



Evaluation of Kansas City Municipal Court's Case Management And Operational Efficiencies

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Table of Contents

Introduction.....	1
Project Methodology.....	2
Background.....	2
Preliminary Operational Observations	3
Current Court Strengths.....	4
Current Challenges Faced by the Court	4
Caseflow Management Best Practices.....	4
Observations and Recommendations.....	7
Leadership and Vision.....	7
Consultation with Justice System Stakeholders	9
Court Supervision of Cases (<i>Judicial Division and Courtroom Practices</i>)	9
Utilization of Standards and Goals (<i>Court Policies, Protocols and Procedures</i>).....	12
Court Control of Continuances (<i>Case Initiation, Scheduling, Docketing and Processing</i>) ..	13
Focus on Early Case Disposition (<i>Clerk's Office Operations and Functions</i>)	16
Use of Management Information and Information Systems (<i>Technology</i>)	17
Additional Operational Topics: Judicial Resources and Specialty Courts.....	19
Judicial Resources	19
Specialty Courts	23
Items for Further Review or Consideration.....	24
Conclusion.....	24
Appendices.....	25
Appendix I - Example or Model Caseflow Management Plan, Policy or Statement.....	1
Appendix II – CourTools Court Performance Measures.....	1
Appendix III – Example Integrated Justice Governance Charter.....	1
Appendix IV – Analysis of Various Court Statistics	1
a) Cases going to trial at first appearance	1
b) Fine Payments Prior to First Appearance	3
c) Number of Continuances for Closed Cases (October and November 2014).....	5
d) Analysis of Citations for Calendaring	6
Appendix V – Caseflow Management Practices from Filing to Disposition including Examples of Calendars	1
Appendix VI – Example or Model Court Continuance Policy	1

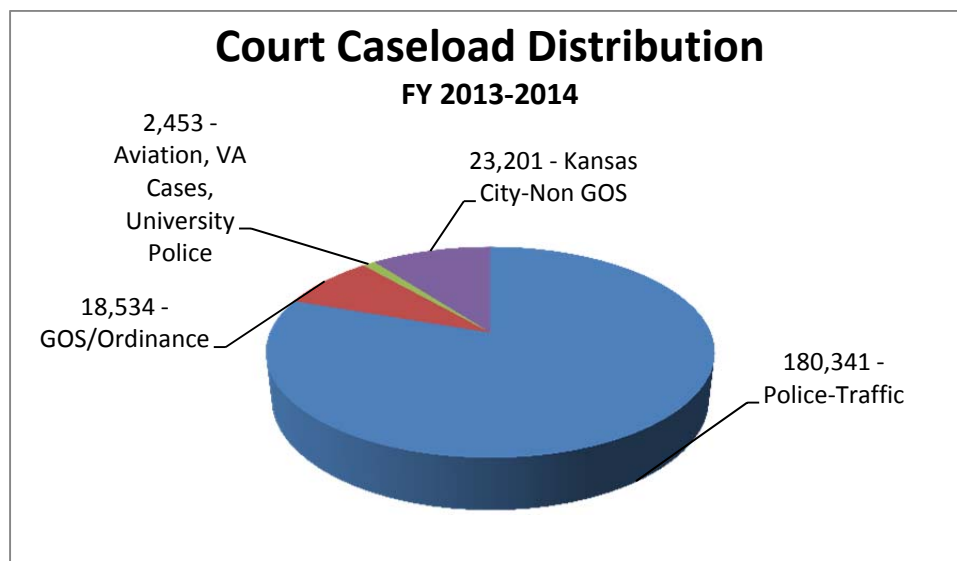
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Introduction

The Kansas City Municipal Court (Court) contacted the National Center for State Courts (NCSC) requesting an assessment of their use of technology. The Court implemented a new case management system about three years ago and went to paper on demand at the same time. The Court had three major questions: (1) whether the Court is optimally processing each type of case as efficiently as it could; (2) whether the Court is using its existing technology to its fullest extent; and (3) the specific steps the Court should take to obtain the greatest benefits from the current system.

The Kansas City Municipal Court is the largest municipal court in Missouri. The Court has eight full-time judges, one part-time judge, a Court Administrator, and approximately 75 employees. Of the approximately 200,000 cases the Court handles in a year, the most common are traffic violations, general ordinance violations (e.g., trespass, assault, disorderly conduct), building code and nuisance violations, and animal-related health and public safety violations. The Court also has a heavy misdemeanor docket that includes a substantial number of domestic violence cases. These cases are grouped into general case types with Traffic and General Offenses being the major case types¹. The court does not distinguish cases by the various sub case types beyond traffic and non-traffic and DUI and domestic violence. Per city ordinance, Article X. Division1, Sec. 2-1401, the court has one division, division 209, dedicated to housing and animal violations, and one division, division 203, dedicated to domestic violence.

The chart below depicts overall case filing distribution, based upon FY 2013-2014 filings.²



¹ Other minor case types are Animal, Housing, Parking, Restitution, Non-Traffic.

² Data from report dated October 9, 2014, from Megan Pfannenstiel, for most recent completed fiscal year.

Project Methodology

The project methodology included a kick-off project teleconference between the project consultant team and the Chief Judge, the Court Administrator and the Deputy Court Administrator. The Court Administrator was identified as the on-site contact and Project Manager for all project work. Project specifics were discussed as were logistics and a plan for the on-site assessment, determination of the individuals to be interviewed during the site visit, and a preliminary review of data and documents for review. A preliminary site visit took place on November 13-14 and November 17-19, 2014. The site visit included: interviews of judicial officers, court staff and justice system representatives; a tour and observations of court operations; and review of court documents, performance metrics and reports. A second site visit occurred on January 8-9, 2015. This site visit included meetings with the outgoing and incoming Presiding Judges and senior court leadership.

The NCSC wishes to acknowledge and thank the Kansas City, Missouri, Municipal Court for support during the project actions. The outgoing and incoming Chief Judges, Court Administrator, and Deputy Court Administrator provided significant leadership and feedback during the project discussions. Appreciation is also extended to court staff and justice system representatives who provided valuable information during meetings, tours and interviews. Without their interest and time commitment, project information and process issues would not be as thorough and rich.

Background

The Kansas City, Missouri, Municipal Court requested this evaluation of operational efficiencies as part of the ongoing desire to ensure maximum efficiencies and effectiveness of court operations. Two prior evaluations have been completed which may be of note:

- “Management Review of the Municipal Division of the Jackson County, Missouri Circuit Court,” dated June 4, 1990, by the NCSC, with a focus on the Municipal Court caseload and related staffing and resources, and
- “A Study of the Kansas City, Missouri, Municipal Justice System,” dated February 2005, by Carter Gobel Associates, Inc., with a focus on the municipal justice system operations and court work volumes.

The Municipal Court Presiding Judge is elected to a one-year term by the members of the Municipal Court Bench. At the project outset, the Presiding Judge was Judge Joseph H. Locascio; however, he concluded his term December 31, 2014. Effective January 1, 2015, Judge Anne J. LaBella assumed the function as Presiding Judge for a one-year term. Section 2-1412 of the Municipal Code prescribes that the Presiding Judges serve 12 month terms and may be selected for subsequent years. (Local court rule 17.3 further clarifies that the Presiding Judge may succeed himself).

Rule 17, of the Municipal Court Local Rules³, prescribes the role of the Presiding Judge to include the following:

- a. Assign cases to the various divisions;
- b. Preside at all Court *en Banc* meetings;
- c. Appoint and supervise needed committees;
- d. Review and approve court's budget;
- e. Handle media and government contacts;
- f. Develop for Court *en Banc* approval standardized procedures among divisions;
- g. Coordinate with the Court Administrator the overall functioning of the court;
- h. Handle all matters requiring immediate judicial attention;
- i. Conduct cases set on the video arraignment docket;
- j. Assign the case dockets of absent judges;
- k. Assign transfers by other division judges on a motion sustained for change of judge from them;
- l. Assign cases transferred by other division in order to equalize division dockets;
- m. Hear cases transferred, added, changed, or scheduled before the Presiding Judge;
- n. Determine whether a judge's absence from court is pursuant to court business.

There are eight full time divisions of the Kansas City Municipal Court and one part time division which focus on City ordinance violations, notably the housing and animal violations. During the course of this project, two judicial vacancies occurred; both have been filled with newly appointed judges.

The administrative functions of the court fall under the responsibility and direction of the Court Administrator. Working through subordinate staff numbering 75 individuals, the administrative functions include: administrative services, business services, probation-specialty court-jail functions, facilities and technology, budget and finance, and public information or court communications.

Preliminary Operational Observations

Based upon review of court information, documents and interactions during the site visits, the NCSC team made some preliminary observations regarding the current strengths and operational challenges of the court's operating environment. They are noted here and indicate that this is a court with good practices in place, and a court that continually faces opportunities and challenges in ensuring excellence and efficiency in operation. By 'shining a light' on court operations and providing resulting recommendations, the consultants do not intend to indicate the court is in crisis, but instead are proposing changes that can build upon current leadership practices and expand upon operational excellence, efficiencies, and economies of scale.

³ See Kansas City Municipal Court Local Rules: <http://kcmo.gov/court/wp-content/uploads/sites/4/2014/03/MunicipalCourtLocalRules.pdf>

Current Court Strengths

- Interest and support from the Presiding Judge – both the outgoing and incoming judges
- Dedicated judicial officers who have interest in operational efficiency and innovation
- Active involvement of the Court Administrator and senior administrative leaders
- Use of a case management system (CMS) that can retrieve case- and workload-based statistics for workload analysis
- Relationships with justice system partners: city leadership, city prosecution and local law enforcement
- Support from the City Manager for continued court innovation and excellence, and
- Exclusive use of the automated system for “paper on demand” case handling eliminating the reliance upon paper

Current Challenges Faced by the Court

- The desire to improve upon the current CMS
- The challenge of continuing Court operations within limited budget amounts
- An aging court facility with outdated accessibility and customer flow
- Knowledge that local jail costs are expensive for court defendants, and
- Increasing caseload

Caseflow Management Best Practices

To address the Kansas City Municipal Court’s three main questions of 1) whether the Court is optimally processing each type of case as efficiently as it could; 2) whether the Court is using its existing technology to its fullest extent; and 3) identification of the specific steps the Court should take to obtain the greatest benefits from the current system, the consultants reviewed court operations through the lens of nationally agreed upon fundamentals, or best practices, of caseflow management. These best practices align with the three assessment categories or questions and allow for project recommendations to be classified under each fundamental category.

Caseflow management best practices, as utilized by the Institute for Court Management of the NCSC, include seven key areas: 1) leadership and vision; 2) consultation with stakeholders; 3) court supervision of case progress; 4) the use of performance standards and goals; 5) court control over continuances; 6) work toward early case disposition and adjudication; and 7) the use of information and information systems to monitor performance.⁴ All of these practices play a role in a court’s ability to successfully manage its cases and operate efficiently.

⁴ Institute for Court Management, National Center for State Courts, “Fundamentals of Caseflow Management,” 2012.

Figure 1 illustrates these fundamentals and indicates the interrelationship and interdependence between all of them.

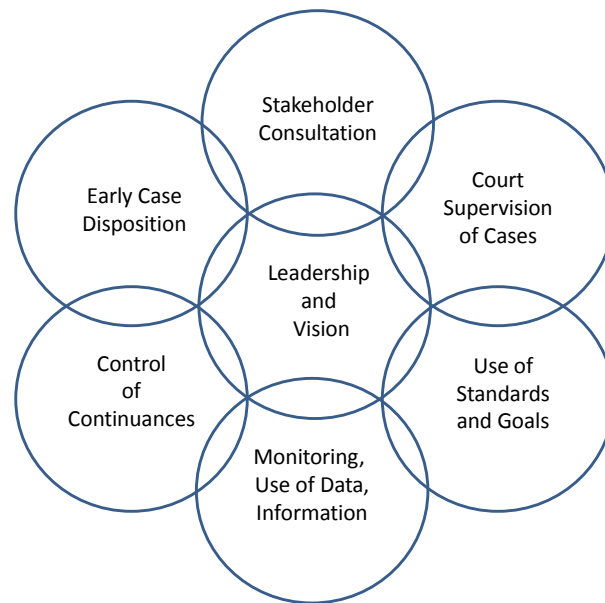


Figure 1 – Caseflow Management Best Practices and Fundamentals

Optimal caseflow management practices make use of:

- clear directives, governance, and leadership;
- a caseflow management plan;
- early court review and assessment to determine the level of court services needed;
- a formal continuance policy and other court rules and protocols; and
- data, metrics and measures on caseload status for operational accountability.

This accountability extends to all justice partners. It also involves ongoing leadership scrutiny and evaluation of how well the processing system is functioning, coupled with strategies for improvement.

The chart below indicates these caseflow management best practices along with examples of them in actual use. These can be illustrative and informative for the court to consider and adopt.

Fundamentals of Caseflow Management⁵	Practical Examples of Presence of Fundamental
1. Leadership and vision	Published Mission and Vision Statement
	Published Strategic Plan for the Court
	Administrative Orders/Directives
	Senior Executive (Leadership) Team
	Court-wide Rules, Policies and Procedures
2. Consultation and involvement with stakeholders	Meetings/Regular Interaction-Criminal Justice Agencies
	Documented Agreements, Goals, Projects
3. Active court supervision of cases	Court Directed Case Schedules, Calendars, Events
	Clear Knowledge/Expectations on Caseflow Management
	Published Caseflow Management Plan or Policy
4. Use of standards and goals	Stated/Published Case Processing Goals
	Standards for Disposition, Processing Timelines
	System and Staff Training on Goals and Standards
5. Court control of continuances	Published Court Continuance Policy
	Clear/Known Criteria for Requesting Continuances
	Adherence to Policies
	Regular Review of Continuance Data
6. Focus on the early disposition of cases	Published Goals for Case Disposition
	Early Review/Assessment of Case Complexity
	Events and Actions Promoting Early Case Conclusion
7. Use of information, case data and automation/ technology systems	Ability to Get and Use Court and System Published Data
	Publication of Court Performance Metrics
	Regular Review and Stakeholder Assessment of Metrics

Figure 2 – Caseflow Management Fundamentals and Examples of Actual Use

The observations and recommendations in the following sections are organized according to these seven fundamentals and best practices of caseflow management.

⁵ Institute for Court Management, National Center for State Courts, “Fundamentals of Caseflow Management,” 2012.

Observations and Recommendations

Observations and recommendations are noted below. As stated above, they are organized under each of the caseload management best practices.

Leadership and Vision

Observations

Article 3 of the Kansas City Charter provides for the Municipal Court and Section 301(c) states that the court "...shall act through the Court *en banc*." Article X of the Code of Ordinances further defines the responsibilities of the Municipal Court and specifically the selection and duties of the Presiding Judge.

The Presiding Judge does not have the authority to unilaterally decide court policy and procedure (as other heads of justice entities may have), thus court wide policy and procedures must be determined by vote or consensus. The responsibilities of the Presiding Judge are enumerated in the municipal code and include responsibilities such as: administration, liaison, appointment of committees, calling and presiding over meetings, and, assignment of judges and cases. For further information concerning key responsibilities of a presiding judge the National Center for State Courts has published, "Key Elements of an Effective Rule of Court on the Role of the Presiding Judge in the Trial Courts⁶." Though the Kansas City, Missouri Municipal Court may not be considered a trial court this document may be useful in considering the proper role of a presiding judge which may be further documented in a rule of court or even a change in the municipal code.

During the onsite meetings, it was stated that *en banc* court meetings were infrequent, convened on an irregular or sporadic schedule, and included department heads from other justice entities. Decisions from *en banc* meetings may not be carried out as intended. Recognizing that the Presiding Judge's authority is limited, there is an opportunity to consider a structure that encourages consensus building and collaboration.

Recommendations

1. Establish a formal Municipal Court Governance Policy or Charter.

A court of this size would benefit from a more formal governance structure to discuss court policy and procedures with formal minutes approved by the court, formal policies and procedures well documented and followed by all members and staff of the court. Seek increased collaboration among the judges. As the Presiding Judge's responsibility is limited, a structure that encourages collaboration is recommended. In most courts the Presiding or Chief Judge's primary responsibility is to seek consensus among the bench.

⁶ Key Elements of an Effective Rule of Court on the Role of the Presiding Judge in the Trial Courts, National Center for State Courts, Williamsburg, Virginia, June 2006, <http://cdm16501.contentdm.oclc.org/cdm/ref/collection/judicial/id/31>.

2. Expand and clarify the Presiding Judge role.

Sections 2-1405, 2-1406, and 2-1413(8) of Article, Division 1, of the Kansas City Code of Ordinances describes the role, responsibilities, and authority of the Presiding Judge. While Sec. 2-1413(8) lays out specific duties of the Presiding Judge, the other two sections may imply a limit to the Presiding Judge's duties. This possible conflict should be resolved through the development of a policy that clarifies the meaning of these sections when applied to the governance of the court. The municipal ordinances imply a structure similar to a CEO and Executive Board with the Presiding Judge acting like a company CEO and the Court *en banc* acting like the Executive Board.

3. Review the interpretation of the Sunshine Law with regard to the *en banc* meetings.

The Missouri Sunshine law applies to "Judicial entities when operating in administrative capacity." The Court should consider and explore the legality and possibility of developing a policy that differentiates between court administrative business (e.g. financial, facilities, human resources, etc.) and court procedures and policies (e.g. court room procedures to carry out justice).

4. Evaluate the possibility of making the Presiding Judge term a two-year term.

Leadership continuity is important to the smooth operation of any organization. With the implementation of the above recommendations the court should consider how best to ensure continuity policies and procedures over several years.

5. Create and publish an internal caseload management plan.

Court leadership should create an internal caseload management plan, in which the court and court leadership lays out expectations for overall caseload goals and practices for the court. Such a plan should be reviewed and vetted by the bench and court administration. An example of a caseload management plan is included in Appendix I.

6. Establish and reaffirm formal court wide goals for time standards.

Time to disposition is an accepted standard for measuring the efficiency and effectiveness of a court. The Court should develop time standards and appropriate procedures for measuring and obtaining the goals set by such standards. Such standards will help the court to priorities for use of limited resources and operational goals, e.g., in one-year increments. Appendix II includes the "CourTools" court performance metrics considered to be best practice and useful for a court to measure performance.

7. Develop a policy for the creation and implementation of policies and procedures.

Of those interviewed, both judges and staff commented on the lack of structure concerning the development and implementation and interpretation of new and existing policies and procedures. This can be addressed by clear procedures for the development of policies and procedures, as well as regular review and updates, whereby the appropriate court judicial officers and staff are consulted and have opportunity to vet policy/procedure content. This would also aid in the development of clear procedures for implementing policies.

Consultation with Justice System Stakeholders

Observations

Policy and procedures that impact the justice system as a whole are normally handled by what is frequently called an integrated justice governance committee where all justice agencies are represented and general justice policy and procedures are discussed. These discussions are usually taken back to each individual entity for further discussion concerning the specific impact on the individual justice entity.

After in-depth discussions at both the internal level and external level integrated justice policy and procedures are determined, documented and finalized.

It appears that to date “bench” meetings have included department heads from non-court departments, such as legal aid, law enforcement, or the prosecutor, etc. This is a good practice for discussing and reaching resolutions concerning issues that impact all groups, but it is important that the court also meets independently to discuss issues within the court.

Recommendations

1. Establish a formal governance structure for collaboration between the court and justice system entities.

Establish an Integrated Justice Governance Committee or a Justice Coordinating/Oversight Group created with a formal charge, membership, and operating rules. This group will ensure that policies and procedures that impact the justice system as a whole are fully discussed and vetted before drafting and implementation. An example of a governance ‘charter’ is noted in Appendix III.

2. Utilize this collaborative entity as the primary forum to collaborate on high level policies.

This group can address operational problems affecting the criminal justice partners, review performance data (from the court, prosecutor, Legal Aid, and the police department), and to prepare budgets with greater cohesiveness, efficiencies and economies of scale.

Court Supervision of Cases (*Judicial Division and Courtroom Practices*)

Observations

The Kansas City Municipal Court operates with a tendency for ‘silo’ operations- with each judicial officer crafting their own style and practice for processing cases. Observations indicated that case management practices differ greatly between judicial officer, based upon style and preference. While independence is a stalwart principal of the judicial system such practices should be examined if they impeded the efficient operations of the court. More frequent *en banc* meetings to discuss the merits of different practices should minimize differences and diminish their impact.

The Court has made significant progress in the use of technology, and this has allowed the entire court to forego dependence on paper and use the electronic file. Technology is maximized through the standardization of processes and procedures. Thus the next step to increase the value of the court's technology is to further standardize tasks and procedures, in the courtroom. This should be done, but not at the expense of justice.

This court is a high volume customer based court. On a daily basis, over 2,000-3,000 consumers or case parties are expected on site. This number of consumers creates opportunities to standardize processes as there will be many court users with similar solutions to their legal problems.

This also creates a need for high volume traffic flow and planned access to the appropriate court service or function. The court operates in a facility that has outdated physical infrastructure. Work has been underway to evaluate areas to retrofit and upgrade the existing facility.

Observance of several courtrooms suggests that courtrooms have large dockets, are crowded and the assembled group affects the processing of cases. There is 'wasted' time, a level of sound that makes hearing difficult; names are missed when called by the Judge and then repeatedly called or missed.

Responsibilities of staff members in the courtrooms were also unclear, with some instances of multiple bailiffs in the courtroom with some discretionary time not fully utilized during in-custody proceedings. Non court activities take place in courtroom (plea negotiations, attorneys' conferencing with clients, etc.). Variations occur in the rigor used in the courtrooms, based upon judicial preference.

Recommendations

1. Simplify the daily Case Summary Card process.

The practice of issuing the case summary card is commendable, as it provides the court – both judicial and administrative staff – a real time view of the volume of cases set and anticipated for appearance, and public coming on site. The process, however appears to take the work of one full time staff who continually reviews, prepares and produces the document, which may be revised up to three or four times each day. The process should be streamlined. The process also links to the awareness of any judge's absence, and the need to plan in advance for those absences, to include blocking out settings for the absent judge or reassigning cases prior to the morning of appearance. (Adoption of Recommendation 1 under Court Control of Continuances could greatly alter this process.)

2. Create fine payment options.

The court expects significant increases in parking violations so will need to establish processes for the easy payment of parking tickets, and strives to be inclusive of as many methods as possible for the litigant to comply with the fine payment.

3. Create a standard and simple process for litigants to contest parking tickets.

Given that the process of contesting cases can be confusing and complex, the court should create a process that is understandable and simple, and should make information available to court litigants, should they desire to litigate the citation.

4. The first appearance should be for pleas and attorney requirements.

Based upon review of court statistics, less than 10% of the cases proceed to trial at the first appearance⁷, with a large amount of cases, 75-80%, moving to trial at a subsequent date, (see Appendix IV). The court should consider changing the purpose of the first appearance to determining how the defendant pleads and whether he can afford his own attorney or needs a public defender. The practice of scheduling the officer and witnesses at the first appearance should be seriously reconsidered. This should be the practice only if most of the cases go to trial at the first appearance, which is not the case.

Procedures should be designed for the most common events or outcomes, not for the least common. This will decrease the number persons in the courtroom and passing through the court. Should the defendant obtain an attorney prior to the first appearance then the attorney can waive the first appearance and schedule a trial date or discovery. Any negotiations between the prosecutor and the defendants' attorney can take place outside the courtroom or even via email. Appropriate procedures can be established so that when everyone comes to court the case will be able to go forward. Such a procedure would greatly reduce the amount of public in the courtroom. To accommodate the law enforcement officers a schedule can be developed for when officers are available and cases can be schedule for those times.

5. Evaluate the plea negotiation process.

The courtroom should not be used to negotiate pleas. If this is a common practice then a specific location in the court house (or in the courtroom) should be designated for negotiations. Cases should be triaged to reduce the number of public in the courtroom and to reduce the cases or the appearances before a judge.

6. Create a protocol for the efficient delivery of defendant advisory information.

Develop a procedure for informing defendants of their rights and explanation of court practices that does not involve the judge providing these for each individual defendant. Various methods exist such as being shown by video to all defendants appearing for the first time. An example would be an arraignment advisory video, in which explanation is provided on what will occur at the event, what is expected of the defendant, and how the defendant can make a plea, pay a fine, or obtain counsel (if appropriate).

7. Determine when and if the arresting or charging officer needs to be present.

Since most of the cases are continued at the first appearance, the officers' presence is not necessary. If the first appearance is used to only accept pleas and determine attorney

⁷ See Appendix III (a) Cases going to trial at first appearance.

requirements then if a trial is set, it can be set according to the court's and officer's schedule. This recommendation also correlates to the section on Case Scheduling, Docketing and Processing.

8. Perform administrative tasks outside the courtroom by administrative staff.

Evaluate functions conducted in courtrooms, to identify ones that are primarily 'administrative' in nature and currently conducted by judicial officers, which can be delegated to clerks; an example is the review of Legal Aid application documents.

9. Review in custody procedures.

In custody procedures should be evaluated in light of the limited areas adjacent to the courtrooms. The focus should be to minimize extra detention trips, maximize security provisions and promote efficiency for the in custody appearances in courtrooms. This is particularly important in light of the pending remodel.

10. Review the protocol for adjusting dockets when judges are absent.

Currently an entire docket is moved to a single judge when a judge is absent. This is necessary due to the enforcement officer driving the docket. Moving away from the officer driven docket will allow the docket to be divided between judges evening out the workload among judges. The court should create a process to know, in advance, when coverage is required, and how cases will be equally distributed (assuming the officer-driven assignment system does not prevail).

11. Review the overall court access by the public.

Analyze the usual access needs and volumes, and develop processes to manage high volumes, and deploy extra staff during heavy traffic times. (The pending remodel allows the court to redesign the courthouse entrance to better accommodate the public.) Strive to place high volume customer operations on lower floors in the building and consider moving Courtroom I from the current back-hallway access to a front hallway access path to eliminate litigant travel into back corridors, and to possible confusion.

Utilization of Standards and Goals (*Court Policies, Protocols and Procedures*)

Observations

The court currently has a set of Administrative Directives as well as Standard Operating Procedures for the court operations division, the court services division and the court finance division. Court staff note that many, if not all, of these are outdated. Observations indicated that there are areas for creation of additional policies and procedures, and that areas of court operations should be added to the written policies and protocols.

Recommendations

1. Review and evaluate all existing administrative directives, orders, and policies.

Determine which are still required and publish and distribute updated documents.

2. Create a standard procedure for the creation and implementation, of new administrative directives, orders, and policies.

The court should have a set of directives, orders, and policies that document how the court will conduct itself. The protocol should include formal policies for high level policy statements or assertion, procedures for discreet actions and steps in the stated areas, and for judicial administrative directives. These should also contain procedures for implementation and administration.

3. Seek to improve standardization of practices.

To the extent possible expected practices for judicial officers and divisions should be created after full consideration and discussion at bench or *en banc* meetings. These can be utilized to documents areas of agreement and the range of acceptable practice.

4. Create written protocols and a standard library or indexing for easy access and reference.

The court should consider if these new written practices should be segregated by court and case operational area (e.g., by operations and administration, or by traffic case type or general ordinance type), and how best to organize them for easy access by judges and staff.

5. Include written processes for specialty courts.

Written practices and criteria should be included for all specialty court operations. Written procedures, processes, and policies aid in institutionalization of specialty courts.

Court Control of Continuances (Case Initiation, Scheduling, Docketing and Processing)

Observations

Cases are initiated by electronic transmission of case data elements from the Kansas City Police Department. Each charge or violation creates a case number at the court, and each case is scheduled for a court date based upon a schedule of police officer ticket volumes, and work schedule. The prosecutor reviews all (typically focusing on the more serious charges) prior to officially being filed, to ensure the proper charging language is present.

All cases/charges are included in a summons sent to the violator/defendant via a subcontracted agency. The summons or mailings are sent to the violators with no current requirement for confirmation of receipt, and no notification to any ancillary parties or victims. Cases are then set for their first appearance or arraignment date when the citation is issued, using the police department based protocol, on pre-determined week or days of the month; this practice also sets cases with the same officer at the same day and time. This protocol drives the length of time it takes for a case to be calendared (sometimes taking several months to schedule) on one of the eight full time and one part time judicial officer calendars.

This practice does not allow for the random assignments of cases to judges, and officers and case parties come to know which judge will have which cases/charges. It also makes possible large calendars or dockets due to high citation volumes for particular officers. This structured assignment limits the reassignment of cases should a judge be absent as the cases must be kept together for the scheduling convenience of the officer. When a judge is absent, entire dockets are reassigned to another judge. This can result in large numbers of cases being inserted in an already large docket.

Continuance practices vary and are inconsistent between the different judicial divisions. The median number of appearances for traffic is 3 with a maximum of 25; for non-traffic (from old system) the median is 7 with a maximum of 17; for general offenses the median is 4 with a maximum of 20. (See Appendix IV) Continuances are sought for time to obtain the appointment of an attorney, to allow time for discovery, or for more time to make payment of the financial sanction.

Recommendations

1. Change the process of assigning first appearance to better equalize workload and to schedule first appearance within a month or less of the citation.

Eliminate calendar practices based upon the officer and ticket volumes and schedules. The process of police-driven calendaring should be reevaluated to place the court in the role of directing when and how cases are scheduled. The practice of restricting the number of times an officer can appear each month should also be a topic of discussion between the court and police, with the goal of ensuring the earliest scheduling possible and for optimal litigant and defendant access to their court date. This recommendation relates to Court Supervision of Cases.

2. Evaluate the process of mailing summons on all new charges.

The court and prosecutor should evaluate the requirement for such activity and should at minimum send one notice per defendant not per charge.

3. Reviews and revise practices to assign a case number to each charge.

Under the current practices each charge and violation generated an individual case number. This process may be creating extra handling for all justice system staff and the issuance of case number for each charge may be inflating the workload. Some courts have up to five individual charges within a single case number issued. Court and justice system leaders should evaluate with the Missouri Courts, Administrative Office, to determine the requirement for case number assignment. If not required, the court should begin actions to adopt a process for single case number assignment for each incident with related violations or charges subsumed within the single case number.

4. Create an early case review or case triage process.

Develop a method to review incoming cases to establish case complexity, case composition and case needs for upcoming court events. This may involve establishing criteria for case complexity, against which all incoming cases are assessed. This may also involve

determination of which cases will require officer presence for the upcoming court date (and will drive the scheduling) and which case will not require officer appearance. This may alleviate the scheduling limitations of the current system.

5. Establish a single “Calendar Coordinator” position, to include calendar and docket coverage.

A single position should be identified to perform calendar coordination functions. Simplified and standard protocols should be established to provide docket and calendar coverage when a judicial officer is absent. This position should report to the Court Administrator or designee. The court administrator should also ensure that staff member(s) is/are trained for back up coverage of this function. This practice should include methods to identify and track absences, in advance when possible, with the objective of managing the numbers of officers absent at a given time.

6. Segregate and calendar court hearings/events by type of event or outcome.

Under the current calendar scheme, cases of all types and stages are set at the same calendar time (e.g., at 9:00am or 10:00am). The court should consider a calendar that segregates the cases based upon stage of proceeding (e.g., arraignments, or motions), and based upon case type (e.g., DUI, or ordinance violation). Appendix IV provides a sample of such a calendar.

7. Establish a formal, written continuance policy.

A continuance policy should include how to avoid conflicts for judicial and officer schedules. A sample continuance policy is included in Appendix VI.

8. Implement a formal and consistently practiced time payment program.

A formal time payment project should include formal policies and procedures, clear identification of which court staff has authority to issue payment plans, and program metrics to record and track.

9. Consider a separate calendar for cases requiring a public defender

Assess the appearance (on site) practices of Legal Aid attorneys to identify areas of wasted time, redundancy and opportunities to reengineer time utilization.

10. Refine the prosecutor citations review process.

Establish protocols to separate cases that truly need to be reviewed by the prosecutor before filing with the court. Also develop a standard procedure for changing or modifying charges to minimize the need for the prosecuting attorney to review citations before having them filed directly with the court.

Focus on Early Case Disposition (Clerk's Office Operations and Functions)

Observations

The court maintains a public-facing clerks filing counter, under the oversight of the Court Administrator. This function occurs at a filing counter located on the first floor, with approximately ten service windows. These windows are where defendants and parties to a case can make inquiry about case status; obtain case documents or information or where payments can be made. This operational area is currently being evaluated to improve access, consider counter height for staff and enhance security provisions; this is commendable and should continue. Currently all windows perform any of the required functions for the public. Space is limited for the public with a narrow foyer adjacent to the counters.

On the staff, or back, side of the counter, staff members have their individual work space equipped with computers, cash handling and necessary documents for the public. A separate cash office is located in a room behind the filing counter, and it is separated and secured, but allows for the cashiers to observe filing counter operations from an appropriate distance, with security features.

Recommendations

1. Establish protocols for court staff to confirm defendant information (address, phone, email, etc.)

There was a general feeling that many case processing improvements could not be implemented because of inaccurate or incomplete contact data. Procedures should be implemented court wide to verify defendant contact data at each point of contact and interaction, and record/update that information in the CMS at each instance.

2. Modernize the public service area with the pending remodel.

Modernization of the desk, window and access features will allow the court to demonstrate the importance of the counter customer service and will also allow more services to be offered. This space could be designed to filter defendants possibly directing them to legal services to apply for indigent defense services or otherwise assist defendants to minimize court appearances or a minimum ensure defendants are prepared for their court appearance.

3. Establish electronic payment methods.

The court needs to create a process for the easy technology-based payment of citations that do not require court appearances and for parking tickets. Staff comments indicated that parking ticket volumes are expected to become an issue in the near future, and electronic payment options provide necessary access for the parking violators.

Use of Management Information and Information Systems (*Technology*)

Observations

Court leadership currently uses statistics and data, including the daily case summary card and monthly statistics. Observations indicated that there is opportunity to expand the use of data, increase the dissemination to judicial officers, and expand court statistics to court performance measures.

The Court has deployed technology allowing non-paper-based operations and the ability to obtain data and reports from REJIS. There are practices that can be updated and expanded, and there are opportunities for more direct and active court direction of the technology development. There are also opportunities for the court to rely upon proven 'best-practice' technology standards. REJIS' IMDS may not have sufficient capabilities to handle changes in docketing and there may be concern about sufficient motivation for REJIS to modify the system or insufficient funding to seek modifications.

Recommendations

1. Maximize the use of court performance metrics.

The court is encouraged to continue use of all the data and information possible. To the degree possible, the court should publish court statistics using the National Center for State Courts' CourTools methodology.⁸ See also Appendix II.

2. Establish a process and practice for the entire bench to review court performance metrics.

The court should routinely review court performance measures. Changes to policies and procedures regarding court operations will have a positive impact on court operations. This impact can be measured with various metrics. The court should identify such metrics and implement collection to verify the desired impact to policy and procedure changes. The court will also become more familiar with overall court performance, along with relationships to individual judge roles.

3. Publish court-wide case statistics.

The court should routine publish court-wide statistics. Some statistics will only be appropriate for internal publication, but some will be appropriate for wider distribution. The court should decide, via policy, which statistics are published and when. Routine publishing statistics will result in a much more open judicial environment.

4. Publish information about court initiatives and accomplishments.

Additionally, the court should initiate the process of a regular public court performance measures report or document in which data about filings and court clearance rate can be included as well as summaries of changes or accomplishments.

⁸ For information about CourTools, see <http://www.courtools.org/> and Appendix II.

5. Review best practices from other courts.

The court should routinely investigate how others courts have chosen to publish and share performance data; examples are available on the CourTools web site.

6. Recommended areas for initial data collection and consideration of analysis and possible publication include:

- a. Establish a process to continually measure customer volumes and the types of services requested; include the publication of those volumes, noting the types of access and service needed.
- b. Count and assess the volume of return mail from the outbound case summons, and determine an acceptable level of return documents; consider actions to update case address information to avoid return mail on future court documents and correspondence
- c. Evaluate all court continuances to assess number of continuances and for which type of cases/charges.
- d. Evaluate the cases with defendant compliance (fine payment) prior to the first court date to determine actual volumes of cases requiring the first court setting (arraignment), and the number of cases that 'fall out of the system' and are concluded.
- e. Evaluate the number of self-represented litigant cases that proceed to trial, and for the number of continuances
- f. Evaluate statistics of the number of cases scheduled, along with the number of failures to appear, case continuance (for time to obtain an attorney, or for payment of a fine), and other outcomes from each type of event.
- g. Assess the reasons for case continuance and utilize to establish practices, and consistency to minimize continuances.
- h. Obtain and study data on the timing and types of financial payment made. Include evaluation of case age, amount of fine (full or partial) paid
- i. Evaluate the number of housing and animal cases that are filed, calendared and for outcome (plea, dismissed, trial)

7. Integrate specialty court data into the main court performance data and measures.

Determine appropriate statistics for measuring specialty court performance and integrate it with routine court performance data.

8. Continue REJIS enhancements.

Additional functionality is required in REJIS to maximize the use of technology to enable the court to process its caseload more efficiently. The first order of business though is to maximize the use of REJIS's current functionality. Areas of functionality that should be explored include calendaring, notices, case reporting, scheduling, tickling, tracking defendants, combining and segregating cases.

9. Enhance the court's influence with the CMS vendor.

The court should further develop its influence over the vendor's direction and system enhancement. A court staff person should be appointed as the vendor liaison to deal with the vendor. It is also important that the court be active in a REJIS user group. Such a group should be user driven with users seeking out best practices for court procedures with an effort to standardize procedures. To the extent courts using REJIS can standardize their procedures the more likely REJIS will modify their programs and the cost of such enhancements can be shared among courts.

10. Expand current practices for quality assurance/review of CMS data.

Develop routine reports and error checking protocols to review data accuracy, and perform them via daily, weekly, and monthly reports. Create a routinized process with staff dedicated to ensure the quality assurance review and passing of quality results to court supervisors and the court administrator.

Additional Operational Topics: Judicial Resources and Specialty Courts

Two additional areas of note are mentioned here: judicial resources and specialty courts. Both have an influence on operational efficiency and success.

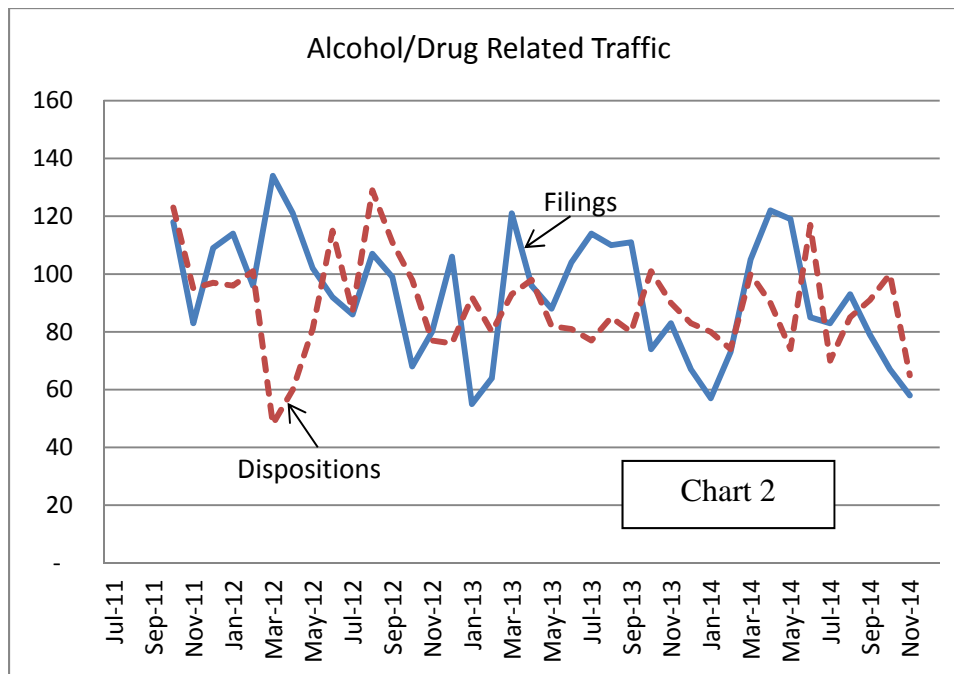
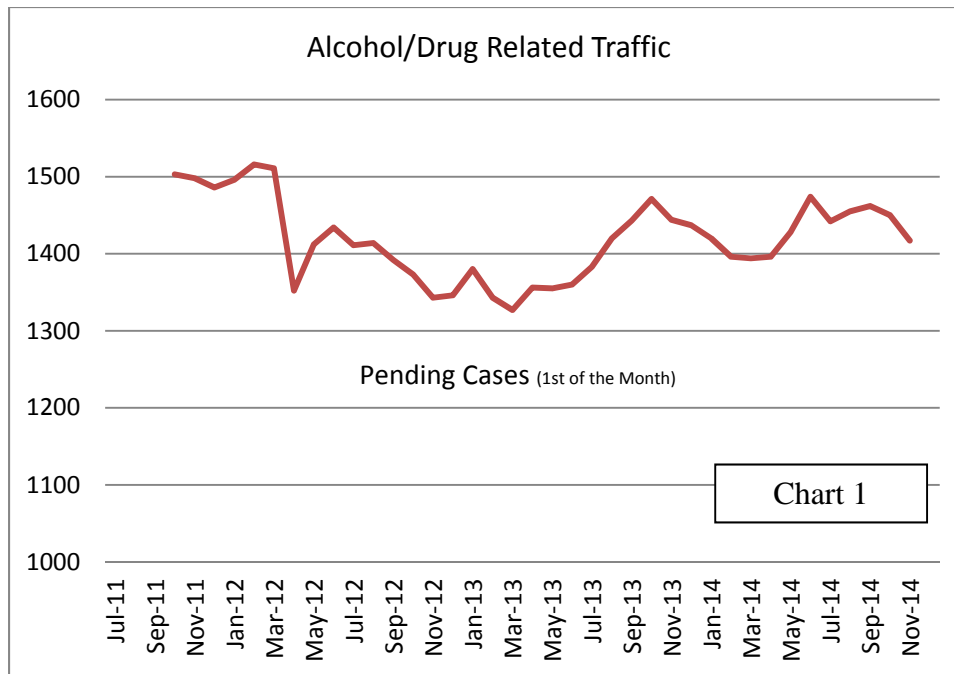
Judicial Resources

Observations

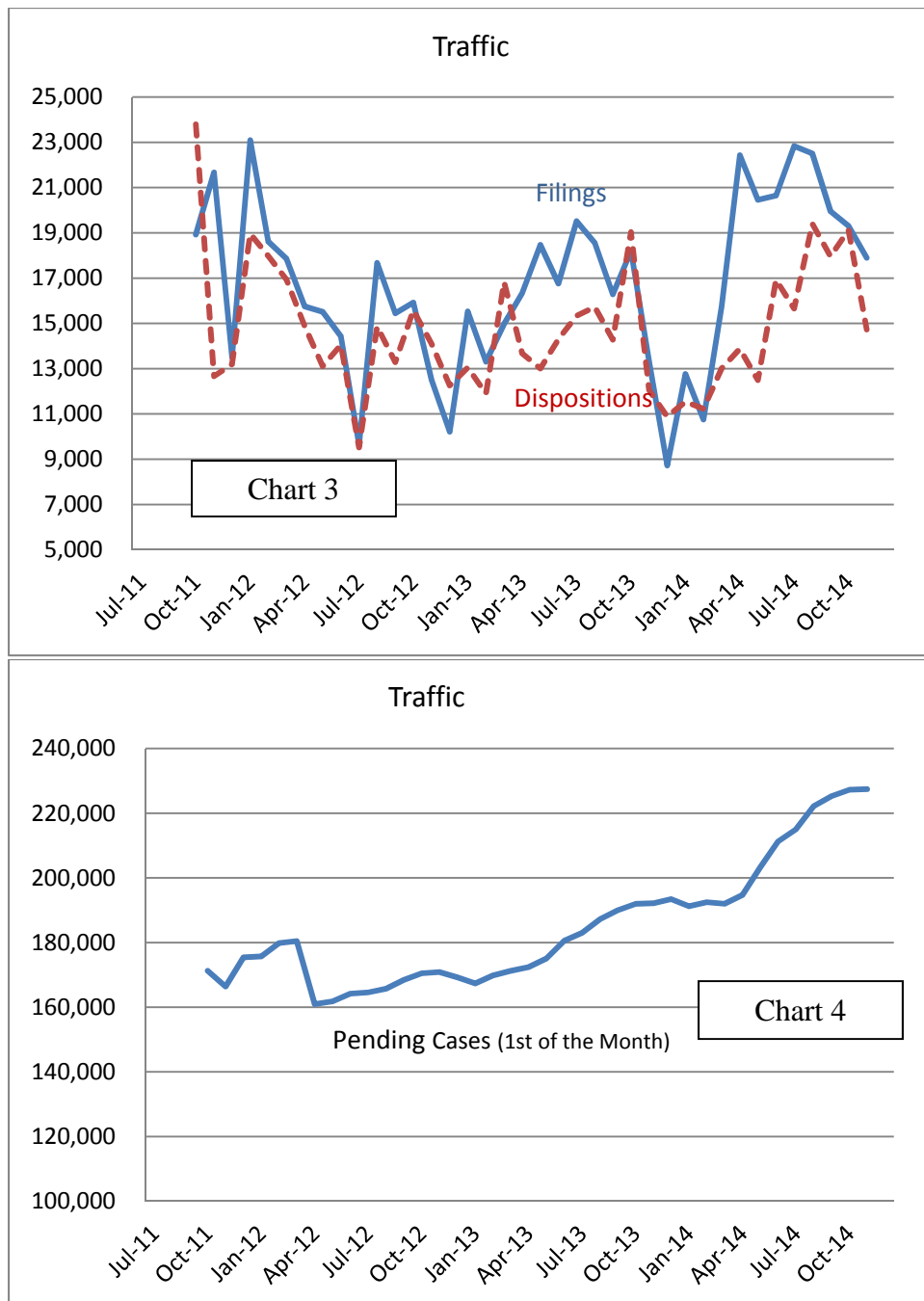
Currently, the Court has been allocated eight full time judges, and one part time judge. As of April 2015, both recent vacancies have been filled.

In reviewing the annual workload, three case categories, used by the Office of the State Court Administrator and reported by the Court, were evaluated; Alcohol/Drug Related Traffic, Other Traffic, and Non-Traffic Ordinances. The OSCA only had data for the last three fiscal years. Data before 2011 is not available as the court was implementing a new case management system and was unable to report filings or dispositions. Monthly filings for the last three calendar years were studied. Each category is discussed separately.

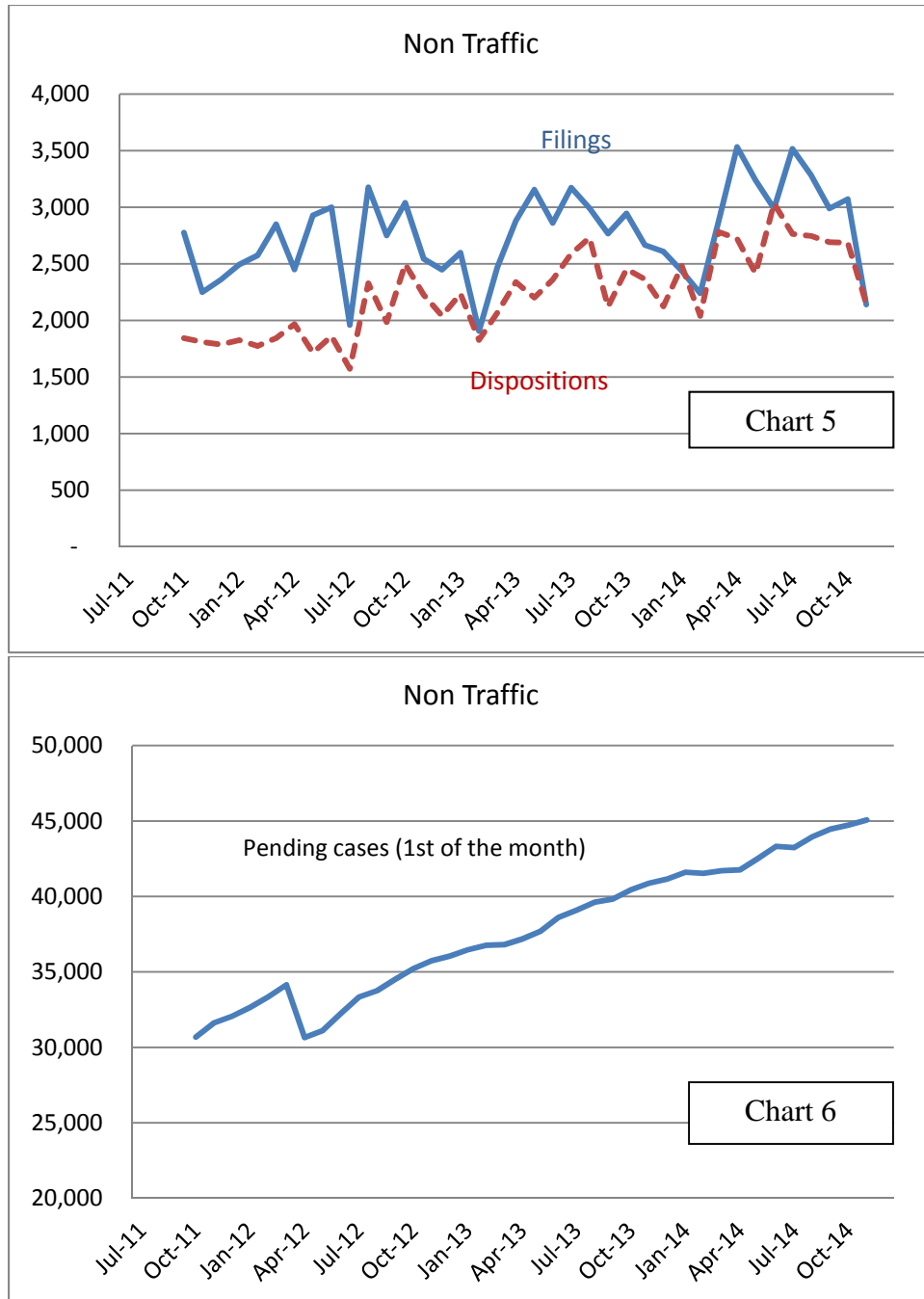
Alcohol/Drug Related Traffic is the smallest of the three categories and the court appears to be able to keep current with filings. Chart 1 presents pending cases, which are steady at about 1400 pending cases at any given time. Chart 2 shows that filings and dispositions fluctuate between about 80 and 100 per month with dispositions being the less variable.



Other Traffic is the largest category with the greatest variability. Filings range from a low of less than 9,000 and a high of more than 23,000 filing per month (Chart 3). There are seasonal cycles that should be further examined. Dispositions are also variable, tracking the filings. This is to be expected, as traffic tends to have a short life with a large percentage of defendants paying the fine. What is most interesting with Other Traffic is that the court is apparently not keeping up with the workload, as their pending cases (Chart 4) has grown from about 160,000 cases to over 220,000 over the last couple of years.



Non Traffic Ordinances tend to be a little more predictable with a variance for both filings and dispositions of about 1,000 cases per month (Chart 5). But again dispositions lag behind filings and the court is falling behind with pending cases growing 50 percent, about 3,000 to 45,000 cases (Chart 6).



There may be various reasons for cases to be in pending status most likely failure to pay and failure to appear, both of which generally results in warrants. Warrants were not fully evaluated, but one probably would expect an increase in outstanding warrants. The failure to pay or appear accounts for a certain percentage of pending cases but really do not account for the growth of pending cases.

The conclusion is that the court needs to make some changes to bring pending cases under control and increase their filing to disposition ratio. It is obvious that the court does need its full complement of judges and must make procedural changes to bring their case processing under control. The continued enhancement of their use of technology and proposed recommendations should accomplish this. If not the court may need more judicial resources.

Recommendations

1. The Court should maintain its full complement of judicial officers.

The Court should keep its current number of judges to ensure and continue sufficient calendars and efficient case processing actions.

2. Add case load data to the routine collection and reporting of court performance measures.

Continue evaluation of all case filings, on a monthly basis and review the types and complexity of the incoming charges to determine the demand for judicial resources.

3. Assess the work volumes and calendar apportions time for the specialty courts.

The Court should ascertain if any specialty court time is adequate by developing appropriate reports and statistics to measure performance.

Specialty Courts

Observations

The Court has embraced the concept of using problem solving or specialty courts. It operates several problem solving courts (mental health court, veteran's treatment court, domestic violence court, drug court, housing and animal court), each one functioning in an independent manner. Cases from the specialty courts are scheduled among all other cases set in each division. Observations indicate that significant court time may be allocated to the specialty court function without ongoing judge and administrative review of program outcomes. Courts with specialty court operations have found that continual review of select program metrics assists in reporting on program functions and allows for clear knowledge about the return on the investment of judicial and non-judicial time.

Recommendations

1. Assess all specialty court functions.

A full inventory and review should take place on all specialty court operations. This should include review of the founding reasons and documents for each court's creation.

2. Establish and publish routine metrics for each of the specialty courts.

Regular monthly, quarterly, as well as, annual⁹ statistics should be reviewed and published, and widely shared with the bench. Such statistics should include data on numbers of cases files, scheduled, continuances, numbers of contacts and services rendered, and time to disposition and age of cases.

3. Establish clear program goals and objectives for each of the specialty courts.

Program objectives, goals and performance metrics should be documented for all specialty courts or dockets. The practice of documenting program expectations will assist the court in tracking the use of resources and operations.

4. Produce an annual report which includes specialty court performance data.

Annual statistics and accomplishments should be tabulated and published for all specialty courts and dockets. These materials will also outline court successes and innovations for court users and funders.

Items for Further Review or Consideration

- The Kansas City Municipal Court is encouraged to continue planning for interior retrofitting and remodeling. Enhancements and modernization will increase customer access, service functions and work volume management.
- Further data collection and review is also suggested. Expansive information about how the court is processing cases and where logjams may be occurring will also serve to help court leadership, in conjunction with the entire justice partner group, make cohesive and lasting operational enhancements.
- The court is encouraged to make use of best practice information gathering, for example, assessing how other courts use policies, protocols and technology.
- The Court is encouraged to conduct a caseflow management seminar for court staff, judicial officers and system partners, so that all participants will be aware of caseflow best practices, and will be able to use common terminology in assessing caseflow operations.

Conclusion

As stated at the outset, the Kansas City Municipal Court currently has significant and obvious examples of leadership features and operational innovation. This report contains many itemized recommendations and the Court should be encouraged to continue its focus on operational change. The NCSC consultants believe that the existing interest in efficiency, excellence and optimal use of technology will facilitate ongoing system-wide enhancements.

⁹ Recent Annual Reports were published for the Municipal Drug Court Program, April 2013; Jackson County Mental Health Court, March 2014; and KC Municipal Veteran Court, April 2014

Appendices

Included within the Appendices are examples of policies, plans and descriptive documents. These are merely examples and should be used to prompt and promote consideration of such documents that the court may consider useful in conducting its business. Each jurisdiction is unique and the Kansas City Municipal Court should create and utilize policies, plans and statements of court operations and functions that best fit the court and its community.

Appendix I - Example or Model Caseflow Management Plan, Policy, or Statement

Appendix II – CourTools Court Performance Measures

Appendix III- Example Integrated Justice Governance Charter

Appendix IV – Analysis of Various Court Statistics

- a) Cases going to trial at first appearance
- b) Fine Payments Prior to First Appearance
- c) Number of Continuances for Closed Cases (October and November 2014)
- d) Analysis of Citations for Calendaring

Appendix V - Caseflow Management Practices from Filing to Disposition and Sample Calendars

Appendix VI - Example or Model Court Continuance Policy

Appendix I - Example or Model Caseflow Management Plan, Policy or Statement

Model Caseflow Management Plan	
Administrative Order [year] – [number] -- CASEFLOW MANAGEMENT PLAN	
IT IS ORDERED: This administrative order is issued in accordance with ____ Court Administrative Order xx.	
A.	Goals of the Court The court adopts the following Caseflow Management Plan to: <ol style="list-style-type: none">1. Expedite the disposition of all cases in a manner consistent with fairness to all parties and is permissible under law;2. Minimize the uncertainties associated with processing cases;3. Ensure equal access to the adjudicative process for all litigants.
B.	Case Processing Time Guidelines <i>[Select either Option “A” or Option “B”:]</i> [Option A: The court adopts this plan to comply with the time guidelines as set forth in Administrative Order XX. The court will not dismiss a case for the sole reason that it is likely to exceed the guideline.] [Option B: The court adopts this plan to comply with the time guidelines as set forth in Administrative Order XX except in regards to criminal proceedings. The court has provided the sheriff with the opportunity to comment and the sheriff’s response is attached. The court does not anticipate jail overcrowding as a result of the change in this guideline. The court adopts the following guidelines for criminal proceedings: __ percent of all (type of) cases should be adjudicated within __ days from the date of entry of the order binding the defendant over to the circuit court and __ percent within __ days. Incarcerated persons will be afforded priority for trial. The court will not dismiss a case for the sole reason that it is likely to exceed the guideline.]
C.	Scheduling Policy The court will schedule all cases or contested matters in a manner that minimizes delay for the parties and that reduces the possibility of continuance of scheduled events. The court will control all cases from case initiation through post-disposition proceedings by: <ol style="list-style-type: none">1. Appropriate case screening;2. Scheduling conferences and orders for the purpose of achieving date certainty;3. Management of discovery and motion practice;4. Realistic scheduling of all court events. The court will monitor all cases and contested matters to ensure that no case exists for which a future action or review date has not been scheduled. The court will schedule all cases pursuant to the time guidelines set forth in Administrative Order xx <i>[add the following, if applicable]</i> (and Section “B” of this local administrative order). The court will not permit a case or contested matter to remain on this court’s docket in excess of the guidelines set forth in this local administrative order without immediate judicial review.
D.	Continuance Policy The court strictly adheres to policy #__.

Appendix I – Example or Model Caseflow Management Plan

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

E. Alternative Dispute Resolution (ADR) [Optional]

The court encourages alternative means to resolve disputes. Litigants will be provided with information regarding area dispute resolution and counseling centers. [Optional - insert specific programs and alternatives utilized (such as mediation, case evaluation, etc.)) Cases referred to ADR shall remain open.

F. Pretrial Scheduling Orders[insert court procedure]

G. Settlement or Final Pretrial Conferences [Optional]

Every action that is not disposed of through mediation, case evaluation, or other means will be scheduled for a settlement conference and conducted in accordance with xx.

H. Trial Scheduling and Management

[Insert court procedure – (Trials should be scheduled in a manner that minimizes continuances for scheduling conflicts and ensures trial date certainty.)]

I. Monitoring Systems

The court's case management system will:

1. Monitor case progress;
2. Generate reports for measuring pending inventory and measuring compliance with the time guidelines.

Specific reports that will be available from the case management system are: cases with no next action date, age of pending cases, number of cases pending beyond time standards by judge, age of cases at each event, age of cases at disposition, time intervals between events, and exception reports.

Date: _____

Signature of Chief Judge

Appendix II – CourTools Court Performance Measures

CourTools Overview Brochure

<http://www.courtools.org/Trial-Court-Performance-Measures.aspx>



CourTools



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CourTools



*Courts have long sought a set of balanced and realistic performance measures that are practical to implement and use. The ten **CourTools** performance measures were designed by the National Center for State Courts to answer that call.*

*Measuring court performance can be a challenge. Understanding the steps involved in performance measurement can make the task easier and more likely to succeed. **CourTools** supports efforts toward improved court performance by helping:*

- *Clarify performance goals*
- *Develop a measurement plan*
- *Document success*

Effective measurement is key to managing court resources efficiently, letting the public know what your court has achieved, and helping identify the benefits of improved court performance.

*The National Center developed **CourTools** by integrating the major performance areas defined by the Trial Court Performance Standards with relevant concepts from other successful public- and private-sector performance measurement systems. This balanced set of court performance measures provides the judiciary with the tools to demonstrate effective stewardship of public resources. Being responsive and accountable is critical to maintaining the independence courts need to deliver fair and equal justice to the public.*

*Each of the ten **CourTools** measures follows a similar sequence, with steps supporting one another. These steps include a clear definition and statement of purpose, a measurement plan with instruments and data collection methods, and strategies for reporting results. Published in a visual format, **CourTools** uses illustrations, examples, and jargon-free language to make the measures clear and easy to understand.*

Measure 1

Access and Fairness

definition: Ratings of court users on the court's accessibility and its treatment of customers in terms of fairness, equality, and respect.

purpose: Many assume that "winning" or "losing" is what matters most to citizens when dealing with the courts. However, research consistently shows that positive perceptions of court experience are shaped more by court users' perceptions of how they are treated in court, and whether the court's process of making decisions seems fair. This measure provides a tool for surveying all court users about their experience in the courthouse. Comparison of results by location, division, type of customer, and across courts can inform court management practices.

Measure 2

Clearance Rates

definition: The number of outgoing cases as a percentage of the number of incoming cases.

purpose: Clearance rate measures whether the court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. This measure is a single number that can be compared within the court for any and all case types, on a monthly or yearly basis, or between one court and another. Knowledge of clearance rates by case type can help a court pinpoint emerging problems and indicate where improvements can be made.

Measure 3

Time to Disposition

definition: The percentage of cases disposed or otherwise resolved within established time frames.

purpose: This measure, used in conjunction with *Measure 2 Clearance Rates* and *Measure 4 Age of Active Pending Caseload*, is a fundamental management tool that assesses the length of time it takes a court to process cases. It compares a court's performance with local, state, or national guidelines for timely case processing.

Measure 4

Age of Active Pending Caseload

definition: The age of the active cases pending before the court, measured as the number of days from filing until the time of measurement.

purpose: Having a complete and accurate inventory of active pending cases and tracking their progress is important because this pool of cases potentially requires court action. Examining the age of pending cases makes clear, for example, the cases drawing near or about to surpass the court's case processing time standards. This information helps focus attention on what is required to resolve cases within reasonable timeframes.

Measure 5

Trial Date Certainty

definition: The number of times cases disposed by trial are scheduled for trial.

purpose: A court's ability to hold trials on the first date they are scheduled to be heard (trial date certainty) is closely associated with timely case disposition. This measure provides a tool to evaluate the effectiveness of calendaring and continuance practices. For this measure, "trials" includes jury trials, bench trials (also known as non-jury or court trials), and adjudicatory hearings in juvenile cases.

Measure 6

Reliability and Integrity of Case Files

definition: The percentage of files that can be retrieved within established time standards and that meet established standards for completeness and accuracy of contents.

purpose: A reliable and accurate case file system is fundamental to the effectiveness of day-to-day court operations and fairness of judicial decisions. The maintenance of case records directly affects the timeliness and integrity of case processing. This measure provides information regarding (a) how long it takes to locate a file, (b) whether the file's contents and case summary information match up, and (c) the organization and completeness of the file.



Measure 7

Collection of Monetary Penalties

definition: Payments collected and distributed within established timelines, expressed as a percentage of total monetary penalties ordered in specific cases.

purpose: Integrity and public trust in the dispute resolution process depend in part on how well court orders are observed and enforced in cases of noncompliance. In particular, restitution for crime victims and accountability for enforcement of monetary penalties imposed on criminals are issues of intense public interest and concern. The focus of this measure is on the extent to which a court takes responsibility for the enforcement of orders requiring payment of monetary penalties.

Measure 8

Effective Use of Jurors

definition: Juror Yield is the number of citizens selected for jury duty who are qualified and report to serve, expressed as a percentage of the total number of prospective jurors available. Juror Utilization is the rate at which prospective jurors are used at least once in trial or voir dire.

purpose: The percentage of citizens available to serve relates to the integrity of source lists, the effectiveness of jury management practices, the willingness of citizens to serve, the efficacy of excuse and postponement policies, and the number of exemptions allowed. The objective of this measure is to minimize the number of unused prospective jurors—the number of citizens who are summoned, qualified, report for jury service, and who are not needed.

Measure 9

Court Employee Satisfaction

definition: Ratings of court employees assessing the quality of the work environment and relations between staff and management.

purpose: Committed and loyal employees have a direct impact on a court's performance. This measure is a powerful tool for surveying employee opinion on whether staff have the materials, motivation, direction, sense of mission, and commitment to do quality work. Knowing how employees perceive the workplace is essential to facilitate organizational development and change, assess teamwork and management style, enhance job satisfaction, and thus improve service to the public.

Measure 10

Cost Per Case

definition: The average cost of processing a single case, by case type.

purpose: Monitoring cost per case, from year to year, provides a practical means to evaluate existing case processing practices and to improve court operations. Cost per case forges a direct connection between how much is spent and what is accomplished. This measure can be used to assess return on investment in new technologies, reengineering of business practices, staff training, or the adoption of “best practices.” It also helps determine where court operations may be slack, including inefficient procedures or underutilized staff.

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Appendix III – Example Integrated Justice Governance Charter

Integrated Justice Governance Board Proposed Structure

Voting Members

Chief Judge,

The Chief Judge or a member appointed from the court judicial staff.

Local Law Enforcement

The Chief of Police or a member appointed from the department’s senior staff.

Prosecutor

The Chief Prosecutor or a member appointed from the senior staff of the Prosecutor’s Office.

Clerk of the Court

The Clerk of Court themselves or a senior clerk from the Clerk office.

Indigent Defense Board

The Director of the IDB or a senior attorney supervising felony defense attorneys.

Other departments heads as appropriate

Non-voting members supporting the Board

Subject matter experts from participating entities may serve as non-voting members of the Integrated Justice Governance Board.

The Chairperson

The Integrated Justice Governance Board Chairperson should be the Chief Judge, or their appointee. The Chairperson of the Integrated Justice Governance Board has the authority to appoint Subcommittees and Work Groups as needed to support the efforts of their Board. It is further recommended that the Chairperson of the Integrated Justice Governance Board appoint a Subcommittee or Work Group represented by each justice partners and participants to perform technical and operational analysis for the Board, leaving the Integrated Justice Governance Board to determine policy and direction.

Meetings

The Integrated Justice Governance Board shall conduct regularly scheduled meetings, no less than quarterly. Additional meetings may be scheduled at the call of the Chairperson. The Integrated Justice Governance Board determines the rules of order (at their first meeting) under which the Board will operate.

Responsibilities

The primary responsibility of the Integrated Justice Governance Board is to identify, measure, and manage the metrics, standards, goals, and the processing of information that controls the management of criminal cases. Specifically, the metrics, standards, goals, and information that control the criminal case management from the point of arrest, through the prosecutorial and defense phases, on through the Courts, and then to corrections and probation. The Governance Board should ask each justice agency to establish and publish those goals, for example:

- Law Enforcement
 - Maintain Security and Decorum in Courtrooms
 - Transport Defendants as Requested by ADA in Charge of a Docket
 - Provide enhanced access to pretrial detainees housed by corrections
 - Provide current and historical statistics on pretrial detainees
 - Number of felony pretrial detainees
 - Number of misdemeanor pretrial detainees
 - Length of time the pretrial detainees have been incarcerated
 - Number of times each pretrial detainee has had contact (in-person, by phone, and through video) with their defense attorney
 - Provide the Court with reports regarding the current status and availability of work-release programs
- Prosecutor’s Office
 - Early and effective prosecutorial screening of charges
 - Timely response to discovery requests
 - Timely and reasonable plea offers based on the facts
 - Communication to law enforcement of defendants needed in court and in what order
- Indigent Defense
 - Early and effective counsel to clients
 - In person
 - By phone
 - By video
 - Monitor use of videoconference by defense attorneys
 - Timely and reasonable responses to plea offers
- Clerk of the Court
 - Case information when and where needed, timely posting of hearing results
- Court
 - Treat every event as a meaningful disposition opportunity

Appendix III – Example Integrated Justice Governance Charter

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

- Effective use of pretrial conferences
- Court monitoring of case progress – based on time standards (average/median times before disposition), manage pretrial detention
- Court control of continuances – track and report who requests and reasons
- Court reporting on trial date certainty

Other responsibilities of the Integrated Justice Governance Board include:

- Providing direction and oversight to ensure the integration of information and data across justice partners and other participants.
- Formalizing and publishing a strategic plan whose direction should focus on short and long range technology solutions that will fully embrace integrated criminal case management from the point of arrest, through the prosecutorial and defense phases, on through the Courts, and then to corrections and probation.
- Maintaining a strategic plan that is continually updated including:
 - Specific goals (short and long term) for the justice system.
 - Specific actions to be taken by individual justice partners and other participants.
 - Time frames and milestones for all of the published actions to increase visibility and accountability.

The Integrated Justice Governance Board should have the authority to set standards and policies relating to access to data, hardware, communication, and security.

Possible Issues the Governance Board may Address

Some of the issues which affect multiple justice partners include the following, in no particular order:

- Provide read-only access to the systems of other justice partners, including how much data in the court’s system should be visible to specific justice partners
- Identify data exchanges between justice partner systems
- Monitor pretrial detainee population
- Establish case disposition goals, including goals by offense type for maximum number of continuances in a case, periods for completion of discovery, time to make and respond to plea offers
- Monitor availability and operation of sentencing alternatives such as work release
- Feasibility of electronic filing
- Recording of dismissals, including informing Law Enforcement of dismissals and determining the disposition of evidence held in those cases
- Communication with Law Enforcement and victims concerning plea offers

Reporting Requirements

Minutes of the Policy Board meetings should be taken and distributed to all justice partners, participants, and other interested parties.

There should be a mechanism for accountability. There should be self-reporting on meeting the goals as suggested above and any other pertinent statistics.

The Integrated Justice Governance Board should provide a formal and published Strategic Planning document on an annual basis. This report should be furnished to all justice partners and other participants, and any appropriate funding authorities.

Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

Appendix IV – Analysis of Various Court Statistics

During interviews and analysis of the court's procedures various statistics were made available to the consultants. This appendix documents the data provided and the resulting analysis completed by the consultants. This represents the type of analysis the court should be doing on a routine basis to evaluate its processes and the results of any changes.

a) Cases going to trial at first appearance

The Court's current practice is for the defendant, the complainant (generally the citing officer) and any witnesses to appear at the first scheduled appearance. The thought is that if everyone is there it can go straight to trial, be disposed, and off the court's calendar. To test this assumption we looked at the cases on the courts calendar for October and November 2014 for both General Ordinance cases and Traffic cases.

As can be seen, even assuming that those acquitted were acquitted by trial (this is not clear in the raw data provided), less than 2 percent of General Ordinance cases go to trial at the first appearance and about 5 percent and less went to trial for Traffic cases. The vast majority of the cases was either continued or went to bench warrant.

		Cases before the Court	Guilty Pleas	Guilty by Trial	Acquitted (by Trial?)	Bench Warrant	Continuance	All other Cases	Percent going to Trial at 1st Appearance
General Ordinance	Oct '14	1661	71	2	20	426	823	319	1.3%
	Nov '14	1174	41	2	20	261	605	245	1.9%
Traffic	Oct '14	13084	1603	11	550	5133	4790	997	4.3%
	Nov '14	8936	1113	5	453	3120	3305	940	5.1%

Since very few cases go to trial it does not make sense to schedule every case as though it will go to trial. Time in the courtroom can be decreased by both the defendant and the complainant and probably eliminated for most witnesses. All parties only need to be present when the case goes to trial with the probability of the case going to trial on a separately set trial date.

Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

This is further evidence that the practice of the first appearance date schedule by the officer should be discontinued. The time the citing officer is required in the courtroom can probably be significantly reduced.

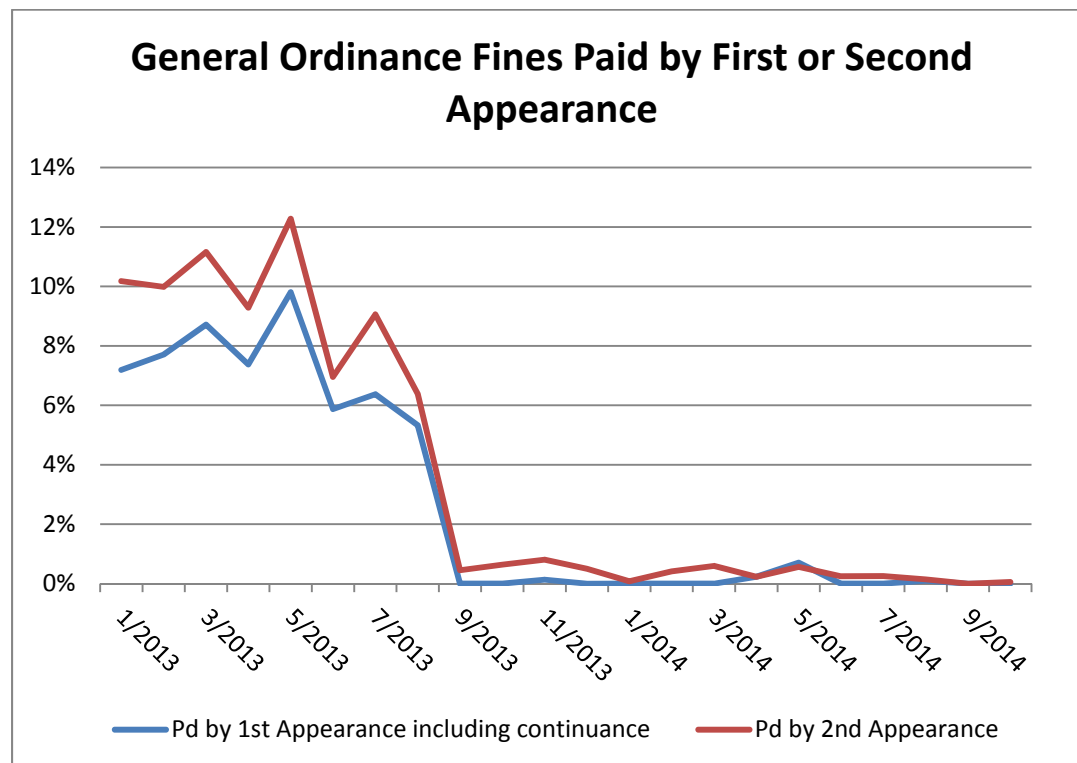
Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

b) Fine Payments Prior to First Appearance

The consultants were provided a report that listed the number of cases by case type that paid before the first appearance date, the number cases not paid by the first appearance date by paid by the next appearance (in other words paid after the first appearance but before the next docket date, and the number of cases not paid before the original appearance date but paid before their first appearance (in other words they requested a continuance and paid before their new first docket date). Of course, the optimal is for the court to have payment as early in the process as possible to get the case off the docket and to minimize the number of persons in visiting the court house.

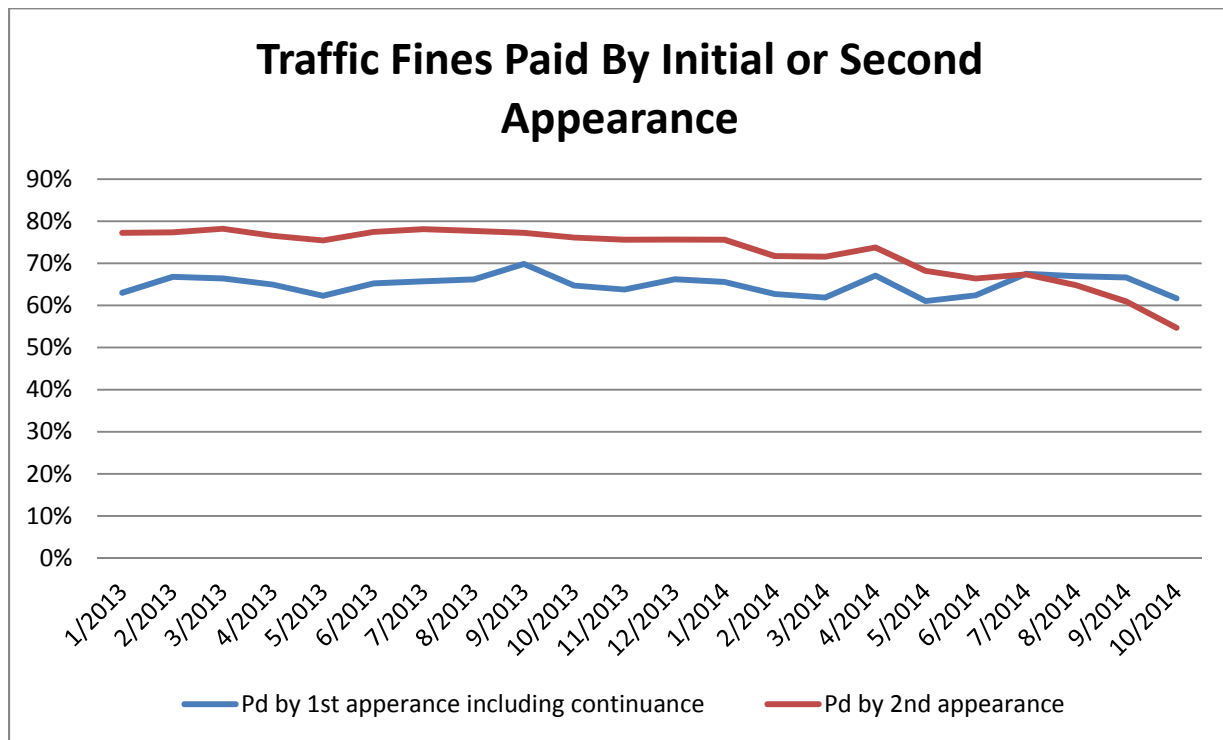
The two charts below show the number of payments made before the original appearance date and the number of payments made before the first docket date for those receiving a continuance. Only General Ordinance and Traffic violations were plotted.



As can be seen, less than 13 percent of general ordinance fines are paid before the first appearance the next appearance with or without a continuance. Sometime around the summer of 2013 the payment percent began to decline and drop to less than a percent by September 2013. Staff was not sure what caused this to drop but thought that an automatic continuance policy became effective around this date. This should be examined further.

Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies



The same chart is provided for Traffic Violations. The percent paid by the second appearance with or without a continuance is consistent over time but there is a slight decline that appears to begin late 2013, which may be due to a change in the continuance policy. The significant decline in payment by the 2nd appearance is primarily due to the significant increase in traffic violations beginning in June of 2014.

Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

c) Number of Continuances for Closed Cases (October and November 2014)

To get a snapshot of the number of continuances issued per case, data for continuances issued was provided for cases disposed in October and November 2014.

Number of Continuances for Cases Disposed During October and November 2014

Case Type	Number of Cases	Median Appearances	Minimum Appearances	Maximum Appearances
A - Animal	500	1	0	9
G - General Ordinances	2540	2	0	20
H - Housing	1298	2	0	11
P - Parking	6563	0	0	13
Z - Traffic	27607	3	0	25

You would expect the minimum number of appearances to be zero as many defendants will pay their fines before their first scheduled appearances. The maximum number appearances appear to be high but we are unsure of the number of cases that may be at the upper end of the number of continuances. There will always be an exceptional case that will require an unusual number of appearances. The court should further review their continuance policy to determine what is a reasonable number of continuance and also determine a definition for an exceptional case.

To get a realistic picture of the use of continuances, a second report should be run eliminating the cases where the defendant pays before their first scheduled appearance. Also, the more serious General Ordinance and Traffic cases should be examined separately.

There are many legitimate reasons for continuances and the court should examine its continuance policy to ensure continuances are reasonable, warranted, and applied consistently for all defendants.

Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

d) Analysis of Citations for Calendaring

In order to get a handle on the number of violations cited per day court staff provided a report of all violations cited for the weeks of April 27, 2014 through the week of August 31, 2014, a total of 19 weeks. This included all agencies citing into the court. The chart bellows provides the total per day of the week for these 19 weeks, the average number per day, the standard deviation (a measure of variance) and the minimum and maximum written for each day of the week.

Days	Total*	Average	Standard Deviation	Minimum	Maximum
Non Traffic					
Sunday	1543	81	11.73	64	105
Monday	1996	105	27.05	35	162
Tuesday	2316	122	18.24	96	162
Wednesday	2334	123	19.22	92	171
Thursday	2173	114	24.62	68	170
Friday	1748	92	14.09	64	121
Saturday	1649	87	17.22	60	144

Traffic					
Sunday	5757	303	55.30	194	425
Monday	15404	811	182.72	447	1149
Tuesday	17425	917	279.88	299	1236
Wednesday	16494	868	246.16	298	1248
Thursday	16745	881	217.11	296	1241
Friday	14077	741	150.26	362	972
Saturday	7064	372	48.41	279	451

**Total represents all citations written on the day of the week from April 27, 2014 through August 30, 2014, a total of 19 weeks.*

Using this data the court can design a calendaring system for first appearance, estimating the number of cases that they would expect to see on any given day. For example, if officers were directed to write a violation to the calendar day of the citation three weeks out, say the citation is written on a Wednesday thus the appearance date would be on Wednesday in three weeks, the court could expect a maximum of 1248 cases, which could be spread out over up to 10 arraignment calendars (five of the 8 judges holding two arraignment calendars per day). This is a maximum as the average would be 868. If the court accepts some of the recommendations concerning the first appearance a first appearance calendar could probably handle up to 200 to 250 violations per calendar.

Appendix IV – Analysis of Various Court Statistics

Evaluation of Kansas City Municipal Court's Case Management and Efficiencies

Of course, these numbers do not include the estimate of the number of violations that are paid prior to the first scheduled appearance which is estimated at 60 to 70 percent. Thus for this example you will only have between 375 and 500 violations requiring a first appearance.

Procedures and formulas could be created to allow for the continual updating of estimating the number of violations written and refine the calendaring process so that maximum efficiency is reached

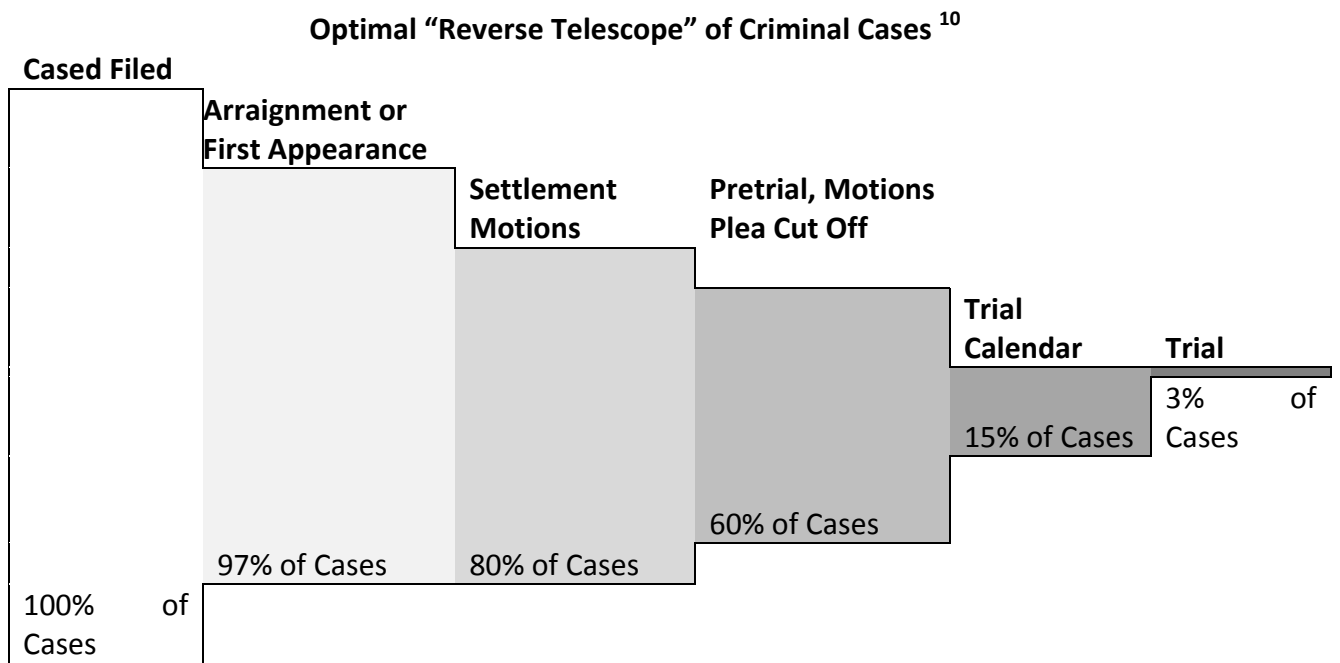
**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

**Appendix V – Caseflow Management Practices from Filing to Disposition
including Examples of Calendars**

Caseflow Management Practices from Filing to Disposition

The flow of cases from filing to final disposition is of great importance to courts, as it is the flow and handling of cases that use court resources. Courts have come to pay close attention to the flow and movement of cases from point to point, each point providing an opportunity for the case to ‘fall out’ of the system and conclude. Court literature has called this the Reverse Telescope. The chart below depicts the telescope and the intent that cases should be managed so that they have opportunity to conclude at the earliest point possible (one of the best practices for management of cases).



In this Reverse Telescope example, 100% of the cases commence the path through court processes when the cases are initiated and filed, but only about 97% of them are actually calendared for the first court appearance, the arraignment. Then only about 80% of the cases continue after the arraignment; 20% of the cases are resolved, adjudicated, concluded, or dismissed at or soon after the arraignment. Ultimately only about 3% of a court’s cases continue to the trial stage. High performing courts evaluate the flow of cases and strive to move cases to conclusion at the earliest time based upon the case need. These courts ensure

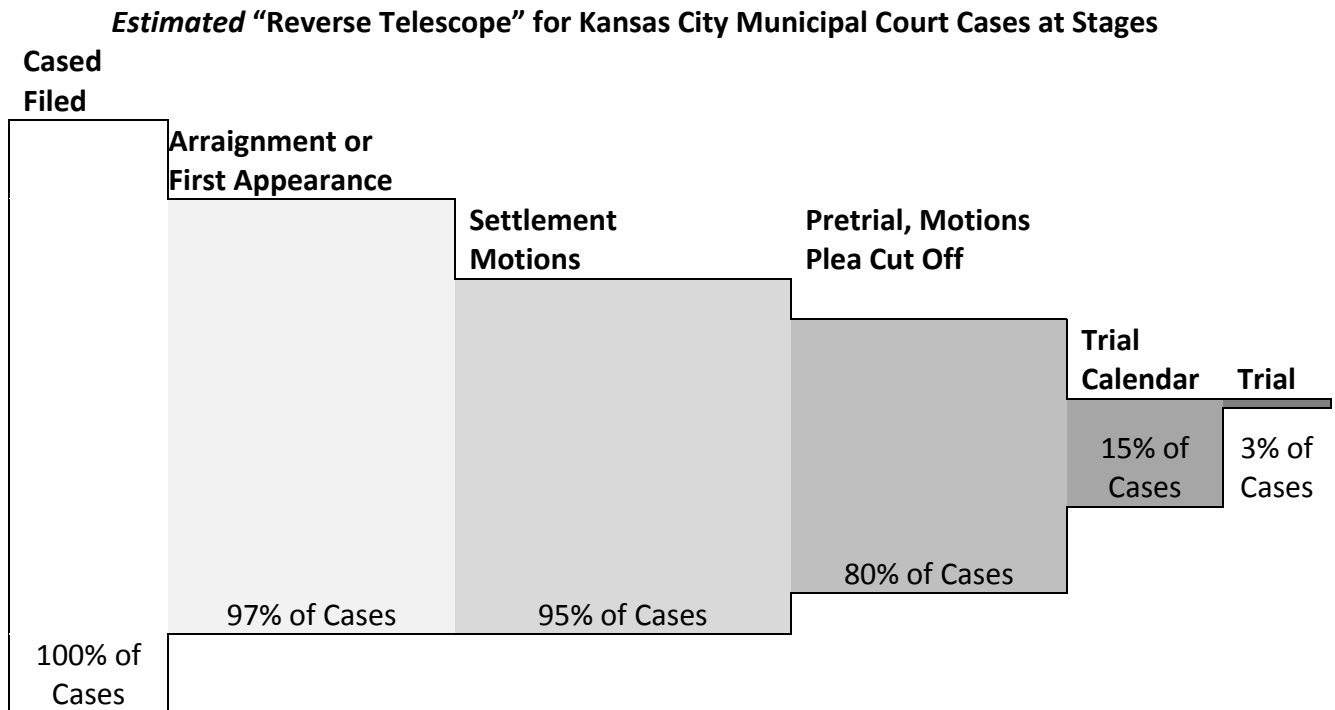
¹⁰ Adapted from the National Association for Court Management Caseflow Management, 2.5 Day Toolbox at https://nacmnet.org/CCCG/toolboxes/pdf/Caseflow_2.5%20Day.pdf, page 38 of 132.

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

that calendar time is created for cases to be resolved early, and typically make maximum use of the first setting, the arraignment.

The chart below indicates the estimated ‘spread’ of cases for the Court. The percentages indicate the volume of open cases at each stage in the overall flow through the court system. In this depiction, cases remain open and pending before the court in larger volumes at each phase. This indicates that processes are not moving the cases to conclusion at the earlier stages (e.g., arraignment/first appearance, settlement events, or pretrial settings), and cases are remaining open for longer periods of time than the optimal time frame noted in the ‘telescope’ chart above.



Examples of Court Calendars

Structures of the court work week and court calendars contribute significantly to how courts are able to move cases from filing to conclusion. It is these calendars that define how efficiently cases come before the court, the timeliness of case conclusion and overall court effectiveness. Courts commonly assign blocks of time for certain numbers of cases, by type of case, or by type of event or proceeding. Included in this appendix are examples of weekly calendars for a judicial officer on an individual calendar (whereby cases are assigned to the judge from inception to conclusion). These examples are primarily for criminal matters, and portrays what a workweek and calendar segments may look like.

Appendix V – Caseflow Management Practices from Filing to Disposition including Example Calendars

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

In the examples provided the judge has time for specific purposes, for example, arraignments (first appearances), motions, settlement conferences, trial management conferences, trials, or probation violations (VOPs).

Proposed Weekly Calendar Structure

The following suggests some ideas and options for restructuring the Court calendars. Some assumptions underlie these calendar options, and they include the following:

- The Court workweek is Monday-Friday, and the work day is from 8:00am – 5:00pm.
- Represents a typical non-holiday work week; for holiday weeks, calendar modifications will be required.
- A total of eight (8) judges are assigned calendars.
- Multiple judges will use the same or similar calendar structure.
- The Court uses an individual calendar system whereby cases are assigned to a single judge who is responsible for all subsequent court hearings and actions, from first appearance to disposition.
- The first court setting and first appearance for defendants on a new/incoming case/charge is on the arraignment calendar.
- Arraignment settings will be driven by a ‘formula’ noting how far out to set and on which day of the week to set, based upon the distribution of all incoming charges.
- Arraignment settings for all new charges will be scheduled in the same calendar slots; within each block of time, charges may be grouped by type of charge, e.g., GOS, traffic, parking.
- Of the Court’s caseload, about 71% of the citations are for traffic cases, with about 17% being parking violations, and 7% being GOS citations.¹¹
- Arraignment settings are expected to occur within 15 – 30 days from the date of the incident, and are dedicated to either newly filed citations, or to arraignment settings that have been continued by a judicial officer to the specific date.
- The Court is the sole administrator for all calendar days and segments, and is responsible for creating the calendar structure and informing the justice partners, including law enforcement.
- Law enforcement officer appearances are not required nor expected for arraignment settings, and arraignment dates are not reliant upon officer availability.
- Calendar dockets can be dedicated to public defender appearances, e.g., specific days and times can be identified for the indigent defense agency appearance.
- Time is included for ‘open court’ or ‘walk in’ times for each judge.

¹¹ Data estimate from case filing volumes for October and November 2014, data provided December 15, 2014 by Megan Pfannenstiel.

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

- Court literature notes that approximately 96% of all criminal and traffic cases are disposed by means other than trial¹².
- About 30% of the Court’s overall cases are disposed before the first court appearance (arraignment)¹³.
- Currently Court calendars have a capacity for up to 300 citations per calendar segment consisting of one hour of time – with 200 being for new citations and 100 for cases continued.
- Case volumes used to consider these reconstructed calendars are based upon estimated charges filed per day and month, not defendant volumes. Estimated capacity need is within the range of 800-1,100 per day, and volumes are split between multiple judge dockets.

Under the court driven calendaring system, the Court prescribes how cases are to be scheduled and calendared. This usually occurs via a formula or structure that is provided to law enforcement so that all of law enforcement knows how to assign court dates for the first appearance – the arraignment. An example of this assignment structure is noted below, and indicates, based upon date of violation or charge, which date is to be used for a court setting. Based upon court rules or practices the timeframe within which the setting must occur is noted. In the sample below, cases are required to be calendared for the first appearance no sooner than 15 calendar days, and must be set no later than 30 days, from the date of violation/citation issuance.

Sample Court Calendar Date Schedule		
Date of Violation/Charge (Date of Citation Issuance by Officer)	First Arraignment Date to be Set Within Number of Calendar Days	Date of Court Arraignment
Sunday-Monday	No sooner than 15 nor later than 30 days, on designated day of week	Monday
Tuesday		Tuesday
Wednesday		Wednesday
Thursday		Thursday
Friday and Saturday		Friday

¹² See Steelman, David C., John A. Goerdts and James E. McMillan, Caseflow Management, the Heart of Court Management in the New Millennium, National Center for State Courts, 2004, page 7.

¹³ Kansas City Municipal Court, 1st appearance data, October-November 2014, report provided December 23, 2014 by Megan Pfannenstiel.

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

A simplified example of the arraignment calendar spots is noted below. This represents a single judicial officer docket for a one-week period.

Kansas City Municipal Court PROPOSED Court Calendar – Single Judge (Does not indicate setting caps nor designate courtroom utilization or judge assignments; does not include or accommodate holiday weeks.)					
	Monday	Tuesday	Wednesday	Thursday	Friday
8:00am	Under Advisements & Chambers Time –	Under Advisements & Chambers Time –	Under Advisements & Chambers Time –	Under Advisements & Chambers Time –	Under Advisements & Chambers Time –
9:00am	Arraignments	Arraignments	Arraignments	Arraignments	Arraignments
10:00am					
11:00am	Arraignment (in custody)	Arraignment (in custody)	Arraignment (in custody)	Arraignment (in custody)	Arraignment (in custody)
12:00noon	Lunch	Lunch	Lunch	Lunch	Lunch
1:30pm	Arraignments	Arraignments	Arraignments	Arraignments	Special Settings
2:30pm					
3:30pm					

Time not dedicated to arraignments (blank time above) is fully under the scheduling direction of individual judicial officers and is available for the following types of matters:

- Motion hearings
- Status conferences
- Pre-trial or trial readiness conferences
- Trials
- Show cause proceedings
- Legal Aid Cases
- Sentencings
- Probation revocations
- Post-trial proceedings
- Specialty court settings
- Bond hearings

Best practice courts group settings by type of matter or event to be heard. It is recommended that the Court consider how to structure the settings for non-arraignment matters.

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

**Kansas City Municipal Court
Example of the Court Calendar – Multiple Judge Dockets**

In the example below, arraignment dockets are indicated by dark aqua. Each judge has two or three dockets per week dedicated to arraignments. Other possible docket types are also indicated, such as legal aid cases and specialty courts.

		Monday	Tuesday	Wednesday	Thursday	Friday
A	9:00	Arraignments	Arraignments			
	10:00					
	11:00	Legal Aid Cases				
	1:30	PV	MHC			Special Settings
	2:30			Legal Aid Cases		
	3:30			BFH		
B	9:00			Arraignments		
	10:00	Legal Aid Cases	Truancy			
	11:00					
	1:30	Arraignments		VTC	PV	Special Settings
	2:30				BFH	
	3:30				Legal Aid Cases	
C	9:00				Arraignments	
	10:00		Legal Aid Cases			
	11:00			BFH		
	1:30		Arraignments		PV	Special Settings
	2:30			Legal Aid Cases		
	3:30					
D	9:00					Arraignments
	10:00					
	11:00				BFH	
	1:30		PV	Arraignments		Special Settings
	2:30					
	3:30					

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

		Monday	Tuesday	Wednesday	Thursday	Friday
E	9:00	DV	DV	DV	DV	DV
	10:00					
	11:00					
	1:30	Arraignments	Legal Aid Cases	Arraignments	PV	Special Settings
	2:30				BFH	
	3:30			Legal Aid Cases		
F	9:00				Arraignments	
	10:00		BFH			
	11:00					
	1:30		Arraignments			Special Settings
	2:30			PV		
	3:30					
G	9:00	Video	Video	Video	Video	Video
	10:00	Arraignments			Arraignments	Legal Aid Cases
	11:00					
	1:30	PV	DOC	Arraignments	DTC	Special Settings
	2:30	BFH	Legal Aid Cases			
	3:30		JCDC			
H	9:00		Arraignments		Legal Aid Cases	Arraignments
	10:00					
	11:00			BFH		
	1:30	Legal Aid Cases		PV	Arraignments	Special Settings
	2:30					
	3:30					
I	9:00					
	10:00			Animal	BFH	
	11:00	Housing	Animal	Animal	Fire	
	1:30				PV	
	2:30	Housing	Housing	Housing	Housing	
	3:30					

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

Example or Model Criminal Calendar

Monday	Tuesday	Wednesday	Thursday	Friday
Courtroom 1 - Judge Name				
8:30 - Arraignments 10:30 - BFHs & OSCs	8:30 to Noon Walk-Ins	8:00 to 5:00 Jury Trials	Jury Trials cont.	10:30 In Custodies
	8:30 to 10:00 - PTC/TRC (5 every 1/2 hour)			8:30 - Bench Trials (set no more than 5)
	PD PTCs Alternate weeks		10:30 Calendar Call	
1:30-3:00 PM PTC/TRC (5 per 1/2 hour)	1:30 - OA/EH 2:00 - REST/SENT 2:30 - PVA/PVH		1:00 to 5:00 Walk - Ins	1:00 to 5:00 Walk - Ins
3:30 - 5 OP/IH Hrgs 3 max			1:30 to 3:00 - PTC/TRC (5 every 1/2 hour)	1:30 to 3:00 - PTC/TRC (5 every 1/2 hour)
			Interpreter PTCs	
Courtroom 2 - Judge Name				
8:30 to Noon Walk-Ins	8:00 to 5:00 Jury Trials**	8:30 - Bench Trials	8:30 - 10:00 DV PTC/TRC	8:30 - Arraignments
8:30 to 10:00 - PTC/TRCs (5 every 1/2 hour)	On Alternate Non-Jury Tuesdays 8:30 - 10:00 - DUI PTC/TRC (5 every 1/2 hour)	(set no more than 5) 10:30 - OSCs, BFHs, PVA's (from compliance desk)	(5 every 1/2 hour)	Calendar held in Civ Ctrm
1:30 - OA/EH 2:00 - OA/EH 2:30 - REST/SENT	1:30 - 3:00 - PVA/PVH/OSC	10:30 - Calendar Call	10:30 In Custodies*	
3:00 Juvenile - PTCs		1:00 to 5:00 Walk - Ins	1:30 - DV PVH 2:00 DV Bench Trials (DV) (set no more than 5)	1:30 - 3:00 Telephonic Pleas (1 EVERY 15MIN FROM 1:30-3:00)
		1:30 to 3:00 - PTC/TRC (5 every 1/2 hour)		
		PD PTCs		
		Interpreter PTCs	4:00 - Juvenile Arrn	3:00 to 5:00 Admin
Courtroom 3 - Judge Name				
10:30 In Custodies	10:30 In Custodies	8:30 - Noon Walk-ins	8:30 to 5:00 Jury Trials	Jury Trials cont.
9:00 Calendar Call 9:30 - Bench Trials (set no more than 3)	8:30 - Arraignments	8:30 to 10:00 - PTC/TRC (5 every 1/2 hour)		
		PD PTCs		
1:00 to 5:00 Walk-Ins				
1:30 to 3:00 - PTC/TRC (5 every 1/2 hour)	1:30 - BFHs & OSCs 2:00 - Bench Trials	1:30 & 2:00 - OA/EH 2:30 - 3:30 - PVA/PVH		1:30 & 2:00 - PTC/TRC (5 every 1/2 hour)

**Appendix V – Caseflow Management Practices from Filing to Disposition including
Example Calendars**

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

	(Overflow DV from #2)			
Interpreter PTCs	(set no more than 5)			2:30 - 4 OP/IH Hrgs 3 max
Courtroom 4 - Judge Name				
8:30 to 5:00 Jury Trials	Jury Trials cont.	10:30 In Custodies	8:30 to Noon Walk-Ins	8:30 to Noon Walk-Ins
		8:30 - Arraignments	8:30 to 10:00 - PTC/TRC (5 every 1/2 hour)	8:30 - 10:00 PTC/TRC (5 every 1/2 hour)
			In Custodies back-up*	10:30 OSC/BFH
	10:30 Calendar Call		PD PTCs Alternate weeks	
	1:00 - 5:00 Walk ins		1:30 - OA/EH	
	1:30 - 3:00 - PTC/TRC (5 every 1/2 hour)	1:30 - Bench Trials (set no more than 3)	2:00 - OA/EH	1:30 Bench Trials (Set no more than 5)
	Interpreter PTC's		2:30 - REST/SENT	
	PD PTCs Alternate weeks	3:30 - 5 OP/IH Hrgs 3 max	3:00 - PVA/PVH	
*Thursdays 10:30 Incustodies - Judge XX to cover if Judge XX is unavailable				
**every other week, courtroom #1 uses a Jury day for PTC/TRC and Bench Trials				

Appendix VI – Example or Model Court Continuance Policy

Model Court Continuance Policy
<p>It is the policy of this Court to provide justice for citizens without unnecessary delay and without undue waste of the time and other resources of the Court, the litigants, and other case participants. For all of its case types and dockets, and in all of its courtrooms, the Court looks with strong disfavor on motions or requests to continue court events. To protect the credibility of scheduled trial dates, trial-date continuances are especially disfavored.</p> <p>Except in unusual circumstances, any continuance motion or request must be in writing and filed not later than [48 hours] before the court event for which rescheduling is requested. Each continuance motion or request must state reasons and be signed by both the attorney and the party making the request.</p> <p>The Court will grant a continuance only for good cause shown. On a case-by-case basis, the Court will evaluate whether sufficient cause justifies a continuance. As a guide to practitioners, the following will generally <u>not</u> be considered sufficient cause to grant a continuance:</p> <ul style="list-style-type: none">• Counsel or the parties agree to a continuance;• The case has not previously been continued;• The case probably will settle if a continuance is granted;• Discovery has not been completed;• New counsel has entered an appearance in the case or a party wants to retain new counsel;• Unavailability of a witness who has not been subpoenaed;• Plaintiff has not yet fully recovered from injuries when there is no competent evidence available as to when plaintiff will be fully recovered;• A party or counsel is unprepared to try the case for reasons including, but not limited to, the party's failure to maintain necessary contact with counsel;• The failure to schedule the hearing on a suppression motion on a timely basis unless the prosecution failed to comply with a discovery order;• A police officer or other witness is either in training or is scheduled to be on vacation, unless the Court is advised of the conflict soon after the case is scheduled and sufficiently in advance of the trial date;• Any continuance of trial beyond a second trial date setting. <p>The following <u>will</u> generally be considered sufficient cause to grant a continuance:</p> <ul style="list-style-type: none">• Sudden medical emergency (not elective medical care) or death of a party, counsel, or material witness who has been subpoenaed;• A party did not receive notice of the setting of the trial date through no fault of that party or that party's counsel;

Appendix VI – Example or Model Court Continuance Policy

Evaluation of Kansas City Municipal Court’s Case Management and Efficiencies

- Facts or circumstances arising or becoming apparent too late in the proceedings to be fully corrected and which, in the view of the Court, would likely cause undue hardship or possibly miscarriage of justice if the trial is required to proceed as scheduled;
- Unanticipated absence of a material witness for either party; and/or
- Illness or family emergency of counsel.

Any granting of a continuance motion or request by the Court shall be made on the record, with an indication of who requested it and the reasons for granting it. Whenever possible, the Court shall hold the rescheduled court event not later than [7 days] after the date from which it was continued.

Information about the source of each continuance motion or request in a case and the reason for any continuance granted by the Court shall be entered for that case in the Court’s computerized case management information system. At least once a quarter, the chief judge and other judges of the Court shall promote the consistent application of this continuance policy by reviewing and discussing a computer report by major case type on the number of continuances requested and granted during the previous period, especially as they relate to the incidence and duration of trial-date continuances. As necessary, the Court shall work with bar representatives and court-related agencies to seek resolution of any organizational or systemic problems that cause cases to be rescheduled, but which go beyond the unique circumstances of individual cases.