



Council on Judicial Complaints

Strategic Plan FY 2025-29

October 1, 2024

Submitted by: Taylor Henderson, Director



Council on Judicial Complaints



Zack Taylor
Member



Rick Rose
Chairman



Angela Ailles Bahm
Vice Chairwoman

Governor Stitt's Four Pillars

DEFENDING YOUR DOLLAR

Tax Reform
Tax Fairness
Fee Reform

PROTECTING OKLAHOMA

Protect Oklahoma's Kids
Secure the Border
Criminal Justice Reform

PROMOTING OKLAHOMA

Fight Federal Overreach & Maximize Funding
Best State to Raise a Family
Permitting Reform
Business & Economic Development

MODERNIZING GOVERNMENT

Occupational Licensing Reform
Streamline State Agencies
Preparing the Workforce





Agency Introduction

The **Council on Judicial Complaints** is the investigatory arm of a three-tiered disciplinary system designed to address judicial misconduct. The Council investigates allegations made against all state judicial officers. Judicial misconduct includes specific violations set forth in the Oklahoma Constitution such as oppression and corruption, violations of the Code of Judicial Conduct, and other state law.

Founded in 1974, the Council was originally a subdivision of the Supreme Court; however, in 1999 the Council became an executive branch agency. Today, the Council on Judicial Complaints is comprised of 3 divisions for budgeting purposes: 1) General Operations, to include both judicial misconduct investigations and financial administration; 2) Judicial Education; and 3) IT. The Council is comprised of 3 members appointed by the Speaker of the House, Senate President Pro Tempore, and the Oklahoma Bar Association to five-year terms. The Agency employs two full time employees and contracts with a General Counsel and investigator.

If the Council determines a judge has committed misconduct requisite of removal from office, it may send its Findings and Recommendations to the Oklahoma Supreme Court, Oklahoma Supreme Court Chief Justice, Attorney General, Governor, Oklahoma House of Representatives, or Oklahoma Bar Association Board of Governors. Upon receipt, the entity to which the Council directed its Findings may, in its discretion, file a Petition with the Oklahoma Court on the Judiciary seeking the judge's removal from office. If the Council determines a judge has committed misconduct but discipline less than removal is appropriate, the Council may send its Findings and Recommendations to the Chief Justice of the Oklahoma Supreme Court. The Chief Justice may impose public or private discipline. The Council is also empowered to issue letters of warning or caution to a judicial officer following an investigation. Unless a Petition is filed with the Court on the Judiciary, the Council's investigation is confidential and afforded the same protections as information presented to the multi county grand jury.





Agency Vision, Mission, and Values

Vision: To better the administration of justice in this state by preserving the principles of justice.

Mission: To efficiently and impartially investigate complaints regarding the conduct of persons holding judicial positions and to determine if such complaints should be the subject of an action before the Court on the Judiciary, the Oklahoma Supreme Court, or should be dismissed.

Core Values: impartiality, public confidence, and integrity.





Section I: Agency Environment

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- Groups served by the agency
 - Expected changes in service
 - Challenges
 - Expenditures, Budget & FTE
 - Total
 - Labor Spending
 - Appropriations

Groups of People Served by the Agency

	Group Served	Services Received	Estimated Changes in Group Served (within next 5 years)
1	“any person”	Any person’s written complaint alleging judicial misconduct will be investigated to determine veracity and whether discipline is appropriate	The group itself is not changing, but the number of complaints received from the group is increasing year over year
2	Judicial Officers	The Council on Judicial Complaints funds and hosts judicial education events	None; although the Council would like to increase the amount of education judges receive and are required to receive
3			
4			
5			



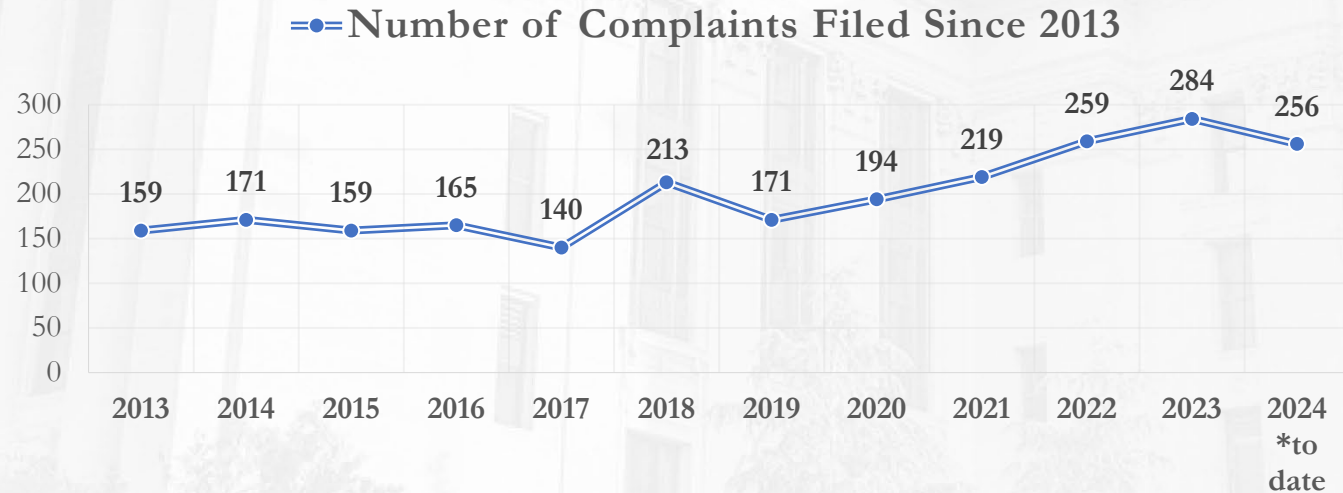
Analysis of Expected Changes in Services

	Reason for Change in Services (Statute Name & Statute Reference or Brief Description of Circumstance)	Service Changes Expected (Briefly describe expected changes to services and how it will impact citizens/customers and the agency.)
	Full-time general counsel	The number of complaints received by the agency has doubled since January 1, 2018, and is increasing year over year. Beginning FY25, the Council on Judicial Complaints transitioned from utilizing contract attorneys for legal counsel and conducting investigations to utilizing a full-time general counsel. It is anticipated this change will result in a higher level of investigations and a more efficient turnaround time for the majority of complaints filed with the agency.



Analysis of Agency Challenges

	Challenge	Current Actions (Briefly describe how the agency is currently addressing the challenge.)	Planned Actions (Briefly describe how the agency plans to address the challenge going forward.)
	Increased # of Complaints	Hired full-time general counsel to investigate complaints and advise the agency	Continually re-evaluating all agency processes to identify efficiencies



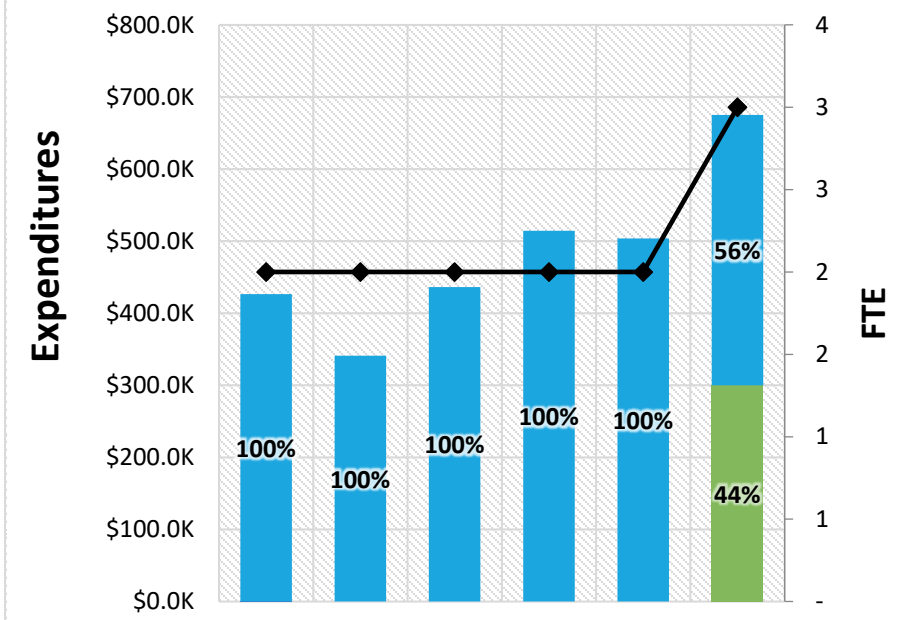


Total Historic Actual Expenditures (FY 2020-24) and Current Year Budget (FY 2025)

Explanation of Changes and Trends

Since 2018, the number of complaints received by the agency has doubled and continues to increase year over year. This has caused the agency's operating expenses to increase accordingly. Historically, the agency employed contract legal counsel to perform investigations but beginning in FY23, this arrangement became untenable due to the number and scope of the investigations combined with an hourly legal fee. As a result, beginning in FY25, the agency transitioned to using a full time General Counsel for legal services and conducting its investigations. Simultaneously, the legislature began supplementing the agency's fee structure by appropriating \$300,000 in addition to the approximately \$375,000/year the agency receives from district court civil filing fees.

Historic Total Actual Expenditures and Current Year Budget



	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 YTD Budget
■ Appropriated						\$300.0K
■ Revolving	\$426.4K	\$341.1K	\$436.2K	\$514.3K	\$503.8K	\$375.1K
■ Federal						
Total	\$426.4K	\$341.1K	\$436.2K	\$514.3K	\$503.8K	\$675.1K
— FTE	2	2	2	2	2	3

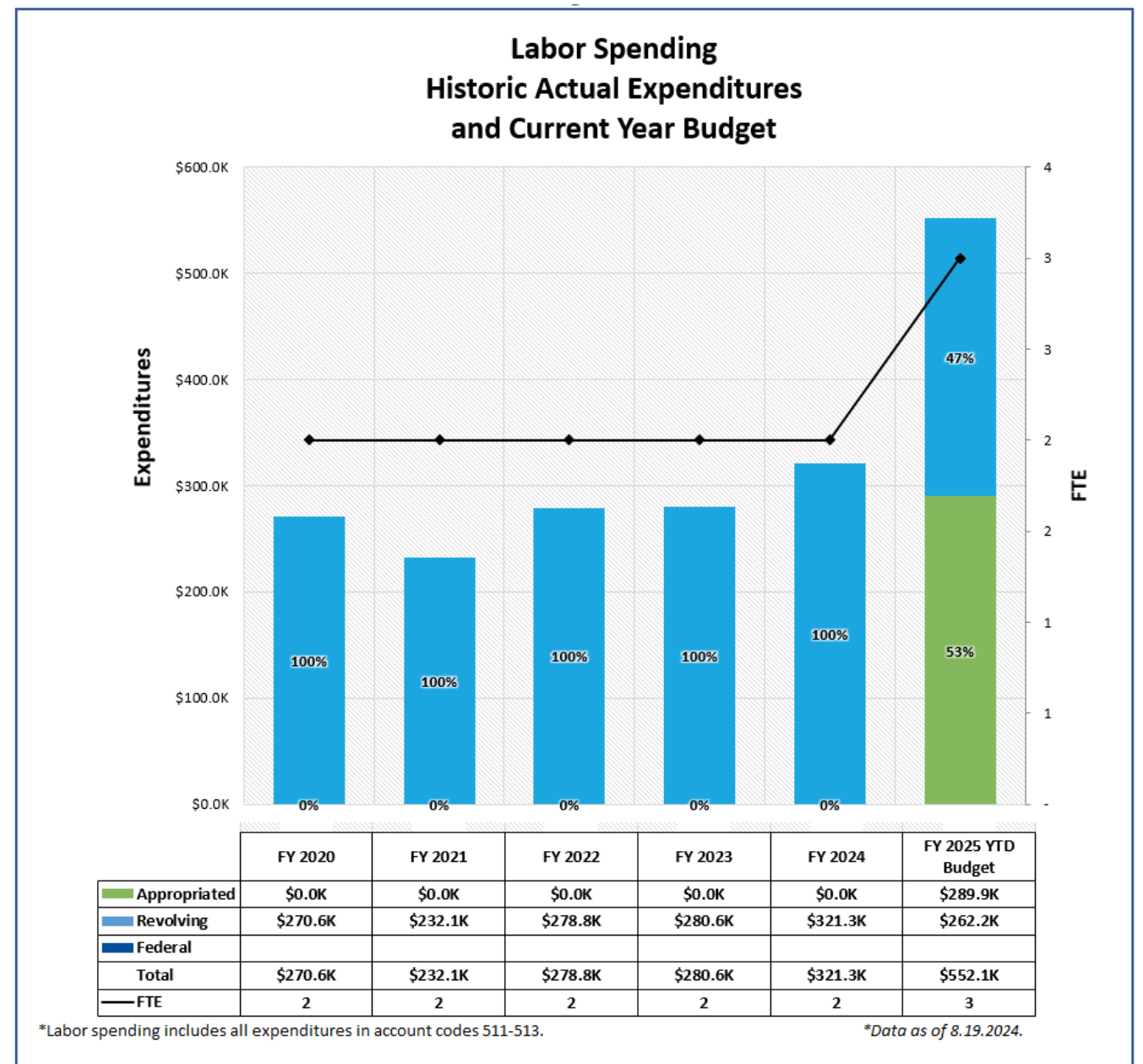


Labor Spend

Historic Actual Expenditures (FY 2020-24) and Current Year Budget (FY 2025)

Explanation of Changes and Trends

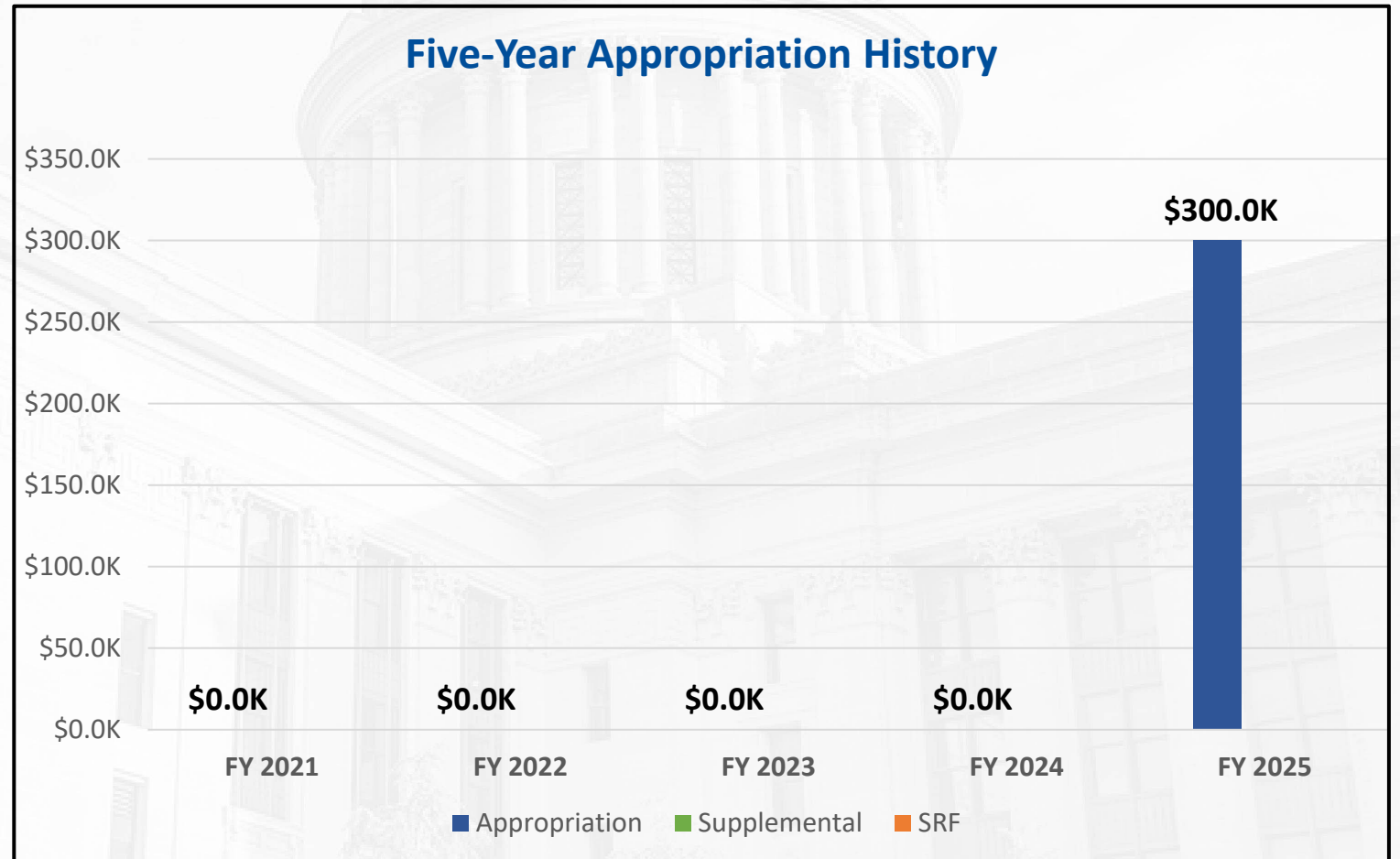
Historically, the agency employed two FTE, the Executive Director and Principal Assistant, and used contract legal counsel to perform investigations. Beginning in FY23, this arrangement became untenable due to the number and scope of the investigations combined with an hourly legal fee. Accordingly, beginning in FY25, the agency hired a full time General Counsel for legal services to conduct its investigations.



Full-time Equivalents (FTE) are a calculation based on payroll data, not a headcount. FTE calculations compare staffing levels across agencies.

Appropriation History

Fiscal Year	Legislated Appropriation (\$) <i>(Includes supplementals and SRF/ARPA if applicable.)</i>
FY 2021	\$0
FY 2022	\$0
FY 2023	\$0
FY 2024	\$0
FY 2025	\$300,000



Section II: Strategic Plan



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- **Resource analysis**
 - Financials
 - Staffing
 - Savings & Efficiencies
 - **Goals & strategies**
 - Goals & strategies
 - Key Performance Metrics
 - Type of Funding

Financial Resource Analysis

Carryover	FY 2021	FY 2022	FY 2023	FY 2024
Total appropriated carryover amount expended (\$)	\$0	\$0	\$0	\$0

Historical Cash Balances	FY 2021	FY 2022	FY 2023	FY 2024
Year End Revolving Fund Cash Balances <i>(All Revolving Funds)</i>	\$779,884	\$740,867	\$621,844	\$514,519

Revolving Class Fund # <i>(Unrestricted only)</i>	Revolving Class Fund Name <i>(Unrestricted only)</i>	Current cash balance (\$)	Projected FY 2025 year-end cash balance (\$)
20000		\$517,836	\$540,000
#		\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
#		\$	\$
	Total Unrestricted Revolving Fund Cash balance:	\$517,836	\$540,000



Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.

Staffing Trend Analysis

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Budgeted Positions / PINs (#)	2	2	2	2	3
Budgeted Vacant PINs (#)	0	0	0	0	0
Budgeted Vacant PINs (\$)	0	0	0	0	0
Budgeted PINs over 120 days Vacant (#)	N/A	N/A	N/A	N/A	
Budgeted PINs over 120 days Vacant (\$)	N/A	N/A	N/A	N/A	
Headcount* (as of 6/30)	2	2	2	2	N/A
Turnover Rate* (%)	0	0	0	0	N/A



*Headcount and Turnover Rate data provided by OMES HCM.



Savings & Efficiencies (Current or Planned)

Savings or Efficiency Name	Brief description of how savings were achieved	Savings in Unit of Measurement	FY 2024 (Actual \$ Savings)	FY 2025 (Projected \$ Savings)	FY 2026 (Projected \$ Savings)
<i>In-House Legal Counsel</i>	<i>Transitioned from outside legal counsel to in-house General Counsel due to increased demand/number of complaints filed with the agency</i>	\$160/hr	\$n/a	\$300,000	\$300,000

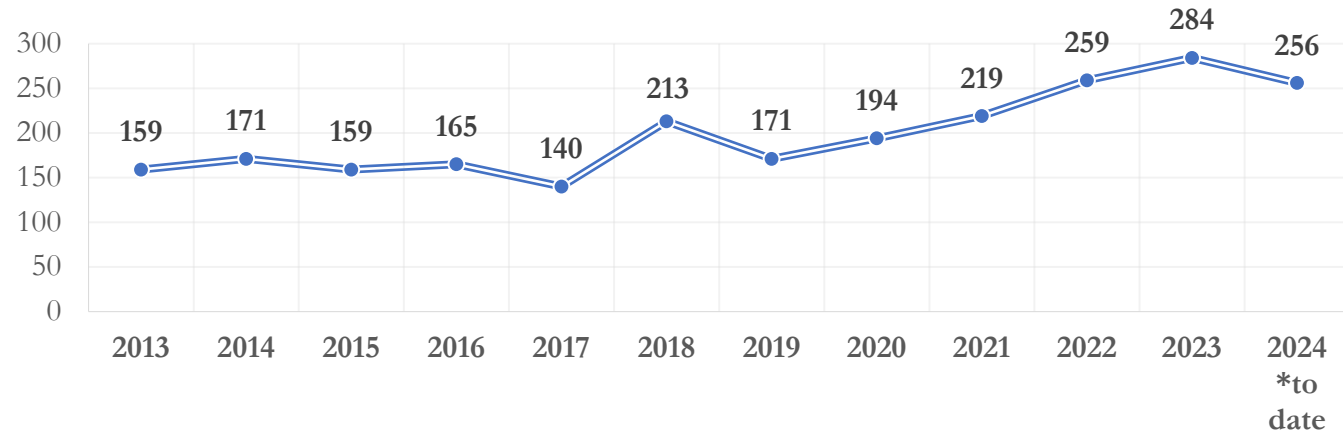
Note: When reporting savings and efficiencies, agencies should include savings associated with statewide initiatives related to fleet reduction, use of Artificial Intelligence (AI), and cell phones. Examples of units of measurement include square footage, headcount (employees or contractors), overtime hours reduced, processing time in hours, days, etc. For example, “42 minutes per transaction,” “20,000 square feet in office space,” or “580 overtime hours reduced in the first year.”



Agency Goals and Key Performance Metrics

Goal	Metric	FY 24 Target*	FY 24 Actuals	FY 25 Target	FY 29 Target
1 Fairly and efficiently investigate complaints of judicial misconduct	Percentage of complaints issued a disposition within 90 days of receipt of the complaint	93%	67%	90%	90%
2 Facilitate a more educated and informed judiciary	Number of judicial officers reached	300	350	150	150

●=Number of Complaints Filed Since 2013



Note: Include the FY 2024 target metrics from the Strategic Plan submitted in 2022.



Fairly and efficiently investigate complaints of judicial misconduct

Brief description of major agency goal

Fairly and efficiently investigate complaints of judicial misconduct

Brief description of strategy to achieve the goal

Promptly process, investigate, and issue disposition in complaints for which the alleged conduct does not constitute a violation of the Code of Judicial Conduct or other law or otherwise cannot be substantiated.

Indicator or Metric to measure goal progress

The percentage of complaints resolved within ninety (90) days for instances in which the complaint is not referred for disciplinary proceedings or a response is sought from the judicial officer.

Type of \$ Resource to be Used

Revolving and Appropriated Funds





Create a more educated and informed judiciary

Brief description of major agency goal

Facilitate a more educated and informed judiciary

Brief description of strategy to achieve the goal

Host and/or fund as many judicial education events as possible. Engage with judicial officers to determine what information/education they need.

Indicator or Metric to measure goal progress

This number is calculated by the number of attendees at various judicial education events throughout the year. One judge may attend several events. Each attendance is one unit of measure, prior participation in another event notwithstanding.

Type of \$ Resource to be Used

Revolving and Appropriated Funds





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