



# Municipal Court

## Strategic Business Plan

Effective Date: July 1, 2019

### **Oklahoma City Vision**

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified and welcoming community.

### **Oklahoma City Mission**

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

### **Department Mission**

The mission of the Municipal Court is to ensure procedural justice to court patrons affected by a violation of Oklahoma City ordinances, so they can be assured of fairness, transparency, and impartiality in the timely disposition of all cases.

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## Issues, Strategies, and Results

### Issue 1: Procedural Justice

Procedural justice is defined as the idea of fairness in court processes to resolve court cases in a fair and equitable manner. It is the philosophy and practice which promotes respect, neutrality, and transparency which ensures court patrons have a voice in the criminal justice process.

The continuing need to implement and promote procedural justice, if not addressed, will result in:

- Negative public perception
- Decreased court patron satisfaction, confidence, and compliance
- Increased instances of unfair and inequitable justice

#### Strategies

- Continue to review and revise policies, procedures and services.
- Continue to participate in community outreach through community programs and partnerships.
- Ongoing training on procedural justice with all Municipal Court employees annually.

#### Strategic Results

- Annually, 100% of new employees will be trained in procedural justice.
- Annually, 90% of survey respondents that report that they were treated with courtesy and respect by Court staff

### Issue 2: Skilled Workforce

The increasing difficulty to recruit, develop and retain an adequately compensated, skilled and well-trained workforce due to reduction in workforce, technology changes and staff changes, if not adequately addressed, will result in:

- Delays in court processes
- Dissatisfied court patrons
- Increased liability

#### Strategies

- Continue to work with the Personnel Department regarding employee recruitment.

- Develop a comprehensive court focused training program.
- Implement a succession plan

**Strategic Result**

- Annually, 95% of court cases audited will reflect that the Court records were updated accurately.
- Annually, 95% of court patrons will be satisfied with their court experience.

**Issue 3: Technology Services**

The increase in court patron expectations for court information and electronic services, combined with the reliance on automated systems, if not adequately addressed, will result in:

- Lost opportunities for increased efficiency
- Decreased levels of court patron satisfaction with court services
- Disruption in court services and processes

**Strategies**

- Continue improving information systems to enable the Municipal Court to expand the services that it provides to court patrons.
- Continue working with the Information Technology Department and vendors to increase the number of electronic transactions.
- Identify new software or technology solution to implement electronic filing.

**Strategic Result**

- By 2023, 50% of designated court functions will be available electronically.

**Issue 4: Juvenile Service Resources**

The increasing complexity of juvenile cases combined with limited resources for juveniles, if not adequately addressed, will result in:

- Increase in juvenile crime rates
- Increase in school drop-out rates
- Increase in controlled dangerous substance use among juveniles

- Increase in probation workloads

**Strategies**

- Continue to identify juvenile referral sources.
- Explore additional funding resources for mental health and substance abuse treatment.

**Strategic Result**

- Annually, 95% of the juvenile offenders referred to probation services will successfully complete probation.

**Issue 5: Court Safety and Security**

There is a heightened public expectation for secured court facilities, if not adequately addressed, will result in:

- Diminished court visitors' perception of courts as a safe place to conduct business
- Increased fear for personal safety
- Increased risk of incidents resulting in personal injury to court visitors or employees

**Strategies**

- Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of court visitors and employees.
- Monitor court facility security issues to identify necessary security improvements.
- Implement a Safety and Security committee.

**Strategic Result**

- Annually, 100% of days per year the court facility will be maintained without security incident.
- Annually, 85% of visitors will report feeling safe while conducting business at Municipal Court.

## Accomplishments

Phase II of the electronic citation issuance system for uniform citations was successfully implemented in FY19. The electronic citation issuance system improves efficiencies in the processing of citations and allows us to move toward a reduction in paper use and reduced costs associated with data entry and imaging.

Municipal Court expanded the Community Outreach Program with the addition of a second Community Relations Coordinator. The program is responsible for educating the community on the reform efforts implemented in Oklahoma City Municipal Court and options available for our court patrons. The Community Relations Coordinators are responsible for raising awareness to help people overcome their fears and uncertainties about the Oklahoma City Municipal Court processes, and address other barriers preventing them from resolving their Municipal Court cases.

The Community Outreach Program monitors the daily jail inmate count and has reduced the number of days a defendant is in the jail. This directly impacts the cost of the jail services agreement.

Municipal Court implemented a Judicial Order that eliminated the 24-hour own recognizance bond waiting period. All defendants jailed on new charges are immediately eligible for a 10-hour own recognizance bond, which further reduces the impact to the jail services agreement.

Municipal Court implemented a Penalty Reduction Program that allows defendants with warrants on class "a" citations issued prior to July 1, 2017 to close such cases with a single reduced payment and having the associated failure to appear charge dismissed.

Municipal Court has trained all employees on Procedural Justice and the importance of fairness in the court process.

## Lines of Business and Programs

### Department Organization

#### **Administrative Line of Business**

- Executive Leadership Program
- Community Outreach Program

#### **Court Case and Enforcement Line of Business**

- Court Case Support Program
- Court Enforcement and Investigations Program
- Court Financial Processing Program

#### **Facility Operations Line of Business**

- Municipal Court Facility Operations Program

#### **Municipal Judicial Services Line of Business**

- Municipal Judicial Services Program

#### **Probation Services Line of Business**

- Probation Services Program

## Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

Programs and Key Measures

### Programs and Key Measures

Executive Leadership Program

 % of key measures and strategic results achieved

Community Outreach Program

 % of Municipal Court cases referred to the Community Outreach Program that are disposed



## Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

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Program Manager: LaShawn Thompson

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Program Budget: \$1,822,363 (FY20)

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### Program Services:

- Agenda Items / Packets
  - Audit Responses
  - Budget Proposals
  - Citizen Responses
  - Continuity of Operations Plan
  - Contracts, Leases, and Agreements
  - Contract Compliance Reviews
  - Executive Reports
    - Ad Hoc Reports
    - City Manager Reports
    - Performance Reports
    - Special Project Reports
  - FMLA Authorizations
  - Grant Applications
  - Grant Status Reports
  - Grievance Resolutions
  - Internal Investigation Reports
  - Legislative Recommendations
  - Legislative Mandate Implementations
  - Needs Analyses
  - Open Record Responses
  - Personnel Transactions
  - Plans (i.e. Master, Strategic Business Plans)
  - Policies & Procedures
  - Presentations
  - Project & Financial Impact Analyses
  - Union Negotiations & Recommendations
- 

### Family of Measures

Results	 <b>% of key measures and strategic results achieved</b>
	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year
	% of performance evaluations completed by the review date
	% of terminations submitted to the Personnel Department within three days of the termination date
Outputs	Dollar amount of operating expenditures managed
	# of full-time employees supported

## Community Outreach Program

The purpose of the community outreach program is to provide community outreach, case information and resolution services to individuals and community partners so they can make an informed decision regarding a case.

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Program Manager:	LaShawn Thompson
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Program Budget:	\$50,000 (FY20)
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Program Services:

- Building Community Relationships
- Case Inquiry and Responses
- Civic and Educational Tours
- Community Engagement Forums
- Interpreter Services
- Jail Population Monitoring Services
- Liaison Services
- Open Records Requests
- Presentations
- Publications
- Resources and Referrals

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Family of Measures	
Results	 % of Municipal Court cases referred to community outreach program that are disposed
Outputs	# of community outreach events conducted
	# of cases processed for jail release
Demands	# of cases referred to the community outreach program

## Court Case and Enforcement Line of Business

The purpose of the Court Case and Enforcement Line of Business is to provide case processing and warrant investigative services to officers of the court and court patrons so they can experience accurate and timely processing of court cases.

### Programs and Key Measures

#### Court Case Support Program

 % of court cases audited that reflect the Municipal Courts records management system was updated accurately

#### Court Enforcement and Investigations Program

 % of total warrants cleared

#### Court Financial Processing Program

 % of payments processed and posted to proper case

## Court Case Support Program

The purpose of the Court Case Support Program is to provide scheduling, case processing and information services to Enforcement Agencies, Officers of the Court and Justice-Involved Individuals so they can experience accurate and timely adjudication of cases.

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Program Manager: Melissa Meredith


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Program Budget: \$3,202,043 (FY20)

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Program Services:

- Arraignment Schedules
  - Case Expungements
  - Case Record Updates
  - Case Inquiries
  - Citation Book Issuances
  - Court Notifications
  - Court Dockets, Records, and Transcripts
  - Department of Public Safety (DPS) Abstracts
  - Driver’s License Suspension Requests and Releases (DPS)
  - Driving School Referrals/Contracts
  - Failure to Appear Documents
  - Inmate Releases
  - Judicial Schedules
  - Juror Management Sessions
  - Open Records Responses
  - Oklahoma Law Enforcement Telecommunication (OLETs) Inquiries
  - Property Applications
  - Telephone Credit Card Payments
  - Ticket Accountability and Processing Services
  - Warrant Issuances
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Family of Measures	
Results	 % of cases audited determined to be accurately updated in the Municipal Court’s record management system
	% of court patrons satisfied with their experience
Outputs	# of cases disposed
	# of days until disposal on average
Demands	# of cases filed

## ***Court Enforcement and Investigations Program***

The purpose of the Court Enforcement and Investigations Program is to provide warrant investigative services to the Municipal Court and Oklahoma City Police Department Court Detail Unit so it can clear warrants on cases.

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Program Manager: Rock Holland


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Program Budget: \$347,785 (FY20)

Program Services:

- Clear Warrants
- Delinquent Notifications
- Jail Stay Fee Assessments
- Jail Arraignments
- Pick-up Orders
- Record Checks
- Schedule Inmate Transports
- Telephone Credit Card Payments
- Telephone Warrant Inquiries
- Warrant Holds

### Family of Measures

Results	 % of total warrants cleared
Outputs	# of total warrants cleared
	# of warrants cleared by Enforcement Services
Demands	# of warrants issued

## Court Financial Processing Program

The purpose of the Court Financial Processing Program is to provide case information and financial payment processing services to court customers so they can receive an accurate disposition of their court case.

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Program Manager: John Lemieux

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Program Budget: \$1,084,407 (FY20)

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Program Services:

- Bond and Payment Transactions
  - Case Inquiries and Updates
  - Case Dismissals and Extensions
  - Collection Agency Referrals
  - Continuances
  - Court Check-ins
  - Daily Deposits
  - Daily Reconciliation of Funds
  - Driving School Referrals/Contracts
  - Electronic Payments
  - Inmate Releases
  - Mail Payments Processed
  - Payment Reconciliations
  - Refunds
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### Family of Measures

Results	 % of payments processed and posted to proper case
	% of court payment transactions processed electronically
Outputs	# of court payment transactions processed – Electronically
	# of court payment transactions processed– In Person

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## Facility Operations Line of Business

The purpose of the Facility Operations line of business is to provide security and facility management services to building occupants and visitors so they can conduct business in an environment that is conducive to court operations.

### Programs and Key Measures

#### Municipal Court Facility Operations Program

 % of days per year the court facility will be maintained without security incident

## ***Municipal Court Facility Operations Program***

The purpose of the Municipal Court Facility Operations Program is to provide facility maintenance, technical support, employee training, safety compliance and security services to court staff and individuals entering the Court facility so they can conduct business and experience a safe and secure environment.

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Program Manager: Gayleen Keeton

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Program Budget: \$762,418 (FY20)

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Program Services:

- Custodial Services
  - Facility and Equipment Inspections/Evaluations
  - Facility Maintenance and Repairs
  - Facility Monitoring and Access Controls
  - Incident Investigations
  - Safety Training and Programs
  - Security Screening Services
  - Technical Support Services
- 

### Family of Measures

Results	 <b>% of days per year the court facility will be maintained without security incident</b>
	% of visitors will report feeling safe while conducting business at Municipal Court
Outputs	# of days with a security incident
Demands	# of days court facility is open



## Municipal Judicial Services Line of Business

The purpose of the Municipal Judicial Services line of business is to provide Judicial Decisions and court procedure guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code, State and Federal laws.

### Programs and Key Measures

#### Municipal Judicial Services Program



% of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services

## ***Municipal Judicial Services Program***

The purpose of the Municipal Judicial Services Program is to provide Judicial Decisions and court procedure guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code, State and Federal laws.

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Program Manager: Philippa James


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Program Budget: \$576,220 (FY20)

Program Services:

- Attorney Consultations
- Continuances
- Expungements
- Hearings
- Judicial Decisions
- Juror Excusal Decisions
- Own-Recognizance Bond Releases
- Property Court Ownership Decisions
- Time Payment Extensions

### Family of Measures




Results	 % of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services
Outputs	# of hearings provided
Efficiencies	\$ expenditure per hearing provided

## Probation Services Line of Business

The purpose of the Probation Services line of business is to provide referral and supervision services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

### Programs and Key Measures




#### Probation Services Program

-  % of adult offenders completing probation without further involvement with the OKC Municipal Court within a two-year period
-  % of adult offenders successfully completing supervised probation within established period of time
-  % of juvenile offenders successfully completing probation within established period of time

## Probation Services Program

The purpose of the Probation Services program is to provide referral and supervision services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

Program Manager:	Tonya Cubit-Womack
Program Budget (Juvenile):	\$619,899 (FY20)
Program Budget (Adult):	\$271,650 (FY20)
Program Services:	<ul style="list-style-type: none"> <li>▪ Assessments</li> <li>▪ Case Management Services</li> <li>▪ Community Work Assignments</li> <li>▪ Community Service Assignments</li> <li>▪ Conflict Resolution Programs</li> <li>▪ Juvenile Courtroom Orientations</li> <li>▪ On-site drug screenings</li> <li>▪ Probation Recommendations / Referrals</li> <li>▪ Probation Reports</li> <li>▪ School Compliance Verifications</li> <li>▪ Social Service Referrals</li> <li>▪ Substance Abuse Program Referrals</li> <li>▪ Truancy Intervention Programs</li> </ul>

Family of Measures	
Results	 % of adult offenders completing probation without further involvement with the OKC Municipal Court within a two-year period
	 % of adult offenders successfully completing supervised probation within established period of time
	 % of juvenile offenders successfully completing probation within established period of time
Outputs	# of adult offenders successfully completing supervised probation within a specified time frame
	# of juvenile offenders successfully completing probation within a specified time frame