



Municipal Court

Strategic Business Plan

Effective Date: July 1, 2017

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.

Table of Contents

Issues, Strategies, and Results	3
Issue 1: Procedural Justice	3
Issue 2: Skilled Workforce.....	3
Issue 3: Technology Services	4
Issue 4: Juvenile Service Resources	4
Issue 5: Court Safety and Security	5
Accomplishments	6
Lines of Business and Programs	8
Department Organization	8
Administrative Line of Business	9
Executive Leadership Program.....	10
Court Case and Enforcement Line of Business	12
Court Case Support Program	13
Court Enforcement and Investigations Program	14
Court Financial Processing Program	15
Facility Operations Line of Business	16
Municipal Court Facility Operations Program.....	17
Municipal Judicial Services Line of Business	18
Municipal Judicial Services Program	19
Probation Services Line of Business.....	20
Probation Services Program.....	21

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.
- Implement training on procedural justice with all Municipal Court employees annually.

Strategic Results

- By 2020, 100% of employees will be trained in procedural justice.

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, 98% of court cases audited will reflect that the Municipal Courts records management system was updated accurately.
- By 2019, 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.

Strategic Result

- By 2020, 60% of all court functions will be available online.

Issue 4: Juvenile Service Resources

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

- Increase in juvenile crime rates
- Increase in school drop-out rates
- Increase in substance abuse among juveniles
- Increase in probation workloads

Strategies

- Continue to identify juvenile referral sources.
- Explore additional funding resources to employ additional juvenile probation officers and/or case managers.

Strategic Result

- By 2020, 95% of the juvenile offenders referred to probation services will successfully complete probation within established period of time.

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 patron 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 patrons or employees

Strategies

- Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of court patrons 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.

Accomplishments

The Oklahoma City Municipal Court is funded entirely by court cost collections. Oklahoma State Statutes reads, in part, that the costs of prosecution in a Municipal Criminal Court of Record shall be paid by those convicted of municipal code violations. Having only convicted persons pay the costs of prosecution results in the operations of the Oklahoma City Municipal Court and Criminal Justice Division of the Municipal Counselor's Office not being a burden on the City's operating budget.

Municipal Court implemented a Customer Satisfaction Survey that is available in paper form and online. The survey is available in Spanish and English, and provides feedback related to the customer's experience with staff and court processes regardless of the outcome of their case.

The new Municipal Court building construction is complete. The Department of Court Administration completed the move without impacting operations.

Municipal Court implemented Tyler Technology's Incode system as the new court case/records management system. The new system has eliminated the need for multiple systems. Previously, parking citations and probation case management were separate systems. The new system has improved accuracy and efficiency through enhanced search features, mass updates, streamlined court processes, and auto-populated court forms. The new system's advanced technology allows the court a wider array of future technological options.

The newly implemented case management system allows online partial payments of adjudicated cases. This offers an additional online option for completing payment transactions without appearing in person. In the most recent fiscal year:

- 73,380 traffic and criminal citations were paid online resulting in collections of \$12,575,202
- 16,953 parking citations were paid online resulting in collections of \$802,921

The new case management system allowed implementation of the first phase of e-citations. Parking citations are now issued electronically. This has reduced the need for paper citations and reduced costs associated with data entry and imaging.

Municipal Court implemented a Community Outreach Program during this fiscal year. 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 Coordinator is 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. Municipal Court has added 33 indigency dockets a month to address a person's ability to pay their case.

The Oklahoma City Municipal Court Probation Services Division facilitates a program designed to reduce truancy, improve academic achievement, and strengthen the family's commitment to schools and the



community. In addition to our partnership with the Oklahoma City Public School District, we have extended our services and programs to Putnam City schools that lie within the corporate limits of Oklahoma City. Participants' attendance records are monitored and reviewed by the Probation Services School Compliance Officer. The Compliance Officer's ability to communicate in English and Spanish has proven to be an additional asset for the program.

The Probation Services Division coordinates and assigns community service for juveniles on probation. The Division oversees over 1200 community service hours per month at recreational centers and non-profit agencies throughout the greater Oklahoma City metropolitan area.

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 achieved

Community Outreach Program

 # of Municipal Court cases disposed as a result of a written correspondence

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.


Program Manager: LaShawn Thompson

Program Budget: \$1,935,719

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	 % of key measures achieved
	% 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 so they can make an informed decision regarding a case.


Program Manager: LaShawn Thompson

Program Budget: \$

Program Services:

- Building Community Relationships
 - Case Inquiry and Responses
 - Civic and Educational Tours
 - Community Engagement Forums
 - Liaison Services
 - Presentations
 - Publications
 - Resources and Referrals
 - Translation Services
-

Family of Measures


Results	 # of Municipal Court cases disposed as a result of a written correspondence
Outputs	# of community outreach events conducted
Demands	# of correspondences received

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 cases audited determined to be accurately updated in the Municipal Court's record management system

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 Patrons so they can experience accurate and timely adjudication of cases.


Program Manager: Melissa Meredith

Program Budget: \$5,116,423

Program Services:

- Arraignment Schedules
- Case Expungements
- Case Record Updates
- Citation Book Issuances
- Court Notification Letters
- Court Records
- Court Sessions
- Court Transcripts
- Department of Public Safety (DPS) Abstracts
- Driver's License Suspension Requests and Releases (DPS)
- Driving School Referrals/Contracts
- Failure to Appear Documents
- Inmate Correspondence Letters
- Inmate Releases
- Judicial Schedules
- Juror Management Sessions
- Open Records Responses
- Property Applications
- Telephone Credit Card Payments
- Ticket Accountability Notifications
- Warrant Issuances
- Subpoena and Summons Notifications

Family of Measures

Results	 % of cases audited determined to be accurately updated in the Municipal Court's record management system
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.


Program Manager: Rock Holland

Program Budget: \$865,583

Program Services:

- Clear Warrants
- Delinquent Notifications
- Driving School Referrals/Contracts
- Jail Stay Fee Assessments
- Pick-up Orders
- Record Checks
- Subpoena and Summons Notifications
- Telephone Credit Card Payments
- Telephone Warrant Inquiries

Family of Measures

Results	 % of total warrants cleared
Outputs	# of total warrants cleared
	# of warrants cleared by Enforcement Services
	# of pick-up orders that result in a cleared warrant
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 patrons so they can receive an accurate disposition of their court case.


Program Manager: John Lemieux

Program Budget: \$982,885

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
-

Family of Measures

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

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.

Program Manager: Gayleen Keeton

Program Budget: \$825,882

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



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

of days with a security incident

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.


Program Manager: Philippa James

Program Budget: \$538,248

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
Demands	# of hearings requested
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):	\$623,347
Program Budget (Adult):	\$297,028
Program Services:	<ul style="list-style-type: none"> ▪ Assessments ▪ Case Management Services ▪ Community Work Assignments ▪ Community Service Assignments ▪ Conflict Resolution Programs ▪ Juvenile Courtroom Orientations ▪ On-site drug screenings ▪ Probation Recommendations / Referrals ▪ Probation Reports ▪ School Compliance Verifications ▪ Social Service Referrals ▪ Substance Abuse Program Referrals ▪ Truancy Intervention Programs

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
Demands	# of adult offenders assigned to complete supervised probation within their specified time frame
	# of juvenile offenders assigned to complete probation within their specified time frame