

# First Judicial District Testimony

## *Fiscal Year 2020 Operating Budget*

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Presented to: Philadelphia City Council – Committee of the Whole  
Honorable Darrell L. Clarke, Council President

**Date:** *April 24, 2019*

On behalf of: The First Judicial District of Pennsylvania  
Philadelphia Court of Common Pleas  
Philadelphia Municipal Court



By: Honorable Idee C. Fox, President Judge Court of Common Pleas, and Chair,  
Administrative Governing Board  
Honorable Patrick F. Dugan, President Judge, Municipal Court  
Honorable Jacqueline F. Allen, Administrative Judge, Trial Division  
Honorable, Margaret T. Murphy, Administrative Judge, Family Court  
Honorable Matthew D. Carrafiello, Administrative Judge, Orphans' Court  
Honorable Gary S. Glazer, Administrative Judge, Traffic Division  
Joseph H. Evers, District Court Administrator, First Judicial District

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## **Fiscal Year 2020 Budget Testimony of the First Judicial District of Pennsylvania**

Good morning my name is Idee C. Fox, and I am privileged to address you today as the Chair of the First Judicial District's Administrative Governing Board and President Judge of the Court of Common Pleas. I am here representing my colleagues on the Administrative Governing Board, Honorable Patrick F. Dugan, President Judge Municipal Court; Honorable Jacqueline F. Allen, Administrative Judge Trial Division; Honorable Margaret T. Murphy, Administrative Judge Family Court; Honorable Matthew D. Carrafiello, Administrative Judge Orphans' Court; Honorable Gary S. Glazer, Administrative Judge Traffic Division and Joseph H. Evers; District Court Administrator. Also, in attendance is Kevin Cross, Deputy Court Administrator, to answer questions from members of City Council about the FJD Budget Request.

The Courts of the First Judicial District adjudicate cases and resolve disputes following statutory and legal requirements, subject to the Constitution of the United States and the Constitution of the Commonwealth of Pennsylvania, and ensure fair and timely disposition, with accessible justice to the citizens and litigants in the City and County of Philadelphia.

This testimony will highlight innovative programs implemented to shorten the distance between our Court and our Community, emphasize the FJD's commitment to partnering with other justice agencies to achieve unprecedented results in reducing the prison population, effectuate other criminal justice reforms, and illustrate our dedication to supportive services to aid and assist our most vulnerable citizens: seniors, people experiencing behavioral health challenges and children.

To fully appreciate the impact of these efforts, it is important to acknowledge the role of the Judiciary within our system of government. Both the Constitutions of the United States and that of the Commonwealth of Pennsylvania outline a separation of powers doctrine which establishes three separate but equal branches of government where:

the *Legislative Branch* is responsible for enacting the laws and appropriating the money necessary to operate the government,

the *Executive Branch* is responsible for implementing and administering the public policy enacted and funded by the legislative branch and,

the *Judicial Branch* is responsible for interpreting the laws, and applying their interpretations to controversies brought before it.

A strong and independent judiciary is an essential aspect of effective governance; ensuring that equal justice, the rule of law, and accountability formulate the foundation of public trust and confidence in our democracy. Our judiciary remains a willing and active partner with the other branches of government, and will continue to do so in good faith and in accordance with our mission.

Our courts and judges reflect the values of our communities and understand the challenges facing the people who appear in our courtrooms. We remain committed to fairness, equality, and shortening the distance between the Court and our Community.

**Shortening the Distance between the Court and our Community:  
Judicial Fairness**

Fairness and due process are constitutionally rooted concepts and serve as the foundation of laws that all citizens want equally and fairly applied no matter their race, religion, gender, or socio-economic condition. The role of the Judiciary is to ensure that fairness and due process is applied to all. I am proud to work alongside judges who are dedicated to the maintenance of the dignity of our courts and committed to fairness and equal protection. Our citizens have a right to their day in court and they can trust that the judge presiding over their case will be even-handed, fair and impartial.

**Shortening the Distance between the Court and our Community:  
Equality through Diversity and Inclusion Training**

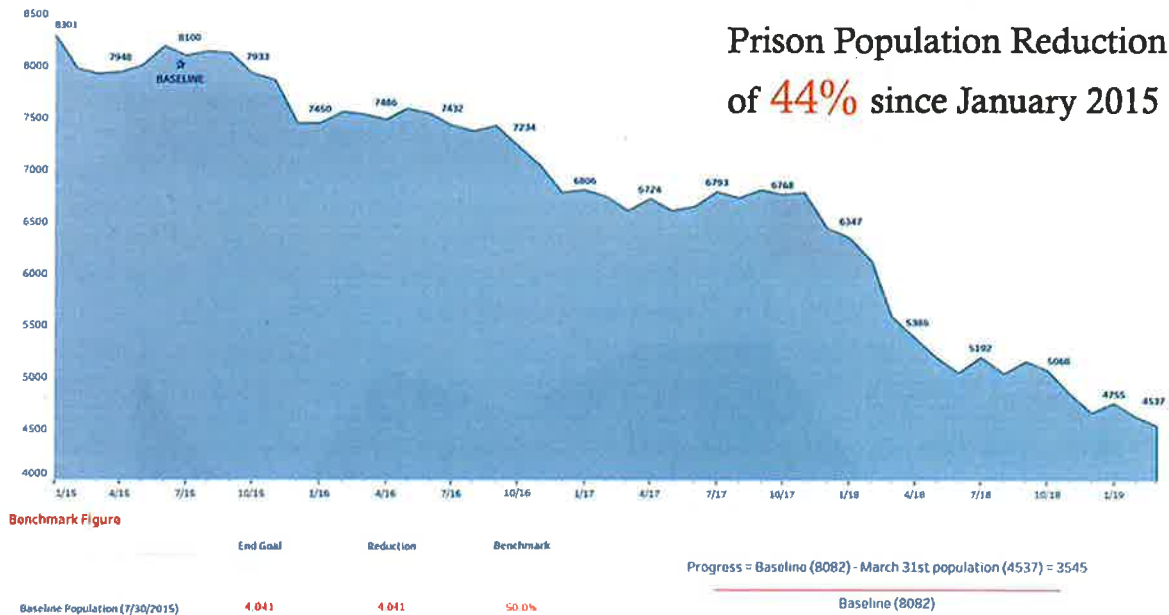
Our city is fortunate to be comprised of a diverse urban population and the FJD is committed to providing fair and equal employment, representative of this diversity. To achieve this goal, we have retained the services of a Diversity and Inclusion Consultant to survey and assess the structural and cultural barriers that affect the diversity of our staff. We hope the resultant report will contain recommendations for training of staff and the judiciary so as to ensure that as we move forward, our employees are representative of the diverse population of our City.

**Shortening the Distance between the Court and our Community:  
Criminal Justice Reform/MacArthur Grant Initiatives**

Four years ago, the Criminal Justice and Advisory Board instructed the justice partners to collaboratively submit an application to the MacArthur Foundation to rethink jails. Through MacArthur's Safety and Justice Challenge, Philadelphia was awarded funding in 2015, 2016, and again in 2018 (a total of \$7.65 million), to create, implement, and sustain multiple initiatives geared to address the goals of the Safety and Justice Challenge: 1) reduce the jail population, 2) decrease racial and ethnic disparities in the jail, and 3) use data-driven strategies to achieve the two previously mentioned goals.

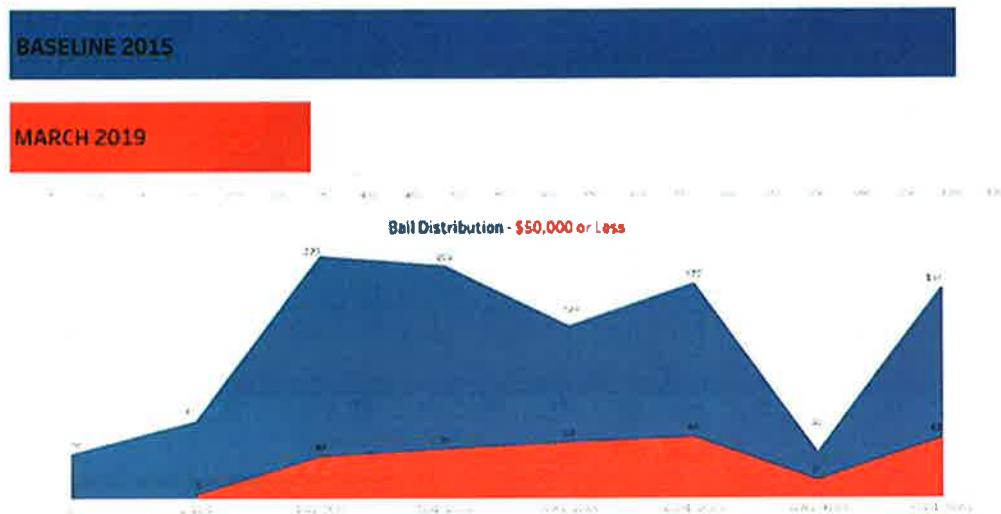
Since the submission of the initial application in 2015, the FJD has been at the forefront of the MacArthur Safety and Justice Challenge strategies taking place in Philadelphia. Today our dedication to the MacArthur Safety and Justice Challenge remains steadfast. FJD employees chair 5 of 7 MacArthur subcommittees, and 12 of 30 initiatives. Since MacArthur began in 2015, the prison population fell from 8,082 (July, 2015) to 4,537 (March, 2019), which translates to a 43.9% reduction.

Jail Population | End of Month | January 2015 - March 2019



One of the most successful initiatives under the MacArthur umbrella is Municipal Court's Early Bail Review program. This collaborative effort revisits initial bail decisions made at arraignment, and allows for an in-depth screening of candidates by the justice partners. Within 1-5 days of incarceration, individuals in custody at the prison who have cash bail amounts of \$50,000 or less, are charged with non-violent misdemeanors or felonies, and have no other holds or detainers are eligible for an Early Bail Review hearing – at which most (87.5%) people are released.

Through this strategy alone, 1,464 individuals were returned to the community and over 200,000 prison days (210,654) were saved for people discharged from prison as a direct result of these hearings. Further, this initiative accounts for 1,433 prison beds saved on any given day. The pretrial group in custody targeted by this strategy decreased by 58.3% (2,018 in July, 2015, to 842 in March, 2019 = 1,176 fewer people). An evaluation of this program revealed that those being released are showing up to court, reporting to Pretrial Services, and are not engaging in violent crimes while on pretrial release. Given the success of the program, in February, the criteria expanded to include people being held on cash bail amounts of \$100,000 or less. As a result of the expansion, an additional 104 individuals were released at their hearing.



The Detainer Alternative Program is a MacArthur initiative implemented by Adult Probation and Parole, in conjunction with the justice partners. This alternative to incarceration provides eligible offenders substance abuse treatment, and other supportive services, coupled with a graduated sanction component if needed. As of February 2019, 278 participants completed the program, resulting in 22,401 prison days saved. Similarly, there is also the Violation Electronic Monitoring program. To date, 1,247 people have been considered for the program, and 110 participants were placed on Electronic Monitoring, which saved 7,752 days in custody.

This is a small sample of MacArthur reform strategies led by the FJD. The total prison days saved by the few initiatives discussed today (Early Bail Review [210,654] + Detainer Alternative Program [22,401] + Violation Electronic Monitoring [7,752]) is 240,807 – or 660 years. To date, the FJD has not received any justice reinvestment funds for its substantial contributions to the overall 43.9% prison population reduction and any savings resulting from the MacArthur reform efforts.

Lastly, as part of the MacArthur Safety and Justice Challenge's efforts to reduce racial and ethnic disparities in the criminal justice system, all current and future FJD employees will partake in Implicit/Explicit Bias Training. Components of the training include role-playing, videos, group activities based on vignettes relevant to each agency, and presentations of science surrounding biases people have. The FJD has completed the "Train the Trainer" program, which provided training to select employees and judges, who can now continuously deliver training to other existing staff and new hires. Municipal Court's Administrative Staff participated in a Managerial training, and as of November 2018, all frontline staff received bias training. All employees in the Court of Common Pleas Criminal Trial Division will have received training by the end of this upcoming July.



The MacArthur initiatives are not the only efforts being taken by the Court to increase access to justice and reform the system. One such endeavor was the discontinuation of the collection of cash bail fees. In October 2018, the FJD and the City's Criminal Justice Advisory Board ended the policy of retaining 30% of the cash bail posted to secure a defendant's release from custody pending the final disposition of their case. This fee was previously paid to the City's general fund. The Court concluded that the interests of justice would be best served if the entire amount of cash bail posted to secure a defendant's release was returned, when the defendant fully complied with the principal purpose of bail: to appear at all scheduled court hearings or other events, until full and final disposition of a defendant's case.

### **Shortening the Distance between the Court and our Community: Clean State**

Clean Slate is a state law, enacted December 26, 2018, which enables the criminal record of individuals convicted of summary and numerous misdemeanor offenses to be sealed from public view. Clean Slate also allows for the expungement of court records for those who were not convicted or were found "not guilty" (e.g., charges were dismissed, withdrawn, *nolle pros*), or in diversion cases (ARD) where they have completed their sentence, as well as summary convictions after five years without arrest.

In 2018, 12,267 adult expungements were granted of which 10,140 were full expungements and 2,227 were partial expungements. This is a 20% increase in expungements from 2017, where 10,120 adult expungements were granted of which 8,444 were full expungements and 76 were partial expungements.

Clean Slate allows eligible individuals with a criminal record to put their past behind them. With a sealed record, most potential employers and landlords will not have access to these prior convictions. This is currently done by petition to the court, but beginning in July 2019, and into 2020, eligible court records will be automatically sealed. To be eligible for Clean Slate, an individual must have met their financial obligations and have no convictions in 10 years. Our written testimony includes a link to the AOPC website with more information on eligibility for Clean Slate.

<http://www.pacourts.us/learn/learn-about-the-judicial-system/clean-slate-expungement-and-limited-access>

### **Shortening the Distance between the Court and our Community: Juvenile Lifers**

In 2012, and 2016, two U.S. Supreme Court rulings retroactively prohibited mandatory life sentences without the possibility of parole for juvenile homicide offenders. Pennsylvania has 523 juvenile life offenders -- the largest number of juvenile lifers in the nation -- of which 307 are from Philadelphia. As a result of the Supreme Court ruling, in 2016, the FJD established the Juvenile Lifers Sentenced without Parole (JLSWOP) Program. The Judges were assigned to work with our justice partners, the District Attorney and Public Defender, to review protocols and establish eligibility criteria under which to re-sentence each individual. As of April 2019, 86% (265) of former-juvenile lifers have been re-sentenced or have a final disposition, with an

additional 14% (42) awaiting resentencing. More than half (129) of those resentenced have been paroled by the PA Board of Probation and Parole.

**Shortening the Distance between the Court and our Community:  
Move from 1401 Arch to 714 Market St**

On March 11<sup>th</sup>, 2019, the Pretrial Services and Adult Probation and Parole Department opened its new facility at 714 Market St. and vacated its previous location at 1401 Arch St. This location was selected for its cost effectiveness, proximity to public transportation, its design efficiencies, including a more accommodating client-oriented environment with a centralized lobby space to allow clients to wait inside the building, internal waiting and interview rooms which provide easier access to supervision officers. Also the cashier's window has street access so clients do not have to enter the main building to make payments.

**Shortening the Distance between the Court and our Community:  
Specialty Courts, Problem Solving Courts and Diversion Programs**

The goal of our specialty courts and diversion programs is to assist and provide alternatives to incarceration for carefully screened defendants. Instead of confinement, defendants are provided counseling, treatment for any addiction or mental illness, educational assistance and healthcare support. While the progress of each participating defendant is strictly monitored by a judge, success is predicated upon a partnership between the defendant, the court, and the numerous caseworkers and service providers.

The Criminal Trial Division provides re-entry services and programs for returning citizens under supervised release to aid in their transition to society; thereby reducing their risk of recidivism. These programs provide a variety of job counseling and training options along with college coursework and other educational offerings. All of these programs are supervised by a judge, and the many partners in this program include: Community College of Philadelphia, Temple University, the Philadelphia Department of Prisons, the District Attorney's Office, Public Defender's Office, the Pennsylvania Horticultural Society, and volunteer mentors.

The Philadelphia Municipal Court continues its proactive participation in reform initiatives, the expansion of its successful diversion programs and collaboration with our criminal justice partners to bring about additional systemic improvements, explore alternatives to incarceration for non-violent offenders, and work to reduce racial, ethnic and economic disparities. Two examples of these successful programs are: Veterans Court which oversees a range of services offered to qualified veterans involved in the criminal justice system, and the Accelerated Misdemeanor Program (AMP) as an alternative to traditional prosecution methods that diverts offenders with low level misdemeanor arrests.

**Shortening the Distance between the Court and our Community:  
Juvenile Probation Initiatives**

The Philadelphia Family Court Juvenile Probation Department remains a leader in providing critical probation services to youth and families, and strives to promote policies and reforms consistent with the mission of the Juvenile Justice System in Pennsylvania. Outcomes for

Philadelphia's most disadvantaged youth while under probation supervision continue to trend positively in 2018, including:

- 32,651 successful contacts with youth and families through office, school, residential, and community site visits
- 23,542 hours of meaningful community service completed by youth
- over 800 youth while in residential care, received either a High School Diploma, a GED Certificate, or a Vocational Certificate through Juvenile Probation's commitment to academic achievement and vocational training
- dedicated divisionary efforts supported through Court and stakeholder programs collectively diverted 508 youth from further penetration into the Juvenile Justice System

The Juvenile Department also provides alternatives to secure detention or placement and allows the youth to remain safely in their communities:

- A total of 2,204 youths were supervised utilizing Global Positioning System Monitoring.
- Evening Reporting Centers (ERCs) are community-based alternatives to detention. It promotes appearances in court and reduces the likelihood of re-arrest. These programs aim to provide youth with critical thinking skills, while reinforcing abstaining from delinquent behavior. In 2018, a total of 105 were successfully discharged from this program.

#### **Shortening the Distance between the Court and our Community: Efforts to Reduce Evictions in Landlord/Tenant Matters**

In 2009, the Philadelphia Bar Association formed the Civil Gideon and Access to Justice Task Force. A number of Judges are included as members. The mission of the Task Force is to develop concrete and practicable proposals to advance the implementation of a civil right to counsel in those areas of adversarial civil proceedings where basic human needs are at stake. Among the many of the suggestions of this Task Force was the Municipal Court Civil Division's efforts to reduce the number of evictions affecting low income residents in Philadelphia, acknowledging the effect evictions have in the resulting shortage of safe and affordable housing.

The Court, in implementing the Task Force's suggestions, reviewed and updated its forms, educated judges and court staff about licenses and certificates required by City Ordinances, and continued efforts to ensure that the Court is accessible. The Court further believes expanding rental assistance and housing subsidies would have a beneficial effect on reducing evictions.

Additionally, the Municipal Court is partnering with the Philadelphia Eviction Prevention Program (PEPP), a City-funded program that provides information to both landlords and tenants. These services include expanding the Help Center, the presence of a courtroom navigator, and a Lawyer for the Day program. The Court worked with PEPP on the creation of a revised resource guide and modified the informative videos. Municipal Court also provides a private office to meet with the represented tenants, modified the initial statement read by the trial commissioner

to advise litigants about the Lawyer for a Day program and the court navigator, and arranged a secure space for the program to maintain and store supplies and files.

Further, in response to concerns that pro se litigants may be intimidated when negotiating with a lawyer, the Court introduced a new procedure: In cases involving an agreement with an attorney, the pro se litigant meets separately with a member of the court's central legal staff before signing the agreement to make sure that the pro se litigant has addressed all existing issues.

### **Shortening the Distance between the Court and our Community: Guardian Tracking System**

To quote Pennsylvania Supreme Court Justice Debra Todd, "Pennsylvania ranks fourth in the nation for the highest population percentage of elders, [and] as the Commonwealth's aging population continues to grow, it is increasingly important to ensure the protection of some of our most vulnerable citizens." The Administrative Office of Pennsylvania Courts developed a web-based Guardian Tracking System in which court-appointed guardians of adults of all ages, court staff and judges can file, manage, track and submit guardianship reports. This initiative is intended to protect vulnerable citizens, improve how the court monitors guardians, and ensure potential problems are identified and responded to quickly.

### **Shortening the Distance between the Court and our Community: Language Access Plan**

In March 2017, the Supreme Court of Pennsylvania adopted a comprehensive plan to improve access to justice for those with limited English proficiency and those who are deaf or hard of hearing. The Language Access Plan is designed to guide the judiciary in meeting language challenges brought by the growing diversity of Pennsylvania's population. It also further solidifies the Supreme Court's commitment to fair and equal access to justice by providing quality language access services to non-English-speaking and deaf court users.

During Calendar Year 2017, the First Judicial District expended resources and funds to implement the Language Access Plan's requirement to:

1. provide telephonic interpreting if needed and appropriate
2. create protocols to capture at the earliest possible time whether a principal party in interest, witness, victim, parent or person is in need of an interpreter and if so, make the arrangement necessary to provide the required interpreter
3. establish a district-specific Notice of Language Rights and include it with all hearing notices and subpoenas
4. translate the Notice into languages most frequently requested.

## **Interpreter Services**

Philadelphia is a diverse city and our courtrooms and facilities reflect this diversity. In 2018, as part of implementing this Language Access Plan, the FJD provided interpreter services in 150 languages and dialects and fulfilled over 6,000 requests for interpreter services at a cost of \$1.0 million. Our top 12 language usage accounts for 82% of our interpreter requests, but it's the remaining 138 languages and dialects where the FJD shows its commitment to actively meet the needs of our community to ensure that every client, defendant, victim, or witness is afforded the opportunity to participate in court proceedings in their native language. From 2017 (3,699) to 2018 (6,087), the amount of requests for language interpretation increased by 64%, further reflecting both the need for and success of the implementation of the AOPC/FJD Language Access Plan.

### **Shortening the Distance between the Court and our Community: Employee Professional Development Training Program**

The mission of the FJD Professional Development Training Program is to build the future of the FJD by providing valuable educational opportunities to employees.

The program is aimed at creating a skilled and qualified workplace, and was launched in 2018 to provide continuous and ongoing development and learning opportunities for our employees. The Professional Development Program is a 3-year program that consists of well-designed classes and roundtable sessions, to provide employees multi-disciplinary training opportunities in court management, supervision of staff, and basic office skills.

Employee Professional Development Training consists of two tracks; Level I is the introductory program for entry-level full-time employees, and Level II is for front-line supervisors. The introductory curriculum focuses on basic office and court procedures, communication skills, customer service, writing and e-mail skills. The Supervisory program focuses on conflict management, leadership and management skills, and human resource policies.

### **Shortening the Distance between the Court and our Community: Creating Access and Accessibility to the Philadelphia Justice System**

**Web-based job application** – Beginning in 2015, interested job-seekers can apply for posted positions utilizing our online job application accessible via our website. Since implemented, we received 40,292 on-line job applications where prospective candidates are able to apply for positions, and submit resumes and cover-letters without coming to our Human Resources office, thereby saving applicants the time and expense of traveling to Center City.

**Electronic filings**— our courts are committed to be fully accessible to the public and legal community via the internet for on-line case status, jury duty status, and payment of fines and fees. In 2018, approximately 900,000 documents were transmitted electronically or e-filed by our litigants in Civil, Criminal, and Orphans' Court cases. These filings can be done at any hour or day of the week. Additionally, 174,000 individuals used our interactive voice response system to access the status of Traffic Division cases. Currently, over 2 million case filings are stored electronically, eliminating paper files in a majority of our courtrooms.

## **Civil Mental Health Program**

As President Judge, I appoint Mental Health Review Officers who hear all petitions involving involuntary civil commitments for the purpose of rendering mental health treatment to individuals who suffer from mental illness and who pose a clear and imminent danger to self or others. The Mental Health Procedures Act of 1976 requires that individuals who have been involuntarily committed under Section 302 of the Act must be released within five days unless a petition is filed with the court. When a petition is filed, counsel for the individual must be appointed, a hearing conducted, and a decision issued all within 24 hours of the filing. In calendar year 2018, a total of 5,602 petitions were filed. The vast majority of the petitions, 4,509, were filed under Section 303, all of which were scheduled and heard, as required, within twenty-four (24) hours of being filed.

## **Civil Tax Petition Program**

In 2017, a new Civil Tax Petition program was implemented for residents with delinquent real estate and water bills based on the dramatic increase in lien petitions (from 813 in 2010, to 9,552 in 2017). The program was developed with the assistance and in cooperation with attorneys from Community Legal Services and the City of Philadelphia. Cases are initially listed for a status to allow taxpayers an opportunity to negotiate payment plans and/or to enter into one of several types of payment agreements available to taxpayers, including an Owner-Occupied Payment Agreement. The listing Courtroom is staffed with City representatives, housing counselors from the City Department of Housing, and Community Development and attorneys and/or representatives from public interest groups such as Community Legal Services and the Senior Law Center. All are present to aid the taxpayer in receiving assistance to prevent the tax sale of the property. Cases may be continued several times to enable the taxpayer ample opportunity to resolve the tax dispute or enter into a payment plan. Cases which cannot be resolved are listed for trial before a Judge. The number of taxpayers appearing for Court has increased dramatically since the commencement of this Program.

## **Budget Request**

Tables 1 and 2 outline our budget request and net cost to operate our courts. For Fiscal Year 2020, our budget request is \$169.0 million dollars which consists of \$116.4 million from the General Fund and \$52.6 million from the Grants Revenue Funds. In large measure, this \$169.0 million dollar budget request is paid for by the court system. In fact, the FJD generates \$49.2 million dollars that is credited to the General Fund from filing fees (\$26.0 million), fines and costs (\$7.7 million), and reimbursements (\$15.5 million). In addition, the FJD saves the City and its agencies over \$5.4 million annually by waiving filing fees in the Court of Common Pleas and Municipal Court, as well as \$3.2 million in law library fees. As a consequence, of the total \$169 million dollar budget request, in reality the FJD is only seeking \$58.6 million, or one-third of our total funding for FY20.

**Table 1: FJD FY2020 Budget and Revenue Contributions:**

|   |                             |
|---|-----------------------------|
| <b>FY20 FJD City-proposed General Fund Budget.....</b>          | <b>\$115,503,975</b>        |
| <b>FJD Requested Increase for Law Clerk Salary Equity .....</b> | <b>\$957,619</b>            |
| <b>FJD Requested General Fund Budget Amount.....</b>            | <b>\$116,461,594</b>        |
| <b>FJD Grants Revenue Budget.....</b>                           | <b>\$52,578,871</b>         |
| <b>FJD Requested General Fund Budget Amount.....</b>            | <b><u>\$169,040,465</u></b> |

**Table 2: Net Cost to Operate Our Courts**

|  |                            |
|--|----------------------------|
| <b>FY20 FJD-proposed General Fund Budget .....</b>                       | <b>\$116,461,594</b>       |
| <b>FJD Reimbursements &amp; Grant in Aid from other Governments.....</b> | <b>(\$15,578,000)</b>      |
| <b>Filing Fees, Fines and Costs.....</b>                                 | <b>(\$33,675,000)</b>      |
| <b>Jenkins Law Library Fee Collected and Paid on City's Behalf .....</b> | <b>(\$3,210,084)</b>       |
| <b>Waived Fees for City Agencies .....</b>                               | <b>(\$5,395,232)</b>       |
| <b>Total Revenue that Offsets General Fund Budget .....</b>              | <b>(\$57,858,316)</b>      |
| <b>Net Cost to Fund FJD Courts .....</b>                                 | <b><u>\$58,603,278</u></b> |

**Shortening the distance between our court and the community by remaining fiscally responsible**

- the FJD stays within its budgeted amount
- consistently modest expense for overtime, less than 0.03% (three hundreds of 1%) of Class 100 budget
- the FJD makes up less than 1.2% of total city budget, net of revenue it generates;
- the FJD funds numerous technology, facilities and infrastructure upgrades within existing budget
- whenever possible we fund shortfalls internally and remain within our budget.

**Law Clerk Salary Equity**

The FJD seeks parity with other city-agencies regarding the starting salary of law-trained positions. The increases afforded to these other agencies puts the FJD at a disadvantage when seeking entry-level attorneys for law clerk positions. The FJD acknowledges the partial funding provided for this initiative, however we do request additional funding.

With our entry-level salary for law clerk positions, we cannot compete with the surrounding jurisdictions and lose quality staff to support our judiciary. The investment in law clerk salary parity is also an investment in retaining potential residents who are the future of the Philadelphia Bar Association and contributes to the diversity of the City and the FJD. Further, the potential law clerk pool is comprised of people whom the City's Administration have actively targeted to make Philadelphia their home and remain a part of our community.

It is for these reasons we could not provide budget detail consistent with the amount proposed by the Administration, and therefore have attached our original budget submission and seek an additional \$957,619.00.

## **Conclusion**

Lastly, in addition to providing the delivery of fair, timely, and accessible justice to Philadelphians, the FJD should be recognized for its contribution to offsetting its costs and generating revenue and savings for other city agencies. As outlined in my testimony today, an investment into our courts, judiciary, and staff creates returns that positively impact our justice partners, other city agencies, and our citizens.

Thank you for the opportunity to present this testimony today. On behalf of the Philadelphia Judiciary, Administrative Governing Board, and the employees of the FJD, we respectfully seek City Council's consideration and approval of our FY20 General Fund and Grants Revenue budget request. I will take your questions at this time.

## **Creating Efficiencies within the Criminal Justice System**

The FJD remains a cooperative and responsible partner in government by creating, collaborating, and implementing programs that streamline case processing. We evaluated some of our criminal court programs to identify savings to other criminal justice agencies by reducing or eliminating the following: incarceration days; prisoner transportation; lab fees for drug testing, and police officer appearances. These program efficiencies and savings are based on what other criminal justice agencies could incur if these services were not provided.

### **- Stout Center Video Conferencing**

The use of video conferencing reduces the need to transport prisoners in a large number of criminal cases, makes it easier for victims and child witnesses to testify, and addresses and improves some of our court security concerns. In 2018, over 4,000 county and an additional 452 state matters were resolved via video conferencing producing a Sheriff Transportation savings of \$431,233.

### **- Electronic Monitoring**

The Electronic Monitoring Unit supervises pre-trial and post-trial adult defendants ordered by the judiciary to Electronic Monitoring. Monthly electronic monitoring inventories average around 500 defendants on active monitoring. This program generates savings in incarceration costs.

### **- Juvenile Delinquent GPS Monitoring**

Additionally for juveniles adjudicated as delinquent, the use of GPS Monitoring as an alternative to placement and detention saves in juvenile justice service costs. In 2018, a total of 2,204 youth were supervised utilizing GPS Monitoring, 897 of those youth on GPS were monitored as alternatives to detention, saving a total of \$8,239,169.25 in juvenile justice service costs.

### **- Attorney/Client Video Interview Program**

The Attorney/Client Video Interview Program was instituted in April 2011. In 2018, 858 State and County interviews were scheduled resulting in the early disposition of almost 30% of these matters and savings of nearly \$500,000 for the transportation of both State Department of Corrections inmates as well as Philadelphia County Prison inmates.

### **- Accelerated Misdemeanor Program**

Accelerated Misdemeanor Program (AMP) targets eligible misdemeanor-violators for post arraignment diversion and early resolution of their cases with offers for community service and court costs. In 2018, 4,048 listed cases were diverted to AMP resulting in savings from reduced police overtime. Also, a total of 13,606 community service hours were completed.



### **- Mental Health Court**

Mental Health Court (MHC) is a re-entry program that provides intensive wrap-around treatment and individualized probation supervision. The Court aims to reduce the recidivism rate by facilitating the re-entry of offenders with mental illness from incarceration into supervised community treatment settings. In 2018, the MHC reviewed 29 referrals and admitted 19 individuals to the program. Over the last nine years, 407 individuals have been admitted to the program, saving in the reduction of prison costs.

## **Performance Measures, Outcomes, Caseload Statistics, and Achievements**

### **Family Court Division**

#### **Juvenile Delinquency Court**

- By the end of 2018, 1,875 juvenile petitions were filed for court, a 17% decrease from 2017. Juvenile Probation Officers made 32,651 successful contacts with youth and families through office, school, residential, and community site visits.
- In 2018, over 800 youths were awarded a High School Diploma or their GED Certificate while in residential care.
- The Student Transition Center is the link between residential placement and youth returning to their neighborhood school. Of the 459 youths who participated in 2018, 309 were assigned to a Comprehensive or a Transitional School to work on attaining their academic goals. The remaining 150 either completed their educational requirements or were assigned to an alternative school program through the School District of Philadelphia.
- 23,542 hours of youth Community Service were completed in 2018. This translates to \$170,679.50 in services for neighborhoods and citizens in Philadelphia using the current minimum wage scale.
- Collections for restitution to juvenile victims in 2018 totaled more than \$190,000.
- The utilization of GPS Monitoring, as an alternative to placement and detention saved City of Philadelphia taxpayers \$8,120,518.58 in juvenile justice services.

#### **Dependency Court**

- 3,172 dependency cases were filed in 2018. A 20% decrease from 2017.
- 3,248 Dependent adjudicated cases were closed, and terminated from court supervision. A 13% increase from 2017.
- Adoptions increased by nearly 23% in 2018. Permanent homes were found for over 1,000 children.

- Of the children under the courts supervision at the end of 2018, 54% remained at home or were in kinship care, 35% were in foster care, 10% were in congregate care, and the remainder either in a detainment center, hospital, or unknown according to case reports

### Domestic Relations

- In 2018, there were approximately 74,313 total filings in the Domestic Relations Branch (20,729 custody, 30,625 support, 9,163 domestic violence and 13,796 divorce) and more than 86,000 interim and final orders entered (33,809 custody, 22,576 support, 26,382 domestic violence, and 3,614 divorce).
- In 2018, the Domestic Relations Branch exceeded the 80% threshold in all performance areas and was instrumental in ensuring that the state of Pennsylvania remained the most efficient and effective Child Support Enforcement program in the country.
- In 2018, support collections totaled nearly \$145 million.

### Criminal Trial Division

#### Adult Probationer and Parole Population

- Total number of offenders actively supervised by APPD as of 4/18/2019 = 29,627. Currently, there are 8,784 absconders. The active supervision and absconder population groups yield a total supervision population of 38,411.

#### Pretrial Services – Electronic Monitoring Unit

- At the end of 2018, there were 500 clients on active electronic monitoring and the Unit received 527 pretrial-related court orders, performed 1,135 (347 – Pretrial, 788 – APPD) residential investigations, facilitated the initial release of 1404 defendants (532 – Pretrial, 872 – APPD), and fielded 127,512 electronic monitoring-related alerts.

### Civil and Criminal Clearance Rates

- The Clearance Rate is the standard performance measure for the management of caseloads. A clearance rate of over 100% means a court is disposing more cases than it receives in new filings.

#### Common Pleas Criminal Trial Division 2018

| Case Type      | Homicide | Felony Majors Program | Felony List Program | Other | Total  |
|----------------|----------|-----------------------|---------------------|-------|--------|
| New Cases      | 162      | 3,439                 | 5,362               | 101   | 9,064  |
| Disposed Cases | 189      | 4,198                 | 5,967               | 1,023 | 11,377 |
| Clearance Rate | 117%     | 122%                  | 111%                | 1013% | 126%   |

**Common Pleas Civil Trial Division**

| Cases          | 2018   | 2017   | 2016   | 2015   | 2014   | 2013   |
|----------------|--------|--------|--------|--------|--------|--------|
| New Cases      | 39,483 | 48,481 | 34,149 | 35,888 | 35,739 | 35,147 |
| Disposed Cases | 46,040 | 47,267 | 35,483 | 37,576 | 37,314 | 41,150 |
| Clearance Rate | 117%   | 97%    | 104%   | 105%   | 104%   | 117%   |

**Residential Mortgage Foreclosures****Filings and Dispositions**

| Year          | Filed         | Disposed      |
|---------------|---------------|---------------|
| 2008          | 6,151         | 7,508         |
| 2009          | 8,381         | 11,501        |
| 2010          | 7,654         | 6,904         |
| 2011          | 4,638         | 6,031         |
| 2012          | 6,290         | 8,028         |
| 2013          | 6,145         | 6,641         |
| 2014          | 5,345         | 6,374         |
| 2015          | 5,178         | 6,075         |
| 2016          | 4,782         | 5,484         |
| 2017          | 4,288         | 4,931         |
| 2018          | 4,176         | 4,840         |
| <b>Total*</b> | <b>63,028</b> | <b>74,317</b> |

\* Includes cases reopened from a prior year

**Municipal Court Criminal Division 2018**

| Cases          | Felony Held for Court | Misdemeanors | Total  |
|----------------|-----------------------|--------------|--------|
| New Cases      | 16,934                | 15,366       | 32,300 |
| Disposed Cases | 17,609                | 16,824       | 34,433 |
| Clearance Rate | 104%                  | 109%         | 107%   |

**Municipal Court Civil Division 2018**

| Cases          | Code Enforcement | Landlord /Tenant | Statement of Claims | Total  |
|----------------|------------------|------------------|---------------------|--------|
| New Cases      | 39,262           | 23,046           | 28,426              | 90,734 |
| Disposed Cases | 37,857           | 26,134           | 29,929              | 93,920 |
| Clearance Rate | 96%              | 113%             | 105%                | 104%   |

**Municipal Court Traffic Division**

- 98,210 motor vehicle citations were issued in 2018
- Traffic Division adjudications totaled 101,306 of which 57% were guilty by trial and the remaining 43% were either withdrawn, pleaded guilty, found not guilty by trial, dismissed, voided, or were administratively adjudicated as deceased

- 45,121 installment payment plan hearings were conducted to arrange payment of citation fees
- 7,746 Impoundment hearings for confiscated vehicles
- Traffic Court collected \$19,505,940.31 which is approx. four (4) times its budget.

### **Specialty Courts and Alternatives to Incarceration**

The courts and divisions of the FJD administer numerous programs that provide diversion services and specialty courts as an alternative to incarceration.

#### **Municipal Court – Criminal**

- **Veterans Court** is a program that assists justice-involved veterans struggling with mental health, substance abuse, or other re-integration issues with immediate access to representatives from the Veterans Administration (VA) to determine benefits eligibility and to perform an assessment to determine the appropriate level of care. In 2018, Veterans Court admitted 30 Veterans, had a total of 92 active participants and 40 individuals (multiple cases) successfully graduated
- **Project DAWN** streamlines prostitution cases to centralize treatment, housing, and ancillary services for women in custody on detainers or open prostitution cases. Project Dawn strives to provide holistic and evidence based treatment options to its participants, supporting them through their recovery journeys by addressing mental health, substance abuse and significant trauma histories. The program operates with the dual goals of decreasing the number of non-violent offenders in Philadelphia county jails and reducing recidivism for this population of women. In 2018, Project Dawn admitted 13 individuals, 25 cases and 46 probation matters and recognized 4 individuals who successfully completed the program.
- **The Choice is Yours (TCY)** is an innovative alternative-to-incarceration program that diverts non-violent felony drug offenders away from prison and toward positive social services and support. TCY strives to reduce recidivism rates and address the problem of prison overcrowding without compromising public safety. TCY's goals are to: (1) reduce the likelihood of recidivism among TCY participants; (2) reduce state and city costs by cutting the number of trials among the TCY target population; (3) reduce costs associated with pre-trial and post-trial incarceration; and (4) provide participants with the skills and training necessary to become productive, employable individuals without the stigma of a criminal conviction. In 2018, 45 cases were accepted into the TCY program.
- **Video Crash Court** uses expanded video technology in association with the prison to conduct expedited misdemeanor pleas, thereby eliminating the need to transport defendants to the courthouse for negotiated pleas and stipulated trials. In 2018, 163 cases were disposed of through Video Crash Court, which was a 50% decrease from 2017.
- **Drug Treatment Court** was established in response to the dramatic growth in drug related criminal activity in Philadelphia, and in recognition that sound strategies to

address the drug involvement of criminal offenders must be a fundamental priority of the criminal justice system. The Court established a new working relationship between with substance abuse treatment system. There are 3,360 successful graduates of the program with a graduation rate of 78% (157 in 2018); of those, 92% were not convicted of a new crime within one year of graduation. As of December 2018, there are 295 active participants enrolled.

- **DUI Treatment Court** is dedicated to the treatment and punishment of individuals with multiple DUI offenses who have no related history of violent crime or other legal complications. The program promotes public safety, holds offenders accountable for their actions, and helps offenders to be sober, responsible and productive members of the community. In all, 89% of the participants have successfully completed the program. To date, there have been 631 graduates (86 in 2018); of those, 93% were not convicted of a new crime.
- **Summary Diversion Program** consists of special non-traffic summary programs, such as nuisance night court and the summary diversion program, to help pioneer problem solving diversion initiatives in the Commonwealth. Introduced in the late 1990s, these programs address quality of life issues for the citizens of Philadelphia in an attempt to deter future criminal behavior. In 2018, 1,827 offenders successfully completed the Quality of Life Summary Diversion Program and collections for the Victim Compensation Fund amounted to \$108,060.
- **The Accelerated Misdemeanor Program (AMP)** is an alternative to traditional prosecution methods that diverts offenders with low level misdemeanor arrests. AMP hearings are scheduled at district courtroom locations throughout the City. The cases are heard and disposed expeditiously with sentencing options such as community service to be completed in the neighborhood where the crime occurred. The AMP unit has a community service representative in the courtroom to provide direction to offenders on completing their service hours, along with a list of court approved sites and contact information to report compliance. To assist with this task, the court partnered with over 120 non-profit organizations within the City, including the Department of Parks & Recreation. In 2018, 4,048 cases were diverted to AMP and 13,606 community service hours were successfully completed.
- **Emergency Protection from Abuse** unit operates during non-traditional hours, holidays and weekends, for emergency petitions only. The unit is staffed by law-trained masters who, in accordance with the Protection from Abuse Act, conduct *ex-parte* hearings and review facts to determine if Temporary Emergency Order should be granted. The unit approved 1,901 petitions in calendar year 2018, and provided referrals for victim services and emergency referral sites throughout Philadelphia to several thousand non-qualifying petitioners.
- **Domestic Batters Intervention Program**, a formalized Domestic Violence Court, is a collaborative, two-tiered domestic violence program to address anger management, underlying substance abuse, and mental health related issues. In 2018, 85 individuals accepted the DV Diversion Program and 66 successfully completed the program.

## **Trial Division – Criminal**

- **Mental Health Court** aims to reduce the jail population and criminal justice costs by balancing justice, treatment, and public safety by providing an alternative to incarceration for offenders experiencing mental illness and co-occurring disorders and to by prepare individuals for re-entry into more effective treatment modalities in supervised community settings.

## **Trial Division – Civil**

- **Civil Case Management Programs** include the following programs: Complex Litigation (Pharmaceutical, Asbestos and Medical Devices), Major Jury, Major Non-Jury, Commerce Case Management, Compulsory Arbitration, Arbitration Appeals, Mortgage Foreclosure Diversion, Motions, Real Estate Tax Lien Petitions, Class Actions, Conservatorship Act 135, Sequestrations, Taxicab Medallion Loan, Governmental and Administrative Agency Appeals, Penn-Dot Appeals, Code Enforcement, Rent Lease and Ejectment, Landlord/Tenant Appellate Mediation, Discovery and the Civil Case Management and Dispute Resolution Centers.
- **Residential Mortgage Foreclosure Diversion Program** provides an opportunity for defendants in foreclosure actions involving owner-occupied residential properties (including reverse mortgages) to negotiate an agreement to avoid a judgment and reach an agreement to save their home. During calendar year 2018, the Mortgage Foreclosure Diversion Program received 3,836 new cases; re-opened 308 cases; received 32 cases into the program from other programs. The Program disposed of 4,840 cases.
- **Commerce Court** is a specialized court focused on resolving commercial disputes brought by local, national, and international companies that do business in Philadelphia and thereby making Philadelphia more business friendly. In the 5.5 years of its existence, the City's Sequestration program collected over \$84 million in back taxes, including more than 15.4 million in 2018, of which half support the Philadelphia School District.

## **Family Court - Juvenile Branch**

- **Truancy** is a collaborative effort between the City, Court, School District of Philadelphia, and DHS to prevent, address and reduce chronic truancy and increase school attendance. The Court's role in this partnership is to order appropriate social and educational services to help the family combat the problems and overcome the barriers that led them to chronic truancy. For the 2017-2018 academic school year, 8,952 hearings were held at regional courts, 739 cases were referred to Family Court and 4,125 cases were discharged (including those heard at Family Court).
- **Community Outreach Efforts** – The Juvenile Probation Department sponsored events that made a tremendous impact for our youth – the Back to School Supplies Drive, Sports for Juvenile Justice and Evening Reporting Center.
- **Juvenile Treatment Court** – The mission of this program is to eliminate substance abuse and reduce crime among non-violent substance-abusing juveniles. The objective is to provide

coordinated strength-based intervention and treatment with intensive judicial and interdisciplinary oversight. The intended results are to develop socially responsible juveniles and safer communities. Of all of the youth active in 2018, 28 had their records expunged, 37 graduated the program, and 46 were unsuccessfully terminated.

- **Crossover Court and Shared Case Responsibility** is the practice of mutually providing care of services to youth who are involved in both the juvenile justice system and the child welfare system. Since 2011, Juvenile Probation Officers and Social Workers assigned to a child have taken part in joint assessment meetings to develop a coordinated single plan. In 2018, over 449 juveniles were reviewed in Crossover Court, resulting in 3,872 hearings.

### **Program Initiatives and Accomplishments**

- **Wi-Fi access to the internet-** the Stout Center for Criminal Justice consists of 66 courtrooms, 60 judicial chambers, and supporting administrative and processing areas. More than 60,000 criminal cases are heard there annually. Wi-Fi accessibility enables one of the country's largest criminal court systems to move closer to our goal of becoming 100% paperless. Litigants, judges, and courtroom staff are able to retrieve court documents electronically and interact seamlessly with the court's new electronic evidence presentment technology, eliminating the need for large paper files.

### **Criminal Trial Division**

**Re-Entry Programs** In 2018, the Criminal Trial Division continued its efforts to work with the following organizations ex-offenders transition to community settings.

- **New Leash on Life** – People held at the Philadelphia Department of Prisons participate in a rigorous 12-week program to train dogs rescued from animal shelters. The 48 participants receive six hours of dog training, 24 hours of animal care workshops and 108 hours of life and job skills workshops.
- **Roots to Re-entry** – the Roots to Re-entry program is a multi-partner collaboration with the Pennsylvania Horticultural Society. Individuals incarcerated in the Philadelphia Department of Prisons are trained in gardening and landscape management. The program has 26 participants.
- **Goldring Initiative (GRI)** - works with men and women roughly three months pre- and post-release from the Philadelphia Prison System to help them prepare for life on the outside. GRI workers are Master of Social Work (MSW) students who work with clients during the school year (September through April). The GRI has two goals: (1) to provide education and training for MSW students in criminal justice and reentry, and (2) to reduce recidivism rates for people exiting the Philadelphia Prison System by providing individual support and resources.
- **Second Chance Act** - Potential participants are identified during their incarceration and RISE counselors work with men and women behind the bars prior to their release then follow the offender during the probation/parole process. These individuals are court ordered to comply with the Second Chance Act as part of the Parole Order.

- **Severely Mentally Ill (SMI)** - People are identified by the prison system as being inmates that continue to come back to the prison system and are experiencing serious mental illness. Once identified, the person receives services in the prison including getting medical and SSI benefits prior to release. Once the individual is paroled, a RISE Peer Specialist will meet them at the prison and make sure he/she gets from point A to point B.
- **Prisoner Reentry Enhanced Accountability Testing Study (PREATS) (Pilot)** - The overall premise of the project is to use the latest identification technology to monitor an individual's treatment attendance through finger print scanning. Each time the person attends a treatment session visit, he/she utilizes the fingerprint scanning device which transmits real-time electronic notification to the probation officer. In the event an individual fails to attend treatment session, the notification increases the speed and efficiency of the response and intervention by the Probation Department. The premise of this reentry program works on a graduated sanction method.
- **MENTOR** - Court based program that seeks to reduce criminal recidivism by providing volunteer mentoring to individuals involved in the criminal justice system that are serving county sentences and returning to the Philadelphia community.
- **Philadelphia Reentry Coalition** - The mission of this coalition is to provide leadership, direction, and action in order for the formerly incarcerated to receive the services needed to be successfully re-integrated into society, thereby reducing our city's recidivism rate, while enhancing public safety. This coalition meets quarterly and is comprised of representatives from many criminal justice agencies and service providers.

**Office of Judicial Records** - In 2018, the civil E-filing system collected more than 530,000 electronic documents and the criminal E-Filing program accepted 64,757. Also, 13% of these filings occurred during non-business hours, making our court accessible and convenient.

**Criminal Document Management System** has a total of 950,000 documents stored and virtually replaced the hard copy file in the courtroom. In sixty out of our sixty-three adult courtrooms, scanned pleadings and e-filed documents are electronically transmitted to the courtroom and have replaced the paper file.

## **Family Court**

- **Sports for Juvenile Justice Program** – In 2011, the US Attorney's Office and Juvenile Probation collaborated on a creative effort to tailor a unique sports program for youth who were under court supervision. This unique sports program created a partnership with local agencies to enlist our youth in non-traditional sports such as Golf, Tennis, Martial Arts, and Softball. The premise of the program was to introduce youth to non-traditional sports as a way to foster social skills, team work, self-esteem and discipline. In 2018, SJJ has already provided sports programming to over 380 court involved youth, amounting to 1,800 total hours of instruction provided, an 8% increase from 2017.
- **Alternative to Secure Detention** – Evening Reporting Centers (ERC's) are community-based alternative to detention programs. The ERC's engage youth in strength-based



programming to promote court appearances and reduce the likelihood of re-arrests, while allowing the youth to remain at home and continue to attend their neighborhood school. In 2018, the Pre-ERC program accepted a total of 85 youths, 60 of whom were discharged for a success rate of 70.6%.

- **Academic Help Center** – is a collaborative effort between Philadelphia Family Court, the Department of Human Services (DHS), and the School District of Philadelphia, formed in November of 2014. The center, located in the Philadelphia Family Courthouse, aims to assist dependent and delinquent youth in obtaining educational stability as well as fostering a successful educational experience. In the period from February 2018, to December 31, 2018, the AHC provided over 2,300 total inquiries from a variety of stakeholders and averages about 250 requests per month.
- **Project Penn** – is an innovative court-based outreach program for families awaiting dependency (child abuse and neglect) proceedings at Philadelphia Family Court. Three mornings a week University of Pennsylvania graduate students assist families in finding community-based resources to reduce the most common stressors that cause disruption in families and place children at risk for harm. In 2018, the Project Penn served 166 clients.

### **Family Court - Domestic Relations**

- **New Employment Opportunities for Noncustodial Parents (NEON)** is a partnership that awards Philadelphia 500 job training and job placement slots annually. Since 2004, 6,804 unemployed obligors have been enrolled in the NEON program. Three out of four (75%) participants who complete the program find jobs with an average hourly wage of \$9.95, and 48% of those jobs provide medical coverage. Since 2004, obligors who have completed the NEON program have paid more than \$41,831,413 in child support.

### **Orphans' Court**

- **Guardianship Tracking System** – the Guardianship Tracking System (GTS), implemented in Philadelphia County on August 27, 2018, provides tools for the management, tracking and reporting of new and existing guardianship cases and guardians.
- **Orphans' Court Electronic Filing User Manual** – with the assistance of dedicated members of the Data Processing and Information Technology Departments along with staff from the Clerks' Office and Court, the Orphans' Court Electronic Filing User Manual has been updated and the revised manual is available online.
- **Guardianship Manual** – Orphans' Court Division authored and issued a newly revised Guardian's Manual for Incapacitated Persons which was published in November 2018, to provide helpful and useful information for all, but particularly pro se guardians, to explain their fiduciary duties.

### **Municipal Court**

- **SER (Sexual Education Responsibility) Class** Recognizing the need for sound strategies to address sexual exploitation by criminal offenders, the Court, the District Attorney's Office

and the Defender Association partnered to diminish the demand for prostitution within Philadelphia; to provide high quality, professional clinical intervention; and to provide accurate information to individuals regarding the impact on the sex worker, the community and on the individual soliciting sex. In 2018, a total of 107 defendants were scheduled to take the class, and 84 defendants successfully completed the program.

- **Emergency Protection from Abuse Unit** operates during non-traditional hours for emergency petitions only. The unit is staffed by law-trained masters who, in accordance with the Protection from Abuse Act, conduct *ex-parte* hearings and review facts to determine if a petition should be granted. The unit approved 1,901 petitions in calendar year 2018, and provided referrals for victim services and emergency referral sites throughout Philadelphia to several thousand non-qualifying petitioners

### **Municipal Court Traffic Division**

- **The Re-Entry Program** – The Court continued to work with United States Magistrate Judge Timothy Rice and his team of mentoring attorneys and law students on the Re-Entry Program which assists federal probationers to transition into society after release from incarceration. The Court hosted two separate groups of law students in 2017. Both groups met with Municipal Court Judge Francis Shields and hearing officer Demetrios Semos, Esquire, both of whom provided discourse on the court's legal processes and procedures involving convictions on motor vehicle violations at the Traffic Division and nunc pro tunc appeals to the Court of Common Pleas. As advocates for the probationers, the law students stress the importance of having a valid driver license for the newly integrated members of society, without which, future employment opportunities may be precluded.
- **“Use Your Refund Wisely”** – In 2018, the court identified a population of defendants whose accounts were in default by \$25.00 or more for outstanding fines and costs and a one-time notice was mailed to those entities. The response was significant: 10,370 individuals answered the Tax Refund Notice, with \$942,073.34 being paid as a result.
- **Interactive Voice Response System** – through the court's Interactive Voice Response system ("IVR"), \$1,095,390.18 was paid by defendants who were attempting to satisfy their total debt or comply with their monthly payment obligation. Also, approximately 174,226 individuals contacted the Call Center via the call-forwarding feature of the IVR.

|   | FY18 Original Appropriations | FY18 Actual Obligations | FY19 Original Appropriations | FY19 Estimated Obligations | FY20 Proposed Appropriations | Difference: FY20-FY19 |
|---|------------------------------|-------------------------|------------------------------|----------------------------|------------------------------|-----------------------|
| Class 100 - Employee Compensation               | \$99,505,601                 | \$98,343,915            | \$98,844,666                 | \$102,019,947              | \$105,749,687                | \$3,729,740           |
| Class 200 - Purchase of Services                | \$9,545,039                  | \$13,443,049            | \$8,480,039                  | \$8,480,039                | \$8,480,039                  | \$0                   |
| Class 300/400 - Materials, Supplies & Equipment | \$2,391,868                  | \$2,384,963             | \$2,231,868                  | \$2,231,868                | \$2,231,868                  | \$0                   |
| Class 500 - Contributions                       |                              |                         |                              |                            |                              | \$0                   |
| Class 700 - Debt Service                        |                              |                         |                              |                            |                              | \$0                   |
| Class 800 - Payment to Other Funds              |                              |                         |                              |                            |                              | \$0                   |
| Class 900 - Advances/Misc. Payments             |                              |                         |                              |                            |                              | \$0                   |
|   | <b>\$111,442,508</b>         | <b>\$114,171,927</b>    | <b>\$109,556,573</b>         | <b>\$112,731,854</b>       | <b>\$116,461,594</b>         | <b>\$3,729,740</b>    |

| Contracts Summary (Professional Services only) |             |             |             |             |             |                    |
|--|-------------|-------------|-------------|-------------|-------------|--------------------|
|  | FY14        | FY15        | FY16        | FY17        | FY18        | FY19 YTD (Q1 & Q2) |
| Total amount of contracts                      | \$6,250,603 | \$8,207,310 | \$6,609,088 | \$7,630,874 | \$7,342,441 | \$6,224,516        |
| Total amount to M/W/DSBE                       | \$3,061,432 | \$3,674,673 | \$3,764,767 | \$2,945,040 | \$2,912,448 | \$1,861,181        |
| Participation Rate                             | 49%         | 45%         | 57%         | 39%         | 40%         | 30%                |

| Staff Demographics Summary (as of November 2018)   |           |           |           |           |
|--|-----------|-----------|-----------|-----------|
|  | Total     | Minority  | White     | Female    |
| Number of Full-Time Staff                          | 2363      | 939       | 1424      | 1453      |
| Number of Exempt Staff                             | 2363      | 939       | 1424      | 1453      |
| Number of Executive Staff (deputy level and above) | 53        | 18        | 35        | 23        |
| Average Salary, Full-Time Staff                    | \$50,780  | \$50,712  | \$50,825  | \$49,461  |
| Average Salary, Exempt Staff                       | \$50,780  | \$50,712  | \$50,825  | \$49,461  |
| Average Salary, Executive Staff                    | \$103,956 | \$103,875 | \$103,997 | \$100,193 |
| Median Salary, Full-Time Staff                     | \$47,353  | \$47,474  | \$47,273  | \$46,163  |
| Median Salary, Exempt Staff                        | \$47,353  | \$47,474  | \$47,273  | \$46,163  |
| Median Salary, Executive Staff                     | \$105,466 | \$105,266 | \$101,783 | \$104,866 |

| Employment Levels (as of November 2018)                |                  |  |
|--|------------------|--|
|  | Budgeted in FY19 | Filled as of the Increment Run (11/18) |
| Number of Full-Time Positions                          | 2348             | 2363                                   |
| Number of Part-Time Positions                          |                  |  |
| Number of Exempt Positions                             | 2348             | 2363                                   |
| Number of Executive Positions (deputy level and above) | 52               | 53                                     |
| Average Salary of All Full-Time Positions              | \$48,824         | \$50,780                               |
| Median Salary of All Full-Time Positions               | \$46,041         | \$47,353                               |

| New Hires (from 7/1/2018 to 11/25/18) |                           |              |              |              |              |              |
|---------------------------------------|---------------------------|--------------|--------------|--------------|--------------|--------------|
|                                       | Total Number of New Hires | [language 1] | [language 2] | [language 3] | [language 4] | [language 5] |
| Black or African American             | 40                        |              |              |              |              |              |
| Asian                                 | 5                         |              |              |              |              |              |
| Hispanic or Latino                    | 3                         |              |              |              |              |              |
| White                                 | 56                        |              |              |              |              |              |
| Other                                 | 5                         |              |              |              |              |              |
| Total                                 | 109                       | 0            | 0            | 0            | 0            | 0            |

**Staff Demographics (as of November 2018)**

| Full-Time Staff  |          |                  | Executive Staff  |           |                  |
|------------------|----------|------------------|------------------|-----------|------------------|
| Male             |          | Female           | Male             |           | Female           |
| African-American |          | African-American | African-American |           | African-American |
| Total            | 262      | 538              | Total            | 7         | 6                |
| % of Total       | 11%      | 23%              | % of Total       | 13%       | 11%              |
| Average Salary   | \$53,206 | \$49,998         | Average Salary   | \$102,600 | \$100,316        |
| Median Salary    | \$48,883 | \$46,778         | Median Salary    | \$105,466 | \$99,523         |
| White            |          | White            | White            |           | White            |
| Total            | 592      | 832              | Total            | 19        | 16               |
| % of Total       | 25%      | 35%              | % of Total       | 36%       | 30%              |
| Average Salary   | \$52,585 | \$49,573         | Average Salary   | \$106,645 | \$100,843        |
| Median Salary    | \$48,883 | \$46,128         | Median Salary    | \$101,783 | \$105,166        |
| Hispanic         |          | Hispanic         | Hispanic         |           | Hispanic         |
| Total            | 29       | 30               | Total            | 3         | 1                |
| % of Total       | 1%       | 1%               | % of Total       | 6%        | 2%               |
| Average Salary   | \$56,178 | \$46,863         | Average Salary   | \$110,276 | \$89,040         |
| Median Salary    | \$61,064 | \$41,968         | Median Salary    | \$105,066 | \$89,040         |
| Asian            |          | Asian            | Asian            |           | Asian            |
| Total            | 9        | 14               | Total            | 1         | 0                |
| % of Total       | 0%       | 1%               | % of Total       | 2%        | 0%               |
| Average Salary   | \$66,235 | \$48,733         | Average Salary   | \$129,775 | \$0              |
| Median Salary    | \$55,198 | \$48,293         | Median Salary    | \$129,775 | \$0              |
| Other            |          | Other            | Other            |           | Other            |
| Total            | 18       | 39               | Total            | 0         | 0                |
| % of Total       | 1%       | 2%               | % of Total       | 0%        | 0%               |
| Average Salary   | \$45,230 | \$41,544         | Average Salary   | \$0       | \$0              |
| Median Salary    | \$41,640 | \$41,075         | Median Salary    | \$0       | \$0              |
| Bilingual        |          | Bilingual        | Bilingual        |           | Bilingual        |
| Total            | 0        | 0                | Total            | 0         | 0                |
| % of Total       | 0%       | 0%               | % of Total       | 0%        | 0%               |
| Average Salary   | \$0      | \$0              | Average Salary   | \$0       | \$0              |
| Median Salary    | \$0      | \$0              | Median Salary    | \$0       | \$0              |
| Male             |          | Female           | Male             |           | Female           |
| Total            | 910      | 1453             | Total            | 30        | 23               |
| % of Total       | 39%      | 61%              | % of Total       | 57%       | 43%              |
| Average Salary   | \$52,886 | \$49,461         | Average Salary   | \$106,841 | \$100,192        |
| Median Salary    | \$49,254 | \$46,163         | Median Salary    | \$105,466 | \$104,866        |

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