



# **BEXAR COUNTY**

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PLANNING & RESOURCE  
MANAGEMENT

## **BEXAR COUNTY JUDICIAL MANAGEMENT REPORT**

### **CRIMINAL COUNTY COURTS FY 2009-10 ANNUAL REPORT**

#### JUDICIAL SYSTEM WORKLOAD AND EFFICIENCY MEASURES

Prepared by:  
Planning and Resource Management  
Budget Division

**Brief Summary:**

This part of the report is based on FY 2009-2010 between the months of October and September. The report only includes criminal county courts and their presiding judges in the Bexar County judicial system, which includes the following:

County Court 1: Judge Alfonso E. Alonso  
County Court 2: Judge H. Paul Canales  
County Court 4: Judge Sarah Garrahan-Moulder  
County Court 5: Judge Linda Penn  
County Court 6: Judge Ray Olivarri  
County Court 7: Judge Monica E. Guerrero  
County Court 8: Judge Karen Crouch  
County Court 9: Judge Laura Salinas  
County Court 11: Judge Jo-Ann S. De Hoyos  
County Court 12: Judge Michael Mery  
County Court 13 (Plea Court): Judge Monica Gonzalez  
County Court 14 (Impact/Jail Court): Judge Ernest Acevedo  
County Court 15 (Impact/Jail Court): Judge Michael T. LaHood

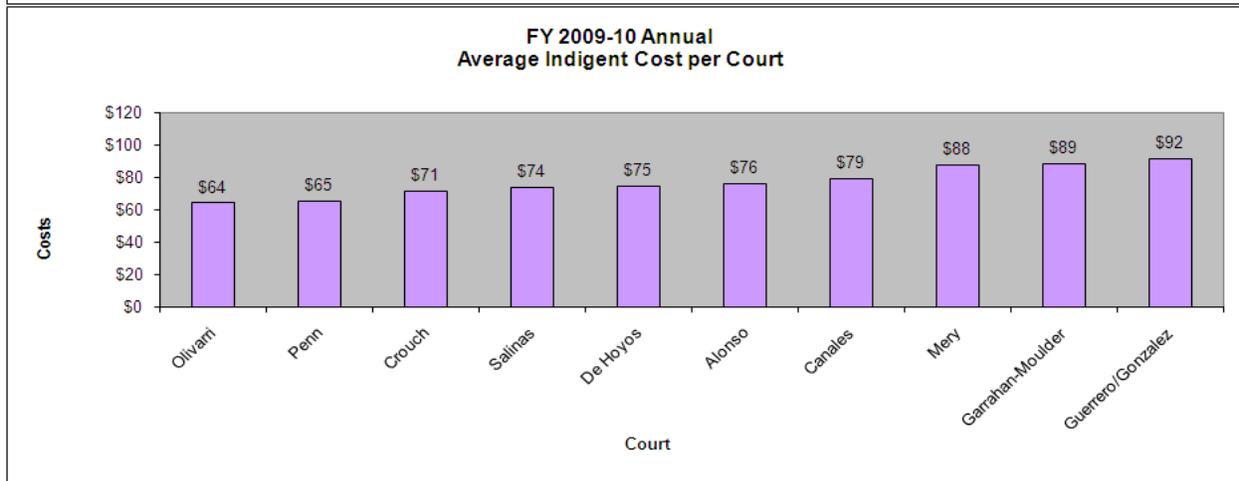
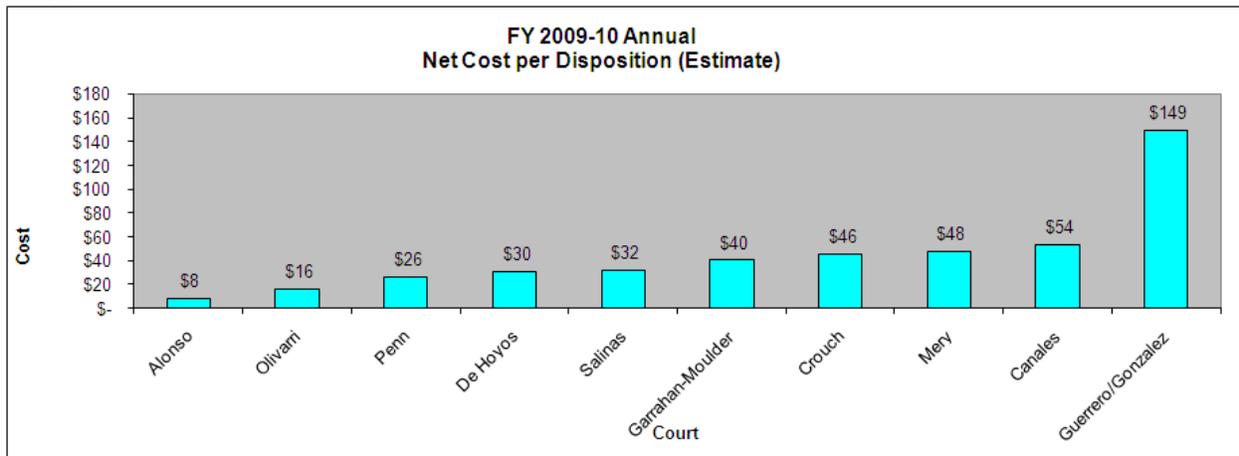
County Court 13 serves as an overflow court for the family violence docket (County Court 7) and handles pleas only. Therefore, statistics will be noted together throughout the report. County Court 14 serves as an overflow trial court to hear jury trials only for all criminal county courts. County Court 15 serves as a plea court for jail inmates. For the latter two courts, the statistics will be reported in the court that the case was filed or transferred to. County Court 14 and County Court 15 rotate jail and impact dockets monthly.

## Measure 1: Cost per Disposition

**Definition:** The net cost of disposing of a single case.

**Method:** Cost per disposition is the net cost of the court divided by the number of dispositions. Net cost per disposition includes revenue collected and costs between October 2009 and September 2010 from each court. This measure allows the court to compare their average cost per case to other courts, enabling the participants to make adjustments to court practices where applicable. Indigent defense is included in the net cost per disposition. Of the total expenses for the court system, 41 percent are indigent defense costs. The second graph represents the average net cost (revenue collected versus cost) per court appointed attorney assignment. Other personnel are also budgeted within other respective County departments, such as the District Attorney’s Office, Bexar County Sheriff’s Office, and the County Clerk’s Office. This is not included in the calculation for net cost per disposition. Position costs including benefits include two misdemeanor prosecutors, two court clerks, and two bailiffs for each criminal county court in the amount of \$339,448. Because County Court 7 is a specialty court, four misdemeanor prosecutors, two bailiffs, and one advocate were accounted for in the amount of \$515,823.

**Analysis and Interpretation:** The following page shows a court by court comparison of Cost per Case based on FY 2009-10. Courts are listed in order of the least to the most costly. *Note: Plea Court is utilized solely by County Court 7. Impact Court (CC14) costs were incorporated into each court’s costs. Impact court is utilized for all Criminal County Courts. Auxiliary Court serves jail inmates as a plea court.*



**FY 2009-10**  
**4<sup>th</sup> Quarter Cost per Disposition**

<b>Court Number</b>	<b>Judge</b>	<b>Operating Expenses</b>	<b>Ct. Appointed Atty. Costs</b>	<b>Total Expenses</b>	<b>Indigent Defense Revenues</b>	<b>Court Fine Revenues</b>	<b>Total County Revenues</b>	<b>Net Cost</b>	<b>Number of Dispositions</b>	<b>Net Cost per Disposition</b>
1	Alonso	\$ 374,640	\$ 299,820	\$ 674,460	\$ 45,936	\$ 600,272	\$ 646,208	\$ 28,252	3,565	\$ 8
6	Olivarri	\$ 372,247	\$ 287,837	\$ 660,084	\$ 56,701	\$ 541,476	\$ 598,177	\$ 61,907	3,889	\$ 16
5	Penn	\$ 393,147	\$ 254,290	\$ 647,437	\$ 45,967	\$ 517,242	\$ 563,209	\$ 84,228	3,229	\$ 26
11	De Hoyos	\$ 370,537	\$ 292,309	\$ 662,846	\$ 47,900	\$ 505,369	\$ 553,269	\$ 109,577	3,611	\$ 30
9	Salinas	\$ 403,966	\$ 289,598	\$ 693,564	\$ 52,248	\$ 524,360	\$ 576,608	\$ 116,956	3,671	\$ 32
4	Garrahan-Moulder	\$ 386,758	\$ 294,648	\$ 681,406	\$ 5,592	\$ 530,706	\$ 536,298	\$ 145,108	3,591	\$ 40
8	Crouch	\$ 394,783	\$ 285,849	\$ 680,632	\$ 46,005	\$ 475,592	\$ 521,597	\$ 159,035	3,490	\$ 46
12	Mery	\$ 380,433	\$ 317,884	\$ 698,317	\$ 34,614	\$ 464,023	\$ 498,637	\$ 199,680	4,151	\$ 48
2	Canales	\$ 379,253	\$ 301,313	\$ 680,566	\$ 9,212	\$ 463,957	\$ 473,169	\$ 207,397	3,866	\$ 54
7/13	Guerrero/Gonzalez	\$ 667,745	\$ 470,020	\$ 1,137,765	\$ 48,027	\$ 240,261	\$ 288,288	\$ 849,477	5,683	\$ 149
	Admin	\$ 390,780	N/A	\$ 390,780	N/A	N/A	N/A	N/A	N/A	N/A
	<b>Total:</b>	<b>\$4,514,289</b>	<b>\$3,093,568</b>	<b>\$7,607,857</b>	<b>\$392,202</b>	<b>\$4,863,258</b>	<b>\$5,255,460</b>	<b>\$1,961,617</b>	<b>38,746</b>	
14	Acevedo*	\$ 284,440	\$ -	\$ 284,440	\$ -	\$ -	\$ -	\$ 284,440	N/A	N/A
15	Lahood**	\$ 344,633	\$ -	\$ 344,633	\$ -	\$ -	\$ -	\$ 344,633	N/A	N/A

\*Impact Court (CC14) costs incorporated into all courts' costs. Impact court is utilized for all Criminal County Courts.

\*\*Auxiliary Court serves only jail inmates as a plea court.

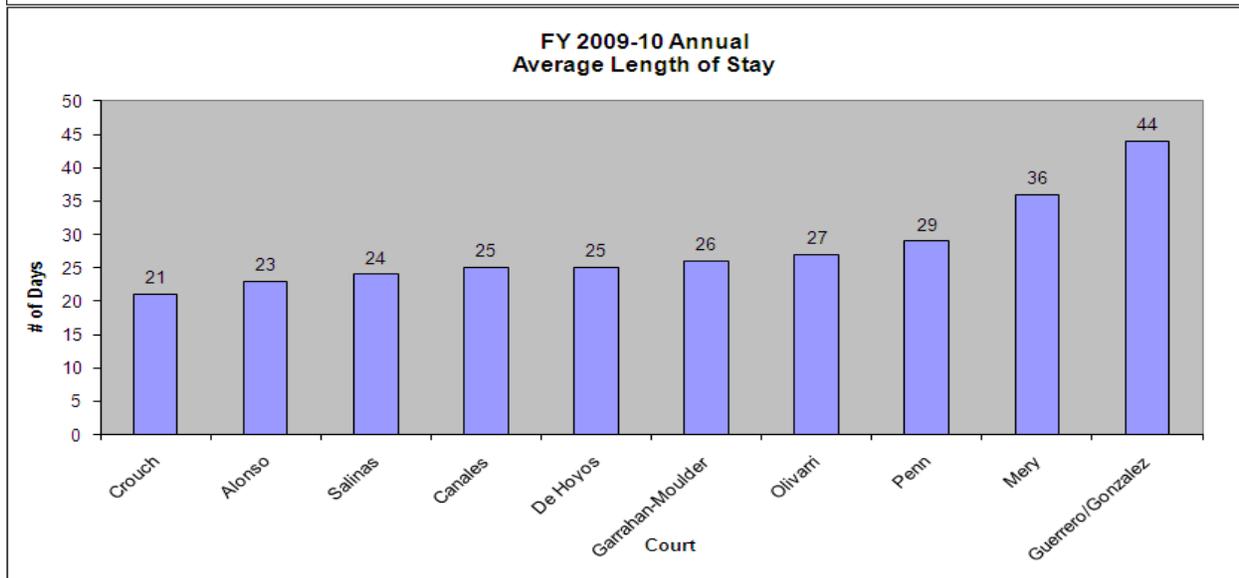
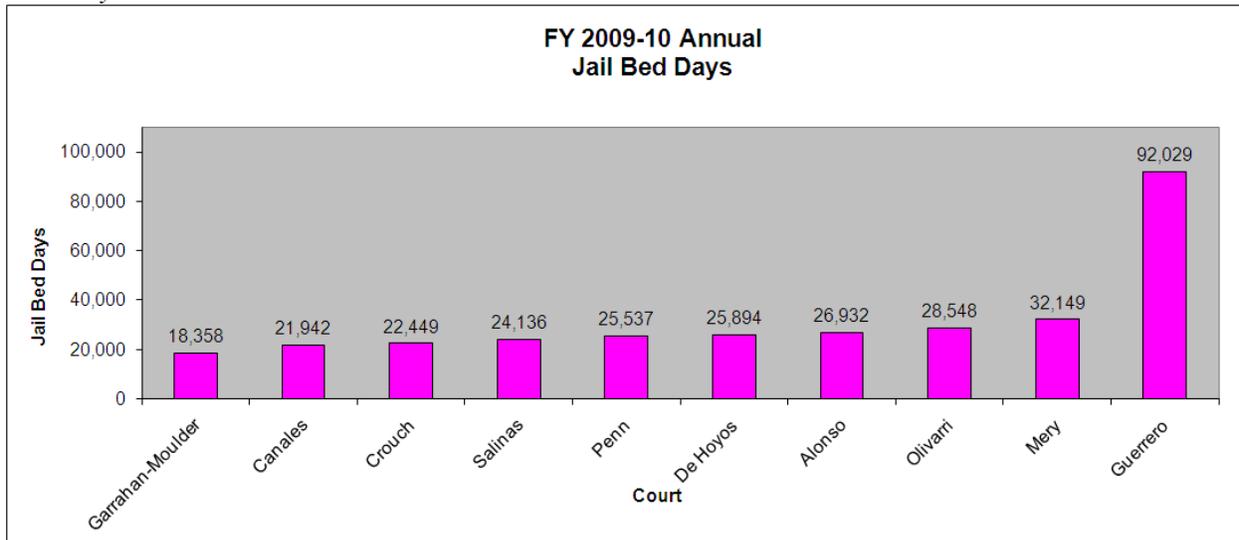
## Measure 2: Jail Bed Days

**Definition:** The number of jail bed days consumed.

**Method:** This information is retrieved from the Jail Track Management System. Analysis of jail bed days is helpful when making case management decisions regarding disposition. When implementing a differentiated case management system, it is important to measure current consumption and then measure it against the actual consumption after the implementation of the new system. The ultimate goal is expedited case disposition where appropriate, and the benefit is a reduction in jail bed days consumed.

The average length of stay for inmates is calculated by totaling the number of jail bed days consumed from booking to release and dividing by the number of inmates incarcerated.

**Analysis and Interpretation:** The following shows a court by court comparison of Jail Bed Days for the entire year of FY 2009-10 from least jail bed days to the greatest jail bed days and the average length of stay per inmate. *Note: County Court's court data includes the additional courts of Impact, Plea, and Auxiliary.*

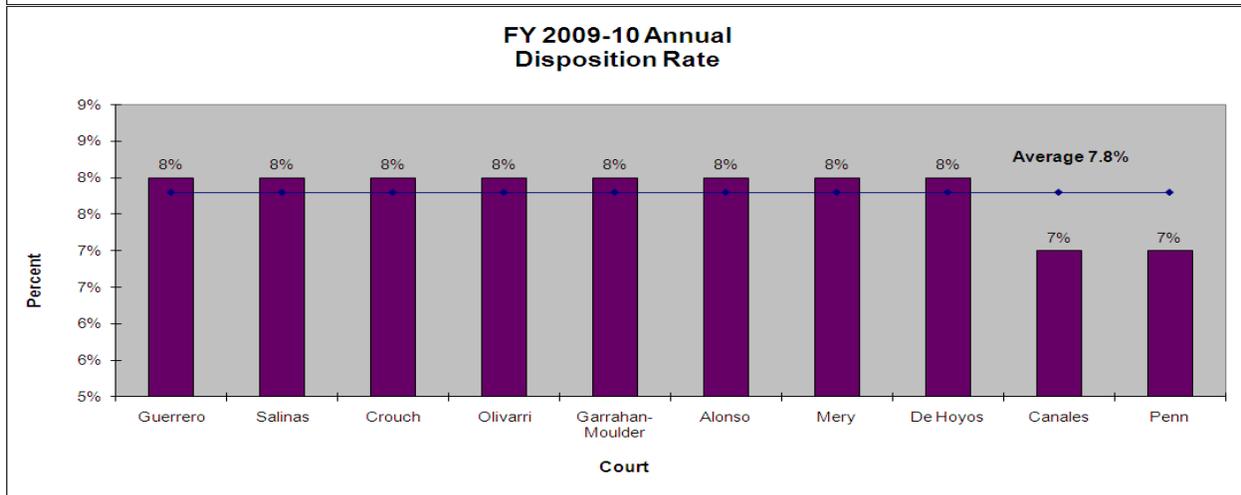
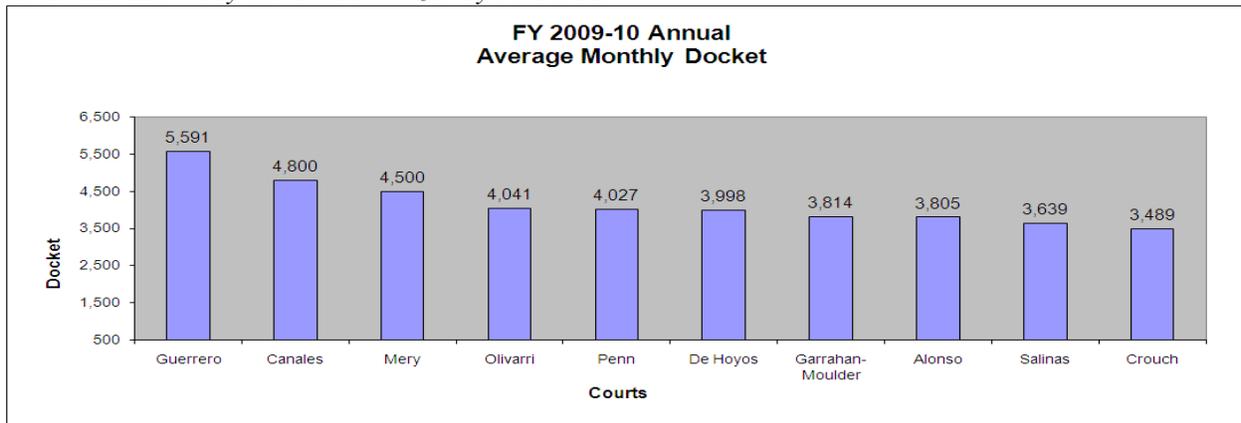


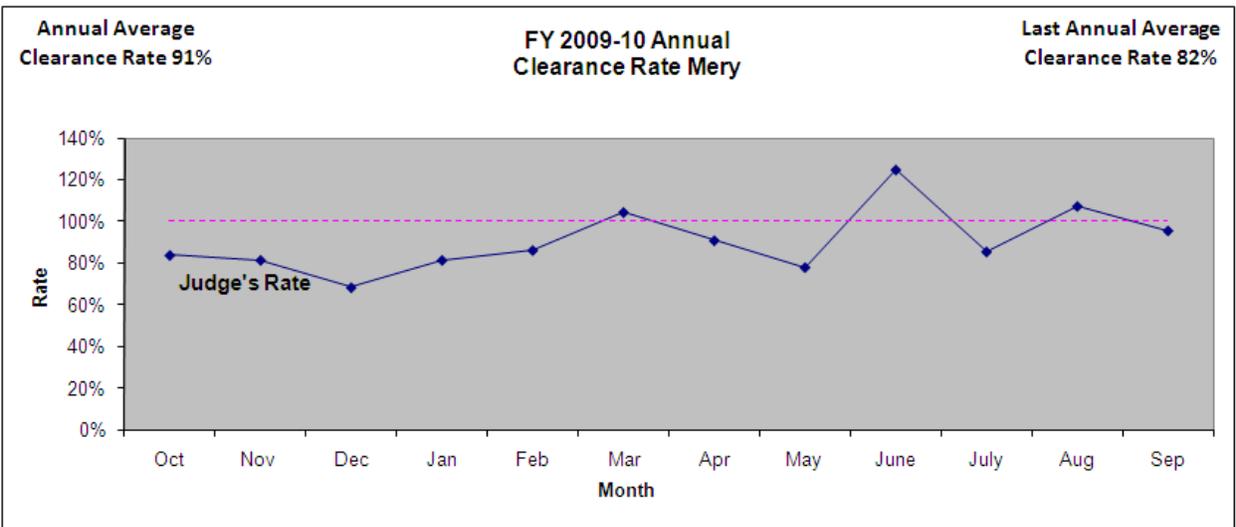
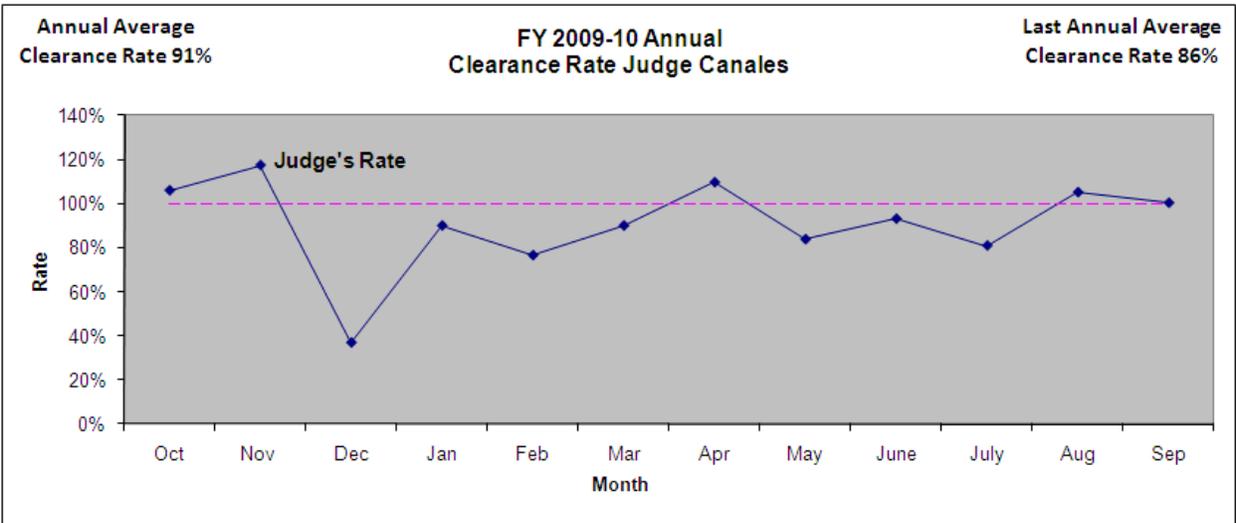
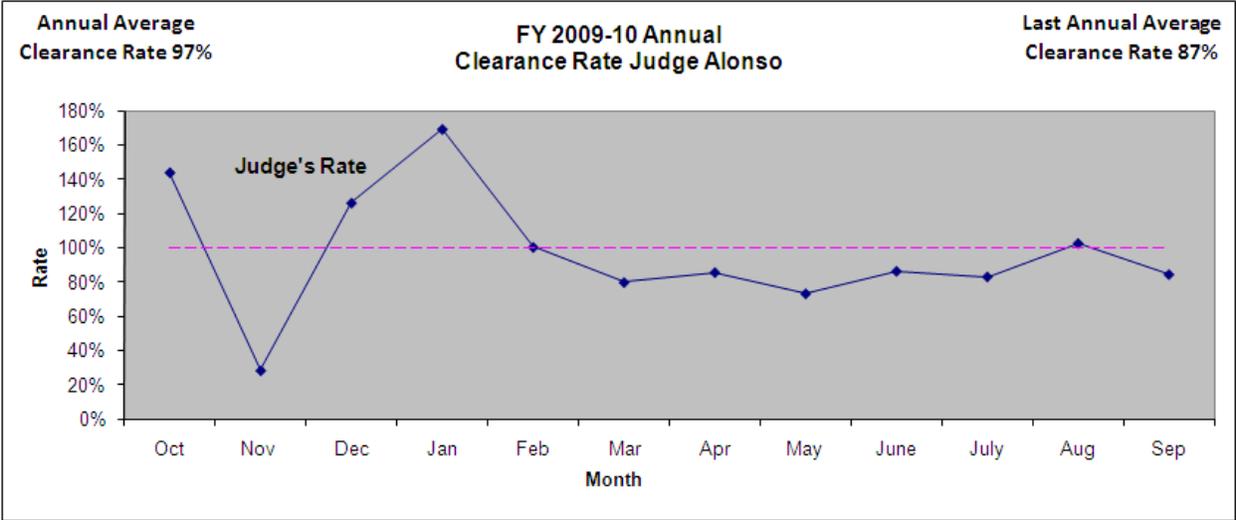
### Measure 3: Clearance Rates

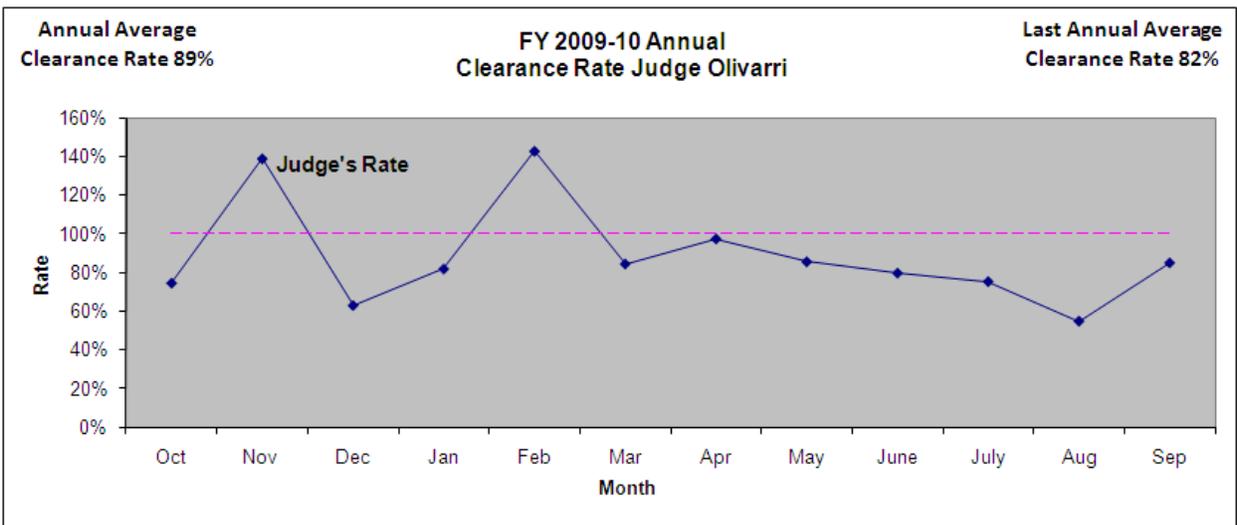
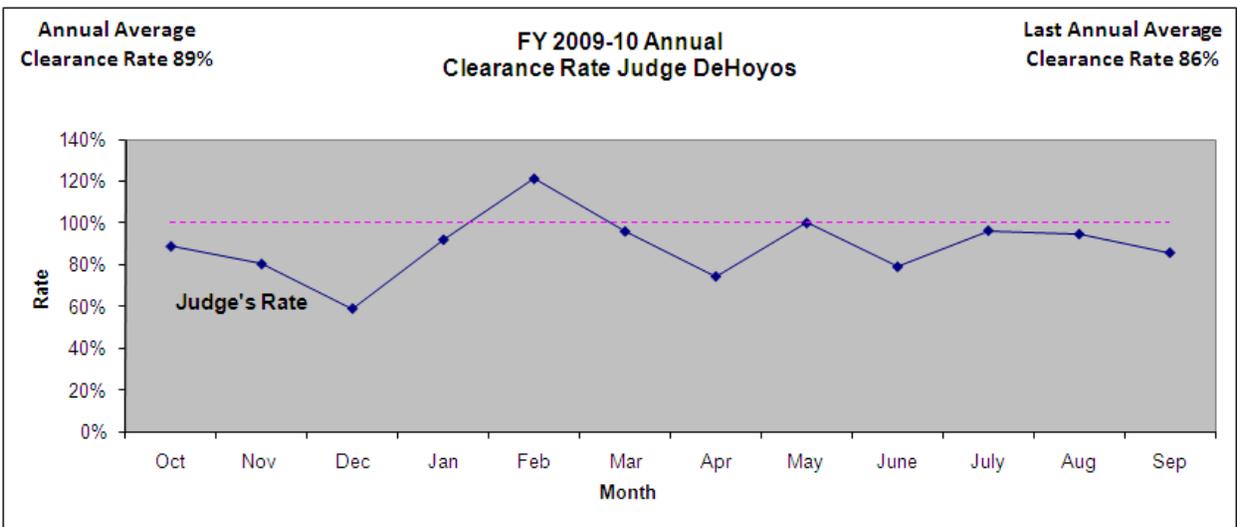
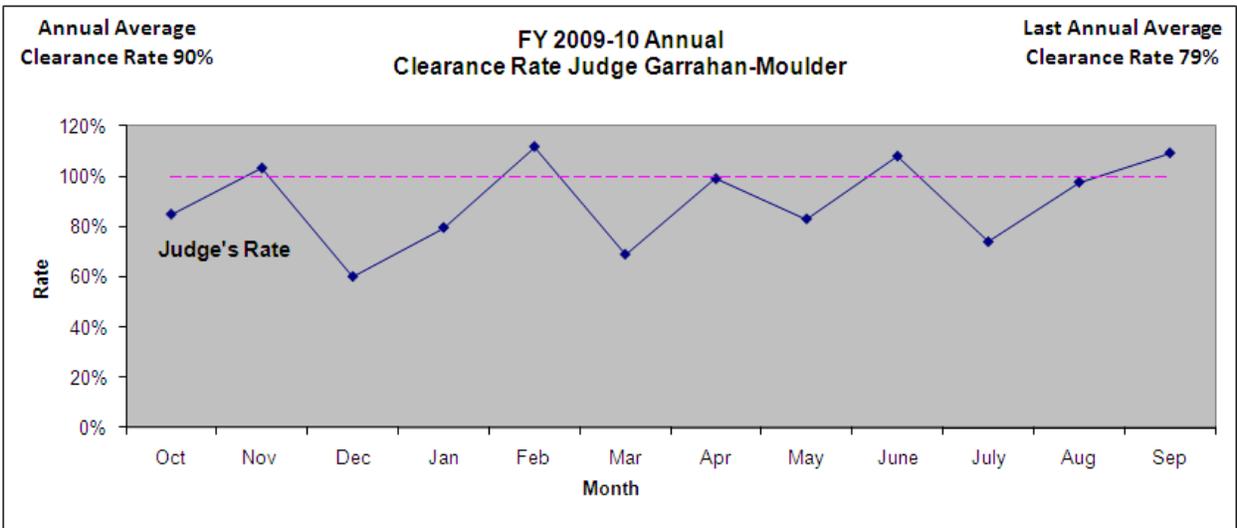
**Definition:** The number of disposed cases as a percentage of the number of incoming cases.

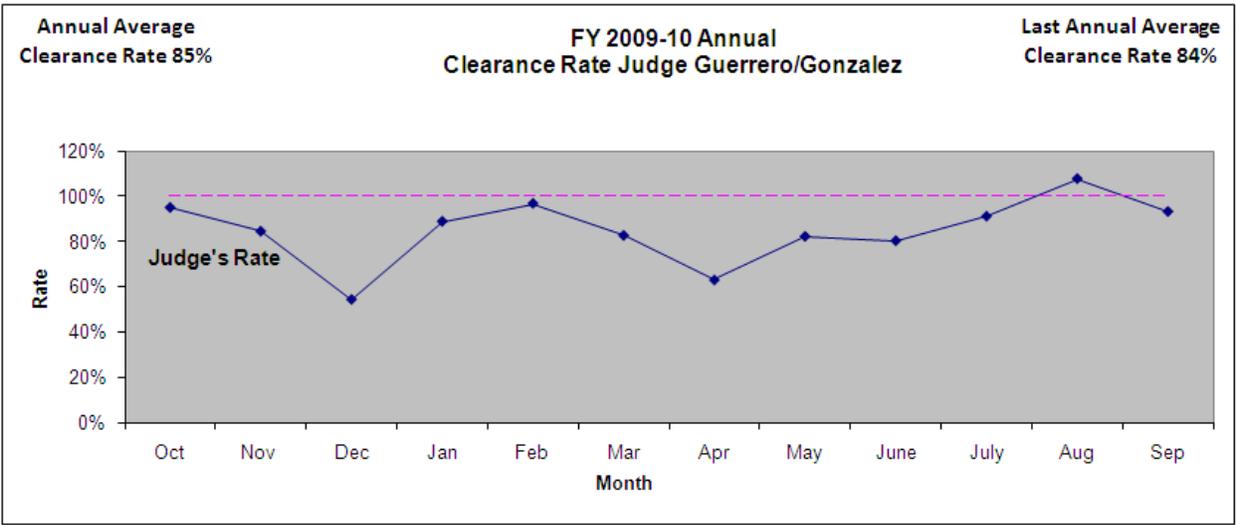
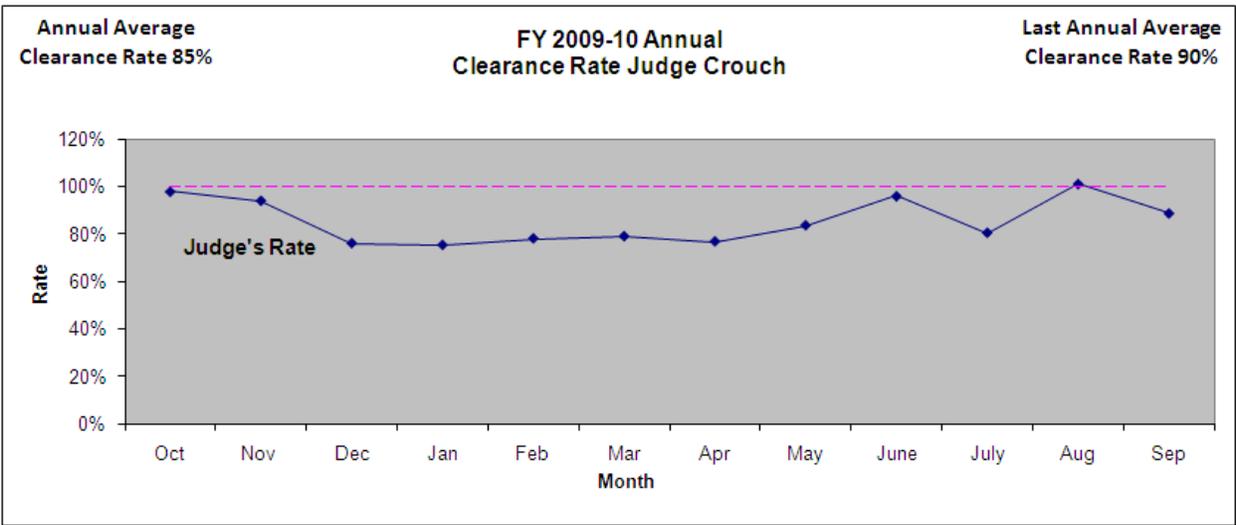
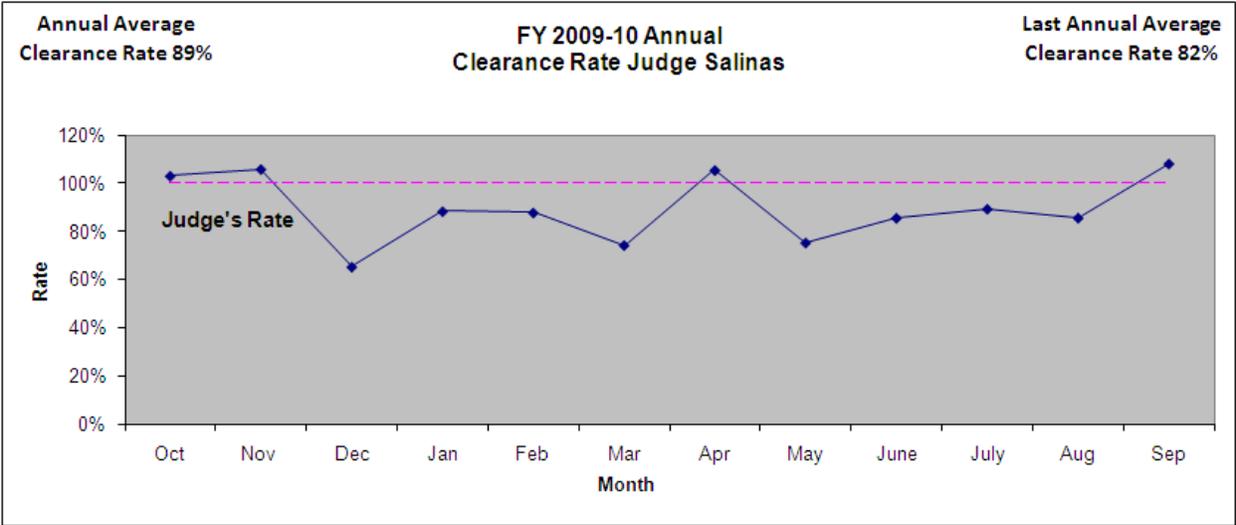
**Method:** Clearance rates are measured using two variables, incoming cases and the number of cases disposed monthly. Incoming cases include new cases filed during the month, cases appealed from lower courts, other cases reaching docket (motions to revoke probation/deferred adjudication and other), internal cases transferred in, and removing internal cases transferred out. The number of outgoing cases includes all monthly dispositions. The first graph shows the average monthly docket, which portrays the workload for each court. The second graph shows the disposition rate for each court. This is determined by the number of cases disposed versus the *entire* docket. Certain dismissals have been removed this quarter to follow the Office of Court Administration guidelines, which include Case Dismissed, Dismissed-Deferred Adjudication, Dismissed-Deceased, Dismissed Reduced to Class C, and Dismissed and Reduced. These dismissals were removed because they have previously been counted as a disposition either through a plea or other conviction.

**Analysis and Interpretation:** The clearance rate is a measure of the incoming cases a court receives monthly compared to the total cases disposed of monthly. This measure portrays the Court’s ability to balance current caseload and incoming cases. A clearance rate of 100% represents a court that is currently maintaining the status quo. Above 100% represents a court that is disposing of more cases than it is receiving. Below 100% represents a court that is disposing of fewer cases than it is receiving. This measure is helpful in making case management decisions that will assist in the reduction of backlog. Additionally, the measure of the age of the case disposed assists the court in gauging their progress in comparison with the ABA standards. *Note: Plea Court is utilized solely by County Court 7. Both Impact Court and Auxiliary Court are utilized by all courts.*





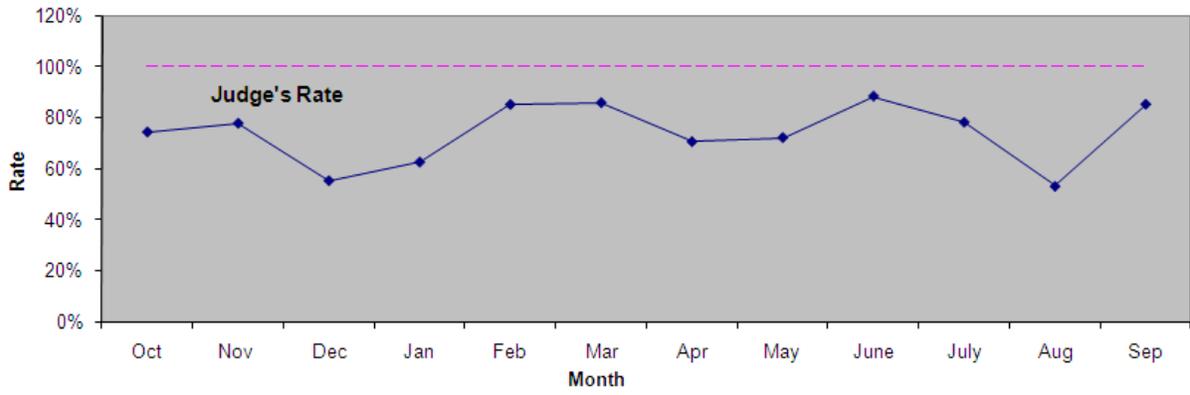




Annual Average  
Clearance Rate 74%

FY 2009-10 Annual  
Clearance Rate Judge Penn

Last Annual Average  
Clearance Rate 87%



## Measure 4: Time to Disposition

### Definition:

**Time to Disposition:** The percentage of cases disposed or otherwise resolved within established time frames. This is a comparison of data from *age of disposed cases* and only considers cases that are disposed, not the full docket.

**Average Monthly Disposition Rate:** The number of cases disposed on a monthly basis compared to the total number of cases on the docket, which is noted in each Time to Disposition chart.

**Average Monthly Docket:** The number of cases on the docket per month averaged through the months reported (October 2009 to September 2010), which is noted in each Time to Disposition chart.

The case processing time standards published by the American Bar Association (ABA) and those published by the Conference of State Court Administrators (COSCA) provide a starting point for determining guidelines.

### COSCA Case Processing Standards

#### Criminal

- Misdemeanor – 100% within 90 days

### ABA Case Processing Standards

#### Criminal

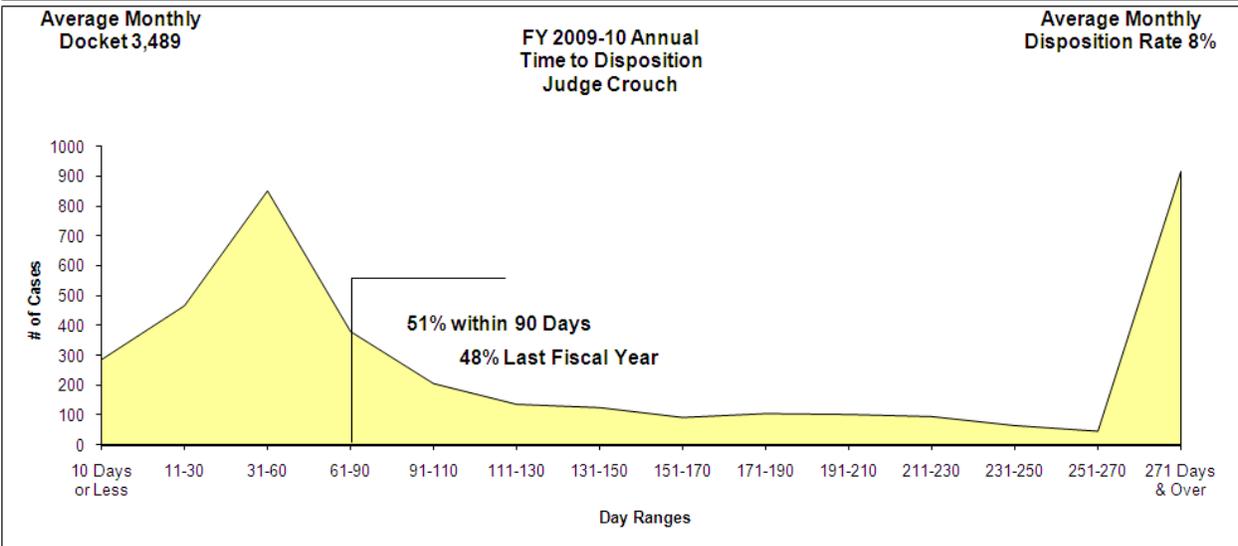
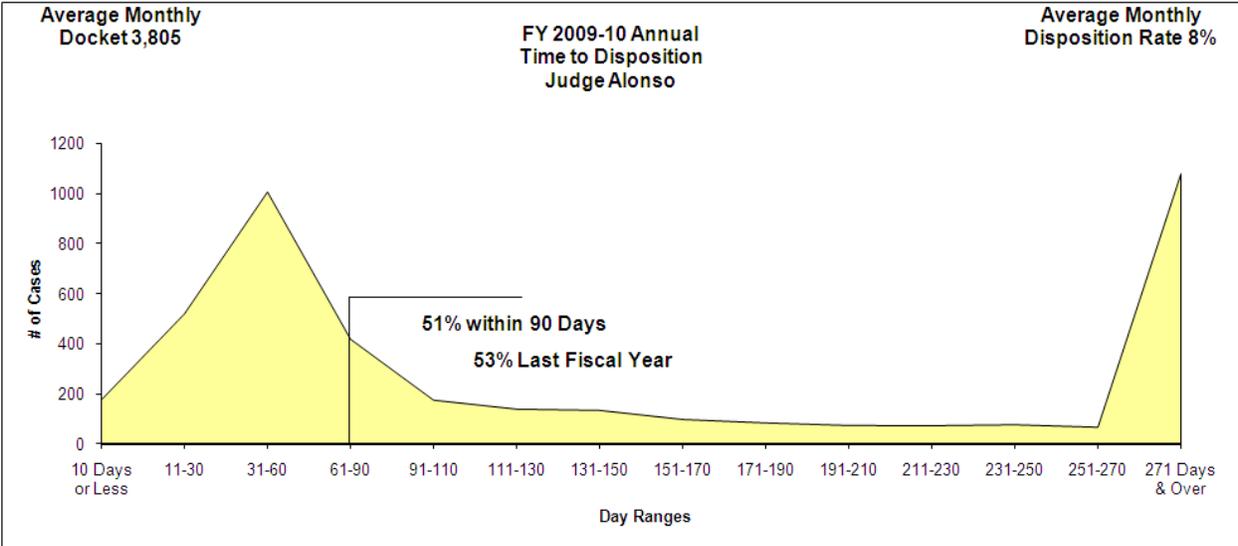
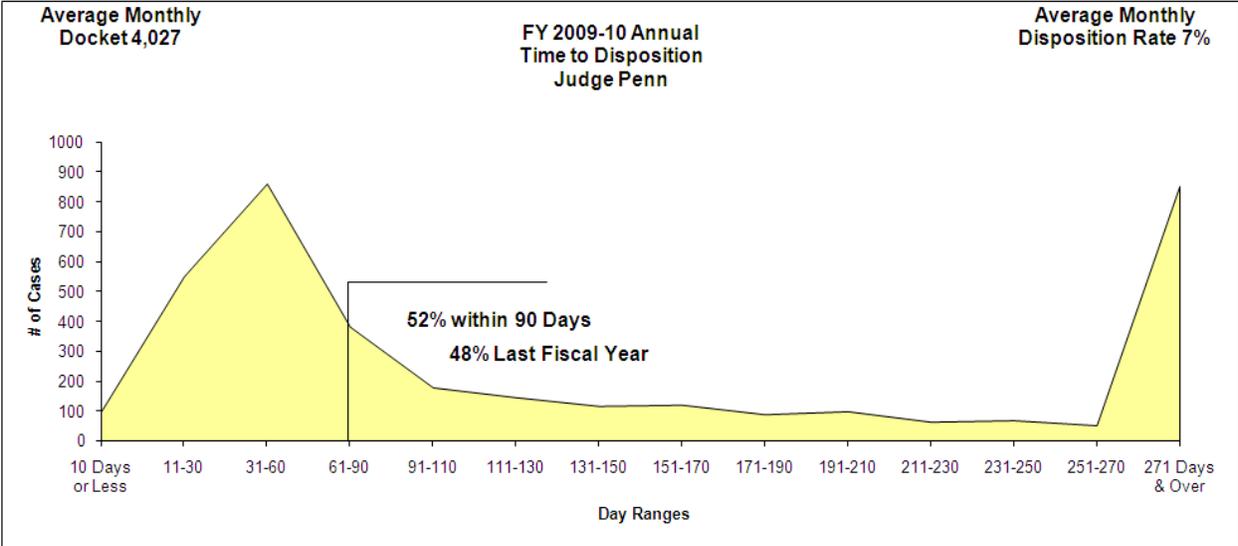
- Misdemeanor
- 90% within 30 days
- 100% within 90 days

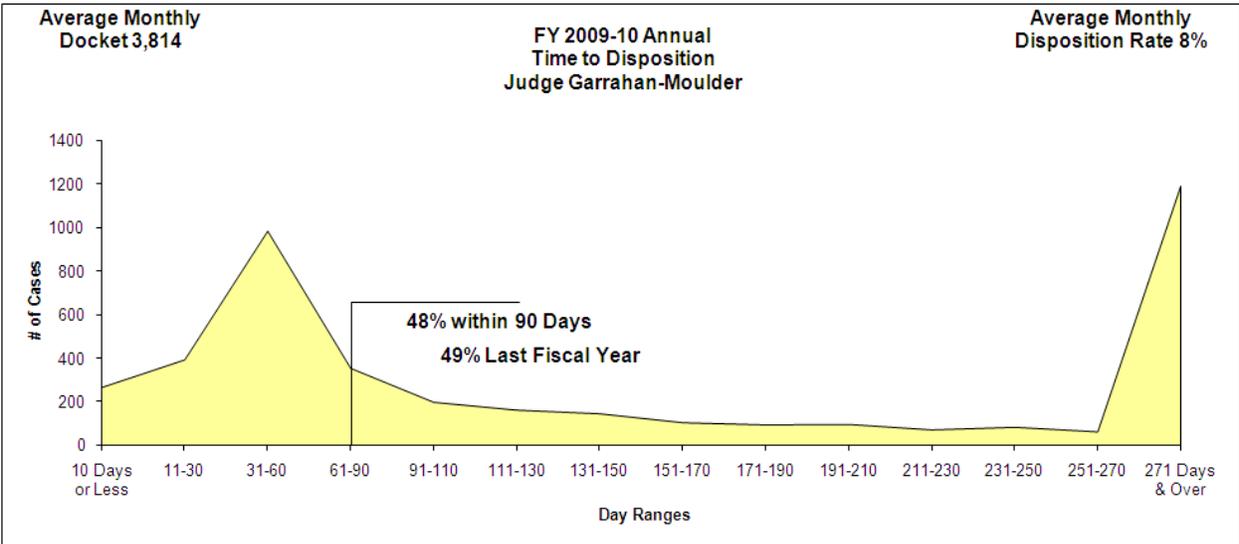
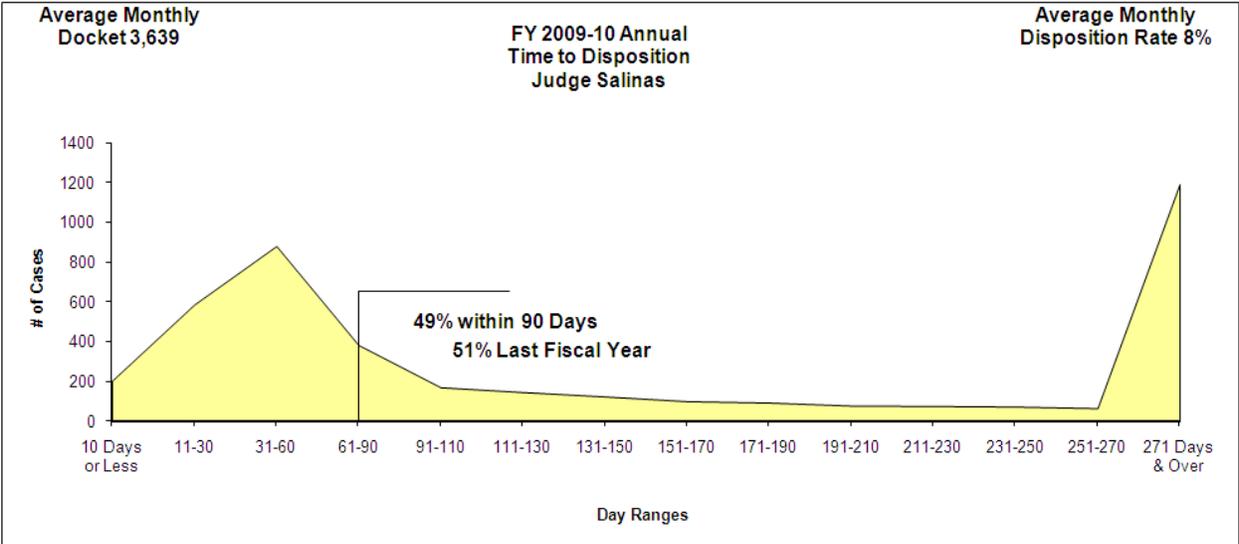
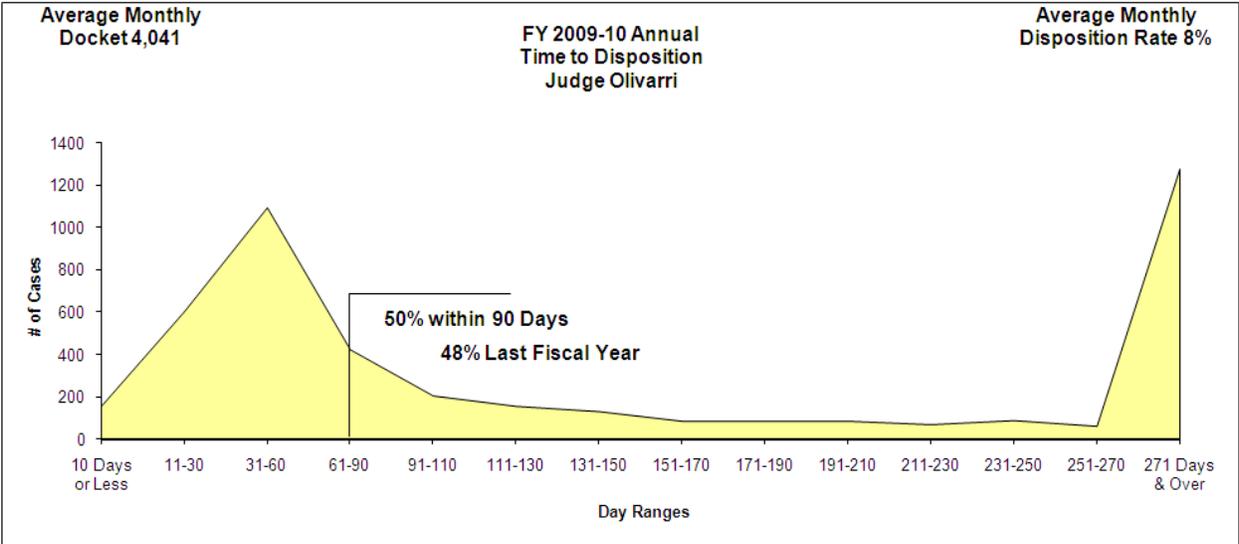
Source: National Center for State Courts Web site,  
[www.ncsconline.org/WC/Publications/KIS\\_CasManCPTSPub.pdf](http://www.ncsconline.org/WC/Publications/KIS_CasManCPTSPub.pdf).

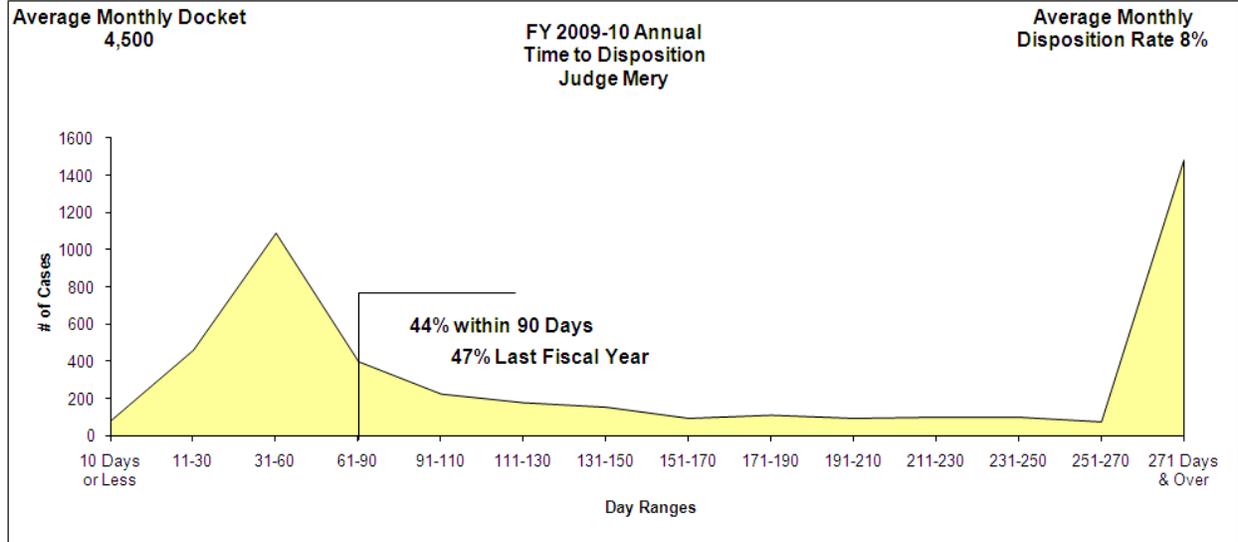
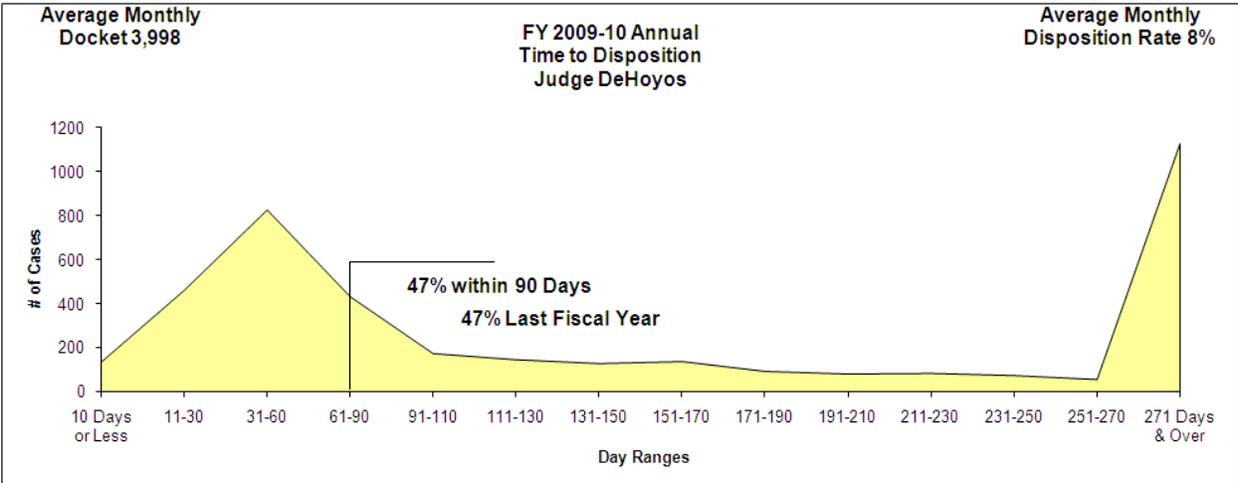
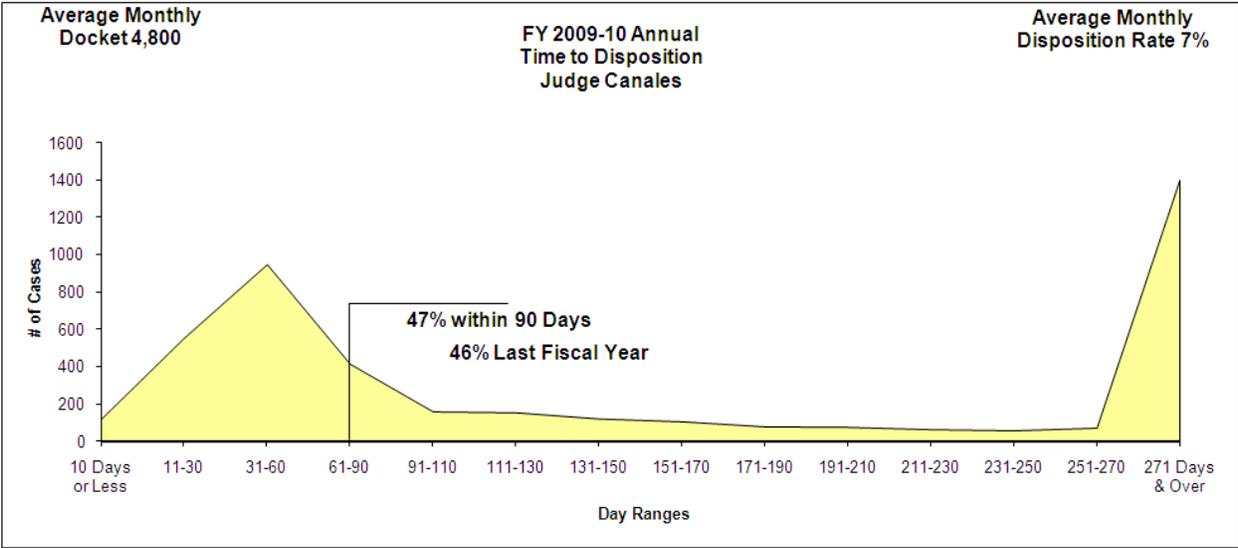
**Method:** This is a comparison of data from *age of disposed cases* and only considers cases that are disposed, not the full docket.

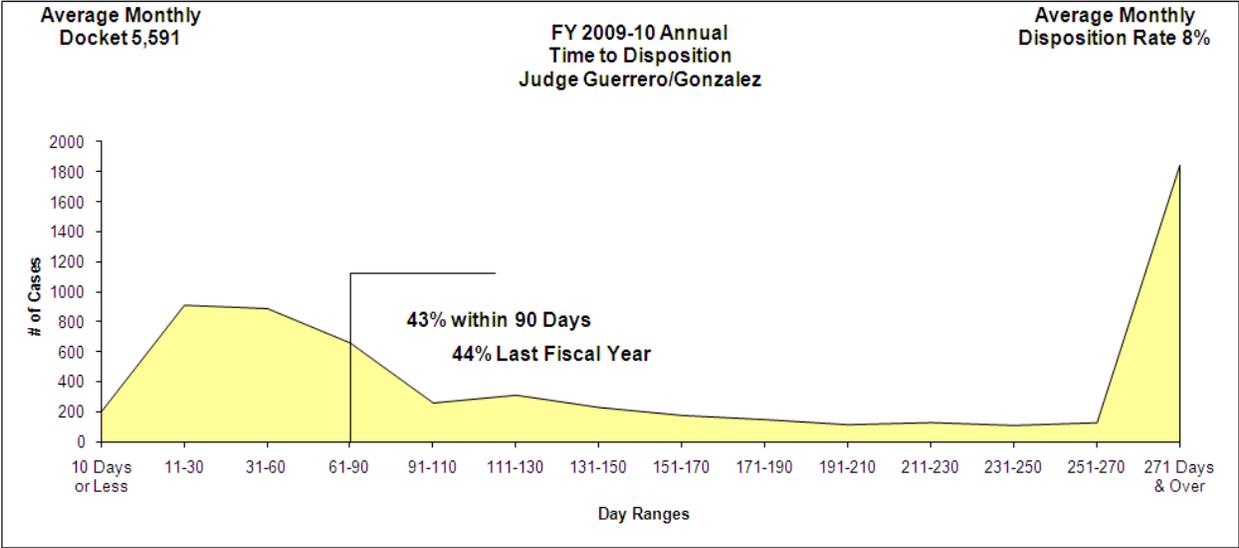
**Analysis and Interpretation:** The disposition rate represents the actual day to day workings of the court. It is a measure of the judicial workload. This calculation takes into consideration the disposition of cases on the existing docket in addition to the other matters addressed by the Court on an average day. The disposition rate portrays the flow of the variety of judicial proceedings routinely before the Court. The Bexar County Criminal Justice Information System report categorized the age of disposed cases in the following categories for County Courts-At-Law:

10 Days or Less	151-170 Days
11-30 Days	171-190 Days
31-60 Days	191-210 Days
61-90 Days	211-230 Days
91-110 Days	231-250 Days
111-130 Days	251-270 Days
131-150 Days	271 Days & Over







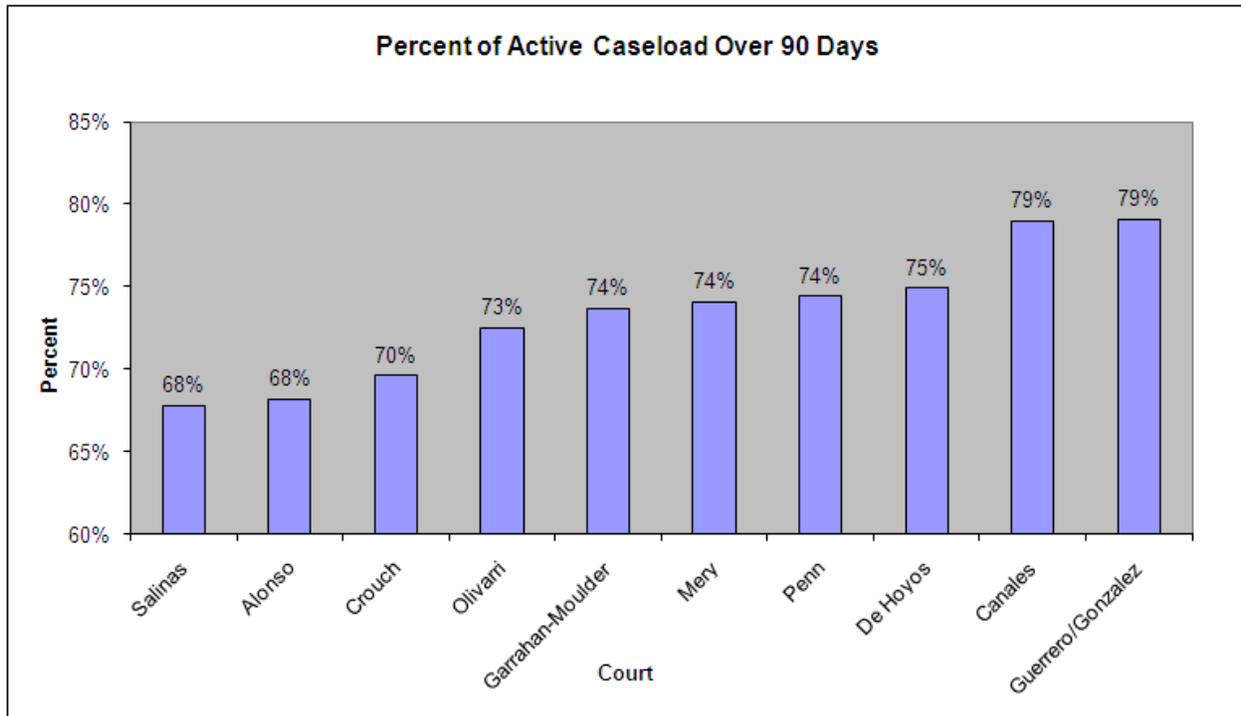


## Measure 5: Age of Active Cases Pending Caseload

**Definition:** The age of active cases pending before the court, which is measured as the number of days from filing until the time of measurement.

**Method:** For each case type being analyzed, the report calculates the time, in days, from filing of the case until the date established for the reporting period being examined (September 30, 2010).

**Analysis and Interpretation:** The age of the active case pending measure allows a court to view their progress in achieving a disposition rate more in line with the ABA standards. It is a helpful tool in docket management allowing the court to make the necessary adjustments in case administration to achieve a reduction in disposition rate more in line with ABA standards.

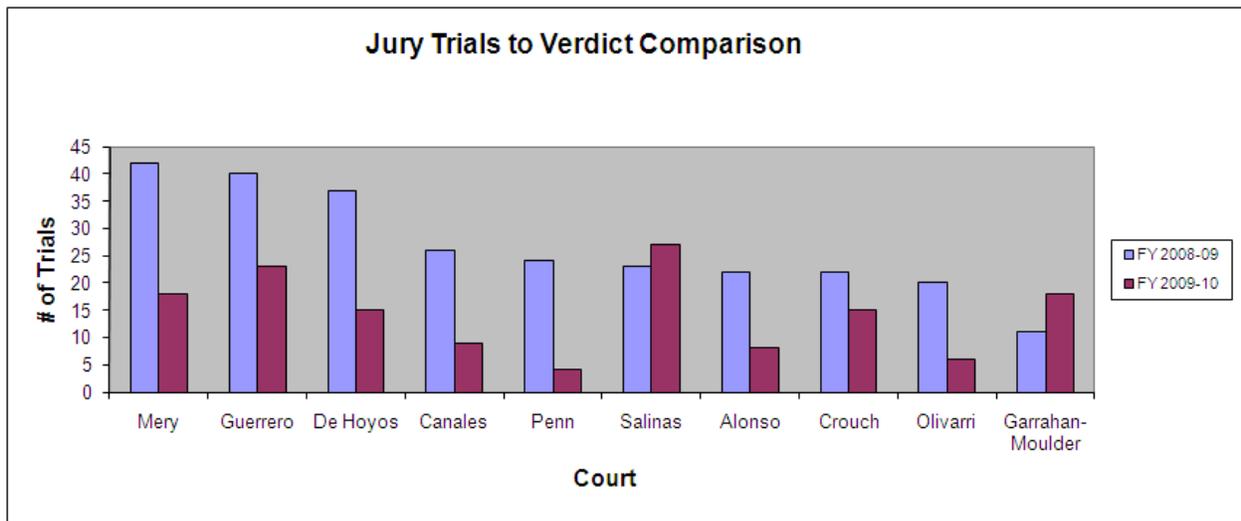
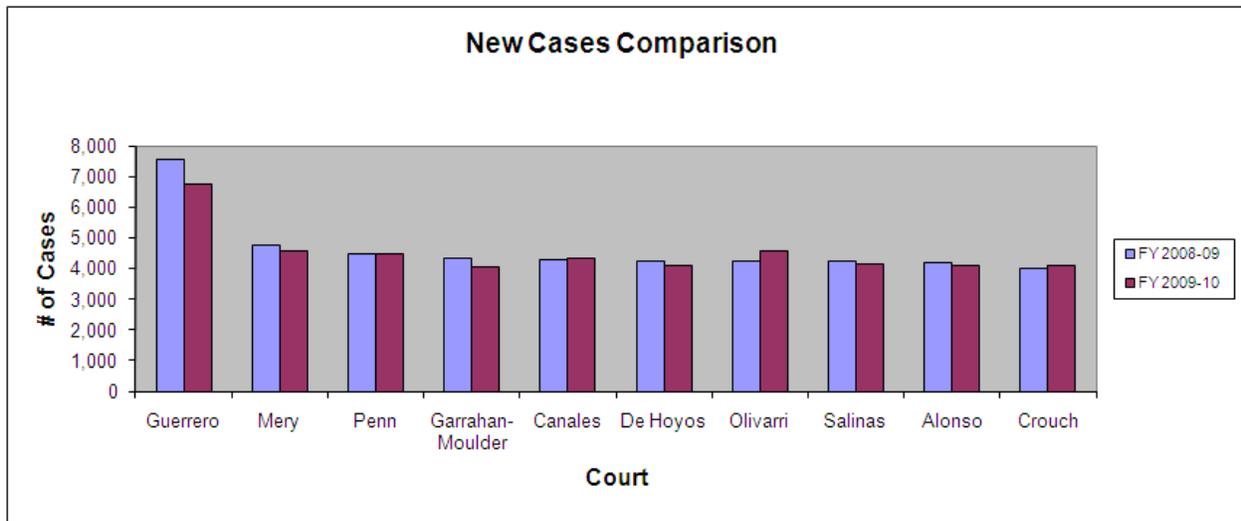


## Measure 6: Caseload Comparison

**Definition:** The amount of new cases added and the amount of jury trials that went to verdict.

**Method:** This information is retrieved from the Bexar County Criminal Justice Information System reported to the Office of Court Administration.

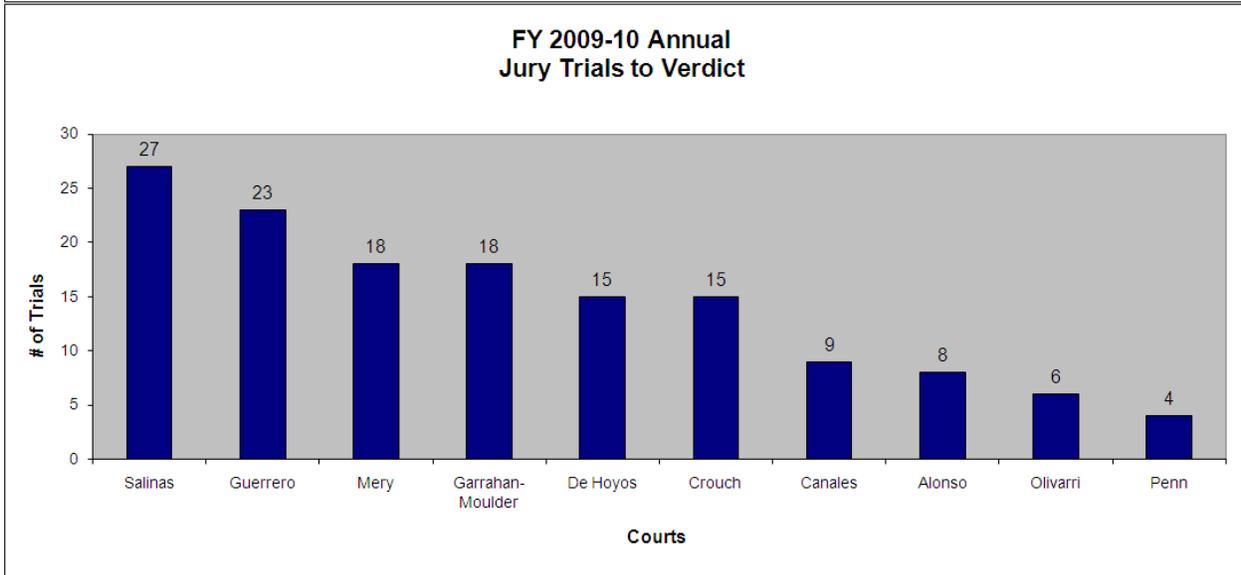
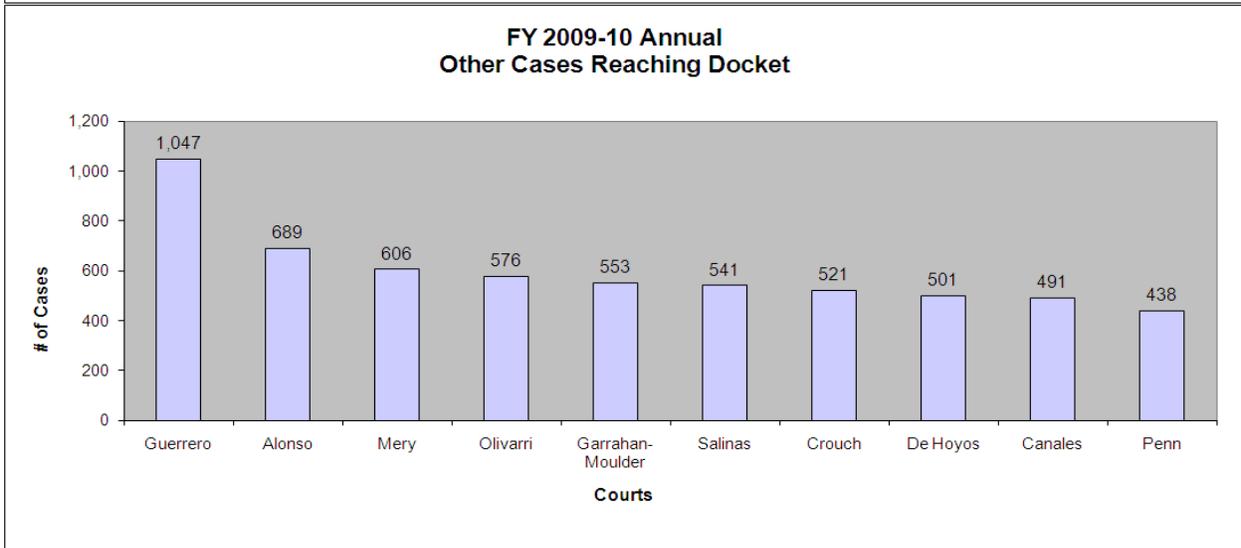
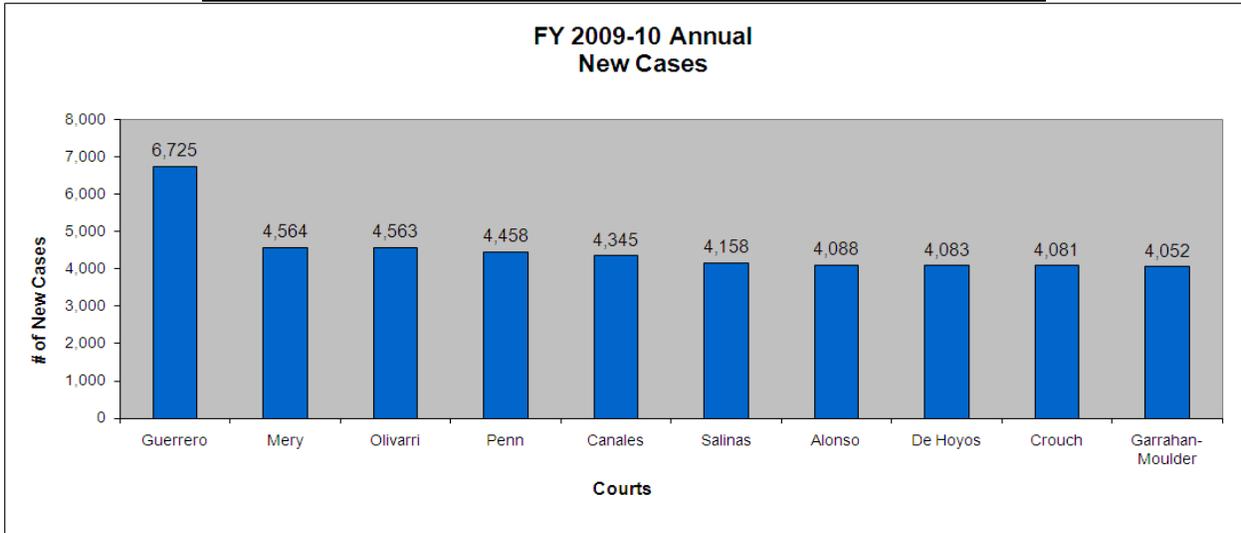
**Analysis and Interpretation:** The following shows an aggregate comparison of caseload between the last fiscal year and the current fiscal year. This measure portrays a comparison of workload for each court. *Note: County Court 13 (Judge Gonzalez) Plea Court also presides over trials.*



## BEXAR COUNTY JUDICIAL MANAGEMENT REPORT APPENDIX

This Appendix is broken into two sections, FY 2009-10 data for the entire fiscal year and age of disposed cases. The purpose of this appendix is to further analyze specific data involved with measuring court performance.

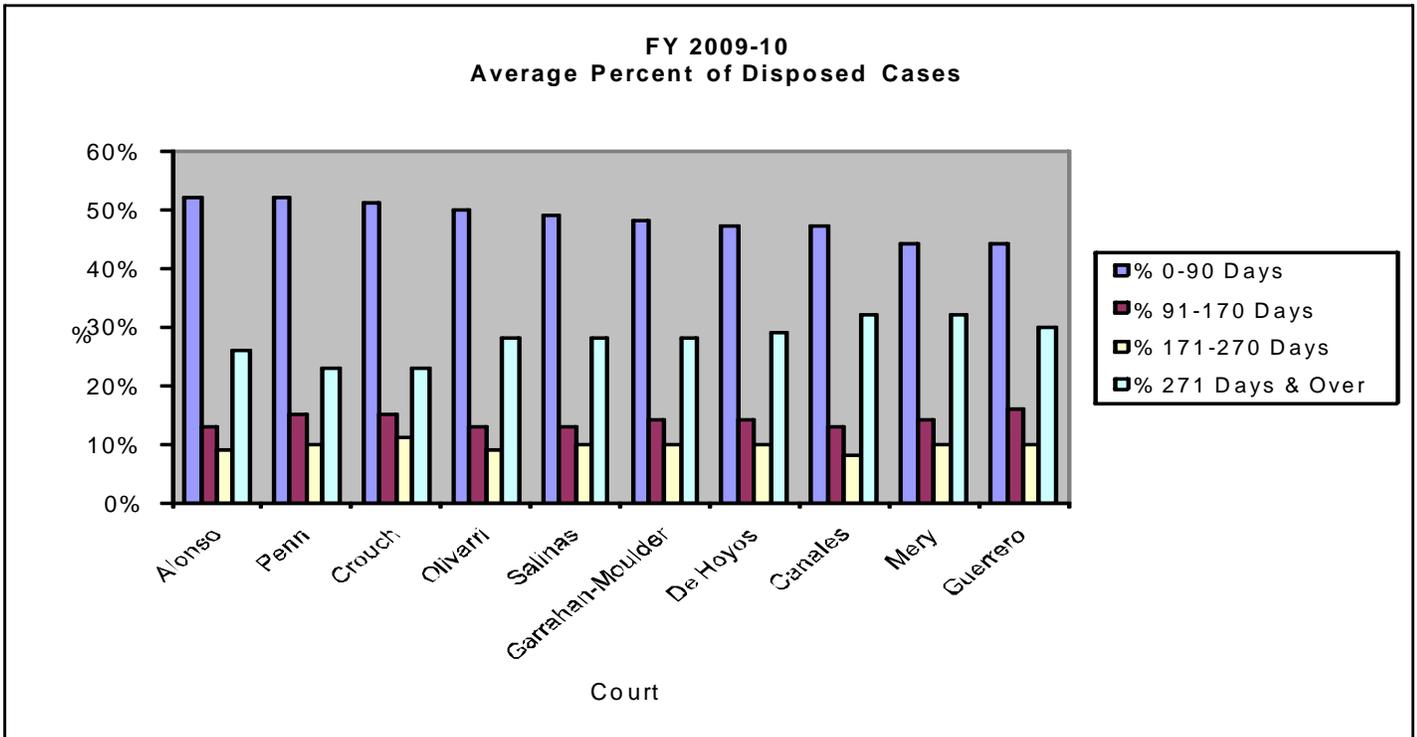
## FY 2009-10 Annual County Courts-At-Law Caseload



**Aged Cases Disposed  
(Percent)  
County Courts-At-Law  
FY 2009-10 Annual**

**INDICATOR: Court Comparison of age of cases**

Judge	% 0-90 Days	% 91-170 Days	% 171-270 Days	% 271 Days & Over
Alonso	52%	13%	9%	26%
Penn	52%	15%	10%	23%
Crouch	51%	15%	11%	23%
Olivarri	50%	13%	9%	28%
Salinas	49%	13%	10%	28%
Garrahan-Moulder	48%	14%	10%	28%
De Hoyos	47%	14%	10%	29%
Canales	47%	13%	8%	32%
Mery	44%	14%	10%	32%
Guerrero	44%	16%	10%	30%



## **Sources:**

### **Measure 1: Cost per Disposition**

Bexar County Adult Probation Information System State Fiscal Year Report: Misdemeanor  
Bexar County Criminal Justice Information System: County Court Criminal Section Summary  
Report  
Estimates by Planning and Resource Management

### **Measure 2: Jail Bed Days**

Jail Track Management System

### **Measure 3: Clearance Rate**

Bexar County Criminal Justice Information System: County Court Criminal Section Summary  
Report

### **Measure 4: Time to Disposition**

Bexar County Criminal Justice Information System: County Court Criminal Section Summary  
Report  
National Center for State Courts

### **Measure 5: Age of Active Cases Pending**

Bexar County Criminal Justice Information System

### **Measure 6: Caseload Comparison**

Bexar County Criminal Justice Information System: County Court Criminal Section Summary  
Report

### **Appendix:**

Bexar County Criminal Justice Information System: County Court Criminal Section Summary  
Report