



FILL THE GAP ANNUAL REPORT 2018



Court Services Division
Administrative Office of the Courts
Arizona Supreme Court

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TABLE OF CONTENTS

Introduction	3
Case Processing Standards	3
Funding Sources	4
County Project Overview	4
Apache County	5
Cochise County	5
Coconino County	6
Gila County	6
Graham County	7
La Paz County	7
Maricopa County	8
Mohave County	10
Navajo County	10
Pima County	11
Pinal County	13
Santa Cruz County	14
Yavapai County	15
Yuma County	15
Collections Efforts	16
Conclusion	17

ARIZONA SUPREME COURT FILL THE GAP

ANNUAL REPORT 2018

CRIMINAL CASE MANAGEMENT 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, assessments, sanctions and forfeitures.” Arizona Revised Statutes § 12-102.02 (D) also requires the Supreme Court to report annually on the expenditure of fund monies for the prior fiscal year and the progress made in improving criminal case processing.

Historically, 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” in the middle. Funding for those entities in the “gap” did not keep pace. The Fill the Gap initiative was intended to address this problem. The funding that resulted from this initiative continues to aid in the progress of accomplishing several improvements in criminal case processing throughout Arizona.

Case Processing Standards

Rule 8.2 of the Arizona Rules of Criminal Procedure establishes timelines for processing criminal cases as follows: 1) For in-custody defendants, the time to disposition is within 150 days from the date of arraignment; 2) For out-of-custody defendants, the time to disposition is within 180 days from the date of arraignment; 3) If the case is categorized as complex, the time to disposition is within 270 days from arraignment; and 4) For defendants charged with first degree murder in which the state has filed an intent to seek the death penalty, the time to disposition is within 18 months from arraignment. Rules of criminal procedure specifically address the protection of defendants’ rights in individual cases.

The National Center for State Courts (NCSC) published the *Model Time Standards for State Trial Courts* in 2011. The Arizona Judicial Branch established the Steering Committee on Arizona Case Processing Standards through Administrative Order 2012-80. This Steering Committee reviewed the national model time standards, statutory requirements, court rules, and business processes of Arizona courts and recommended case processing standards for

all case types in the municipal, justice, and superior courts. Administrative Order 2014-108 adopted time standards for felony cases as follows:

- 65% of cases should be disposed within 90 days
- 85% of cases should be disposed within 180 days
- 96% of cases should be disposed within 365 days

Case processing time standards are put in place to address an overall workload perspective for performance standards.

Funding Sources

Arizona Revised Statutes § 41-2421, enacted in 1999, created three main funding sources for Fill the Gap efforts: a state general fund appropriation; a seven percent (7%) Fill the Gap surcharge; and a five percent (5%) set-aside of funds retained by local courts when revenues exceed the 1998 benchmark. It should be noted that counties with populations exceeding 500,000 (Maricopa and Pima) have not been eligible for general fund appropriations since fiscal year 2005 as directed by legislation. The general fund appropriation was later eliminated altogether in fiscal year 2009 as directed by legislation. The 7% surcharge earmarked for the courts is deposited in the State Aid to the Courts Fund and administered by the AOC pursuant to A.R.S. § 12-102.02. The 5% set-aside funds are collected by the courts, kept locally, and approved by the Supreme Court for local court use.

In addition to the general fund appropriation being eliminated in fiscal year 2009, over half a million dollars have been swept from this fund to assist with the state budget deficits between fiscal years 2009 and 2017. Maintaining staffing and adequate resource levels continues to be a struggle for many courts due to lack of funding at all levels, making initiatives for improvement difficult to achieve.

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 chairperson of the county board of supervisors or their designee which 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 specifically how each court entity will use the funds.

Counties may apply to use the funds for any purpose that improves criminal case processing. Solutions in each county are different due to varying factors such as funding, caseload size, staffing, geography, and interaction with local criminal justice agencies. Considering funding sweeps, some of the less populous counties have previously chosen to allow funds to build over time until a balance of funds was sufficient to implement meaningful projects. The following describes how counties used Fill the Gap funds in fiscal year 2018.

Apache County

Fill the Gap funds allow the county courts to retain current staffing levels and provide staff with the necessary tools and training to effectively perform their duties. Apache County uses these monies to fund a portion of the costs associated with a part-time judge pro tempore, a bailiff, a justice court clerk, and a field trainer.

The Superior Court in Apache County continues to improve court processes with greater use of technology. Plans for scanners to be installed in all justice courts are ongoing. Video camera connections between the jail and Superior Court have had a positive impact on case flow management. Minimum security measures have been implemented in both limited and general jurisdiction courts within Apache County.

Data clean-up is also an ongoing project for the Clerk of the Court, Superior Court, and the limited jurisdiction courts. The Superior Court and Clerk of the Court are working in conjunction to clean-up data in the case management system while the Field Trainer assists the limited jurisdiction courts with improved data quality in preparation for the new case management system. This field trainer position is crucial to both limited and general jurisdiction staff and aids in effective caseload management through staff education and greater utilization of automation systems. In addition, a training manual for the limited jurisdiction courts to assist in the workflow process is in being developed.

APACHE COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	39%
Percent of criminal felony cases disposed of within 180 days	62%
Percent of criminal felony cases disposed of within 365 days	86%
Average (mean) number of days required to adjudicate all criminal felony cases	208

Cochise County

Cochise County Superior Court continues its Felony Case Flow Enhancement Project which was first established in fiscal year 2002. The project includes Early Resolution Court, as well as the Deferred Incarceration Sanction Program, both of which have significantly reduced the county's jail population. In support of the Felony Case Flow Enhancement Project, Fill the Gap monies provide for portions of the employment costs of a judge, a judicial assistant, and a court reporter.

Fill the Gap funding also provides for part-time pro tempore judges to hear initial appearances and other criminal matters on holidays and weekends, emergency hearings and permitted Justice of the Peace, Precinct 5 to continue to cover CARE Court. Moreover, funding provided for a Pre-Sentence Investigator as an essential component of the judicial process who produced multiple reports to the court for misdemeanor and felony cases.

In addition, the court continues to sponsor meetings between clerks and court staff to improve data quality with a goal towards improving case management reporting and progress related to time standards.

COCHISE COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	71%
Percent of criminal felony cases disposed of within 180 days	86%
Percent of criminal felony cases disposed of within 365 days	96%
Average (mean) number of days required to adjudicate all criminal felony cases	110

Coconino County

Coconino County continues to use Fill the Gap funds to provide partial funding for its Recovery Court Program. This program has been successful in expediting felony case processing and reducing the recidivism rate. Fill the Gap monies partially fund the Recovery Court's judge, coordinator, surveillance officers, and administrative support staff. Additionally, they fund training and travel, as well as other operational expenses such as treatment, urinalysis testing, and program incentives. In fiscal year 2018, Recovery Court had 62 new participants and provided outpatient treatment to 148 participants. A treatment component consisting of providing a minimum of 192 hours of outpatient group and individual counseling was an additional part of the Recovery Court. The proportion of participants re-arrested while still involved with the program was 8%, which accounts for 12 participants initially cited for: 9 felonies and 19 misdemeanors.

Page and Fredonia Justice Courts

Fill the Gap funding provided assistance with participants with urine testing expenses. In fiscal year 2018, 10 participants exited the Recovery Court program, of which 9 graduated, thus achieving a 90% graduation rate.

COCONINO COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	43%
Percent of criminal felony cases disposed of within 180 days	70%
Percent of criminal felony cases disposed of within 365 days	96%
Average (mean) number of days required to adjudicate all criminal felony cases	163

Gila County

Utilizing funds provided by Fill the Gap, the Gila County Probation Department was able to introduce two laptop computers capable of providing full access in a mobile platform. Probation Officers can now work more effectively with clients from locations outside the office to include meetings, treatment centers, police stations, or other community locations. This enhanced field capability improves the Probations Officer's ability to supervise the client load, and promotes the resolution of criminal cases.

This is the fourth year of Gila County's local Disconnected Scanning program and all limited jurisdiction courts in the county have scanning equipment. By providing scanning stations, Gila County's limited jurisdiction courts continue to prepare for future paperless court operations. The improvement to business practices has facilitated criminal case processing

by streamlining case management. Courts also report that digitization has reduced the time spent producing documents for requests from the public or agencies. In addition, a Field Trainer position was developed and added to identify ways in which the local Disconnected Scanning program may be used to facilitate implementation of the case management system for limited jurisdiction courts.

GILA COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	31%
Percent of criminal felony cases disposed of within 180 days	65%
Percent of criminal felony cases disposed of within 365 days	94%
Average (mean) number of days required to adjudicate all criminal felony cases	147

Graham County

The Superior Court in Graham County continues to partially support the costs of a judge pro tempore and a pre-trial services officer using Fill the Gap funds. The judge pro tempore primarily covers the juvenile, family relations, and probate caseloads which frees up the presiding judge to hear the bulk of the criminal caseload. The judge pro tempore also hears conflict criminal cases and settlement conferences, helping to expedite the processing of criminal cases. The pre-trial services officer provides supervision to include compliance monitoring, reporting, and hearing notification services for pre-adjudicated adult criminal defendants. The pre-trial services officer performed assessments with the PSA Court Tool, assisting in release decisions, and allowing courts to place individuals on pre-trial services supervision much earlier at initial arraignments.

Fill the Gap funds were also used to cover support and maintenance costs of computer equipment on behalf of the Pima Justice Court.

GRAHAM COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	53%
Percent of criminal felony cases disposed of within 180 days	82%
Percent of criminal felony cases disposed of within 365 days	96%
Average (mean) number of days required to adjudicate all criminal felony cases	116

La Paz County

The Superior Court in La Paz County continues to use Fill the Gap funds for staff positions which aid in improving and expediting criminal case processing. These funds provide approximately half of the salary and employment costs of a county field trainer, judicial IT network administrator, and pre-sentence investigative probation officer.

Field Trainer: The field trainer consistently provides training to all county court clerks regarding the case management system, statistics, data clean-up, and follow-up assistance following an operational review by the Administrative Office of the Courts.

Judicial IT Network Administrator: The network administrator provides the technical support necessary to ensure expedient case adjudication. The Superior Court, three Justice Courts and the Magistrate Courts successfully upgraded FTR video recording systems in every courtroom. Efforts to upgrade OnBase in the Superior Court will continue into the next fiscal year. Improvements were made to the video conferencing process in each court.

Pre-Sentence Investigator: The pre-sentence investigative probation officer prepares timely reports, minimizing criminal case processing and time to disposition. The La Paz County Adult Probation Department investigated and completed 100 pre-sentence reports. The filing of these reports occurred within the statutory required time limit 98% of the time. The department adhered to the local court standards to maintain the three-week duration from change of plea to judgment and sentence.

Fill the Gap funds were also used to cover support and maintenance costs for the court's computer equipment.

LA PAZ COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	9%
Percent of criminal felony cases disposed of within 180 days	32%
Percent of criminal felony cases disposed of within 365 days	80%
Average (mean) number of days required to adjudicate all criminal felony cases	269

Maricopa County

Advances were made in criminal case processing using Fill the Gap funds for resources which maintained existing processes and developed new ones. Maricopa County uses these funds to support various personnel who aid in this regard:

- The Superior Court received funding for 32 positions: 4 commissioners, 5 bailiffs, 4 judicial assistants, 15 judicial clerks, 1 judicial clerk lead, and 3 judicial clerk supervisors.
- The Clerk's Office received funding for 44 positions: 17 courtroom clerks, 2 courtroom services supervisors, 24 justice system clerks, and 2 justice system clerk leads.

In collaboration with the Clerk's Office, the Superior Court has managed to successfully develop and improve the following programs to enhance criminal case processing:

- The six Master Calendar Commissioners heard 28,912 matters in fiscal year 2018 which included initial pretrial conferences, non-witness violation hearings, changes of plea, settlement conferences, sentencings, and trials.
- The Initial Appearance Court (IAC) operates 24 hours a day, 7 days a week and manages eight daily calendars. IAC held 84,408 hearings and the number of defendants seen totaled 61,767.

- There were 26,696 cases filed with the Early Disposition Court (EDC) and Regional Court Center (RCC) in fiscal year 2018. The court is exploring a modification to scheduling of hearings in the Regional Court Center (RCC) to reduce defendant wait times.
- The Initial Appearance by Summons (IAS) calendars are heard on Wednesday, Thursday, and Friday afternoons and saw an average of 74 defendants per month in fiscal year 2018. This is a decrease of 76% from fiscal year 2017 which is due to the court moving initial appearances to EDC, allowing a case to be heard from initial appearance to sentencing in one day and eliminating the need for the defendant to come to the courthouse multiple times.
- The Not-Guilty Arraignment (NGA) calendars are heard on Tuesday, Thursday, and Friday mornings. The average number of cases appearing on each of these calendars is between eighty (80) to ninety (90) defendants and the calendars saw a total of 13,110 defendants in fiscal year 2018. The court is exploring the possibility of moving the Not Guilty Arraignment seven to ten days earlier than is currently set to shorten the timeline of a case.
- The Bond Forfeiture (BF) calendar processed 1,978 matters, resulting in approximately \$2,869,936.00 in forfeited bonds and a total of \$2,824,612.70 in total bonds (cash and paper) collected in fiscal year 2018.
- Settlement Conference on Demand (SCOD) allows attorneys to contact staff and obtain settlement conferences without contacting multiple judicial divisions. The average number of monthly requests received was 169 in fiscal year 2018.
- The Probation Adjudication Center (PAC) resolves requests to revoke probation in a timely and efficient manner by consolidating hearings and co-locating the court operations with other justice partners. This process results in substantial savings in jail days. PAC processed 18,546 violation cases during fiscal year 2018, an increase of 10% from fiscal year 2017. The Court has completed the case management enhancements through iCISng in the Probation Adjudication Center. The judicial officer creates all dispositions in an electronic environment which is accompanied by the capturing of the defendant's electronic fingerprinting in the courtroom.
- The Post-Conviction Relief Unit (PCR) is centralized within the criminal department. There were 1,684 petitions for Post-Conviction Relief filed and 1,474 petitions completed in fiscal year 2018. The average monthly pending inventory for fiscal year 2018 was approximately 967 cases.

MARICOPA COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	50%
Percent of criminal felony cases disposed of within 180 days	74%
Percent of criminal felony cases disposed of within 365 days	91%
Average (mean) number of days required to adjudicate all criminal felony cases	147

Mohave County

Mohave County uses Fill the Gap funds for operating expenses and personnel to aid in improving and expediting criminal case processing. Two positions were supported with these monies: a court commissioner and a judicial assistant.

The Court Commissioner alleviates heavy caseloads in both criminal and juvenile matters. The Superior Court is looking to expand these calendars to the other two criminal divisions. In fiscal year 2018 the court commissioner was assigned 1004 criminal cases and handled 224 orders of protection, as well as 29 injunctions against harassment. In addition, the Court Commissioner implemented an Early Disposition Court (EDC) calendar which helps improve the timeliness in hearing court matters. The Superior Court is looking to expand the EDC calendar to other criminal divisions. The Judicial Assistant is instrumental in assisting with adjusting and improving the case assignments.

Fill the Gap funds were also awarded for installing a jury box in the Bullhead City Justice Court to ensure the timely disposition of cases when calendared, without multiple continuances and disruption of both the superior and justice courts.

MOHAVE COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	25%
Percent of criminal felony cases disposed of within 180 days	64%
Percent of criminal felony cases disposed of within 365 days	91%
Average (mean) number of days required to adjudicate all criminal felony cases	148

Navajo County

Navajo County continues to use Fill the Gap funds for various positions and services to assist in criminal case processing.

- Superior Court: caseload manager, field trainer, Spanish interpreter, part-time security officer, judge pro tempore, contract interpreter services, contract court reporter services and transcription services.

The caseload manager and field trainer provided essential case management reports and training. Language access assistance was provided to over 500 constituents. Approximately 30 conflict cases were covered by the pro tempore judge, who also aides with coverage when the assigned judge is out of the office.

- Justice Courts: deputy court administrator and judge pro tempore services.

The Deputy Court Administrator provided case management reports and training. The Justice of the Peace Pro Tempore Judges presided over weekend and holiday initial appearances, in addition to assisting with coverage on conflict and change of judge cases.

Fill the Gap funds were used to cover support and maintenance costs for computer equipment. Funds were also used to cover freelance court reporter services which were in

high demand due to increased filing of serious felony cases.

NAVAJO COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	40%
Percent of criminal felony cases disposed of within 180 days	67%
Percent of criminal felony cases disposed of within 365 days	91%
Average (mean) number of days required to adjudicate all criminal felony cases	291

Pima County

Pima County continues to improve criminal case processing with workflow management and the expanded use of technology. To assist in these efforts, Fill the Gap funds are used for various positions and services:

- The Superior Court: judges pro tempore, 4 pretrial case analysts, 1 judicial administrative assistant, and 1 probation officer.
- The Clerk of Superior Court: 1 unit supervisor, 1 support specialists, 1 programmer, and 1 support clerk.
- Various Justice Courts – Pima County:
 - Pima County Consolidated Justice Courts: 1 adult probation officer, 1 court call center litigation support person, 1 Spanish interpreter, 1 technical help desk support person, and 1 judicial security officer.
 - Ajo Justice Court: 1 field trainer.

Pima County has developed and improved the following programs to enhance criminal case processing:

- The Pro Tempore Division of Superior Court, staffed by 2 judges pro tempore, adjudicated and disposed of 579 criminal cases and 909 felony cases in fiscal year 2018.
- The Pretrial Services Intake Unit of Superior Court operates 24 hours per day, seven days per week. The unit's four analysts are responsible for screening all detainees, conducting background investigations and preparing pre-release reports. In fiscal year 2018, 99.5% of felony arrestees were screened.
- The Assessment Center of the Adult Probation Department produced an average of 137 presentence reports per officer, and collected \$3,753,583 in probation fees, fines and restitution in fiscal year 2018.
- The Clerk of the Superior Court utilized Fill the Gap funding to continue to support their Probation Fine Fee Program in which all active probationers with outstanding assessments receive quarterly statements reaffirming their obligations, and providing payment information thus, providing them up-to-date data regarding their

case. In fiscal year 2018, 17,652 statements were mailed, \$3,753,583 in probation fees, fines and restitution was collected, and 647 restitution hearings were held.

- The Clerk of the Superior Court continued to utilize a case document processing center that organizes the distribution of minute entries, presentence reports, and the imaging and storage of criminal case and other hard copy documents. The Document Processing/Imaging Center processes criminal court documents within 3-4 hours of receipt and minute entries are distributed, docketed, and scanned on the day they are received. Over 48,123 criminal documents were processed and distributed in fiscal year 2018. The non-attorney receipt of documents, minute entries, and notices continues to grow in relationship to the Center's ability to process them with 31,291 documents distributed to non-attorney parties in fiscal year 2018. A total of 96,550 non-attorney parties were added to the case management system.
- Pima County Superior Court provides two full-time probation officers to Pima County Consolidated Justice Court to conduct presentence investigations, prepare presentence reports, ensure defendant compliance with conditions of probation and prepare petitions to revoke and issue arrest warrants when required. These officers are responsible for supervising defendants convicted of DUI, extreme DUI, and domestic violence charges. During fiscal year 2018, these officers supervised an average of 79 persons.
- The Pima County Consolidated Justice Court continued the funding of a full-time Spanish language interpreter. In fiscal year 2018, the interpreter provided Spanish interpretation in 2,791 court events and 383 document translations. This position also serves as a dedicated resource for scheduling cases and obtaining outside interpreting services when other languages are required, which has improved the quality and consistency of translation services thereby reducing delays in criminal case processing.
- The Pima County Consolidated Justice Court is the primary court of jurisdiction for domestic violence cases in Pima County, as well as the venue for numerous criminal matters and preliminary hearings. Fill the Gap funding has allowed the court to staff a dedicated security officer to the courtrooms for domestic violence, DUI and those cases with greater potential for security incidents. During fiscal year 2018, the dedicated security officer responded to 1,425 requests, including escorts and officer presence. The officer also detained 54 individuals and responded to 28 separate emergencies. This position minimized disruptions to court calendars, thus avoiding delays in case processing.
- Court Call Center Litigation Support – Pima County Consolidated Justice Court, with the funds utilized through Fill the Gap, was able to maintain prompt responses to call volume by adding court call center staff. The team answers calls providing information to the defendants regarding scheduled times for appearance and information on necessary documents, thus saving valuable time in the courtroom and reducing delays of criminal cases. The Court Call Center reported an abandonment rate of approximately 12%, with an average wait time of 7 minutes and an average of 522 inbound calls per day.

- Technical Help Desk Support – Pima County Consolidated Justice Court. Fill the Gap funding helped to fund personnel to staff the court’s technical help desk. During fiscal year 2018, the employee assigned to the desk has maintained an average response time of 7 minutes for court help desk support requests. Resolving technical issues promptly reduces delays in criminal case processing.
- The field trainer provided ongoing standardized training for all courts within the county. The field trainer continues to devote time to training staff with ongoing computer enhancements while also assisting with data clean up, ensuring cases are entered into the case management system more quickly and accurately.
- Green Valley Justice Court - Fill the Gap funding provided Green Valley Justice Court with:
 - Judge pro tempore services while the judge is out for training and assistance with jury trials;
 - Centralized Bail Bond Acceptance Program – allows the Clerk of Superior Court in Pima County to collect appearance bonds (bail bonds) on behalf of the courts in Pima County;
 - Security Officer – the court was able to obtain a full-time security officer to monitor entries to the building and operate a metal detector;
 - Twice-a-Day Initial Appearance (2XIA) – Together with Ajo Justice Court, Fill the Gap funding helped to meet their financial obligations for participating in this program which provides twice-daily initial appearance capabilities for all courts located within Pima County to continue to meet statutory mandates in a cost-effective manner.
- Ajo Justice Court – funding provided support and maintenance for computer equipment and the case management system.

PIMA COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	23%
Percent of criminal felony cases disposed of within 180 days	65%
Percent of criminal felony cases disposed of within 365 days	90%
Average (mean) number of days required to adjudicate all criminal felony cases	183

Pinal County

Pinal County continues to use Fill the Gap funds for various personnel and operating expenses to aid in improving and expediting criminal case processing:

- Superior Court: 1 full-time judge, 1 full-time commissioner, 1 judicial assistant, and one bailiff.

The Early Disposition Court (EDC) workgroup has been reconvened to address the mission of disposing of cases that can be identified as involving simpler resolutions, which supports increased case filing, increases case termination, and reduces time to disposition in Pinal County’s caseload management outcome. In addition, a new Caseflow/Research Analyst was hired to verify and correct case management system data regarding judicial caseloads.

Fill the Gap funds were also used to pay support and maintenance costs for five computer stations within the Superior Court. These computers are used to track and maintain the case files in the case management system.

PINAL COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	51%
Percent of criminal felony cases disposed of within 180 days	74%
Percent of criminal felony cases disposed of within 365 days	91%
Average (mean) number of days required to adjudicate all criminal felony cases	145

Santa Cruz County

Fill the Gap funding was used to support the salary of a part-time deputy clerk, purchase equipment utilized to assist in criminal trials, and pretrial monitoring services in Santa Cruz County.

The Santa Cruz County Clerk of Superior Court processed over 250 cases under the criminal category during fiscal year 2018. The part-time deputy clerk assists with criminal matters in three local Superior Court divisions as well as with visiting judges assigned to Santa Cruz County on a weekly basis. This deputy clerk processed 60 files per day include pleadings, scanning criminal cases, preparing minute entries and packets for the Department of Correction, among other duties. Staff members also served as Assistant Jury Commissioners with the responsibility of scheduling and maintaining trial calendars and jury lists, reviewing jury questionnaires, summoning jurors for service, and processing payments.

The court utilized Fill the Gap funds for laptops to assist in criminal trials. In addition, funds were applied to fund a new x-ray scanner machine to assist with screening traffic into the courthouse related to criminal matters. This ensures a safe and secure environment, which promotes the timely processing of criminal cases.

Funds were also used for continuing a pretrial monitoring service that included court date reminders, progress reports for judges as cases advanced and occasional drug testing. In addition to the assessment function of pretrial services, work was expanded to include reporting PSA scores to judges who handle holiday and weekend Initial Appearance Hearings. A total of 44 assessments were prepared and delivered in fiscal year 2018.

SANTA CRUZ COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	34%
Percent of criminal felony cases disposed of within 180 days	802%
Percent of criminal felony cases disposed of within 365 days	96%
Average (mean) number of days required to adjudicate all criminal felony cases	139

Yavapai County

The Superior Court in Yavapai County continues to use Fill the Gap funds to supplement the personnel costs of judges pro tempore and an IT program manager.

Fill the Gap funds allow the Superior Court to function at full capacity in both judge pro tempore divisions. Funding assisted with operating expenses related to training programs for the court's leadership to address the effective management of criminal cases.

In addition, funding was provided for the IT Program Manager. This position provides invaluable assistance by supporting, managing, coordinating and helping to implement technology projects. Projects included: coordinating audio visual renovation in two courtrooms; deploying secondary monitors for all electronic court recording and reporting machines; coordinating and providing support for Prescott Justice Court and the county for removal of old server, software, and related equipment after migration; implementation of automatic backups for all justice courts within the county, etc. The new case management system has been implemented in all Justice and Municipal Courts. Many ongoing projects were also funded, including: research and implementation efforts for courthouse security, teleconferencing for the interpreter, working towards a solution for fax machine removal and research and implementation of notifications if the automatic backup for the Justice Court fails.

YAVAPAI COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	73%
Percent of criminal felony cases disposed of within 180 days	85%
Percent of criminal felony cases disposed of within 365 days	92%
Average (mean) number of days required to adjudicate all criminal felony cases	101

Yuma County

The focus in Yuma County remains on collecting and analyzing criminal case data to aid in expediting and improving the management of criminal case processing. Fill the Gap funds continue to support various personnel whose primary responsibilities support this mission:

- Superior Court: superior court judge and caseflow manager.
- Clerk of Court: courtroom clerk and data integrity specialist.

Yuma County is now exceeding the first performance measurement of achieving a clearance rate of 100% on criminal cases. Yuma County continues to review and modify case processing protocols and procedures to assist in achieving compliance with each of the goals of the Arizona Case Processing Standards.

YUMA COUNTY - FISCAL YEAR 2018	
Percent of criminal felony cases disposed of within 90 days	20%
Percent of criminal felony cases disposed of within 180 days	71%
Percent of criminal felony cases disposed of within 365 days	96%
Average (mean) number of days required to adjudicate all criminal felony cases	137

Collections Efforts

The Fines/Fees and Restitution Enforcement (FARE) Program is a successful statewide initiative of the Arizona Judicial Branch developed in 2003 to assist local courts with enhancing the enforcement of monetary court orders. The program is a public/private partnership between the Administrative Office of the Courts, a private collections vendor, local courts, the Arizona Motor Vehicle Division, and the Arizona Department of Revenue.

Collection services performed by the vendor include: reminder and collection notices, electronic skip tracing, interactive voice response line (IVR), web based payments, collection calls performed by multiple subcontracted vendors and referrals to the Motor Vehicle Division's Traffic Ticket Enforcement Assistance Program (TTEAP). The TTEAP enforcement tool prevents defendants with outstanding court obligations from re-registering their vehicle(s) until all court financial obligations are satisfied.

The Debt Setoff Program is an additional component of the FARE Program which permits state tax refund interceptions on delinquent cases.

The FARE Program resulted in the recovery of \$59.5 million dollars in fiscal year 2018, which was the result of \$45.2 million dollars collected via vendor services and \$14.2 million in state tax refund interceptions. Other notable achievements include: \$17.3 million dollars accepted via the payment website and IVR line, 113,106 new case submissions, 153,527 vehicle registration holds and 93,067 registration releases.

The Online Citation Program (OLCP) provides litigants access to pay pre- and post-disposition cases online using the FARE payment portal located at www.azcourtpay.com. Courts in which OLCP has been implemented, and which utilized the AJACS case management system will receive this service. To date, 68 courts are using OLCP and 18,939 payments have been processed resulting in \$2,362,522.65 received on the payment portal.

Effective July 1, 2018, the FARE fees changed as reflected in Arizona Code of Judicial Administration (ACJA) §5-205: Collections. The FARE Delinquency Fee is \$49 and the FARE Special Collections Fee is 19.5%.

Along with these changes, a FARE Compliance Assistance Program (CAP) is being incorporated into the FARE program. FARE CAP provides an opportunity to re-engage with individuals, discuss eligibility and other payment arrangements. This new program enhancement is the result of the suggestions from the Fair Justice Task Force and input from Arizona court leaders.

Conclusion

Participating local courts and the AOC administer and enhance programs that aid courts with implementing long term solutions to improve criminal case processing and the enforcement of court orders. In fiscal year 2018, Fill the Gap funding provided resources to advance technology and streamline case processing.

Collecting and analyzing criminal case data has proven to be effective with early case management and to expedite workflow. Technology has been a key to improving the courts' access to more user-friendly data for all aspects of criminal case processing, including early case dispositions. The gains made so far in Arizona mark significant progress towards achieving swift, fair justice through Arizona's justice system.

Timely criminal case disposition is critical to public safety, protection of victims' rights, restitution collection and addressing systemic issues such as jail overcrowding. Fill the Gap funds assist the courts and justice agencies with delivering best practices in these critical areas.