

Memorandum



DATE: April 4, 2014

TO: Honorable Members of the Ad Hoc Judicial Nominations Committee:
Scott Griggs (Chair), Philip Kingston (Vice Chair), Jerry Allen,
Deputy Mayor Pro Tem Monica Alonzo, Dwaine Caraway, Vonciel Jones Hill

SUBJECT: **Dallas Municipal Court Update**

On Monday, April 7, 2014, the Ad Hoc Judicial Nominations Committee will be receiving a presentation on "Dallas Municipal Court Update" briefed by Gloria Carter, Director of Court & Detention Services. The briefing materials are attached for your review.

Please contact me if you need additional information.



Joey Zapata
Assistant City Manager

Attachment

cc: Honorable Mayor and Members of the Dallas City Council
A.C. Gonzalez, City Manager
Warren M. S. Ernst, City Attorney
Daniel F. Solis, Administrative Judge
Rosa A. Rios, City Secretary
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager
Jill A. Jordan, P. E., Assistant City Manager
Forest E. Turner, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Shawn Williams, Interim Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor and Council

Dallas Municipal Court Update

Ad Hoc Judicial Nominations
Committee
April 7th, 2014



Purpose

- To provide an overview of Municipal Court reforms
 - Background
 - Current Status
 - Looking Ahead

Background

- History:
 - A multidepartment team began identifying and implementing improvement opportunities in 2008
 - Ad Hoc Committee recommended further improvements in August 2012
 - Briefings: April 2013, December 2013, and April 7th, 2014 (Today)
 - Municipal Court continues to address prior recommendations, as seen on the following pages

Background

Issue	Before (2008 Status)	After (Present Day Status)
Outdated Technology	<ul style="list-style-type: none"> • 25 year old mainframe system was being used for City’s case management system • System lacked capability to interface with City systems <ul style="list-style-type: none"> *AMS *Court Notify • Mainframe system required extremely specialized staff to perform maintenance See Appendix (P.23) 	<ul style="list-style-type: none"> • “Incode” case management system from Tyler Technologies went live Oct. 1st, 2013 • Expedited 18 mo. implementation into 10 mo. • \$2.7m system conversion for +200 users from 6 departments • 2,348,019 cases and 11,342,561 case images converted (complying with records retention policy) • Enhanced case research/reporting capabilities and accounting functions • Paperless system reduces input errors and will save 1,600,000 sheets of paper in FY14

Background

Issue	Before (2008 Status)	After (Present Day Status)
Other Technology Needs	Lack of technology to automate operations	<ul style="list-style-type: none"> • E-Citation • Court Notify • Auto Dialer System
Outdated Facility	100 year old and 58 year old facilities not configured for court operations and had outdated infrastructure <small>See Appendix (P.21 & 22)</small>	Successfully moved 100% of operations into completely renovated facility at 2014 Main St.
Initial Court Setting	9 month wait	Now at 21 days (minimum)
Service Window Wait Time	1 hour	10 minutes

Background

Issue	Before (2008 Status)	After (Present Day Status)
Docket Efficiency	<ul style="list-style-type: none"> • Avg. of >1,200 weekly trial settings resulted in fewer than 10 <u>actual</u> trials held per week • Dismissal totals accounted for over 50% of all trial requests • Significant resources spent to: <ul style="list-style-type: none"> * Summon police officers * Have prosecutors prepare as if each case was going to trial * Organize documentation 	<ul style="list-style-type: none"> • Since inception in February 2013, pre-trial process has been modified to require only one visit before trial setting • Actual trials held <u>remain</u> around 10 per week • Trial dismissals decreased by <u>43%</u> in FY13 • Officer subpoenas reduced by 70% <ul style="list-style-type: none"> * Savings greater than <u>\$470,000</u> or <u>9,000 hrs.</u> annually in officer resources

Current Status

- In Summary
 - Substantial changes have occurred to improve the efficiency of the Dallas Municipal Court
 - Facility renovation
 - Major process changes
 - Case management system conversion
 - Focus now is to continue to improve operations using new technology, processes, and facility

Current Status

- Snapshot of Current Operations

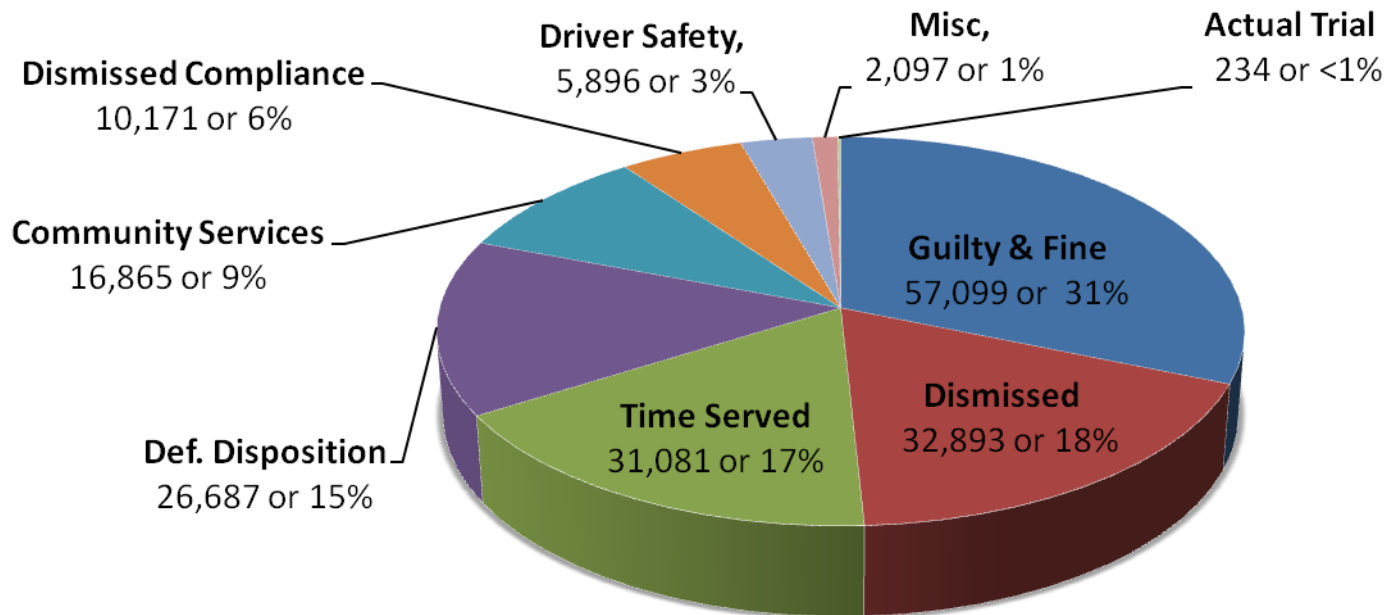
Overview - FY11 vs. FY13

	Final Disposition Count	Number of Full Time Judges	Number of Clerks	Gross Collection Per Citation*
FY11 Total	283,990	11	105	\$100
FY13 Total	183,023	13	90	\$115

Current Status

- Snapshot of Current Operations in FY13

Final Dispositions in FY13 - (183,023 Total)



Current Status

Cases Filed Per Clerk*

- 1) Richardson 3,307
- 2) Grand Prairie 3,228
- 3) Carrollton 3,219
- 4) Mesquite 3,129
- 5) Arlington 2,880
- 6) Irving 2,794
- **7) Dallas 2,373**
- 8) Garland 2,253
- 9) Plano 2,123
- 10) Frisco 1,620
- 11) Fort Worth 1,565
- 12) Allen 1,546
- 13) McKinney 1,446

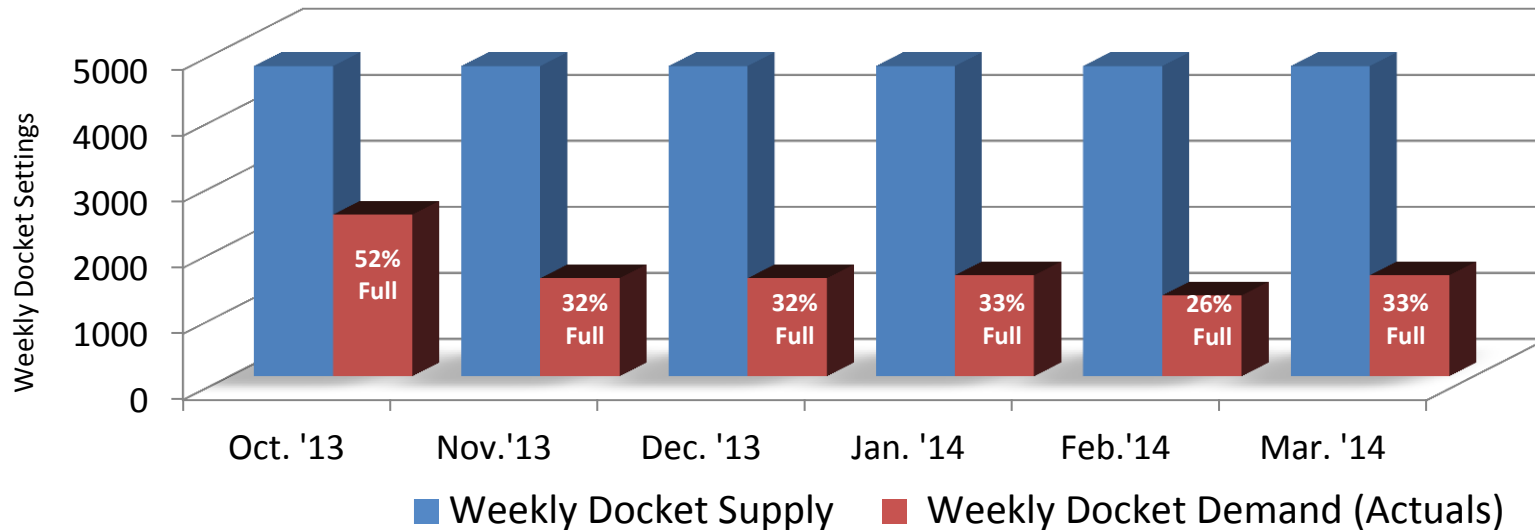
Cases Filed Per Judge*

- 1) Richardson 47,945
- 2) Grand Prairie 37,119
- 3) Irving 34,926
- 4) Carrollton 30,301
- 5) Plano 24,059
- 6) Arlington 22,775
- 7) Garland 21,030
- 8) Mesquite 16,895
- **9) Dallas 15,055**
- 10) McKinney 11,569
- 11) Fort Worth 11,382
- 12) Frisco 9,911
- 13) Allen 9,276

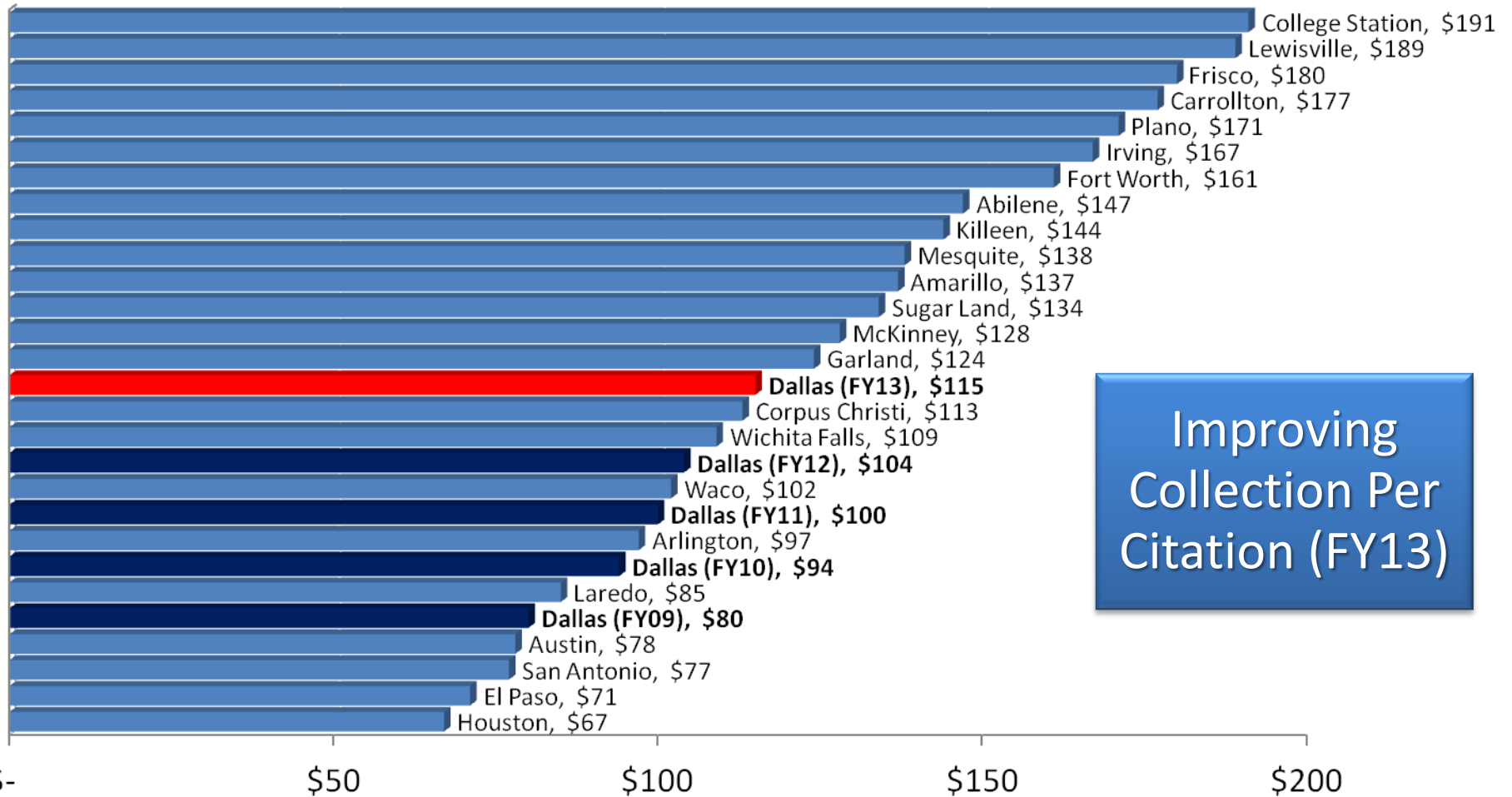
Current Status

- Of defendants who dispose of their case:
 - 31% go through payment windows/internet/mail
 - The remaining 69% go through courtroom dockets

FY14's Weekly Courtroom Docket Supply vs. Demand



Current Status



Improving
Collection Per
Citation (FY13)

Current Status

Topic	Recommendations	Actions Needed	Current Status
<ul style="list-style-type: none"> • Improve defendant's knowledge of court procedures and options • Warrants • Improving probation success rate 	<p>Create video tutorials of procedures and options</p> <p>Monitor completion rate on a routine basis</p> <p>Increase reminders to defendants, review procedures as a whole</p>	<p>Film and post videos on website by EOY FY14</p> <p>Review outstanding warrants and provide ongoing monitoring</p> <p>Start phone & mail reminder campaign by Summer FY14</p> <p>Evaluate other cities' best practices</p>	<ul style="list-style-type: none"> • First round of videos shot and currently in editing phase • Currently reviewing warrants and developing ongoing monitoring report • Recording phone campaign, developing post card reminder • Processes in other cities currently being reviewed

Current Status

Topic	Recommendations	Actions Needed	Current Status
Streamline the “Show Cause” docket process	Reduce a trip to the courthouse for defendants and reduce judges docket size by only docketing those in non-compliance with their deferred order	Program software accordingly, adjust processes and approve Judicial Order stating the new procedure in FY14	<ul style="list-style-type: none"> • In progress, processes have been mapped to identify opportunities for improvement
Review of Civil Process	Implement pre-trial process for Hearing Officer’s Court	Prepare Judicial Order and notify Code Compliance	<ul style="list-style-type: none"> • Completed, effective Feb. 2014
Consistent prosecution plea offers which provide defendants favorable options before going to trial	Create a standard offer schedule for each phase of the trial process	Creation of a standard offer schedule by the Chief Prosecutor	<ul style="list-style-type: none"> • Chief Prosecutor’s standard offer schedule introduced in Sept. 2013, currently tracking results

Looking Ahead

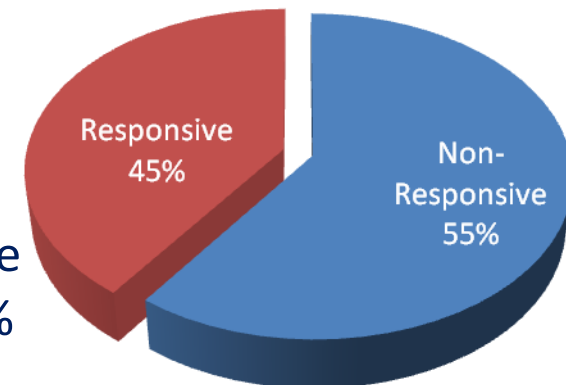
- **Strengthening Prosecution Evidence**
 - Stream police video to courthouse, FY14 implementation
 - Municipal court is currently investing in technology to implement this idea
 - How video would be used
 - Refresh officer's memory
 - Potential trial evidence
 - Plea bargaining leverage
 - Video currently available for about 60% of all tickets
 - Body worn cameras and motorcycle cameras would bring to 100% for all traffic tickets



Looking Ahead

- **Improve Initial Response Rate**
 - In the defendant's best interest to respond within the first 21 days from receipt of ticket
 - After 21 days, initial fine is maximized
 - Potential warrant & late fees
 - Defendants often do not respond within the first 21 days
 - 21 day response rate in FY11 was 36%
 - In August 2013, began sending reminder letters and phone calls to improve response rate, now fluctuates between 40% and 45%

Response Rate Within the First 21 Days

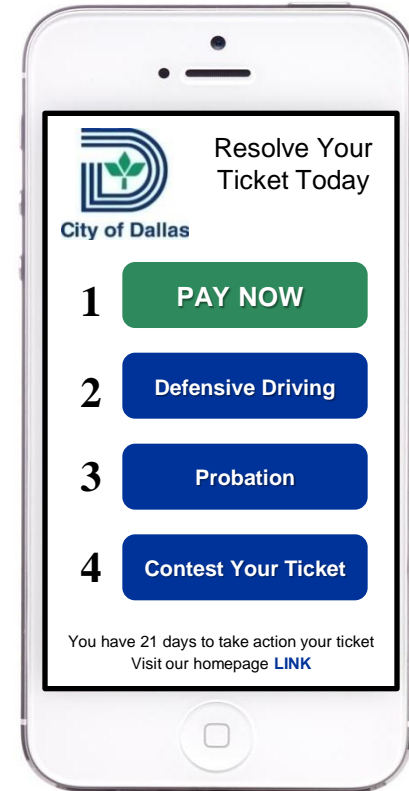


Looking Ahead

- **Improve Initial Response Rate** (Cont.)
 - Most opportune and convenient way for a defendant to respond to their ticket is through the internet the same day of the violation while a current priority
 - Recommendation:
 - Long term goal to make all tickets instantly available electronically, so the defendant can take immediate action through the internet
 - This proposal has been submitted as a FY15 CIS funding request
 - Staff continues to evaluate options and other cities' best practices

Looking Ahead

- Improving Defendant's Convenience
 - Goal of providing online mobile application (phone, tablet, etc.) for defendants to:
 - Request deferred disposition, driver safety course, or set a court date through the internet
 - Attend pre-trial hearings via internet at set times; defendants would be able to resolve citations without appearing at the court house (Online E-hearing)



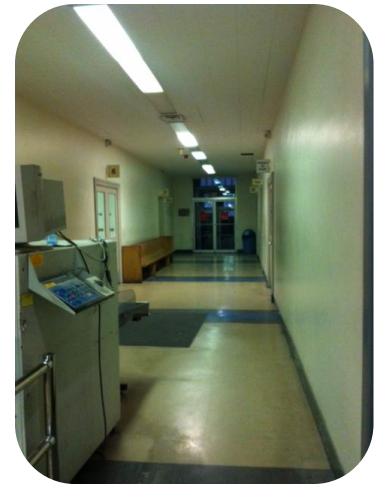
Conclusion

- **Summary**
 - **Accomplished major reforms**
 - Customer Services reforms reduced court setting length and window wait time
 - Incorporated new technology including the replacement of main operating system
 - Completed renovation of our facilities at 2014 Main St.
 - Standardized and streamlined many of our core processes
 - **Currently working to refine and improve new standards**
 - Continuing to focus on improving success rate when a defendant chooses to go to trial
 - Continual review of process improvements through ISO
 - Ongoing efficiencies being learned through new court case management system
 - **Working to become a leader in the industry**
 - Working to provide leading technology to both defendants and staff
 - Continuing ascent in efficiency measures

Appendix

Facility Renovation

Before



Facility Renovation Cont.

After



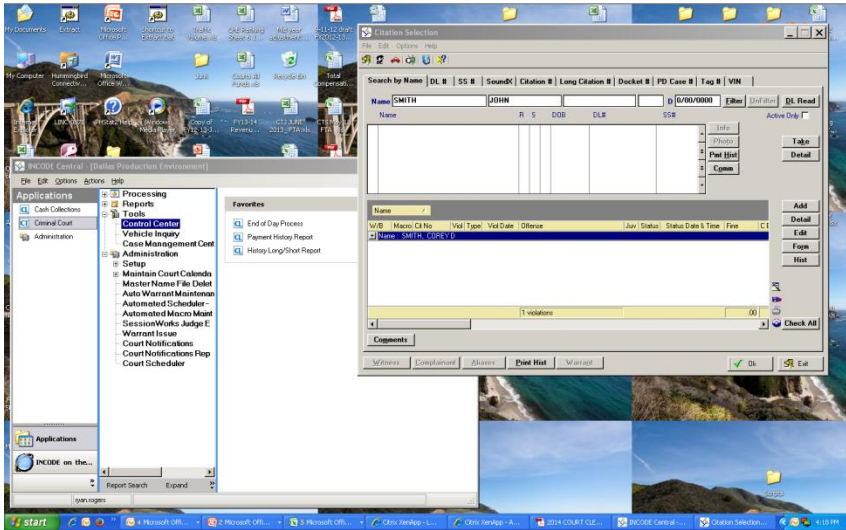
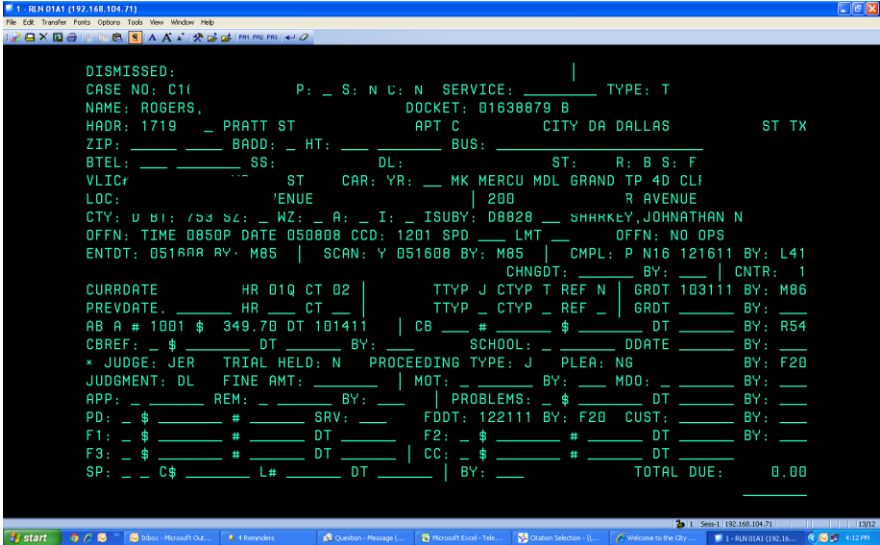
Case Management System Update

Before

After

25 yr. Old Mainframe

New - State of the Art System



Facts on Hearing Officer's Court

- Overview Civil Court
 - Court Origins
 - Established in 2005 to address property violations
 - Review approximately 6,000 civil cases annually
 - Numbers trending down from previous years
 - Case volume: FY10: 8,012 FY11: 8,599 FY12: 5,648 FY13: 6,610
 - Types of cases reviewed
 - Court reviews Code Compliance civil cases
 - Most common violations are housing, high weeds, and bulky trash violations
 - Animal violations will be docketed for the Hearing Officer's Court soon
 - Implemented Pre-trial process in February 2014
 - Goal to increase compliance rate
 - *Pre-hearings: Monday, Wednesday, Friday *Hearings: Tuesday and Thursday