

City of Lee's Summit

Municipal Court Operational Review

Draft Implementation Action Plan

February 2026



City of Lee's Summit: Municipal Court Operational Review
Draft Implementation Action Plan

We have developed this draft Implementation Plan to assist the City of Lee's Summit with implementation of the recommendations outlined in the Municipal Court Operational Review report. The work involved in implementing these recommendations must be integrated into City of Lee's Summit's other work, with appropriate assignments of responsibility and with the identification of specific planned completion dates.

The draft Implementation Plan begins that process with guidance around the length of time that might be required to complete an individual recommendation (e.g., "Time to Accomplish") and with a recommended priority assignment (e.g., "Priority 1-3") based on criteria described below.

- Priority 1: Important to accomplish without delay or has significant operational or financial implications.
- Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.
- Priority 3: Least urgent to complete and/or may take longer to set up or execute.

To convert this draft to a final Implementation Plan, the City of Lee's Summit's management and staff will need to identify specific target dates. In doing so, staff should also: (1) modify the described activities for implementing an individual recommendation based on your knowledge of what will be required for completion; and (2) adjust the assignment of responsibility based on workload or other considerations. Information included in this Implementation Plan represents our recommendations; final decisions about implementation rest with the City of Lee's Summit, its governing body, elected judges, and its senior management staff. It is important to note that this document is intended to be a living and evolving management tool. It is entirely reasonable and expected for the Implementation Plan to change as conditions evolve. Its fundamental purpose is to serve as a management tool that will help ensure that the initiatives outlined in the plan are implemented in a thoughtful and systematic way.

Project planning is essential to the successful execution of the work ahead. We hope that you find the draft Implementation Plan useful in that regard. We remain available to consult with you in this process in whatever way we may be helpful.

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Court Supervision and Management	1	1	2 months	Prioritize implementing a formal management system connecting the City's Court Liaison/Assistant City Manager, Judges, and Court Administrator.	- Define roles and responsibilities of Court Liaison for City with Judges - Appoint someone as Court Liaison - Schedule regular meetings with Judges and Court Administrator - Document meetings with copy to City Manager and track action items	NOT COMPLETED	City Manager agrees on implementing a formal management system as recommended. This type of coordination previously existed and over time and with changes in judges and staff these efforts faded away. This effort will require coordination and cooperation amongst the Judges, Court Administrator and City's Court Liaison.	★	★	★	
Court Supervision and Management	2	1	2 months	Engage experienced outside assistance to drive needed changes.	- Contract for experienced Missouri court administrator to provide temporary assistance on short-term basis (three months) - Request Court Administrator to supervise contractor and task with implementation of specific recommendations - Hold staff meetings with contractor to track implementation and action items	NOT COMPLETED and NOT COMPLETELY FEASIBLE OR NECESSARY. It is the opinion of the Judges and Court Administrator that this is not necessary. Since many of the issues were identified eight months ago, we have hired a new Court Administrator that has been with the LS Municipal Court for over two years. She has implemented many of the requested changes and completed many of the suggested tasks. We do not see a need to hire an outside position at this time as we believe she has made tremendous progress in identifying and resolving the outstanding issues. The Court Administrator role is a highly specialized role, and with the updates in the Show Me Courts systems, there are few if any retired municipal court administrators in the area that would understand the current Show Me Court system.	Suggest holding off on any implementation as there is a new Court Administrator in place. It is the City Manager's understanding progress is being made regarding needed changes within the functions of the municipal court in close coordination with OSCA. If needs arise where an experienced outside professional is required or necessary, one could be pursued at that time. The City Manager would look for guidance and input from the Court Administrator and Judges if/when this type of outside assistance may be warranted. City Council consideration may be needed for any budget or resource needs.	★	★	★	★
Court Supervision and Management	4	1	6 months	Develop a policy manual consistent with Missouri state law, Supreme Court Rule 37, and 16th Circuit Court Rules to guide the work of court staff.	- Task staff member to solicit copies of peer court policy manuals - Revise each policy consistent with Lee's Summit Court operations and requirements - Review draft policy with judges and staff and revise further - Get necessary signature approval - Finalize policy, place on shared drive for staff reference, and review with staff at meeting to ensure clarity and understanding - Identify with judges and staff any policies not included and draft for approval	NOT COMPLETED and not a high priority. The CA has reached out to several local courts, none of which have a policy manual they can provide as a guide. The CA is in the process of drafting a manual for staff. It is the opinion of the Judges and CA that this is not a high priority as all current staff members have all been there at least two years, understand their roles and duties and have been cross trained in other positions. If there are any issues or questions about policies or procedures, the clerks can refer directly to the rules or contact our OSCA representative or one of our municipal judges for clarification.	Recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be requested.	★	★		

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Staffing and Capacity	10	1	12 months	Increase judge onsite time by one court day per judge, for a total of four judge office days per week, and supplement with an on-call Pro Tem judge position as needed.	- City Manager and Judges to work with Mayor and Council and Law Department to identify and prepare charter or code amendments that may be necessary - City Manager to request funding from City Council for additional judge time of two office days per week (two days per judge or four total judge days), as well as request funding for an on-call Pro Tem judge to supplement as needed - Court Administrator to work with City HR in hiring a Pro Tem contract judge - Court Administrator to work with judges on workload capacity and docket assignments	NOT COMPLETED. The study found that LS needs to have court 5.4 days per week, and increasing the judges to 3 days per week each is in line with their findings. Adding 1 day per week per judge in the next year is not consistent with their findings nor in responding to the urgent need for “immediate” judicial capacity. A Pro-Tem Judge is not necessary as adding additional court dates will result in increased capacity.	While this recommendation represents the City Manager as the lead for this recommendation it should be noted the City Manager does not have the ability or authority to increase judge onsite time. The City Manager assists with the process by which this recommendation may be implemented. The City Council does not have the ability or authority to increase judge onsite time as the scheduling and frequency of judicial onsite and court days are determined by the judges. If the judges establish additional court days, City staff will assist with assessing any associated staffing, security, technology, facilities or other City resource needs. Needs that can be addressed within existing City resources and authority will be handled administratively, and any additional funding, positions or other action requiring Council approval will be brought forward for Council consideration. Council may also authorize and fund Pro Tem judicial capacity; the decision whether and when to utilize a Pro Tem Judge remains with the judges. City Manager believes the recommendation of hiring a Pro Tem contract judge should be a consideration to assist in covering peak workloads and to provide coverage for judge vacancies. A Pro Tem Judge could also be utilized on a longer temporary basis as needed. The Council can authorize resources for a Pro Tem Judge, but the determination to utilize a Pro Tem Judge is a judicial decision.The City Manager would have involvement in facilitating any charter or code amendments if needed, as well as budget/resources to support any change(s). The City Council will have involvement in any charter or code amendments as well as any budget/resource needs. Any increase in compensation of the judges will require Council action(s).	★	★	★	★
Staffing and Capacity	12	1	12 months	Add one new Court Clerk position to support the Probation program and reduce Probation Compliance Officer time on data entry and recordkeeping.	- Judges and Court Administrator to request new position for approval by City Council - Judges should work with the Court Administrator and HR to develop a position description for a Probation Court Clerk position to outline roles and responsibilities - HR should assist in filling the position in compliance with all City personnel rules - Probation Supervisor shall ensure the new position is trained and cross-trained with other Court Clerks in collaboration with the Court Clerk Supervisor	NOT COMPLETED. (Judges tasked but should also be HR tasked). The city allocated funds to allow a part time clerk to work an additional two days per week. This was set to occur before the report came out but was delayed. (See number 13). The city has allocated funds for one additional clerk position. We were informed by HR that the two new positions mentioned at the July 14th city council meeting included the part time clerk who began working full time in May, so there is actually only one additional clerk position that has been allocated to the court at this time. We have requested that this new clerk position be utilized as a probation court clerk as recommended. The study showed the court needs 16 clerks. We currently have six, and with the addition of the one clerk position that has been allocated, we will only have 7 clerks	Within the FY27 Budget, one FTE was reallocated from Administration to the Municipal Court in order to fund this additional Court Clerk position. The job advertisement for the additional Court Clerk position was posted on August 7, so the recruitment process to fill the position is underway.	★	★	★	★
Staffing and Capacity	13	1	3 months	Increase Court Clerk capacity by making the current part-time Clerk position full-time to assist with overall Court operations.	- Judges and Court Administrator to request to make part-time Court Clerk position full-time - HR should assist in filling the position in compliance with all City personnel rules - Court Clerk Supervisor shall ensure the new position is trained, understands new duties, and is cross-trained with other Court Clerks	COMPLETED	COMPLETED - A budget amendment was processed within the FY26 budget to reallocate an FTE from Administration to Municipal Court to change the Court Clerk position from a part-time position to a full time position.	★	★	★	★

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Process Improvement	15	1	6 months	Re-evaluate docket assignments to better balance workload across the two judges.	- Judges and Court Administrator to review workload data and court timing experience to identify specific dockets and time requirements and consult with internal stakeholders who may be impacted by any change(s) such as Police, Prosecuting Attorney, and others who regularly interact with the Court - Court Administrator to implement use of new dockets, providing a schedule and giving upfront notice to the public - Judges and Court Administrator to review success and adjust timing over time	COMPLETED. We have adjusted officer court dates, trial times and the interpreter dockets.	City Manager concurs with the Raftelis recommendation. This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be necessary to align with any changes to docket assignments. If additional resources are necessary city staff will consult with Council and seek approval if necessary and required.	★	★	★	★
Process Improvement	16	1	6 months	Implement cut-off times for court check-in.	- Court Administrator to recommend cut-off time policy for Judge approval - Court Administrator and staff to publicize upcoming changes to public - Court Administrator and staff to implement and enforce new policy - Court Administrator to periodically review cut-off time with Judges	COMPLETED	City Manager concurs with the Raftelis recommendation. This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be necessary to assist with any changes.	★	★		
Technology	21	1	6 months	Engage an IT professional/OSCA to ensure the Court is maximizing the use of Show-Me Courts software.	- Judges and Court Administrator to work with City Liaison to secure funding to hire IT assistance - Court Administrator to request information on IT support from OSCA / owner of Show-Me Courts - Scope for IT professional to include use of action queues and use of system to monitor processes from start to finish, review lag-times to determine if it can be used for disposition entry by Judges on the bench, and to train staff on its use - Court Administrator to arrange and schedule professional to be onsite for visit and to achieve goals for use and training	NOT COMPLETED and not necessary. CA consistently works with OSCA. We do not believe paying for an IT professional would be beneficial or cost effective. The OSCA system is specific to the judiciary, and OSCA provides free training to judges and court staff. The Judges understand the benefits of using certain programs but are not able to implement all available Show Me Court software due to the current docket sizes and time constraints. Any funding available from the City to be allocated here would be better served in hiring additional court personnel.	Suggest holding off on any implementation as there is a new Court Administrator in place. It is the City Manager's understanding progress is being made regarding needed changes within the functions of the municipal court in close coordination with OSCA. If needs arise where an experienced outside IT professional is required or necessary, one could be pursued at that time. The City Manager would look for guidance and input from the Court Administrator and Judges if/when this type of outside assistance may be warranted.	★	★	★	★
Financial Management and Controls	23	1	3 months	Improve financial internal controls	- Define policies that will change or need reinforcement - Train court staff on the improvements - Identify new oversight processes/processes for City Finance Department	MOSTLY COMPLETED. Since November of 2025, the court has been working closely with the Finance department on implementing cash handling procedures consistent with other city departments and is submitting monthly reports. The CA is still working to resolve past issues and has provided access to bank statements and other financial records to the city as permitted by law.	City Manager concurs with the Raftelis recommendation and agrees this recommendation is mostly completed.	★	★	★	

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Financial Management and Controls	24	1	3 months	Provide for financial deposits in accordance with best practices and policies		COMPLETED with hiring of new bailiff.	COMPLETED - City Manager concurs with the Raftelis recommendation	★	★	★	
Security and Physical Environment	27	1	3 months	Provide additional equipment at the check-in counter to allow Clerk staff to perform daily operational work while serving customers at the window.	• Court Administrator to speak with staff on desired equipment and placement to reach consensus • Judges and Court Administrator to approve purchase of additional equipment from existing budget • Court Administrator to purchase equipment and manage installation • Court Administrator and Court Clerk Supervisor to share expectation for staff to remain productive on daily work while at check-in window	COMPLETED	COMPLETED - City Manager concurs with the Raftelis recommendation	★	★	★	
Court Supervision and Management	3	2	1 month	Establish an internal policy that any external reviews of the Court be shared with the judges and City Manager, along with an action plan that includes deadlines to correct any deficiencies.	• Court Administrator to draft policy for review by judges and City Manager • Revise policy as needed and get necessary signature approval • Finalize policy, place on shared drive for staff reference, and review with staff at a meeting	PARTIALLY COMPLETED. Court Administrator has not drafted a policy but will share with Judges when complete. Judges have shared and will share any external reviews of the court done in the future to the extent permitted by law and have shared previous reviews.	City Manager agrees with the Raftelis recommendation. This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be requested or needed. No Council action is necessary.	★	★		
Court Supervision and Management	5	2	12 months	Train court staff in their specific roles and ensure a backup for each position.	• Once policies and procedures are drafted, Court Administrator and Court Clerk Supervisor to meet with staff to train on each • Discuss issues and necessary changes at staff meetings • Determine if external resources are required to deliver training and contract if necessary • Enlist the help of the Court Clerk Supervisor and Probation Supervisor to train their staff on program-specific policies and procedures • Identify a back-up for each position and train them so that work can continue in their absence	COMPLETED	This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be requested. If additional resources are necessary beyond the City Manager's authority the Council will be consulted as required.	★	★		
Court Supervision and Management	6	2	12 months	Provide mandatory supervisory and leadership training for all supervisors.	• Identify appropriate supervisory and leadership training courses available to staff • Require court supervisors to attend • City HR to track and ensure annual attendance	NOT COMPLETED	City Manager concurs with the Raftelis recommendation. The city budgets for employee training each year and has a Learning and Development Specialist in the Human Resources Department that is willing and able to assist with any staff training needs.	★	★	★	
Court Supervision and Management	7	2	12 months	Ensure all court employees receive timely annual performance evaluations.	• HR to track performance evaluations for court staff and notify Court Administrator when they are due • Court Administrator to submit completed and signed evaluations to HR • HR to report to judges if evaluations are not occurring or are not timely	NOT COMPLETED	City Manager concurs with the Raftelis recommendation. Each year employees are to receive an annual performance review by their supervisor. The performance review of the Court Administrator is to be conducted by the Municipal Court Judges in accordance with Ordinance 9844.	★	★	★	

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Court Supervision and Management	8	2	6 months	Close court on specific days each month to focus on implementation of needed changes and to train staff.	• Identify monthly training periods during which court is closed for work on internal improvements • Court Administrator to prepare an agenda with judges and track progress toward achievement of recommendations and internal goals • Staff to meet together to discuss progress and troubleshoot roadblocks • Staff to train on specific items as time allows	COMPLETED. As suggested, the Judges closed court for a number of days at the beginning of the year to allow staff to catch up with backlog. Additional days have been built into the calendar for the remainder of the year to allow court staff to work on reducing backlog, but reducing the number of court days to do so also results in additional backlog.	This recommendation is at the discretion of the Judges and Court Administrator. No City Manager or Council action identified or necessary.				
Court Supervision and Management	9	2	6 months (to make the plan, not accomplish it)	Develop a prioritized plan to address court backlogs.	• Court Administrator to inventory all existing court backlogs • Judges and Court Administrator to prioritize backlogs in order of importance to address and maximum timeline to accomplish each • Court Administrator to assign staff and/or external resources to address specific items, providing a due date for completion and holding regular check-ins along the way • Court Administrator to report on progress of backlogs to judges and City's Court Liaison and request additional resources for assistance as needed	PARTIALLY COMPLETED. Court Administrator has been addressing existing backlog to the extent possible and will identify specific deadlines for completion	City Manager concurs with the Raftelis recommendation. City staff stands ready to provide assistance as may be requested by the Judges or Court Administrator. No Council action identified at this time unless additional resources are requested and must be approved by City Council.				

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Staffing and Capacity	11	2	12 months	Promote one Probation Compliance Officer to a manager or lead position overseeing the Probation program.	- Judges and Court Administrator to request new position for approval by City Council - Judges should work with the Court Administrator and HR to develop a position description for a supervisory Probation position to outline roles and responsibilities - HR should assist in promoting an internal candidate in compliance with all City personnel rules - Court Administrator shall supervise the Probation Supervisor position and meet regularly to review Probation program needs and performance	NOT COMPLETED AND NOT FEASIBLE. We do not believe this recommendation is appropriate at this time, given the current caseload being managed by existing probation officers and the additional workload to the other probation officers that will result if one is given additional supervisory roles. We believe an additional probation officer is warranted given the number of defendants each probation officer is supervising which greatly exceed all recommended goals. Even allocating an additional clerk to the probation staff will do nothing to reduce volume size.	Suggest holding off on this recommendation until other vacant positions are filled, and other recommendations implemented which may have positive impact on probation services. A future budget request may be considered if necessary and would require City Council consideration.				
Staffing and Capacity	14	2	12 months	Request funding to hire temporary help to clear backlogs and perform special projects.	- Judges and Court Administrator to request funding from City to hire temporary help - HR should assist in filling the position in compliance with all City personnel rules - Court Administrator shall ensure the new position has clear duties and timelines for accomplishing work	NOT COMPLETED AND NOT FEASIBLE. (Judges tasked but should be HR tasked) With the current hiring freeze, the City will not provide additional funds for temporary employees, although we have sought temporary assistance for several years. We have utilized an unpaid college student this summer to help with backlog and are hoping to find an additional high school or college student to assist in the fall.	City is assisting in providing temporary assistance through internships and as vacant positions continue to be filled we will continue to work with the Court Administrator and Judges on future resource needs. City Council may have involvement if additional budget request(s) or personnel expansion is necessary.				

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Process Improvement	17	2	6 months	Establish policies consistent with the 16th Circuit Court Rules that include deadlines for actions such as case filing and requests for continuances.	• In conjunction with development of the policy manual in Recommendation 4, Court Administrator and Judges to determine deadlines for case filing and request for continuances • Court Administrator to review compliance with 16th Circuit Court Rules • Court Administrator to prepare policy for Judge approval • Publicize changes to public and leverage City resources to amplify • Judges and Court Administrator to periodically review policies for revision	PARTIALLY COMPLETED AND PARTIALLY NOT LEGALLY PERMITTED. With requests to continue court cases, we have implemented a policy for attorneys sending last minute continuances. However, with regards to imposing deadlines on case filings, this is not legally permissible. This is a function of the prosecutor's office, of which, neither the City nor the Judges have any control. There are no types of cases or motions that would be filed in municipal court to which we would have to determine an appropriate deadline. Any deadlines to respond to filings, motions or pleadings are set by Missouri Rules of Civil and Criminal Procedure.	This recommendation is at the discretion of the Judges and Court Administrator. No City Manager or Council action is needed. City staff stands ready to provide any assistance if needed.				
Technology	22	2	9 months	Create a culture of data-driven decision making for the Court and establish performance metrics.	• Court Administrator and other supervisors should be trained on use of Show-Me Courts system to run reports on workload and productivity • Court Administrator and Supervisors should set monthly, quarterly, and annual report runs and review outcomes for key metrics • Court Administrator to share reports and outcomes with Judges and use the information to make adjustments to policies and procedures in Court operations	Not completed and not completely feasible. CA currently runs Show Me Court forms on a regular basis, but outcomes of individual cases are made on a case by case basis considering a number of factors. Decision making by Judges cannot be data driven, especially when someone's liberty is at risk.	This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be requested to support this recommendation. No City Council action identified at this time.				
Financial Management and Controls	25	2	6 months	Provide City Finance with appropriate access to Court bank accounts.	• Court Administrator, with judge approval, to provide City Finance Department with information on access to bank account • Finance staff to be added to signature cards and account contact information with bank • Finance staff to periodically review bank statements and reconciliations with Court Administrator	COMPLETED	COMPLETED - City Manager concurs with this Raftelis recommendation				

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Security and Physical Environment	28	2	12	Provide for dedicated space for court security officers, contracted officers, and sensitive materials		COMPLETED	COMPLETED - City Manager concurs with this Raftelis recommendation	★	★	★	
Process Improvement	18	3	12 months	Review judge standards for assigning cases to probation and the public defender to manage workload and improve consistency.	- Judges to determine general standards as to when they will assign cases to probation and the public defender - Judges to share standards with Court Administrator to determine impacts on Court staff and adjust standards as needed - Judges and Court Administrator to share standards with staff so they are aware of impacts - Judges and Court Administrator to periodically review standards for revision	NOT COMPLETED AND NOT FEASIBLE. The prosecutors make decisions on the appropriateness of probation, taking into consideration the nature of the charges, the criminal history of the defendant and the required classes needed to be completed. Their decision is not and cannot be based on the number of court staff or the number of probation officers or current number of defendants on probation. The Judges do not have authority over the functions or decision making by the prosecutor's office. Judges also have the authority to assign an individual to a probation, but the decisions to do so are based on a variety of factors including those mentioned above and taking into consideration deterrence and what is in the interest of public safety. Judges base these decisions on the specific factors of each case and not based up an attempt to manage workloads. There are many reasons a defendant needs to be overseen by probation staff including for the completion of required classes and to prevent recidivism.	This recommendation is at the discretion of the Judges and Court Administrator. No City Manager or City Council involvement is warranted or appropriate.	★	★		
Process Improvement	19	3	12 months	Provide alternate resources to provide information and assistance on assistive resources and programs to probation and judges.	- Task staff member to solicit resource information from peer courts and local stakeholders, i.e. Public Defender, non-profits, etc. - Develop an inventory of assistive resources and programs - Create resources lists for judges and probation officers - Monitor and update resource lists as new programs become available	Partially completed and partially not feasible. We currently have an inventory of programs available. LS probation officers, prosecutors and judges know what resources are available and are able to utilize them. However, programs are often at capacity or have extensive waiting lists, and additional resources have to be located based on the type of services needed. Funding and other factors beyond our control often result in the necessity to seek programs outside of the area.	This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be requested.	★	★		

Dept. or Function	Rec #	Priority	Time to Accomplish	Recommendation	Implementation Steps	Judge comments	City Manager comments	Judges	Court Administrator	City Manager/City Staff	City Council
Process Improvement	20	3	24 months	Consider developing an online request option for payment plans to reduce appearances.	• Court Administrator and Judges to determine whether online payment plans would be useful to reduce appearances • Create online form for defendants to request a payment plan without appearing in court (to be processed by staff until online payment plan portal can be developed) • Court Administrator and Judges to request funding from City • Court Administrator to work with City Liaison to secure IT assistance and project management in setting up a system online to create payment plans • Court Administrator to set deadline for implementation and prepare accompanying educational material for website • Court staff to publicize availability of new payment plan option • Implement new system • Court Administrator to monitor system, troubleshoot technical items with IT, and report to Judges on impacts on hearing schedules	COMPLETED. All cases for which a payment plan can be given are currently provided. However, by law, many cases where payment plans can be utilized require a defendant to appear at court and to plead guilty to a judge before a payment plan can be established.	City Manager concurs with the Raftelis recommendation. This recommendation is at the discretion of the Judges and Court Administrator. City staff stands ready to provide assistance as may be requested. City Council consideration may be necessary for any budget or resources needed.	★	★	★	★
Security and Physical Environment	26	3	3 months	Reinstate the use of a courtroom podium/lectern at a reasonable distance from the judge.	• Judges to approve implementation of the podium/lectern and instruct Court Administrator to have it returned to the Courtroom • Judges and Court Clerk Supervisor (who is regularly in court) to monitor impact of podium/lectern and implement changes as needed	NOT COMPLETED AND NOT FEASIBLE. Due to courtroom noise levels caused by conversations between attorneys, prosecutors and court staff in the course and scope of their duties, it is often difficult for Judges to hear a defendant speaking several feet away from the podium. After consulting with the bailiff, we believe the height and depth of the bench and the location of the bailiff in proximity to the defendants provide a level of safety that does not necessitate this step be implemented.	This recommendation is at the discretion of the Judges and Court Administrator. No action is needed by the City Manager or City Council.	★	★		