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**Office of the City Auditor**

**Audit Report**

**AUDIT OF MUNICIPAL COURT FINES AND FEES  
COLLECTION PROCESSES**

(Report No. A09-007)

**March 20, 2009**

**City Auditor**

Craig D. Kinton

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## Executive Summary

Dallas Municipal Court management is faced with many challenges in administering justice. While the court is not in the business of producing revenue, and the money paid to a court is a product of legislatively determined sanctions imposed to punish specific behavior, justice is not served if defendants do not pay their fines.

Municipal Court revenue has been decreasing since Fiscal Year (FY) 2006. Court and Detention Services (CTS) management needs to address the following issues, which negatively affect court revenue:

### Background Summary

Fiscal Year	Revenue (City and State)
2006	\$ 37.8 Million
2007	\$ 34.9 Million
2008	\$ 32.2 Million

Source: Texas Office of Court Administration

CTS provides support to Dallas Municipal Court in processing Class C misdemeanor violations, City ordinance violations, case management, and fine and penalty collection. Individuals receiving citations for state law and city ordinance violations are given 21 days to either pay the fine in full or in installments, or contest the citations by requesting a court appearance. Fines generally become delinquent on day 22 of the citation. Individuals found guilty in court are required to pay their fines, court costs and fees within 30 days of judgment.

**Cases are not timely resolved.** Dallas Municipal Court is overwhelmed by requests for court adjudication. Defendants who choose to go to trial must wait an average 210 days (seven months) for a court date. Long delays in setting court dates increase the probability of cases being dismissed or becoming delinquent. Further, the City incurs costs to subpoena police officers who never testify as cases get dismissed. For example, in FY 2007, police officers responded to 16,415 Municipal Court subpoenas, but testified in only 122 cases.

Dallas Municipal Court cases are closed within an average 290 days.<sup>1</sup> This is significantly longer than a 90-day maximum recommended by the American Bar Association for case resolution.

**Collection rate is low.** Since FY 2002, the City has had a collection rate of 15.3 percent. In addition, the City has accumulated 1.1 million delinquent citations totaling \$424.1 million in fines, court costs, and fees. The probability of collection is substantially reduced because 78 percent or \$330,767,771 is over one year old and has not been collected.

However, CTS is not using several available methods to collect fines, fees, and court costs. The City does not participate in the state program that provides for refusing vehicle registration to individuals who failed to pay outstanding fines.

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<sup>1</sup> Our audit included an analysis of information from October 1, 2002 through April 30, 2008

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The program has been available since 1995 and research shows the denial of vehicle registration to be an effective collection tool available to Municipal Courts. Estimates show that revenue collection will increase \$930,000 for **every one percent improvement** in collecting fines, fees, and court costs for the three most frequent violations – no driver’s license, no registration, and no proof of insurance.

The City impounds uninsured vehicles involved in motor vehicle accidents and uninsured vehicles stopped for traffic violations. Upon showing proof of insurance, the vehicles are released without checking to see if the individual has other citations that have not been paid.

Further, unlike some other municipalities, Dallas does not offer individuals an option of paying a reduced fine in exchange for timely payment. In addition, the citation received by the individual does not show the fine amount. Individuals must either visit the Municipal Court building or access the Internet to determine the amount of the fine.

**Citations are not reconciled.** CTS does not enforce adequate accountability over citations. Citations filed at the Municipal Court are not matched or reconciled with citations issued to the Dallas Police Department (DPD) officers. We found 89,703 instances of citations out of sequence (that is sequence gaps up to five citation numbers). As a result, CTS is unable to readily determine whether missing citations were voided, lost, or misused. A similar control weakness in another municipality resulted in two city employees using “missing” citations to solicit bribes from defendants.

**Performance measures do not include effectiveness of collection actions.** CTS has 21 performance measures that relate to transactions or workload volume; however, CTS does not have performance measures for the effectiveness in collecting fines and does not establish specific collection rate goals.

## **Summary of Recommendations**

We recommend the Director of CTS:

- Report delinquent traffic citations to Texas Department of Transportation (TXDOT) to prevent vehicle registrations by defendants with unpaid fines
- Coordinate with DPD and develop procedures for impound lot employees to check for outstanding traffic citations and require their resolution before releasing vehicles to individuals with unpaid fines

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- Coordinate with the City Attorney’s Office and the Administrative Judge to implement a program that would allow defendants to pay a reduced fine within the first 21 days of ticket issuance
- Change the format of the citation to enable the printing of the amount of the fine
- Coordinate with DPD and implement a procedure for centralized control and reconciliation of all citations
- Monitor and periodically report to the City Council on the effectiveness of collection efforts using performance measures customary in the collections industry, such as aging schedules of delinquent citations, collection rate, and trends

**Summary of Management’s Response**

Management either fully agreed or partially agreed with all of the recommendations. For the complete management response see Appendix III.

**Summary of Objective, Scope and Methodology**

Our audit objective was to review Municipal Court processes for court fines before referring them to an outside collection agency. The audit covered the period of October 1, 2002 through April 30, 2008.

To achieve the audit objectives, we interviewed City staff and managers, observed Municipal Court operations, researched best practices, and reviewed State legislation, City ordinances, policies, and procedures. We also analyzed 3,018,439 citations recorded in the Municipal Court’s case management system since FY 2002.

# Audit Results

## Overall Conclusion

Court and Detention Services (CTS) management is fully aware the Dallas Municipal Court is facing many challenges and has taken actions to improve the collection of fines, fees, and court costs. For example, installment payment plan terms have been revised and fines now can be paid over the Internet.

However, CTS needs to reduce the time required to dispose of cases, improve the collection rate by using additional collection tools, establish collection performance measures, and implement fundamental reconciliation controls over citations.

The need for improvement is also shown in the National Citizen Survey for the City of Dallas for Fiscal Years (FY) 2005 through FY 2007. The citizens rated the quality of the Dallas Municipal Court services between an average range of 43 percent to 46 percent.

## Municipal Court Case Resolution Not Timely

Individuals who contest their fines must wait an average of 210 calendar days (seven months) to appear in court based on our analysis of cases filed from October 1, 2002 through April 30, 2008. Delays in setting court dates result in fines not being timely collected, increased probability of cases being dismissed, contribute to City government inefficiencies, and poor customer service.

Further data analysis showed that:

- City of Dallas set a court date within 30 calendar days of the citation issuance in only 12 percent<sup>2</sup> of the cases. Further, the City of Dallas closed 22 percent<sup>3</sup> of the cases within 30 calendar days. The average time to adjudicate or otherwise dispose of citations is 290 calendar days. The American Bar Association recommends that 90 percent of cases either be adjudicated or otherwise concluded within 30 days of arrest or citation and 100 percent within 90 days.
- Individuals' demand for court dates in FY 2006 exceeded the available court schedule by 50,726 cases<sup>4</sup> or 229 cases each day the court was adjudicating cases. This contributes to delays in resolving cases.

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<sup>2</sup> 72,254 out of 587,289 cases with a record of the first court date

<sup>3</sup> 378,981 of 1,706,498 adjudicated, paid, voided, or otherwise disposed cases

<sup>4</sup> CTS analysis

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- Dallas police officers in FY 2007 responded to 16,415<sup>5</sup> Municipal Court subpoenas, but testified in only 122 cases. As a result, the City incurred additional costs to subpoena police officers who never testify as cases get dismissed.

To address these shortcomings, on October 24, 2008, a Docket Management Process Improvement Team was created with a charge to improve the process and reduce the time it takes to dispose of Class C misdemeanors. The team is composed of representatives from Dallas Municipal Court Judiciary, Dallas Police Department (DPD), City Prosecutor's Office, Communication and Information Services (CIS) and the Department of Court and Detention Services. The team is expected to complete its recommendations by March 2009.

### **Municipal Court Collection Rate Is Low**

Between October 1, 2002 and April 30, 2008, Dallas Municipal Court had accumulated 1.1 million delinquent citations totaling \$424.1 million. The city's probability of collecting these fines remains low based on the historical collection rate which during the audit period was 15.3 percent.

The probability of collection continues to decline as citations age. Using general collection standards, the probability of collection for debts over one year old is 25 percent and is further reduced to 13 percent for debts over two years old. As shown below, 78 percent of the \$424.1 million delinquent amount is outstanding for more than one year.

#### **Aging Schedule of Delinquent Citations<sup>6</sup> As of April 30, 2008**

<b>Age</b>	<b>Number of cases</b>	<b>Amount</b>	<b>Percent</b>
Under 1 year	239,535	\$ 93,346,301	22%
1 to 2 years	290,454	115,030,415	27%
Over 2 years	620,419	215,737,356	51%
<b>Total</b>	<b>1,150,408</b>	<b>\$ 424,114,072</b>	<b>100%</b>

In order to improve the overall collection rate, the City could focus on collecting the more recent citations when the probability of collection is the highest. This improvement can be achieved by implementing collection best practices. Further, CTS does not use all available collection tools, such as:

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<sup>5</sup> Information obtained from the Dallas Police Department

<sup>6</sup> Source: Municipal Court's Case Management System

- **Participating in the Texas Department of Transportation (TXDOT) program that prevents vehicle registration to individuals who failed to pay a traffic fine.** Denial of vehicle registration is an effective collection tool available to Texas Municipal Courts since 1995.

As shown in the table below, delinquent traffic fines are the largest amount of the \$424.1 million owed to the City.

**Delinquent Citations <sup>7</sup>**  
**October 1, 2002 - April 30, 2008**

Type of Offense	Number of cases	Amount
Traffic Violations	763,066	\$ 265,307,296
State Law Violations	251,858	103,864,293
City Code Violations	135,237	54,905,098
Parking Appeals	201	33,100
No Data	46	4,285
<b>Total</b>	<b>1,150,408</b>	<b>\$ 424,114,072</b>

We estimate that **for every one percent** reduction in delinquent citations for the three most prevalent traffic violations the City would receive an extra \$930,000 in revenue.

**Potential Additional Revenue**  
**October 1, 2002-April 30, 2008**

Violation	Number of Delinquent Cases	Basic Fine <sup>8</sup>	Total Fine	One Percent Collection
No Driver's License	179,904	\$ 140	\$ 25,186,560	\$ 251,866
No Registration	87,057	\$ 90	7,835,130	78,351
No Car Insurance	203,434	\$ 295	60,013,030	600,130
<b>Total</b>	<b>470,395</b>		<b>\$ 93,034,720</b>	<b>\$ 930,347</b>

- **Verifying whether impounded vehicles have other outstanding traffic citations before releasing the vehicle.** DPD impounds uninsured vehicles involved in motor vehicle accidents or stopped for traffic violations. To claim towed vehicles from the impound lot, vehicle owners have to show proof of insurance; however, impound lot clerks cannot verify whether the vehicle owner has other outstanding traffic citations and may release vehicles to owners with delinquent traffic citations. Since FY 2002, 151,007 individuals with delinquent citations for driving without proof of car insurance also have accumulated other delinquent traffic violations.

<sup>7</sup> Source: Municipal Court's Case Management System

<sup>8</sup> Does not include court costs and other fees

- **Offering defendants an option of paying a reduced fine.** Municipal Courts in other jurisdictions offer defendants an option of paying a reduced fine in exchange for a timely payment. This practice not only encourages the payment of a portion of the fine before the entire amount becomes delinquent, but also saves the Municipal Court's resources dedicated to prosecution and collection of the delinquent amounts.
- **Printing the fine amount associated with the violation on the ticket.** While the copy of the ticket currently issued to a defendant shows the consequences of prolonging the payment of a fine, the fine amount is not printed on the ticket. Individuals have to either visit the Municipal Court building or access the Municipal Court's webpage to find out the fine amount. Printing the full amount of the fine on the ticket, the reduced amount of the fine, and the amount of fees, court costs, and collection agency fees is a common billing and collection technique.

### **Recommendation I**

We recommend the Director of the Department of CTS:

- Implement reporting of delinquent traffic citations to Texas Department of Transportation (TXDOT) to block vehicle registrations by defendants with unpaid fines
- Coordinate with DPD to develop a procedure for impound lot employees to check for outstanding traffic citations and require their resolution before releasing vehicles to individuals with unpaid fines
- Coordinate with the City Attorney's Office and the Administrative Judge the implementation of a program that would allow defendants to pay a reduced fine within the first 21 days of ticket issuance
- Change the format of the citation to enable the printing of the amount of the fine

### **Management's Response**

Partially Agree.

- CTS, and cities in the North Texas area, started discussions with Dallas County and TXDOT several years ago to address issues impeding implementing the scofflaw vehicle registration denial program. Dallas County has developed a program that would allow Dallas County to flag

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vehicles with TXDOT as scofflaw for multiple cities. Dallas County notified the City of Dallas that implementation could begin within approximately 180 days. CTS will bring the Dallas County inter-local agreement for scofflaw participation to the City Council for approval when executed.

- CTS and DPD will initiate discussions with the City Attorney's Office to determine if any legal impediments exist. If allowed, CTS will coordinate with DPD to develop implementation procedures within the legal framework allowable for City Council approval.
- This recommendation is addressed in the Municipal Court Efficiency Study (ZIP) of court processes. The Ad-Hoc Judicial Nominating Committee is scheduled to be briefed in March or April 2009.
- The fine amounts were removed from the citations as various versions of citations with differing legislative requirements / fine amounts resulting from legislative changes were in circulation thereby creating confusion for the defendant. Implementation of the centralized control and reconciliation of citations recommendation identified in Recommendation II would aid in this process.

**Implementation Date:** October 2009

**Responsible Managers:** Gloria Lopez-Carter, Director of Court and Detention Services; Chief David Kunkle, Dallas Police Department

## Ticket Citations Are Not Reconciled

The CTS is unable to readily determine whether all valid citations were delivered to the court and whether missing citations were voided, lost, stolen, or misused. Since FY 2002, we identified 89,703 instances of citations missing from the court's database<sup>9</sup>, with 48,346 instances occurring since FY 2006.

The Dallas Municipal Court does not have a procedure for a centralized reconciliation of blank citations issued to officers and citations entered into the court's database. A similar lack of control in Arlington Municipal Court resulted in a fraud perpetrated by two court employees who used "missing" citations to solicit bribes from defendants.

DPD officers issue citations to individuals found in violation of certain traffic laws, city ordinances, and state laws. A citation is a document serving as a writ for an individual to appear in court. All citations have pre-printed, sequential numbers and are issued to officers in books each containing 20 citations. DPD quartermaster orders and distributes blank citation books among DPD divisions. Division commanders issue blank citation books to the officers who use them in their law enforcement duties. DPD officers internally report the number of used and voided citations after every shift. Copies of issued citations are accumulated at every DPD division and then hand delivered to the Municipal Court. DPD does not report or send voided citations to the Municipal Court.

### Recommendation II

We recommend the Director of CTS, in cooperation with DPD, implement a procedure for centralized control and reconciliation of all citations.

### Management's Response

Agree. The DPD Quartermaster is responsible for the printing, inventory, and distribution of citations. CTS will notify DPD of the audit recommendations and assist in developing a procedure for a centralized control and reconciliation of all citations.

**Implementation Date:** October 2009

**Responsible Managers:** Gloria Lopez-Carter, Director of Court and Detention Services; Chief David Kunkle, Dallas Police Department

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<sup>9</sup> 89,703 sequence gaps up to five citation numbers.

## Performance Measures Do Not Include Collection Effectiveness

Municipal Court Services has 21 performance measures<sup>10</sup> that relate to transactions or workload volume. For example, the CTS measures the number of payments received by non-office visits and the number of cases filed. While these performance goals may address some strategic issues, they do not focus on analysis to evaluate the adequacy of collection actions.

The CTS does not have performance measures for evaluating its effectiveness in collecting fines. Although significant to the City of Dallas, CTS does not measure the following:

- Percent and amount of revenue collected within the first 21 days of citation issuance
- Percent and amount of revenue that is delinquent
- Fine collection and delinquency rates per violation type
- Aging of delinquent amounts
- Collection rate and collection trends

### Recommendation III

We recommend the Director of the Department of CTS track and periodically report to the City Council the effectiveness of collection efforts using the performance measures customary in the collections industry, such as aging schedules of delinquent citations and collection rate.

### Management's Response

Partially Agree. State law allows defendants several non-paying options to satisfy a citation without paying the fine. Therefore, effective collections for court systems is measured based on compliance through payment as well as documented and timely completion of State approved programs, such as defensive driving and community service.

Monthly reporting of collections / compliance is required by the Office of Court Administration. CTS will soon have the capability to retrieve aging schedules of these delinquent citations and collections and may report to City Council, as

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<sup>10</sup> See Appendix I

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requested. These schedules will also allow CTS to add performance measures for collections.

**Implementation Date:** July 2009

**Responsible Manager:** Gloria Lopez-Carter, Director of Court and Detention Services

## Background, Objective, Scope and Methodology

### Background

The Department of Court and Detention Services (CTS) mission is to manage and operate the Dallas Municipal Court that adjudicates Class C misdemeanors, provide support as Official Clerk of the Court of Record, direct and manage the activity of the Municipal Court, the Office of the Dallas Marshal and Detention Center, and the incarceration of City of Dallas prisoners at the Dallas County Lew Sterrett Justice Center Facility.

CTS provides overall clerical and administrative support to the Dallas Municipal Court. This includes the processing of Class C misdemeanor violations, violations of City ordinances, case management, and fine and penalty collection. Individuals receiving citations for State law and City ordinance violations are given 21 days to either pay the fine in full or in installments, or contest the citations by requesting a court appearance. Fines generally become delinquent on day 22 of the citation. Defendants found guilty in court are required to pay their fines, court costs, and fees within 30 days of the judgment. Individuals can pay their fines with cash, check, or credit card either in person, by mail, or over the Internet. Other options to satisfy judgments are available, such as community service.

The CTS records the citations, sends delinquency letters, accepts and records payments, prepares court dockets, records court dates and judgments, and tracks all other developments related to each citation in a mainframe case management system. To collect outstanding amounts, CTS provides names and addresses of delinquent defendants to the Centralized Collections Unit, part of the Office of Financial Services, which mails demand letters. On day 83 of the delinquency, cases with outstanding amounts are referred to the outside collection agency. Arrest warrants are issued for defendants who have been delinquent for at least 256 days.

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**Revenue, Expenditures, and Cases Filed by Fiscal Year**

<b>Fiscal Year</b>	<b>Revenue<sup>11</sup></b>	<b>Cases filed</b>	<b>Dallas Revenue Per Case</b>	<b>Texas Average Revenue Per Case</b>
<b>2002</b>	\$ 29,019,727	422,948	\$ 68.61	\$ 62.12
<b>2003</b>	\$ 26,614,139	435,218	\$ 61.15	\$ 63.19
<b>2004</b>	\$ 27,050,389	435,653	\$ 62.09	\$ 71.55
<b>2005</b>	\$ 30,207,169	527,193	\$ 57.30	\$ 74.73
<b>2006</b>	\$ 37,780,222	529,383	\$ 71.37	\$ 82.66
<b>2007</b>	\$ 34,886,882	508,465	\$ 68.61	\$ 94.51
<b>2008</b>	\$ 32,233,224	440,001	\$ 73.26	\$ 118.74

**Source:** Texas Office of Court Administration

**Municipal Court Services FY 2007 Performance Measures**

<b>Performance Measure</b>	<b>Goal</b>	<b>Actual Result</b>	<b>Percent of Goal</b>
• Number of Requests for Municipal Court Programs	280,000	237,471	84.81%
• Number of Cases Filed	530,000	598,405	112.91%
• Number of Warrants Confirmed	85,000	62,206	73.18%
• Number of Court Cases Docketed per FTE	2,187	1,648	75.35%
• Percent of Customers Satisfied with Service Delivery	90%	90%	100.00%
• Number of Cases Docketed	300,000	266,073	88.69%
• Number of Documents Scanned	4,500,000	4,060,180	90.23%
• Number of FTEs	160	161.5	100.87%
• Municipal Court Services Budget	\$ 10,554,539	\$ 10,527,349	99.74%
• Number of Public Intoxication Reports Entered	15,000	17,652	117.68%
• Number of Cases Set for Magistrate Court	60,000	57,522	95.87%
• Number of Mail Correspondence Payments and Requests for Court Programs	200,000	195,462	97.73%
• Number of Prisoners Transferred per Day	4,000	2,961	74.03%
• Number of Warrants Served	15,000	10,913	72.75%
• Percent of Payments by Non-Office Visits	45.0%	40.4%	89.78%
• Percent of Phone Calls for Operator Assistance Within Five Minutes of Contact	90%	90%	100.00%
• Number of Bonds Posted	60,000	55,426	92.38%
• Average Wait in Line (Minutes)	25	17	68.00%
• Revenue (Due City)	\$ 23,822,000	\$ 21,637,263	90.83%
• Percent of Online Payments	10%	N/A	
• Number of Warrants Executed	240,000	240,000	100.00%

**Source:** September 2007 Key Focus Area Report to the Dallas City Council

<sup>11</sup> Revenue is split between the City of Dallas and the State of Texas

## **Objective, Scope and Methodology**

The objective of the audit was to review Municipal Court processes for court fines before referring delinquencies to an outside collection agency. The audit was conducted under authority of the City Charter, Chapter IX, Section 3, and covered citations recorded between October 1, 2002 through April 30, 2008.

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

To achieve the audit objective, we:

- Interviewed City department managers and staff and observed their operations to develop an understanding of relevant internal controls and evaluated relevant policies and procedures
- Reviewed Texas State Statutes, City ordinances, City Council briefings, and other relevant documents and information; researched industry best practices for billing and collections, as well as best practices for Municipal Court administration
- Used computer-assisted audit techniques to analyze over three million citations recorded in the Municipal Court's case management system during the audit period of October 1, 2002 through April 30, 2008

**Major Contributors to This Report**

Gary E. Lewis, CPA, CIA, CFE, Assistant City Auditor  
Anatoli Douditski, CIA, Project Manager  
Theresa Hampden, CPA, Quality Control Manager

## Management's Response

### Memorandum

RECEIVED  
MAR 10 2009  
CITY AUDITOR'S OFFICE



DATE: March 9, 2009

TO: Craig D. Kinton, City Auditor

SUBJECT: Response to Audit Report:  
Audit of Municipal Court Fines and Fees Collection Processes

Our responses to the audit report recommendations are as follows:

#### Recommendation 1:

We recommend the Director of the Department of CTS:

- Implement reporting of delinquent traffic citations to Texas Department of Transportation to block vehicle registrations by defendants with unpaid fines
- Coordinate with DPD to develop a procedure for impound lot employees to check for outstanding traffic citations and require their resolution before releasing vehicles to individuals with unpaid fines
- Coordinate with the City Attorney's Office and the Administrative Judge the implementation of a program that would allow defendants to pay a reduced fine within the first 21 days of ticket issuance.
- Change the format of the citation to enable the printing of the amount of the fine

#### Management Response / Corrective Action Plan

Agree       Disagree       Partially Agree

- Implement reporting of delinquent traffic citations to Texas Department of Transportation to block vehicle registrations by defendants with unpaid fines
  - Court and Detention Services (CTS), and cities in the North Texas area, started discussions with Dallas County and TXDOT several years ago to address issues impeding implementing the scofflaw vehicle registration denial program. Dallas County has developed a program that would allow Dallas County to flag vehicles with TXDOT as scofflaw for multiple cities. Dallas County notified the City of Dallas that implementation could begin within approximately 180 days. CTS will bring the Dallas County inter-local agreement for scofflaw participation to the City Council for approval when executed.

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- Coordinate with DPD to develop a procedure for impound lot employees to check for outstanding traffic citations and require their resolution before releasing vehicles to individuals with unpaid fines
  - CTS and DPD will initiate discussions with the City Attorney's Office to determine if any legal impediments exist. If allowed, CTS will coordinate with DPD to develop implementation procedures within the legal framework allowable for City Council approval.
  
- Coordinate with the City Attorney's Office and the Administrative Judge the implementation of a program that would allow defendants to pay a reduced fine within the first 21 days of ticket issuance.
  - This recommendation is addressed in the Municipal Court Efficiency Study (ZIP) of court processes. The Ad-Hoc Judicial Nominating Committee is scheduled to be briefed in March/April 2009.
  
- Change the format of the citation to enable the printing of the amount of the fine
  - The fine amounts were removed from the citations as various versions of citations with differing legislative requirements/fine amounts resulting from legislative changes were in circulation thereby creating confusion for the defendant. Implementation of the centralized control and reconciliation of citations recommendation shown below would aid in this process.

**Implementation Date**

October 2009

**Responsible Manager**

Gloria López Carter, Director of Court and Detention Services  
Chief David Kunkle, Dallas Police Department

**Recommendation 2:**

We recommend the Director of CTS, in cooperation with DPD, implement a procedure for centralized control and reconciliation of all citations.

**Management Response / Corrective Action Plan**

Agree       Disagree       Partially Agree

The DPD Quartermaster is responsible for the printing, inventory and distribution of citations. CTS will notify DPD of the audit recommendations and assist in developing a procedure for a centralized control and reconciliation of all citations.

**Implementation Date**

October 2009

**Responsible Manager**

Gloria López Carter, Director of Court and Detention Services  
Chief David Kunkle, Dallas Police Department

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**Recommendation 3:**

We recommend the Director of the Department of CTS track and periodically report to the City Council the effectiveness of collection efforts using the performance measures customary in the collections industry, such as aging schedules of delinquent citations and collection rate.

**Management Response / Corrective Action Plan**

Agree       Disagree       Partially Agree

State law allows defendants several non-paying options to satisfy a citation without paying the fine. Therefore, effective collections for court systems is measured based on compliance through payment as well as documented and timely completion of State approved programs, such as defensive driving and community service.

Monthly reporting of collections/compliance is required by the Office of Court Administration. Court & Detention Services will soon have the capability to retrieve aging schedules of these delinquent citations and collections and may report to City Council, as requested. These schedules will also allow Court & Detention Services to add performance measures for collections.

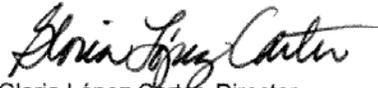
**Implementation Date**

July 2009

**Responsible Manager**

Gloria Lopez Carter, Director of Court and Detention Services

Sincerely,



Gloria López Carter, Director  
Court and Detention Services

c: Mary K. Suhm, City Manager  
Ryan S. Evans, First Assistant City Manager

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