warrant Round-Ups are conducted annually utilizing Dallas Marshals, targeting defendants having 3 or more outstanding City of Dallas warrants.
- Compliance efforts consist of:
  - Mailed notices
  - Telephone calls
  - Payment tracking

2012 Warrant Round Up
Jail Time/Credit Results

Cases / Disposition	Average of 4 Hours in Jail/ Case Value	8-10 Hours in Jail/ Case Value	10-12 Hours in Jail/ Case Value	12-15 Hours in Jail/ Case Value	15-24 Hours in Jail/ Case Value	Over 24 Hours in Jail/ Case Value	Case Totals/ # of Defendants & Case Value	In Accordance with State Law @$50 Daily & 8 Hr Minimum	Actual Per Judges Order/ Total Time Incarcerated/
Payment Plan	34/ $13,952	3/ $1,332	1/ $419	11/ $5,099	2/ $908	0/$0	51 /40 $21,710	No Time Serve Credit	$20,360/ 304 Hours 12 Days
Dismissed	0/$0	0/$0	1/ $239	0/$0	0/$0	2/ $643	3 /3 $882	141 Hours 5.8 Days	$0 Due/ 81 Hours 3.3 Days
Released to Appear	7/ $2,043	0/$0	3/ $832	2/ $993	9/ $3,542	1/ $449	22/12 $7,859	1,257 Hours 52.39 Days	$0 Due/ 182 Hours 7.6 Days
Time Served	600/ $155,338	90/ $21,588	116/ $28,746	250/ $64,447	746/ $190,164	164/ $46,904	1,966 / 837 $507,190	81,150 Hours 3,381.2 Days	$0 Due/ 11,954 Hours 498.1 Days
Work Release	0/$0	0/$0	0/$0	1/ $449	0/$0	0/$0	1 /1 $449	71 Hours 2.9 Days	$0 Due/ 24 Hours WR 14 Hours In Jail
Totals	**641/ $171,333**	**93/ $22,920**	**121/ $30,236**	**264/ $70,988**	**757/ $194,614**	**167/ $47,996**	**2,043/893 $538,090**	**82,619 Hours 3,442.2 Days**	**$20,360/ 12,535 Hours 522.2 Days**

2012 Warrant Round Up Usage of Time Served Recap

- In the 2,043 Cases
  - Involved 893 defendants
  - Arrest cost was approximately $71,000
  - 30% were Quality of Life Citations (Sleeping in Public, Prostitution, etc.)
  - Value of tickets was $538,090 or 3,442.2 days of time served following State law minimum guideline
  - 96% were granted time served and paid no money
  - Total penalties imposed: $20,360 and 522.2 days
    - To date, $2,187 has been received

Marshal's Office Warrant Round-Up

- Significant effort is made to arrest those failing to take care of their outstanding tickets
  - Estimated cost to arrest each defendant is $80
- During Round Up efforts, most citations are disposed of with the time served while being processed in Jail
- Other possibilities exist:
  - Work release
  - Community Service
  - Jail time (dependent on circumstances)

Time Served

Time Served

- Time Served is the practice where a defendant is given “credit” for time they served in jail to offset a monetary fine
- Under State Law
  - Defendants, following certain procedures, **must** be given credit for the time they serve for other violations or in other jurisdictions
  - State Law provides that $50 worth of fine should be offset by no less than 8 hours, but no more than 24
    - This **amount** of the credit given for time served is a matter of dispute in our system
    - Review of sample records suggest there is no standard

Time Served

- Current practice is that a defendant may have their tickets disposed of with ‘time served’ if he
  - Is arrested and spends any time in jail before he comes before a judge
  - Has spent any time in jail on other violations (whether in other jurisdictions, different types, or multiples of same type, etc.)
  - Has spent some time in jail and brings multiple tickets before the Judge; is then applied concurrently
    - If a person has ten tickets and is in jail one day, all tickets are credited with the one day
    - The fine is usually set at a level where the time served offsets the fine

Time Served

- Reasons given for the practice include:
  - Defendant's freedom was taken, that should be sufficient
  - If monetary penalty is added to jail time, penalty is imposed twice,
  - Lack of jail space; it costs the City to have a prisoner in jail
  - This provides a means to clear tickets outstanding status

Other non-financial penalties

Work Release

- Work release
  - Court program that allows a defendant to work at the City of Dallas in lieu of payment of fine
  - Seven departments utilize the City's work release program (custodial duties, etc.)
  - Non-docket process by the court clerk (if amount due is less than $600) or granted in the courtroom
  - Current practice is credit given at $100 per 8 hour work day

Community Service

- Community Service
  - Court program that allows a defendant to work at a non-profit agency (or coordinated through the Volunteer Center) in lieu of payment of fine
  - Non-docket process by the court clerk (if amount due is less than $600) or granted in the courtroom
  - Current practice is credit given at $100 per 8 hour work day

Jail Time

- Jail Time
  - State law provisions
    - Class C Misdemeanors are not punishable by jail time; fine only
    - However, time served in jail can be credited as discussed above
    - Warrants for a person's arrest are issued for failing to appear in court or failing to comply with Judges' orders, with the understanding,
      - Failing to appear in court, alone, is not a jailable violation
      - Failure to comply with a judge's order is a jailable violation

Jail Time

- Detention options
  - Lew Sterrett Jail
    - City contracts with Dallas County for the provision of 100 beds a day for Class C's
    - Most of the City's costs are fixed
    - An additional $58 is charged per night for each bed used
    - Currently use about 42% of its capacity
  - City Detention Center
    - Owned and operated by the City
    - Has a capacity for about 160 individuals
    - Currently used for intoxication and other Class C violators; used for quicker Police turnaround

Jail Time

- Jail time is used by those*:
  - Arrested and awaiting a Judge (magistration) to enter a plea, be sentenced for failure to comply with judgments, be declared indigent, be found guilty, etc.
  - Choosing to “sit it out” (stay in jail) rather than pay
  - Ordered to stay for failing to comply with Judges’ order

* In the context of Class C Misdemeanors

Jail Time

- Judges have the discretion to set out jail time for those that have been found guilty and failed to comply with a Judge's order. Some of the factors that might be used in sentencing could be:
  - Lack of good faith effort
  - Personal circumstances of defendant
  - Physical condition of defendant
  - Financial ability of defendant
  - Other factors deemed appropriate by the Judge

Jail Time

- Indigency
  - Some individuals are not able to pay fines (in contrast with those who chose not to pay)
  - A Judge can make the determination that one is unable to pay based on information supplied by the defendant
  - If a decision is made that the defendant is indigent (after being found guilty) then work release/community service can be used to satisfy the financial penalty

Overall Observations

- Many operational improvements have been implemented, or are in progress, to make the primary customer, the citizen, make their way through the Court more efficiently
- Low collection rates raise several concerns
  - Consistency with expectations
  - Impact on compliance, community safety and values
  - Impact on operational costs
  - Unintended consequences with changes

Overall Observations

- Operations changes to upgrade scheduling of Police (Court Notify) and enhance ticket writing accuracy and court testimony (E-citations) are critical for the next level of Court operation improvement
  - Police have strengthened supervisory oversight of officers to insure they appear at designated trials and are prepared
  - A multi-departmental task group has been charged with completing enhancements on time

Overall Observations

- Time served is used in a significant percentage of violations to dispose of cases
  - Raises questions as to the value of the Warrant Round Up effort, or any effort by police, to arrest those ignoring City notices
  - There is not agreement as to how State Law should be applied
- Fines rarely reflect cost of trial

Overall Observations

- Most defendants choose to either ignore citations or go to Court. Is a logical choice:
  - Likelihood is the violation will be dismissed or result in less penalty than paying the fine upfront
  - No financial disincentives in going to Court
  - Ignoring citation creates little additional risk
    - Even if arrested, most receive little to no financial/community service/jail penalty

Overall Observations

- The Judiciary is an independent body, however:
  - Can they, as a body, work to frame some parameters for operations and/or judgments?
  - What powers could be delegated to a presiding judge to manage these determinations?
- While operational efficiencies can be enhanced, it appears the market is responding to Municipal Court practices seeking least cost (first), least trouble (second), least damage to their driving record (third)

Comparisons of Court Operation in Other Cities

Court Practices of Texas Cities

Cities surveyed…	Because…
Houston, San Antonio, Austin, Fort Worth, El Paso	Large cities facing similar scale of problems
Irving, Plano, Richardson Also, Dallas County	Share Dallas' pool of drivers
What we asked about…	**To better understand how others manage….**
Trial and officer scheduling methods	Conflicts resulting in court inefficiencies
Valuation of community service and time served	Valuation of alternative sentencing
Officer recall of case details	Enforcement follow through that impacts court efficiencies
Case management systems and software used	Appropriate metrics to increase efficiencies
Round up activities	Failure to appear violations
Tiered fine schedules	Timely payment of fines

Court Practices of Texas Cities

What we asked about…	To better understand how others manage….
Plea bargains on trial date	Incentives that might exist to request trial
Reset rules	Delays that cost all parties involved
Local rules for courts	Court operations
Authority of top judge	Ability to enforce local rules
Judicial appointment methods	Selection of judges
Payment plan procedures	Ability to collect on judgments • Application process • Number of days to pay
Pre-trial procedures	Dockets and police overtime costs
Parameters for judgments for guilty verdicts	Signals to violators as to importance of community values
Deferred disposition	Appropriate fees to cover program costs

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
Subpoena and court scheduling systems not integrated	Schedule conflicts result in case dismissals due to lack of witnesses, weakening effectiveness of laws	Court subpoena automatically blocks officer leave requests and system avoids conflicting court dates (Dallas County)
Defendant requesting a trial is still eligible to receive same reduced penalty previously available	Creates incentive to request trial as a maneuver to see if officer is absent, maximizing City's cost, but at no risk to defendant	No plea bargains on trial date, so conviction or guilty plea at trial yields maximum penalty. Most defendants take a deal in advance. (Plano)
Judges frequently grant repeated continuance requests	Increases likelihood that witness isn't available or can't recall details of case. Inconvenient for citizen, if City delays.	Resets require compelling justification (Richardson) Maximum 1 reset per side (Fort Worth)

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
Administrative judge can set policies, but has no other authority or direction to enforce	Administrative Judge has little authority to set and enforce local rules and procedures	A Presiding judge actively supervises other judges, issuing procedural and policy directives. Reviews performance and recommends on reappointment. (Austin)
Time served not tied to fine schedules	Lax valuation can remove incentive to obey laws	Time served in jail for City warrants is valued proportionally at $100 per 24 hours clocked. (Fort Worth)
Community service and work release not consistently monitored at hourly rate to work off value of fine.	Lax valuation and monitoring can remove incentive to obey laws and fail to provide a substantive benefit to defendant or organization	Community service & work release valued at $12.50 per hour, monitored by Volunteer Center. (Garland)

Current Court Practices Comparison

Current Practice	Problem	Best Practice Elsewhere
Allow defendants who fail to respond to citations or appear for trial to have cases set on the trial docket by submitting an off-docket motion, but no bond	Defendant is allowed to delay a trial setting increasing likelihood that the officer will not recall the facts of the case. When the officer does not have factual recall, the case will be dismissed for insufficient evidence.	Defendants who do not respond to citations or trial settings are required to post either a cash or surety bond to secure their appearance at trial. (Plano)
Limited information is gathered on persons seeking payment plans.	Payment plan collections are poor.	More detailed information is collected making it easier to enhance collections. (Garland)

Current Court Practices Comparison

Current Practice	Problem	Best Practice Elsewhere
No mandatory pre-trial hearings are conducted with defendants and prosecutors to determine if citations can be satisfied without a trial.	Often, trial settings are used to collect or give information which could be more efficiently handled at a pre-trial hearing.	Mandatory pre-trial meetings are held to collect information and resolve a citation without the need for a trial. This saves court resources which includes judges, bailiffs, and police overtime. (Irving)
Deferred dispositions are granted at a significant discount from the window fine.	Rationale for offering this benefit at half the window fine amount is flawed, given overall operational expense levels	Full window fine amounts are charged when deferred disposition is provided on the day of trial. (Irving)

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
Paper intensive process for court docket paperwork	Limited automation makes operations expensive and information analysis extremely difficult.	Paperless trial docket system (Ft. Worth)
No tiered fine structure is offered for early payment	Without any financial incentive given, very few pay their fines within the first 21 days. More delay creates greater risk of defendants to seek court dates or ignore the citation altogether.	Tiered fines are provided which include a financial incentive for prompt payment. (Austin)

Current Court Practices Comparison

Current Dallas Practice	Problem	Best Practice Elsewhere
City Web site is used to attract online transactions.	While experiencing increased usage, site would be improved by: • making more options available for the defendant • having attractive offers • expanding payment options	Deferred Disposition may be applied for and granted online. (San Antonio) Video Magistration of citations daily. (San Antonio) Phone payments accepted. (Richardson)
New Idea	Employ the use of resellers to help market opportunities for online transactions	So far as we know, concept of resellers is new

Court Revenue Comparison

City	Per Capita Income	FY 10/11 Revenue Per Case
Irving	$23,419	$104.34
Arlington	$22,445	$98.90
Richardson	$29,551	$83.95
Garland	$20,000	$80.34
Austin	$24,163	$60.26
FT Worth	$18,800	$53.93
Dallas	$22,183	$41.49
San Antonio	$17,487	$38.52

When compared to several cities in the region and larger Texas cities with similar per capita income, Dallas has a low revenue per case average

Recommendations

Topic	Recommendations	Actions Needed
Technology Changes	Continue implementation of: • E-Citations to address accuracy of tickets • Court Notify to address scheduling issues • Court Management System to address need for overall Court operation enhancement including paperless court docket	• Partial Implementation July 2012 • Partial Implementation by end of 2012 • 4th Q 2013
Police appearance and performance	Continue review of Officer attendance and performance Determine if elimination of standby system is needed to enhance attendance and performance	Report August 2012 Report September 2012

Recommendations

Topic	Recommendations	Actions Needed
Web site	Investigate ways to improve user experience by: • Adding additional options that can be paid or requested online • Determine how Pay by Phone option can be added • Reach out to private sector to test if a reseller opportunity would attract interest • Critical that the site can offer attractive alternatives to drive interest, such as •1 Day Deferred Disposition reboot • Somewhat lower fine amounts on deferred disposition	• Report Oct 2012 • Report Oct 2012 • Report Oct 2012

Recommendations

Topic	Recommendations	Actions Needed
Expectations of City Council	Council provides guiding principles by which the Court should be operated. For example, • How should community values including safety, quality neighborhoods, compliance with ordinances, etc. guide Judicial decisions? • What leadership authority should reside with the Administrative Judge? • Should defendants be given more favorable options for resolving their citations before opting for a trial?	Mission statement by the Council

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Gather more detailed information from defendants when granting payment arrangements.	Modify rules of Dallas Municipal Court
	Establish a tiered fine structure that incentivizes defendants to respond within the first 21 days.	Administrative Judge establish a tiered fine schedule

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Determine if Judiciary will consider penalties consistent with State Law guidelines of 8 to 24 hours for every $50 of fine amount when community service, work release, or jail space is available.	Response from Judiciary September 2012
	If higher penalties given, then Marshal's office can prioritize arrest efforts. For example, to seek violators who fail to respond to City notices for multiple offenses or defy judges' orders	Based on response, actions to be taken by October 2012

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Work with County to determine prioritization of jail space	Report from City Staff and County officials Oct 2012
	Work with County regarding serial inebriates and “frequent flyers” to determine what intervention programs might be helpful in reducing repeat offenders	Report from City Staff and County officials Oct 2012

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Prior to all trial case settings, require that the defendant attend a pretrial conference with the prosecutor. Deferred disposition and/or reduced fines might only be offered in this meeting. All defendants will be apprised of their right to hire an attorney and their right to a jury trial during their Pre Trial conference. Defendants will not be granted a reset **at trial** to hire an attorney.	Modify rules of Dallas Municipal Court

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Require all off-docket procedures occur inside the courtroom and in the presence of a prosecutor	Modify rules of Dallas Municipal Court
	Limit Motions for Continuance to one per side	Modify rules of Dallas Municipal Court
	Disallow off-docket motions for trial settings on delinquent cases. Require that a cash or surety bond be posted to secure appearance in trial.	Modify rules of Dallas Municipal Court

Recommendations

Topic	Recommendations	Actions Needed
Judicial Refinements	Conduct a review of window fines, fines assessed over the internet, deferred disposition fees, parameters for time served, community service, and work release	Response from Judiciary September 2012
Court System	Have the Municipal Court Administration, Prosecutor's Office, and Judiciary present a joint report to the Ad Hoc Council Committee annually regarding efforts to achieve community goals that are impacted by City ordinances.	City Council establish ordinance

Next Steps

- Proceed with technology improvements to address scheduling issues
- Determine if Council wishes to implement other changes included in recommendations

Questions

Appendix

Municipal Court Judges: Roles and Responsibilities

The Dallas Municipal Court

- Municipal Court is a Court of Record
- Trials are On the Record
- Appeals are to County Criminal Court
- Dallas Municipal Court has 2nd Largest Volume in the State of Texas
- Three Distinct Divisions
  - Judiciary (Appointed by Council)
  - Court Services (Under City Manager)
  - Prosecution (Under City Attorney)

Judicial Appointment Process

- Applications for Judge are Reviewed and Interviews of Candidates Conducted by Judicial Nominating Commission
- Each City Council Member Appoints 1 Member of the JNC
- Mayor Appoints Chair of the JNC
- JNC Makes Recommendations for Full Time and Associate (Part Time) Judges to Ad Hoc Legislative Committee of Dallas City Council

Judicial Appointment Process

- Ad Hoc Legislative Committee Reviews Applicants, Interviews, and Makes Recommendations to Full City Council
- City Council Appoints Municipal Judges
- - 1 Administrative Judge
- - 10 Additional Full Time Judges
- - 18 Associate Judges
- Appointed for 2 Year Term

Judiciary

- Currently 10 Full Time Judges, Including Administrative Judge, Terms End May 31, 2012
  - 1 Full Time Judge Vacancy
- Currently 15 Associate Judges, Terms End May 31, 2012
  - 3 Associate Judge Vacancies
- Currently 1 Hearing Officer
  - Hearing Officer is Appointed by Administrative Judge

What Does a Dallas Judge Do?

- As Judges, Process Cases
  - Over 100 Citizens Handled Daily in Each of the 8 Criminal Trial Courts
    - Unlimited Number of Cases Handled
  - 9 Criminal Courts Operating Daily
  - 1 Civil Court Operating When Needed
  - 1 Proof or Plea Court Operating Daily
  - 1 Hearing Officer's Court for Civil Housing "Quality of Life" Matters

Courts and Responsibilities

- Court 1 – Juvenile and Traffic
- Court 2 – Housing and Traffic
- Court 3 – Domestic Violence and Traffic
- Court 4 – Traffic
- Court 5 – Health/Animal/Safety and Traffic
- Court 6 – Consumer and Traffic
- Court 7 – Traffic
- Court 8 – Misc Ordinance / Fire Code and Traffic
- Court 9 – Civil Hearings
- Court 10 - Traffic

Lew Sterrett Jail Judge Duties

- Different Associate Judge Daily (Rotates)
- Responsible for Twice Daily Orientation of Jury Pool
- Responsible for 2 Jail Dockets Daily
- Responsible for Issuance of Arrest and Search Warrants on PCAs

Proof or Plea Judge Duties

- Handle All Cases for Citizens Within First 21 Days of Issuance of Citation
- Accept Proof of Compliance
- Adjudicate Pleas Entered
- Order Defensive Driving, Deferred Disposition, or Take Other Pleas
- Set Cases for Trial on Not Guilty Plea
- As of May, 2012, Handle Alias Warrant Pleas of Guilty

Trial Judge Responsibilities

- Judge Must Know the Law
- Judge Presides Over Trials Before Court
  - Conduct Hearings on Pre-Trial Motions
  - Rule on Pre-Trial Motions
  - Ensure Availability of All Parties
  - Record Trial (Currently Taping)
  - Ensure Proper Procedures Followed

The Judge Must …

- Handle Pro Se Defendants
  - Protect Rights of Defendant
    - Right of Confrontation
    - Right to Remain Silent
  - Protect Rights of the State
    - Right to Fair Trial, Without Prejudice
    - Follow Local Rules of Court
- Ensure That Translation Service Provided

The Judge Must …

- Ensure That Justice is Done
- Ensure Fundamental Fairness
- Balance What is Right vs. What is Expedient
- Ensure That Cases are Heard Expeditiously and Without Undue Delay

The Judge Must …

- Preside Over Trials By Jury
  - Orient the Jury (for jury trial)
  - Conduct Voir Dire of the Jury Panel
  - Handle Pre-Trial Objections
  - Handle Pre-Trial Motions
  - Empanel and Swear In Jury
  - Admonish Jury and Parties

The Judge Must…

- Jury Trial (Continued)
  - Preside Over Examination of Witnesses
  - Preside Over Cross Examination
  - Follow Rules of Evidence
  - Follow Rules of Criminal Procedure
  - Handle Objections Between Parties

The Judge Must …

- Jury Trial (Continued)
  - Rule Upon Motions of Parties
  - Expeditiously Conduct Trial
  - Ensure Comfort of Jurors
  - Ensure All Relevant Evidence Presented
  - Prepare Charge to Jury

The Judge Must …

- Jury Trial (Continued)
  - Read Charge to Jury
  - Accept Verdict from Jury
  - Enter Verdict as Judgment of Court
  - Properly Advise of Appeal Rights

Additional Duties of Judge

- Review and Sign Class C Warrants
  - 100-300 Warrants Per Day, Per Judge
  - Each Reviewed Thoroughly Before Warrant Signed and Issued
  - Caution and Consideration Given Based upon Age of Defendant and Age of Case

Additional Duties of Judge

- Review Off Docket Matters
  - Judge Responsible for Everything Coming Out of His/Her Particular Court
  - Judge Responsible for Everything Coming to His/Her Attention, Even if From Another Court
  - Dallas Municipal Courts Are One Court
  - All Judges Assist Other Judges with Overflow Trials

Civil Court Judge's Duties

- Urban Rehabilitation Docket (Housing Demolition or Repair)
- Red Light Camera Appeals
- Parking Appeals
- 8 Liner Gambling Machine Trials
- Junk Motor Vehicle Hearings
- Pawn Shop Magistrate Hearings
- Cash Bond Forfeitures
- Attorney Bond Forfeitures

Additional Civil Court Duties

- Occupation of a Red Tagged Structure Trials
- Appeals from Hearing Officer’s Court
- Show Cause Hearings
- All Handled by Court No. 9
- Court No. 9 Also Does Criminal Trials as Overflow Court

Additional Duties - Magistration

- Judge Must Be Available to Peace Officers 24 hours a day, 7 days a week
  - Dallas City Judge is County Magistrate
  - Full Time Judge Must Be Available To Officers to Review PCAs and Sign County Warrants
  - Officers May Request Warrant Review at All Hours, Day or Night (Office or Home or Elsewhere)

Judge as Juvenile Magistrate

- Judge Must Ensure that Juvenile is Taken to a “Place of Non-Secure Custody”
- City Municipal Judge Sitting as County Magistrate Arraigns Juveniles
- Juveniles Involved Can Be Charged With All Criminal Offenses, Up To And Including Capital Murder
- Judge as Juvenile Magistrate Must Be Available 24 Hours a Day, 7 Days a Week

Community Court

- Currently 3 Community Courts, Each Using a Sitting Full Time Judge One Day a Week
- Community Courts are for Quality of Life Issues
- Court Sessions Held Away from Courthouse, in the Community (South Dallas, West Dallas, South Oak Cliff)

Continuing Judicial Education

- Judges Must Attend Minimum of 12 Hours Continuing Judicial Education
- Dallas Judges on Faculty of Texas Municipal Courts Education Center
- Dallas Judge on Faculty of National Judicial College
- Dallas Judges Depended On to Teach CJE Statewide (For Many Years)

Activities Off The Bench

- Dallas Judges Routinely Speak to Students in Schools
- Dallas Judges Routinely Contribute to Community Service
- Dallas Judges Routinely Address, Present To and Teach Judges, Attorneys, and Citizens

ZIP Process

City of Dallas ZIP Process

- William Edwards Deming was an American statistician, college professor, author, lecturer, and consultant. Deming is widely credited with being the father of process improvement.
- Zoom Improvement Process (ZIP) is a Deming based improvement method the City of Dallas uses to enhance performance and eliminate waste.
- This process was used to help define the numerous Municipal Court improvements described below:

City of Dallas ZIP Process

- Deferred Disposition by Mail – this program gave defendants the ability to request deferred disposition without having to physically appear in court
- Website has been enhanced to allow defendants to pay online
- Express pay lines have been implemented to allow for faster case disposition for defendants that want to pay off the citation
- Saturday Court – This court is designed to provide defendants easier access to court programs so that more delinquent cases may be brought into compliance. Increased the courts case capacity by 10%.

City of Dallas ZIP Process

- Scofflaw Program – A partnership with Dallas County that allows the county to deny vehicle registration to citizens, if they have an outstanding warrant with the City of Dallas. Once the citizen clears their citations they are allowed to register their vehicle. Started in 2010, has brought hundreds of cases into compliance.
- Full-Time Proof or Plea Court – This court is designed to provide easier access to the court so a defendant can easily request a court program without a court date. It is estimated that having the Proof or Plea court increases the court's case capacity by 23%.

City of Dallas ZIP Process

- Customer Surveys are conducted quarterly since 2008 and the average rating has been 80% satisfied
- Omni base Program – This program is a partnership with the Department of Public Safety to deny renewal of driver's license until a defendant has cleared their warrant with the City of Dallas.

City of Dallas ZIP Process

- Internal Collection Unit – Within 5 days past delinquency Court and Detention Services begins sending collections letters to defendants. From 1 day to 60 days past delinquency the internal collection unit will send at least 3 letters to each defendant.

- Outside Collection agency – 60 days after delinquency case information is sent to Linebarger Goggan Blair & Sampson the city's outside collection agency. The collection agency has a five year contract with the city and is only paid by a 30% add-on fee to each citation which is paid by the delinquent defendants.

Remodeling work

2014 Main Street Remodeling

- Upgraded Data Network
  - Replace all legacy wiring & network hardware; original wiring in the building was installed in the early 1990's.
  - New network hardware provides higher speed connections and more transmit capacity
  - New network will be monitored under the AT&T Managed Service contract 7 days a week 24 hours a day to identify issues and take pro-active remediation
- Wireless access in common areas including court rooms
- New Phones
  - Improved features & functions like redial, edit redial, logs of received, missed, & placed calls, citywide electronic directory lookup, call forward; etc.
  - Monthly recurring cost reduction from $35 to $28 per month/phone will result in approximately $2,000 / month cost reduction
  - The new phones will meet the City's current technology standards; the old phones are no longer supported by manufacturer and replacements are difficult to acquire.

2014 Main Street Remodeling

- Improved Security
  - Security Card access (badge readers) to non-public areas
  - Expanded use of Closed Circuit TVs (CCTV)
  - Ability to monitor 2014 Main security cameras from EBS Central Security office – L1AN
- Digital Audio Recording in Court Rooms; recordings were done on cassette tapes. The cassette systems have fully or partially failed in most of the court rooms.

Cost of Operation

Cost of Operation

- The cost of operating the Municipal Court is approximately $14.6M annually
  - Of that $4.7M dollars spent on Administrative functions (i.e. Clerks processing window payments, mail payments, archiving paperwork for record keeping, escrow management etc.)
    - Annually there are 69k cases that are administratively disposed which equates to a cost of $68 per case handled
  - $9.9M dollars are spent on Judicial functions (i.e. Clerk cost of preparing cases for trial court, Prosecutor's Costs, Bailiff costs, Judge costs)
    - Annually there are 214k cases that are disposed by judicial order which equates to a cost of $46 per case handled