



Municipal Court

Strategic Business Plan

Effective Date: July 1, 2023

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 excellent customer service and access to justice for our court patrons, so they can be assured of fairness, transparency, and impartiality in the timely disposition of their case(s).

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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, trust, impartiality, 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:

- Lack of public's trust
- Decreased court patron satisfaction, confidence, and compliance
- Potential Liability
- 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.
- Continue to provide information so that customers are able to make informed decisions about their case(s).
- Continue to provide training on procedural justice and customer service with all Municipal Court employees.

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 and Diverse Workforce

The increasing difficulty to recruit, and retain an adequately compensated, skilled and diverse workforce due to reduction in staffing levels, use in technology, and applicant and employee expectations, if not adequately addressed, will result in:

- Delays in court processes
- Dissatisfied court patrons
- Increased liability
- Diminished employee morale

- Increased turnover
- Insufficient staff to maintain operations and pursue technology solutions

Strategies

- Continue to look for innovative ways to incentivize, provide professional development and retain employees.
- Continue to work with the Human Resources Department to offer a competitive package and improve the recruitment and selection process .
- Develop a comprehensive court focused training program with documented procedures.
- Strengthen the current succession plan.

Strategic Result

- Annually, 95% of court cases audited will reflect that the Court records were updated accurately.
- Annually, 90% of court patrons will be satisfied with their overall court experience.
- Annually, 85% of Municipal Court employees will be satisfied with their overall work environment.

Issue 3: Technology Services

The increase in 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 satisfaction with court services
- Disruption in court services and processes
- Delayed disposition in court cases

Strategies

- Continue improving information systems to enable the Municipal Court to expand the services that it provides to court patrons.
- Continue working with all stakeholders to identify and implement software solutions that offer more online services.

Strategic Result

- By 2025, 75% of identified court functions will be available electronically.

Issue 4: Probation Service Resources

The increasing complexity of juvenile and adult probation cases combined with limited resources, if not adequately addressed, will result in:

- Increase in crime rates
- Increase in school drop-out rates
- Increase in unemployment rates
- Increase in substance abuse
- Increase in probation workloads
- Increase recidivism
- Increase in homelessness rates

Strategies

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

Strategic Result

- Annually, 95% of the justice-involved juveniles referred to Probation Services will successfully complete probation.
- Annually, 85 % of the justice-involved adults referred to Probation Services will successfully complete probation

Issue 5: Court Safety and Security

The heightened expectation for a secure and safe court facility, if not adequately addressed, will result in:

- Diminished perception of courts as a safe place to work and 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 and safety needs of the Municipal Court to ensure the safety of court visitors and employees.
- Monitor court facility security and safety issues to identify necessary improvements.

Strategic Result

- Annually, 95% of visitors will report feeling safe while conducting business at Municipal Court.
- Annually, 90% of Municipal Court employees will report that they feel safe while working.

Accomplishments

The Oklahoma City Police Department and Municipal Court implemented a new e-citation system in June 2023. This new system was intended to correct deficiencies identified in the previous e-citation system. The first phase of the previous e-citation system went live in 2016 and the second phase in 2019. The new e-citation system is available to every officer, eliminates the need for paper tickets, and is designed to improve the workflow process of importing citations into the Municipal Court system.

Municipal Court expanded the Community Outreach Program with the addition of two Court Officer positions to provide support services to our court patrons attending Cost Hearings, and assist daily in monitoring the daily jail inmate population at the Oklahoma County Detention Center (OCDC), which continues to reduce the number of days a defendant is in the OCDC, and facilitate expedited releases of eligible inmates. In addition to these services, 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.

With the approval of Mayor and Council, Municipal Court continues to offer a Penalty Reduction Program that allows defendants with warrants on class “a” citations issued prior to June 30, 2021, to close such cases with a single reduced payment and having the associated failure to appear charge dismissed. The Penalty Reduction Program was expanded to handle class “a” citations with warrants issued on or before December 31, 2020, and the program was extended to December 31, 2023. The program has collected over \$1,331,000 and cleared over 8,000 warrants.

Added two additional Community Court dockets beginning January 2024 (total of six dockets annually) to address citations issued to individuals experiencing homelessness. Convictions and outstanding warrants create barriers for individuals to secure housing. This population is difficult to reach because they do not have a physical address to receive court correspondence and rarely return to court. The partnership with the Homeless Alliance, service providers and a volunteer defense attorney has offered a nontraditional approach to address the citations while offering services.

Implemented an online application process for driver improvement school for qualifying citations. Patrons can complete the application online, receive confirmation of eligibility within one business day, and submit the completed driving school agreement electronically.

Enhanced services to attorneys by allowing entry of appearances, motions, and other documents to be submitted via email.

Added the option for customers to receive their payment receipt by text.



In response to the Gauge Survey results, we have created a gender-neutral dress code policy which offers more relaxed attire options outside the courtroom and we have created a Department Engagement Committee. The Engagement Committee is actively working to open the Recharge/Reset Room for employee use throughout the workday. The Department recognizes employees through the Employee of the Quarter program, Red Stapler Program, Work Anniversary celebrations, monthly newsletter articles, customer service incentive leave, and numerous employee appreciation events (ice cream floats, annual cookout, pie day, etc.) throughout the year. Professional development opportunities are continuously offered through conferences, webinars, goal setting conversations, and other training. The department's leadership receives suggestions through the anonymous electronic Employee Suggestion Box.

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program

Court Case Support Line of Business

- Court Services Program
- Compliance and Enforcement Program
- Court Financial Processing Program
- Community Outreach Program

Security and Facility Operations Line of Business

- Municipal Court Security and 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

Executive Leadership Program

-  % of key measures and strategic results achieved
-  # of court functions available online

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: \$2,465,805 (FY24)

Program Services:

- | | |
|--|--|
| <ul style="list-style-type: none"> ■ Agenda Items / Packets ■ Audit Responses ■ Budget Proposals ■ Citizen Responses ■ Continuity of Operations Plan ■ Contracts, Leases, and Agreements ■ Contract Compliance Reviews ■ Employee Engagement Activities ■ Executive Reports <ul style="list-style-type: none"> — Ad Hoc Reports — City Manager Reports — Performance Reports — Special Project Reports ■ FMLA ■ Grant Applications and Reports | <ul style="list-style-type: none"> ■ Grant Status Reports ■ Grievance Resolutions ■ HR Personnel Transactions Actions ■ Internal Investigation Reports Judicial Support Services ■ Judiciary Committee Support Services ■ Legislative Mandate Implementations ■ Legislative Recommendations ■ Management Selection Processes ■ Needs Analyses ■ Open Record Responses ■ Plans (i.e. Master, Strategic Business Plans) ■ Plans, Policies & Procedures ■ Presentations ■ Project & Financial Impact Analyses ■ Union Negotiations & Recommendations |
|--|--|
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Family of Measures


Results		% of key measures and strategic results achieved
		% of performance evaluations completed by the review date
Output		# of court functions available online

Court Case Support Line of Business

The purpose of the Court Case Support Line of Business is to provide case processing, community outreach, and compliance services to court stakeholders so they can be informed and assured accurate and timely processing of court cases.

Programs and Key Measures

Court Services Program

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

Compliance and Enforcement Program

-  % of total warrants cleared

Court Financial Processing Program

-  % of payments processed and posted to proper case

Community Outreach Program

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

Court Services Program

The purpose of the Court Services Program is to provide scheduling, case processing and information services to court patrons and officers of the Court, so they can be assured accurate and timely disposition of cases.


Program Manager: Ronald Jordan

Program Budget: \$2,465,805 (FY24)

Program Services:

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|---|--|
| ▪ Arraignment Schedules | ▪ Hearings |
| ▪ Case Expungements | ▪ Inmate Releases |
| ▪ Case Inquiries and Updates | ▪ Judicial Schedules |
| ▪ Citation Book Issuances | ▪ Juror Management Services |
| ▪ Court Notifications | ▪ Open Records Responses |
| ▪ Court Dockets, Filings, Records Management and Retention Services | ▪ Oklahoma Law Enforcement Telecommunication (OLETs) Inquiries |
| ▪ Court Reporter and Interpreter Requests | ▪ Ticket Accountability and Processing Services |
| ▪ Driver's License Suspension Abstracts and Releases | ▪ Warrant Services |
| ▪ Driving School Agreements | |
| ▪ Electronic Payments | |
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Family of Measures

Results	 % of court cases audited that reflect the Municipal Courts records management system was updated accurately
	% of court patrons satisfied with their experience
Outputs	# of cases disposed
	# of days until disposal on average
Demands	# of citations issued
	# of cases expunged

Compliance and Enforcement Program

The purpose of the Compliance and Enforcement Program is to provide justice-involved individuals and the Oklahoma City Police Department Court Detail Unit case information, so they can address citations and warrants.


Program Manager: Tracinda Langdale

Program Budget: \$616,125 (FY24)

Program Services:

- | | |
|---------------------------------------|------------------------------|
| ▪ Case Inquiry Requests | ▪ Liaison Services |
| ▪ Clear Warrants | ▪ Open Records Requests |
| ▪ Court Reminders and Notifications | ▪ Pick-up Orders |
| ▪ Electronic Payments | ▪ Schedule Inmate Transports |
| ▪ Human Resources Record Checks | ▪ Warrant Inquiries |
| ▪ Jail Arraignments | ▪ Warrant Holds |
| ▪ Jail Case Updates | |
| ▪ Jail Population Monitoring Services | |
| ▪ Jail Population Reports | |
| ▪ Jail Stay Fee Assessments | |
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Family of Measures

Results	 % of total warrants cleared
Outputs	# of total warrants cleared
	# of cases docketed for jail arraignment
	# of inmate jail releases prepared
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.


Program Manager: Jeniphur King

Program Budget: \$975,291 (FY24)

Program Services:

- | | |
|--|---|
| ▪ Bonds | ▪ Inmate Releases |
| ▪ Case Collections, Dismissals, and Continuances | ▪ Mail Distribution Services |
| ▪ Case Inquiries and Updates | ▪ Payment Transactions |
| ▪ Collection Agency Disputes and Resolutions | ▪ Reconciliation of Funds |
| ▪ Compliance Transactions | ▪ Records Management and Retention Services |
| ▪ Court Check-ins | ▪ Refunds |
| ▪ Daily Deposits | |
| ▪ Driving School Agreements | |
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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
	# of non-payment court transactions processed

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.

Program Manager:	Tracinda Langdale
Program Budget:	\$0 (FY24)
Program Services:	
<ul style="list-style-type: none"> Building Community Relationships Case Inquiry and Responses Civic and Educational Tours Community Court Dockets Community Engagement Forums Interpreter Services Jail Population Monitoring Services Jail Population Reports 	<ul style="list-style-type: none"> Liaison Services Open Records Requests Presentations Process Rule 8 Documents Processing Bonds Publications Resources and Referrals

Family of Measures	
Results	% of Municipal Court cases referred to Community Outreach Program that are disposed
Outputs	# of cases processed for jail release
	# of cases docketed for community court
Demands	# of cases referred to the community outreach program



Security and Facility Operations Line of Business

The purpose of the Security and Facility Operations line of business is to provide security and facility management services to building occupants and visitors so they can conduct business in a safe and secure environment.

Programs and Key Measures

Municipal Court Security and Facility Operations Program




% of visitors will report feeling safe while conducting business at Municipal Court

Municipal Court Security and Facility Operations Program

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

Program Manager:	Carla Chatman
Program Budget:	\$720,883 (FY24)
Program Services:	
<ul style="list-style-type: none"> ▪ Court Detail Requests ▪ Custodial Services ▪ Facility and Equipment Inspections/Evaluations ▪ Facility Maintenance and Repairs ▪ Facility Monitoring and Access Controls 	<ul style="list-style-type: none"> ▪ Incident Investigations ▪ Patron Assists ▪ Safety Equipment, Training and Programs ▪ Security Screening Services

Family of Measures	
Results	 % of visitors will report feeling safe while conducting business at Municipal Court
Outputs	# of days with a security incident
Demands	# of business 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:	\$616,473 (FY24)
Program Services:	
<ul style="list-style-type: none"> ▪ Attorney Consultations ▪ Continuances ▪ Expungements ▪ Hearings ▪ Judicial Decisions 	<ul style="list-style-type: none"> ▪ 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

Probation Services Line of Business

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

Programs and Key Measures




Probation Services Program

-  % of justice-involved adults completing probation without further involvement with the OKC Municipal Court within a two-year period
-  % of justice-involved adults successfully completing supervised probation within the established period
-  % of justice-involved juveniles successfully completing probation within the established period

Probation Services Program

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

Program Manager:	Tonya Cubit-Womack
Program Budget:	\$979,421 (FY24)
Program Services:	
<ul style="list-style-type: none"> Assessments Case Management Services Community Court Hearings Community Service Assignments Community Work Assignments Conflict Resolution Programs Juvenile Courtroom Orientations On-site drug screenings 	<ul style="list-style-type: none"> Probation Recommendations Probation Reports School Compliance Verifications Service Referrals Truancy Intervention Programs

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