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Planning for the Future

in the

City of Austin Municipal Court

**How the Use of Strategic Planning, Business Alignment,
Performance Measurement and an Annual Report Can Lead to
Process Improvement and Improved Public Perception**

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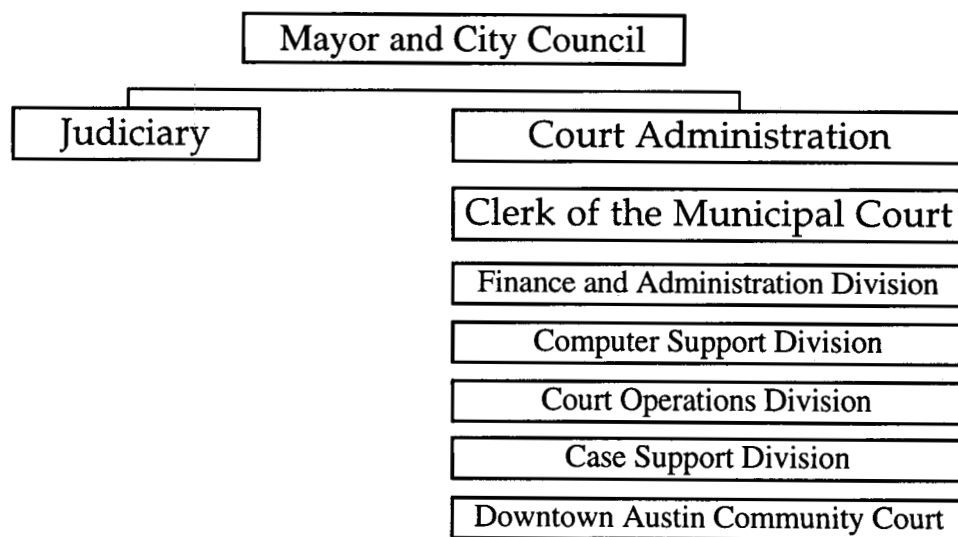
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Introduction

The City of Austin Municipal Court is located in Austin, Texas, the state capitol. Based upon the latest census data, Austin, Texas is the 22nd largest city in the United States. Recent annexations will change that ranking to the 18th largest. This growth not only means more citizens, but a greater demand for core City services, including court services. The metropolitan statistical area population for Austin exceeds one million persons. Austin is one of the fastest growing cities in the country and is a magnet for high tech companies. Austin has a City Manager form of government with an elected Mayor and Council providing policy direction.

The City of Austin Municipal Court was created by the Texas Legislature and is a limited jurisdiction court of record handling approximately 460,000 traffic, parking and misdemeanor case filings a year. The City of Austin Municipal Court has jurisdiction over fine only misdemeanor cases occurring within the city limits defined by the Texas Transportation Code, the Texas Penal Code, the Alcoholic Beverage Code, the Health and Safety Code and City Ordinance.

The Austin Municipal Court is organized into two sections, the Judiciary and Court Administration as shown by the organizational chart below:



The Judiciary is comprised of the Presiding Judge and eight Associate Judges and are appointed for two year terms by the City Council. Providing direct administrative support to the Judges is a support staff of four. Court Administration is headed by the Clerk of the Municipal Court who is also appointed by the City Council and serves at their pleasure. The Clerk of the Municipal Court manages one hundred and sixty seven staff divided into five divisions.

The Presiding Judge and the Court Clerk have specifically delegated powers and responsibilities that are outlined under State law and the City Charter and report directly to the City Council. Because of our organizational structure, the Presiding Judge and the Court Clerk have historically reported independently to the City Council. This has often in the past created conflicts.

The Judiciary and Court Administration have separate vision statements, mission statements and goals.

The responsibilities of the Judiciary and Court Administration are well delineated. The Judges conduct trials and hearings, issue search warrants and emergency protective orders, magistrate jail prisoners, and issue arrest warrants.

Court Administration provides key support functions such as initiating cases, assisting defendants, answering correspondence, processing fine payments, collecting State taxes, collecting City revenue, scheduling Court dockets, operating a computer system, managing Court records, issuing and serving arrest warrants, administering a civil parking adjudication program, reporting key statistics to the Texas Judicial Council, managing human resources, training personnel, and developing financial reports, forecasts and the departmental budget.

Statement of the Problem

Based upon a review of the American Bar Association's (ABA) *Standards Relating to Court Organizations* (1990), the general aims of a court organization are to administer cases fairly and efficiently and to maintain the independence of the judicial branch by developing an administrative capacity similar to the legislative and executive branches.

The Austin Municipal Court has a court structure that meets many of the standards outlined by the ABA such as authority over all judicial operations, a clear delineation between judicial and non-judicial responsibilities, a common management system to ensure uniform delivery of services, skilled executive leadership development, selection and assignment of competent personnel, sound financial management, and efficient use of human resources. On the inverse side, there are some standards that we have been historically weak in such as public accountability and responsiveness and continuous planning for the future.

In *Trial Court Performance Standards* (National Center for State Courts and the Bureau of Justice Assistance, U.S. Department of Justice, 1995) a goal was set to develop a number of standards of trial court performance in five areas which includes :

- Access to Justice
- Expedition and Timeliness
- Equality, Fairness, and Integrity
- Independence and Accountability
- Public Trust and Confidence

Our desire would be to align our court as much as possible with these standards but we are not there yet.

The Austin Municipal Court has been increasingly viewed as just one of the twenty six departments comprising the City of Austin governmental structure but we are unique in the fact that even though we report directly to the City Council, we are required to go through the City Manager and the City Budget Office for funding. We had a uphill battle competing with swimming pools, parks and

libraries for children. The size of the Police Department was increasing but little attention was paid to the additional workload associated with that on the court side. We had City Council Members that thought the court was run by volunteers or got us mixed up with the City Clerk's Office (responsible for elections and maintaining the agenda at City Council meetings)

An increasing demand for fiscal accountability and performance data combined with an unclear understanding of the role of the Municipal Court in Austin city government has led to a re-examination of our organizational structure, budget, and performance measures in the past year.

The past two budget cycles have been very challenging for the Court. Increased demands for more revenue combined with decreased attention to requests for modern facilities, equipment and operating funds have been the norm. A strategy was needed to counter this trend and beginning in July 1998, a plan was formulated to position the Court better for the future by better explaining what we do, how well we do it and how much it costs.

The Koran says, "if you don't know where you are going, any road will take you there". We had identified many of the problems but had not come up with solutions to those problems. How would we turn this around so we could say to the City Council and the City Manager, "no problems, only solutions!" Our first step to choosing the right road to take to enable us to improve the operational efficiency, long range planning capability, community profile, and public accountability was to develop a strategy.

Beginning with a series of planning sessions during the summer of 1998, the Austin Municipal Court's Executive Team (Court Clerk and four Division Managers) began brainstorming ways to change the way we do business. By the end of the summer, we had developed the framework of a four part strategy. We would develop a strategic plan, a strategic implementation plan that was task oriented, a business alignment plan, and an annual report.

The primary goal of producing these documents was to focus Court Administration on the future to improve customer service,

organizational development, business decision making, public awareness of the role of the court in city government, and integrate planning with budgeting and performance measurement. This was all new territory for us. Historically, the only public documents produced for the City Manager, the City Council and the citizens were budget related documents such as the five year financial forecast and the proposed budget submittal.

Putting a strategic plan, a strategic implementation plan, and a business alignment plan together was going to require something that had been fairly elusive within our court for some time, teamwork. We were also going to have to take an entrepreneurial approach to improving our court. The City of Austin Municipal Court needed to go through a paradigm shift.

The Road to Improvement

To improve our court operations, we are going to have to change many of the things we do while linking continuous process improvement, performance measurement, the budget, staff development, and technological integration. The old maxim of business as usual was going to have to change. George Bernard Shaw once observed that the reasonable man adapts himself to the world while the unreasonable man persists in trying to adapt the world to himself. According to Charles Handy's, *The Age of Unreason* (Harvard Business School Press, 1989), change is constant, random, and discontinuous and to use change to our advantage, it is essential to break out of the traditional ways of thinking.

M. Beer, R.A. Eisenstat, and B. Spector, *The Learning Imperative* (Harvard Business School Press, 1993), argue that most change programs don't work because they are guided by a theory of change that is fundamentally flawed. They argue that the old theory that changes in attitudes lead to changes in individuals behavior is wrong and the most effective way to change behavior is to put people into a new organizational context which imposes new roles, responsibilities, and relationships on them. They identified six steps to effective change which they call the critical path:

- Mobilize commitment to change through joint diagnosis of business problems
- Develop a shared vision of how to organize and manage for competitiveness
- Foster consensus for the new vision, competence to enact it, and cohesion to move it along
- Spread revitalization to all departments without pushing it from the top
- Institutionalize revitalization through formal policies, systems, and structures
- Monitor and adjust strategies in response to problems in the revitalization process

David Osborne and Ted Gaebler, *Reinventing Government* (Addison-Wesley, 1992), identify a number of factors supportive of fundamental organizational change. They are as follows:

- A crisis
- Leadership
- Continuity of leadership
- A healthy civic infrastructure
- Shared vision and goals
- Trust
- Outside resources
- Models to follow

We had many of these elements in place in our court and our city and a definite motivation to change the way we were doing business.

The City of Austin Municipal Court's Administration had a traditional hierarchical organizational structure with the Clerk of the Municipal Court, two Deputy Directors, a layer of division managers, a layer of supervisors, and finally the administrative clerks. The previous Court Clerk had retired in December 1997 and the court had an interim caretaker Court Clerk, the City Manager's Chief of Staff. The court had been through a three year period of decline characterized by poor administrative direction, a protracted battle between the Court Clerk and the Judges, attrition in key management positions, and bad decision making. During the six month period before a new Court Clerk was hired, I began working on a plan that would re-align the court, flatten the organizational structure, identify the problem areas, identify key performance indicators and lay the road for a quick recovery by using strategic planning.

I presented my plan to the Mayor and City Council in April 1998 as a part of the interview process for the Court Clerk position. I did not get selected for the position but shared the plan with the newly hired Court Clerk in May 1998. During the month of June 1998 when I was at the Phase II training in Santa Fe, the Court Clerk studied the plan and asked me to lead the effort to: improve the court organizational structure; develop new vision, mission and goals

statements; develop a strategic plan; develop a business plan; and create an annual report that would be focused on telling the story of the court by focusing on the key performance indicators.

The first step in changing from the traditional model to a new way of looking at things was to re-align the court and flatten the organizational structure by eliminating the layer of Deputy Directors. This put the rubber closer to the road and the resulting executive team became more manageable and agile. The immensity of the task that we had set for ourselves, developing a strategic plan, a strategic implementation plan, a business alignment plan and a performance based annual report was going to require a streamlined organization and a great deal of teamwork.

The American Heritage Dictionary defines "team" as a group organized to work together and "teamwork" as cooperative effort by the members of a group to achieve a common goal.

According to Katzenbach and Smith's, *The Wisdom of Teams* (Harvard Business School Press, 1993), the definition of a team is "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable".

Katzenbach and Smith identify the key elements and paradoxes of a team as follows:

- A demanding performance challenge tends to create a team
- The disciplined application of team basics is often overlooked
- Team performance opportunities exist in all parts of the organization
- Teams at the top are the most difficult
- Most organizations intrinsically prefer individual over group (team) accountability

It was useful that most of the court management team and supervisors had been through comprehensive Total Quality Management training in 1992 and a number of us had also taken advanced training in Hoshin Planning in 1993. A number of

significant changes and improvements to the court's operations had been made during this time but the commitment to improvement had virtually died by 1998. The decline in leadership had been a contributing factor to funding difficulties and the perception that the court was adrift. The Court team was going to have to dust off some of the old tools that we had used successfully in the past to meet the demands for the future.

As stated previously, we went through the TQM phase a few years back and had some successes but process improvement substantially stopped by 1995. As the leader of the group tasked with planning for the future and linking all of it to the budget process, I did a review of pertinent literature to better help me prepare for the road ahead.

The American Heritage Dictionary defines a plan as: a detailed scheme, program, or method worked out beforehand for the accomplishment of an objective; a proposed or tentative project of goal; or a systematic arrangement of details.

An understanding of the historical context of planning theory was needed before effective planning can take place. Henry Mintzberg, *The Rise and Fall of Strategic Planning* (The Free Press, 1994), provides a sweeping review of the roots of strategic planning and the following review of the evolution of planning theory comes from him. Mintzberg asks "what is planning anyway?" and then defines it as the following:

- Planning is future thinking
- Planning is controlling the future
- Planning is decision making
- Planning is integrated decision making
- Planning is a formalized procedure to produce an articulated result, in the form of an integrated system of decisions

Frederick Taylor, *The Principles of Scientific Management* (Harper & Row, 1913), maintained that the planning, evaluation and measurement functions were to be conducted by planners while the workers were there to execute the plan. You have the "planners" or specialists on one side and the "doers" or workers on the other.

Much of Taylor's philosophy has been discounted in recent years but Taylor did have an idea that work processes that are not fully understood cannot be effectively programmed and this became very evident and useful to us as we got further into the planning process.

Henri Fayol, *General and Industrial Management* (Pitman, 1949 - first published in 1916), had the idea that managing means looking ahead. R.S. Bolan, *Mapping the Planning Theory Terrain* (Planning in America: Learning from Turbulence, 1974), wrote that planning denotes thinking about the future and this connects back to Fayol's maxim that managing means looking ahead. K.E. Weick, *The Social Psychology of Organizing* (Addison-Wesley, 1979), wrote that planning is controlling the future, not just thinking about it but acting on it. R.L. Ackoff, *A Concept of Corporate Planning* (Wiley, 1970) wrote that planning is the design of a desired future and of effective ways of bringing it about. The problem in our court was that we were extremely busy doing the day to day things and only looking to next year as a part of the budget process.

To many people, a definition of planning is decision making. Peter Drucker, *Long Range Planning* (Management Science, 1959), discussed the concept of the futurity of present decisions. H. Ozbekhan, *Toward a General Theory of Planning* (Perspectives of Planning (OECD, 1969), wrote of future directed decision processes. P.C. Nutt, *Implementation Approaches for Project Planning* (Academy of Management Review, 1983), *A Strategic Planning Network for Non-profit Organizations* (Strategic Management Journal, 1984), proposed the idea that planning is a synonym for decision making and project management.

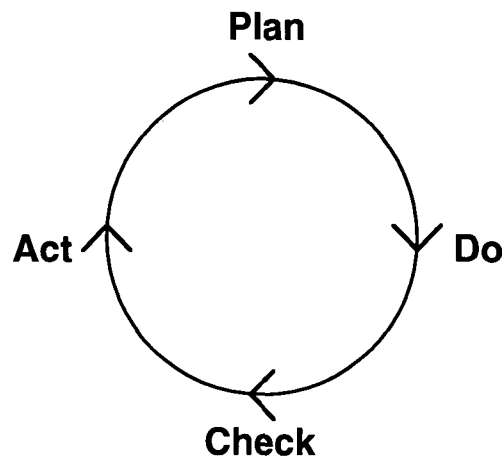
Taking these ideas a step further, J.S. Schwendiman, *Strategic and Long-Range Planning for the Multi-National Corporation* (Praeger, 1979), wrote that planning was an integrated decision structure and H.R. Gunsteren, *The Quest of Control; A Critique of the Rational Control Rule Approach in Public Affairs* (Wiley, 1979), wrote that planning means fitting together ongoing activities into a meaningful whole.

The political scientist Aaron Wildavsky, *If Planning is Everything, Maybe It's Nothing* (Policy Sciences 4, 1973), posed an interesting

idea that in trying to be everything, planning became nothing. Wildavsky's assertion was that planning goes on in so many directions that the planner can no longer discern its shape, it is everywhere in general and nowhere in particular - elusive.

Understanding planning from the theoretical perspective and actually doing it are two different things. I knew from previous experience that there were some very effective tools available to help get the ball rolling in improving our court.

These tools were formulated by Dr. Edward Deming, Shigeru Mizuno, Yoji Akao, and others. In 1950, Dr. Edward Deming drew the following diagram on the blackboard during his first meeting with the Japanese Union of Scientists and Engineers:

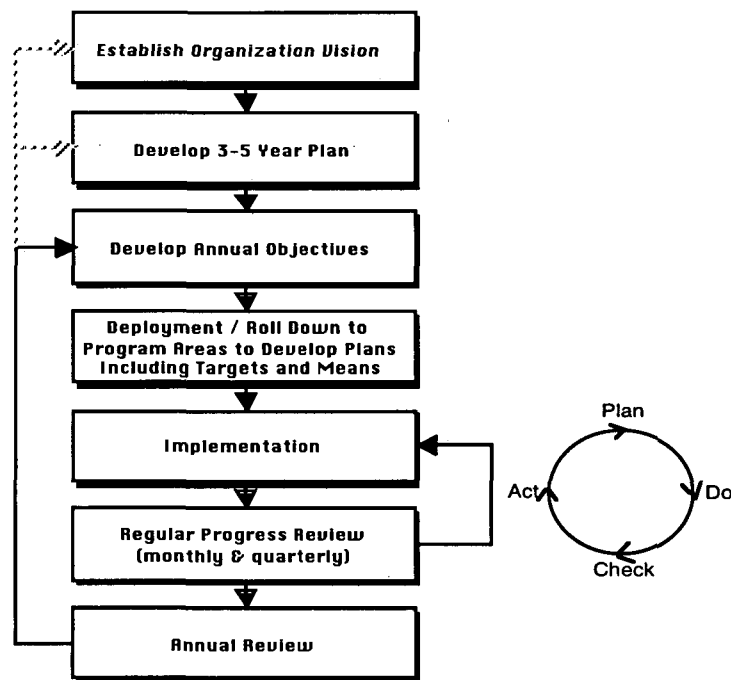


Dr. Deming called it the Shewhart Cycle but it has since become known as the Deming Cycle (or Plan-Do-Check-Act Cycle). It is a useful tool for a management team to use because it is a system for meeting and exceeding customer needs through court-wide continuous improvement. Just as the diagram shows, we plan what we want to accomplish over a period of time and what we are going to do to get there, we do something that furthers the goals and strategies developed in the planning phase, we check the results of our actions to make sure there is a close fit between what we hoped to accomplish and what was actually achieved, and we act by making changes that are needed to more closely achieve the initial goals or by developing procedures to ensure the continuance of those plans that were successful.

Shigeru Mizuno, *Management for Quality Improvement: The 7 New Quality Control Tools* (Productivity Press, 1988), provided the tools our court needed to make the planning and improvement process more manageable. The planning system known as Hoshin Planning or Hoshin Kanri is a component of Total Quality Management that allows an organization to plan and execute strategic organizational breakthroughs. The key elements of Hoshin Planning include the following:

- A planning and implementation process that is continuously improved throughout the year (Plan - Do - Check - Act)
- Focus on key systems that need to be improved to achieve strategic results
- Participation and coordination by all levels and departments as appropriate in the planning, development, and deployment of yearly objectives and means
- Planning and execution based upon the facts
- Goals and action plans which cascade through the organization based upon the true capability of the organization

The chart below best describes how the Hoshin Planning process works.

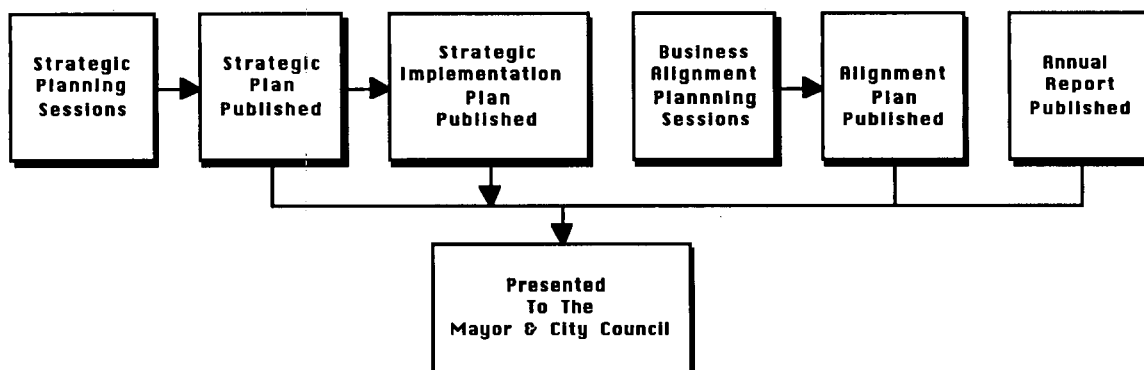


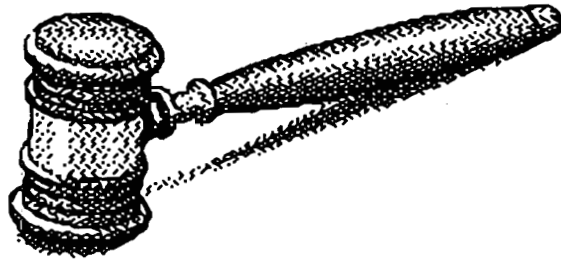
One goal that we would have after going through the time consuming and difficult planning process would be to have a more entrepreneurial, responsive organization. Osborne and Gaebler, *Reinventing Government* (Addison-Wesley, 1992) describe the ideal public organization as one that :

- Steers more than they row
- Is driven by the mission, not the rules
- Funds outcomes rather than inputs
- Meets the needs of the customer, not the bureaucracy
- Concentrates on earning, not just spending
- Invests in prevention rather than cure
- Decentralizes authority
- Solves problems by leveraging the marketplace, rather than simply creating public programs

To do a strategic plan, a strategic implementation plan, a business plan and an annual report within a six month time period is not something I would recommend as a course of action for most courts but it was imperative for our court to move quickly and decisively to improve our reputation, to improve customer services, to improve employee morale, to improve public accountability, and to position the court for the future.

The course of action or roadmap to improvement for our court looks like this:





The City of Austin Municipal Court

Development of the Five Year Strategic Plan

Five Year Strategic Plan for Years 1999-2003

The Development of the Strategic Plan

With a clear understanding that we needed a team approach to strategic planning and a set of tools to help get through the process, I scheduled a series of weekly half-day sessions away from the court building so that the executive management team and the program supervisors could begin the process of planning and improvement without the distraction of day to day business.

According to P.J. Below, G.L. Morrissey, and B.L. Acomb, *The Executive Guide to Strategic Planning* (Jossey-Bass, 1989), a strategic plan is a framework for carrying out strategic thinking, direction, and action leading to the achievement of consistent and planned results. They identify seven specific elements that comprise this framework:

- Organization mission
- Strategic analysis
- Strategy
- Long-term objectives
- Integrated programs
- Financial projections
- Executive summary

Ingo Keilitz, *The Trial Court Performance Standards: A Strategic Management Tool* (The Court Manager, 1991), maintains that a critical component of strategic management is the formulation, implementation, evaluation and adjustment of strategy for meeting the court's performance targets and accomplishing its objectives and missions. Keilitz goes on to say that forming a strategy may entail linking what the court has done well with areas needing improvement, or directing resources away from areas of low or diminishing results toward areas of high or increasing results.

Since strategic planning was in a way a new process for us, we began by asking for facilitation help from an organizational development and training specialist in the city's Human Resources Department. The facilitator got the ball rolling for us and acted as a

motivator when energy levels were low and as a traffic cop when passions were high.

We modified the traditional Hoshin Planning methodology by spending the first few sessions discussing and defining the current state of the court. This was a useful exercise because it was something everyone knew a little or a lot about and it was an opportunity to establish a benchmark. By listing the weaknesses of the court, a starting point could be established to enable us to begin the process of improvement.

J.P. Economos and D.C. Steelman, *Traffic Court Procedure and Administration* (American Bar Association Press, 1983), argue that it is an extremely useful exercise to establish "what is" before "what should be" to better assess the size of the gap between them.

A.S. Farquhar-Boyle, *Strategic Planning* (The Court Management & Administration Report, 1992) writes that strategic planning is a process of:

- examining an organization's current situation and future direction
- setting goals
- developing a strategy to achieve those goals
- measuring the results

As the Strategic Planning Team began the environmental analysis identifying the weaknesses and problem areas within the court, it became very obvious that there were three main categories that nearly every problem could be fit into:

- Customer Service
- Organizational Health
- Technology

Once the environmental analysis was finished, we set that aside to focus upon the development of the vision for the court. According to Peter Scholtes, *The Leader's Handbook* (McGraw-Hill, 1998), a shared vision is the glue that holds people together and keeps them moving forward despite adversities because and elevating purpose

gives a greater meaning to work. Scholtes maintains that it is important to be able to say, "this is who we are, this is what we do, and this where we are headed."

Taking all of this into consideration, we first looked to the City of Austin's Vision Statement, "Most Livable City in America." A lot of discussion by the team went into deciding what the best vision for Court Administration should be and how it could dovetail or be compatible with the city's vision.

We wanted it to be simple, understandable, and expressive of our uniqueness. Wayne Gretzky, the world famous hockey player, once summed up what he was all about when he said that his vision was to "skate to where I think the puck will be". A simple idea expressed in a way anyone could understand it.

Peter Senge, *The Fifth Discipline* (Doubleday Currency, 1990), writes that a shared vision is not an idea but rather a force in people's hearts, a force of impressive power that fills the desire to be connected in an important undertaking.

R. Lane, *Beyond the Vision: Using the Trial Court Performance Standards to Improve Customer Service in the Trial Courts* (The Court Manager, 1998) maintains that the vision statement provides a valuable organizational roadmap but before a court can plot a route on this map, it must know where the organization currently is located.

Another consideration in developing a vision statement is to try to keep it short because it is easier to remember. Down here in Texas, because people tend to talk kind of slowly we have a saying that sums that up, "put it on a bumper sticker".

After a lot of discussion, the team finally came up with a vision statement that we felt would support the city's vision and it was that we would be:

The Best Managed Large Court in Texas

Some of the discussion about this vision statement centered on the fact that if we were providing first class services to the citizens, managing our resources and providing justice through the efficient

administration of justice, then that would be a contributing factor to making Austin the most livable city in America.

The next step in the strategic planning process was to formulate a mission statement. According to *The Executive Guide to Strategic Planning*, an organization's mission statement describes the nature and concept of the organization's future business and the key reasons for the mission statement are to:

- Ensure consistency and clarity of purpose
- Provide a point of reference for all major planning decisions
- Gain commitment from those within the organization
- Gain understanding and support from outside the organization

A.S. Farquhar-Boyle, *Strategic Planning* (The Court Management & Administration Report, 1992), states that a mission statement should define the overall purpose and goals of an organization and it should:

- Be briefly stated
- Be comprehensive and understandable
- Include a commitment to economic efficiency
- Include a broad statement of services offered
- Include an identification of the population served
- Include the distinctive characteristics of the organization

Formulating the mission statement took much longer than the vision statement but we finally came up with a statement that met the criteria and it is as follows:

The purpose of the City of Austin Municipal Court Administration is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.

Identifying the goals was easy. We went back to the initial environmental assessment and took the three major categories that we had identified as problem areas for the court and re-cast them as the objectives or goals. So the grouping of customer service issues became the goal to: **Improve Customer Service**. The grouping of organizational health issues became the goal to: **Improve Organizational Health**. The grouping of technology issues became

the goal to: **Integrate Technology into the Future.** We took what was negative in the current state of the court and flipped it upside down to become an attribute of success.

An example of this in the area of customer service was the problem of backlogs that we have currently. We flipped the problem which was a negative (case backlogs) and made it a positive objective (or goal) of eliminating all backlogs.

Objectives were then ranked in order of importance and a time line was constructed to better graphically show over the next five years how we were going to implement the strategic plan. We also developed a matrix that shows the relationships between the underlying objectives within the larger categorical goals.

I am still working on linking cost data to the objectives and this is a formidable problem to overcome because our cost accounting system is not flexible enough to provide us with the data we need.

The strategic planning team spent a total of approximately 1,000 hours over a four month period from September 1998 to December 1998 crafting the attached City of Austin Municipal Court Five Year Strategic Plan for Years 1999-2003.

City of Austin Municipal Court



Five Year Strategic Plan

For

Fiscal Years 1999 - 2003

City of Austin Municipal Court

Five Year Strategic Plan

Introduction

This plan represents the first strategic plan every attempted for the City of Austin Municipal Court. It is a framework that systematically assesses the three goals crucial to the success of the City of Austin Municipal Court. It represents thousand of hours of staff time over a four month period. It is the sum total of what the court employees believe the court should be and the direction needed to taken to become the best managed court in Texas.

This plan does not specifically include most of the day to day operational and administrative requirements of the court because the overwhelming majority of court resources must be spent on simply maintaining present day operations. Only by taking resources from these daily obligations and re-allocating them to long-term planning and solutions will the court be able to realize its vision.

Persons reading this plan are encouraged to focus on four questions:

1. Who are the people who can best implement this plan?
2. What will this plan cost to implement?
3. Is the plan doable and reasonable?
4. Does the plan get us to the desired end state of being the best managed large court in Texas?

City of Austin Municipal Court

Administration

Vision, Mission, and Goals

City of Austin Vision

Austin Will be the Most Livable City in America

Court Administration Vision Statement

Best Managed Large Court in Texas

Court Administration Mission Statement

The Purpose of the City of Austin Municipal Court Administration is to Provide Support Services to the Judiciary, Mayor and City Council, City Manager and the Public in Order to Provide Justice

Court Administration Goals

Improve Customer Service

Improve Organizational Health

Integrate Technology into the Future

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I. VISION STATEMENTS (19):

A. CUSTOMER SERVICE (6)

Information is available to everyone in a quick, courteous, accurate, understandable and consistent format.

We provide high levels of customer service in all areas.

Customers can easily access the services they desire when they want and where they want.

We enforce Court orders consistently and effectively

We support the fair and efficient administration of Justice.

We seek the input and cooperation of all stakeholders in meeting their needs and accomplishing our Vision.

B. ORGANIZATIONAL HEALTH (7)

We value the effective training, development and educational opportunities for our employees.

Employees are rewarded and recognized for their efforts in achieving organization goals.

We have professional leaders and staff that are highly skilled and support the Vision.

Work standards and processes are clear, uniform and effective.

This is an enjoyable place to work where employees' needs are considered along with organization goals.

Employees are empowered by the organization to fulfill customer needs to the best of their ability.

Employees understand what is important to the organization and know what its priorities are.

C. TECHNOLOGY (4)

Wherever it is effective and proven, electronic systems will replace paper-driven ones.

This organization will find and use the technology needed to achieve its goal of a "Paperless Court."

We will acquire technology that enables us to achieve our Vision and carries us into the future.

We will use technology that enhances the effectiveness and value of our employees.

II. CURRENT STATE (October 1998):

A. CUSTOMER SERVICE

- Inconsistent information given to customers
- Inconsistent processes for updating cases, data, etc.
- Inconsistent service times
- Limited space, i.e., parking, waiting area, employee workstations, etc.
- Variable staffing
- Double hits on customers, must pay fine and take time out of their day to do so.
- Employee compensation
- Ticket information confusing and complex
- Problems in facilities
- Language barriers (non-English speaking)
- Backlogs that never get addressed (collisions, probable cause affidavits, etc.)
- Poor measurement systems
- Old baggage—pre-1994 case management system, etc.
- We don't know what the standards for customer service are or need to be.
- Lack of customer awareness on how to use our services or where to go to access them.
- APD officers aren't always updated about Court processes or don't always support Court processes.
- Employee attitude toward customers who challenge tickets and citations
- Much of the current system works very well.
- The majority of our customers are satisfied with the service we provide, most of the time.

B. ORGANIZATIONAL HEALTH

- No formal training programs
- No formal departmental employee orientation for new employees
- Limited cross-training
- Insufficient reward and recognition systems
- Staff does not always use the empowerment available to them that already exists in the organization.
- Not enough supervision for 24 hour operations
- SSPR is not objective enough, not top-down driven

- Procedure manuals are not current or complete
- Inadequate security in workplace, inconsistent and untrustworthy
- Inconsistent dissemination of information
- Lack of clear priorities, priorities not set
- Staggering workload
- Lack of child care facilities
- Inadequate Wellness Program
- Effect of New Court Clerk unknown
- Old wounds exist—old baggage
- Existing managers and supervisors
- It is a respectful and enjoyable place to work, but inconsistencies exist.
- Compensation is inadequate

C. TECHNOLOGY

- Some parts are obsolete—character based terminals
- Perceptions that data in case files is more accurate than data in computers.
- We don't have global access to our computer systems.
- Computer data is rarely used in decision-making
- Management reports are under utilized
- Not enough equipment for employees to do the job
- Excessive up/down times on computers
- E-mail not available to all employees
- PC's only available to a few employees
- Few computer staff
- Lack of computer training—programmer, end-user, hardware, etc.
- We haven't accessed currently available, proven technology
- We still have paper-driven processes
- Lack of up-to-par security systems
- How many of our processes can go "paperless or automated"(like a 900 number or our current automated phone service)
- Computer response time is too slow
- Routine procedures, practices that can be automated, AREN'T!
- Bar coding is helping reduce mistakes in case management

III. ATTRIBUTES OF SUCCESS:

A. CUSTOMER SERVICE

- Eliminate backlogs
- Increase the number of cases resolved by means other than direct, personal contact (walk-ins)
- Reduce the number of incomplete transactions
- Increase the levels of customer service recorded by customer surveys
- Increase the numbers of cases going through the system without a glitch
- Start Court proceedings on time
- Reduce the number of people asking what their options are or what they need to be doing to resolve their case
- Complete implementation of our Vision within five years

B. ORGANIZATIONAL HEALTH

- Increase the levels of Employee Satisfaction as measured by employee surveys
- Increase the training opportunities for employees
- Create and maintain a development plan for all employees
- Create and maintain a Reward/Recognition program that is viewed as fair and valid
- For all staff, ensure the salary level is appropriate, turnover is down, morale is up, and absenteeism is down
- Enable more new employees to satisfactorily complete the 6-month probation period
- Reduce error rates
- Increase voluntary participation in team building-type activities, employee task forces, social events, and other court-related activities
- Enable all staff to meet or exceed the goals and standards for the job
- Ensure all employees understand the Vision and its goals and are able to communicate that in their own words
- Reduce the need for supervisor interventions in day-to-day operations and customer contacts

C. TECHNOLOGY

- Create the ability to monitor all our facilities, from a security standpoint
- Create much easier access to information and data by staff
- Reduce the number of unresolved cases
- Reduce the number of "open items" remaining on management's old business list
- Everyone has effective, working equipment
- Everyone has software that serves everyone's needs
- No hard copies of case files remain
- Reduce the amount of paper we purchase
- Everyone is comfortable with the "lack" of paper
- High use of automation, for example, full payment of a case would cancel a warrant or fully terminate a case or, change of address would occur across the board
- Technology people are sought by other companies
- Reduce customer service contact time per customer
- Reduce employee involvement in routine transactions; increase employee involvement in non-routine transactions
- Increase the cases cleared per employee
- Reduce the amount of time it takes to clear a case
- Increase the ability to network, interface, download/upload with external systems, such as Texas Employment Commission
- Employees do problem solving rather than routine tasks
- Decrease safety concerns of staff, judges and customers
- Increase the usage by judges of automated systems for day-to-day operations
- Increase the perception that the data on computer is accurate
- Reduce the number of false arrests
- Increase electronic communication by employees
- Decrease the number of questions regarding bond refunds
- Increase the average employee salary

IV. OBJECTIVES BY RANK:

Objectives are ranked from highest to lowest with (1) being the highest priority

A. CUSTOMER SERVICE

1. Define and identify backlogs
2. Establish a formal quality assurance system
3. Define and measure expected levels of customer service
4. Identify resources available to address the problem of backlogs
5. Educate the Customer: a) Public, and b) External stakeholders (law enforcement, etc.)
6. Expand options available to the Customer other than direct personal contact with Court staff

B. ORGANIZATION HEALTH

1. Communicate effectively the goals, actions, and efforts being taken to implement the Vision
2. Implement a training and development plan for all employees and leaders
3. Re-define and update work standards, procedures and policies
4. Reduce the error rate: define or categorize, benchmark/measure, identify resources
5. Establish a new, more effective performance, reward-and-recognition system
6. Train and develop our people to do new functions and tasks they will face
7. Implement an effective suggestion/rewards program
8. Design employee survey
9. Increase the employees choices of schedule and variable work processes, consistent with the needs of the Court
10. Establish a Change Management plan to deal with the anxiety and fear created by this event.

C. TECHNOLOGY

1. Define what the hardware and software needs to do
2. Develop an Acquisition Plan for the hardware and software needed for the Vision, that includes identifying the resources needed and available for technology acquisition
3. Communicate the tie-ins that technology has to improving Customer Service and Organization Health
4. Bring electronic communication capability to all employees
5. Create an advocacy or contingency plan for the requisite technology needed to run the Court
6. Develop training plan for the use of new technology

V. TIME LINES

A. CUSTOMER SERVICE

OBJECTIVE	Year	1999	2000	2001	2002	2003
1. Define and identify backlogs		X				
2. Decide what do with identified backlogs.		X				
3. Establish formal quality assurance program.		X	X			
4. Define and measure expected levels of Customer Service.		X				
5. Educate the Public and Stakeholders.		X	X	X	X	X
6. Expand options available to Customer that are other than direct personal contact.				X	X	X
B. Organizational Health						
1. Communicate goals, actions, and efforts taken to accomplish Vision.		X				
2. Implement Training and development plans for all court personnel.		X	X			
3. Redefine/update work standards, procedures, and policies.		X	X	X	X	X
4. Reduce Error Rate.		X	X	X	X	X
5. Establish Performance Review and Recognition system.		X	X			
6. Train/develop staff for new tasks and functions.			X	X	X	X
7. Implement Suggestion/Reward program.			X			

8. Design Employee Survey.	X	X			
9. Give employees choice of work schedule and variable work processes.			X	X	X
10. Establish Change Management Plan — there will be a Communications plan developed for each action plan.	X	X			
C. Technology					
1. Define what hardware and software need to do.	X	X			
2. Develop Acquisition Plan.		X	X		
3. Communicate tie-ins to Customer Service and Organizational Health.	X	X	X	X	X
4. Create access to electronic communications for all employees.	X				
5. Develop and implement an advocacy / contingency plan for each new technology.	X	X	X	X	
6. Develop training plan for the use of each new technology.		X	X		

VI. IMPLEMENTATION OF THE OBJECTIVES

A. CUSTOMER SERVICE

1. Define and identify backlogs 1999
 - a. Create an inventory of all processes in the Court
 - b. Develop suitable AMCORD queries
2. Establish a formal quality assurance system 1999
 - a. Standardize procedures
 - b. Measure employee performance
 - c. Conduct training continuously, including cross training where necessary or desirable
 - d. Update procedures as needed
 - e. Assess our customer's needs on a continuous basis
3. Define and measure expected levels of customer service 1999 - 2000
 - a. Measure using established performance measures
 - b. Establish baseline data
 - c. Survey customers, employees, and other external stakeholders.
 - d. Establish new levels of customer service
 - e. Establish ability to measure levels of customer service
4. Identify resources available to address the problem of backlogs 1999
 - a. Identify backlogs
 - b. Develop cost and benefit analysis for each backlog elimination
5. Educate the Customer: a) Public, and b) External stakeholders (law enforcement, etc.) 1999 - 2001
 - a. Revise citation instructions to make them easier to understand
 - b. Develop brochures on Court processes and procedures
 - c. Consider community awareness, using seminars, neighborhood meeting, mens and womens clubs, etc.
 - d. Consider citations with instructions specific to the offense

6. Expand options available to the Customer other than direct personal contact. 2000 - 2003
 - a. Consider kiosks
 - b. Consider Internet
 - c. Consider improvements to telephone systems
 - d. Consider improvements and alternatives to mail and notices.

B. ORGANIZATIONAL HEALTH

1. Communicate effectively the goals, actions, and efforts being taken to implement the Vision
1999 - 2001
 - a. Publish the draft Strategic Plan and provide orientation to all employees
 - b. Conduct staff meetings and briefings on approved Strategic Plan
 - c. Review Strategic Plan semi -annually (May and December) and modify as needed.
 - d. Review Annual Business Plan quarterly and modify as needed.
2. Implement a training and development plan for all employees and leaders 1999 - 2000
 - a. Determine the training needed for each employee
 - b. Conduct training and career development interviews with each employee
 - c. Estimate cost of training required for budget and analysis.
3. Re-define and update work standards, procedures and policies 1999 - 2003
 - a. Review, update and standardize procedures
 - b. Add measurable work measurements to Success Strategy Performance Reviews (SSPR)
 - c. Develop methodology to initiate new policies
4. Reduce the error rate: define or categorize, benchmark/measure, identify resources
1999 - 2000
 - a. Identify common errors
 - b. Develop a methodology to determine long term corrective actions
 - c. Establish the Quality Assurance Analyst as the single point of contact
5. Establish a new, more effective performance, reward-and-recognition system 1999 - 2000
 - a. Design and implement a reward and recognition system based upon objective performance measurement criteria

6. Train and develop our people to do new functions and tasks they will face 1999 - 2003
 - a. Design and implement a training plan for each new function and task, especially when the new function involves new or updated technology
7. Implement an effective suggestion/rewards program 1999
 - a. Effectively implement the City of Austin Suggestion Awards Program
 - b. Effectively implement a Court Suggestion Awards Program
8. Design employee survey 1999
 - a. As part of the Supervisory Skills Development Training Program, design an employee survey
 - b. Give to all staff an employee survey designed to measure organizational health
 - c. Implement required changes that arise from the completed employee surveys
9. Increase the employees choices of schedule and variable work processes, consistent with the needs of the Court 2001 - 2003
 - a. As business needs permit, allow employees the maximum choices in the work place, consistent with required processes
 - b. Require supervisors and managers to report quarterly on this item
10. Establish a Change Management plan to deal with the anxiety and fear created by this event. 2000 - 2003
 - a. For each Action Plan, design and implement an effective means to communicate the changes being considered or implemented
 - b. Implement an effective Open Door Policy for all supervisors, managers, and the Clerk
 - c. Publish Action Plans for new functions and tasks

C. TECHNOLOGY

1. Define what the hardware and software needs to do

1999 - 2000

- a. Hire process analyst
- b. Get input from supervisors
- c. Get input from employees
- d. Get input from National Center for State Courts
- e. Get input from other courts
- f. Get input from vendors
- g. Get input from external stakeholders (judges, APD, Travis County, etc.)
- h. Review & update 1993 Request For Proposal (RFP) document of system requirements (used for AMCORD proposal)
- i. Develop pilot project for APD electronic ticket writers
- j. Develop pilot project for boot & tow (civil) electronic case files
- k. Create a detailed list of what the current case management system will do
- l. Create a detailed list of what the current case management system will NOT do

2. Develop an Acquisition Plan for the hardware and software needed for the Vision, that includes identifying the resources needed and available for technology acquisition

2000 - 2001

- a. Define the mandatory functions the system MUST do.
Evaluate current systems
- b. Develop list of additional functionality REQUIRED for existing system.
- c. Collect information from vendor(s) on potential solutions for additional functionality.
Evaluate available systems
- d. Collect information on available software systems via RFI (request for information).
- e. Select the top 3 or 4 viable systems for detail analysis and scoring.
- f. Determine hardware requirements for top 3 or 4 systems.
Selection
- g. Select the most effective approach for implementation of VISION.
- h. Develop support for funding the project. (Council, CMO, budget, ISD)
- i. If successful, fully implement the APD electronic ticket writer
- j. If successful, fully implement electronic documents.

3. Communicate the tie-ins that technology has to improving Customer Service and Organization Health

1999 - 2003

- a. All customer service and organizational health initiatives that require technology for implementation (or effectiveness) must have a technology requirements plan.
- b. Collect and distribute success stories of meeting customer service or organizational health needs with technology.
- c. Technology team to participate in all customer service and organizational health planning sessions.

4. Bring electronic communication capability to all employees

1999

- a. Get walkup PC's installed
- b. Get staff trained on use
- c. Get staff to consistently use email

5. Create an advocacy or contingency plan for the requisite technology needed to run the Court

1999 - 2001

- a. Get agreement from COA Budget Office
- b. Get agreement from Municipal Judges
- c. Get agreement from COA ISD.
- d. Get agreement from COA City Manager
- e. Get agreement from COA City Council
- f. Communicate with APD, Travis County, COA Law Dept., etc.

6. Develop training plan for the use of new technology

2000 - 2001

- a. Get training coordinator onboard
- b. Identify the new technology
- c. Determine new skills needed and sources for training
- d. Budget for training
- e. Develop schedule
- f. Develop follow-up training needs - continued development
- g. Identify computer-based training where possible.

VII. RELATIONSHIPS BETWEEN THE OBJECTIVES**XX – Primary****X - Secondary**

	Customer Service	Organizational Health	Technology Integration
Define and identify backlogs	XX		
a. Create an inventory of all processes in the Court	XX	X	X
b. Develop suitable AMCORD queries	XX		X
Establish a formal quality assurance system	XX		
a. Standardize procedures	XX	X	X
b. Measure employee performance	XX	X	X
c. Conduct training continuously, including cross training where necessary or desirable	XX	X	X
d. Update procedures as needed	XX	X	
e. Assess our customer's needs on a continuous basis	XX		X
Define and measure expected levels of customer service	XX		
a. Measure using established performance measures	XX		X
b. Establish baseline data	XX		X
c. Survey customers, employees, and other external stakeholders.	XX	X	X
d. Establish new levels of customer service	XX	X	X
e. Establish ability to measure levels of customer service	XX		X
Identify resources available to address the problem of backlogs	XX		
a. Identify backlogs	XX	X	
b. Develop cost and benefit analysis for each backlog elimination	XX	X	
Educate the Customer: a) Public, and b) External stakeholders (law enforcement,	XX		

etc.)			
a. Revise citation instructions to make them easier to understand	XX		
b. Develop brochures on Court processes and procedures	XX	X	
c. Consider community awareness, using seminars, neighborhood meeting, mens and womens clubs, etc.	XX	X	
d. Consider citations with instructions specific to the offense	XX		X
Expand options available to the Customer other than direct personal contact with Court staff.	XX		
a. Consider kiosks	XX	X	X
b. Consider Internet	XX	X	X
c. Consider improvements to telephone systems	XX	X	X
d. Consider improvements and alternatives to mail and notices.	XX	X	X
Communicate effectively the goals, actions, and efforts being taken to implement the Vision		XX	
a. Publish the draft Strategic Plan and provide orientation to all employees		XX	
b. Conduct staff meetings and briefings on approved Strategic Plan		XX	
c. Review Strategic Plan semi - annually (May and December) and modify as needed.	X	XX	
d. Review Annual Business Plan quarterly and modify as needed.	X	XX	
Develop training and development plans for all employees and leaders		XX	
a. Determine the training needed for each employee		XX	
b. Conduct training and career development interviews with each employee		XX	
c. Estimate cost of training required for budget and analysis.		XX	
Re-define and update work standards,		XX	

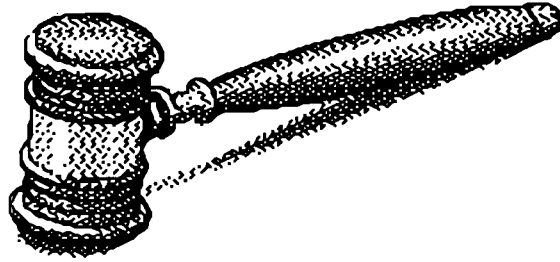
procedures and policies			
a. Review, update and standardize procedures	X	XX	X
b. Add measurable work measurements to Success Strategy Performance Reviews (SSPR)		XX	
c. Develop methodology to initiate new polices		XX	
Reduce the error rate: define or categorize, benchmark/measure, identify resources		XX	
a. Identify common errors	X	XX	X
b. Develop a methodology to determine long term corrective actions	X	XX	X
c. Establish the Quality Assurance Analyst as the single point of contact		XX	X
Establish a new, more effective performance, reward-and-recognition system		XX	
a. Design and implement a reward and recognition system based upon objective performance measurement criteria		XX	X
Train and develop our people to do new functions and tasks they will face		XX	
a. Design and implement a training plan for each new function and task, especially when the new function involves new or updated technology	X	XX	X
Implement an effective suggestion/rewards program		XX	
a. Effectively implement a City of Austin Suggestion Awards Program		XX	
b. Effectively implement a Court Suggestion Awards Program		XX	
Design employee survey		XX	
a. As part of the Supervisory Skills Development Training Program, design an employee survey		XX	
b. Give to all staff an employee survey designed to measure organizational		XX	

health			
c. Implement required changes that arise from the completed employee surveys		XX	X
Increase the employees choices of schedule and variable work processes, consistent with the needs of the Court		XX	
a. As business needs permit, allow employees the maximum choices in the work place, consistent with required processes	X	XX	X
b. Require supervisors and managers to report quarterly on this item	X	XX	
Establish a Change Management plan to deal with the anxiety and fear created by this event.		XX	
a. For each Action Plan, design and implement an effective means to communicate the changes being considered or implemented		XX	
b. Implement an effective Open Door Policy for all supervisors, managers, and the Clerk		XX	
c. Publish Action Plans for new functions and tasks		XX	
Define what the hardware and software needs to do			XX
a. Hire process analyst		X	XX
b. Get input from supervisors		X	XX
c. Get input from employees		X	XX
d. Get input from National Center for State Courts	X		XX
e. Get input from other courts	X		XX
f. Get input from vendors	X		XX
g. Get input from external stakeholders (judges, APD, Travis County, etc.)	X		XX
h. Review & update 1993 Request For Proposal (RFP) document of system requirements (used for AMCORD proposal)			XX
i. Develop pilot project for APD electronic ticket writers	X	X	XX

b. Collect and distribute success stories of meeting customer service or organizational health needs with technology.	X	X	XX
c. Technology team to participate in all customer service and organizational health planning sessions.	X	X	XX
Bring electronic communication capability to all employees			XX
a. Get walkup PC's installed		X	XX
b. Get staff trained on use		X	XX
c. Get staff to consistently use email		X	XX
Create an advocacy or contingency plan for the requisite technology needed to run the Court			XX
a. Get agreement from COA Budget Office	X		XX
b. Get agreement from Municipal Judges	X		XX
c. Get agreement from COA ISD.	X		XX
d. Get agreement from COA City Manager	X		XX
e. Get agreement from COA City Council	X		XX
f. Communicate with APD, Travis County, COA Law Dept., etc.	X		XX
Develop training plan for the use of new technology			XX
a. Get training coordinator onboard		X	XX
b. Identify the new technology			XX
c. Determine new skills needed and sources for training		X	XX
d. Budget for training		X	XX
e. Develop schedule		X	XX
f. Develop follow-up training needs - continued development		X	XX
g. Identify computer-based training where possible.		X	XX

NOTES

1. Cost data will be added as it becomes available.
2. For the specific requirements for 1999, see the 1999 Business Plan.



City of Austin Municipal Court

**Development of the
Strategic Implementation Plan**

Strategic Implementation Plan

The Development of the Strategic Implementation Plan

According to P.J. Below, G.L. Morrissey, and B.L. Acomb, *The Executive Guide to Strategic Planning* (Jossey-Bass, 1989), the ideas derived as a part of the strategic planning process need to be translated into action steps.

A.S. Farquhar-Boyle, *Strategic Planning* (The Court Management & Administration Report, 1992), maintains that once key goals are identified, the process proceeds to developing tactics, implementing decided actions, and assuring operational effectiveness.

H. Mintzberg, *The Rise and Fall of Strategic Planning* (The Free Press, 1994), refers to the strategy operationalization stage where the planning process suddenly passes through the neck of a wind tunnel to accelerate into the seemingly open spaces of implementation.

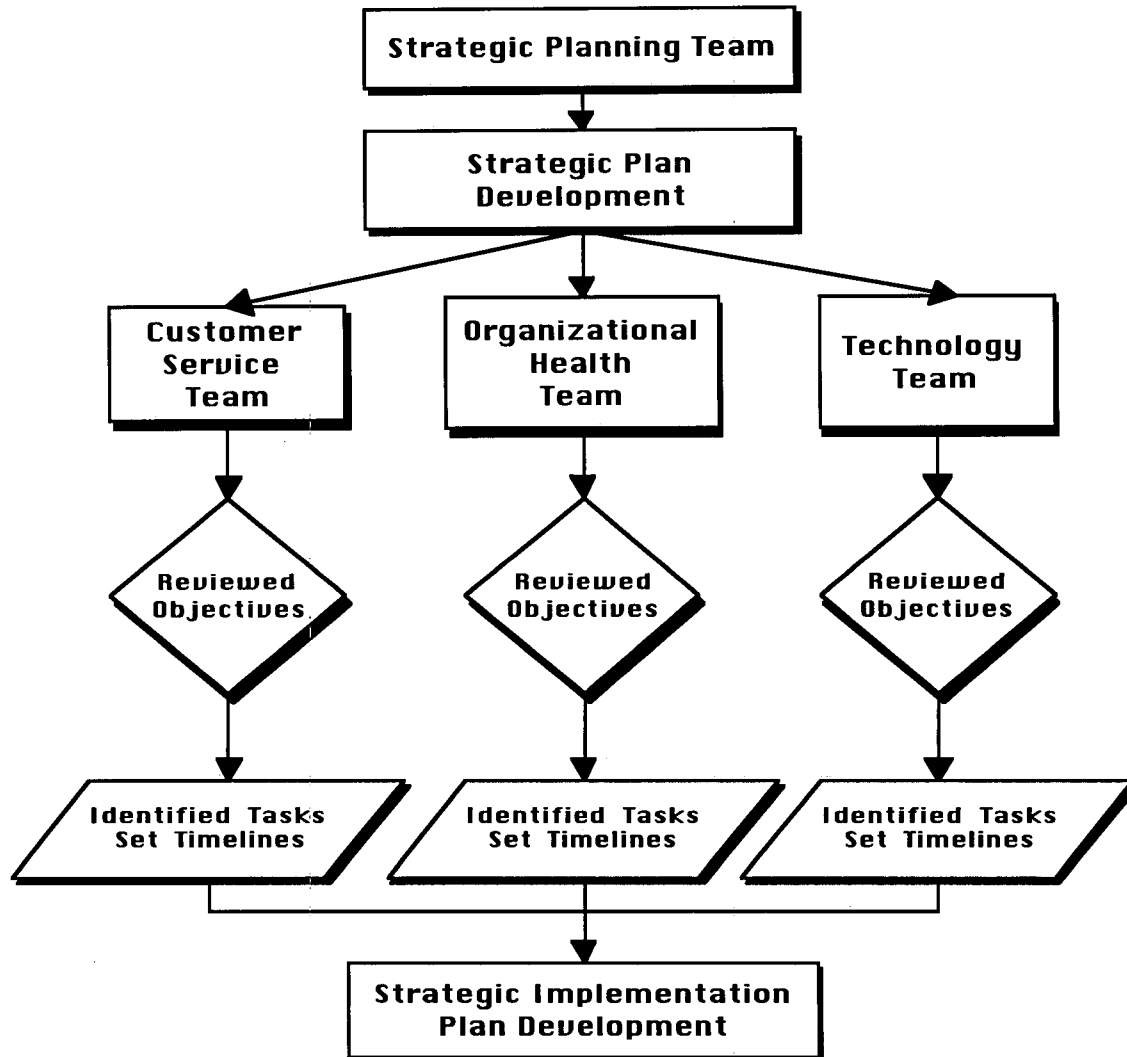
G.A. Steiner, *Strategic Planning, What Every Manager Must Know*, (Free Press, 1979) advises that all strategies must be broken down into substrategies for successful implementation and that the final step in implementation concerns controlling and motivating people to take actions in conformance with plans.

Once the work on the City of Austin Municipal Court Strategic Plan was completed, we focused upon creating an implementation plan. As mentioned earlier in the Strategic Plan section, each of the major goals had a number of key objectives identified that supported the attainment of the goal. We took the plan and broke out all the objectives within the major categories of the three goals of improving customer service, improving organization health, and integrating technology into the future.

The division managers and supervisors were divided into three groups and each group was responsible for the identification of the tasks and the setting of timelines to meet the objectives established in the Strategic Plan. These smaller groups of three to six people were logically chosen based upon their area of expertise. An example would be the human resources coordinator for the court was assigned to the organizational health team. The computer support

division manager was assigned to the technology team. The supervisor of the front counter fine payment clerks was assigned to the customer service team. These teams went through each objective and worked out what tasks were necessary and how much time would be required to complete the tasks to meet the objective.

The process looked like this:



This process went fairly smoothly for us because of the time that had been spent on the front end developing the strategic plan. By the time that we got to the phase of operationalizing (as Mintzberg refers to it) the strategic plan we had spent a great deal of time discussing and thinking about the tasks that needed to be done to achieve the objectives needed to meet the goals.

The attached Strategic Implementation Plan was organized around the three major goals with underlying objectives, tasks and timelines. The timelines are very aggressive with the goal of achieving maximum operational improvement in a very short timeframe of twelve to eighteen months (years 1999 - 2000).

City of Austin Municipal Court



Strategic Implementation Plan

City of Austin Municipal Court

Five Year Strategic Implementation Plan

Introduction

This plan represents the first strategic implementation plan every attempted for the City of Austin Municipal Court. We have spent the past four months working on the Five Year Strategic Plan. This is the strategic operational plan for improvement for 1999. It is a framework that systematically assesses the three goals crucial to the success of the City of Austin Municipal Court. It is the sum total of what the court employees believe the court should be and the direction needed to taken in 1999 to become the best managed court in Texas.

This plan does not specifically include most of the day to day operational and administrative requirements of the court because the overwhelming majority of court resources must be spent on simply maintaining present day operations. Only by taking resources from these daily obligations and re-allocating them to long-term planning and solutions will the court be able to realize its vision.

Persons reading this plan are encouraged to focus on these questions:

1. Who will do WHAT by WHEN and HOW in 1999?
2. Is the plan doable and reasonable?
3. Does the plan get us to the desired end state of being the best managed large court in Texas?

There are some large mountains to climb in 1999 and these include:

1. Keeping up with the daily workload
2. Implementing the Downtown Austin Community Court Pilot Project
3. Implementing the new Travis County Central Booking Facility
4. Implementing a handheld electronic ticket writer pilot program with the Austin Police Department
5. Preparing for tremendous technology improvements beginning in FY 1999-2000
6. Ensuring that Y2K problems do not occur at our court

City of Austin Municipal Court

Administration

Vision, Mission, and Goals

City of Austin Vision

Austin Will be the Most Livable City in America

Court Administration Vision Statement

Best Managed Large Court in Texas

Court Administration Mission Statement

The Purpose of the City of Austin Municipal Court Administration is to Provide Support Services to the Judiciary, Mayor and City Council, City Manager and the Public in Order to Provide Justice

Court Administration Goals

Improve Customer Service

Improve Organizational Health

Integrate Technology into the Future

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I. City of Austin Requirements: (not in priority order)

- Process all parking citations forwarded to the Court at an expected annual total of 172,000.
- Process all traffic citations forwarded to the Court with an expected annual total of 254,500.
- Process all Class C (non traffic) and City Ordinance violation citations forwarded to the Court with an annual expected total of 54,000.
- Collect at least \$12,823,692 in revenues
- Expend not more than \$7,819,132 unless amended.

- Comply with all relevant City of Austin Codes, Ordinances, Resolutions, and City Charter.
- Comply with the City of Austin Personnel Policies.
- Comply with the City of Austin Purchasing Policies.
- Comply with the City of Austin Financial Policies and Guidelines.
- Meet the Performance Objectives as set forth in Catalog A of the City Programs of the 1998 - 1999 Budget, specifically as delineated on pages 259 – 288, and also shown as Appendix C to this Plan.

- Satisfactorily support the City Manager's Corporate Performance Measurement Initiative.
- Satisfactorily support the City Manager's Supervisory Skill Development Program.
- Satisfactorily support the City Manager's Organizational Health Initiative.

- Satisfactorily support the Downtown Austin Community Court Pilot (DACCP) with a "live" date of October 1, 1999.
- Satisfactorily support the new Travis County Central Booking Facility (TCCBF)/Direct Filing Project with a present (as of 12/29/98) anticipated "live" date of August 15, 1999.

- Provide 16 hours of training to each employee.
- Fulfill all relevant requirements as outlined in City of Austin Administrative Bulletins.
- Implement relevant portions of the Affordability 2000 study of the City of Austin Municipal Court.
- Meet all established Success Strategy Performance Review (SSPR) requirements.
- Support the Greater Austin Combined Charities Campaign.
- Produce an approved Technology Plan as part of the Strategic Plan and the Business Plan.
- Produce a Five Year Financial Forecast
- Produce an Annual Budget Request
- Produce a Monthly Report to the Texas Judicial Council, Office of Court Administration³
- Meet State of Texas requirements for reporting and paying Court costs⁴

³ Required by the Texas Judicial Council

⁴ Required by State law

II. OBJECTIVES By Rank:

Objectives are ranked from highest to lowest with (1) being the highest priority

A. CUSTOMER SERVICE

1. Define and identify backlogs
2. Establish a formal quality control system
3. Define and measure expected levels of customer service
4. Identify resources available to address the problem of backlogs
5. Educate the Customer: a) Public, and b) External stakeholders (law enforcement, etc.)
6. Expand options available to the Customer other than direct personal contact with Court staff.

B. ORGANIZATION HEALTH

1. Communicate effectively the goals, actions, and efforts being taken to implement the Vision
2. Implement a training and development plan for all employees and leaders
3. Re-define and update work standards, procedures and policies
4. Reduce the error rate: define or categorize, benchmark/measure, identify resources
5. Establish a new, more effective performance, reward-and-recognition system
6. Train and develop our people to do new functions and tasks they will face
7. Implement an effective suggestion/rewards program
8. Design employee survey
9. Increase the employees choices of schedule and variable work processes, consistent with the needs of the Court
10. Establish a Change Management plan to deal with the anxiety and fear created by this event.

C. TECHNOLOGY

1. Define what the hardware and software needs to do
2. Develop an Acquisition Plan for the hardware and software needed for the Vision, that includes identifying the resources needed and available for technology acquisition
3. Communicate the tie-ins that technology has to improving Customer Service and Organization Health
4. Bring electronic communication capability to all employees
5. Create an advocacy or contingency plan for the requisite technology needed to operate the Court
6. Develop training plan for the use of new technology

III. Tasks by Objective:

A. CUSTOMER SERVICE³

1. Define and identify backlogs

January	Assistant Department Director / Deputy Clerk of Court [Operations] (Richard Harris) meets with Supervisors to solicit volunteers to serve on a new Customer Service Committee.
January	Supervisors for those Sections that can accrue one or more backlogs choose a person to serve on the Customer Service Committee.
January	Clerk of Court (Paul Martin) meets with Customer Service Committee to discuss duties and expectations.
January – March	Customer Service Committee identifies backlogs and generates a list of these backlogs.
April – May	MIS Staff (Glen Smith) generates, using AMCORD Query, sample backlog reports for the Customer Service Committee.
June	Customer Service Committee conducts report review to answer the following questions for each Report: <ul style="list-style-type: none"> 1) Are the Reports workable? 2) What impact (positive & negative) will the Reports have on current work processes? 3) What action should be taken for each backlog? 4) What are the consequences of each action (good & bad)?
July	Customer Service Committee prioritizes the backlog.
By July 31	Customer Service Committee reports to Clerk of Court on Committee review.
September	Customer Service Committee reviews backlog definition and modifies as needed.

2. Establish a formal Quality Assurance system

January	Supervisors meet individually with Business Process Analyst (Angela Link) on a "fact finding mission".
January	Supervisors send previously – written procedures, flow charts and updates to Business Process Analyst both electronically and on paper.
February 1	Business Process Analyst begins analysis of sections with up to date procedures.
February	Supervisors with procedures and flow charts not up to date continue to update them.

³ All dates throughout this Plan are in 1999 unless specifically listed otherwise.

March 15	Business Process Analyst publishes format for procedures, flow charts and updates.
June 15 (checkpoint)	Supervisors complete rough drafts of procedures and flow charts and forward to Business Process Analyst.
October 15 (checkpoint)	Supervisors complete final draft of procedures and flow charts and forward to Business Process Analyst.
November 15	Business Process Analyst prioritizes section procedures and flow charts and sets schedules for exhaustive review by process and by section.
April 1, 2000	All relevant procedures and flow charts completed in standardized format.

3. Define and measure expected levels of customer service

January 19	Using existing survey, Customer Service Committee begins design of a post card size survey to distribute to customers at three locations.
February 9	Customer Service Committee finalizes questions and survey in a format suitable for automated compilation of data.
February 10	Material Management Specialist (Bruce Calvery) begins print process.
February 22	Chosen printer completes survey printing.
February 26	Surveys distributed to all three Court locations (South, Main, North)
March 1 – 12	Survey cards distributed to all customers.
March 15	Survey cards returned to central collecting point for compilation.
By April 30	Survey results reported to Clerk of Court.
By May 7	Survey results shared with all employees.
July	Customer Service Committee meets with MIS Manager (Ken Clonts) to discuss use of the AMCORD Case Management System to conduct three surveys annually by retrieving customer identifying data and printing surveys using AMCORD.
August	Customer Service Committee meets with Clerk of Court, Finance & Administration Manager (Clarke Hammond) and HRD Organizational Development Section to begin development of future surveys.
January	Clerk of Court, Finance & Administration Manager, and Customer Services Supervisor (Kitzy Daniels) begin process and set milestones and other requirements to purchase, establish and begin using a combination FRONT COUNTER QUEUING SYSTEM and CUSTOMER SERVICE SURVEY SYSTEM and DURESS ALARM SYSTEM.

Previous 4. Identify resources available to address the problem of backlogs

Please note that this Objective in the Court's Strategic Plan for 1999 – 2003 has been included in sub-section 1 in this chapter (Define and Identify Backlogs).

4. Educate the Customer: a) Public, and b) External stakeholders (law enforcement, etc.)

August	Establish a Public Information Committee of employees to develop Committee mission and objectives. Appoint Joel Goldstein, presently Supervisor of the Correspondence Section, as Committee Chair.
September	Public Information Committee meets with City of Austin (COA) Public Information Office (PIO) to begin development of a marketing strategy for customer education. [Key participants: Clerk of Court, PIO, Judges, Court Managers, City Prosecutors, Customer Service Committee, Training Coordinator (Rose Hanson), City Manager's Office, Mayor and City Council.
November	Public Information Committee submits marketing strategy report to Clerk of Court.
2000	Program to implement marketing strategy begins.

5. Expand options available to the Customer other than direct personal contact.

August	Public Information Committee begins work with Court MIS staff to develop an Implementation Plan for Kiosks, an Interactive Internet capability, an improved Interactive Voice Response (IVR) telephone system, and the capability to accept credit card payments both with the IVR system and over the Internet twenty-four hours a day.
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III. TASKS by Objective (continued)**B. ORGANIZATIONAL HEALTH**

1. Communicate effectively the goals, actions, and efforts being taken to implement the Vision.

January 4	Publish the draft Strategic Plan and provide a copy to each employee and all relevant stakeholders for review and comment.
January	Conduct orientation briefings and meetings with all employees.
March	Conduct staff briefings on approved Strategic Plan.
May, November	Review Strategic Plan semi-annually and modify as needed.
March, June, September, December	Review Annual Business Plan quarterly and modify as needed.

2. All employees and leaders will have a training and development plan

January	Supervisors discuss and determine training needs for each employee.
February – June	Training Coordinator conducts a training and career development interview with each employee.
April – May	Court management completes dialogue on operational and budget effects of City of Austin requirement for 16 hours of training for each employee per year.
May	Training Coordinator completes Training Plan, including cost estimation for 1999 – 2000 Budget Proposal.

3. Re-define and update work standards, procedures and policies

January	Supervisors discuss need for standardization with employees.
February and continuing	Supervisors and employees review, update and standardize procedures.
January – February	Supervisors complete an SSPR for each employee.
April – December and continuing	Supervisors develop and implement <u>measurable</u> work standards for each Section and each employee.
February –	Business Process Analyst and each Supervisor review procedures for each

April 2000	Section and validate process flow charts.
January	Clerk of Court publishes methodology for setting and changing Court policies.

4. Reduce the error rate: define or categorize, benchmark/measure, identify resources

January	Supervisors communicate error reduction concepts and sample reports to employees.
March	Court Error Reduction Team (CERT) established. Case Management Supervisor (Margie Mercado) appointed as Team Chief.
March – April	Common errors identified.
March – April	Training begins to reduce error rate.
March – April	Resources identified for long term error reduction. Resources include new or modified procedures, more effective training, software and hardware changes.
April	Methodology published to determine long term corrective actions.
March – May	CERT and QA Analyst develop forms to report errors and establish reporting methodology.
May and continuing	New errors logged with exhibits.
June	Initial Monthly Data Error Progress Report published by Court MIS staff (QA Analyst) and distributed to Court management and supervisors.
July	Supervisors begin monthly reports on error reduction efforts and results.
January	QA Analyst established as single point of contact for Court error reduction program.

5. Establish a new, more effective performance, reward-and-recognition system

TBD	Timeline to be determined including planning team members, milestones, benchmarking of other programs, employee survey, initial study completion and review, identification of employee superstars (top 20 % or higher), and program re-evaluation.
TBD	Supervisors communicate system / plan to all employees.

6. Train and develop our people to do new functions and tasks they will face

April	Supervisors communicate need for future training to all employees.
May and continuing	Supervisors review pertinent error reports and lists and apply / develop appropriate training or other corrective action (i.e. revise procedure).
TBD	For each new technology, Training Coordinator and supervisors develop a

	new part of the Court's Technology Training Plan.
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7. Implement an effective suggestion/rewards program

May Estimate	City of Austin Suggestion Awards Program announced.
May Estimate	Supervisors brief employees on suggestion awards concepts.
June Estimate	Clerk of Court announces Court Suggestion Awards Program to be implemented.

8. Design employee survey

January 15	Last date for supervisors to brief employees on employee survey concept and desired effects.
January 29	Last date to complete initial employee survey.
September	Complete follow on employee survey.
December	Complete implementation of required changes resulting from the employee surveys, or complete implementation plan for next year.

9. Increase the employees choices of schedule and variable work processes, consistent with the needs of the Court

TBD	Supervisors communicate objectives with employees.
TBD	As business needs permit, allow employees the maximum choices in the work place, consistent with required processes.
TBD	Court managers and supervisors begin quarterly reports on employee choices.

10. Establish a Change Management plan to deal with the anxiety and fear created by new and significant future changes.

TBD	Design and implement an effective means to communicate the changes being considered or implemented.
Completed	Implement an effective Open Door Policy for employee access to all supervisors, managers, and the Clerk.
TBD	Publish Action Plans for new functions and tasks

III. TASKS by Objective (continued)

C. TECHNOLOGY

1. Define what the hardware and software needs to do

March 17	Hire MIS Applications Analyst. This includes advertising, review and interview of suitable candidates, selection and job offer, and orientation.	
November 30	Develop Case Management System / Document Management System Detailed Requirements List.	
	March 30	Review 1993 Request for Proposal (RFP) for Court's Case Management System that resulted in AMCORD purchase.
	March 20 – May 30	Applications Analyst interviews all managers and supervisors at the rate of one per week and publishes draft list of requirements.
	April 1 – August 31	Court MIS staff conducts "town hall" meetings with employees to collect additional requirements. Publishes second draft of requirements for comment.
	January 31	National Center for State Courts contacted for document management courts and vendors and handheld electronic ticket writer courts and vendors and options.
	March – June	Applications Analyst (and Clerk of Court, as needed) conducts telephone interviews with suitable and appropriate (i.e. progressive) courts and vendors.
	March – June	Applications Analyst conducts site visits to other courts and vendors as appropriate. Final draft of requirements is published for review and comment.
May 31	Complete handheld electronic ticket writer pilot project with APD.	
	January 20	Collect vendor sources
	January 22	Develop requirements list
	January 31	Solicit funding from Judicial Subcommittee and City Manager's Office.
	February 15	Distribute Invitation for Bid (IFB)
	March 15	Review, select, and award bid.
	April 15	Complete required modifications and equipment delivered from present system vendor (PCSS).
	May 1	Develop initial budget request for Fiscal Years 99 – 00 for full implementation (defined as 80 % of all traffic citations written electronically).
	May 1	Training and initial operations at APD begin.
	June 1	Initial pilot program evaluation and review begins. [Evaluation is completed prior to program expansion.]

March 2000	Begin electronic case files pilot project for (parking) boot and tow cases.	
	July	Collect initial vendor list.
	July	Applications Analyst (and Clerk of Court, as needed) conducts telephone interviews with suitable and appropriate (i.e. progressive) courts and vendors.
	July	Applications Analyst and selected personnel conduct site visits to other courts and vendors as appropriate. Initial draft of requirements is published for review and comment.

While not a part of the Business Plan requirements, these other activities must also be completed:

- Create a detailed list of what the current case management system will do
- Create a detailed list of what the current case management system will NOT do
- Define the mandatory functions the system MUST do.
- Evaluate current systems
- Develop list of additional functionality REQUIRED for existing system.
- Collect information from vendor(s) on potential solutions for additional functionality.
- Evaluate available systems
- Collect information on available software systems via RFI (request for information).
- Select the top 3 or 4 viable systems for detail analysis and scoring.
- Determine hardware requirements for top 3 or 4 systems.
- Select the most effective approach for implementation of VISION.
- Develop support for funding the project. (City Council, CMO, Budget, ISD)
- If successful, fully implement the APD electronic ticket writer
- If successful, fully implement electronic documents.

2. Develop an Acquisition Plan for the hardware and software needed for the Vision, that includes identifying the resources needed and available for technology acquisition

2000	Detailed activities for this will begin in 2000 and will conclude in 2001 for a new case management and document management system.
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3. Communicate the tie-ins that technology has to improving Customer Service and Organization Health

As needed	Court MIS staff and Technology Team reviews all Customer Service and Organizational Health initiatives and proposals for technology improvements potential.
As needed	Court MIS staff develops a technology requirements plan for all customer service and organizational health initiatives that require new or additional technology of implementation or effectiveness.

Continuing	Court MIS staff collects and distributes stories of meeting customer service or organizational health needs with technology.
As needed	Selected Court MIS staff participate in all customer service and organizational health planning meetings.

4. Bring electronic communication capability to all employees by April 30, 1999

January 4	Develop and publish implementation schedule
January 30	Acquire sufficient additional PCs
February 28	Complete installation of all PCs to achieve this objective
February 1	Define quantity and quality of user training
February 28	Create user accounts for all employees
February 1 – March 15	Schedule and complete user training for all employees
April 1	Issue policy requiring employees to check e-mail at least daily.

5. Create an advocacy or contingency plan for the requisite technology needed to operate the Court

May	Court Finance & Administration Manager meets with APD Budget Officer and then quarterly thereafter.
January – May 2000	Court publishes monthly update on handheld electronic ticket writer pilot project.
May and continuing	Clerk of Court and Finance & Administrative Manager work with City of Office Budget Office on future funding requirements.
Continuing	All Court management (Clerk of Court, managers, supervisors) communicate plans and results of the handheld electronic ticket writer pilot program to all stake holders. This includes Mayor and City Council, City Managers Office and all relevant City agencies, City Prosecutors, and judges.
January and continuing	Court MIS staff conducts monthly briefing with City of Austin Information Services Department on technology plans and issues.

6. Develop training plan for the use of new technology

Note: The formal training plan for new technology (hardware and software usage) will be developed after the new technologies have been identified, selected and funded, beginning in 2000.

May 1	Computer training budget for Fiscal year 1999 – 2000 developed.
December	Training coordinator completes analysis of training requirements.

IV. TASKS in Chronological Order

January	CS (1)	Assistant Department Director / Deputy Clerk of Court [Operations] (Richard Harris) meets with Supervisors to solicit volunteers to serve on a new Customer Service Committee.
January	CS (1)	Supervisors for those Sections that can accrue one or more backlogs select a person to serve on the Customer Service Committee.
January	CS (1)	Clerk of Court (Paul Martin) meets with Customer Service Committee to discuss duties and expectations.
January	CS (2)	Supervisors meet with Business Process Analyst (Angela Link) on a "fact finding mission".
January	CS (2)	Supervisors send previously – written procedures, flow charts and updates to Business Process Analyst both electronically and on paper.
January	CS (3)	Clerk of Court, Finance & Administration Manager, and Customer Services Supervisor (Kitzy Daniels) begin process and set milestones and other requirements to purchase, establish and begin using a combination FRONT COUNTER QUEUING SYSTEM and CUSTOMER SERVICE SURVEY SYSTEM and DURESS ALARM SYSTEM.
January	OH (1)	Clerk of Court conducts orientation briefings and meetings with all employees on the draft Strategic Plan.
January	OH (2)	Supervisors discuss and determine training needs with and for each employee.
January	OH (3)	Supervisors discuss need for (work standards and procedures) standardization with employees.
January	OH (3)	Clerk of Court publishes methodology for setting and changing Court policies.
January	OH (4)	Supervisors communicate error reduction concepts and sample reports to employees.
January	OH (4)	Quality Assurance Analyst established as single point of contact for Court error reduction program.
January 4	OH (1)	Publish the draft Strategic Plan and provide a copy to each employee and all relevant stakeholders for review and comment.
January 4	Tech (4)	Develop and publish implementation schedule for employee e-mail access.
January 15	OH (8)	Last date for supervisors to brief employees on employee survey concept and desired effects.
January 19	CS (3)	Using existing survey, Customer Service Committee begins design of a post card sized survey to distribute to customers at three locations.
January 20	Tech (1)	Collect vendor sources for handheld electronic ticket writer.
January 22	Tech (1)	Develop requirements list for handheld electronic ticket writer.

January 29	OH (8)	Last date to complete initial employee survey.
January 30	Tech (4)	Acquire sufficient additional PCs for employee e-mail access.
January 31	Tech (1)	National Center for State Courts contacted for document management courts and vendors and handheld electronic ticket writer courts and vendors and options.

January 31	Tech (1)	Solicit funding from Judicial Subcommittee and City Manager's Office for handheld electronic ticket writer..
January – February	OH (3)	Supervisors complete an SSPR for each employee.
January – March	CS (1)	Customer Service Committee identifies backlogs and generates a list of these backlogs.
January and continuing	Tech (5)	Court MIS staff conducts monthly briefing with City of Austin Information Services Department on technology plans and issues.
January – May 2000	Tech (5)	Court publishes monthly update on handheld electronic ticket writer pilot project.

February	CS (2)	Supervisors with procedures and flow charts not up to date continue to update them.
February 1	CS (2)	Business Process Analyst begins analysis of sections with up to date procedures.
February 1	Tech (4)	Define quantity and quality of user training for electronic mail.
February 9	CS (3)	Customer Service Committee finalizes questions and survey in a format suitable for automated compilation of data.
February 1 – March 15	Tech (4)	Schedule and complete user training for all employees for electronic mail.
February 10	CS (3)	Material Management Specialist (Bruce Calvery) begins print process for customer survey.
February 15	Tech (1)	Distribute Invitation for Bid (IFB) for handheld electronic ticket writer
February 22	CS (3)	Chosen printer completes customer survey print job.
February 26	CS (3)	Customer Surveys distributed to all three Court locations (South, Main, North)
February 28	Tech (4)	Complete installation of all PCs to achieve this objective (e-mail)
February 28	Tech (4)	Create user accounts for all employees for e-mail access.

February and continuing	OH (3)	Supervisors and employees review, update and standardize process procedures.
February – June	OH (2)	Training Coordinator conducts a training and career development interview with each employee.
February – April 2000	OH (3)	Business Process Analyst and each Supervisor review procedures for each Section and validate process flow charts.
March	OH (1)	Supervisors conduct staff briefings on approved Strategic Plan.
March	OH (4)	Court Error Reduction Team (CERT) established. Case Management Supervisor (Margie Mercado) appointed as Team Chief.
March 1 – 12	CS (3)	Customer Survey cards distributed to all customers.
March 15	CS (2)	Business Process Analyst publishes format for procedures, flow charts and updates.
March 15	CS (3)	Customer Survey cards returned to central collecting point.
March 15	Tech (1)	Review, select, and award bid for handheld electronic ticket writer..
March 17	Tech (1)	Hire MIS Applications Analyst. This includes advertising, review and interview of suitable candidates, selection and job offer, and orientation.
March 20 – May 30	Tech (1)	Applications Analyst interviews all managers and supervisors at the rate of one per week and publishes draft list of technology requirements.
March 30	Tech (1)	Review 1993 Request for Proposal (RFP) for Court's Case Management System that resulted in AMCORD purchase.
March – April	OH (4)	Common errors identified.
March – April	OH (4)	Training begins to reduce error rate.
March – April	OH (4)	Resources identified for long term error reduction. Resources include new or modified procedures, more effective training, software and hardware changes.
March – May	OH (4)	CERT and QA Analyst develop forms to report errors and establish error reporting methodology.
March – June	Tech (1)	Applications Analyst (and Clerk of Court, as needed) conducts telephone interviews with suitable and appropriate (i.e. progressive) courts and vendors for replacement case management system.
March – June	Tech (1)	Applications Analyst conducts site visits to other courts and vendors as appropriate. Final draft of requirements is published for review and comment for replacement case management system.

March, June, September, December	OH (1)	Court management reviews Annual Business Plan quarterly and modify as needed.
April	OH (4)	Methodology published to determine long term corrective actions. Example is: 1) Discover error; 2) Fix error; 3) Determine if similar errors exist elsewhere; 4) Fix those errors; 5) Consider long term solutions; 6) Consider short term solution; 7) Implement short term solution; and 8) Implement long term solution.
April	OH (6)	Supervisors communicate need for future training to all employees.
April – December and continuing	OH (3)	Supervisors develop and implement <u>measurable</u> work standards for each Section and each employee.
April 1	Tech (4)	Issue policy requiring employees to check e-mail at least daily.
April 1 – August 31	Tech (1)	Court MIS staff conducts “town hall” meetings with employees to collect additional requirements. Publishes second draft of requirements for comment.
April – May	CS (1)	MIS Staff (Glen Smith) generates, using AMCORD Query, sample backlog reports for the Customer Service Committee.
April – May	OH (2)	Court management completes internal dialogue on operational and budget effects of City of Austin requirement for 16 hours of training for each employee per year.
April 15	Tech (1)	Complete required modifications and equipment delivered from present system vendor (PCSS).
April 30	CS (3)	Employee Survey results reported to Clerk of Court.
May	OH (2)	Training Coordinator completes Training Plan, including cost estimation for 1999 – 2000 Budget Proposal.
May	Tech (5)	Court Finance & Administration Manager meets with APD Budget Officer and then quarterly thereafter.
May 1	Tech (1)	Develop initial budget request for Fiscal Years 99 – 00 for full implementation (defined as 80 % of all traffic citations written electronically).
May 1	Tech (1)	Training and initial operations at APD begin for handheld electronic ticket writer.
May 1	Tech (6)	Computer training budget for Fiscal year 1999 – 2000 developed.
May 7	CS (3)	Employee Survey results shared with all employees.
May 31	Tech (1)	Complete handheld electronic ticket writer pilot project with APD.

May and continuing	OH (4)	New errors logged with exhibits.
May and continuing	OH (6)	Supervisors review pertinent error reports and lists and apply / develop appropriate training or other corrective action (i.e. revise procedure).
May and continuing	Tech (5)	Clerk of Court and Finance & Administrative Manager work with City of Office Budget Office on future funding requirements for technology.
May Estimate	OH (7)	City of Austin Suggestion Awards Program announced.
May Estimate	OH (7)	Supervisors brief employees on suggestion awards concepts.
May, November	OH (1)	Court management reviews Strategic Plan semi-annually and modify as needed.

June	CS (1)	Customer Service Committee conducts report review to answer the following questions for each backlog Report: 5) Are the Reports workable? 6) What impact (positive & negative) will the Reports have on current work processes? 7) What action should be taken for each backlog? 8) What are the consequences of each action (good & bad)?
June	OH (4)	Initial Monthly Data Error Progress Report published by Court MIS staff (QA Analyst) and distributed to Court management and supervisors.
June Estimate	OH (7)	Clerk of Court announces Court Suggestion Awards Program to be implemented.
June 1	Tech (1)	Initial handheld electronic ticket writer pilot program evaluation and review begins. [Evaluation is completed prior to program expansion.]
June 15 (checkpoint)	CS (2)	Supervisors complete rough drafts of procedures and flow charts and forward to Business Process Analyst.

July	CS (1)	Customer Service Committee prioritizes the backlog.
July	CS (3)	Customer Service Committee meets with MIS Manager (Ken Clonts) to discuss use of the AMCORD Case Management System to conduct three surveys annually by retrieving customer identifying data and printing surveys using AMCORD.
July	OH (4)	Supervisors begin monthly reports on error reduction efforts and results.
July	Tech (1)	Collect initial vendor list for electronic document management system.
July	Tech (1)	Applications Analyst (and Clerk of Court, as needed) conducts telephone interviews with suitable and appropriate (i.e. progressive) courts and vendors for electronic document management system.

July	Tech (1)	Applications Analyst and selected personnel conduct site visits to other courts and vendors as appropriate. Initial draft of requirements for an electronic document management system is published for review and comment.
July 31	CS (1)	Customer Service Committee reports to Clerk of Court on Committee review of backlogs.

August	CS (3)	Customer Service Committee meets with Clerk of Court, Finance & Administration Manager (Clarke Hammond) and HRD Organizational Development Section to begin development of future surveys.
August	CS (4)	Clerk of Court establishes a Public Information Committee of employees to develop Committee mission and objectives. Appoints Joel Goldstein, presently Supervisor of the Correspondence Section, as Committee Chair.
August	CS (5)	Public Information Committee begins work with Court MIS staff to develop an Implementation Plan for Kiosks, an Interactive Internet capability, an improved Interactive Voice Response (IVR) telephone system, and the capability to accept credit card payments both with the IVR system and over the Internet twenty-four hours a day.

September	CS (1)	Customer Service Committee reviews backlog definition and modifies as needed.
September	CS (4)	Public Information Committee meets with City of Austin (COA) Public Information Office (PIO) to begin development of a marketing strategy for customer education. [Key participants: Clerk of Court, PIO, Judges, Court Managers, City Prosecutors, Customer Service Committee, Training Coordinator (Rose Hanson), City Manager's Office, Mayor and City Council.
September	OH (8)	Complete follow on employee survey.

October 15 (checkpoint)	CS (2)	Supervisors complete final draft of procedures and flow charts and forward to Business Process Analyst.
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November	CS (4)	Public Information Committee submits marketing strategy report to Clerk of Court.
November 15	CS (2)	Business Process Analyst prioritizes section procedures and flow charts and sets schedules for exhaustive review by process and by section.
November 30	Tech (1)	Develop Case Management System / Document Management System Detailed Requirements List.

December	OH (8)	Complete implementation of required changes resulting from the employee surveys, or complete implementation plan for next year.
December	Tech (6)	Training Coordinator completes analysis of training requirements.

2000	CS (4)	Program to implement marketing strategy for public information distribution begins.
2000	Tech (2)	Detailed activities for this will begin in 2000 and will conclude in 2001 for a new case management and document management system.
April 2000	CS (2)	All relevant procedures and flow charts completed in standardized format.
March 2000	Tech (1)	Begin electronic document management (case files) pilot project for (parking) boot and tow cases.

As needed	Tech (3)	Court MIS staff and Technology Team reviews all Customer Service and Organizational Health initiatives and proposals for technology improvements potential.
As needed	Tech (3)	Court MIS staff develops a technology requirements plan for all customer service and organizational health initiatives that require new or additional technology of implementation or effectiveness.
As needed	Tech (3)	Selected Court MIS staff participate in all customer service and organizational health planning meetings.

Completed	OH (10)	Implement an effective Open Door Policy for employee access to all supervisors, managers, and the Clerk.
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Continuing	Tech (3)	Court MIS staff collects and distributes stories of meeting customer service or organizational health needs with technology.
Continuing	Tech (5)	All Court management (Clerk of Court, managers, supervisors) communicate plans and results of the handheld electronic ticket writer pilot program to all stake holders. This includes Mayor and City Council, City Managers Office and all relevant City agencies, City Prosecutors, and judges.

TBD	OH (5)	Timeline to be determined including planning team members, milestones, benchmarking of other programs, employee survey, initial study completion and review, identification of employee superstars (top 20 % or higher), and program re-evaluation.
TBD	OH (5)	Supervisors communicate performance recognition system / plan to all employees.
TBD	OH (6)	For each new technology, Training Coordinator and supervisors develop a new part of the Court's Technology Training Plan.
TBD	OH (9)	Supervisors communicate objectives with employees for employee schedule choices.
TBD	OH (9)	As business needs permit, allow employees the maximum choices in the work place, consistent with required processes.
TBD	OH (9)	Court managers and supervisors begin quarterly reports on employee choices.
TBD	OH (10)	Design and implement an effective means to communicate changes being considered or implemented.
TBD	OH (10)	Publish Action Plans for new functions and tasks

V. TRAINING PLAN:

To be published.

APPENDIX A - VISION STATEMENTS (17):

A. CUSTOMER SERVICE (6)

Information is available to everyone in a quick, courteous, accurate, understandable and consistent format.

We provide high levels of customer service in all areas.

Customers can easily access the services they desire when they want and where they want.

We enforce Court orders consistently and effectively

We support the fair and efficient administration of Justice.

We seek the input and cooperation of all stakeholders in meeting their needs and accomplishing our Vision.

B. ORGANIZATIONAL HEALTH (7)

We value the effective training, development and educational opportunities for our employees.

Employees are rewarded and recognized for their efforts in achieving organization goals.

We have professional leaders and staff that are highly skilled and support the Vision.

Work standards and processes are clear, uniform and effective.

This is an enjoyable place to work where employees' needs are considered along with organization goals.

Employees are empowered by the organization to fulfill customer needs to the best of their ability.

Employees understand what is important to the organization and know what its priorities are.

C. TECHNOLOGY (4)

Wherever it is effective and proven, electronic systems will replace paper-driven ones.

This organization will find and use the technology needed to achieve its goal of a "Paperless Court."

We will acquire technology that enables us to achieve our Vision and carries us into the future.

We will use technology that enhances the effectiveness and value of our employees.

APPENDIX B - ATTRIBUTES OF SUCCESS:**A. CUSTOMER SERVICE**

- Eliminate backlogs
- Increase the number of cases resolved by means other than direct, personal contact (walk-ins)
- Reduce the number of incomplete transactions
- Increase the levels of customer service recorded by customer surveys
- Increase the numbers of cases going through the system without a glitch
- Start Court proceedings on time
- Reduce the number of people asking what their options are or what they need to be doing to resolve their case
- Complete implementation of our Vision within five years

B. ORGANIZATIONAL HEALTH

- Increase the levels of Employee Satisfaction as measured by employee surveys
- Increase the training opportunities for employees
- Create and maintain a development plan for all employees
- Create and maintain a Reward/Recognition program that is viewed as fair and valid
- For all staff, ensure the salary level is appropriate, turnover is down, morale is up, and absenteeism is down
- Enable more new employees to satisfactorily complete the 6-month probation period
- Reduce error rates
- Increase voluntary participation in team building-type activities, employee task forces, social events, and other court-related activities
- Enable all staff to meet or exceed the goals and standards for the job
- Ensure all employees understand the Vision and its goals and are able to communicate that in their own words
- Reduce the need for supervisor interventions in day-to-day operations and customer contacts

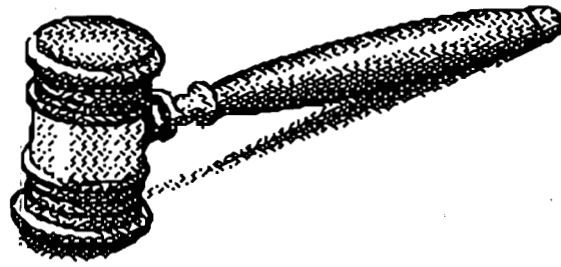
C. TECHNOLOGY

- Create the ability to monitor all our facilities, from a security standpoint
- Create much easier access to information and data by staff
- Reduce the number of unresolved cases
- Reduce the number of "open items" remaining on management's old business list
- Everyone has effective, working equipment
- Everyone has software that serves everyone's needs
- No hard copies of case files remain
- Reduce the amount of paper we purchase
- Everyone is comfortable with the "lack" of paper
- High use of automation, for example, full payment of a case would cancel a warrant or fully terminate a case or, change of address would occur across the board
- Technology people are sought by other companies
- Reduce customer service contact time per customer
- Reduce employee involvement in routine transactions; increase employee involvement in non-routine transactions
- Increase the cases cleared per employee
- Reduce the amount of time it takes to clear a case
- Increase the ability to network, interface, download/upload with external systems, such as Texas Employment Commission
- Employees do problem solving rather than routine tasks
- Decrease safety concerns of staff, judges and customers
- Increase the usage by judges of automated systems for day-to-day operations
- Increase the perception that the data on computer is accurate
- Reduce the number of false arrests
- Increase electronic communication by employees
- Decrease the number of questions regarding bond refunds
- Increase the average employee salary

APPENDIX C – (Budget) Performance Measures (Fiscal Year 1998 – 1999)

PROGRAM / Activity	1996-97 Budget	1996-97 Actual	1997-98 Amended	1997-98 Estimate	1998-99 Proposed
COURT DOCKET SUPPORT					
Magistrate Support					
Number of criminal complaints prepared for arraignment	20,270	21,283	20,600	21,500	22,000
Ratio of criminal complaints filed to staff	1,175 to 1	1,234 to 1	1,194 to 1	1,246 to 1	1,275 to 1
Courtroom Support					
Support cost per docket	\$169	\$178	\$182	\$181	\$184
Number of dockets supported to staff	157	157	157	157	157
Records Management					
Ratio of new cases filed to staff	38,125	32,619	34,405	33,982	34,938
Records support rate (% records found for dockets)	99%	99%	99%	99%	99%
Caseflow Management					
Percentage of cases updated within 24 hours	75%	80%	75%	80%	80%
Cases initiated per staff member	25,796	22,072	23,280	22,994	23,641
ENFORCEMENT					
Warrant Issuance & Verification					
Warrant Confirmation Accuracy Rate	99%+	99%+	99%+	99%+	99%+
Cost of warrant issued	\$5.35	\$4.50	\$6.78	\$5.26	\$6.81
Ratio of warrants issued to staff	6,000 to 1	6,120 to 1	5,079 to 1	6,032 to 1	5,397 to 1
Warrant Service					
Average Telephone Contacts per Staff member	2,375	2,611	2,737	2,667	2,750
Average Annual Fine Collections per Staff member	\$84,000	\$112,352	\$96,000	\$125,000	\$133,333
City Marshal Arrests	2,000	2,212	2,400	2,475	2,600
Parking Enforcement					
Ratio of hearings to hearing officers	4,000 to 1	2,594 to 1	2,750 to 1	2,650 to 1	2,700 to 1
Customer satisfaction hearing process	85%	93%	93%	93%	93%
Ratio of delinquent notices sent per staff member	15,500 to 1	9,231 to 1	8,000 to 1	10,000 to 1	10,000 to 1
Boot and Tow					
Cost per Boot/Tow case initiated	\$8.69	\$4.92	\$8.00	\$8.36	\$8.05
Ratio of Boot/Tow cases initiated to staff	3,500	4,432	4,000	4,500	4,500
PUBLIC SERVICES					
Customer Services					
% of Customers served in 10 minutes or less	70%	70%	70%	70%	70%
Customer satisfaction survey	85%	93%	80%	93%	93%
Cashier accuracy rate - cash balancing	99%	99%	99%	99%	99%

Ratio of Customer Services staff to customers served	8,000	7,610	7,805	7,610	7,960
Citizen Communications					
Percentage of mail processed same day	85%	85%	85%	85%	88%
Ratio of mail processed to staff	26,000 to 1	15,556 to 1	19,130 to 1	18,696 to 1	19,130 to 1
SUPPORT SERVICES					
Purchasing					
Turnaround time for accounts payable within the department	18 days	18 days	18 days	18 days	18 days
Purchasing cost per transaction	\$61.02	\$73.16	\$61.33	\$72.73	\$62.06
Personnel					
Volunteer hours recruited	10,000	3,000	5,000	1,000	2,000
Payroll error rates	1%	1%	1%	1%	1%
Personnel costs per person on payroll	\$289	\$299	\$95	\$286	\$96
Training					
Percent of favorable evaluation responses	90%	90%	90%	90%	90%
Costs per participant hour	\$9.45	\$23.11	\$10.64	\$8.77	\$7.88
Percent of staff receiving at least 16 hours of training per year	33%	33%	100%	100%	100%
Financial Monitoring					
Dollars managed per dollar of financial monitoring costs	\$145	\$156	\$142	\$148	\$150
Percent of reporting deadlines met	100%	100%	100%	100%	100%
Number of internal audits conducted	12	12	12	12	12
Variance of CYE to actual expenditures	1%	1.8%	.8%	.8%	1%
Variance of CYE to actual revenue	1%	2.1%	2.1%	2%	1%
Computer Support					
% of time computer is operational	99%	99%	99%	99%	99%
Support costs per workstation	\$2,759	\$3,170	\$2,060	\$1,920	\$3,660
Help request responsiveness	100%	100%	100%	100%	100%
Facility Expense					
Space per usable work station	50 sq. ft.	50 sq. ft.	50 sq. ft.	50 sq. ft.	50 sq. ft.
Costs per square foot	\$2.43	\$1.49	\$2.84	\$2.91	\$2.71
Facility Maintenance					
Employee Injuries	0	0	0	0	0
Space per usable work station	50 sq. ft.	50 sq. ft.	50 sq. ft.	50 sq. ft.	50 sq. ft.
Cost per square foot	\$.91	\$.71	\$1.03	\$1.17	\$1.02
Security					
Number of incidents of vandalism or theft on or from area secured	0	0	0	0	0
Costs per square foot of area secured	\$5.02	\$1.93	\$4.74	\$4.74	\$7.98
General Administration					
Department has Strategic Plan	Yes	Yes	Yes	Yes	Yes
Total administrative support costs as a percent of Court budget	N/A	26.02%	22.73%	24.29%	25.19%



City of Austin Municipal Court

Development of the Business Alignment Plan

Business Alignment Plan

Development of the Business Alignment Plan

Following the development of the City of Austin Municipal Court Strategic Plan and Strategic Implementation Plan, we re-focused upon one of our earliest goals of wanting to better integrate planning with budgeting and performance measurement. The City Manager wanted all city departments to go through a process of assessing their business processes to focus the culture of the city on managing for results and integrate planning with the performance budget, and performance measurement.

According to G. Labovitz and V. Rosansky, *The Power of Alignment* (John Wiley & Sons, 1997), business alignment planning gives managers at every level of the organization the ability to:

- Rapidly deploy a coherent business strategy
- Be totally customer focused
- Develop world-class people
- Continuously improve business processes - all at the same time

Labovitz and Rosansky maintain that alignment gives an organization the power to:

- Get and stay competitive by bringing together previously unconnected parts of your organization into an interrelated, easily comprehensible model
- Create an organizational culture of shared purpose
- Achieve consistent, defined levels of growth and peak performance by integrating core business factors, market factors, overall direction, leadership and culture.

Our court was well positioned for this exercise because we had just developed a strategic plan and strategic implementation plan. The strategic plan and strategic implementation plan is designed to be used principally as an internal document for the court.

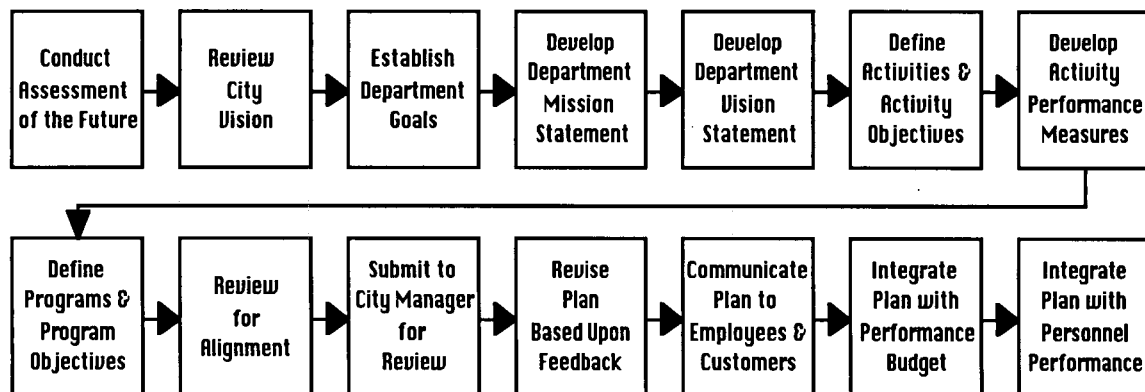
The Business Alignment Plan is more of an external document that is designed to be included in the proposed budget documents for the city.

Beginning in March 1999, The Court Clerk and the division managers held a series of retreats where we began a process of reviewing the organizational alignment of the court. We had our budget analyst from the city's Budget Office and an organizational development and training specialist from the city's Human Resources Department help facilitate these sessions.

Many elements of this process echoed the work done on the strategic plan and the strategic implementation plan. The importance of this exercise was that it gave us a chance to take another look at the planning done in the Fall of 1998 while focusing in on refining program objectives, performance measures, and program services.

Though the Business Alignment Plan has many of the elements of the strategic plan and the strategic implementation plan, it is a unique document in many ways.

The Business Alignment Planning process looks like this:



The first step taken in this process was to conduct an assessment of the future to identify emerging issues and trends that will have a major effect on the court and our customers over the next two to five years.

The next step was to develop the mission statement. A good mission statement includes: the name of the department, a general description of services provided, who the customers are, and

intended benefits. We had developed a mission statement in the strategic planning process but made some changes to it at this point.

After the mission statement was refined, we looked at the vision statement. We were satisfied with the vision statement that we had developed as a part of the strategic planning process and made no changes to it. One thing to keep in mind when developing a vision statement is that it should describe what the future would look like if the court's goals were all achieved and the mission fulfilled.

The fourth step was to define activities and activity objectives. Activities are a set of services that produce outputs and results important to the customer. In the past we had referred to activities as court programs or court work units. The activity objective is a clear statement of purpose that should include: the name of the activity, the service provided, the customer, and the intended benefit for the customer. We found that our court was very well aligned for service delivery and all of our operational program areas (work units) were pretty cellular or self contained. Thus we were able to take our existing programs and re-cast them as activities.

The fifth step was to develop performance measures for each activity. Since I had been working on identifying performance measures for the annual report, we had a very good idea what performance data was available to us from our computerized caseload management system. We focused on performance measures that were results oriented, reliable, understandable, consistent, comparable, and timely.

I have done a review of performance measurement in government more extensively in the next section which is the Development of the Annual Report section.

In developing performance measures for the business alignment plan, we were able to use quite a few of the historical measures and we have created a number of new measures which we will use in our proposed operating budget request as well as report on in next year's annual report.

H. Hatry, *Eleven Ways to Make Performance Measurement Useful to Public Managers* (Public Management, 1994), discusses different categories of measures including:

- Inputs
- Efficiency
- Outputs
- Service Quality
- Outcomes

R. Brinkerhoff and D. Dressler, *Productivity Measurement: A Guide for Managers and Evaluators* (Sage Publications, 1990), advise that productivity measures should:

- Focus on quality
- Integrate with organizational goals and strategy
- Tie to the reward / punishment structure
- Derive from extensive levels of employee involvement

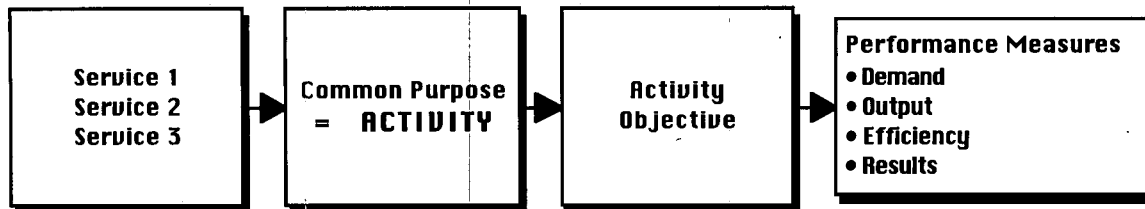
Brinkerhoff and Dressler also caution that ignoring reliability, validity, bias and reactivity can result in misleading measures.

The court developed a family of performance measures for each activity that include the following categories:

- **Demand** - The amount of services requested by or anticipated from the customers of the activity
- **Output** - Units of services provided, products provided or people served through the activity - counts the goods or services delivered
- **Results** - Measures the impact that an activity or program has on citizens
- **Efficiency** - Measures the unit cost of an output - cost per unit of service provided

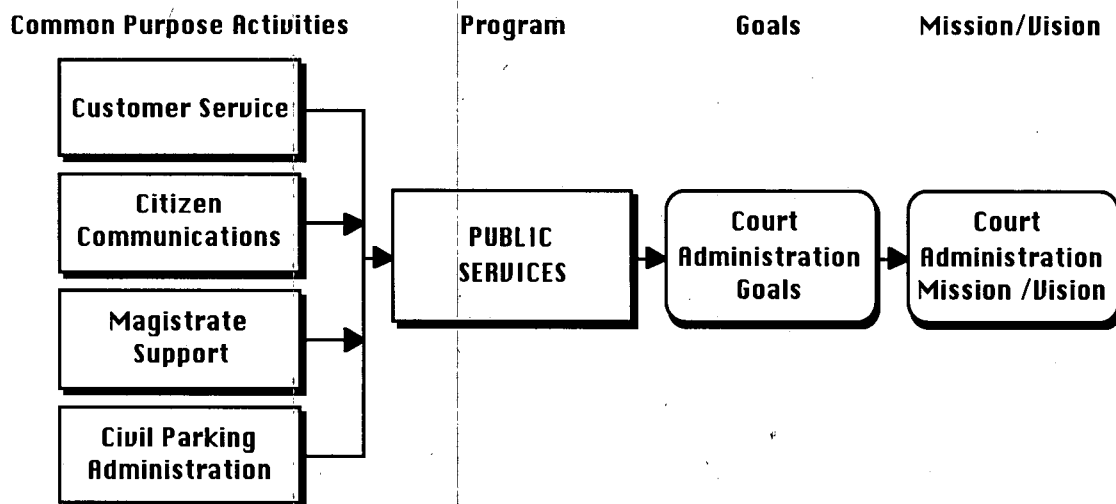
The process of getting to the performance measures for each activity in the court began with an identification of services which were grouped into common purpose activities. An activity objective was

developed and performance measures identified. The chart shows the process:



Once the performance measures were developed for each activity area within the court, the activities that had a common purpose needed to be grouped together into program areas and program objectives needed to be identified.

This is an example of how that process would look:



Every program has performance measures that measure the impact on citizens. These performance measures are the key performance measures established of the activities grouped together to form the program. If there were four activities in a program area and each one has one key performance measure, then there will be four program measures.

The program objective was done the same way the activity objective was done with a clear statement of purpose that should include: the

name of the activity, the service provided, the customer, and the intended benefit for the customer. Program objectives align with the goals and mission of the court.

Once the alignment plan started coming together, the next step was to communicate it to the court staff. A series of introductory question and answer sessions were held to present the plan to staff and answer their questions.

I am currently in the process of integrating the alignment plan with the budget. The city's annual budget is the method by which final business decisions are made and communicated.

According to A. Wildavsky, *The Politics of the Budgetary Process* (Little-Brown, 1974), the budget may be characterized as:

- A link between financial resources and human behavior to accomplish policy objectives
- A series of goals with price tags attached. Since funds are limited and have to be divided one way or another, the budget becomes a mechanism for making choices among alternative expenditures. When choices are coordinated so as to achieve desired goals, a budget may be called a plan.

The annual budget for the city describes how taxes and fees charged to citizens are used by the city to produce results that make a difference. The annual budget for the court is a component of the greater city budget.

Since I am in the middle of preparing for next year's budget for the court, the full integration of the attached business alignment plan and the proposed court budget has not been completed.

City of Austin Municipal Court



Business Alignment Plan

City of Austin Municipal Court

Business Alignment Plan

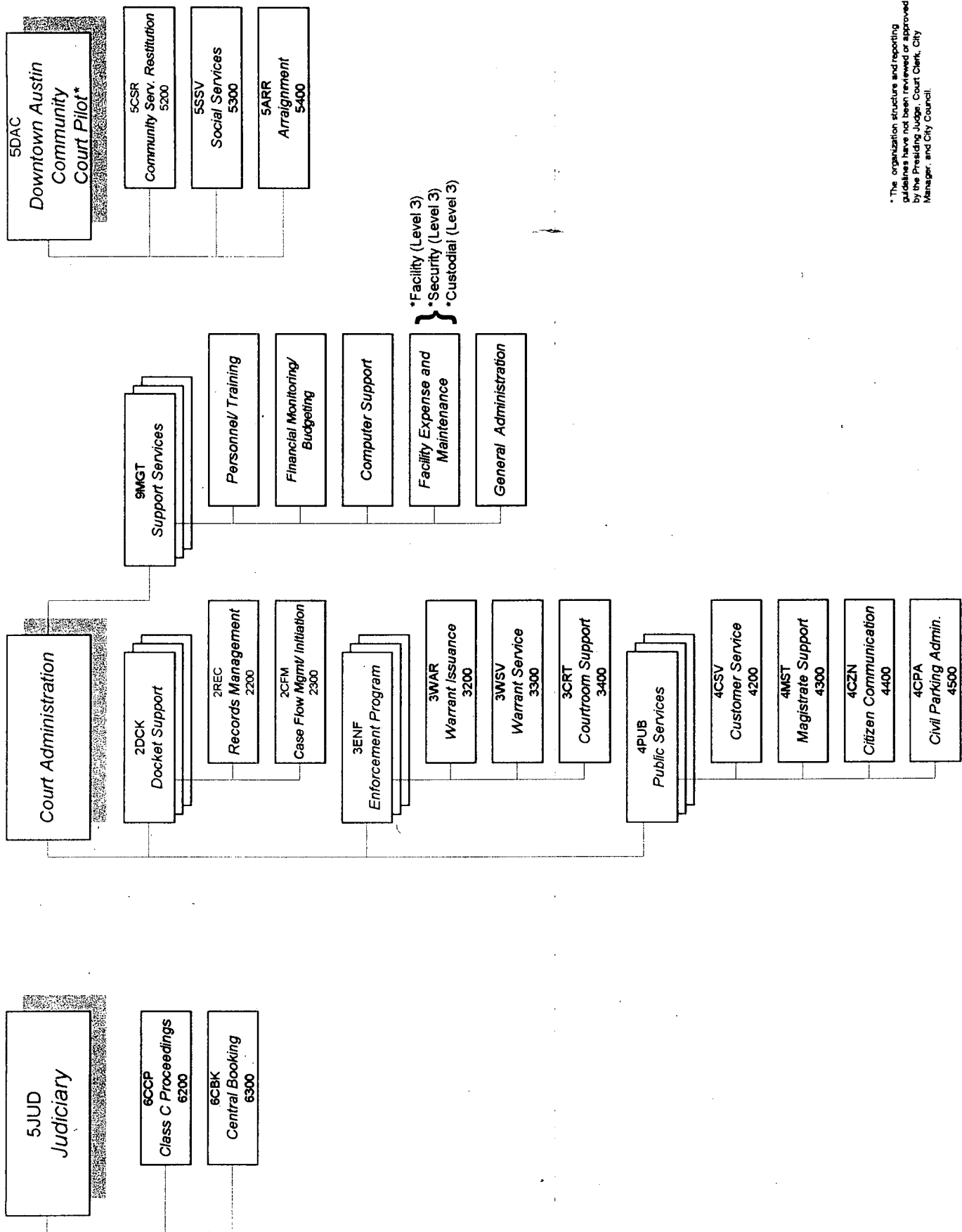
Introduction

This plan represents the first business alignment plan ever attempted for the City of Austin Municipal Court. We have spent four months working on the Five Year Strategic Plan and the Strategic Implementation Plan. This Business Alignment Plan is a blueprint for aligning our services to serve the citizens of Austin in the best way possible. The time spent in the Fall of 1998 on strategic planning prepared us well for this project.

Our goal is to have a well run court delivering services in a cost effective and efficient manner to the public. An additional goal is to have a court where every staffmember knows the vision, mission and goals of the court by heart and knows exactly how the performance of their specific job relates to the success or failure of the court to attain our vision of being **The Best Managed Large Court in Texas.**

Work is still being done on this plan to identify all of the performance measurement data and link it to the budget. When that is completed, this will be presented to the Mayor and City Council and to the citizens of Austin in the form of the FY 1999-2000 Proposed Budget for the City of Austin Municipal Court.

Municipal Court



*The organization structure and reporting guidelines have not been reviewed or approved by the Presiding Judge, Court Clerk, City Manager, and City Council.

ALIGNMENT WORKSHEET BY ACTIVITY

DRAFT

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	By the Year 2000, we will be a streamlined, involved, community oriented court with improved enforcement capabilities
Mission:	The mission of the Judiciary is to provide fair and impartial justice to the citizens of Austin
Goals:	<ul style="list-style-type: none"> • Increase use of technology in the courtrooms • Reduce the number of repeat offenders • Increase perception of public safety by the community • Improved Municipal Court facility • Better enforcement of Court orders
Program:	Judiciary
Program Objective:	To provide fair and impartial justice for citizens, law enforcement in order to provide due process and public safety
Program Results Measures:	<ul style="list-style-type: none"> • Less than 5% appealed adjudications annually • 100% magistrates after charges filed (non-warrant) within 24 hours
Activity:	Class C Proceedings
Activity Objective:	To provide judicial services to citizens in order to provide fair and expedient justice
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Review and sign Class Cs • Implement Legislative Changes • Issue orders and sign judgments • Research caselaw • Interpret Law • Conduct training • Hold trials and hearings • Set dockets • Review case load for dockets • Juvenile hearings
Activity Performance Measures:	<p><u>Results:</u> < 5% appealed adjudications annually Appearance warrants signed within 30 days of issue Legislation changes implemented within 60 days</p> <p><u>Efficiency:</u> Cost per warrant signed</p> <p><u>Demand:</u> Number of expected cases set on dockets – 150,000 Number of expected warrants – 120,000</p> <p><u>Output:</u> % of cases appearing before a judge for adjudication – 90%</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Presiding Judge: 433-4830

ALIGNMENT WORKSHEET BY ACTIVITY

DRAFT

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
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Program:	Judiciary
Program Objective:	To provide fair and impartial justice for citizens, law enforcement in order to provide due process and public safety
Program Results Measures:	<ul style="list-style-type: none"> • Less than 5% appealed adjudications annually • 100% magistrated after charges filed (non-warrant) within 24 hours
Activity:	Central Booking
Activity Objective:	To provide City and County Magstration Services for police and prisoners in order to provide due process under the law
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Arraignment • Review and sign warrants (A & B Misdemeanor & Felony) • Evaluate and sign Emergency Protection Orders • Examine and sign search warrants • Review Probable Cause Affidavits • Consider personal bonds
Activity Performance Measures:	<p><u>Results</u>: 100% magistrated after charges filed (non-warrant) within 24 hours</p> <p><u>Efficiency</u>: Cost per jail case magistrated</p> <p><u>Demand</u>: Expected number of jail prisoner cases – 26,000 Projected number of arrest and search warrants to be issued – 40,500</p> <p><u>Output</u>: Number of judge hours devoted to Central Booking per week – 70 hours</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Presiding Judge: 433-4830

ALIGNMENT WORKSHEET BY ACTIVITY

DRAFT

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Docket Support
Program Objective:	To initiate cases and complaints. Provide magistrate and court support, update cases to court users, staff and customers. Also to establish and maintain a legal court record.
Program Results Measures:	<ul style="list-style-type: none"> • % of case files found in support of Court dockets to cases scheduled – 98% • 80% of cases are initiated within 5 workdays
Activity:	Records Management
Activity Objective:	To maintain paper case files for Court users. Paper case files are available and completed as needed.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Process public records requests • Provide record support to Court personnel • Provide records to support Court documents • Case research
Activity Performance Measures:	<p><u>Results</u>: % of case files found in support of Court dockets to cases scheduled – 98%</p> <p><u>Efficiency</u>: Cost per case filed</p> <p><u>Demand</u>: Number expected cases Number of expected documents Number of expected copies of documents requested Number of documents needed to be filed</p> <p><u>Output</u>: Number of cases requested (pulled)</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Records Supervisor – 433-4662

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
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Program:	Docket Support
Program Objective:	To initiate cases and complaints. Provide magistrate and court support, update cases to court users, staff and customers. Also to establish and maintain a legal court record.
Program Results Measures:	<ul style="list-style-type: none"> • % of case files found in support of Court dockets to cases scheduled – 98% • 80% of cases are initiated within 5 workdays
Activity:	Case Flow Management/Initiation
Activity Objective:	To maintain electronic case files for Court staff and customers so that electronic data is completed and available as needed.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Update case files • Scheduling of cases • Case initiation • Update case information • Schedule court appearances • Process Class C appeals
Activity Performance Measures:	<p><u>Results:</u> 80% cases are initiated within five (5) workdays</p> <p><u>Efficiency:</u> Cost per case initiated/updated</p> <p><u>Demand:</u> Number of expected cases Number of expected events</p> <p><u>Output:</u> Number of updates</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 433-4660

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Enforcement Program
Program Objective:	To issue and serve arrest warrants for the judges in order to promote compliance with Court orders.
Program Results Measures:	<ul style="list-style-type: none"> • % of warrants issued/prepared – 80% • Number of arrests by Marshals • 90% Favorable customer satisfaction
Activity:	Warrant Issuance
Activity Objective:	Prepares cases for judicial review for arrest of defendants who do not meet the orders of the Court.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Update case files • Send notices for out of state driver licenses suspension • Confirm on Class C warrants prior to arrest (24 hrs/day) • Produce documents for warrant issuance • Issue warrants in system
Activity Performance Measures:	<u>Results:</u> Number of warrants issued <u>Efficiency:</u> Cost per warrant issued <u>Demand:</u> Number of projected warrants <u>Output:</u> Number of warrants prepared
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 433-4606

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Enforcement Program
Program Objective:	To issue and serve arrest warrants for the judges in order to promote compliance with Court orders.
Program Results Measures:	<ul style="list-style-type: none"> • % of warrants issued/prepared – 80% • Number of arrests by Marshals • 90% Favorable customer satisfaction
Activity:	Warrant Service
Activity Objective:	To enforce orders of the Court for judges in order to resolve involuntary compliance
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Case research • Contact defendants by notice, and phone calls • Answer phone inquiries • Arrest defendants on warrant cases • Authorize towing of vehicles with parking tow orders • Bring defendant before the judge • Provide courtroom security
Activity Performance Measures:	<u>Results:</u> % served/issued warrants by Marshals <u>Efficiency:</u> Cost per warrant served <u>Demand:</u> Expected number of issued warrants <u>Output:</u> Number of warrants served
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Day Shift Marshal Sergeant: 326-3195 Night Shift Marshal Sergeant: 326-3145

*Definition of warrant served: Number of warrants closed by arrest, payment or cancelled as a result of contact by warrant service staff.

CITY OF AUSTIN MUNICIPAL COURT

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Enforcement Program
Program Objective:	To issue and serve arrest warrants for the judges in order to promote compliance with Court orders.
Program Results Measures:	<ul style="list-style-type: none"> • % of warrants issued/prepared – 80% • Number of arrests by Marshals • 90% Favorable customer satisfaction
Activity:	Courtroom Support
Activity Objective:	To provide courtroom support and assistance to the judges to ensure comprehensive and orderly Court proceedings.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Keep docket record • Support judges in the courtroom by providing documentation of orders
Activity Performance Measures:	<p><u>Results</u>: 90% Favorable customer satisfaction</p> <p><u>Efficiency</u>: Cost per case scheduled</p> <p><u>Demand</u>: Expected number of cases scheduled for open court</p> <p><u>Output</u>: Actual number of cases scheduled</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 433-4810

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Public Services
Program Objective:	To provide Court services to the public so they can dispose of their cases (receive due process in a timely manner).
Program Results Measures:	<ul style="list-style-type: none"> • % of cases disposed to filed – 30% • % of jail cases arraigned to cases prepared – 90% • % of cases disposed to filed – 35% • % of information assistance calls processed to total calls – 30% • % of civil parking hearings held to filed – 2%
Activity:	Customer Service
Activity Objective:	To provide assistance to walk-in customers in order to dispose of pending cases.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Process Daily Deposit • Process Non-Payment Cases • Update Case Information • Reconciliation of Deposit Reports • Research Case Information • Schedule Hearings • Process Court Subpoenas • Accept/Process Motions • Update Case Files • Accept/Process Fine Payments
Activity Performance Measures:	<p><u>Results</u>: % of cases disposed to filed – 30%</p> <p><u>Efficiency</u>: Cost per transaction</p> <p><u>Demand</u>: Number of estimated transactions required for the year</p> <p><u>Output</u>: Actual number of transactions per year.</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 433-4652

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
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Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Public Services
Program Objective:	To provide Court services to the public so they can dispose of their cases (receive due process in a timely manner).
Program Results Measures:	<ul style="list-style-type: none"> • % of cases disposed to filed – 30% • % of jail cases arraigned to cases prepared – 90% • % of cases disposed to filed – 35% • % of information assistance calls processed to total calls – 30% • % of civil parking hearings held to filed – 2%
Activity:	Magistrate Support
Activity Objective:	To provide support services to law enforcement for the filing of charges in order to provide due process under the law twenty-four hours a day.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Prepare Emergency Protective Orders (EPOs) • Process jail releases • Prepare magistration documents • Prepare arrest & release documents
Activity Performance Measures:	<p><u>Results</u>: % of jail cases arraigned to cases prepared – 90%</p> <p><u>Efficiency</u>: Cost per case prepared</p> <p><u>Demand</u>: Estimated number of jail filings per year</p> <p><u>Output</u>: Number of jail cases prepared.</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 433-4618

CITY OF AUSTIN MUNICIPAL COURT

ALIGNMENT WORKSHEET BY ACTIVITY

DRAFT

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Public Services
Program Objective:	To provide Court services to the public so they can dispose of their cases (receive due process in a timely manner).
Program Results Measures:	<ul style="list-style-type: none"> • % of cases disposed to filed – 30% • % of jail cases arraigned to cases prepared – 90% • % of cases disposed to filed – 35% • % of information assistance calls processed to total calls – 30% • % of civil parking hearings held to filed – 2%
Activity:	Citizen Communication
Activity Objective:	To answer phones and process mail received from citizens so they can dispose of their case in a timely and accurate manner.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Process mail correspondence • Answer phone inquiries
Activity Performance Measures:	<p><u>Results:</u> % of cases disposed to filed – 35% % of information assistance calls processed to total calls – 30%</p> <p><u>Efficiency:</u> Cost per phone call answered Cost per mail transaction</p> <p><u>Demand:</u> Number expected phone calls Number pieces of mail</p> <p><u>Output:</u> Actual number phone calls answered Number mail processed</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 916-4753

ALIGNMENT WORKSHEET BY ACTIVITY**DRAFT**

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Public Services
Program Objective:	To provide Court services to the public so they can dispose of their cases (receive due process in a timely manner).
Program Results Measures:	<ul style="list-style-type: none"> • % of cases disposed to filed – 30% • % of jail cases arraigned to cases prepared – 90% • % of cases disposed to filed – 35% • % of information assistance calls processed to total calls – 30% • % of civil parking hearings held to filed – 2%
Activity:	Civil Parking Administration
Activity Objective:	To conduct parking hearings for citizens ticketed so they can dispute the citation
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Conduct Hearings • Boot & Tow case processing • Research parking cases • Process and maintain parking records
Activity Performance Measures:	<p><u>Results</u>: % of civil parking hearings held to filed – 2%</p> <p><u>Efficiency</u>: Cost per hearing conducted</p> <p><u>Demand</u>: Number expected hearings requested</p> <p><u>Output</u>: Actual number hearings conducted.</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Court Supervisor: 433-4698

CITY OF AUSTIN MUNICIPAL COURT

ALIGNMENT WORKSHEET BY ACTIVITY

DRAFT

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Support Services
Program Objective:	To provide purchasing, personnel, training, financial monitoring, computer support, facility management and maintenance, security, and general administrative direction for the Court Administration staff, and administrative support for the Judiciary.
Program Results Measures:	
Activity:	Personnel / Training
Activity Objective:	To recruit, hire, compensate and retain a skilled and diversified workforce in compliance with established policies and procedures. Manage personnel administration functions such as worker's compensation, employee grievances and recruitment. To provide opportunities for skill enhancement in order to keep pace with business requirements.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Payroll • Hiring and terminations • Organizational development and training
Activity Performance Measures:	<u>Results:</u> <u>Efficiency:</u> <u>Demand:</u> <u>Output:</u>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Finance and Administration Division Manager (433-4668)

DRAFT

CITY OF AUSTIN MUNICIPAL COURT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Support Services
Program Objective:	To provide purchasing, personnel, training, financial monitoring, computer support, facility management and maintenance, security, and general administrative direction for the Court Administration staff, and administrative support for the Judiciary.
Program Results Measures:	
Activity:	Financial Monitoring / Budgeting
Activity Objective:	To ensure appropriate allocation, utilization and control of city resources in compliance with city financial and other policies. Maintain financial and petty cash accounts, process accounts payable, monitor payroll, prepare financial reports, perform internal audits, deposit funds, plan and prepare annual budget, five year forecast, monthly performance reports and the annual report.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Budgeting and forecasting • Accounts payable / receivable • Deposit funds
Activity Performance Measures:	<u>Results:</u> <u>Efficiency:</u> <u>Demand:</u> <u>Output:</u>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Finance and Administration Division Manager (433-4668)

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Support Services
Program Objective:	To provide purchasing, personnel, training, financial monitoring, computer support, facility management and maintenance, security, and general administrative direction for the Court Administration staff, and administrative support for the Judiciary.
Program Results Measures:	
Activity:	Computer Support
Activity Objective:	To provide computer and telephone systems maintenance; system performance analysis; programming; and equipment acquisition, installation and maintenance,
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Programming • Hardware and software maintenance • Hardware and software acquisition
Activity Performance Measures:	<u>Results:</u> <u>Efficiency:</u> <u>Demand:</u> <u>Output:</u>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Computer Support Division Manager

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Support Services
Program Objective:	To provide purchasing, personnel, training, financial monitoring, computer support, facility management and maintenance, security, and general administrative direction for the Court Administration staff, and administrative support for the Judiciary.
Program Results Measures:	
Activity:	Facility Expense and Maintenance
Activity Objective:	To collect administrative space costs including rent, phone and utilities. To ensure an adequate and hazard free working environment.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Building maintenance • Leases and utilities • ADA accessibility
Activity Performance Measures:	<u>Results:</u> <u>Efficiency:</u> <u>Demand:</u> <u>Output:</u>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Finance and Administration Division Manager (433-4668)

CITY OF AUSTIN MUNICIPAL COURT

DRAFT

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Support Services
Program Objective:	To provide purchasing, personnel, training, financial monitoring, computer support, facility management and maintenance, security, and general administrative direction for the Court Administration staff, and administrative support for the Judiciary.
Program Results Measures:	
Activity:	General Administration
Activity Objective:	To establish, maintain and communicate departmental and City policies. To provide administrative direction, planning, organizing, policy formulation, quality management programs, customer service oversight, RCA formulation and departmental budgeting.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Planning and policy formulation • Customer service oversight • Budget oversight
Activity Performance Measures:	<u>Results:</u> <u>Efficiency:</u> <u>Demand:</u> <u>Output:</u>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Clerk of the Municipal Court (433-4690)

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	To restore public order to our community
Mission:	The purpose of the DACCP is to collaboratively address the quality of life issues of all residents in the downtown Austin community through the swift, creative sentencing of public order offenders.
Goals:	<ul style="list-style-type: none"> • Link the criminal justice system, social services and the community to promote accountability of offenders while providing holistic solutions to the causes of their criminal behavior • Reduce the recidivism rate of Class C Misdemeanors • Implement a pilot program that is affordable yet responsive to it's clients • Improve public order conditions in downtown Austin • Promote a commitment that the court is proactively serving justice • To provide offenders access to life changing services and treatment
Program:	Downtown Austin Community Court Program (DACCP)
Program Objective:	The purpose of the DACCP is to provide creative and individualized sentencing options to Class C public order offenders in order to hold offenders accountable for their action, reduce the recidivism rate, restore the debt they owe to the community as a result of their offenses, and to provide supportive services to assist them with modifying their offending behavior.
Program Results Measures:	<ol style="list-style-type: none"> 1. % of defendants arraigned within eighteen (18) hours 2. % of defendants who complete treatment recommendations 3. % of defendants who complete their community service sentence

Activity:	Community Services Restitution (CSR)
Activity Objective:	The purpose of the CSR activity is to provide visible, restorative justice to the community by holding defendants accountable for their actions by linking criminal activity to a consequence.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Individualized sentencing to CSR based upon assessment of the defendant • Mandatory CSR with supervision • Accountability and tracking services • Perform projects that restore the community
Activity Performance Measures:	<p><u>Results</u>: % of defendants who complete their court mandated CSR hours</p> <p><u>Efficiency</u>: Cost per CSR hour</p> <p><u>Demand</u>: Number expected defendants ordered to community service</p> <p><u>Output</u>: Number of defendants completing CSR hours</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Stacey Shorter, Program Manager DACCP

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	To restore public order to our community
Mission:	The purpose of the DACCP is to collaboratively address the quality of life issues of all residents in the downtown Austin community through the swift, creative sentencing of public order offenders.
Goals:	<ul style="list-style-type: none"> • Link the criminal justice system, social services and the community to promote accountability of offenders while providing holistic solutions to the causes of their criminal behavior • Reduce the recidivism rate of Class C Misdemeanors • Implement a pilot program that is affordable yet responsive to it's clients • Improve public order conditions in downtown Austin • Promote a commitment that the court is proactively serving justice • To provide offenders access to life changing services and treatment
Program:	Downtown Austin Community Court Program (DACCP)
Program Objective:	The purpose of the DACCP is to provide creative and individualized sentencing options to Class C public order offenders in order to hold offenders accountable for their action, reduce the recidivism rate, restore the debt they owe to the community as a result of their offenses, and to provide supportive services to assist them with modifying their offending behavior.
Program Results Measures:	<ol style="list-style-type: none"> 1. % of defendants arraigned within eighteen (18) hours 2. % of defendants who complete treatment recommendations 3. % of defendants who complete their community service sentence

Activity:	Social Services
Activity Objective:	The purpose of the social services activity is to provide access to an entrée of social services that can improve and promote life-changing behavior.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Individualized assessment of needs for all defendants • Access to a continuum of treatment options including: <ul style="list-style-type: none"> Substance Abuse Counseling Mental Health Services Health Care Workforce Development Housing Services Child Care <p>Case Management and Follow-up Services</p>
Activity Performance Measures:	<p><u>Results</u>: % of offenders who complete treatment recommendations</p> <p><u>Efficiency</u>: Cost per defendant referred to Social Services</p> <p><u>Demand</u>: % Number expected defendants</p> <p><u>Output</u>: Number arraigned to enter treatment program</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Stacey Shorter, Program Manager DACCP

ALIGNMENT WORKSHEET BY ACTIVITY	
Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	To restore public order to our community
Mission:	The purpose of the DACCP is to collaboratively address the quality of life issues of all residents in the downtown Austin community through the swift, creative sentencing of public order offenders.
Goals:	<ul style="list-style-type: none"> • Link the criminal justice system, social services and the community to promote accountability of offenders while providing holistic solutions to the causes of their criminal behavior • Reduce the recidivism rate of Class C Misdemeanors • Implement a pilot program that is affordable yet responsive to it's clients • Improve public order conditions in downtown Austin • Promote a commitment that the court is proactively serving justice • To provide offenders access to life changing services and treatment
Program:	Downtown Austin Community Court Program (DACCP)
Program Objective:	The purpose of the DACCP is to provide creative and individualized sentencing options to Class C public order offenders in order to hold offenders accountable for their action, reduce the recidivism rate, restore the debt they owe to the community as a result of their offenses, and to provide supportive services to assist them with modifying their offending behavior.
Program Results Measures:	<ol style="list-style-type: none"> 1. % of defendants arraigned within eighteen (18) hours 2. % of defendants who complete treatment recommendations 3. % of defendants who complete their community service sentence

Activity:	Arraignment
Activity Objective:	The purpose of the arraignment activity is to magistrate defendants in downtown Austin charged with Class C public order misdemeanors (non-traffic) in downtown Austin in order to craft alternative sentencing options to render swift, accountable justice.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • Process defendants in central booking • Inform defendants of: <ul style="list-style-type: none"> • The Community Court process • Their rights and options • Their obligations within the process
Activity Performance Measures:	<u>Results:</u> % of defendants arraigned within eighteen (18) hours <u>Efficiency:</u> Cost per defendant <u>Demand:</u> Number expected defendants <u>Output:</u> Number arraigned defendants
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Stacey Shorter, Program Manager DACCP

ALIGNMENT WORKSHEET BY ACTIVITY

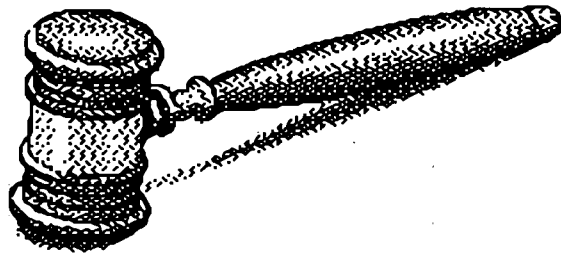
Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Downtown Austin Community Court Program (DACCP)
Program Objective:	To provide alternative sentencing options to selected defendants in order to reduce recidivism rate and repay community for damages done.
Program Results Measures:	<ul style="list-style-type: none"> • Arraigned within eighteen (18) hours • % repeat offenders • Number defendants who complete CSR
Activity:	Arraignment
Activity Objective:	Provides magistration to defendants in downtown Austin arrested for Class C misdemeanors (non-traffic) in order to present alternative sentencing options in a timely manner.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • • •
Activity Performance Measures:	<p><u>Results:</u> Arraigned within eighteen (18) hours</p> <p><u>Efficiency:</u> Cost per defendant</p> <p><u>Demand:</u> Number expected defendants</p> <p><u>Output:</u> Number arraigned defendants</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	DACCP Division Manager 433-4833

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Downtown Austin Community Court Program (DACCP)
Program Objective:	To provide alternative sentencing options to selected defendants in order to reduce recidivism rate and repay community for damages done.
Program Results Measures:	<ul style="list-style-type: none"> • Arraigned within eighteen (18) hours • % repeat offenders • Number defendants who complete CSR
Activity:	Social Services
Activity Objective:	Provides a gateway to a variety of social services to defendants in order to reduce the recidivism rate.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • • •
Activity Performance Measures:	<p><u>Results</u>: % repeat offenders</p> <p><u>Efficiency</u>: Cost per defendant referred to Social Services</p> <p><u>Demand</u>: % Number expected defendants</p> <p><u>Output</u>: Number arraigned to enter "gateway"</p>
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Mitchell Solomon DACCP Division Manager

ALIGNMENT WORKSHEET BY ACTIVITY

Business Plan Element	Results
City of Austin Vision:	We want Austin to be the most livable community in the country.
Vision (optional):	Best managed large Court in Texas
Mission:	The purpose of the Court Administration of COA Municipal Court is to provide support services to the Judiciary, Mayor, City Council, City Manager and the public in order to provide justice.
Goals:	<ul style="list-style-type: none"> • Improve Customer Service • Improve Organizational Health • Integrate Technology into the Future
Program:	Downtown Austin Community Court Program (DACCP)
Program Objective:	To provide alternative sentencing options to selected defendants in order to reduce recidivism rate and repay community for damages done.
Program Results Measures:	<ul style="list-style-type: none"> • Arraigned within eighteen (18) hours • % repeat offenders • Number defendants who complete CSR
Activity:	Community Services Restitution (CSR)
Activity Objective:	Provides visible restitution to the community in order to repair damages done to the community.
Services that Comprise the Activity:	<ul style="list-style-type: none"> • • •
Activity Performance Measures:	<u>Results:</u> Number defendants who complete CSR <u>Efficiency:</u> Cost per CSR hour <u>Demand:</u> Number expected defendants <u>Output:</u> Number arraigned to Community Services
Individual Employee (SSPR): (not required in 1999-2000)	
Responsible Employee:	Mitchell Solomon DACCP Division Manager



City of Austin Municipal Court

Development of the Annual Report
Annual Report

Development of the Annual Report

An integral part of the overall process of improving the operations of the court is the development of key performance measures to link the court's program costs to measurable and understandable outputs. By recently going through a process of re-examining the court's processes and preparing a business alignment plan, we have taken a new look at how we measure the success of our activities.

Nearly a year ago when we began the process of improving our planning, we realized the role of the court in city government needed to be explained better. We needed to produce a document that explained what we do, how well we do it and how much it costs. This led to the development of a comprehensive annual report for our court. It is primarily a communication tool designed to educate elected officials and citizens about the court.

Businesses use annual reports as a communication tool for shareholders to explain the nature of their business and the success or failure of that business. We adapted and expanded this format to better educate the people that we report to and other stakeholders.

The key elements of the court's annual report are the program descriptions, statistical and budget data, photographs of the staff, and charts. The heart of the annual report are the charts showing key performance data for the year and comparing it to historical data.

Performance measurement has been an area of focus for a number of years. The American Heritage Dictionary defines "performance" as the way in which someone or something functions.

According to A. Halachmi and G. Bouckaert, "Introduction: Performance Appraisal and Rubik's Cube" in *Organizational Performance and Measurement in the Public Sector* (Quorum Books, 1996), the growing demand for government to be more responsive, accountable, and frugal with resources pushes performance measurement into the limelight. Halachmi and Bouckaert draw an analogy between developing a solid performance measurement system and solving Rubik's Cube - in measuring performance some organizations will do a better job than others in manipulating and matching the various components of the system.

P. Epstein, *Using Performance Measurement in Local Government*, (Van Nostrand Reinhold, 1984), writes that performance measurement can provide both external (public) accountability and internal (management) accountability for local government performance.

Ingo Keilitz, *The Trial Court Performance Standards: A Strategic Management Tool* (The Court Manager, 1991), maintains that forming a strategy may entail linking what the court has done well with areas needing improvement, or directing resources away from areas of low or diminishing results toward areas of high or increasing results.

L. Alwin, *Managing for Results: Performance Measures in Government* (LBJ School of Public Affairs, Conference Proceedings, 1994) maintains that performance measurement in government is not an end in itself, but a systematic means for promoting continuous improvement in public policies and programs.

D. Ammons, *Municipal Benchmarks* (Sage Publications, 1996), argues that without the pressure of competition or the unforgiving bottom line of profit or loss, governmental units are apt to neglect performance measurement as they focus on more pressing matters but outstanding organizations carefully monitor and record the relevant dimensions of performance - they know the important facts and figures - and they act on that knowledge. Ammons goes on to identify the important functions of performance measurement:

- Accountability
- Planning / Budgeting
- Operational Improvement
- Program Evaluation / MBO / Performance Appraisal
- Reallocation of resources
- Directing operations / contract monitoring

S. Grifel, *Organizational Culture: Its Importance in Performance Measurement* (Public Management, 1994), writes that implementing a performance measurement system means change for an organization and this can be as limited as merely presenting data annually in the budget document or as pervasive as affecting every

aspect of an organization's management, budget, and reward system. Grifel offers some practical advice for successful implementation of performance measures:

- Start with a few key measures
- Use existing data whenever possible
- Audit the data periodically
- Allow for explanatory information
- Find a balance between reporting too few and too many measures
- Use the data at the operating manager's level

T. Peters and B. Waterman, *In Search of Excellence: Lessons from America's Best Run Companies* (Harper & Row, 1982), characterize top companies as measurement happy and performance oriented and those companies carefully monitor and record the relevant dimensions of performance. They know the facts and figures and they act on that knowledge.

H. Hatry, *Eleven Ways to Make Performance Measurement More Useful to Public Managers* (Public Management, 1994), offers eleven suggestions for improving information usefulness:

- Address service quality and outcomes explicitly when reviewing services and programs
- Ask program managers to set a target for each performance indicator and assess progress regularly against these targets.
- Provide performance data in a timely manner
- Calculate key breakouts of the data for each indicator
- Include indicators of both intermediate outcomes and end outcomes in the performance measurement process
- Ask programs to provide explanatory information with each performance report particularly for unexpectedly high or low performances on particular indicators
- In agency training programs, routinely provide information on performance measurement and its uses to supervisors and managers
- Incorporate outcome-related performance requirements into contracts wherever feasible

- Consider including service quality and outcome progress information as part of the performance appraisal process for internal employees, especially supervisors and managers
- Use information on service quality outcomes in formulating and justifying budgets
- Avoid expectations that outcome information will indicate the causes of the outcomes.

J. Kirchhoff, *Public Services Production in Context: Toward a Multilevel, Multistakeholder Model* (Public Productivity & Management Review, 1997), argues performance measurement needs to be put into a realistic context that incorporates the multi-level, multi-goal, multi-stakeholder nature of public policy and the constraints on public manager's decisions. Kirchhoff proposes a contextual model interpreting the public production system as a continuous flow of resources and energy from its broadest point, where public policy making results in formal goals and appropriations, to its implementation at succeeding levels of government and eventual output as direct service delivery yielding fixed, measurable, direct service capacities.

G. Gianakis, "Integrating Performance Measurement and Budgeting" in *Organizational Performance and Measurement in the Public Sector* (Quorum Books, 1996), writes that a program measurement system tied to the resource allocation process can help enhance communication in the policy-making process and can be the organizational glue in the new organizational forms of the future that will rely less on hierarchical authority systems. Gianakis also advocates using citizen surveys to increase public participation in the policy making process and as a means to collect valuable data related to the effectiveness of your programs.

R.S. Kravchuk, *Designing Effective Performance Measurement Systems Under the Government Performance and Results Act of 1993* (Public Administration Review, 1996), warns that a system of performance measures does no good if it does not inform decision makers and it can do great harm if it misrepresents, misleads, or introduces perverse behavioral incentives.

Kravchuk identifies a set of general performance measurement challenges including:

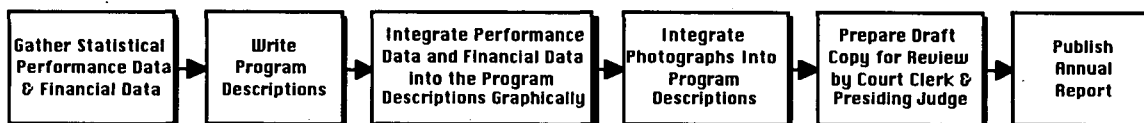
- Divergent perspectives (different audiences require different information)
- Unclear mission and objectives
- Multiple and contradictory organizational, program and system goals
- Lack of consideration of the full range of outputs and outcomes
- Measuring customer satisfaction in a regulatory environment

D. O'Toole and B. Stipak, "Implementing Service Efforts and Accomplishments Reporting: The Portland Experience" in *Organizational Performance and Measurement in the Public Sector* (Quorum Books, 1996), examine a new concept known as service efforts and accomplishments reporting. O'Toole and Stipak report on the City of Portland's use of service efforts and accomplishments (SEA) reporting and the goals for that report which were:

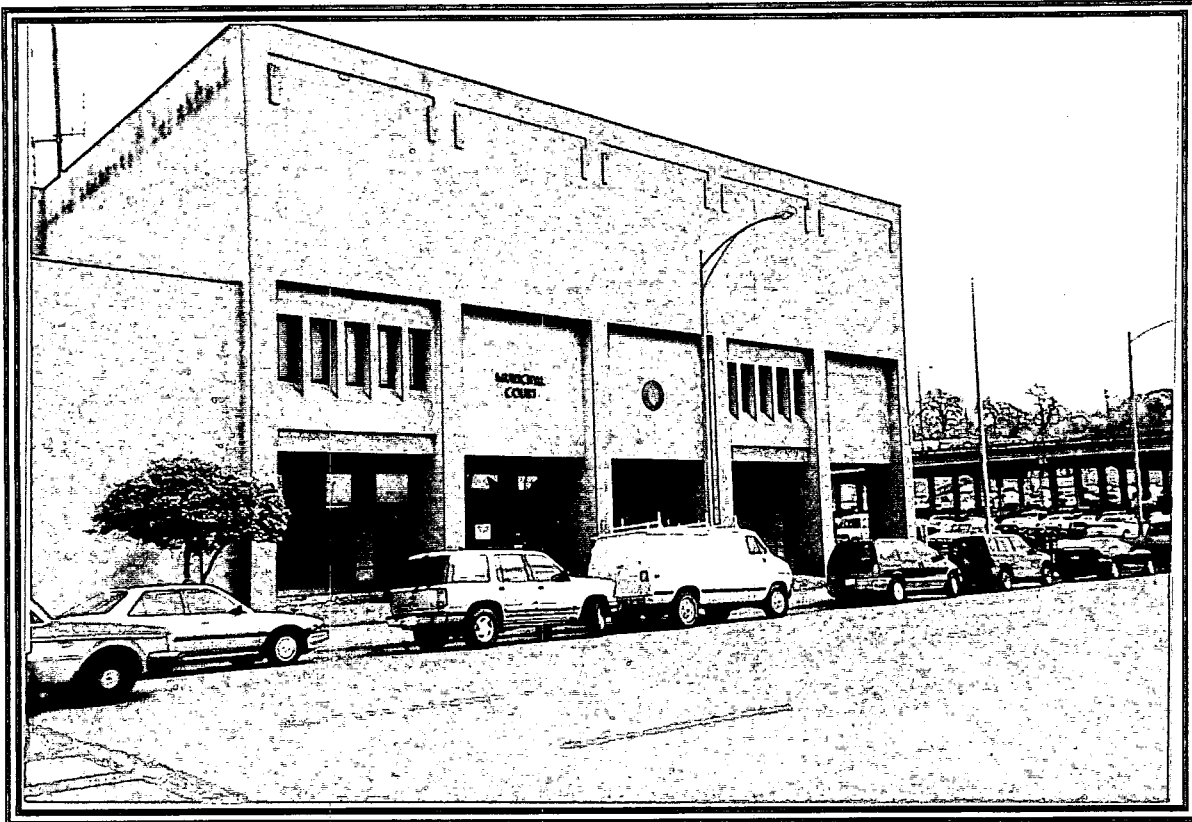
- To improve accountability through annual public reports on service performance
- To improve city programs by providing useful information to managers and elected officials

The City of Austin Municipal Court's annual report was designed to improve the awareness levels of elected officials, city officials, and citizens of court activities. The major goals that I had in developing the annual report were to use existing data wherever possible, focus on the major services or activities, keep the program descriptions simple and easy to understand, avoid using court jargon as much as possible, provide explanations for performance variations, and focus on the future.

The process of putting the annual report together looked like this:



The Annual Report took approximately six weeks of work to put together. The most difficult part of the process was pulling together the divergent performance data and verifying accuracy. Since the report has been published, I have gotten some very positive feedback from City Hall regarding the report.



City of Austin Municipal Court

ANNUAL REPORT

for

FY 1997-98

Penny Wilkov, Municipal Court Presiding Judge
Paul D. Martin, Clerk of the Municipal Court



City of Austin

Founded by Congress, Republic of Texas, 1839
Municipal Court, 700 East 7th Street, P.O. Box 2135, Austin, Texas 78768
Telephone 512/433-4800 FAX 512/433-4882

To: Mayor Watson
Mayor Pro Tem Goodman
Council Member Garcia
Council Member Griffith
Council Member Lewis
Council Member Slusher
Council Member Spelman

From: Judge Penny Wilkov, Presiding Judge
Paul D. Martin, Clerk of the Municipal Court

Penny A. Wilkov
Paul D. Martin

Date: March 8, 1999

Subject: Municipal Court Annual Report

It is our pleasure to submit for your review the Municipal Court Annual Report for Fiscal Year 1997-98. The past year was characterized by changes in leadership, a re-organization of Court Administration, a new spirit of cooperation between the Judiciary and Court Administration, and continuing improvement to the Court's operations.

Fiscal Year 1997-98 was one of the busiest years in the history of the Court. The Court finished the year by setting a new record for revenue collections and expenditures were under budget.

We look to the future focused upon three key areas: customer service, organizational health, and technology. Our staff continues to be our best asset and they are up to the challenge ahead. Your support of the Municipal Court will guarantee that we succeed.

We would like to thank the City Manager, Jesus Garza, and the Court Liaison, Assistant City Manager Marcia Conners, for their advice and support this year. Special thanks to Joe Canales, who was the Acting Court Clerk for the first half of the year.

If you have any questions or need additional information, please let us know.



1997-98 Municipal Court Annual Report

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1997-98 Municipal Court Annual Report

INTRODUCTION

This report covers the combined key operational indicators and organizational changes for the Judicial and Administrative organizations of the City of Austin Municipal Court for the fiscal year 1997-98.

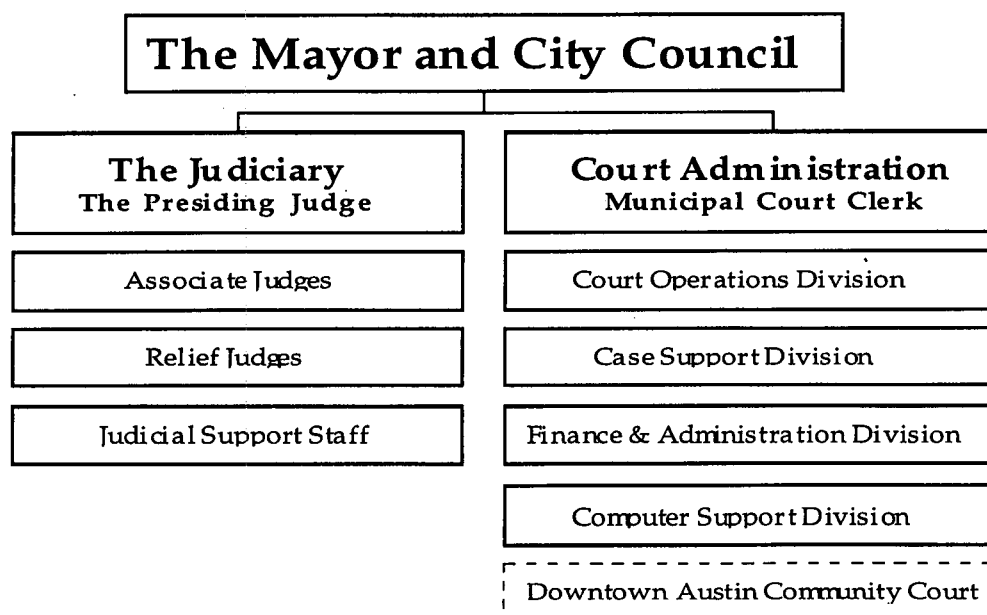
Fiscal year 1997-98 was characterized by a large volume of case filings, high case clearance and collection rates, operational improvement, and organizational change.

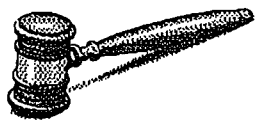
This was a period of leadership transition and change for the Court. Joe Canales served as Acting Clerk of the Municipal for the first half of the year. Judge Penny Wilkov was re-appointed as the Presiding Judge in March 1998, and Mr. Paul D. Martin was appointed in May 1998 as the Clerk of the Municipal Court.

ORGANIZATION

The City of Austin Municipal Court is the Judicial Branch of city government. The Court is organized into two sections, the Judiciary and Court Administration. The Judges and the Clerk of the Court are appointed by the City Council. In March 1998, the City Council appointed the Presiding Judge and eight full-time Judges. Court Administration was reorganized in August 1998 to streamline operations and improve customer service. The organizational chart below shows the new structure of the Court.

City of Austin Municipal Court Organizational Structure





1997-98 Municipal Court Annual Report

City of Austin Municipal Court Judiciary

Presiding Judge

Penny Wilkov

Associate Judges

Evelyn Mckee

Celia Castro

Elisabeth Earle

Ronald Meyerson

Mitchell Soloman

John Vasquez

Charles Wood

Kerrie Key

Relief Judges

Suzanne Berkel

Beverly Landers

Jo Clifton



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THE CITY OF AUSTIN MUNICIPAL COURT

Judiciary

MUNICIPAL COURT JUDICIAL VISION STATEMENT

By the Year 2000, We will be a Streamlined,
Involved, Community Oriented Court with
Improved Enforcement Capabilities.

We will be a Model for Other Cities.

MUNICIPAL COURT JUDICIAL MISSION STATEMENT

The Mission of the Judiciary is to Provide Fair and Impartial
Justice to the Citizens of Austin

MUNICIPAL COURT JUDICIAL GOALS

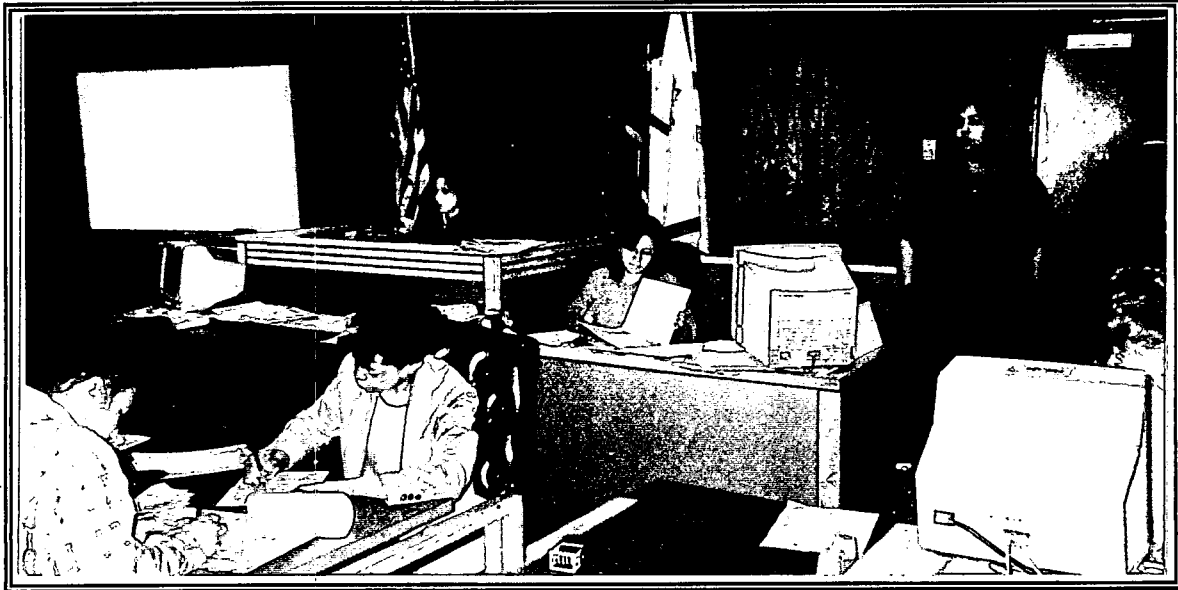
Increase Use of Technology in the Courtrooms
Reduce the Number of Repeat Offenders
Increase Perception of Public Safety by the Community
Improved Municipal Court Facility
Better Enforcement of Court Orders



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The Judiciary

The Judicial section of the City of Austin Municipal Court is comprised of the Presiding Judge and eight Associate Judges. There are also three part-time Relief Judges. Supporting the Judges is a staff of four administrative personnel.



Presiding Judge Penny Wilkov conducting a bench trial

Municipal Court Judges conduct trials and hearings, which include special dockets such as the State Minor Docket, and the City Ordinance Docket.

Municipal Court Judges have jurisdiction over the following:

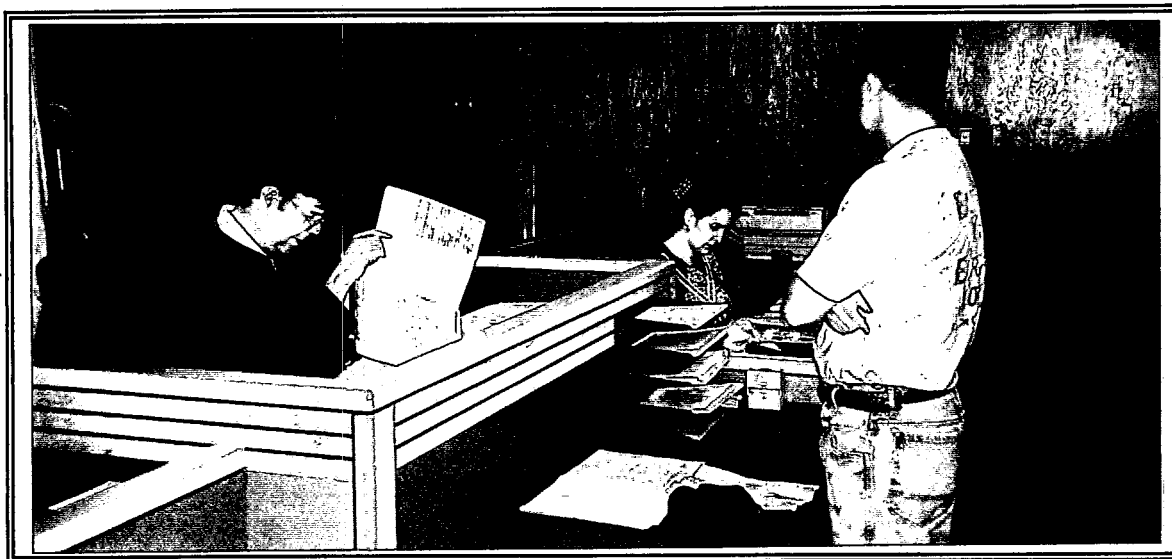
Fine only offenses occurring within city limits and arising under State Law, including: Transportation Code violations, Penal Code violations, Alcoholic Beverage Code violations, and Health and Safety Code violations.

Fine only offenses occurring within city limits and arising under City Ordinance, including: Public Safety violations, Fire Safety violations, Zoning violations, Public Health violations, and Sanitation violations.

The Presiding Judge is responsible for the creation and scheduling of the Court dockets. Court dockets are scheduled, day and evening, 365 days a year. The types of scheduled dockets include: mitigation, traffic and misdemeanor appearance and trial, environmental appearance and trial, revocation, junk vehicle, juvenile/curfew, and administrative hearings.



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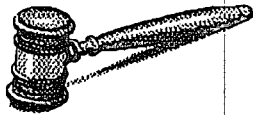


Judge Meyerson conducting a traffic appearance docket

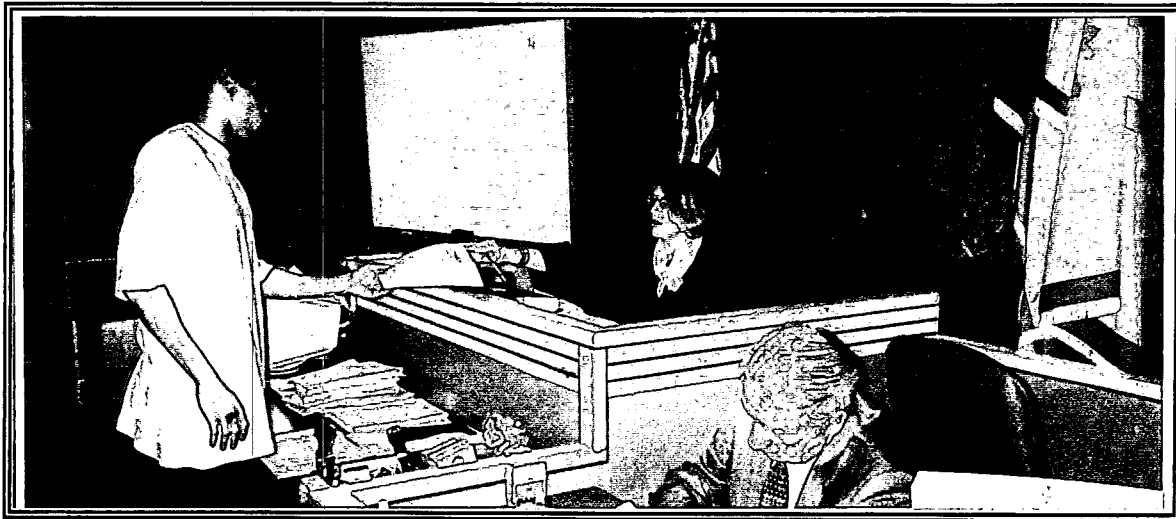
Approximately 150,844 cases were set for all of the dockets. One of the largest volume dockets in FY 97-98 was the appearance docket. When a person receives a citation from the police or other enforcement agencies, he or she signs a statement on the citation agreeing to appear in court by a certain date to answer to the charge filed against him or her. Many defendants enter a no contest or guilty plea and choose to pay a fine or request driving safety. However, they also have the right to enter a not guilty plea and request a trial. If they choose this course, they are scheduled for the traffic or misdemeanor appearance dockets.

Of the 239,055 traffic cases filed at the Court, the Traffic Appearance Docket had a total of 44,866 of these cases scheduled this year which was 18.8% of all traffic cases filed. Of the 49,485 misdemeanor cases filed at the Court, the Misdemeanor Appearance Docket had a total of 10,487 of these cases scheduled this year, which was 21.2% of all misdemeanor cases filed. There were also 2,367 traffic and misdemeanor cases scheduled for the Jury Trial Appearance Docket.

The Traffic, Misdemeanor and Jury Trial Appearance Dockets are regularly scheduled dockets staffed by City Prosecutors, a Judge and support staff. These dockets serve as a pre-trial proceeding for all cases where the defendant has entered a not guilty plea and requested a trial. At these dockets, the defendant is given the opportunity to request driving safety, deferred adjudication, or other probationary programs or to present proof of insurance, license or inspection documents. This is designed to speed early resolution of the case. If the defendant is not prepared to resolve the case in the pre-trial appearance dockets, the case is set for trial before a Judge (bench trial) or jury (jury trial) at a future date, and witnesses such as a police officer are subpoenaed for the trial.



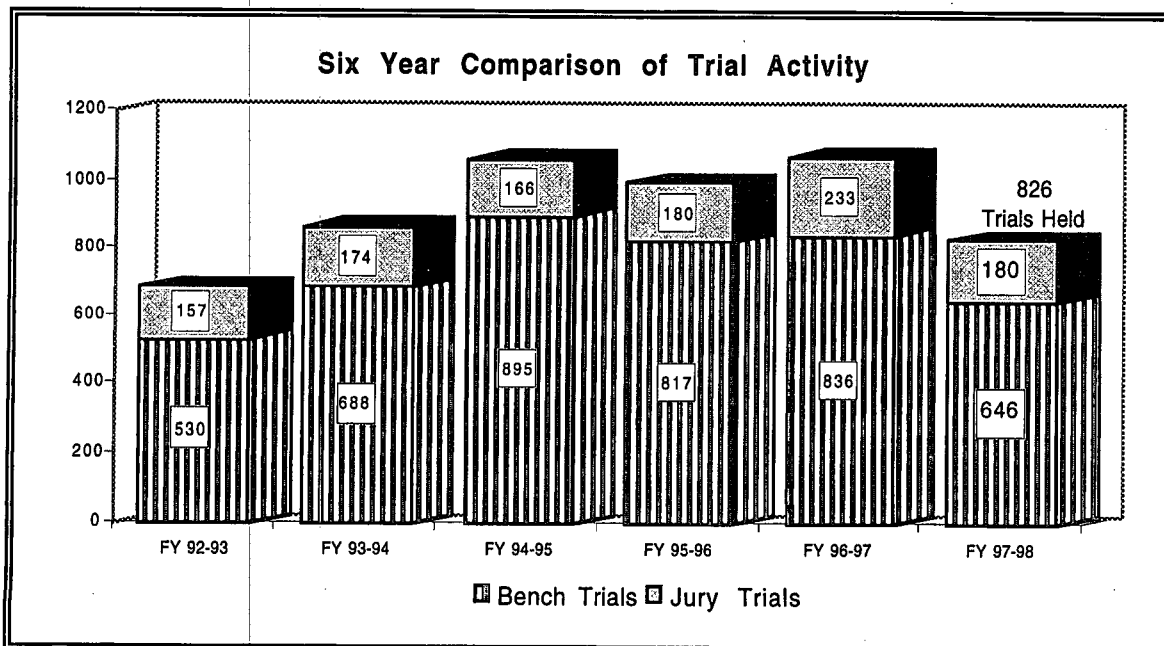
1997-98 Municipal Court Annual Report



Judge Key conducting a Misdemeanor Appearance Docket

When a case goes to trial, the City Prosecutor first presents the case. The defense may then present rebuttal evidence to support its assertion of innocence. At the conclusion of a bench trial, the Judge makes a determination of guilt or innocence based upon the facts presented. In a jury trial, that determination is made by a jury.

In FY 97-98 there were 8,832 cases scheduled for bench trials and 6,791 cases scheduled for jury trials. Early case resolution at the pre-trial appearance dockets, combined with an increase in the percentage of persons choosing to pay a fine rather than go to Court, were the primary factors in a decline of both bench trials and jury trials.



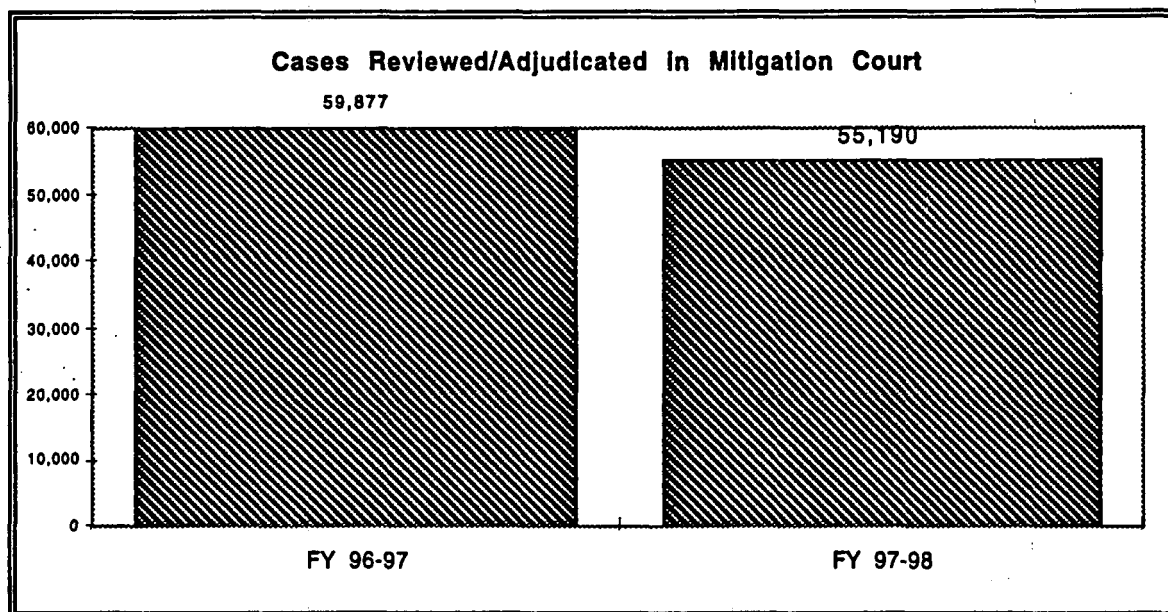
The Number Of Trials Held Declined By 22.7% From The Previous Year



1997-98 Municipal Court Annual Report

Closely following the appearance dockets in case volume is the Mitigation Docket. The Mitigation Docket is a walk-in docket open to the public with one or two judges available to hear payment plan and community service requests, missed Court appearance explanations, late driving safety course problems and other difficulties.

Many of defendants appearing at these dockets have multiple arrest warrants and commitments. The Mitigation Docket, like the pre-trial appearance dockets, is designed to offer defendants early and immediate case resolution without having to go to trial.

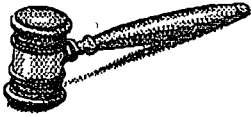


A New Policy of Handling Mitigation Cases Administratively Reduced Caseload by 7.9%

Changes to the Mitigation Docket were made toward the end of the fiscal year to allow some of the defendants the option to resolve their cases administratively rather than appearing before a Judge. This caused a decline in the number of cases scheduled for the Mitigation Docket compared to the previous year. It is having the positive effect of resolving cases more quickly.

Changes to State law and City ordinances have given the Municipal Court more jurisdiction over violations of the law by juveniles. Various statutes have given the Municipal Court the authority to require the appearance of both the juvenile and the parent or guardian at the juvenile docket.

Curfew violations, theft, assault, traffic violations, alcohol possession and consumption, tobacco possession and consumption and other offenses are typical of those that come before the Court.

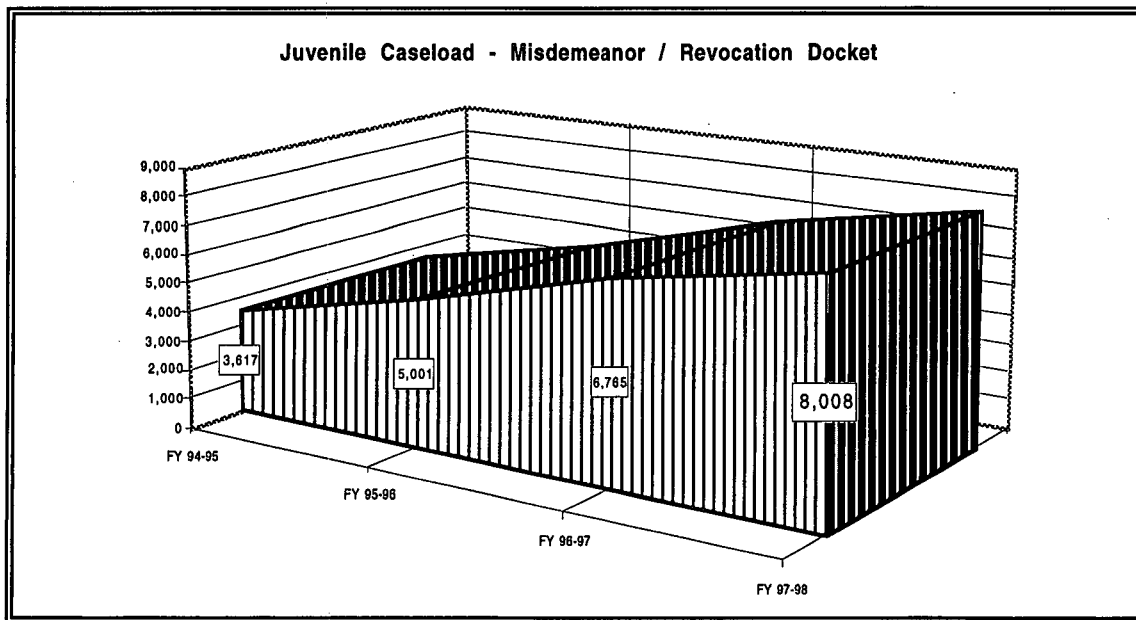


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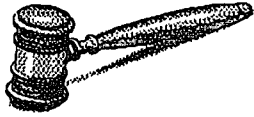


Judge Solomon hearing a case on the Juvenile Docket

The caseload for juvenile offenses has been increasing over the past few years, and several dockets have been added to accommodate the expanding number of juvenile citations issued due to new legislation and increased enforcement. Caseload in the Juvenile Misdemeanor and Revocation Dockets increased by 18.4% over the previous year caseload.



Juvenile case filings have been increasing due to legislation and enforcement



1997-98 Municipal Court Annual Report

In addition to this large caseload, there were 4,530 cases scheduled for the State Minor Traffic Appearance Docket. The cases scheduled for this docket include moving and non-moving traffic violations.

In many juvenile cases, the Judge has the option to order counseling and community service in lieu of fine payment for first and second offenders. For three or more offenses, the Judge may choose to transfer the cases to Travis County Juvenile Court.

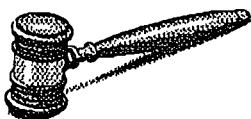


Judge Vasquez Conducting a Jail Arraignment

In addition to a busy pre-trial and trial docket schedule, Municipal Court Judges are responsible for the magistration of prisoners in the Central Booking Facility charged with more serious offenses such as class A & B misdemeanors and 1st, 2nd and 3rd degree felonies and State jail felonies.

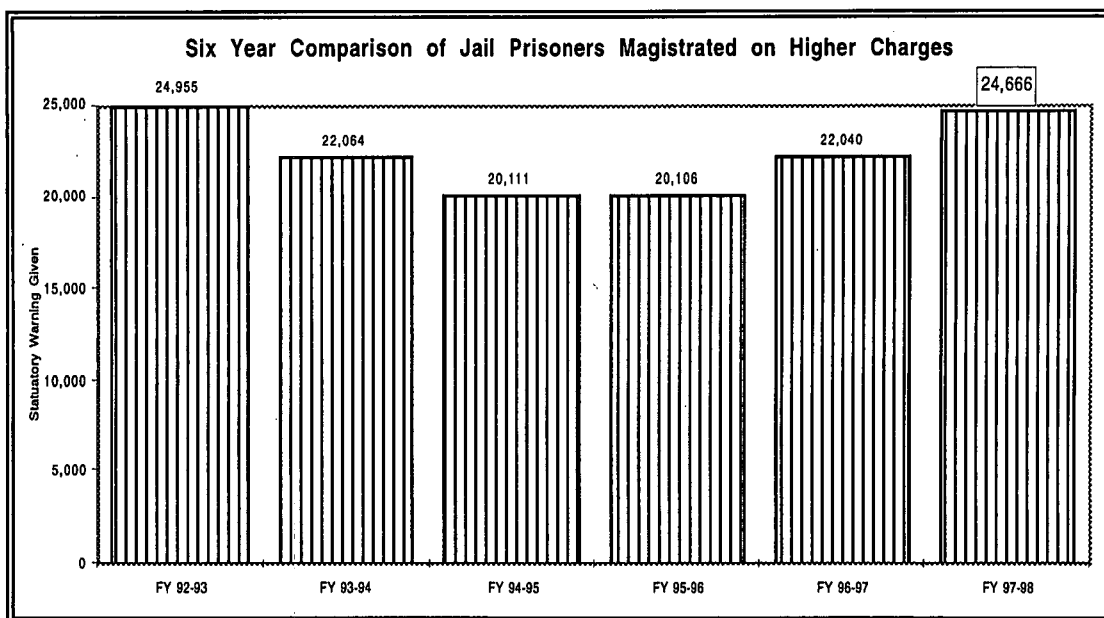
When jail prisoners are magistrated, the Judge is responsible for administering statutory warnings, setting bond, and ruling on release on bond.

A requirement of the Interlocal Jail Consolidation Agreement between Travis County and the City is that jail magistration or "jail call" dockets be held 3 times a day, 365 days a year to arraign persons who are arrested by the Austin Police Department or other law enforcement agencies and booked into the Central Booking Facility.



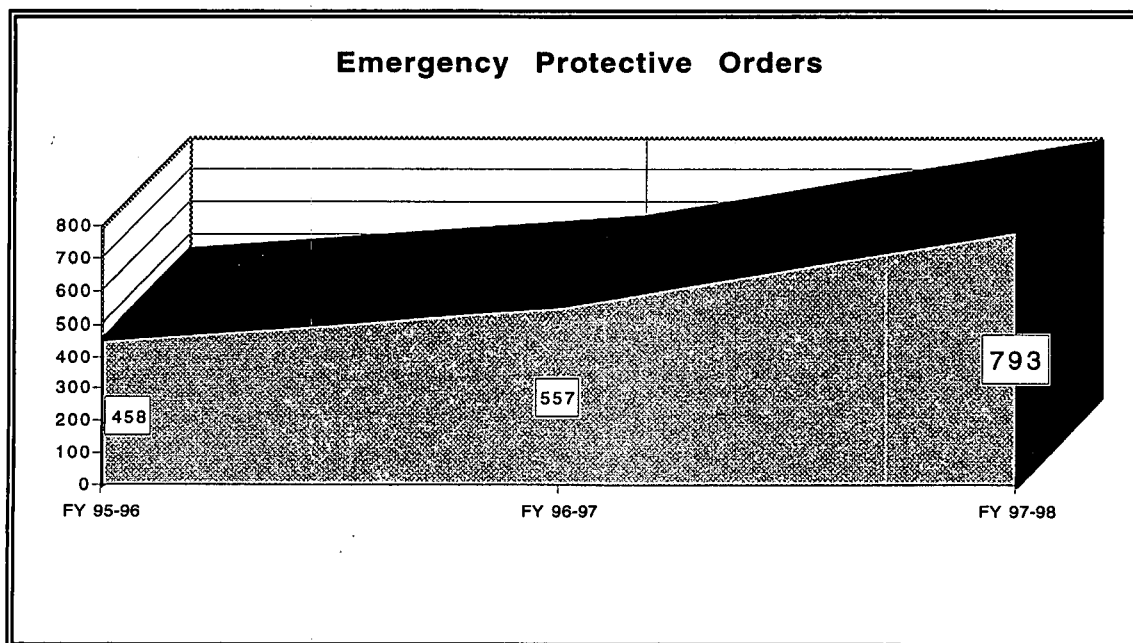
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Statutory warnings given to jail prisoners has been increasing over the past three years

Other judicial responsibilities include: determination of probable cause in cases filed by various law enforcement agencies within Travis County, and issuance of arrest warrants, search warrants, and emergency protective orders.

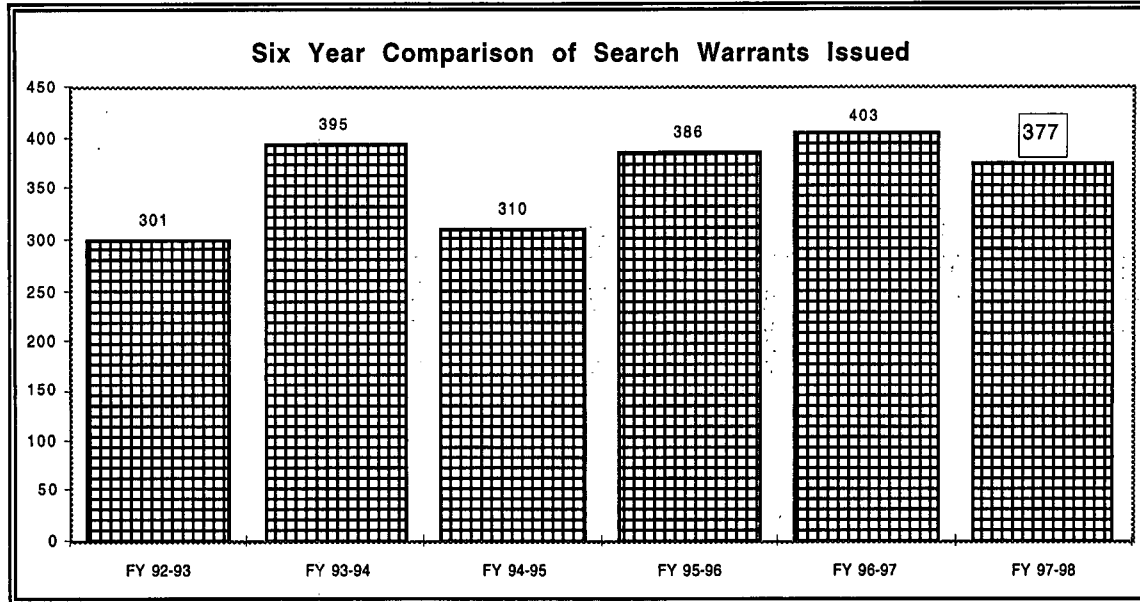


The issuance of emergency protective orders increased by 42.4%

Municipal Court Judges have the authority to issue emergency protective orders in family violence and stalking cases. The protective orders are generally requested by either the responding police officer or the victim in the case.

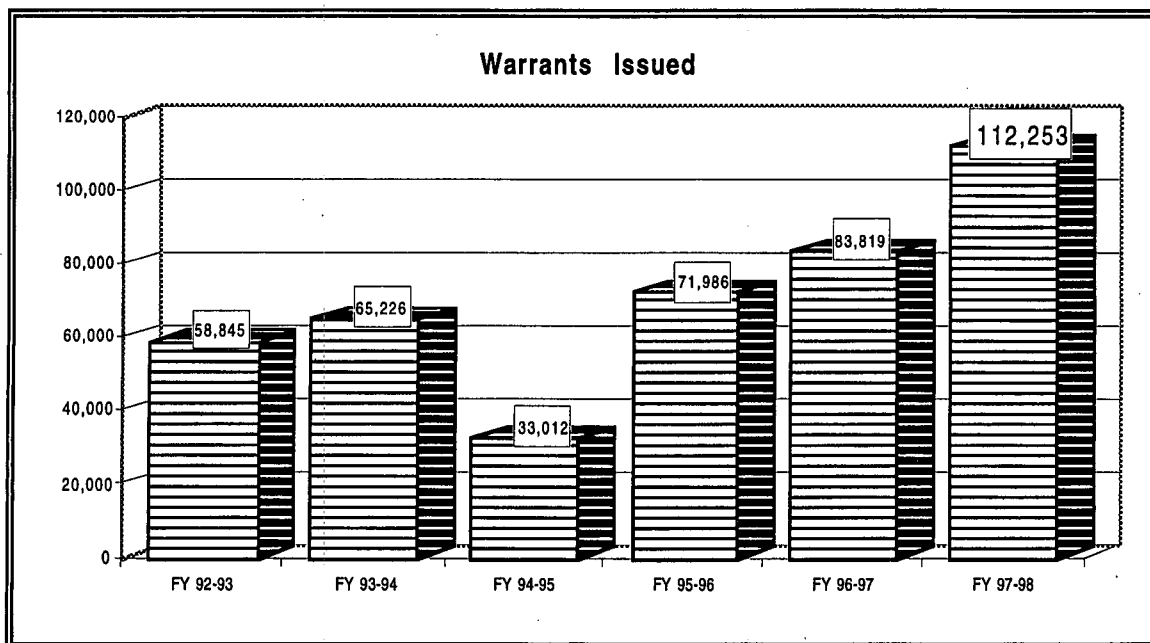


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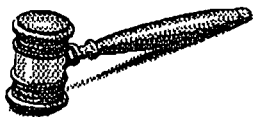


Judges issue search warrants 24 hours a day, 365 days a year

When defendants fail to appear in Court or otherwise respond to the charges filed against them, the Court issues a warrant for their arrest. An important part of the Judicial workload is the review and signing of the probable cause affidavit and the arrest warrant. A record number of arrest warrants totaling 112,253 were reviewed and issued by the Judges. This was a 33.9% increase in workload from the previous year.



A dramatic increase in warrant review and issuance



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This year was a very busy and productive year for the Judges. Here is a list of some of the more notable Judicial accomplishments:

- Magistrated 40,232 jail prisoners
- Reviewed and issued 112,253 arrest warrants
- Conducted 826 trials
- Participated in the planning for relocation of the Central Booking Facility
- Increased the number of arrest warrants signed
- Planned a Judicial Evaluation Program
- Revised and updated the Municipal Court Local Rules
- Revised the Surety Bond Program
- Improved the Revocation Docket procedures to clear a 4,000 case backlog
- Conducted training at the Police Academy on jail booking issues
- Improved the Community Service Restitution Program
- Helped implement an emergency Water Conservation Plan
- Participated in the planning for the Downtown Austin Community Court
- Participated in the planning for the Juvenile Attention Center
- Implemented a juvenile alcohol and tobacco offense program
- Conducted team building exercises
- Held a strategic planning retreat



1997-98 Municipal Court Annual Report

City of Austin Municipal Court **Administration**

Clerk of the Municipal Court
Paul D. Martin



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THE CITY OF AUSTIN MUNICIPAL COURT

Administration

MUNICIPAL COURT ADMINISTRATION VISION STATEMENT

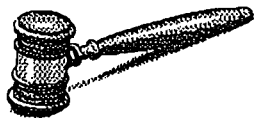
Best Managed Large Court In Texas

MUNICIPAL COURT ADMINISTRATION MISSION STATEMENT

Support the Judiciary
Support the Mayor and City Council
Support the City Government and the City Manager
Assist the Public with Competence and Patience
Manage Court Operations with Skill and Economy

MUNICIPAL COURT ADMINISTRATION GOALS

Improve Customer Service
Improve Organizational Health
Improve Technology into the Future



1997-98 Municipal Court Annual Report

Court Administration

Court Administration is comprised of four operational divisions led by the Clerk of the Municipal Court, Paul D. Martin. The divisions are: Court Operations, Case Support, Finance and Administration, and Computer Support.

The primary mission of Court Administration is to provide administrative support to the Judiciary. Major support services offered by Court Administration include the following:

Initiating criminal misdemeanor and civil parking cases

Assisting customers at the public service counters

Answering correspondence

Processing fine payments

Collecting State taxes

Collecting City of Austin General Fund and Child Safety Fund Revenue

Coordinating, scheduling and publishing daily Court dockets

Operating a 24 hour a day Magistration Support program

Operating a mainframe caseload management system

Operating a Local Area Network

Managing Court records

Issuing, processing and verifying arrest warrants 24 hours a day

Arresting persons with Class "C" warrants

Administering a civil adjudication of parking violations program

Reporting key statistics to the Texas Judicial Council

Developing financial reports, forecasts, and departmental budgets

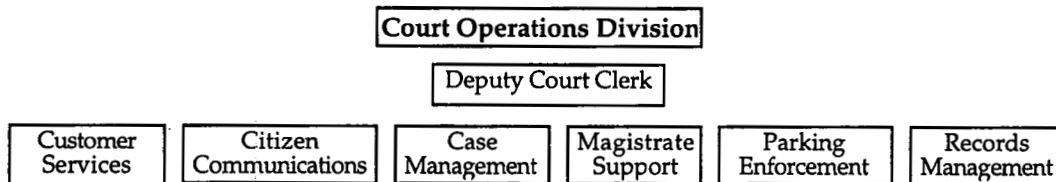


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Court Operations Division

The Court Operations Division was created in FY 97-98. It is the largest division in the Court and is responsible for a high percentage of citizen contacts. It provides diverse services ranging from case initiation to magistration and parking adjudication to accepting fine payments.

The Court Operations Division is composed of the Customer Services Program, Citizen Communications Program, Case Management Program, Magistrate Support Program, Parking Enforcement and Records Management.



A. Customer Services

The Customer Service Section is responsible for staffing the public service windows at the Main Court Building and satellite customer service center locations. The staff handles fine payments, requests for defensive driving and other transactions.

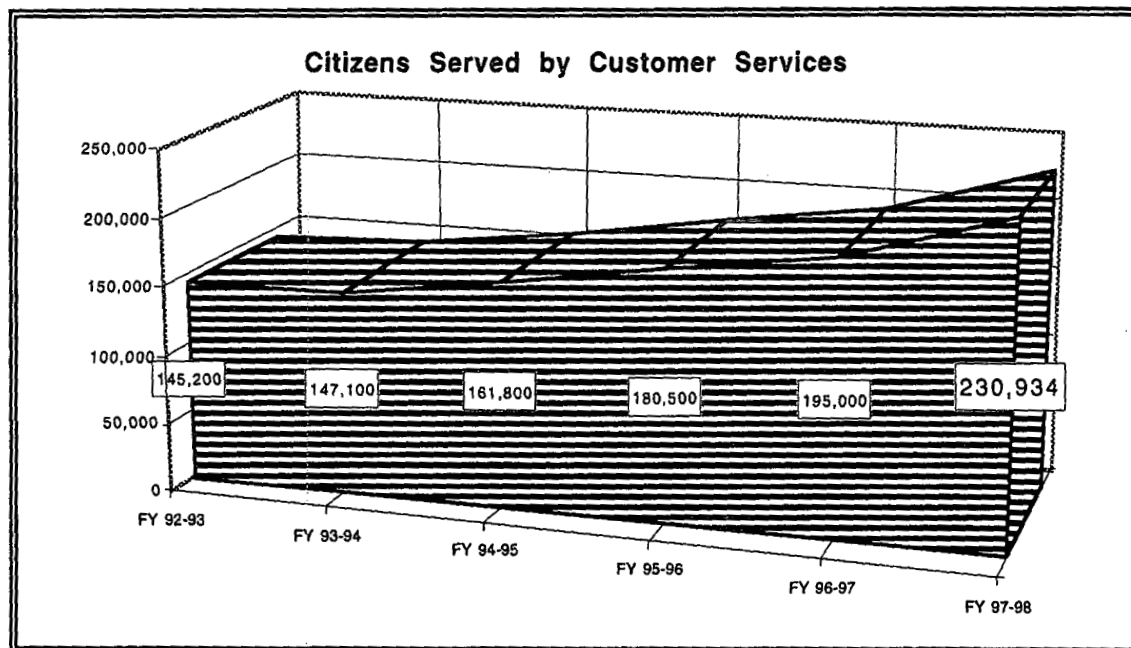
The Court has three fine payment locations: Downtown, North and South. The South Austin Court Customer Service Center is located in the Cherry Creek Plaza Center. The North Austin Court Customer Service Center is located in the North Austin Police Department Substation.



Customer Service staff takes fine payments from defendants



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The number of citizens served at all locations increased dramatically

The number of customers served by Customer Services at the Main Court Building and the Court Customer Service Centers totaled 230,934, an increase of 18.5% from the previous year. This increase in front counter traffic was the result of increased voluntary compliance as well as a stepped up delinquent warning notice and enforcement program aimed at motivating defendants to take care of their obligations before the Court.

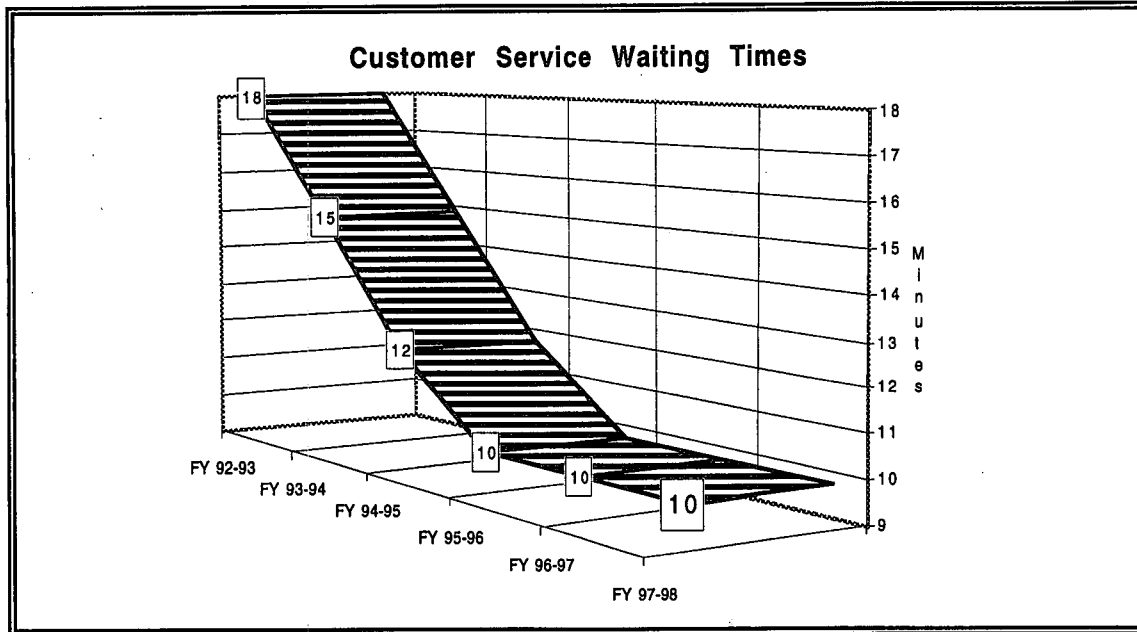


A defendant requests case information at the South Austin Court Customer Service Center

The Court Customer Service Centers in North and South Austin help bring court services closer to where people work and live.



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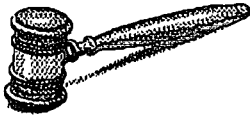


The average waiting time goal of 10 minutes was maintained

The average waiting time for service at the customer service windows remained constant from the previous year. The North and South Court Customer Service Centers, peak demand scheduling of staff, and other improvements helped keep waiting times low. Our goal remains to have average waiting times of under 10 minutes. Cashier accuracy rates consistently run 99% plus, and customer satisfaction surveys show a 93% approval rate for customer service.



The Municipal Court Customer Service Center in The North Austin Police Substation



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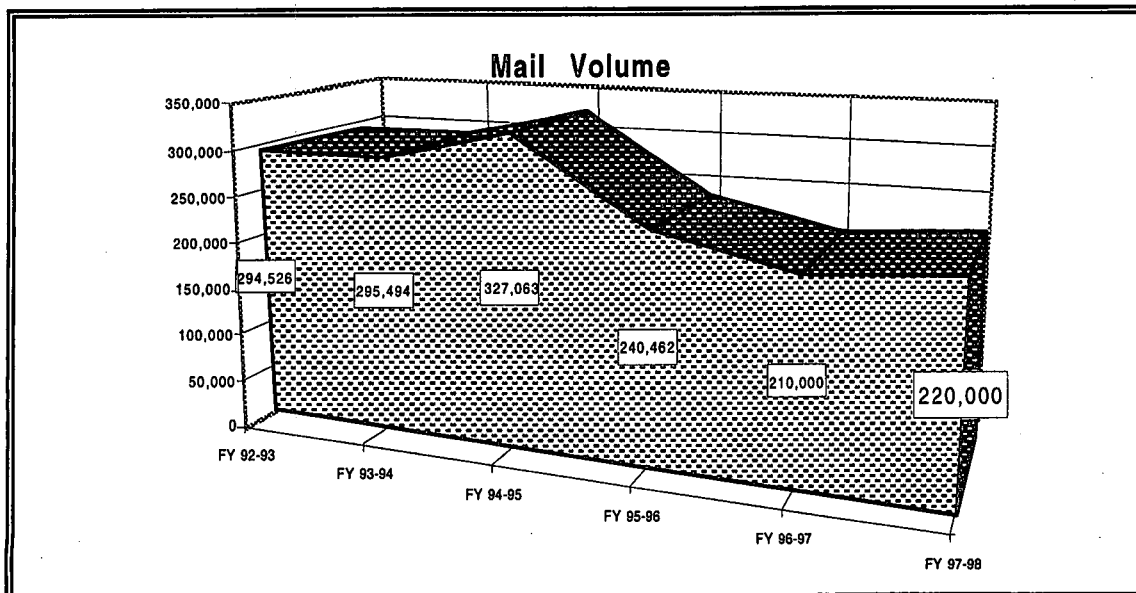
B. Citizen Communication

The Citizen Communications program is composed of the Correspondence Team and the Telephone Operator Team. The Correspondence Team is responsible for processing the mail. Mailed fine payments, requests for defensive driving, and other motions are handled by this unit.

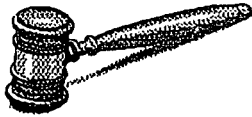


The Citizen Communication staff handle large volumes of mail

Mail volume increased in FY 97-98 after declining for three fiscal years. An aggressive mailing campaign, combined with increased encouragement to defendants to use the mail, was the primary factor in the volume increase.



Mail volume is on the rise after a three year decline



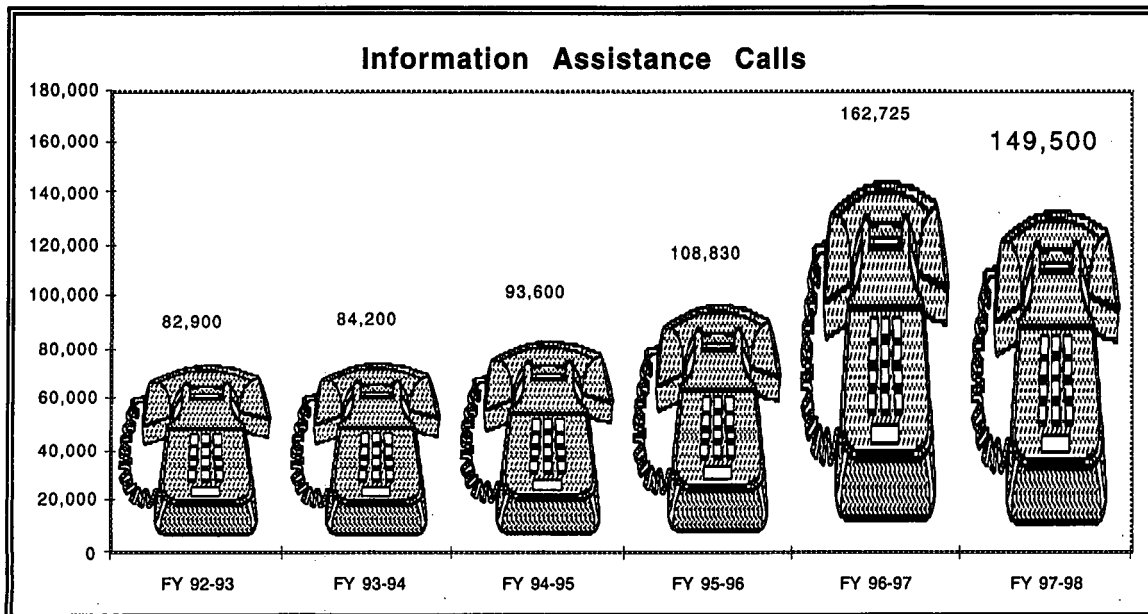
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The Citizen Communications program handles not only the mail but also thousands of information assistance calls. Over the past three years, the Court has added new computerized telephone equipment, additional trunk lines and other improvements that have combined to improve the capacity of the telephone system to better serve the public without adding additional staff.

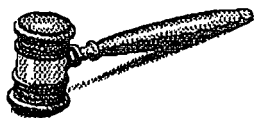


Telephone operators are now being aided by a computerized telephone system

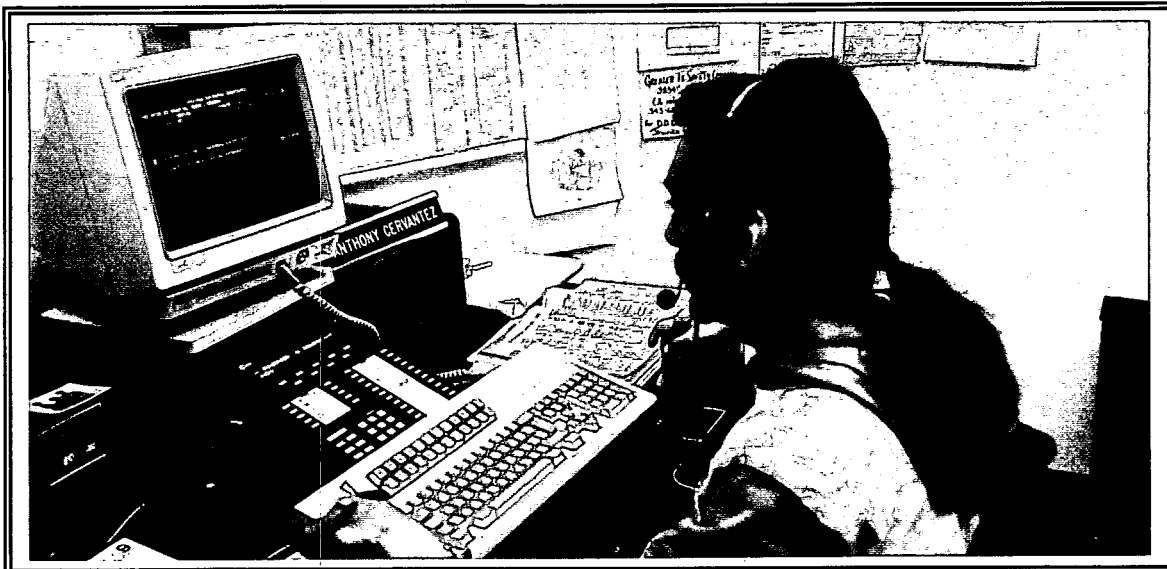
Defendants may check their case status at any time by dialing into the computerized interactive voice response system that gives fine and court appearance information around the clock.



Calls to the Information Assistance Operators remain at a high level



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The Information Assistance Operator's play an integral role in providing case information

Close to 400,000 calls were made to the main information assistance number last year. Many of the calls were handled by the computerized interactive voice response system. The telephone information assistance operators handled approximately 149,500 of these calls this year.

C. Caseflow Management

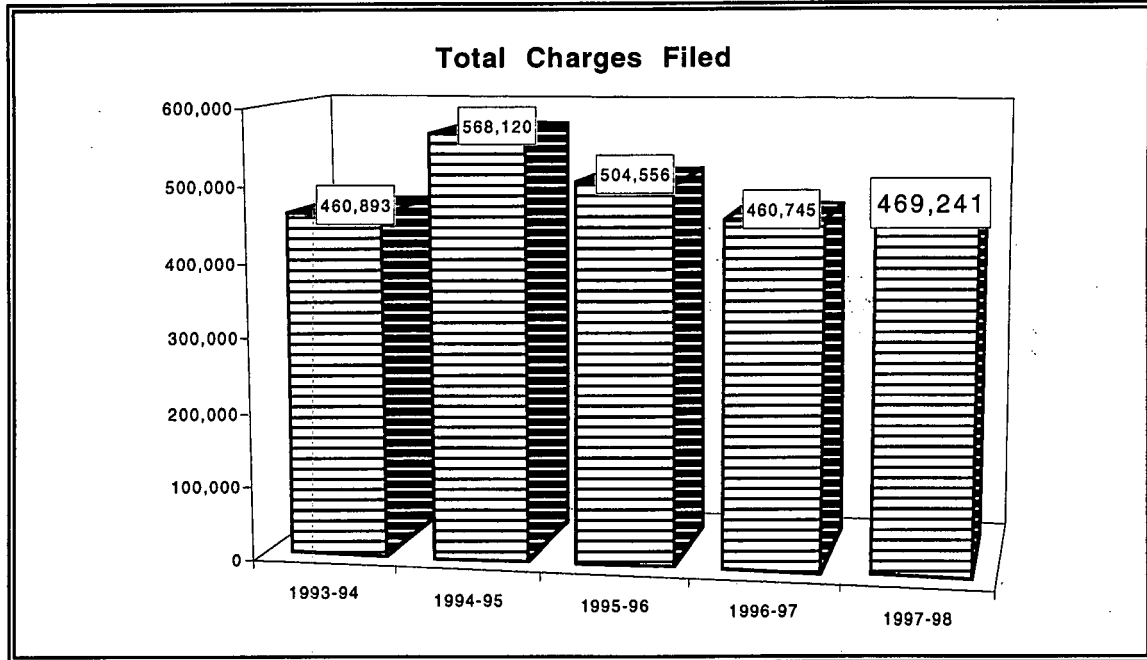
The Caseflow Management program initiates cases on the database, sets up case file folders, monitors the flow of cases through the Court, and ensures that all database changes are current and accurate.



Charges are filed by enforcement agencies and entered into the Court's database

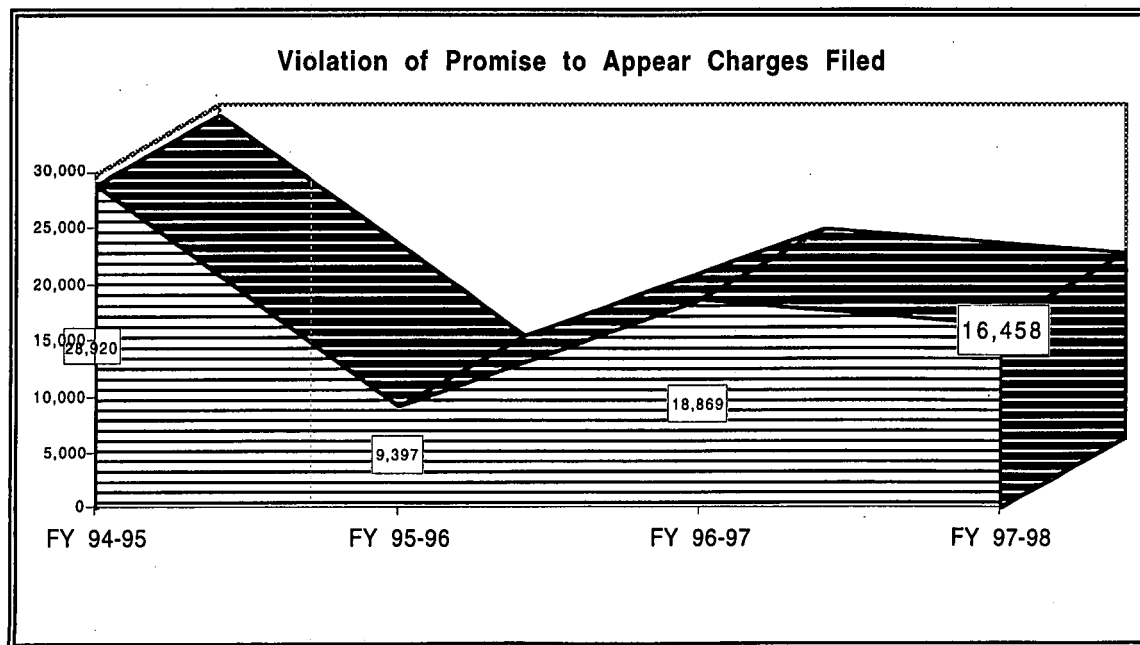


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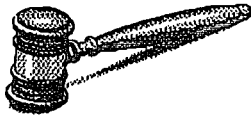


Charges filed by enforcement agencies picked up after a two year decline

The Caseflow Management program is also responsible for updating cases in the courtrooms as the Judges rule on them and the filing of the violation of promise to appear (VPTA) charges against defendants who failed to make their initial appearance at Court. The violation of promise to appear charges progressively strengthens the penalty associated with non-appearance in court.



Violation of promise to appear filings are filed against all eligible defendants



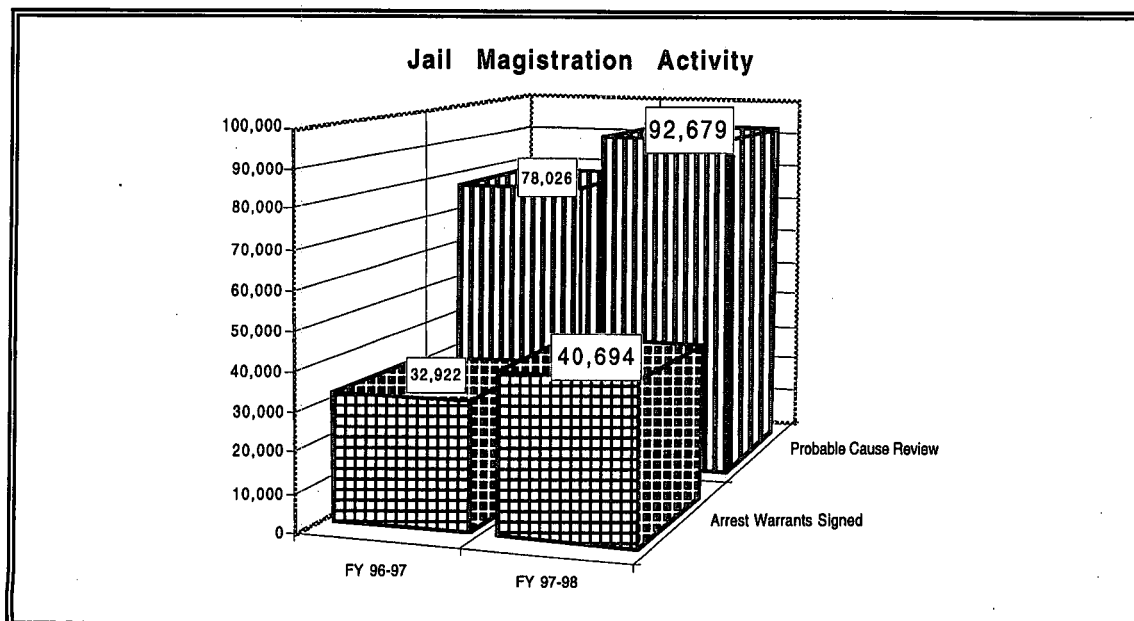
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D. Magistrate Support



Magistrate Support staff helping a police officer file charges

The Magistrate Support program provides support services by initiating charges, collecting bonds, providing clerical support for the magistration of prisoners, and other related functions on cases ranging from public intoxication to major felonies. Under the terms of the Interlocal Jail Consolidation Agreement with Travis County, the Magistrate Support program is responsible for producing the complaints for defendants arrested and booked into the Travis County Central Booking Facility on higher charges such as Class A and B misdemeanors and felonies.



Cases prepared for magistration rose 20.21% from the previous year



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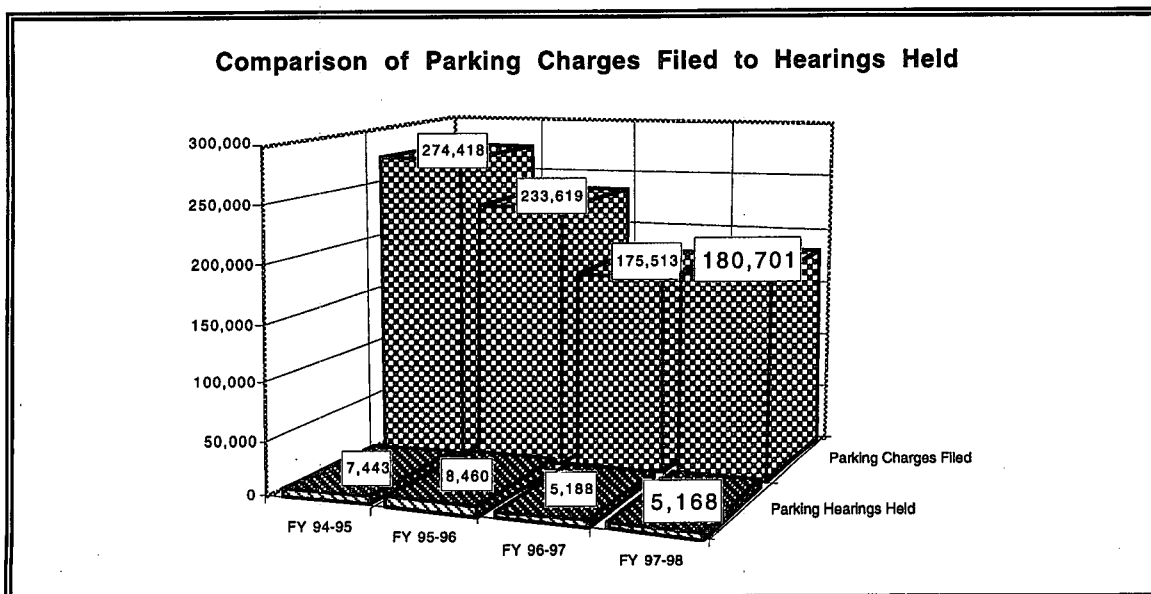
E. Parking Enforcement

The Parking Enforcement program is responsible for enforcement of City parking ordinances by use of delinquent notices and hearings. This team also coordinates the booting and towing of vehicles under Court order.



The Parking Enforcement staff confirms a boot case over the radio with Public Works

Parking offenses were decriminalized in 1992 and the City Ordinance was modified in 1997 to conform better with State law. In FY 95-96, the City lost jurisdiction over parking enforcement in the Capital Complex area. This was a contributing factor to the historical decline in citations but citation issuance levels seem to be once again trending upward.



Charges filed increased 2%, reversing a downward trend



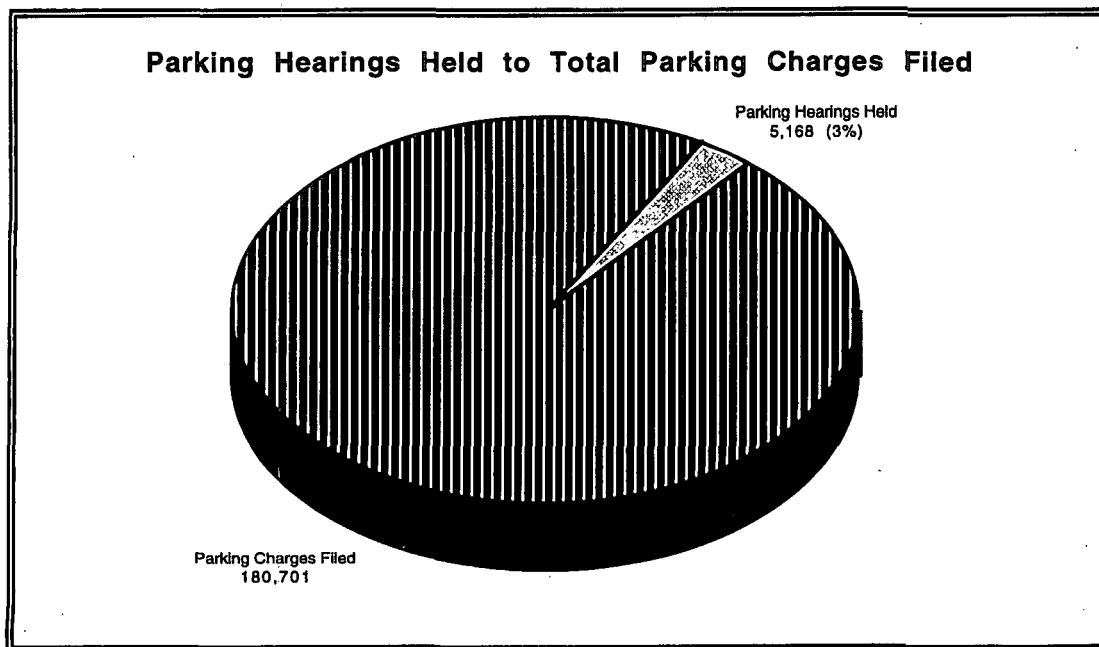
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Persons receiving parking citations have the option of paying the fine or appearing for a parking hearing with the Hearing Officer. A Hearing Officer is available to conduct instantter hearings on parking cases.

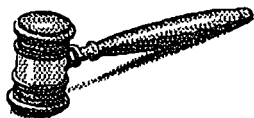


Hearing Officer conducts a parking hearing

The number of parking hearings conducted this year was relatively unchanged from the previous year. Though the number of parking citations filed increased, the number of hearings went from 5,188 in FY 96-97 to 5,168 in the current year.



Parking Hearings were held on 3% of all the parking charges filed last year

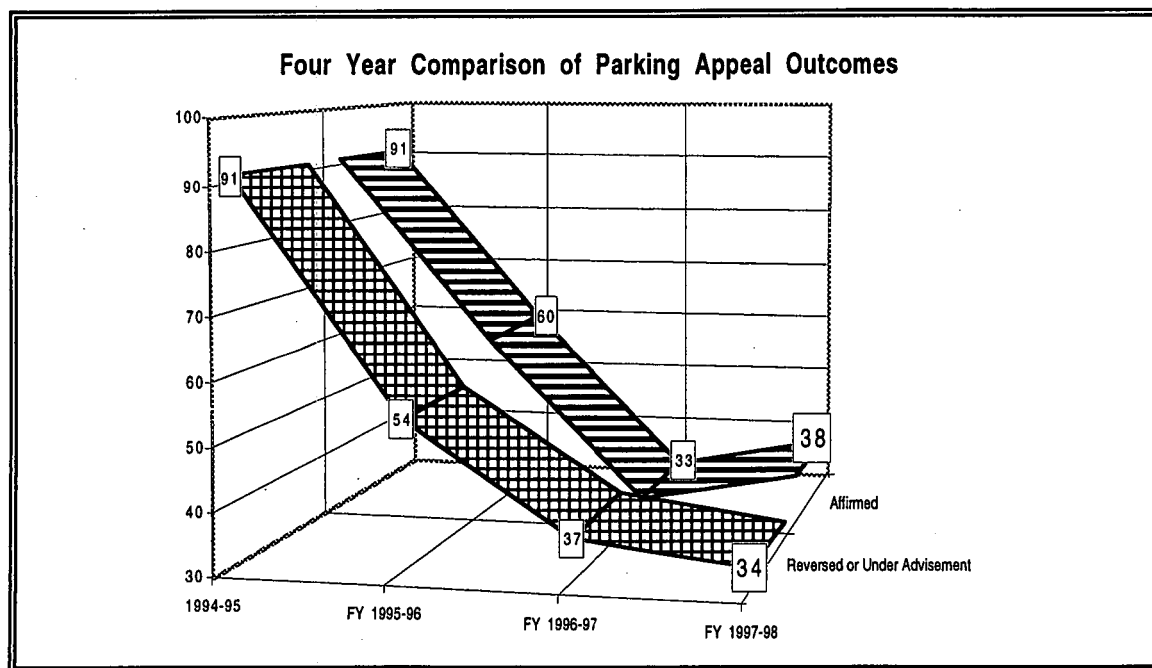


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The Hearing Officer, after taking the vehicle owner's testimony, can find the vehicle owner liable or not liable. The parking hearings held resulted in the following decisions:

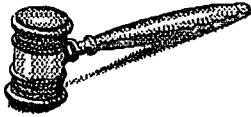
	<u>Hearings</u>	<u>Percentage</u>
FY 94-95 Total Number of Findings of Liable	3,243	44.0%
FY 95-96 Total Number of Findings of Liable	4,332	51.2%
FY 96-97 Total Number of Findings of Liable	2,801	54.0%
FY 97-98 Total Number of Findings of Liable	2,636	51.0%
FY 94-95 Total Number of Findings of Not Liable	4,200	56.0%
FY 95-96 Total Number of Findings of Not Liable	4,128	48.8%
FY 96-97 Total Number of Findings of Not Liable	2,386	46.0%
FY 97-98 Total Number of Findings of Not Liable	2,532	49.0%

Citizens have the right to appeal the ruling of the Hearing Officer to a Judge at an appeal hearing if they disagree with the outcome of the parking hearing. There were 72 parking case appeals which represented 1.4% of all cases heard by the Hearing Officer and only 0.04% of all parking violations filed last year.

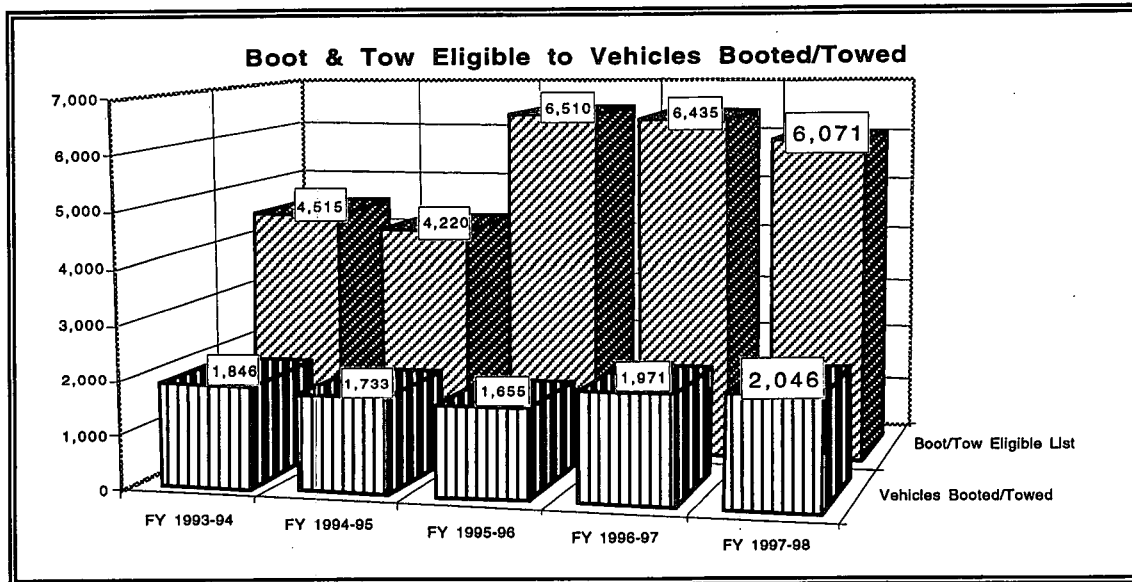


Parking case appeals have leveled off

If a citizen fails to pay a fine or appear for a hearing, the fine increases and a delinquent notice is sent. Unpaid parking tickets make a vehicle eligible for booting or towing. When a vehicle is located and booted or towed, it is not released until all fines and fees are paid or other arrangements are made.



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The inventory of eligible vehicles declined due to improved case clearance

The number of eligible boot and tow cases declined by 5.66% from the previous year level due to increased case clearance rates and increased enforcement efforts. The number of cars booted or towed increased by 3.81% from the previous year level due to stronger enforcement efforts that included special boot and tow enforcement crackdowns in the downtown area on weekends.

E. Records Management

The Records Section managed the 469,241 case records that were created last year. Effective records management guaranteed a 99.9% case delivery rate to Court dockets. Millions of documents were received, processed and filed.

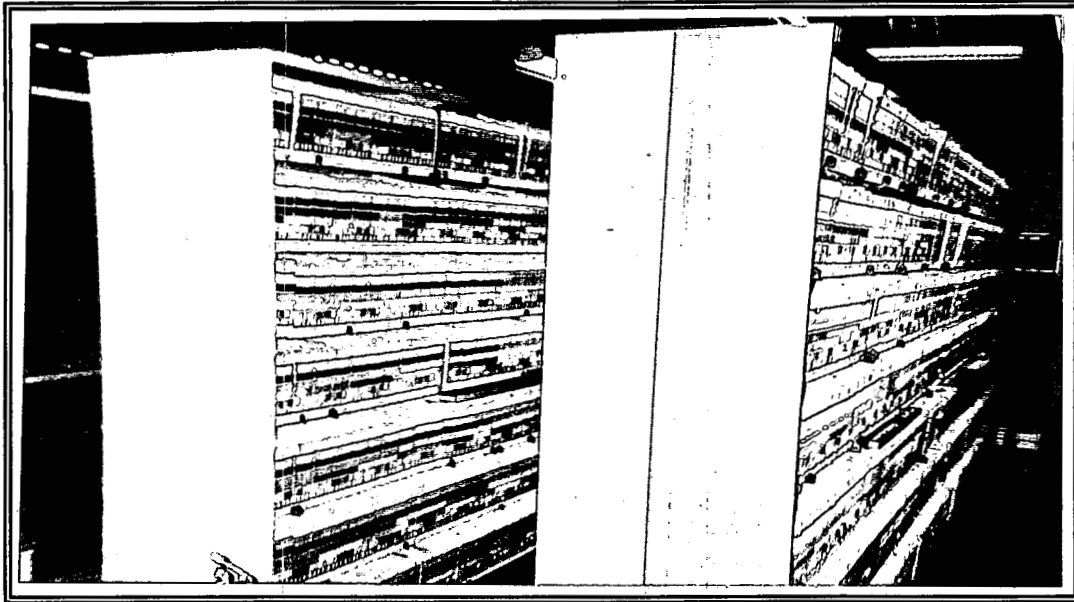


Records management is an integral function of Court operations



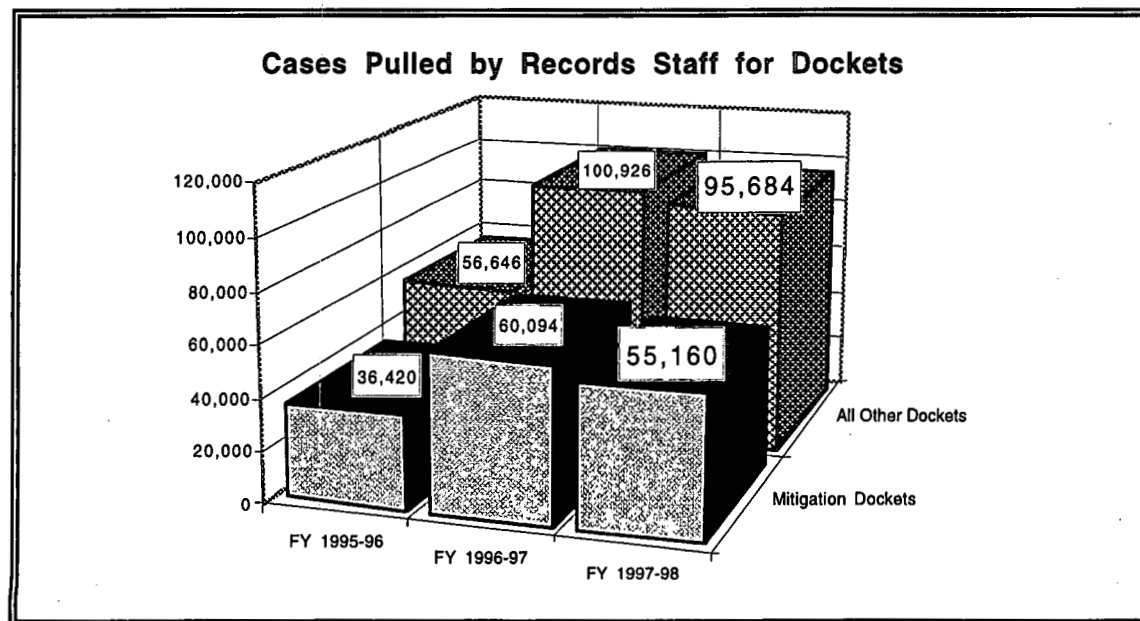
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In its current state, Records Management is a space intensive, paper intensive, and staff intensive program. The Court began planning to shift from this environment to a more advanced electronic records management system integrated with the case management system.



There are hundreds of thousands of Court case records in the Records Center

Records Management staff supports the court dockets by pulling and delivering thousands of case files a year to the courtrooms for judicial review. Records Management staff provides around the clock support for warrant verification as well.



Cases pulled declined by 6.32% due to improvements to dockets and early case resolution

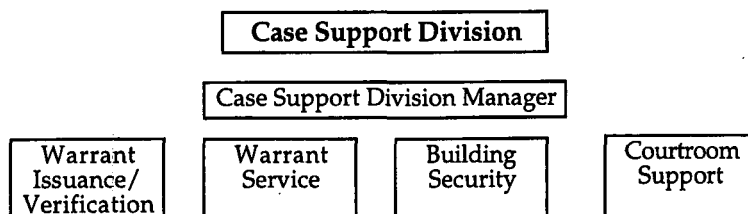


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Case Support Division

The Case Support Division was created in FY 1997-98. The Case Support Division is the second largest division within the Court and provides critical support and enforcement services.

This division is composed of the Courtroom Support program, Warrant Issuance and Verification program, Warrant Service program, and Municipal Court Building Security.



A. Warrant Initiation and Verification

The Warrant Initiation and Verification Team initiates arrest warrants and probable cause affidavits, sends delinquent warning notices, and verifies warrant information for the Police Department 24 hours-a-day.

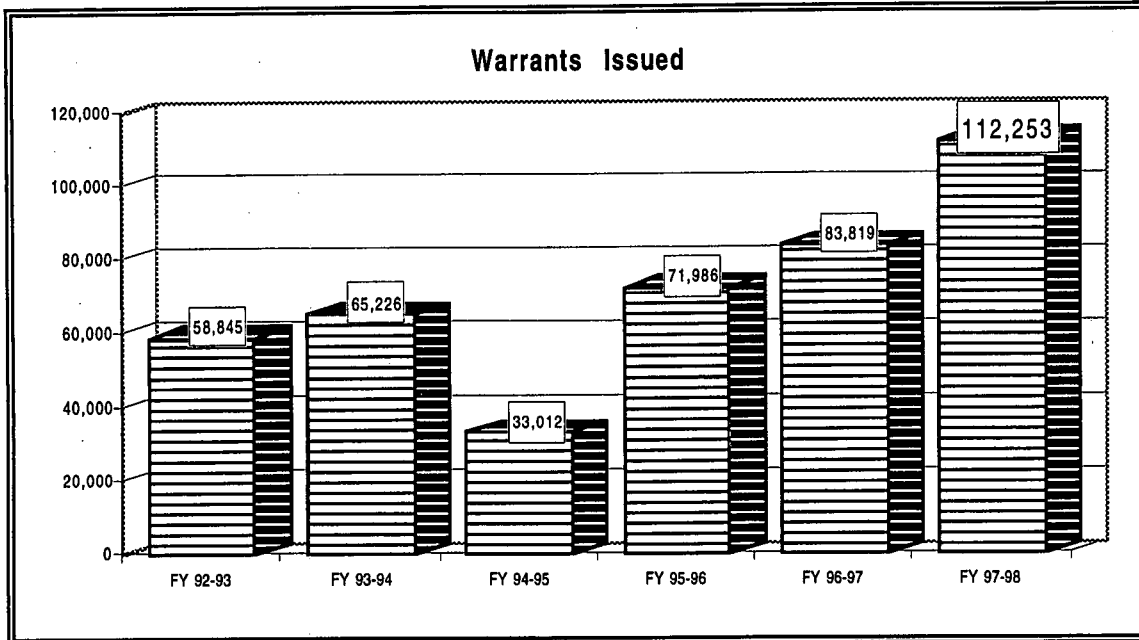


Warrant Issuance and Verification occurs around the clock

There are two types of arrest warrants issued: for failure to appear and for failure to pay fine or comply with a Judge's orders. There were 112,253 arrest warrants issued during the year. This was an increase of 33.92% from the previous year and was the largest year in the history of the Court for the issuance of arrest warrants. Increased efficiency within the Warrant Issuance and Verification program, combined with a strong warrant review and issuance initiative by the Judges, was the principle reason for the dramatic increase.



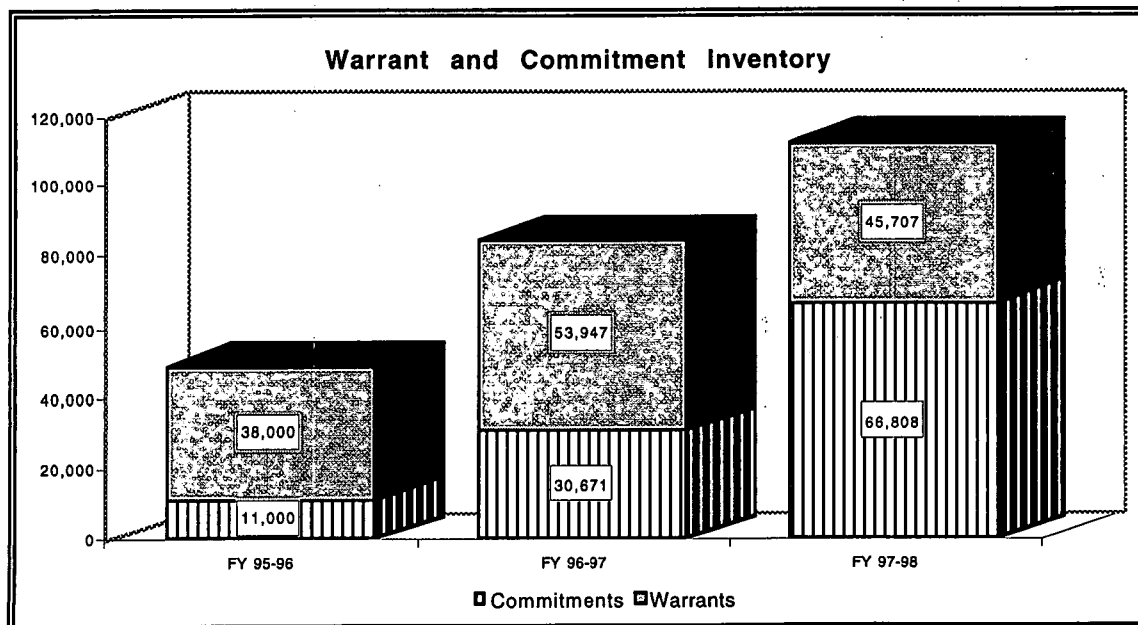
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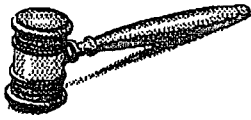
Warrant issuance rates continue to climb

A major challenge for the future is to keep the active warrant inventory down by increasing warrant notification through delinquent warning notices, making telephone calls to defendants, and increasing arrest activity by the City Marshals.

At fiscal year-end the number of active arrest warrants for failure to appear totaled 66,808, and the number of active arrest warrants for failure to pay fine or comply with Judge's Orders totaled 45,707.



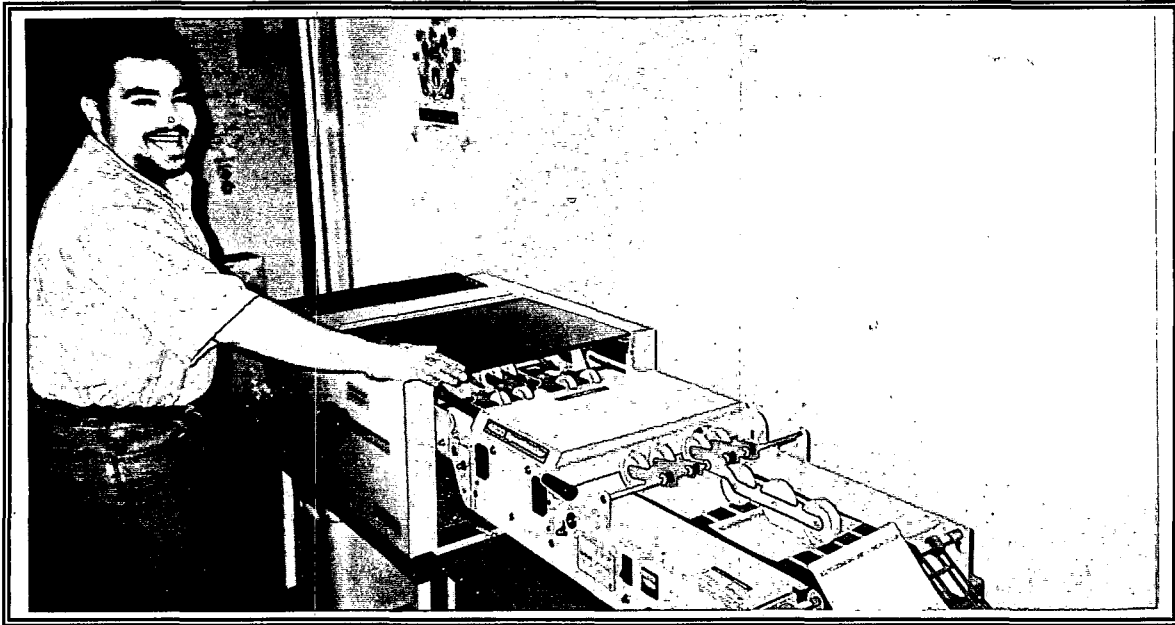
Increased warrant production boosted the active warrant inventory by 32.97%



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There is no statute of limitations on Class C warrants and commitments. They stay in the active case inventory until the fine and fees are paid or the case is dismissed. Increased efforts will be directed at collecting or clearing these cases to help manage this inventory.

The Court contracted with the Texas Department of Public Safety and a third party vendor to begin the denial of renewal of driver's licenses for persons with active warrants and commitments for driving offenses. This program began to help clear cases in FY 97-98.



Tens of thousands of delinquent notices are mailed annually

The Warrant Initiation/Verification program produced and mailed tens of thousands of delinquent notices to defendants whose cases were either pending awaiting the issuance of a warrant or who had warrants ordered against them for failure to appear, failure to pay a fine, or to comply with a Judge's orders. This delinquent notice mailing campaign provides direct support to the Warrant Service program. The end results are increased revenue collections and case clearance rates.

B. Warrant Service

The Warrant Service program is composed of City Marshals and Telephone Collection Operators. The City Marshals, who are sworn peace officers, serve arrest warrants, leave warning notices at homes, and process prisoners arrested by the Austin Police Department during traffic stops. Along with the Telephone Collection Operators, they also make thousands of telephone warning calls to defendants with active arrest warrants.



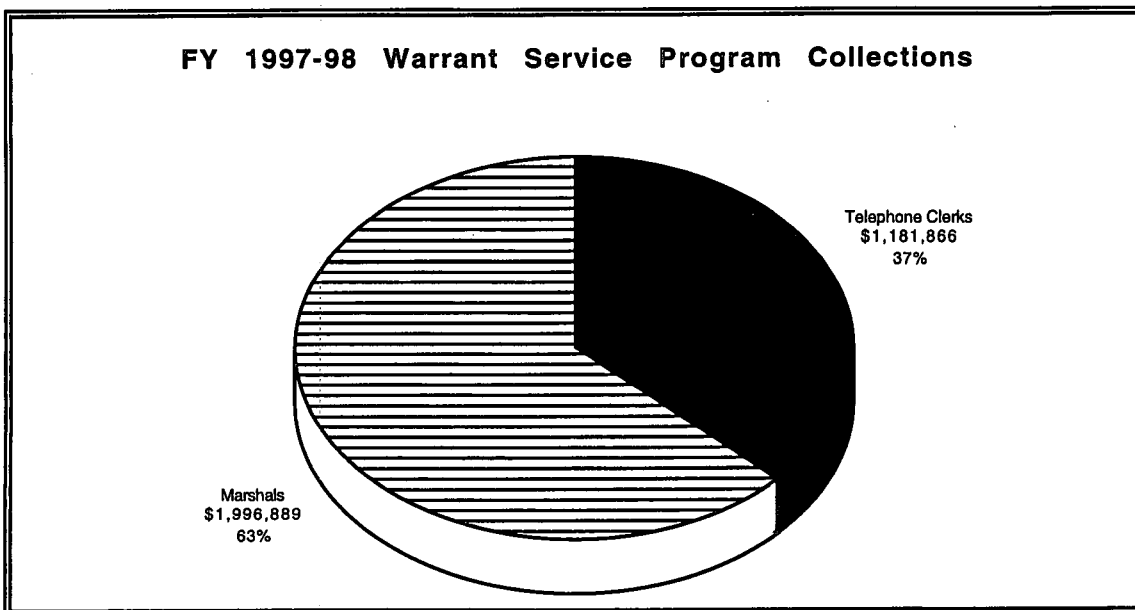
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City Marshals serve thousands of warrants every year

Productivity increased to a new level this year with \$3,178,755 in attributable revenue collections derived from the direct collection activities of the City Marshals and the Telephone Collection Operators. This was an increase of 17.89% from the previous year collections.

FY 1997-98 Warrant Service Program Collections

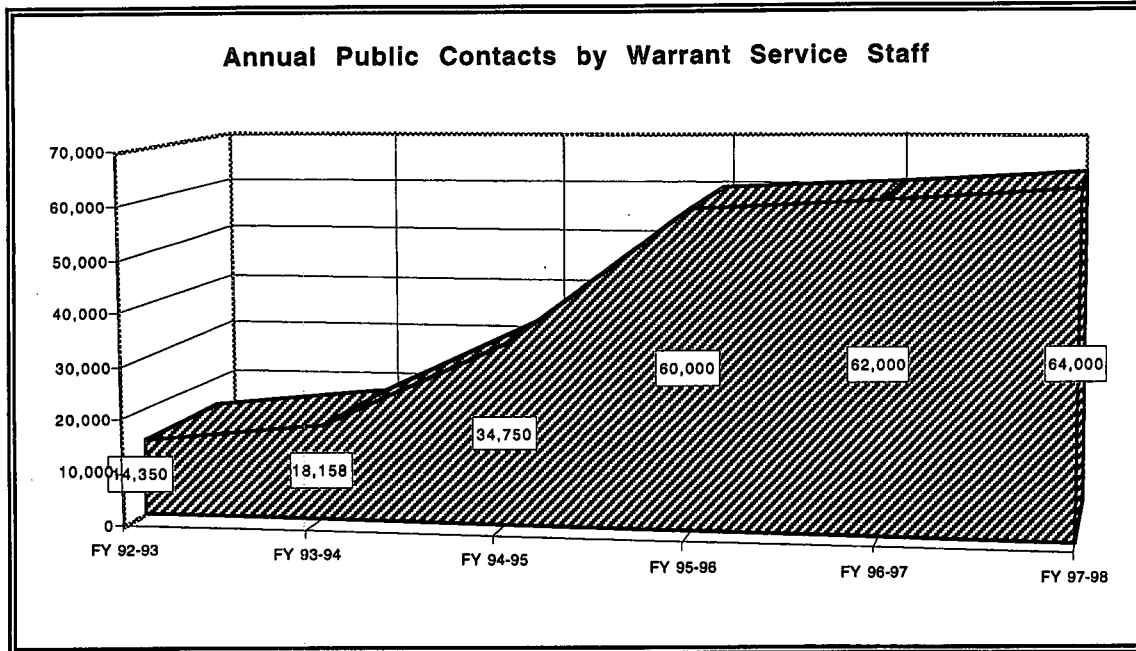


An aggressive program of arrests and telephone contacts boosted collections

Increased emphasis was placed upon telephone warning calls to defendants. This aggressive program improved collection rates and cleared thousands of delinquent cases.



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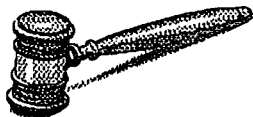
Public contacts by Warrant Service staff increased by 3.23%

The number of public contacts by telephone contributed to the record revenue collection and case clearance rates. Our goal is to maintain this high level of contacts.

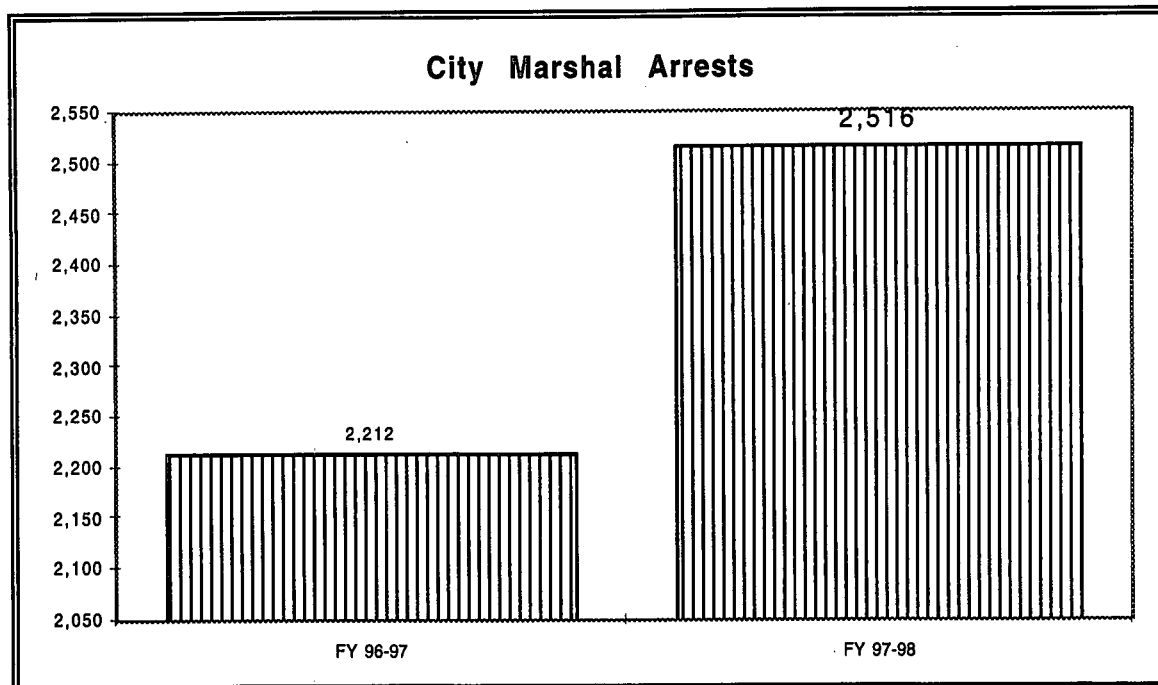


Telephone collection specialists made thousands of warning calls to defendants

When multiple warning notices and telephone warning calls fail to work, the City Marshal's job is to find and arrest defendants wherever they may be found.

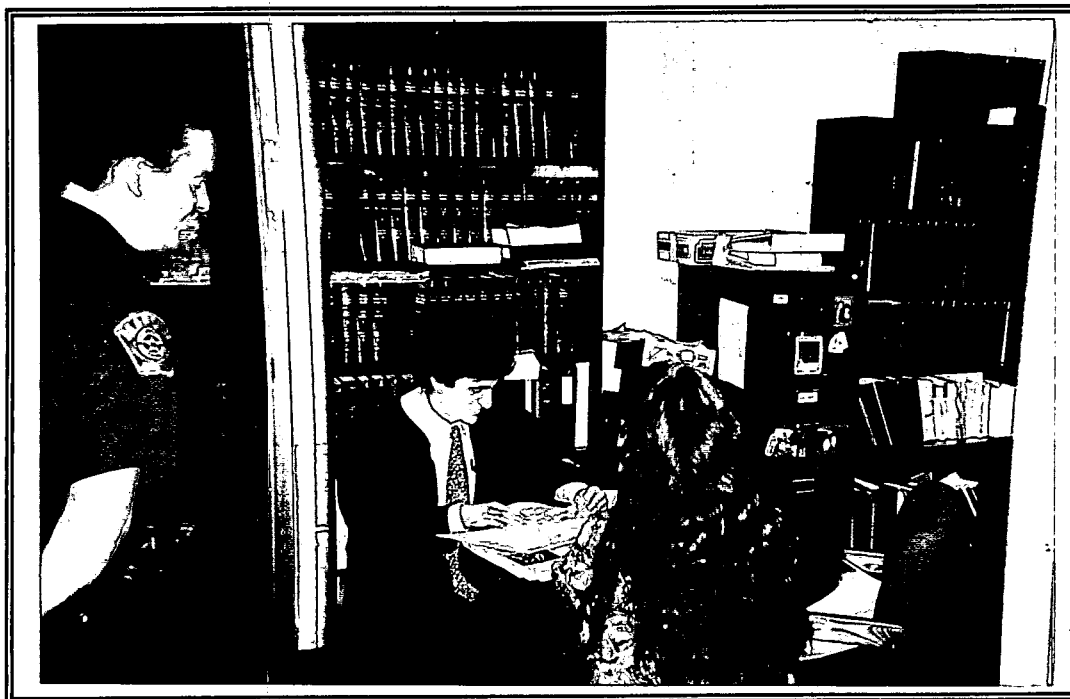


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City Marshal arrest activity increased

In FY 96-97, arrests by City Marshals totaled 2,212. Arrests by City Marshals totaled 2,516 for the current year, an increase of 13.75% from the previous year.



City Marshals play an integral role in enforcing Court orders and serving warrants



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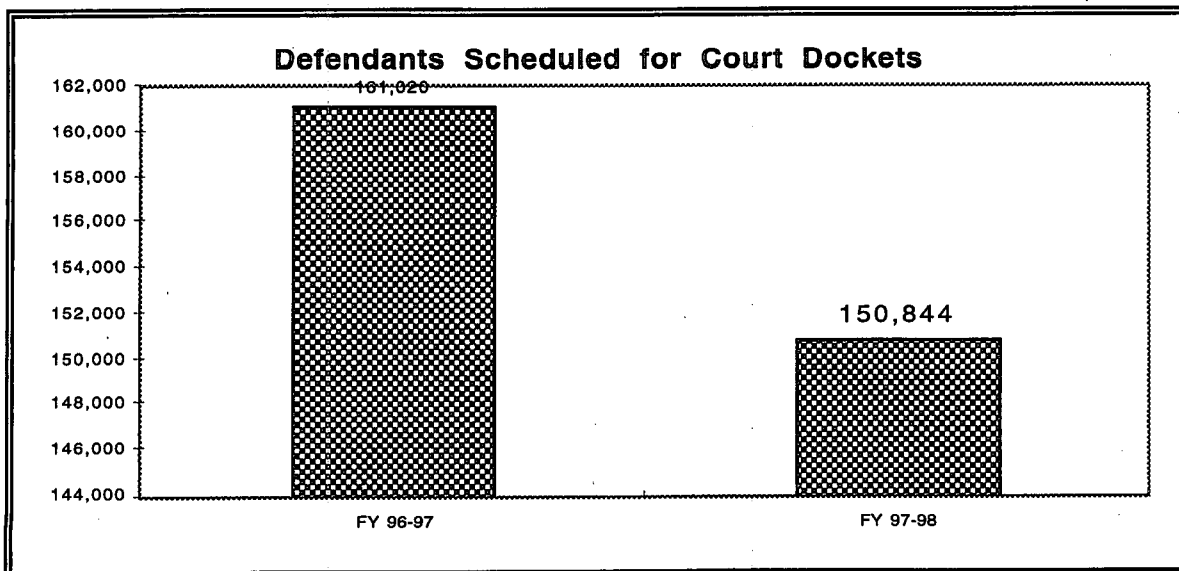
C. Courtroom Support

The Courtroom Support program provides direct courtroom support to the Judges. The bailiffs maintain order in the Courtroom, process legal forms, assist the public, provide clerical support, and manage juries.

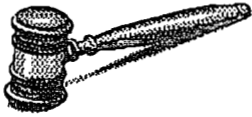


Bailiffs perform a variety of support jobs in the Courtrooms

The Bailiffs are the first contact defendants have when they come into the courtrooms. Tens of thousands of persons are scheduled every year on the Court's dockets. Changes to the dockets and defendants choosing to pay their fines or exercise other options were the primary factors in the 6.32% decline in the number of defendants scheduled for Court dockets.



The bailiff workload changed in FY 97-98



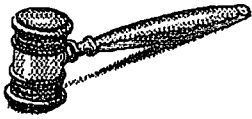
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D. Building Security



City Marshals provide security during Court proceedings

Security for the Municipal Court Building is funded by a \$3 fee collected from defendants convicted of an offense under Article 102.017 of the Code of Criminal Procedure. City Marshals provide direct courtroom security for the Judges and contractual security guard services are maintained around the clock to screen persons coming into the building.

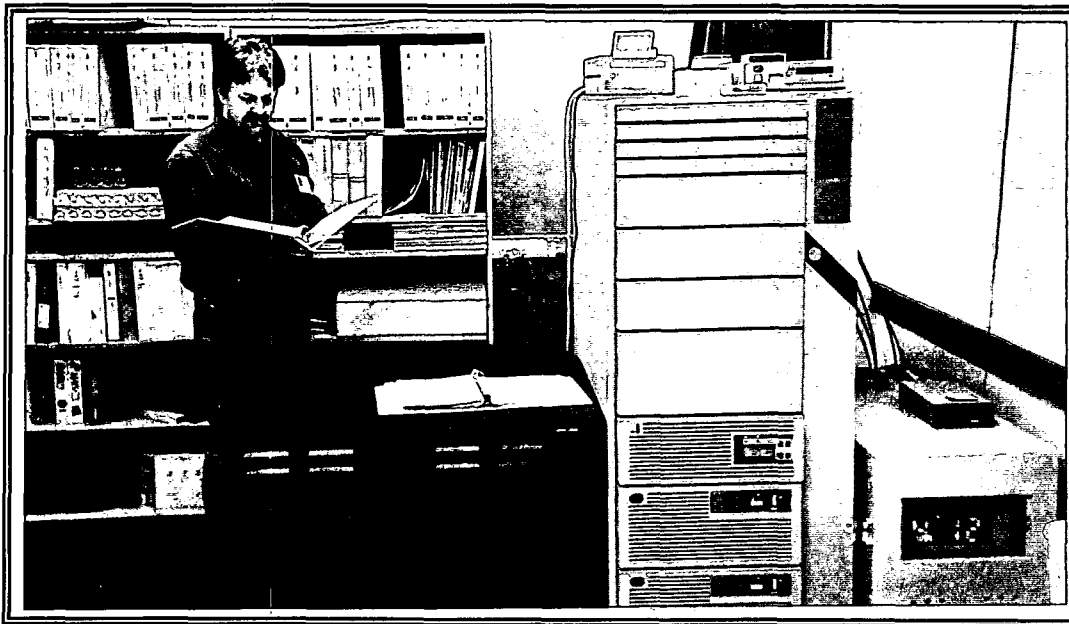
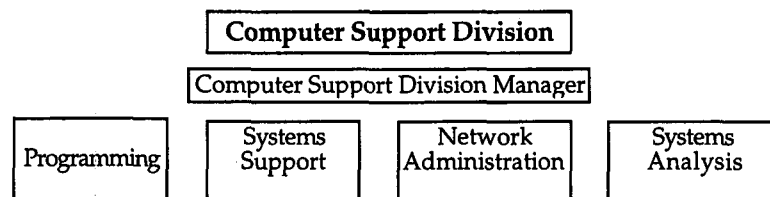


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Computer Support Division

The Computer Support Division was created in FY 1997-98. The Computer Support Division provides computer and telephone system support services. This division was expanded as a part of the re-organization to provide more support and long-range planning services.

This division is organized into functional areas which include programming, network administration, systems analysis, and systems support.



The Court manages its own 24 hour -a -day computer system

The Computer Support Division is responsible for computer systems analysis, programming, system trouble-shooting and equipment maintenance. In 1994, the Court set up an internal database and computer network with sophisticated court caseload management software.

The Computer Support Division played an integral role in the planning and acquisition of a new telephone system in 1995 and continues to manage and improve it. The system has greatly reduced the call load going to the operators and has improved customer service.



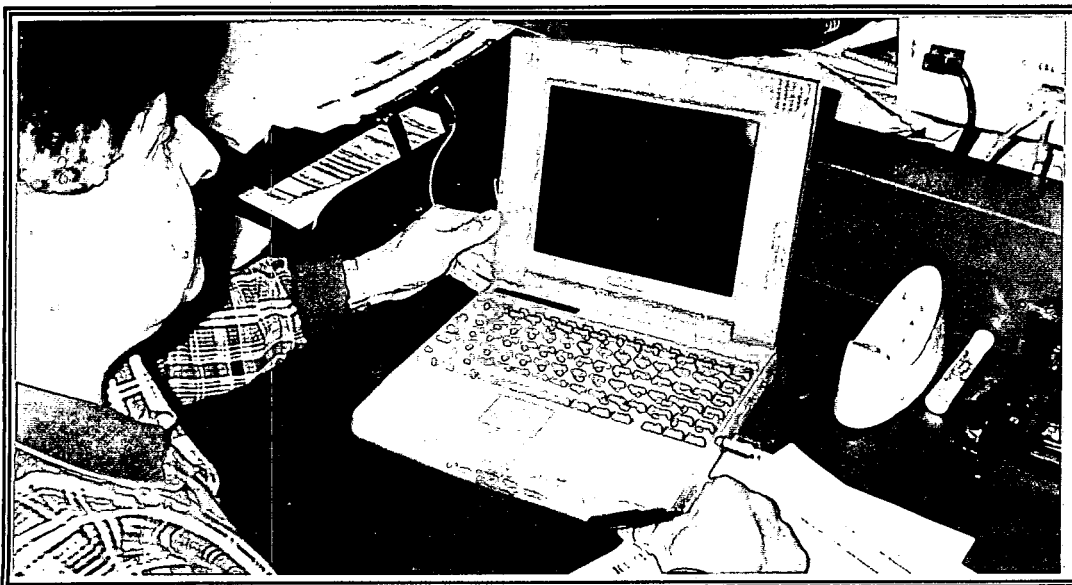
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Defendants may now access their case information, which is stored in the computerized caseload management system, by telephone through an interactive voice response system.



The Court manages its own 24 hour -a -day computerized telephone system

Computer equipment with connections to the main operating system, the local area network, and other databases were installed in the courtrooms to increase the efficiency of courtroom operations. Judges, Prosecutors and Courtroom Support staff can access case information during Court proceedings. The system is also connected to a law library stored on CD-ROM disks.

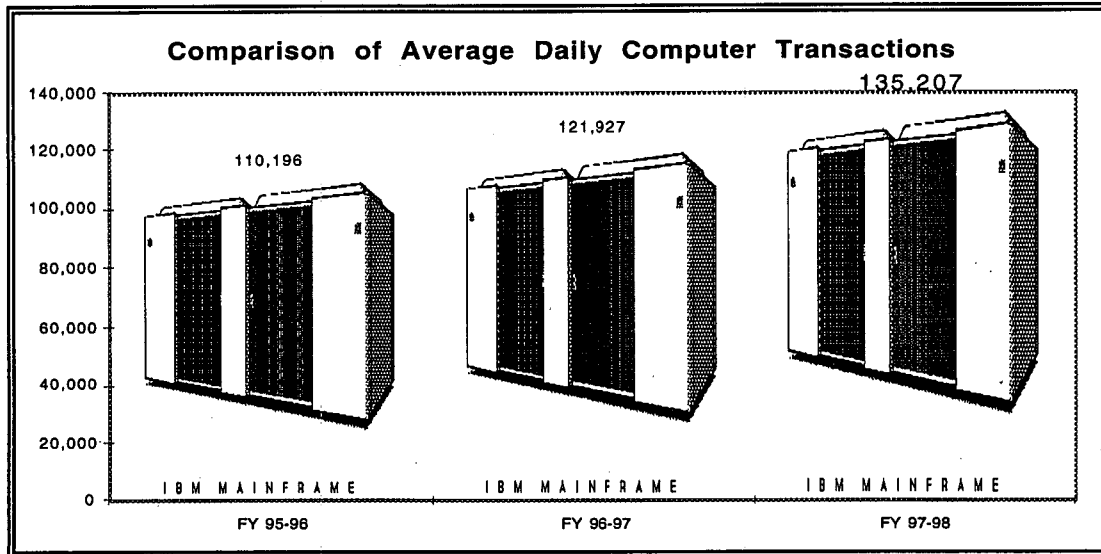


Technology was introduced to the Courtrooms in FY 96-97



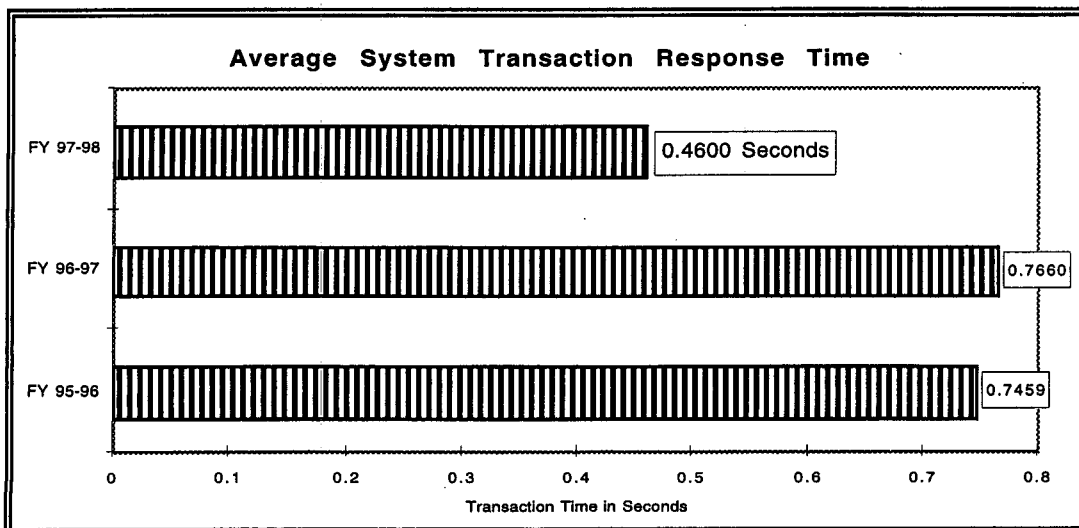
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The Computer Support Division also manages an internal local area network with connectivity to other City departments and the Internet. The Court operates around the clock every day of the year. The Computer Support Division keeps the equipment and software operating to support approximately 36,000,000 computer transactions a year. Daily computer transactions on the Court's IBM AS400 midrange mainframe computer have risen annually.

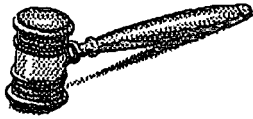


Average daily computer transactions increased 10.9%

The speed at which the computer processes transactions plays an integral role in the daily work of the Court. The faster and more efficient the operating system of the Court is, the faster and more efficient the staff can be. System upgrades and effective management of the system have shaved transaction times, allowing the Court to better serve its customers.



Average system transaction response time decreased by 40%

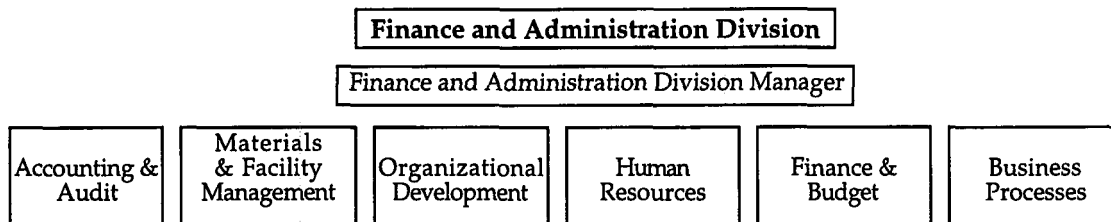


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Finance and Administration Division

The Finance and Administration Division was created in FY 1997-98. This division provides financial and administrative support for the Court and was expanded in order to provide more support and long-range planning services.

This division is organized into functional areas which include Accounting, Materials and Facility Management, Organizational Development, Human Resources, Finance and Audit, and Business Processes.



Key tasks of the Accounting and Audit Team are management of the Court's financial accounts, preparation of financial reports, payment of taxes, cash handling audits, management of accounts payable, and bank deposits.

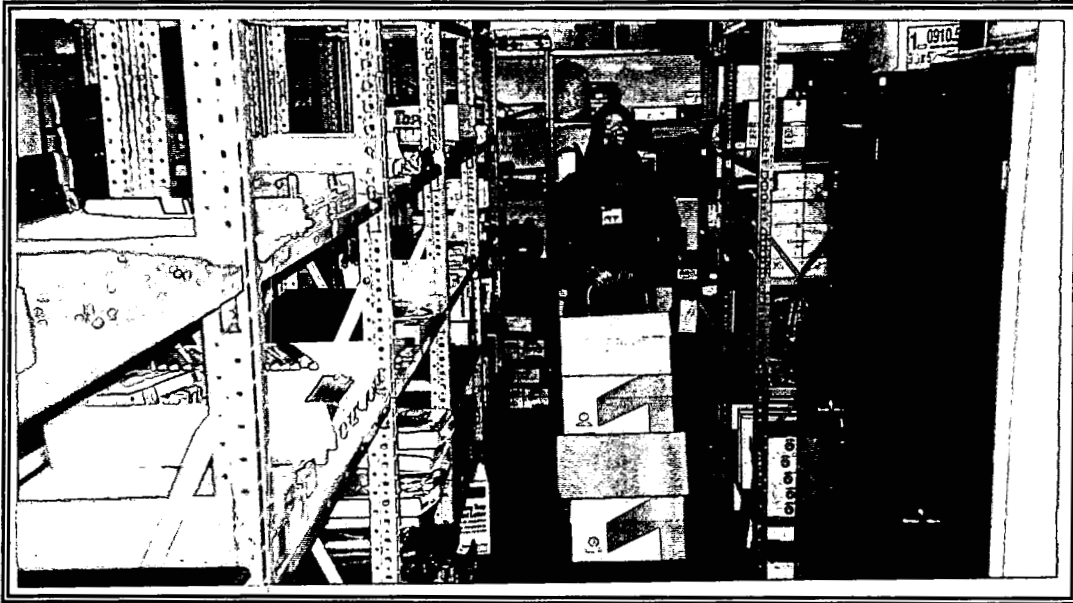


\$20,827,467 in fine payments and fees were deposited this year by Accounting and Audit

The Accounting and Audit Team continues to exceed the goals for payment of invoices, paying an average of more than 90% of invoices in less than 30 days. The average turnaround time for accounts payable within the department is 18 days.



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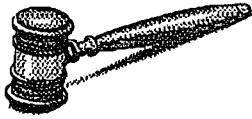
Purchasing supplies and keeping the building running are the Facility Supervisor's job

The Finance and Administration Division's Facility Supervisor purchases the Court's supplies, maintains inventories of supplies and equipment, coordinates the professional contractual services contracts, and handles equipment and building maintenance.



Organizational development and training will help Court staff prepare for the future

The Finance and Administration Division's Human Resources Specialist is responsible for development of a long range training plan, identification of training opportunities for staff, development of staff task matrixes and performance measures, development of standardized program procedures, and other organizational development activities for the Court.



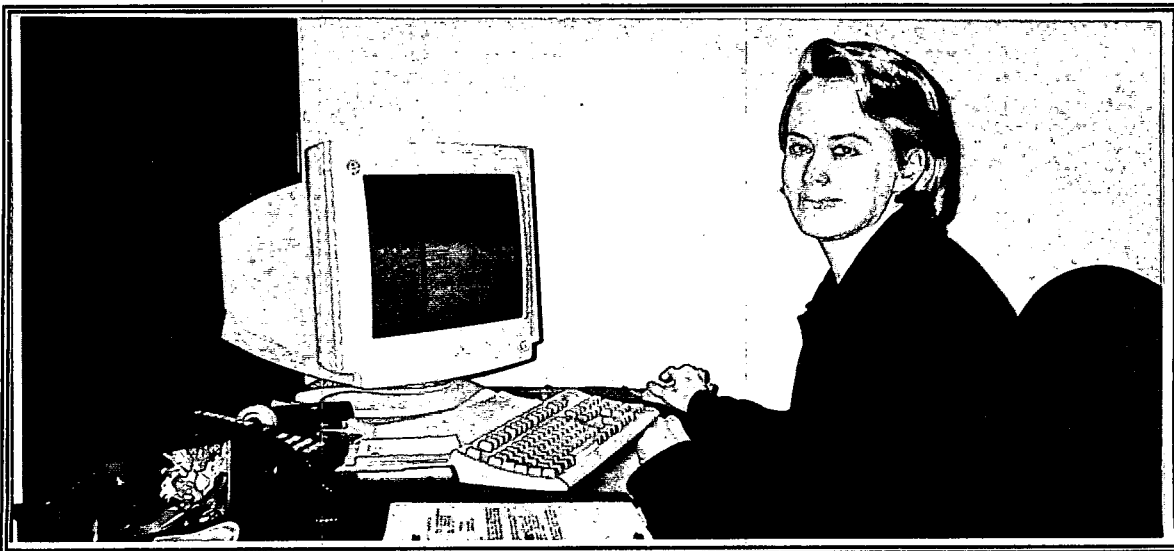
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The Finance and Administration Division's Human Resources Coordinator manages the human resources program for the Court. Recruiting and hiring new staff, processing Worker's Compensation claims, reviewing Family Medical Leave Act requests, ensuring compliance with the American's with Disabilities Act, processing payroll, counseling employees, and other tasks are a part of the human resource management support functions.



The Human Resources staff handles a variety of human resources support functions like payroll

The Finance and Administration Division is also responsible for the mapping of the business processes of the Court. Flowcharting every process within the Court will lead to greater efficiency and better service for our customers. Linking the processes to every program's procedures will further ensure attainment of that goal.

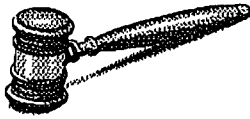


The Business Process Analyst maps all processes to improve operations



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The Finance and Administration Division's Financial Analyst III is responsible for development of long range financial forecasts, budgets, and financial reports. Financial reports such as the Municipal Court Annual Report, Strategic Plan, and Business Plan will be planned, developed, and published.



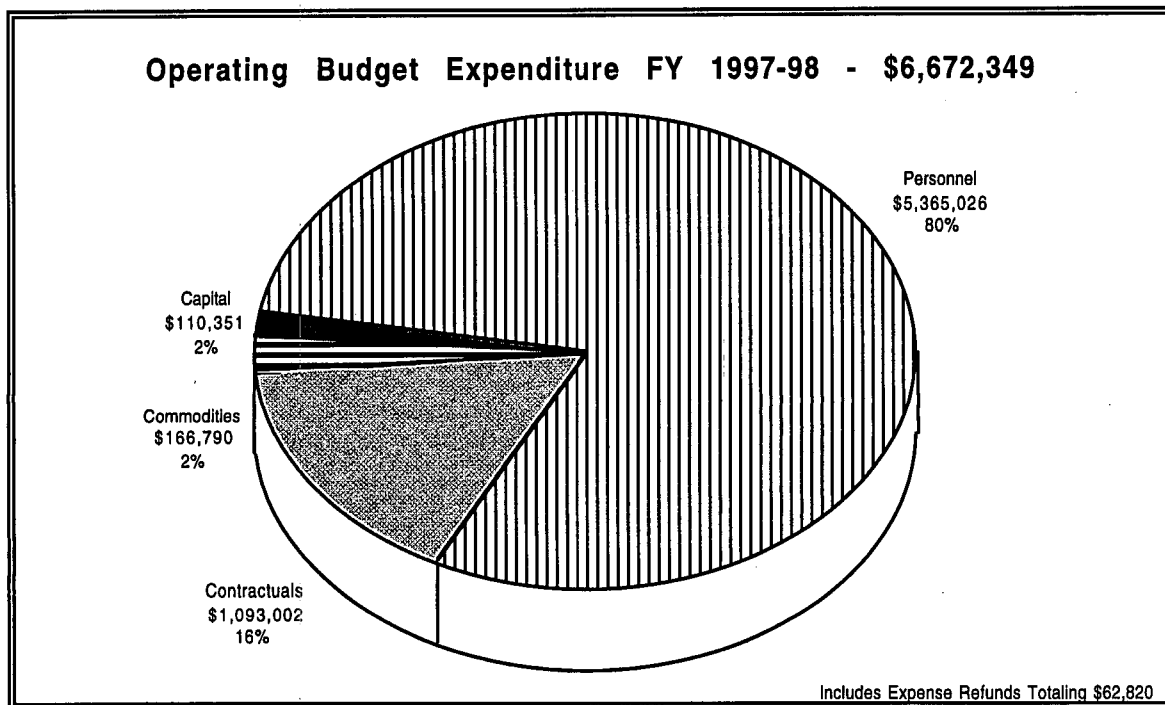
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The Municipal Court Budget

I. Expense Budget

A. General Fund

The FY 1997-98 Amended General Fund expenditure budget totaled \$6,715,122. Actual expenditures (unaudited) totaled \$6,672,349, with an ending balance returned to the General Fund of \$42,772. The principal expenditure savings occurred in personnel through vacancy savings.

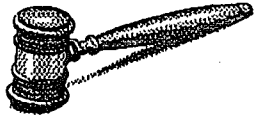


Expenditures came in 0.64% under budget

The Court's General Fund personnel expenditure budget included funding for 174.13 FTEs. The Court's contractual budget included funding for contractual professional services such as foreign language translation services, court reporter services, jury call services, Texas Department of Transportation services, computer hardware and software maintenance, and other services.

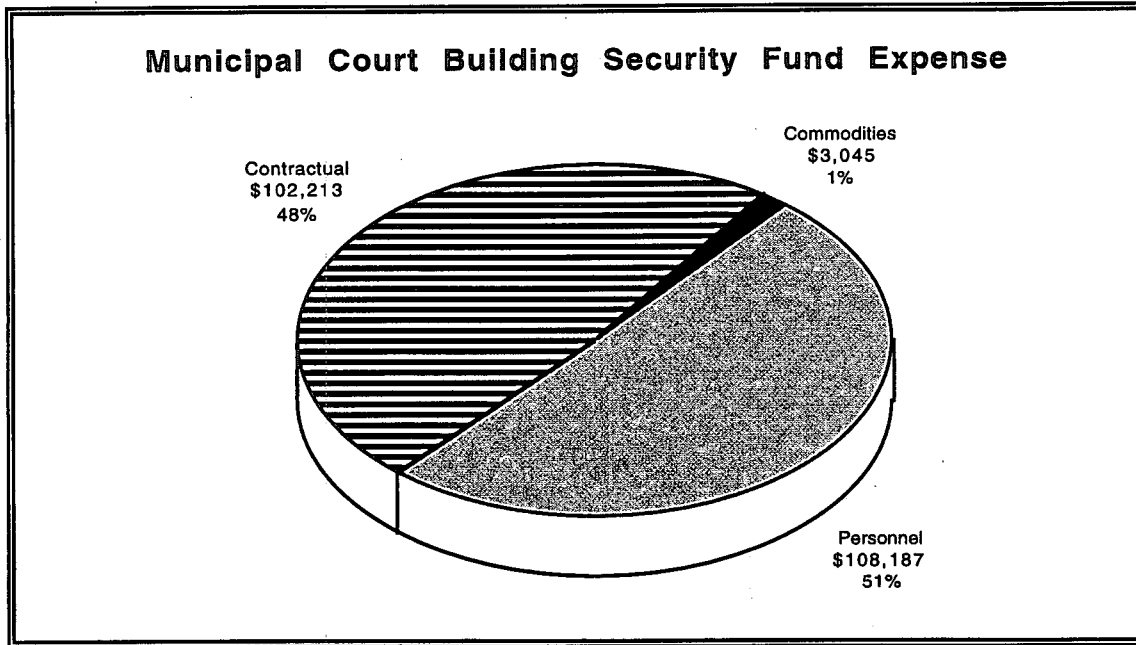
B. Municipal Court Building Security Fund

The Municipal Court Building Security Fund is a special revenue fund. Created in FY 95-96, the purpose of the fund is to provide funding to enhance courthouse security.



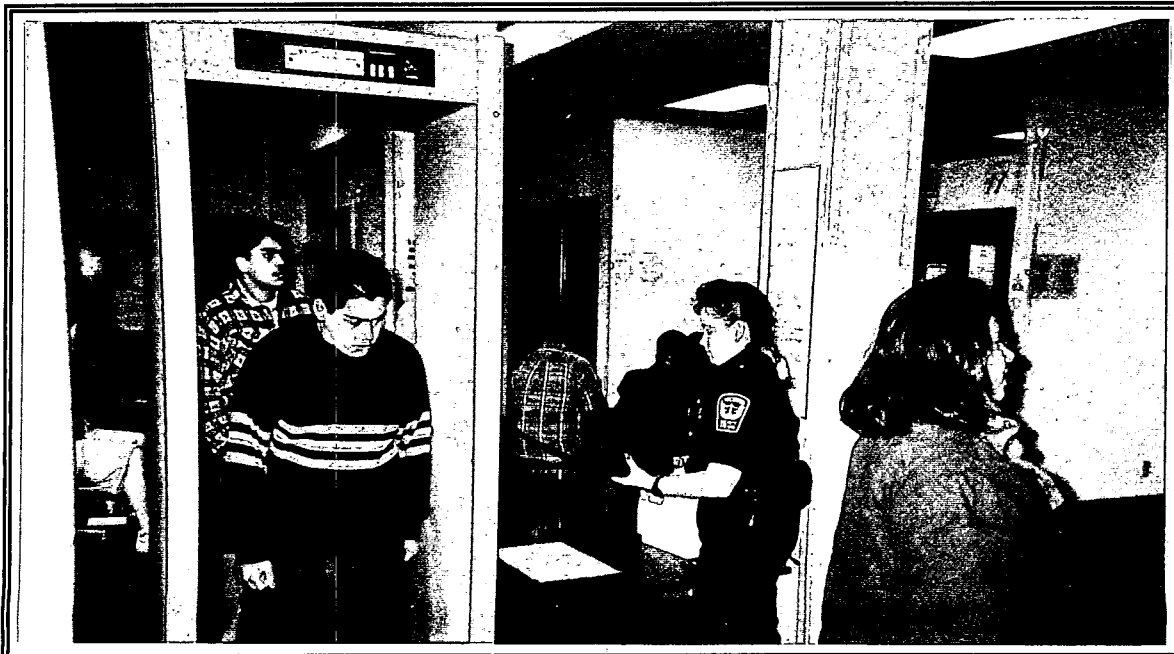
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The FY 97-98 Municipal Court Building Security Fund expenditure budget totaled \$213,595. Actual expenditures (unaudited) totaled \$213,445, with an ending balance of \$150.

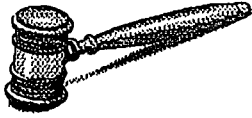


Municipal Court Building Security Fund expense was right at budget

Funding was included for 4 FTE City Marshal positions to provide security within the courtrooms. Contractual funding to provide 24 hour-a-day security guards for building security was included.



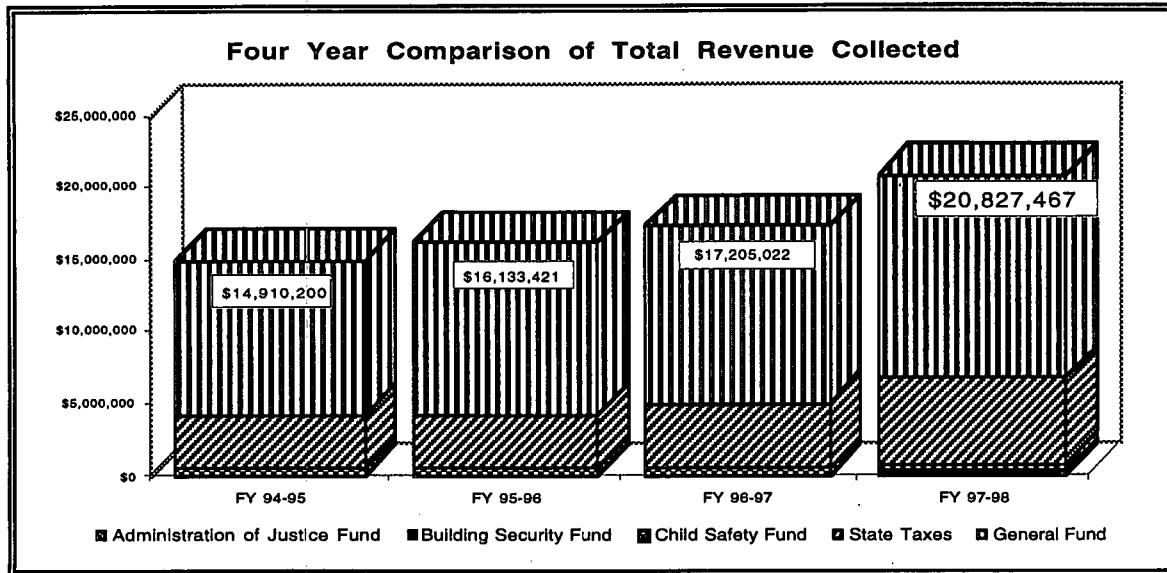
Contractual security guards provide 24 hour-a-day security screening in the Court Building



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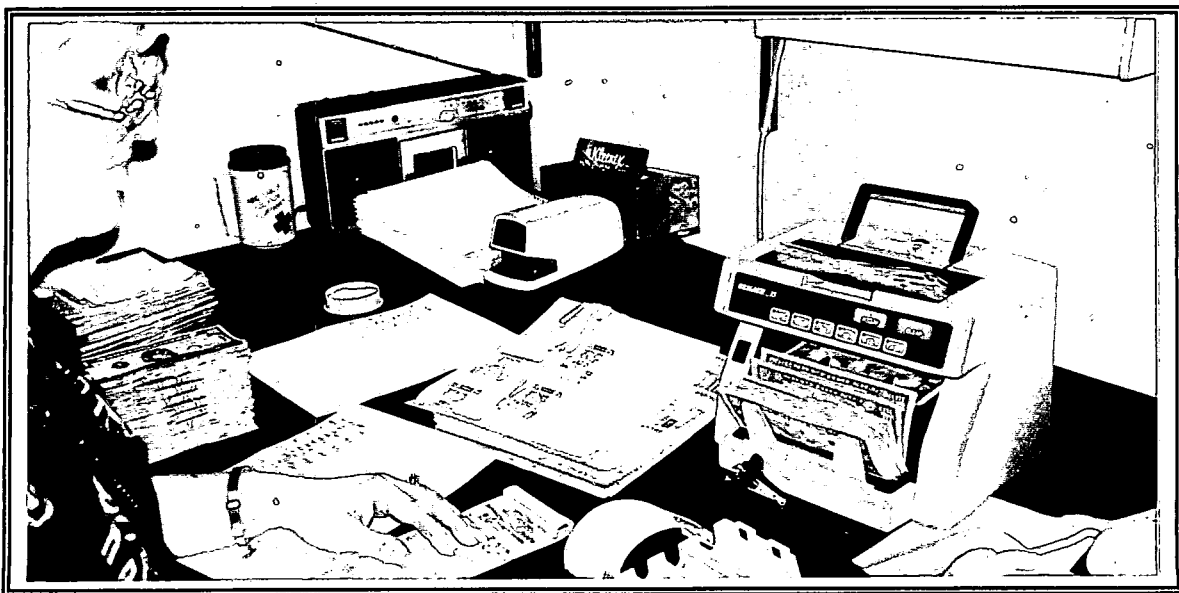
II. Revenue Budget

The Municipal Court has multiple revenue streams. Revenue is derived from fines and fees collected from charges filed for violations of State law and City Ordinances. The revenue is distributed into the General Fund, Child Safety Fund, Building Security Fund, and the Administration of Justice Fund.



Total revenue collections increased by 21.05% over the previous year

The Municipal Court also remits a portion of every traffic and misdemeanor fine paid to the State of Texas as tax. FY 97-98 saw the largest amount of gross revenue collected in the history of the Court, totaling \$20,827,467.

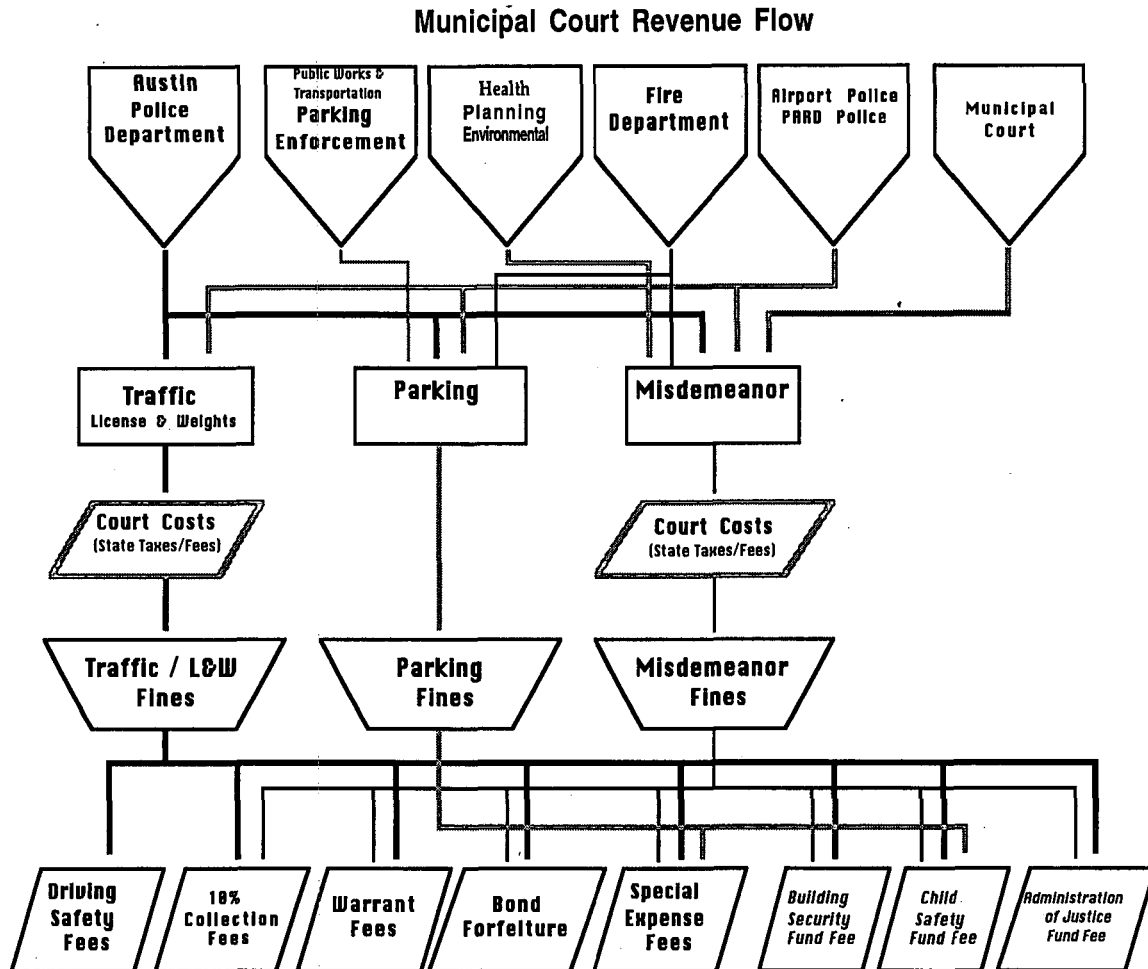


The Court handles tens of thousands of dollars in revenue daily



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The chart below shows how charges are filed at the Court and how the revenue is distributed when the fine is paid.

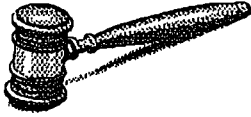


A. General Fund Revenue

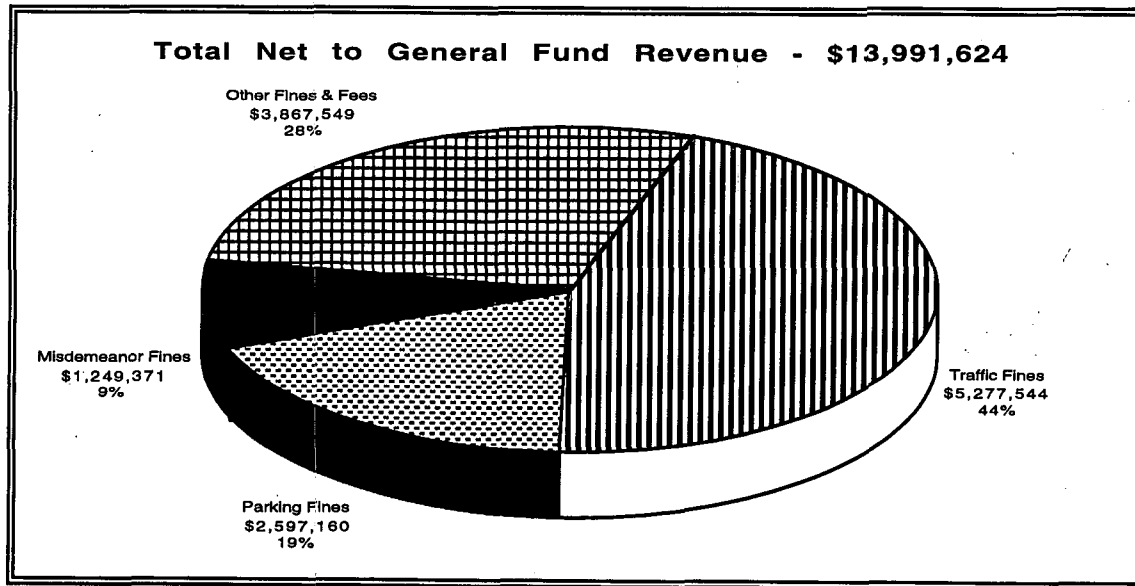
The Municipal Court had an extraordinary year for revenue collections. A combination of consistent citation filings, supported with a strong collection effort, and a strong local economy, led to the highest revenue collections in the history of the Municipal Court.

The FY 1997-98 Amended General Fund revenue budget totaled \$12,431,390. The net to General Fund revenue (unaudited) collected totaled \$13,991,624. The net to General Fund revenue collected exceeded budget by \$1,560,234.

Collections for all major revenue categories exceeded budget projections.



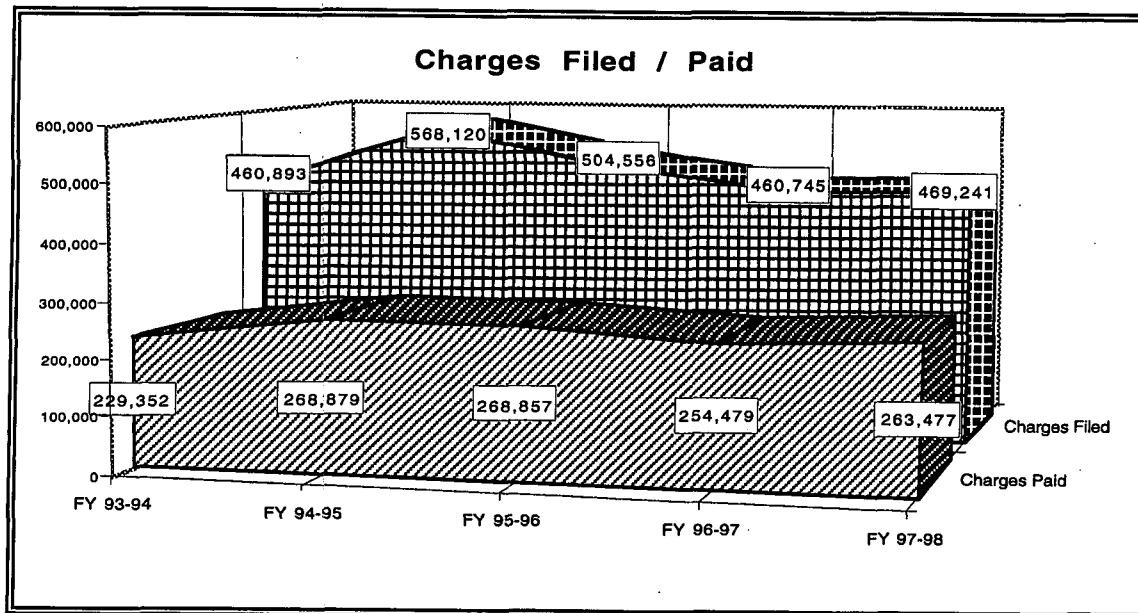
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General Fund revenue collected exceeded budget by 12.55%

The three major variables to predict General Fund revenue are citations issued, percentage of citations paid (the collection rate), and average fine paid.

The collection rates for the major categories exceeded budgeted goals. The average fine paid for traffic offenses exceeded budgeted goals, but the average fine paid for parking and misdemeanor offenses was slightly under the budgeted goal.

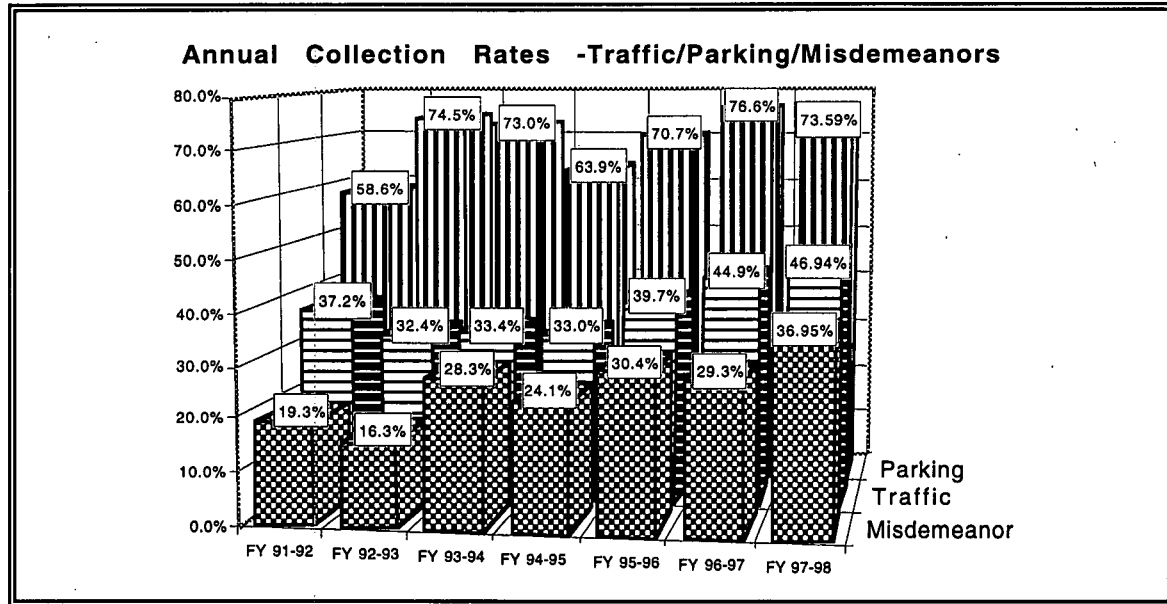


Charges filed and paid increased



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The chart below shows the average collection rates for the past seven years for the major offense categories.



Collection rates for all categories exceed budgeted projections

The tables below show a three year history of charges filed, charges paid and the collection rates for the major offense categories.

FY 95-96		Filed	Paid	% Paid	Average Fine
Parking Charges		233,619	165,186	70.71%	\$17.33
Traffic Charges		229,674	91,141	39.68%	\$53.46
Misdemeanor Charges		41,263	12,530	30.37%	\$70.34

FY 96-97		Filed	Paid	% Paid	Average Fine
Parking Charges		175,513	134,432	76.59%	\$15.48
Traffic Charges		234,571	105,226	44.86%	\$53.91
Misdemeanor Charges		50,661	14,821	29.26%	\$71.12

FY 97-98		Filed	Paid	% Paid	Average Fine
Parking Charges		180,701	132,976	73.59%	\$19.53
Traffic Charges		239,055	112,218	46.94%	\$57.32
Misdemeanor Charges		49,485	18,283	36.95%	\$68.34

Expenditure budget versus net to general fund revenue ratios:

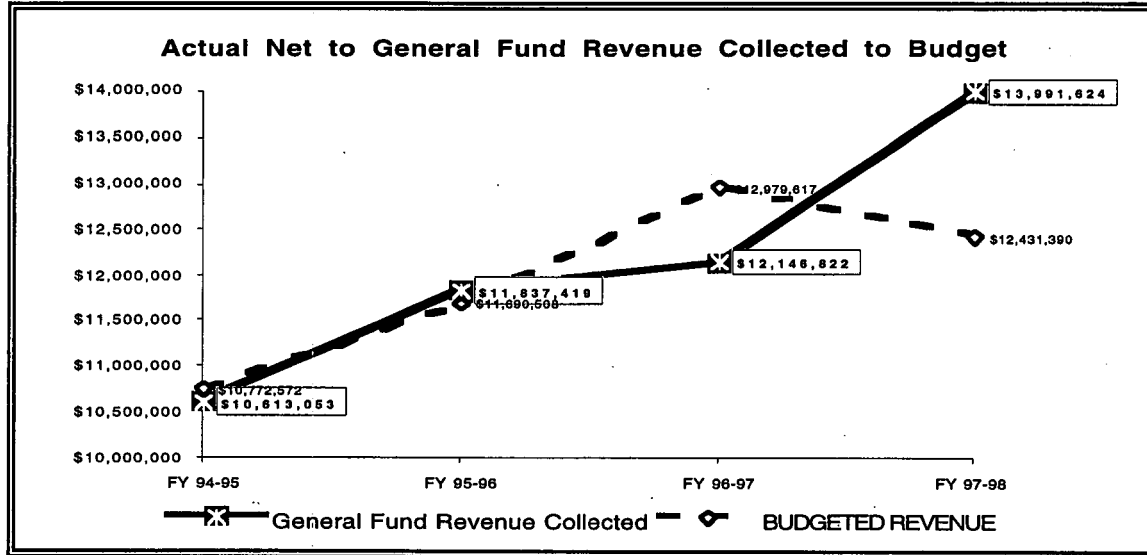
	FY 1992-93	FY 1993-94	FY 1994-95	FY 1995-96	FY 1996-97	FY 97-98
Expense to Revenue	\$1 to 1.94	\$1 to 1.91	\$1 to 1.97	\$1 to 1.90	\$1 to 1.85	\$1 to \$2.10

The Court collected \$2.10 in net to General Fund revenue for every dollar spent for operational expense.



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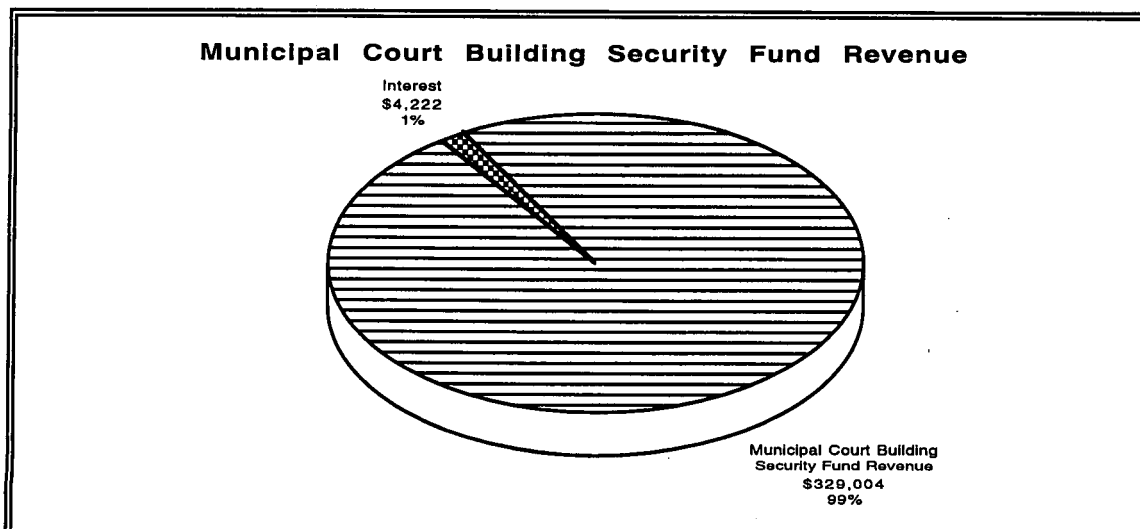
During the first half of FY 97-98, collections were trending at a predictable rate, which pointed to attainment of the budgeted revenue goal of \$12,431,390. Beginning at mid-year, the Court had some historically high monthly revenue collections, resulting in a record high revenue collection year.



Collections broke into new territory this year

II. Building Security Fund Revenue

Revenue is derived from a \$3 security fee paid by a defendant convicted of an offense under Article 102.017 of the Code of Criminal Procedure. The number of charges filed and paid is directly related to the revenue collected. FY 97-98 Municipal Court Building Security Fund revenue collected totaled \$333,226.



Security Fund Revenue collected exceeded security expense by \$119,781



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Key Performance Measures

PROGRAM	PERFORMANCE MEASURES	FY 97-98
Purchasing	Purchasing costs per transaction line	\$65.77
	Turnaround time for accounts payable within department	18 days
	Percent of invoices paid within 30 days	90%
Personnel	Personnel costs per person on payroll	\$355
	Payroll error rates	1%
	Volunteer hours recruited	1,000
Training	Percent of staff receiving 16 hours of training a year	100%
	Cost per participant hour	\$6.97
	Percent of favorable responses	90%
Financial Monitoring	Variance of CYE to actual revenue	(6.3%)
	Variance of CYE to actual expenditures	0.6%
	Number of internal audits conducted	12
	Percent of reporting deadlines met	100%
	Dollars managed to financial monitoring costs	\$172
Computer Support	Help request responsiveness	100%
	Support costs per workstation	\$1,897
	Percent of time computer is operational	99%
Facility Expense	Cost per square foot	\$3.45
	Space per usable workstation	50
Facility Maintenance	Cost per square foot	\$0.89
	Space per usable workstation	50
	Employee Injuries	10
Security	Costs per square foot of area secured	\$0.71
	Incidents of vandalism or theft in secured area	10
General Administration	Total administrative support costs as percent of budget	24.3%
	Department has Strategic Plan	Yes
Customer Services	Ratio of Customer Services staff to citizens served	9,191 to 1
	Cashier accuracy rate - cash balancing	99%
	Customer satisfaction survey	93%
	Percent of customers served in 10 minutes or less	70%
Citizen Communications	Ratio of mail processed to staff	19,130 to 1
	Percent of mail processed same day	85%
Warrant Issuance / Verification	Ratio of warrants issued to staff	7,127
	Cost of warrant issued	\$7.60
	Warrant confirmation accuracy rate	99%+
Warrant Service	City Marshal arrests	2,516
	Average annual fine collections per staff member	\$132,448
	Average telephone contacts per staff member	2,667
Parking Enforcement	Ratio of delinquent notices sent per staff member	10,000
	Customer satisfaction with the hearing process	93%
	Ratio of hearings to hearings officers	2,584 to 1
Boot and Tow	Ratio of boot/tow orders issued to staff	4,211 to 1
	Cost per boot/tow orders issued	\$6.36
Magistrate Support	Ratio of criminal complaints filed to staff	1,400 to 1
	Number of criminal complaints prepared for arraignment	24,151
Courtroom Support	Number of dockets supported to staff	157
	Support cost per docket	\$175
Records Management	Records support rate (percent of records found-dockets)	99%
	Ratio of new cases filed to staff	33,280 to 1
Caseflow Management	Cases initiated per staff member	22,479
	Percent of cases updated within 24 hours	80%
Community Court	Percent of repeat offenders	N/A
	Percent of offenders sentenced to counseling/rehabilitation	N/A
	Percent of offenders sentenced to community service	N/A
Judiciary and Support Staff	Ratio of trials held to Judges	92 to 1
	Statutory warnings given	24,666
	Search warrants issued	377



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The Future

The City of Austin Municipal Court will develop and implement a Strategic Plan, a Business Plan, and a Technology Plan in 1999. These plans will be the roadmap for the improvement of the Court for FY 1999 to FY 2003.

The City of Austin Municipal Court will focus on improvements in three critical areas:

Customer Service

To improve customer service, the Court will: eliminate backlogs; increase the number of cases resolved by means other than direct, personal contact; reduce the number of incomplete transactions; increase the levels of customer service recorded by customer surveys; increase the numbers of cases going through the system without a glitch; start Court proceedings on time; increase public awareness of their plea options; and become the best managed large Court in Texas.

Organizational Health

To improve organizational health, the Court will: increase the levels of employee satisfaction as measured by employee surveys; increase the training opportunities for employees; create and maintain a development plan for all employees; create and maintain a reward/recognition program that is viewed as fair and valid; ensure the salary level for all staff is appropriate, turnover is down, morale is up, and absenteeism is down; enable more new employees to satisfactorily complete the six month probation period; reduce error rates; increase voluntary participation in team building activities, employee task forces, social events, and other related activities; enable all staff to meet or exceed the goals and standards for the job; ensure all employees understand the vision and its goals and are able to communicate that in their own words; and reduce the need for supervisor interventions in day-to-day operations and customer contacts.

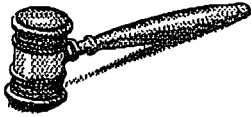
Technology

The Court will plan a migration to a new caseload management system and use technology to: create much easier access to information and data by staff; reduce the number of unresolved cases; reduce the use of paper case files; automate many processes; improve customer service transaction times; increase staff productivity; increase the capability to network with outside agencies; improve security for staff and the facilities; provide diverse electronic case information to the Judges; increase the accuracy of data on the case management system; and increase electronic communication by employees.

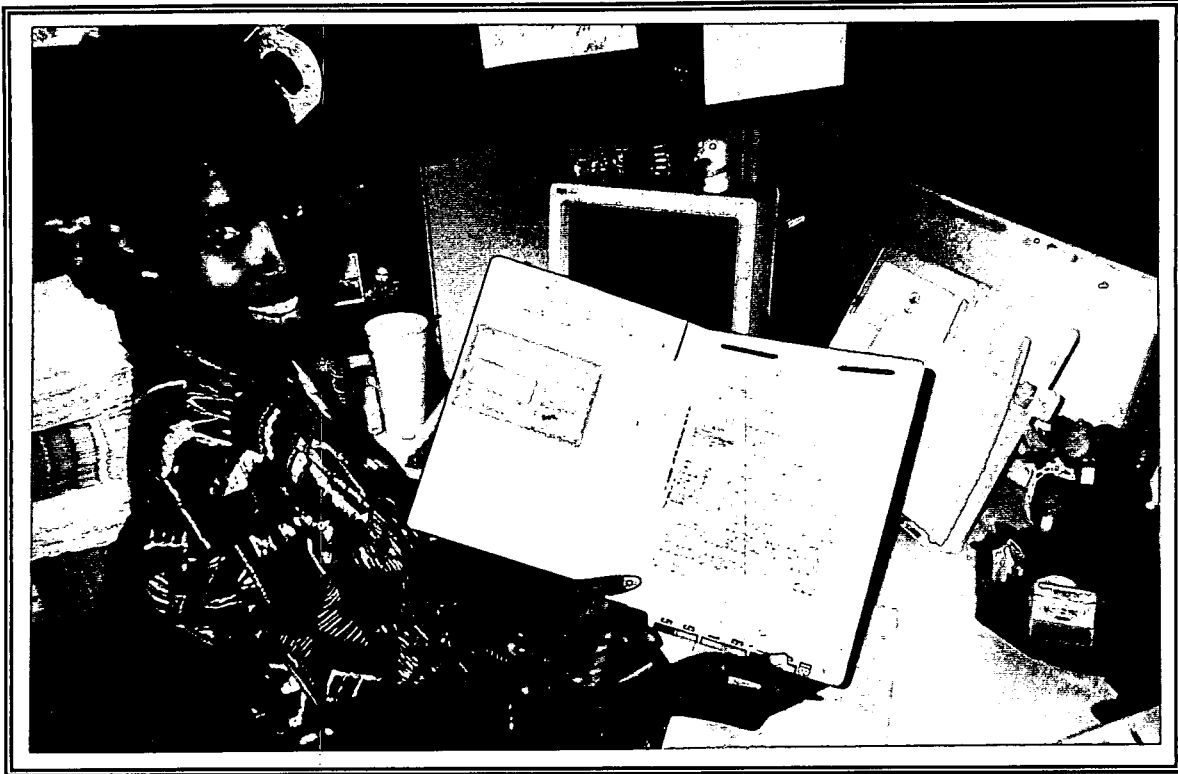
The City of Austin Municipal Court will continue planning the Downtown Austin Community Court, the relocation of jail magistration to the new Travis County Justice Center, and study other options for spreading Court services into the community.



The Clerk of the Municipal Court, Paul D. Martin, discusses the Strategic Plan for the Court



1997-98 Municipal Court Annual Report



This Annual Report is dedicated to the memory of

Vickie Reshelle Zachary
Court Clerk Assistant

1959-1998

Conclusion

The rocky road to operational improvement for the City of Austin Municipal Court began in July of 1998 and continues today. Over the past 10 months we have done some extraordinary things. A strategic plan was developed. A strategic implementation plan grew out of the strategic plan. A comprehensive review of all of our services, activities, programs and performance measures was conducted to better align the court and a business alignment plan was produced. During all of this planning, a comprehensive annual report was published. It has been a busy year.

How will all of this improve our court?

In the world of municipal government, and particularly in the world of municipal courts, often the perception of planning is better than the reality. Our goal was to seriously change the way we do business, the way we approach planning for the future, and in the process of doing that change the perceptions of our elected officials, city manager, and the citizens of Austin.

Here is what is different about our court after ten months of intense effort. We are a flatter organization. We are better aligned. We have a task oriented strategic plan with hard deadlines for completion. We are measuring more functions and activities. We are doing a better job of explaining who we are and how well we do things.

The test of all this will be how much attention we get in the annual gold rush for the budget dollars. If we are taken seriously, we will get the funding we need because the city manager, the budget officer, and the Mayor and City Council will understand that we know where we are going and how we are going to get there.

Additionally, the big bonus will be the day that I can walk down to the basement records center in our building and ask the lowest level clerk to recite the court vision and mission statement and the goals - and they can do it! By the end of this fiscal year (September 30) every employee in the court will have their annual personnel performance review directly linked to the goals, mission, and vision

of the court. Our collective success or failure is directly linked to our individual success or failure. We will all know what we have to do in our individual jobs to make the City of Austin Municipal Court **The Best Managed Large Court in Texas.**

The next annual report for fiscal year 1998-99 will tell the tale.