



# Municipal Court

## Strategic Business Plan

Effective Date: July 1, 2016

### **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 provide court information, case processing, judicial and accountability services to all people affected by a violation of Oklahoma City ordinances, so they can be assured of timely and equitable justice.

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## Issues, Strategies, and Results

### Issue 1: Court Facilities

The increasing inadequacy of court facilities, if not properly addressed, will result in decreased productivity due to:

- Court staff relocated to remote sites
- Unhealthy, unsafe, and uncomfortable conditions for employees and customers
- Non-compliance with applicable rules, regulations, and codes
- Inadequate workspace and storage
- Loss of court records
- Increased operating/maintenance costs

#### Strategies

- Continue identifying facility inadequacies and retain funding for repair and/or replacements.
- Develop long-term strategic plans regarding court facilities.

#### Strategic Result

- Annually, 85% of building occupants will rate the facility maintenance and cleanliness as acceptable or above on an annual survey.

### Issue 2: Skilled Workforce

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

- Delays in court transactions
- Frustrated customers
- Increased exposure to lawsuits

#### Strategies

- Continue to work with the Personnel Department regarding employee recruitment.
- Develop a comprehensive court focused training program

### **Strategic Result**

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

## **Issue 3: Technology Services**

The increase in customer 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 customer satisfaction with court services
- Major disruption in court services

### **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 2018, 95% of the juvenile offenders referred to probation services will successfully complete probation within established period of time.

**Issue 5: Court Security**

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

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

**Strategies**

- Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of customers and employees.
- Monitor court facility security issues to identify necessary security improvements.

**Strategic Result**

- Annually, 100% of days per year the court facility will be maintained without security breach

**Issue 6: Adequate and Accessible Parking**

With construction of new facilities and development in the area, the lack of parking if not addressed, will result in:

- Decrease in employee and court patrons' safety, accessibility, and convenience
- Increased in court session delays

**Strategies**

- Develop partnerships with area stakeholders
- Identify available real estate options
- Identify available and secure funding resources
- Increase information on available parking locations

**Strategic Result**

- By 2020, 100% of employee and court patron parking needs will be met by adequate and accessible parking.

## Accomplishments

### Administration

- 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.

### Court Financial Processing Program

- The Municipal Court's case management systems were modified to allow online payment of traffic, criminal and parking citations. Citations can be viewed and paid online which eliminates the need to contact or visit the Municipal Court in person. In the most recent fiscal year:
  - 79,106 traffic and criminal citations were paid online resulting in collections of \$13,182,433
  - 19,437 parking citations were paid online resulting in collections of \$1,070,027.
- A program was implemented allowing convicted people to request additional time to pay outstanding fines, fees and court costs without appearing before a judge. The program is authorized by a Judicial Order permitting certain court employees to process a person's first request for additional time to pay at the public counter seven days a week between the hours of 7 a.m. to 7 p.m. The program makes the process more convenient, compatible with work schedules and less time consuming for those individuals who request additional time to pay their court related obligations.

### Probation Services Program

- The Municipal Court and Probation Services Division implemented a Truancy Program to address attendance violations of students enrolled in the Oklahoma City Public School District. Another aspect of this program is the establishment of a partnership with metropolitan area school districts to ensure juveniles placed on probation are attending school. Therefore, all attendance records are monitored and reviewed by the School Compliance Officer in Probation Services.
- The Probation Services Division assigns individuals on probation, when appropriate, to perform community service as a part of their probation. They are providing a combined total of approximately 900 hours of Community Service per month at recreational centers and non-profit agencies in the metropolitan area.

### Court Case Support Program

- A program was implemented allowing people to request that their arraignment date be continued by telephone. The program is authorized by a Judicial Order permitting certain court employees to process a person's first request to continue their arraignment date by telephone. This service is available Monday through Friday, between the hours of 8 a.m. to 5 p.m. making the process more convenient for people requesting a continuance.

## Lines of Business and Programs

### Department Organization

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

- Executive Leadership 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**

- Courthouse Security Program
- 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

## 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: \$1,935,719

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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
- 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

## 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 enforcement to officers of the court and court patrons so they can experience accurate and timely adjudication 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 of total received

#### 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.

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Program Manager: Becca Field-Jessop

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Program Budget: \$5,116,423

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### Program Services:

- Arraignment Schedules
  - Case Expungements
  - Case Record Updates
  - Court Notification Letters
  - Court Records
  - Court Sessions
  - Court Transcripts
  - Department of Public Safety (DPS) Abstracts
  - Driver's License Suspension Requests and Releases (DPS)
  - Failure to Appear Documents
  - Inmate Correspondence Letters
  - Inmate Releases
  - Jail Stay Notifications
  - Judicial Schedules
  - Juror Management Sessions
  - Open Records Responses
  - Property Applications
  - Telephone Credit Card Payments
  - Warrants
- 


### 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
Efficiencies	\$ expenditure per case disposed

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

The purpose of the Court Enforcement and Investigations Program is to provide warrant enforcement and investigative services to the Municipal Court so it can clear warrants on cases.


Program Manager:	Dan Evans
Program Budget:	\$865,583
Program Services:	<ul style="list-style-type: none"> <li>▪ Defendant Pick-up Orders</li> <li>▪ Prisoner Transports</li> <li>▪ Record Checks</li> <li>▪ Served and Cleared Warrants</li> <li>▪ Subpoena and Summons Deliveries</li> <li>▪ Telephone Warrant Inquiries</li> </ul>

Family of Measures	
Results	 % of total warrants cleared of total received
Outputs	# of warrants cleared
	# of warrants cleared by marshals
Demands	# of warrants received
Efficiencies	\$ expenditure per warrant cleared

## ***Court Financial Processing Program***

The purpose of the Court Financial Processing Program is to provide bond and fine payment processing and daily deposit services to court patrons so they can receive an accurate financial disposition of their court case.

Program Manager:	John Lemieux
Program Budget:	\$982,885
Program Services:	<ul style="list-style-type: none"> <li>▪ Bond and Fine Transactions</li> <li>▪ Cashier balancing and close-outs</li> <li>▪ Collection Agency Referrals</li> <li>▪ Continuances</li> <li>▪ Daily Receipts Deposits</li> <li>▪ Drivers School Referrals/Contracts</li> <li>▪ Electronic Payments</li> <li>▪ First Request Time Pay Extensions</li> </ul>

Family of Measures	
Results	 <b>% of payments processed and posted to proper case</b>
	% 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
Efficiencies	\$ expenditure per court payment transaction processed

## 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

#### Courthouse Security Program

 % of days per year without security breach

#### Municipal Court Facility Operations Program

 % of building occupants who rate the facility maintenance and cleanliness as acceptable or above on an annual survey

## ***Courthouse Security Program***

The purpose of the Courthouse Security Program is to provide Screening, Protection and Security Services to Court Staff and all individuals conducting business with the Court so they can experience a safe and secure environment without incident.

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Program Manager: Dan Evans


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Program Budget: \$331,775

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Program Services:

- Access Control Cards
  - Closed Circuit Cameras
  - Electronic Security Systems
  - Restricted Entries
  - Security Patrol Hours
  - Security Escorts
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Family of Measures	
Results	 % of days per year the court facility will be maintained without security breach
Outputs	# of security hours provided
	# of unauthorized items denied entry at security screening point
Demands	# of hours Court Facility is open
Efficiencies	\$ expenditure per security hour provided



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

The purpose of the Municipal Court Facility Operations Program is to provide facility preparation, maintenance, repairs and cleaning services to building occupants and visitors so they can conduct business in an environment that is conducive to court operations.

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Program Manager: Mary Coyne

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Program Budget: \$825,882

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Program Services:

- Building Repairs
  - Cleaning Services
  - Facility Inspections/Evaluations
  - Facility Preparations
  - Parking Lot Operations
  - Preventive Maintenance
- 

### Family of Measures


Results	 % of building occupants who rate the facility maintenance and cleanliness as acceptable or above on an annual survey
Outputs	# of square feet of space maintained
Demands	Demands of the program are reflected in the achievement of results measures
Efficiencies	\$ expenditure per square foot of space maintained

## 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 (employees, defense attorneys, enforcement personnel and prosecutors) 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: \$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 (employees, defense attorneys, enforcement personnel and prosecutors) 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:	LaShawn Thompson
Program Budget (Juvenile):	\$623,347
Program Budget (Adult):	\$297,028
Program Services:	
<ul style="list-style-type: none"> <li>▪ Assessments</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> </ul>	<ul style="list-style-type: none"> <li>▪ Probation Recommendations / Referrals</li> <li>▪ Probation Reports</li> <li>▪ Probation Sanctions</li> <li>▪ School Compliance Verifications</li> <li>▪ Social Service Referrals</li> <li>▪ Substance Abuse Program Referrals</li> </ul>

Family of Measures	
Results	 % of juvenile offenders successfully completing probation within established period of time
	 % 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
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
Efficiencies	\$ expenditure per offender supervised