

Agenda

- **Provide a brief overview of the role of the City of Sugar Land's Office of Strategic (OSI) for organizational assessments**
- **Review of and discussion on the Municipal Court Organizational Assessment**

Why Conduct Organizational Assessments?

- **Accountability / Transparency**
- **Continuous Improvement**
- **Identifying process and procedure enhancements / efficiencies**
- **Customer service enhancements**
- **Resource alignment with City's vision and priorities (Strategic Planning)**
- **Assess technology opportunities**
- **Review industry best practices / benchmark analysis**

Assessments To-Date

- **Office of City Secretary**
- **Fire-EMS**
- **Human Resources (finalizing)**
- **Municipal Court (presenting recommendations)**
- **Police Department (in-progress)**
- **Information Technology (in-progress)**

Framework

- **Project Introduction**
- **Internal Data Collection**
- **Industry Best Practices / Benchmarking**
- **Data Analysis**
- **Report Draft**
- **Finalization**

Internal Data Collection

- **Reviewed internal documentation**
- **Conduct interviews and observations with staff**
- **Identify Technology and Software Use**
- **Process Mapping**
- **Identify Gaps**
- **Attorney Interviews**
- **Customer Satisfaction Surveys**

Attorney Interviews

- **OSI staff conducted face-to-face interviews during pre-trial docket**
- **Feedback themes included:**
 - **Logistics/Space - Limited lobby space**
 - **Video Evidence - Only one computer available**
 - **Time Spent - Comparable to other courts**
 - **Positive Feedback - Complimented our Court on being organized and staff providing quality service.**

Customer Satisfaction Survey

- Conducted at the Court by OSI staff
- 185 responses (anonymous)
- 8 questions pertaining to Court staff
- Overall, 90% agreed or strongly agreed on positive customer service experience

Quality Service provided by Court staff	
100%	Judge & Prosecutor
97%	Court Room Staff
94%	Front Window

Industry Best Practice / Benchmarking

- **Industry Best Practices – qualitative**
 - **Site Visits, Observations and Interviews**
 - **Phone Interviews**
- **Benchmark Cities – quantitative**
 - **25 Texas Cities**
 - **Texas Office of Court Administration**

Data Analysis and Draft Report

- **In-depth analysis of large amounts of data**
- **Draft Report was organized by the experience of a defendant.**
- **Draft Report was reviewed with the following departments:**
 - **City Management**
 - **City Attorney**
 - **Police Department**
 - **The Municipal Court Judge**
 - **Municipal Court Leadership**

Finalization

- **Municipal Court was a partner in the effort to look for efficient and effective ways to improve service delivery.**
- **Collaborative effort among all departments involved.**
- **Findings and 57 Recommendations presented to the City Manager.**
- **A FY18 strategic project was created to implement recommendations.**

Action Plan Review

- Citations
 - Expand the utilization of electronic ticketwriters to improve efficiency.
 - Municipal Court and Police Department should develop a defined process for ticket inventory.

Action Plan Review (cont.)

- **Defendant Options**
 - These recommendations are aimed at improving the efficiency of the Court by reducing traffic in the courtroom.
- **Dockets**
 - It was recommended that the Court continue to maintain the walk-in arraignment docket instead of a scheduled docket to provide greater flexibility for defendants.

Action Plan Review (cont.)

- **Arraignments**
 - Average minutes per case during an arraignment were significantly higher in SL. However, additional data provided that the time spent at arraignments benefits the Court, as SL's disposition rates of cases before trial are on average higher in every category.
- **Return to Court for Compliance**
 - Recommendations focused on making process more efficient by allowing defendants to resolve their Court business without an appearance in the courtroom.

Action Plan Review (cont.)

- **Plea Bargaining & Trials**
 - **Improve lobby traffic during pre-trial due to over crowding. Accommodate defense attorneys and defendants.**
- **Collections Improvement Program (CIP)**
 - **Per state law, after the 2020 Census confirms 100,000 population the implementation of the CIP will require additional focus from staff and additional resources.**

Action Plan Review (cont.)

- **Warrants**
 - **Implement quality control into the warrant process by not having the same 2 staff members processing and also removing warrants.**
 - **Warrant Officers should consider providing a regular Warrant Officer report to the Court Administrator.**
 - **Consider the possibility of court staff conducting driver's license checks in order to streamline the warrant process.**

Action Plan Review (cont.)

- **Communications**
 - **Several communication improvements were recommended to increase defendants' knowledge so they may understand their options before they reach a Court window or the courtroom.**
- **Department Structure**
 - **Restructure the department to address work-overload, maintain compliance and improve court operations.**

SUMMARY

- **The Municipal Court's primary goals are to respond to the public's desire for timeliness and ease of customer service.**
- **The Court is committed to processes and procedures that are efficient and effective for Court operations and the public that strengthens accountability of resources and access to justice.**
- **This reinforces the overall City priority of Responsible City Government.**

Questions

CITY OF SUGAR LAND