

**Executive Summary: 2011 City of Milwaukee Proposed Budget
2010**

Hearing Date: October 7,

1. Personnel: The feasibility study for the electronic case file project anticipated a reduction in court staffing at the time of full implementation of the program and the MPD's transition to the TraCS system. Because MPD's implementation of the TraCs electronic citations is behind schedule, the Court does not anticipate the corresponding staff reduction until late 2011 or 2012. (pages 2, 3 & 5)
2. Operating Expenditures: An overall decrease of \$43,971, from 2010 is proposed for 2011 operating expenditures for a total operating expenditure budget of \$993,300. The decrease is largely due to the implementation of the Electronic Case File Project, which resulted in the elimination of the purchase of paper case files. (page 3)
3. Special Purpose Accounts: The 2011 Proposed Budget continues funding for the 3 SPAs administered by the Municipal Court, including \$50,000 in tax levy funding for the Drivers Licensure and Employment Project SPA. (pages 3 & 4)
4. Revenue: The Court anticipates 2011 revenues to be just over \$7 million. (page 4)
5. Collections: The firm of Harris & Harris collects past due Municipal Court judgments upon referral of claims by the Court. (page 4)
6. Capital: Although the 2011 Proposed Budget provides no new funding, the Municipal Court has one on-going capital project, the Electronic Case Jacket project. (page 5)

Expense Category	2009 Actual	2010 Budget	% Change	2011 Proposed	% Change
Operating	\$ 3,598,619	\$ 3,379,436	-6%	\$ 3,569,175	5%
Capital	\$ 818,800	\$ 473,320	0%	\$ -	0%
Positions	45	45	0%	45	0%

Case Filings

The 2011 Municipal Court Proposed Budget anticipates the Court will handle 160,000 cases in 2011.

The table below shows the number of cases filed by City departments from 2005 to 2009.

CASE FILINGS BY DEPARTMENT					
	2005	2006	2007	2008	2009
MPD	123,833	121,059	125,786	149,759	151,282
DNS	2,615	3,113	2,541	2,088	2,815
Health	79	60	50	100	42
Parking	5,205	6,287	7,234	6,318	6,325
Total	131,732	130,519	135,611	158,312	160,464

Based upon case filings through August, the Court estimates total filings in 2010 to be in the range of 145-150,000 cases. The actual number of 2010 filings will be almost entirely dependent upon MPD activity.

Personnel

The 2011 Proposed Budget provides funding for 45 authorized positions in the Municipal Court Budget, the same amount of positions as 2010. In the 2011 Proposed Budget, the funding for one Programmer I position that

supported implementation of the Court Case Management System shifted from capital to O & M funding.

The Court indicates that the impact of staff retirements and normal attrition on the Court has been substantial. In the last 12 months, there have been 9 retirements and 3 other vacancies (one a transfer related to a retirement in another department). These 12 vacancies represent one-third of the court's staff.

Currently, the Court has the following staff positions vacant:

- 2 - Court Services Assistant (CSA) II – currently filled by 2 temporary staff.
- 2 - Court Services Assistant II – one request to fill pending/one currently held open.
- 2 - Court Clerk I – The Court is working to fill one of these positions internally and have requested authorization to fill the other. (The internal fill will also create a vacancy that will have to be filled.) To maintain courtroom operations, the Court indicates that it is essential to fill both Court Clerk I positions
- 1 - Legal Office Assistant IV – currently filled by a part-time temporary employee on a trial basis.

The feasibility study for the Electronic Case File Project anticipated a reduction in Court staffing after the program was fully implemented and the MPD had fully transitioned to TraCS for the issuance of both traffic and municipal citations. Because MPD's implementation of the Traffic

and Criminal Software (TraCs) electronic citations is behind schedule, the Court does not anticipate full implementation of the project until late 2011 or 2012. This means that the Court will have to maintain staff to scan hand-written citations into the electronic system. This staff will remain in place until the MPD has completed its transition to TracCS. To maintain the flexibility to make staff reductions at the appropriate time, the Court intends to maintain staffing of 2 CSA II positions with temporary staff. However, the Court will need to fill at least one of the remaining CSA II positions and will wait on the remaining position until it is in a better position to assess the workload created by the need to scan the MPDs handwritten citations.

Operating Expenditures

An overall decrease of \$43,971 from 2010 is proposed for 2011 operating expenditures, for a total operating expenditure budget of \$993,300.

The 2011 Proposed Budget provides \$202,500 for the **General Office Expense**, a decrease of \$61,951. This represents savings due to the implementation of the Electronic Case File Project since the Court will then be able to eliminate the purchase of paper case files. The implementation of the Electronic Case File Project will also allow the Court to substantially reduce courier costs as it will no longer have to transport case file jackets to the Branch A court at the Criminal Justice Center.

The 2011 Proposed Budget provides \$82,500 for the **Information Technology Account**, a \$6,250 increase from 2010. The majority of expenditures from this account are for software licenses and maintenance. The reason for a portion of the increase is that the conversion to electronic case files has required the purchase of additional software to support the document management

and scanning processes. The reason for the remaining portion of the increase relates to small increases in the nearly 20 software licenses included in this account.

The 2011 Proposed Budget provides \$23,000 for the Reimburse Other Departments account, an increase of \$5,000 from the funding provided in 2010. The 2011 funding will be used for audit services (\$165,000), payroll and financial system (\$25,000), accounting Issues (\$50,000), and miscellaneous services (\$20,000).

The Municipal Court's 2011 Proposed Budget includes \$17,000 for **Other Operating Services**, a \$7,000 increase from the \$10,000 provided for this account in 2010. This includes a \$1,000 increase in travel in recognition of the change in state law that will require mandatory training for Court Clerks. The remaining portion of the increase is the result of a transfer of printing expenditures from General Office Expense to Other Operating Services.

The 2011 Proposed Budget also provides funding of \$50,000 for the Courts cleaning contract in the Property Services Account.

The 2011 Proposed Budget provides \$3,000 for **Replacement Equipment** primarily for office furniture, the same amount as provided by the 2010 adopted budget.

The 2011 Proposed Budget continues to provide a total of \$35,000 in special funds with \$10,000 for **Minor Projects**, and \$25,000 for the **Court Hardware Replacement Project**.

Special Purpose Accounts

The 2011 Proposed Budget continues funding for the following 3 SPAs administered by the Municipal Court:

Clerk of Court Witness Fees (\$9,000):

The \$9,000 is the same amount as provided in 2010. This account reimburses witnesses subpoenaed by the City to appear before the Municipal Court (excluding police officers) as stipulated by City ordinance and s. 814.67(1)(a), Wis. Stats.

Municipal Court Intervention Program (\$425,320): The \$425,320 is the same amount as provided in the 2010 Budget. The goal of this program is to provide defendants with alternatives to serving jail time when they are unable to pay fines due to indigence or who are in need of special services. Justice 2000, a local community-based organization, staffs the program. This special purpose account funds these contractual services.

Driver's Licensure and Employment Project (\$50,000)

The 2010 Proposed Budget includes \$200,000 in funding for the Driver's Licensure and Employment SPA, with \$150,000 provided through CDBG funding and \$50,000 provided by tax levy funding by the SPA.

The Drivers Licensure and Employability Program is a workforce development program that is directed toward low- and moderate-income citizens who do not have driver's licenses due to their failure to pay court ordered judgments. This program targets referrals from agencies with clients who are job-ready or ready to begin apprenticeship or training programs but cannot proceed without a driver's license. The project is coordinated by Justice 2000, Inc., with a 2011 budget of approximately \$930,000, with the City providing \$200,000 and the remaining portion provided by various agencies and foundations. The October 1 2010 "Report to the City of Milwaukee Common Council Center for Driver's License Recovery and Employability, Wisconsin Community Services" contains an update of activity and

accomplishments of the Program. The update indicated that in 2009:

- The Center provided 1,484 persons with case management (59% of all clients).
- The remaining 41% of the 2,520 total clients were given a license recovery plan and advice, but not case-managed, as their cases required assistance beyond the Center's capacity and/or control.
- Fifty-six percent of all case-managed clients (582 of 1,040 case closures) recovered their driver's licenses in an average of 5 months.
- Sixty-five percent of the clients that received case management also required legal services.

Revenues

The table below shows the Municipal Court actual revenues for 2009 and the estimated amount for 2010 and 2011.

	2009	2010	2011
Revenues	\$6,498,180	\$6,868,600	\$7,098,000

Municipal Court revenues through August 2010 total \$5,423,459. The Court anticipates 2010 revenues to be just over \$7 million and is expected to exceed the Comptroller's estimate.

Collections

The firm of Harris & Harris collects past due Municipal Court judgments upon referral of claims by the Court. The firm is paid by the City from the City Attorney's Collections Special Purpose Account. In 2009, Harris & Harris collected approximately \$4 million in outstanding judgments and has collected approximately \$3.6 million through August 2010.

The Tax Intercept Program has not experienced an increase in collections in 2010, but continues to produce

revenues of \$1.4 million in the first 8 months of 2010 – the same as collected in the first 8 months of 2009.

Capital

Although the 2011 Proposed Budget provides no new funding, the Municipal Court has an ongoing capital project, the Electronic Case Jacket project and recently completed IT Disaster Recovery project. Since 2007, the Electronic Case Jacket project has received just over \$1.3 million and is nearing completion. In 2010, almost \$140,000 was allocated for the IT Disaster Recovery project and this project will be completed by the end of 2010.

Electronic Case Management Project

The purpose of this project is to eliminate the physical case jackets and paper files and to promote efficiencies in Municipal Court operation. The target date for completely electronic court sessions is January 2011. The Court anticipates that the project will be completed within its budget.

Phase 1, which eliminated paper rosters for calling court cases, went live in April 2009. Phases 2, 3 and 4, which involve the electronic capture of documents, the conversion of notices, and the integration of templates for outgoing correspondence are nearing completion. Much of 2010 was spent designing the environment to integrate the activities of judges, clerks and bailiffs and allow immediate access to all relevant case information on a single screen. Electronic processing of incoming correspondence began in early September.

It had been anticipated that by January 2011, 95% of all citations from the Police Department would be issued electronically through the Traffic and Criminal Software (TraCS) system. Implementation of that system has taken longer than anticipated. Currently, 82% of traffic citations

and 22% of municipal citations are received electronically. An upgrade of TraCS is due in early November which will allow the Police Department to attach multiple files to an electronic citation and substantially reduce the volume of documents that must be scanned by the Court.

If the number of electronic citations does not approach the 95% goal, the Court will be required to scan paper citations to make them compatible with the electronic system. If the Court needs to scan a significant number of documents into the system, cost savings will be delayed, extending the current payback period beyond the original 5 year estimate. The net realized value of the project was estimated to be \$207,954 in Year 5 and \$1,978,831 in Year 8.

IT Disaster Recovery Project

In conjunction with the electronic case jacket project, the Municipal Court began planning to implement a disaster recovery project to protect the integrity of Court data. Working with ITMD, the Court created a virtualized environment in its own data center which will allow it to easily restore systems to new hardware in the event of an emergency. A temporary backup location was created using ITMD's environment. Ideally, the backup system should be located at least 5 miles from the primary system to guard against an area-wide disaster. The Court will continue to work with ITMD to locate a more permanent location for the backup environment.

The recovery system has been implemented and individual components have been tested. The Court plans to conduct training and "drills" to ensure the continuation of service in the event of a disaster or other emergency.

Issues to Consider

A Police Department upgrade of TraCS is taking longer than anticipated to implement, resulting in the Municipal Court not being able to fully implement the Electronic Case Jacket Project.

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