



Fill The Gap

**Annual Report
2007**

*Court Services Division
Administrative Office of the Courts
Arizona Supreme Court*

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ARIZONA SUPREME COURT FILL THE GAP

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CRIMINAL CASE REENGINEERING

Introduction

Pursuant to A.R.S. § 12-102.01 (D), the Supreme Court reports annually “to the governor, the legislature, each county board of supervisors, the Joint Legislative Budget Committee and the Arizona Criminal Justice Commission on the progress of criminal case processing projects and the enforcement of court orders, including the collection of court ordered fees, fines, penalties, sanctions and forfeitures.” Per A.R.S. § 12-102.02 (D) the Supreme Court also reports annually on the expenditure of fund monies for the prior fiscal year and the progress made in improving criminal case processing.

For years, federal, state and local governments made substantial investments in placing more police officers on the street and building more prisons. These efforts sought to increase public safety, but also created a backlog in the rest of the criminal justice system. In essence, funding targeted the front and back of the criminal justice system, creating a “gap”. Funding for those entities in the “gap” did not keep pace. The Fill The Gap initiative was intended to address this problem. In 1997 the Administrative Office of the Courts (AOC) convened a work group of stakeholders (superior court, clerk of superior court, justice courts, county attorney, public defender and indigent defense counsel) in the criminal justice system to develop a strategy to secure funding from the legislature to fund the "gap." The funding that resulted from this initiative has and continues to aid in the progress of accomplishing a number of improvements in criminal case processing throughout Arizona.

Changes in Court Rules and Statutes Impact Case Processing

Supreme Court ordered Rule 8.2, Rules of Criminal Procedure, effective December 1, 2002 establishes timelines for processing criminal cases as follows: 1) For in-custody defendants, the time to disposition is 150 days from initial appearance to the date of arraignment; 2) For out-of-custody defendants, the time to disposition is 180 days from the date of arraignment; and 3) If the case is categorized as complex, time to disposition is within 270 days from arraignment for those defendants charged with first degree murder in other than capital cases, offenses requiring consideration of evidence

gained from wiretaps, electronic or oral communication, or complex cases determined by written factual finding by the court.

In June 2002, the U.S. Supreme Court issued a ruling in the case of *Ring v. Arizona* that declared Arizona's death penalty statute unconstitutional on the grounds that sentencing by a judge, rather than a jury, violated the Sixth Amendment. A special session of the legislature amended A.R.S. § 13-703 to conform Arizona law to the *Ring* mandate. The amended sentencing procedure provides that the jury serving during the guilt phase of the trial also serves as the trier of fact during the sentencing phase. Subsequently, the Arizona Supreme Court again modified Rule 8.2 to allow courts eighteen (18) months to dispose of cases where the state is seeking the death penalty.

Funding Sources

A.R.S. § 41-2421, enacted in 1999, created three main funding sources for Fill The Gap efforts: a general fund appropriation; a seven percent Fill The Gap surcharge; and a five percent set-aside of funds retained by local courts when revenues exceed the 1998 benchmark. The general fund appropriation and the surcharge earmarked for the courts are deposited in the State Aid to the Courts Fund pursuant to A.R.S. § 12-102.02, and are administered by the AOC. The five percent set-aside of funds collected by the courts is kept and administered locally for county court use. Funds earmarked for the public defender/indigent defense counsel and county attorney are distributed through the Arizona Criminal Justice Commission (ACJC). It should be noted that counties with populations exceeding 500,000 (Maricopa and Pima) were not eligible for general fund appropriations in FY06 and FY07.

The Fill the Gap expenditures for FY07 included \$418,500 in general fund appropriation and \$2,444,518.68 from the State Aid to the Courts Fund. This money was disbursed to the counties that submitted their Fill the Gap application to the Supreme Court.

Court Statistics

As the population of the state continues to increase, the rise in case filings persists. Efforts to identify and implement improvements that allow the courts to address the additional workload are essential.

Chart 1 (all counties except Maricopa, Pima) and Chart 2¹ (Maricopa, Pima and Total for Arizona) show the clearance rates by county. The clearance rate is the percentage of criminal case terminations as related to new criminal case filings. The higher the clearance rate, the better the court's criminal case terminations are keeping pace with the number of new filings. The FY07 statewide clearance rate was 93.7% which is in keeping with 93.1% in FY06. A slight improvement in processing criminal cases from filing to termination statewide. Note that increases in filings provide more challenges to

¹ These charts are split into two separate illustrations because of the disparity in the number of cases for rural counties vs. filings in Maricopa and Pima Counties.

achieving high clearance rates. Chart 3 compares statewide Superior Court felony filings and terminations in FY07 to FY06. Felony filings increased by 2.96% and felony terminations increased by 4.0% in FY07. The clearance rates are not the only resource of court effectiveness. Courts are also working to reduce pending caseloads, etc.

Fiscal Year 2007 Superior Court Criminal Cases

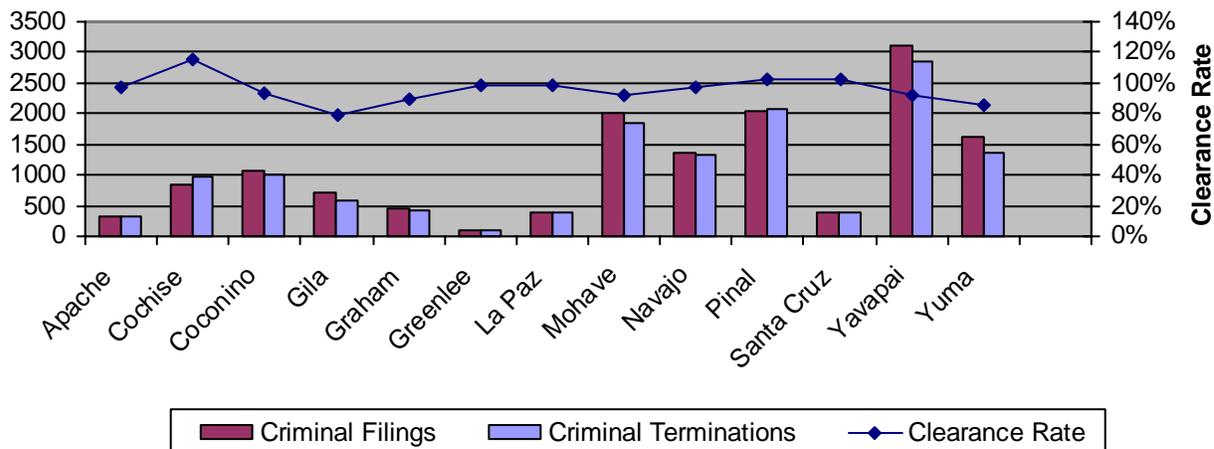


Chart 1 – Criminal Filings, Terminations and Clearance Rate for all counties except Maricopa and Pima.

Fiscal Year 2007 Superior Court Criminal Cases

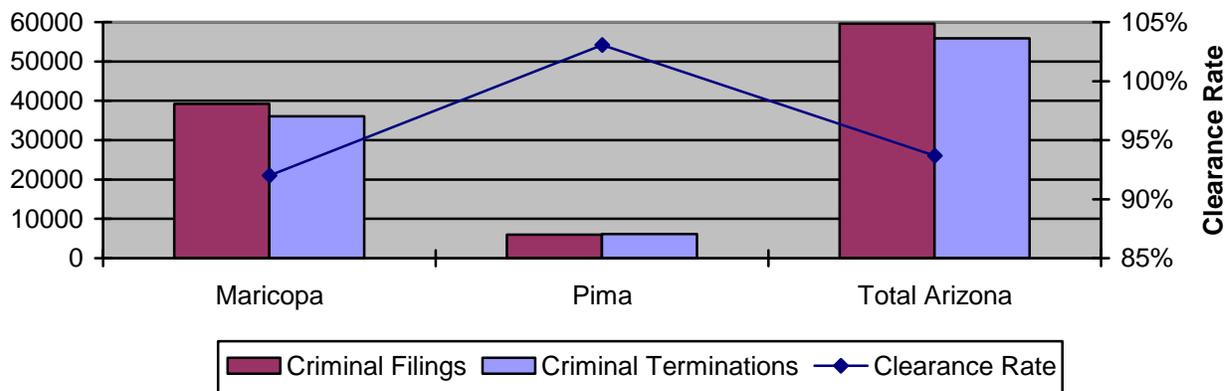


Chart 2 – Criminal Filings, Terminations and Clearance Rate for Maricopa, Pima and Total Arizona.

Source: AOC General Jurisdiction Fiscal Year 2007 Data Report

Superior Court Felony Case Activity

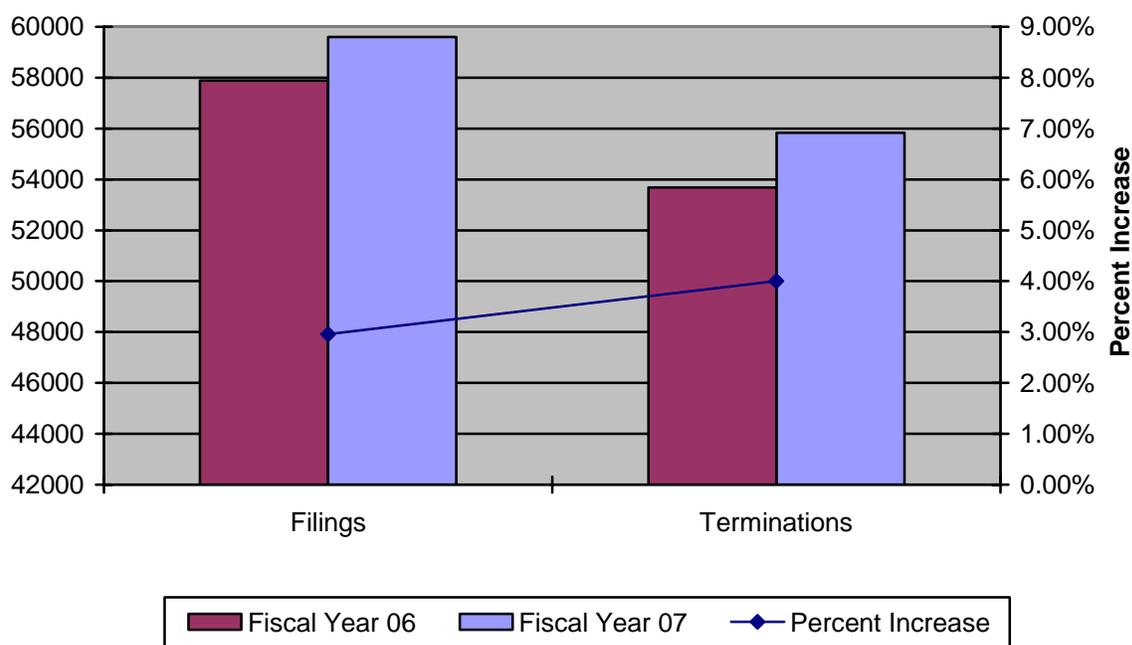


Chart 3 – Superior Court Felony Case Activity FY07 vs. FY06

Source: AOC General Jurisdiction Fiscal Year 2006 and 2007 Data Reports

County Project Overview

As defined by statute, the purpose of the State Aid to the Courts Fund is to provide state aid to the superior court, including the clerk of the superior court and the justice courts in each county for the processing of criminal cases.

Within each county the presiding judge of the superior court, the clerk of the court and the presiding justice of the peace must develop a plan, in coordination with the chairman of the county board of supervisors or their designee that is submitted to the AOC. The proposed plan details how the funds will be used, how the plan will assist the county in improving criminal case processing and how each court entity will use the funds.

Counties may apply to use the funds for any purpose that improves criminal caseload. Solutions in each county are different due to varying constraints such as funding, caseload size, staffing, geographic constraints and interaction with local criminal justice agencies. Some of the smaller counties have chosen to allow funds to build over time,

as the one-year appropriation in these jurisdictions is too small to implement meaningful changes.

The following is a list of accomplishments for the counties receiving Fill The Gap funds.

Apache County

The Apache County Superior Court has identified problems with staff shortages, criminal defense attorney turnover, increases in complex cases, and pending capital cases as having impact on their case processing. The Presiding Judge was unable to hear all cases and fulfill her administrative duties due to the heavy caseload and trial calendar. The Apache County Superior Court requested Fill The Gap funding to partially fund a part time judge pro tempore to continue to alleviate the pending caseload and work a trial calendar. This has been a key factor in maintaining the court's calendar. In FY07, 66.2% of criminal cases were disposed within 180 days in comparison to 65% in FY06 and 32.4% were disposed within 100 days.

Cochise County

Cochise County has found that early case and data management and felony case process refinement are critical to managing their caseload. Plea offers are increasingly made as a result of adhering to the refined felony case process. In FY07, Fill The Gap Funds continued to support a superior court judge pro tempore and dedicated staff to manage the front end of the felony case processing system. Fill The Gap also partially funded a field trainer who continues to provide training for court personnel to maintain data integrity. The court's diligence with setting firm trial dates at the arraignment phase and case management conferences held 30 days thereafter, has dramatically improved their disposition rate. In FY07, 72.3% of criminal cases were disposed within 180 days and 47.6% were disposed within 100 days. In comparison to FY06, it's an overall increase of 29.9%.

Coconino County

Coconino County has found that DUI and drug specialty courts are successful in expediting the processing of particular case types as well as reducing recidivism. In FY07, Fill The Gap funds continued to fund the operation of DUI and drug specialty courts and this includes the monitoring of DUI/drug court participants by the probation department. The intent of DUI/drug court is to expedite case processing of alcohol and drug related cases in the superior court and justice courts. The DUI/drug court provides intensive treatment, judicial oversight, alcohol/drug urinalysis tests, probation supervision, and support groups. Cases are regularly staffed to monitor compliance or non-compliance. During FY07, 62 defendants started DUI drug court making the total population 134, 53 graduated. The percent of passing urinalysis/breath tests was 98% of the 5,982 tests conducted during the fiscal year. The percent of participants re-arrested on similar charges while still involved with the program was 4%. Coconino County had 82.3% of all criminal cases disposed within 180 days and 49.7% disposed of within 100 days.

Graham County

Graham County has experienced an increase in criminal cases and has found that adding judicial resources and maintaining a pre-trial services director has improved criminal case processing. Fill The Gap funded a judge pro tempore who handles overflow and conflict criminal cases in the superior court as well as most juvenile cases. This has allowed the presiding judge to dedicate his time to criminal cases. FTG funds also partially funded a pre-trial services director who is responsible for creating APETS portfolio that compiles data for pre-sentence reports and performs weekly contact with defendants and reports conversations to the judge. This position keeps the criminal judge informed of the status of the defendants. In FY07, 78.2% of criminal cases were disposed within 180 days and 36.9% were disposed within 100 days.

Greenlee County

Greenlee County has experienced challenges with case file storage due to environmental issues and the lack of resources. In FY07, Fill The Gap funds initiated an imaging/scanning project for criminal files which allows case files to be shared electronically. This will reduce the damage, loss and misplacement of court documents. Funds were also approved to purchase Jury + Next Generation Software. This software is designed to improve communication with jurors about reporting times. Funds support the criminal portion of the caseload. According to Greenlee County, 57.6% of the cases were disposed of within 100 days and 94.5% of the cases were disposed within 180 days. It's a 6% increase over FY06 for the number of cases disposed within 180 days.

La Paz County

La Paz County has created and implemented their first local training to superior, justice, and municipal court clerks in entering criminal cases into AZTEC; the clerk's monitoring case aging reports and the criminal calendar; this also provides assistance in keeping and reporting statistics. Fill The Gap funding partially funded a field trainer who provides the standardized training for court personnel to maintain data integrity. In FY07, 50.9% of criminal cases were disposed within 180 days and 17.3% were disposed within 100 days.

Maricopa County

Maricopa continues to focus on a number of specific areas of caseflow management. An examination of Maricopa's courts indicated areas that could be re-tooled to make the entire criminal case processing system more effective. Mainly, Maricopa focuses on improving existing processing through analysis followed by centralizing or specializing specific processes and improved technology. Fill The Gap funds were instrumental in funding the projects that have played major roles in the progress made with criminal case processing.

Continued Improvements to Existing Processes

- In March of 2005, the court implemented a program to encourage pleas in cases with class four, five and six indicted cases. In FY07, the focus of this program

continues to ensure that discovery has been exchanged early, a plea offer has been made, and that this offer has been discussed with the client.

- The County Attorney files a complaint, but indicates its intent to pursue a supervening indictment through the Grand Jury. If the Grand Jury fails to hand down an indictment in a timely manner, the complaint remains active but without a future court date, (an "orphan complaint"). Court administration now aggressively monitors these complaints, and asks the County Attorney for a determination while taking the complaints to a commissioner for quick resolution. Now, most orphan complaints are resolved within 30 days.
- Case Transfer assists with locating judges who are available to try cases on short notice. Maximizing judicial resources requires the court to schedule more than one trial for trial judges. With an average trial rate of 3%, most trials settle prior to the scheduled date. Occasionally, a division ends up with more scheduled trials on its calendar than a single judge can handle in a given week. To make the most of judicial resources, maintain trial time standards set by rule, and spread trials to other open divisions, judges place cases scheduled for trial into Case Transfer to be placed with other available judges.

Centralized and Specialized Processing

- Regional processing centers provide a forum for centrally processing preliminary hearings, pleas, and felony arraignments. The three centers have processed over 23,000 of the 38,600 cases filed.
- The Early Disposition Court was assigned approximately 12,000 drug cases. The facility resolves most non-violent drug possession and use cases.
- In the Probation Adjudication Center (PAC), an estimated 17,000 cases were processed during FY07.
- The Initial Appearance Court runs eight daily calendars continuously. The number of cases heard in FY07 totaled over 70,000.
- The DUI center is responsible for aggravated felony DUI cases. The center averaged 12-15 trials per month and took approximately 800 pleas during FY07.
- The Rule 32 Management Unit processes post conviction relief cases to ensure that they reach timely judicial decision. The unit monitors an average of 900 cases.

Improved Technology

- An Assign-Attorney Module that automatically updates the court case management system ICIS with assigned trial attorneys have helped eliminate scheduling conflicts which can result in continuances. This has been further improved by the addition of an electronic version of the alphabetical inmate list which helps identify those that have been in custody for longer periods of time. Calendars can be prioritized by those defendants in custody.
- The Minute Entry Electronic Distribution System (MEEDS) and the OnBase imaging application work together to allow automated distribution of electronic minute entries which previously had to be routed manually to necessary individuals throughout the court system. In FY07, electronic distribution of

MEEDS and the OnBase application increased by 69% over the previous fiscal year. The MEEDS eWarrant initiative was also completed, affording electronic issuance of Bench Warrants and Quash Warrants.

- The clerk's office has expanded electronic filing of court documents to include all criminal divisions in FY07. E-filing has streamlined the processing of cases by reducing data-entry errors and lines at the counter for filing documents.
- The clerk's office initiated a program to scan, docket and prepare older capital case files for access via the Electronic Court Record (ECR). This includes transcripts and depositions for older files and for recent capital cases. The program continues to make progress in FY07.

Mohave County

The population continues to grow in Mohave County and has caused an increase in case filings. The court experienced a 3% overall increase in case filings in FY07. As a result, the demands for judicial resources continue to rise. Fill The Gap funding was expended for court reporter costs, criminal fines and restitutions collections clerk, court commissioner, judicial assistant and courtroom clerks for the clerk of the court. Funds were also expended to partially fund a field trainer who provides the standardized training for court personnel to maintain data integrity and to purchase security equipment. These additional resources have supported the court's efforts to improve workflow and to complete and process cases in a timely manner. According to Mohave's Criminal Case Aging Report, 86% of the criminal cases were disposed within 180 days and 51% were disposed of within 100 days.

Navajo County

Although the caseload has doubled in the past two years, Navajo County continues to improve on their processing of criminal cases. In FY07, the court received funds for a judge pro tempore, initial appearance masters, interpreter, courtroom clerks, caseload manager and equipment to support in the effort to improve criminal case processing. The Navajo County courts' proposals have utilized the use of personnel and equipment to manage and accommodate caseload and to maintain criminal case-processing time to disposition. The goal has been to reduce continuances with interpreter assistance; utilize the caseload manager to provide data tools to assist judges in decision-making on pending cases; the initial appearance masters focus on early case disposition to ensure timely case processing with judge pro tempore coverage. The objective, through Fill The Gap, is to expedite case processing by reducing the time between court events. In FY07, 75% of the criminal cases were disposed within 180 days and 50% were disposed in 100 days.

Pima County

Pima County continues to improve technology with data sharing to expedite criminal cases. The superior court, clerk of the superior court and justice courts have improved technology and utilized task specific personnel to facilitate and accommodate data sharing to reduce criminal case processing times. The Fill The Gap funds received have contributed to the reduction of time to disposition by reducing the length of time required for events that occur outside of the courtroom thus reducing the amount of time between court events. Pima County projects reduce redundant activities, improve timely

notification of grand jury indictments to detention personnel and defendants, streamline pre-sentence processing and minute entry distribution, improve criminal case disposition reporting, improve collections of fees and fines and utilize technology to enhance overall court operations to save time and money. Seventy-five percent of the criminal cases were disposed within 180 days and 43% were disposed in 100 days.

Pima County continues to improve on criminal case processing by focusing on a multi-faceted approach with workflow.

- Maintaining staffing levels related to caseload at the PTS Intake Unit Project of the Superior Court is critical to the success of early case resolution. The intake unit is responsible for interviewing all arrestees, conducting background investigations and submitting recommendation reports regarding each person's eligibility for non-financial release at the initial appearance. Three additional positions were funded through Fill The Gap in FY07.
- The Pro Tem Judicial Division adjudicated 409 criminal cases, expediting the time to disposition. The average cases disposed per Judge in the Arizona Supreme Court in Pima County is 474.
- This fiscal year the AZTEC field trainer spent over 1,418 hours training court staff to use the AZTEC Case Management System. The training ensures consistency in data entry across courts resulting in quality data and management reports.
- The assessment center of the Adult Probation Department prepares presentence reports on all felony cases adjudicated in the Superior Court. The number of felony case dispositions for FY07 dropped by 2.8%.
- The Superior Court in Pima County completed the purchase and installation of a video link between Pima County Jail and Superior Court in FY06. In FY07, Fill The Gap funds were used to equip a pilot courtroom with a video link to conduct court events. The court intends to review the project to determine whether it will be replicated throughout the courthouse. This will reduce the time and costs associated with transporting defendants.
- The Clerk of the Court has created a case document processing center that accommodates minute entry distribution, pre-sentence reports, and imaging and storage of criminal case and other hard copy documents. The function of this center serves to decrease wait time for delivery of documents and to decrease the costs of staff associated with managing, distributing and copying of hard copy documents.
- The Clerk of the Superior Court's Probation Fine/Fee Billing program continues to successfully allow for accurate and timely payments of court-ordered fines and fees. The number of supervised and unsupervised probationers making timely payments continues to increase. Probationers are billed monthly as a reminder of their obligations. The total outstanding and past due collections for this category

continues to decrease since instituting this program. In FY07, \$13,120 was collected from unsupervised probation and \$69,724 from supervised probation.

- The Green Valley Justice Court Video project continued to utilize funding to maintain the video system and to fund personnel who coordinate with jail personnel in the preparation and processing of these cases. This has saved the county thousands of dollars in defendant transportation costs. Costs were saved on transportation for 276 defendants in FY07.
- Ajo Justice Court used Fill The Gap funds in FY07 to maintain service agreements for technical support and to purchase two additional cameras for their digital, audio recording systems. The equipment has enhanced the quality of the recording process.
- Green Valley Justice Court used Fill The Gap Funds in FY07 to purchase an electronic ticket docketing station. The station has reduced the time needed to process citations and improved the accuracy of data being processed. This will reduce errors and lead to more timely disposition.
- Ajo Justice Court used Fill The Gap Funds in FY07 to fund an office support position which has provided assistance in processing DPS disposition sheets, records management and preparation associated with FARE.
- Ajo Justice Court was approved for Fill The Gap Funding in FY07 to purchase a filing/scanning system. The system requires less space and includes a file search and scanning component. This will provide easier access to all case files and reduce the time spent on locating files.
- The Consolidated Justice Court Adult Probation Supervision project consists of two adult probation officers who are assigned to supervise justice court defendants convicted of DUI, extreme DUI and domestic violence offenses. The two officers supervised more than 300 cases in FY07.
- The Consolidated Justice Court Technical Programming Support Project continued funding from the Fill The Gap for a programmer analyst and additionally for contract services. In fiscal year 07, the project was tasked with automated file tracking; improvements and enhancements to the court's website; participation in a multi-agency program intended to allow for data sharing among local justice and law enforcement; establishment of a program allowing the court to generate instant warrants rather than the previous process of producing warrants via a "batch" process.
- The Consolidated Justice Courts Pretrial Services project received funding to continue a position for a program in justice court which focused on those defendants charged with a misdemeanor DUI with outstanding warrants. This program was implemented in February 2005. In FY07, there were 963 cases assigned and 532 of them were closed thereby reducing backlog.

- Pima County Consolidated Justice Court's Imaging Project consists of scanning documents and storing them electronically. This has enhanced case processing by making the information readily available to judges and the public for viewing. It has also reduced the number of files that are pulled. This process continues to reduce wait times and continuances by improving the distribution of criminal case dockets, resulting in minute entry.
- The Pima County Consolidated Justice Court implemented an automated case tracking system. The funds were used to purchase the printers necessary to print bar-coded file labels, scanner wands, and ancillary supplies. This has allowed the court to become more efficient.
- The Consolidated Justice Courts funded one full-time Litigation Support Specialist to handle incoming criminal and criminal traffic telephone inquiries. The work of this position has improved overall criminal caseflow by communicating better case-specific information and alleviating the call volume. The court's abandonment rate has improved by just over 50%.

Pinal County

Pinal County has reduced their judge per criminal case ratio, due in part to the judge pro tempore. The current criminal bench was approved for a 9th judicial division which went into effect May 18, 2007. The Honorable Carter Olson was appointed by the Governor. FY07 Fill The Gap funds were used to continue funding a judge pro tempore and judicial assistant to the superior court to assist in the reduction of backlog by reducing case processing times. In FY07 64.6% of the criminal cases were disposed of within 180 days and 25.6% in 100 days.

Santa Cruz

Santa Cruz County was in need of a judge pro tempore to assist them with expediting criminal case processing. Fill The Gap funded a portion of the salary for a judge pro tempore for the purpose of hearing cases with which the other superior court judges have declared a conflict. Funds were also approved to purchase Jury + Next Generation Software. This software is designed to improve communication with jurors about reporting times and whether they need to come to court or not. In FY07, 74% of the criminal cases were disposed of within 180 days and 38.89% within 100 days.

Yavapai County

Yavapai County has found that post-adjudication drug court has impacted felony case processing. This year the project has expanded to make adult drug court, family drug court and DUI drug court available to Verde Valley. The superior court received continuation funding for the voluntary, post-adjudication drug court program for non-violent adult offenders who have pled to a second offense for possession of drugs. A part time pro tempore division and a caseflow manager continue to assist in the effort. The judge pro tempore heard 431 cases in FY07. There were 61 participants and 33 graduates in FY07. This is a 25% increase in participation in comparison to fiscal year 2006. The caseflow manager compiled, analyzed, and

reported data. This information was used to manage these cases and to improve criminal case processing. Eighty-seven percent of the criminal cases were disposed within 180 days and 72% were disposed within 100 days.

Yuma County

Yuma County improves and expedites criminal case processing through implementing the court performance measurement system. The superior court, the clerk of the superior court and justice courts received funds to continue implementing the 10 CourTools performance measures designed by the National Center for State Courts. Yuma has implemented measure 2 (Clearance Rates), Measure 3 (Time to Disposition), Measure 8 (Effective Use of Jurors), and Measure 10 (Cost per Case). The court implemented Measure 4 (Age of Active Pending Caseload) in FY07. On April 2007, these court performance measures were published on the Yuma County website. In FY07 81.5% of the criminal cases were disposed within 180 days and 51.9% were disposed of within 100 days.

Collections Efforts

In FY07 , statewide court revenues including superior, justice and municipal courts increased by 10.9 %, or \$35.3 million while total case filings increased by 4.5 %. The FY07 revenues of \$358.5 million represent a \$288.5 million increase over the \$70 million benchmark established in fiscal year 1988. Superior court restitution collections decreased by 8.2 % to \$15,607,005 in FY07 from \$17,010,096 in fiscal year 2006 .

Key to the statewide collection efforts are the Fines/Fees and Restitution Enforcement (FARE) and the Debt Setoff (DSO) programs. Both are essential to the progress being made in enforcing compliance with court orders.

During FY 2003, the FARE program was established to increase compliance with court orders, specifically focusing on collections efforts. The AOC contracted with Affiliated Computer Services State and Local Solutions (ACS S&L) to provide various collection options to Arizona courts. Collection services presently offered by ACS S&L Include: two reminder notices, electronic skip tracing, interactive voice recording (IVR) and Internet based (web) payment options, collection notices, credit bureau reporting, wage garnishment if approved by the court and assignment to the Debt Setoff Program and/or the Motor Vehicle Division's Traffic Ticket Enforcement Assistance Program (TTEAP). Defendants whose cases have been referred to TTEAP are not able to register their vehicle until their court obligations are satisfied.

As a result of FARE, a total of \$30,187,800 was collected on backlog cases in FY07. The average payment is approximately \$198 with many of the cases dating back to the mid-to-late 1980's. Over \$13 million was collected via the web or interactive voice line. There were 75,536 vehicle registration holds placed and 42,881 releases due to payment. In FY07, an additional 6 courts were added to the FARE program bringing the total participating in the program to 85. See below for the total courts by county:

Cochise	3
Coconino	6
Graham	7
La Paz	4
Maricopa	15
Mohave	2
Navajo	11
Pima	5
Pinal	5
Yavapai	6
Santa Cruz	<u>2</u>
	66

The Debt Setoff (DSO) program was established in 1992 to hold offenders accountable for financial obligations owed, to assist in the enforcement of court orders, and to increase collections in the Arizona court system. The agency (such as the court, probation department or county attorney office) provides the name, social security number and the full amount of the debt, to the DSO program and if a debt claim matches with a taxpayer's refund or lottery winning, an intercept will occur. During CY 2006 there were 160 (agency) participants in the Arizona Supreme Court's DSO program. During CY06, the DSO program had 50,033 tax and lottery interceptions, an increase of 5.0% from CY05. During CY 2006, DSO revenue was \$6,096,400, an increase of 10.0%. Note that this information is tracked by calendar year in keeping with the tax year.

Conclusion

Arizona Courts continue to overcome increasing caseloads and improve on criminal case processing by restructuring court operations and advancing to new technology. Although the tasks are sometimes challenging and funding limited, through Fill The Gap funds, the courts have made significant progress with maintaining projects that aid courts in implementing solutions to further improve criminal case processing and enforcement of court orders. In keeping with the Chief Justice's Strategic Agenda, the AOC and participating counties continue to move forward to employ modern technology to process cases and communicate information, protect the rights of victims, ensure that self-represented litigants have meaningful access to the courts, and that the judiciary is available to all members of the public. The achievements made this fiscal year in Arizona mark significant progress towards achieving swift, fair justice for Arizona's citizens.