

The background of the entire page is a photograph of the Phoenix Municipal Court building. It is a large, multi-story structure with a prominent red brick facade. A tall, white flagpole stands on the roof, flying the American flag and another flag. The building has a modern architectural style with a large glass-enclosed section on the right side. In the foreground, there are green trees and a circular driveway area. The sky is clear and blue.

# Phoenix Municipal Court Progress Report

**“Justice Through Excellence”**

**With pride and integrity, we provide equal access to justice, professional and impartial treatment, and the fair and timely resolution of all court matters.**

PHOENIX MUNICIPAL COURT  
VALDEMAR A. CORDOVA BUILDING  
300

PHOENIX MUNICIPAL COURT



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## Message from the Chief Presiding Judge



Hon. Roxanne K. Song Ong

What an honor and privilege it has been for me to have been appointed as the Chief Presiding Judge of the Phoenix Municipal Court in November of 2005! It is difficult to believe that over three years have passed so quickly. In this time, the Court has experienced an exciting period of growth, challenge, and opportunity. We have also experienced remarkable strides and numerous achievements that are clearly attributed to the outstanding staff, judicial officers, and management team of our Court.

The Phoenix Municipal Court is the State's largest limited jurisdiction court and is among the top ten busiest municipal courts in the United States. The Court processes an average of 350,000 charges a year, which includes approximately 100,000 criminal charges. The Court has 408 total budgeted positions. There are currently 342 full-time employees which includes 26 full-time judges and hearing officers.

During fiscal year 2005-2006, Robert Doyle and Kevin E. Kane were appointed as full-time judges by the Phoenix City Council. During fiscal year 2006-2007, the Council appointed three additional full-time judges, Marianne T. Bayardi, Hercules Dellas and Jo-Ann Leonard. Most recently, Cynthia E. Gonzales was appointed in October, 2007.

Full-time Hearing Officers, Greg McCarthy and Alisha Villa, were appointed respectively in fiscal years 2005-2006 and 2006-2007. Thirty-seven Pro Tem judges were also appointed to new two-year terms during fiscal year 2006-2007.

Some of the most notable accomplishments and enhancements to services include advancements in our technology systems, with plans in place for public access to on-line, real time courtroom information; access to court records through the Internet; and electronic filing and imaging of court documents as we move toward the goal of a paperless court. Additionally, development of a data warehouse, which would provide for instantaneous statistical access to key management data for all users of the system, including Court, Prosecutor, Public Defender and Police, is currently being developed. All courtroom proceedings are now digitally recorded. Additional enhancements have been made to the Court's website providing for additional juror and public information, as well as, the ability to make fine and fee payments electronically. In addition to Spanish interpreters, the Court provides interpreter services in more than 65 other languages and dialects as needed, including American Sign Language (ASL).

In 2005, Phoenix Municipal Court was the first court in the State to fully implement the Fines/Fees and Restitution Enforcement Program (FARE) and is still the only court in the State which refers all active cases and daily referral of all newly filed cases. As of June 2008, more than \$35.6 million has been processed and paid to the City of Phoenix on the FARE website alone. This does not account for the monies collected by the other capabilities and enhancements that the FARE program provides.

In 2006, Phoenix Municipal Court was the largest of 11 pilot courts in the State to implement the re-engineering of DUI case processing which resulted in the dramatic reduction of backlogged and pending cases. Excluding warrants, our Court was able to meet the Arizona Supreme Court's Administrative Order and goal of concluding 90% of DUI's within 120 days and concluding 98% of DUI's within 180 days.

In 2008, Phoenix Municipal Court was the first court in Arizona to implement all 10 measures of the National Center of State Court's (NCSC) CourTools utilizing the NCSC's criteria. CourTools is a set of 10 trial court performance measures that offers court managers a balanced perspective on court operations. These measures integrate the major performance areas defined by the Trial Court Performance Standards with relevant concepts from successful performance measurement systems used in the public and private sectors. These standards measure such things as Access and Fairness, Clearance Rates, Time to Disposition, and Age of Active Pending Caseload.

Additional initiatives and programs which enhanced case processing and efficiencies were the establishment of the "Early Disposition Court" in Arraignments, and the staffing of attorneys in the Initial Appearance Court in Jail. These programs will be detailed throughout this report.

With a vision toward the future, our Court began work on its first court-wide Strategic Plan. The plan has evolved and has yielded several specific target areas encompassing numerous goals which we will focus on in the coming months and years. These strategic areas include: Leadership, Public Relations, Human Resources, Meeting Customer Needs, and Technology.

As part of the Arizona Judicial Department, we have also incorporated the Arizona Supreme Court statewide strategic plan of Chief Justice Ruth V. McGregor, entitled: "Good to Great". To that end, we will continue to:

- Provide Access to Swift, Fair Justice.
- Protect Children, Families, and Communities.
- Be Accountable.
- Improve Communication and Cooperation with the Community.
- Serve the Public by Improving the Legal Profession.

This is an extremely exciting and dynamic time in the life of our Court with so many goals and projects ahead of us. We are also very cognizant that our country, state, county and city are facing some of the most difficult economic times of our history. I wish to personally thank each employee, judicial officer, administrator, and management team member for the outstanding work that continues to be accomplished on a daily basis in the face of these challenges. The outstanding and dedicated staff of the Court, coupled with the strong support from the Mayor and the members of the City Council, City Manager's Office, and the Judicial Selection Advisory Board (JSAB), has made the Phoenix Municipal Court a model for other courts around the State and the country. With the continued support and teamwork of all of these highly motivated and dedicated individuals, I am confident we will achieve the objectives embodied in the words of our Court mission statement:

"Justice through Excellence"

With pride and integrity, we provide equal access to justice, professional and impartial treatment, and the fair and timely resolution of all court matters.



Roxanne K. Song Ong  
Chief Presiding Judge

## Judicial Division



Hon. Eric Jeffery

The Phoenix Municipal Court judicial staff is proud to serve the 1.5 million residents of Phoenix, the fifth largest city in the nation. In 2001 the Municipal Court had a staff of 365 employees. In comparison, the Court currently has a staff of approximately 342 employees. While the city has grown by 300,000 residents in the last 6 years the municipal court takes great pride in serving one of the fastest growing communities in the nation by improving its ability to serve the public and not just expanding with the population. Currently, we have 26 full-time judges and hearing officers, the exact same amount that we had in 2001. The bench of the court also reflects the diversity of the community. Of the 22 full-time Criminal Division Judges, 14 are women (64%) and 7 have an ethnic minority background (32%). We are also the first court in Arizona to have an Asian American Presiding Judge.

The Phoenix Municipal Court's judicial officers bring a wealth of experience, education and practical knowledge to work everyday to maintain the Court's continued goal of "Justice Through Excellence". The judicial officers have offered their time to the community by allowing the public and students from the greater Phoenix area to tour the Court, speak directly with a judge and observe the justice system. Additionally the judicial officers participate as judges and mentors in local mock trial events and other legal educational opportunities for the children and adults in our community. When available, our judges also participate in teaching and lecturing at local schools to promote awareness of the legal system.

The judiciary of the Phoenix Municipal Court is a recognized leader in judicial education across the state of Arizona. Our municipal court judges are frequently asked to be faculty members for training opportunities sponsored by the Arizona Judicial College. Our judges represent the court and legal community as chairpersons and members of a variety of judicial commissions and committees of the Arizona Supreme Court and State Bar of Arizona. These include such prestigious organizations as: The Committee on Judicial Education and Training (COJET), The Commission on Judicial Conduct, The Judicial College of Arizona, The Arizona Judicial Council, The Commission on Minorities and the Arizona Magistrates Association.

The Criminal Division judges have worked very hard over the last few years to improve case management and ensure fair and timely justice for the parties and victims who appear in court. The court receives about 100,000 criminal charges filed every year. Improved efficiency and planning has allowed the Court to reduce the backlog of pending cases to the lowest level in 25 years. We currently resolve 98% of all cases filed within 6 months, with an average case taking about 90 days to conclusion. This accomplishment is a credit to the hard work and diligent case management of all of the judges on the bench. The Court has been especially proud of more than tripling the percentage of cases that go to jury trial on their first trial setting from 20% to 70% within the last two years. With a continued commitment to the citizens of Phoenix we look forward to providing fair, impartial, and timely justice.

A handwritten signature in black ink that reads "Eric Jeffery". The signature is written in a cursive, flowing style.

Eric Jeffery  
Assistant Presiding Judge

## **Municipal Court Judicial Staff**

### Full-Time Judges

Roxanne K. Song Ong, Chief Presiding Judge  
Eric Jeffery, Assistant Presiding Judge  
Marianne Bayardi  
Carol Scott Berry  
Cynthia A. Certa  
Francisca Cota  
Hercules Dellas  
Louis F. Dominguez  
Robert Doyle  
Sallie D. Gaines  
Cynthia E. Gonzales

Deborah Griffith  
Lynda Howell  
Walter L. Jackson  
Kevin Kane  
Jo-Ann Leonard  
Lori Metcalf  
Richard M. Smith  
Patricia Whitehead  
John L. Wiehn  
Alice A. Wright  
Gloria Ybarra

### Hearing Officers

Gerald D. Adams, Presiding Hearing Officer  
Rosemarie K. Gavin  
Greg McCarthy  
Alisha Villa

### Pro Tem Judges

Martha Ashburn  
James Carter  
B. Robert Dorfman  
Gerald Eastman  
Patrick Eldridge  
Richard A. Garcia  
James Hazel  
Robert L. Hungerford  
Lance F. Jacobs  
Kathleen Kelly  
Joanne Landfair  
Alicia Lawler  
Stephen Lea  
Nancy Lewis  
Denise Lightford

Laura Estay Lowery  
Kimberly MacEachern  
Harold Merkow  
Elizabeth Olson  
Cecil B. Patterson, Jr.  
Jan Raven  
Genii Rogers  
Thomas Scarduzio  
Malcolm Strohson  
Elliot Talenfeld  
Rick Tosto  
Jean Williams  
Carrie Withey  
Henry Zalut

## Executive Court Administrator



Doug Pilcher

In November, our long time Court Executive Officer, James R. Scorza retired after 32 years of distinguished service with the City of Phoenix. Jim began serving as Phoenix Municipal Court's Executive Officer in 1984, leaving behind a myriad of notable accomplishments during his tenure. Jim's contributions to this Court are indelible and although finding his replacement was a challenging task, on December 15, 2008 the Court announced Doug Pilcher as its new Court Executive Officer. Doug joined the Phoenix Municipal Court as Criminal Division Administrator in 2002 bringing twenty-two years of experience from the Maricopa County Superior Court Adult Probation Department. His experiences at Adult Probation spanned the gamut from Probation Officer, to Grant Writer, to Planning & Research Supervisor, to Division Director. Doug is an undergraduate of Arizona State University and holds a Master of Education degree from Northern Arizona University. This report reflects the work product and vision of both Jim Scorza and Doug Pilcher.

This report provides us with the opportunity to stop and reflect on our many achievements. It is important to celebrate these achievements. However, it is equally important to remind ourselves that our strength as an organization does not lie in our achievements, but in the many caring and dedicated employees who make our achievements possible. In that sense, this annual report is a celebration of all the people who work at the Court to make it one of the best courts in the State of Arizona.

This brief summary can only highlight a few notable achievements, but I believe it is worth noting here the considerable progress the Court has achieved in managing its caseload by disposing of cases earlier through the implementation of an early disposition courtroom, reducing the time it takes to go to trial, and reducing the number of continuances at trial. These combined improvements have resulted in nothing less than a radical transformation of the Court's case processing culture:

- Jury trial continuances have been reduced from an historic and relatively consistent average of 70% to less than 25%.
- The percentage of Driving Under the Influence (DUI) cases resolved at the first trial setting dramatically increased from less than 20% to more than 70%.
- The number of jury-eligible cases disposed of within 180 days increased from less than 80% to 97%.

These continued improvements clearly reflect the Court to be an established, yet vibrant organization. Although the Court enjoys a stellar reputation for its many past achievements, these improvements show that it has not become complacent about its performance.

The commitment of the Court to its leadership role in the community is also captured in the set of values adopted by the Court this past year. These values are specifically designed to maintain the public's trust and confidence in the court as an institution and to enhance the public's respect for the rule of law, while preserving and protecting individual rights guaranteed under the constitution. Yet, these values merely reflect a culture that already existed within the Court among its employees. While capturing these values on paper is a relatively new exercise, the values themselves are well-established at the Court. These values are:

***Ensure that all cases are resolved in a prompt, just, and fair manner.*** This requires that like cases are treated in a consistent manner, while ensuring that each case is treated on its own merits. This also requires that cases be managed in an efficient and timely manner.

***Ensure that all citizens are treated with respect and dignity.*** This requires that citizens are informed about the charges, options and/or rights, are provided answers to appropriate questions, given adequate time to make necessary decisions and have an opportunity to be heard.

***Ensure that all citizens have equal and safe access to all available services.*** This requires the court facility be open and accessible to all citizens, and that citizens are protected within the facility, and that case information is easily accessible by other available means, such as the internet or telephone, while ensuring that it is secure from unauthorized access.

***Ensure a work environment that is both personally and professionally rewarding for staff.*** This requires an appreciation and understanding of shared values that are consistently modeled by all levels of management, recognition for individual and group achievements, and an opportunity for employees to learn and advance in their careers.

***Ensure that the Court is accountable.*** This requires that actions taken by the court are open to the public and that sentences are enforced in a timely and consistent manner.

Finally, this report provides us with an opportunity to look ahead. In looking to the Court's future, there are three things that will have a profound influence on the future direction of the Court:

First, there are an increasing number of long-time employees reaching the age of retirement. Several valuable long-term employees have already retired this past year, with many more to follow within the next few years. With the retirement of more and more long-time employees, the Court is losing much of its institutional history. Much of the effort it took for this Court to achieve its present level of proficiency will be lost as those people who participated in that effort leave. And it would be a mistake to underestimate the impact of their departure. For many of us, these staff are not only valuable and dedicated employees, but also trusted friends. Their experience and expertise will be missed.

Second, the Court will be asked to serve an even greater role within the court community. Increasingly, it is not enough for us to limit our focus to issues within Phoenix Municipal Court. Because of our experience and expertise in successfully addressing common court issues, our Court is recognized as a leader within the court community. It is viewed as a resource for expertise that can be shared with other limited jurisdiction courts within the county. This leadership role in the larger court community was highlighted by our role in the DUI Pilot Project and by the fact that four years after implementation, Phoenix is still the only court to have implemented full Fines/Fees and Restitution Enforcement Program (FARE).

The third trend impacting the Court's future is our use of more sophisticated information to manage caseload activity. With the implementation of new statistical reports, we now have access to information from the Case Management System (CMS) that allows us to manage cases with a level of accuracy never before possible. Managing with precise information rather than estimates, intuition and anecdotes, can only improve our ability to manage more precisely.

There is much to be proud of in reviewing the Court's accomplishments and in how Court staff excels at serving the public with dedication and compassion. Yet, knowing that many opportunities and challenges still lie before us, presents us with a whole new level of excitement knowing that, as an organization, we have always risen to those challenges placed before us.



Doug Pilcher  
Executive Court Administrator



## Information Systems and Technology Division



Jennifer Gilbertson

The Information Systems and Technology Division (IST) mission is to integrate, develop and implement new court technologies at Phoenix Municipal Court to make systems user friendly and as efficient as possible.

The Division is organized into a Business Analyst Support Section, an Applications Systems Development Support Section, a Systems Administration Section, and a User Technology Support Section. The Division manages the deployment and technical support of more than 475 networked PCs and 250 printers that Court employees use to interact with high availability servers hosting the mission-critical Court Management System (CMS) application and the Court Electronic Data Management System (EDMS).

The Court works together with information technology organizations in the Law, Fire, Neighborhood Services and Police Departments. The Division also supports hundreds of additional CMS users in those departments, as well as other selected City departments.

Similarly, the IST Division works closely with the City Clerk's Office and the Information Technology Department to enable users of CMS workstations to participate in city-wide office automation systems and in enterprise applications such as Lotus Notes, SAP and electronic City of Phoenix Human Resource Information System (e-CHRIS).

The Court works diligently with various departments in the City of Phoenix and the Administrative Offices of the Supreme Court (AOC) to protect sensitive data and secure the Court's electronic records.

In concert with the Arizona State Court System's AOC, the IST Division of the Court works closely to carry out plans for data integration and assist in developing standards for court automation systems throughout Arizona. Over the next few years, the IST Division will be heavily involved with the design of the new statewide Limited Jurisdiction Court Management System.

In order to continue to meet business and public service objectives, the Court must obtain and implement a replacement for our current legacy CMS. Our CMS is written in JAM and runs on an Informix database. The technology platform is old, the user interface is not intuitive and we need to move toward a long term solution that will replace our legacy CMS and put us into a sustainable support and maintenance model that will bring forth integration opportunities as well as future sustainability. The Court has been planning for an interim solution over the past few years, knowing that the ultimate goal is to align with a statewide solution when the statewide Limited Jurisdiction Court Management System is available. The reasons the Court would prefer a statewide solution is that it will offer the Court many additional benefits such as; risk sharing, maintenance and support, resource sharing, and integration opportunities with other courts and criminal justice partners. As the AOC will manage the state courts Enterprise Service Bus (ESB), as well as the core code for the statewide Limited Jurisdiction Court Management System and General Jurisdiction Court Management System, it will allow Phoenix the opportunity to leverage development support and access many integration opportunities that we don't have today. Therefore, instead of being charged with building and maintaining a critical business application and all of the associated maintenance, support and integration points, by collaborating as a court development partner in conjunction with a statewide a Limited Jurisdiction Court Management System solution, we can focus on enhancements specific to our Court which will better serve our users and ultimately, our citizens.

On August 28, 2008, a decision was made to halt our interim CMS rewrite project and focus our attention on the two statewide solutions being offered. In mid-October 2008, after participating in an application assessment with the AOC and several other Limited Jurisdiction courts throughout the state, the Court has opted to go with the selected statewide Limited Jurisdiction Court Management System vendor solution, American Cadastre, LLC (dba AmCad).

## **ACCOMPLISHMENTS**

The Court has purchased a Storage Area Network (SAN) and has started the project to consolidate all the current disk storage arrays onto the one SAN in preparation for a mirrored site. An alternate location for Court operations had been selected. A new project is in progress to enhance the current Court Disaster Recovery contract to include all the mission critical UNIX and Windows servers that would be brought up at the vendor's remote location if a disaster is declared. The contract will stay in place until a permanent remote hot-site location is selected. The new permanent real-time hot-site will be used to house the replaced disk storage array which will be a real-time mirror of the Court's SAN. A remote location for this project has not yet been selected.

Important technology projects completed include:

- EDMS OnBase Upgrade to 7.2.
- Completed Windows 2003 Server Operating System implementation and Windows XP Desktop Operating System implementation.
- Completed software upgrades for both Windows Server AX storage arrays.
- Completed the Klynveld, Peat, Marwick and Goerdeler (KPMG) Network Assessment Remediation Efforts.
- Removed Novell Client from nearly all Court workstations (eliminate Novell from Court environment in conjunction with Information Technology Services Department strategic goals).
- Implemented NetPro, ChangeAuditor, and RestoreAdmin for improved Active Directory auditing and recovery capabilities (in conjunction with ITS strategic software goals).

IST completed 102 CMS change requests. Most significant among these were:

- Enhanced CourTools reporting concerning inactive DUI cases.
- A pilot program for delinquent accounts collection through Fines/Fees and Restitution Enforcement Program (FARE).
- Screening & Assessment Services structure change.
- Automated processing of Defensive Driving Program (DDP) completions.
- Civil non-traffic complaint form and processing changes to support light rail and the Fire Department.
- Compliance with state accounting standards changes requiring preservation of bail bond disbursement comments and more detailed reporting of 90-day old outstanding bails and bonds to facilitate research of their status.
- Enhancements to domestic violence and protective order tracking were completed, these included changes to five screens, five documents, and one batch process.

IST supported budget cut decisions with quick changes to CMS in these areas:

- Faster referral of delinquent accounts to collections and the tax intercept program.
- Scheduling calculation changes for shorter court hours.

- Changes to documents and court letters for shorter court hours.
- Courtroom closure effects on scheduling.

## GOALS

IST will continue working on DDP processing and will be collaborating with the AOC on a payment processing module. That portion of the project was placed on hold by the AOC until 2009.

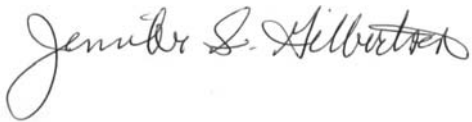
IST will continue to support and maintain the legacy CMS and develop and implement new legally mandated changes or enhancements and perform routine maintenance of CMS as problems or issues arise.

A full project scope with sub-project dependencies will be created for the CMS replacement project. This will include but is not limited to; hardware and software upgrades, staff training, active case imaging, network enhancements and integration planning enhancements with local justice partners.

IST will actively participate in a statewide application gap analysis for Limited Jurisdiction courts and a second session for large volume courts as part of the planning process for the new Limited Jurisdiction Court Management System solution.

IST will begin planning for a computer room upgrade to enhance existing electrical capabilities as well as address the infrastructure limitations due to water pipes existing in the ceiling.

IST will continue to move forward with disaster planning and will focus on enhancing the existing contract to ensure consistent hardware is available and tested at the disaster recovery site location to aid in quicker recovery time.



Jennifer Gilbertson  
Information Systems and Technology Division Administrator



## Management Services Division



Mark Mazon

The Management Services Division is the administrative support arm of the Court. Responsibilities include managing the Court's \$34 million operating budget, controlling expenditures, forecasting revenues, purchasing, personnel administration including training and payroll functions, analysis for identification of possible improvement, administration of the judicial evaluation program, ensuring Equal Opportunity compliance, facilities maintenance, administration of the Defensive Driving Program, monitoring adherence to Americans with Disabilities Act (ADA) requirements for both Court facility and Court services, judicial support, research and response to citizen's concerns, updating and maintaining the Court's internal and external web pages and maintenance of court

wide computer hardware/software inventory.

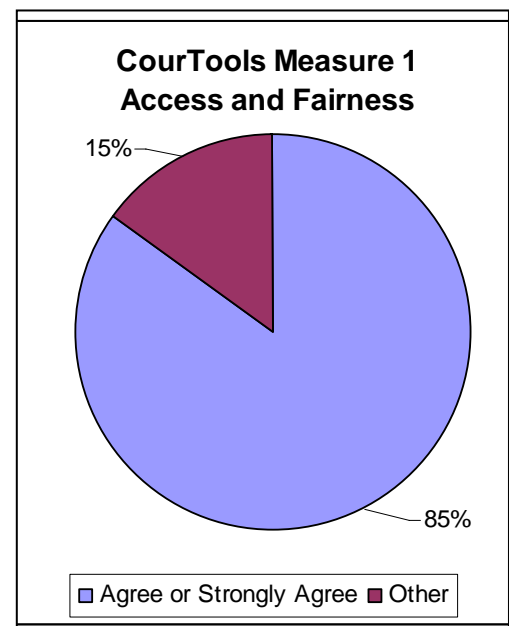
### ACCOMPLISHMENTS

New legislation impacted customer access to and utilization of Defensive Driving Programs (DDP) under the Court's contract with four programs. The Management Services staff worked closely with Information System Technology (IST) Division to develop Court Management System (CMS) processes to expand the number of programs as required by legislation. Shortly after internal business requirements were developed, the Administrative Offices of the Supreme Court (AOC) announced its intention to coordinate the electronic interface between all providers and courts state-wide. The Court has worked with the AOC to implement the DDP automation project ensuring our compliance with the new law. As of January 1, 2009, individuals cited with a civil traffic offense may attend any AOC certified defensive driving school, provided they and their citation meet the eligibility requirements.

In support of the Judicial Selection Advisory Board, which evaluates the performance of each sitting judge for reappointment purposes at the end of the judge's term, Management Services compiled monthly Case Management Reports and conducted Attorney Surveys on nine full-time judges between June and September 2008. Attorney Surveys and reappointment packages for the Pro Tem judges are compiled and submitted to the Pro Tem Judicial Evaluation Committee every two years with the last ones completed in 2007.

In July 2007, Management Services administered the CourTools Measure 1 survey, "Access and Fairness" to its customers for the first time. Since then, the survey has been administered again in 2008 and 2009. The purpose of the self-administered survey was to determine how court users rate the Court's accessibility and its treatment of customers in terms of fairness, equality, and respect. Of the fifteen questions asked, each had an average score of at least 4 out of a possible 5. Translated, this means on average, 85% of respondents "Agree" or "Strongly Agree" the Court is treating customers fairly and equitably.

Each year, all Court employees are mandated by the Supreme Court Committee on Judicial and Educational Training (COJET) to complete 16 hours of training. This past year, 100% of the court employees met this mandate. A court-wide employee orientation program ensures each new Court employee has an overview and an



understanding of the criminal justice system. The training also includes information on general court-wide operations, communication and customer service skills.

Management Services worked to redesign the Phoenix Municipal Court's Internet Web site. The Web site was overhauled to conform to the new City design and format standard. Improvements made the site easier to navigate, more visually appealing and enhanced information about jury duty, protection orders and other areas of the court.

The Management Services Division scanned Administrative Orders from 1985 to present day and placed these documents on the intranet for internal use.

## **GOALS**

Management Services Division along with IST will be collaborating with the AOC on a payment processing module for Phase II DDP. That portion of the project was placed on hold by the AOC until 2009.

Management Services is currently working alongside Public Works to update and remodel structural barriers identified by the City of Phoenix ADA consultant. These barriers are scheduled to be remedied during the 08-09 fiscal year utilizing bond funds applied for by the Public Works Department. Also, the Court's ADA Compliance Review Team continues to monitor progress and implement changes to policies, practices, and communication in Court programs as they relate to the ADA.

Management Services will move to collect all attorney and judicial/peer surveys electronically as part of the judicial review process for Phoenix Municipal Court judges. In previous years, these surveys have been conducted on printed forms and mailed to the recipients. Conducting the survey in this manner takes many staff hours to assemble and collate the packets, excessive postage to mail the large packets both ways, energy costs for the photocopies, and production of an excessive amount of paper, most of which went unused. In an effort to reduce the costs of these resources and to streamline the process, all future attorney and judicial/peer surveys will be conducted electronically whenever possible.



Mark Mazón  
Management Services Administrator

## Financial Management Division

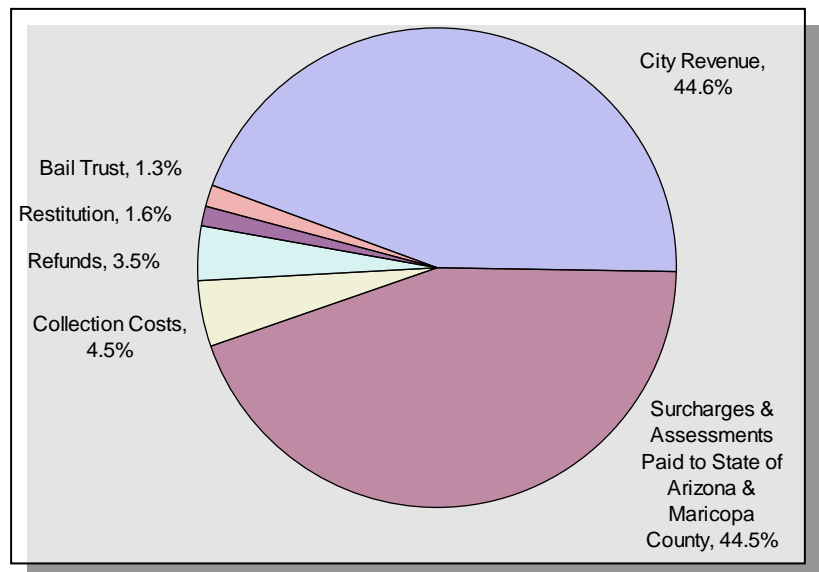


Ester Reeves

The Financial Management Division of the Phoenix Municipal Court is responsible for the collection of all financial sentences ordered by the Court and for distributing the funds to all of the appropriate entities. The division is staffed by 38 full-time employees and three police officers assigned to the Court.

The Financial Management Division allocated and reconciled \$46,005,949 in court deposits in 2008. The distribution of these funds is illustrated by the chart below:

Payments totaling \$13,106,043 were received through the FARE WEB SITE/IVR system. The Court's Customer Call Center, Delinquent Accounts Collections Unit, and collection agencies use the Fines/Fees and Restitution Enforcement Program (FARE) Web site to process credit card payments made via telephone, when possible. This interface allows the payment to be posted electronically to the defendant account immediately versus manual processing by Court cashiers. It has also reduced Court budgeted credit card banking fees because all banking fees for FARE WEB SITE/IVR payments are paid by the FARE program.



Through interviews of citizens seeking deferred payment plans, 19,801 payments totaling \$4,139,621 were collected. The Delinquent Accounts unit handled 131,210 telephone contacts with citizens on deferred payment contracts which resulted in the collection of \$7,546,245 in delinquent payments. In addition, \$8,596,786 was collected through the use of external collection agencies. The Municipal Court Enforcement Detail continued to work failure-to-pay warrants. This unit resolved 1,637 warrants totaling \$2,015,316 with Police Officers making 2,029 contacts within the community.

Through the Tax Intercept Program, \$103,377 was collected through notices of impending tax interception. The Court received 8,671 payments from the Department of Revenue as a result of tax intercept totaling \$983,904.

Approximately 9,059 checks totaling \$2,366,519 were prepared to disburse restitution, bail refunds, and overpayment funds to the public. The Bond Window processed 6,369 payment and surety bond transactions totaling \$2,903,765, which allowed citizens to be released from jail, satisfy outstanding warrants and pay on other Court obligations.

To reduce the number of defendants returning to renegotiate contracts, the maximum number of payments on a deferred payment plan was extended from 6 months to 12 months. Since most deferred payment plans can be paid within 12 months, defendants do not have to return to court. Deferred payment plans which cannot be paid within 12 months are scheduled for a balloon payment in month 12 for reassessment of the defendant's financial circumstances.

Deferred payment plans for completion of work alternative, community restitution, or unemployed defendants looking for employment were removed from the daily telephone collection contact list. This allows the telephone collectors to concentrate on past due accounts where the defendant is more likely to make a payment.

Given the increased volume of defendants seeking deferred payment plans, accounting staff were trained to update defendant address and telephone numbers after the contract was created. This allowed the Financial Screening staff to create more payment plans each day.

Due to the expiration of collection agency contracts, a competitive selection process was initiated to select vendors to continue the Court's usage of private collection agencies. New contracts with four collection agencies were negotiated.

In the year ahead, the Financial Management Division will be researching the feasibility of augmenting the telephone collection efforts for failure-to-pay warrants and delinquent account telephone collections through automated messaging services. We will also create flowcharts of accounting processes to document work flow, streamline operations, and improve work processes.



Ester Reeves  
Court Controller



## Civil Division



Dianna Noli Hill

The Civil Division handles many of the centralized services offered to both internal and external customers of the Phoenix Municipal Court. The Division's broad range of functions includes:

- Providing security services to ensure a safe environment for building occupants and customers.
- Offering check-in and payment processing at the Customer Service counter.
- Responding to telephone inquiries directed to the Call Center – the Court's main information line.
- Creating case files for all of the charging documents filed with the Court.
- Responding to all written inquiries received in the mail or through the city's electronic-mail box.
- Managing the audio recording systems used in all of the courtrooms.
- Archiving all concluded (closed) cases into an Electronic Document Management System (EDMS).
- Coordinating all appeals filed on cases heard in the Phoenix Municipal Court with the appellate court.
- Managing all of the cases heard in the Civil Division, such as, parking, civil traffic, minor criminal, and civil non-traffic including environmental cases.
- Managing the Civil Division Courtrooms - three arraignment courtrooms and four hearing/trial courtrooms.
- Designing and ordering the bail envelope Police provide to defendants cited with civil traffic violations.
- Coordinating interdepartmental interface efforts related to code enforcement.

## ACCOMPLISHMENTS

With such a high level of involvement in court-wide issues, the Civil Division typically plays an active role in improving and expanding services offered to our customers; developing new programs and/or enhancing existing programs; responding to legislative changes; and developing innovative solutions to routine challenges. This year was no exception. Fortunately, the Division's culture of responsive and adaptive customer service has made it easier to meet the challenges despite serious budget cuts that have affected staffing levels.

Using Court Technology Enhancement Funds (CTEF), the Division upgraded the Court's CCTV system which is the security camera video surveillance to a new digital system that allows all the cameras to be recorded and all images to be viewed on large flat panel monitors. The reconfiguration of the Security monitor room to accommodate this upgrade has greatly improved the effectiveness of the system and made it easier for Security Staff to monitor sensitive areas within the facility.

The Division has played an active role in facilitating the numerous operational and procedural changes required to implement several new Code Enforcement Programs, including Traffic right-of-way Enforcement by the Street Transportation Department and Light Rail Enforcement by the Police Department. For each of the new programs, the Division worked closely with the Law Department and the Court's staff attorney to ensure that any enabling legislation could be effectively administered, write

specifications to reprogram the Court's Case Management System (CMS) to support the new laws, and ensure that citing officers and defendants were provided with important information about fines or sanction amounts and other options in layman's terms. The Civil Non-Traffic Citation was revised to accommodate the many new departments now enforcing different sections of the Phoenix City Code, and an employee was reallocated to the section responsible for data-entry of the new citations into CMS.

The Division participated on various City-wide task forces evaluating government programs that could be streamlined to save money or enhanced to generate additional revenue. In particular, the Division worked with representatives from the Police and Street Transportation Departments, Finance Department, Budget & Research Department, and the City Manager's Office to present the City Council with various options to improve the City's Photo Enforcement and Parking programs. The Council agreed to consider recommendations to expand the Photo Enforcement Program once the contract with the current vendor expires. The Division has since been working closely with the representatives from stakeholder departments to develop an Invitation for Bid to solicit interest in an enhanced enforcement program that can be delivered at less cost to the City. After the vendor is selected, the Division will coordinate a multi-departmental effort to develop business rules to support any adopted program changes. The Division is similarly working with the same departments on a proposal to increase the fine schedule for parking violations. Once a decision has been made on the optimum fine structure, the Division will assist with modifying the City Code and revising the Notices of Violation (NOV) used to cite parking violations before complaints are generated.

The Division played a key role in supporting several court-wide projects, including implementing changes necessary to comply with legislation affecting the Defensive Driving Program, coordinating the documentation for the Court's Continuity of Operations Plan (COOP), and flowcharting the business processes for all of the court's operating divisions to assist in the planning for implementation of the Active Case Imaging Project. The Division was responsible for developing and presenting COJET classes on Pandemic Preparation and Emergency Evacuation.

The Division assisted the Police Department in evaluating an exciting pilot program. During a one-month period, the Division was asked to evaluate the feasibility of complaints issued by three motorcycle officers using hand-held devices funded through grant money. Division Administration coordinated the complaint numbering with Police to facilitate the filing of the complaints. The defendant's citation was similar to the size of a "grocery receipt" yet displayed the same information as a full-size complaint document. Staff found the use of handhelds virtually eliminated the many errors resulting from poor handwriting and/or data entry errors.

The Division responded to numerous legislative and taxing authority changes that required modification to the bail envelope given to defendants cited in civil traffic matters. Because of the many revisions required with minimal notice, the Division explored alternative means of having the envelopes printed. The Division is now working with the Phoenix City Clerk's Office to print the specialty envelope and has found that obtaining this service "in-house" has substantially reduced the lead-time for printing as well as the lead-time needed to implement revisions.

The Division continues to take a proactive role in providing staff with cross-training opportunities. This has permitted the Division to maintain the organizational flexibility necessary to respond to rapidly changing priorities resulting from staffing shortages, new business processes, and fluctuating periods of peak customer volumes.

## GOALS

In the coming year, the Division plans to:

Work with Information Technology Services Department (ITS) to select a city-wide phone system that will include software to provide the Customer Call Center with the ability to record calls and live-monitoring of calls for staff training.

Continue with succession planning, including the central compilation of procedures, forms and work flow charts.

Continue to develop organizational flexibility necessary to meet Court's essential functions with limited staff.

Continue to work with the Police, Finance, and City Manager's Offices to finalize the procurement process to select and contract with a photo enforcement vendor and to develop any necessary system and business rule support.

Continue to support the Active Case Imaging Project.

Develop a viable solution to have the Civil Non-Traffic Citations and the Maricopa Animal Care & Control Complaints data-entered into the Court's CMS system after the City's ITS Department discontinues this service.

Implement a 360 degree feedback process to allow staff to rate the effectiveness of their supervisors.



Dianna Noli Hill  
Civil Division Administrator



## Criminal Division



Doug Pilcher

The Criminal Division is responsible for the processing of criminal misdemeanors and major traffic violations. Criminal misdemeanors include charges of assault, shoplifting, theft, prostitution, and false reporting to a law enforcement agency. Major traffic offenses include driving under the influence (DUI), hit and run, reckless driving, and driving on a suspended license. The Division also manages protection orders, vicious animal petitions and ephedrine seizure hearings. Approximately 100,000 complaints are filed on an annual basis. The Criminal Division supports 19 Trial Courtrooms, 4 Arraignment Courtrooms, and 1 Initial Appearance Courtroom at the 4<sup>th</sup> Avenue Jail, where hearings are held three times per day, 365 days of the year. The Division is organized into 10 operating sections

as reflected in the Court's organizational chart.

### ACCOMPLISHMENTS

Case processing enhancements included the ongoing operation of the Early Disposition Court at the Arraignment stage of proceedings which provided defendants with an opportunity to resolve their case within 10 days of charging. The offices of the Prosecutor and Public Defender continued to provide staffing for the operation which resolved an average of 1,300 cases each month, a 200% overall increase in productivity. Additionally, the Prosecutor's Office began staffing Initial Appearance Court which has also resulted in a significant number of cases being resolved within 24 hours of arrest.

To assist judges in managing their dockets the Court also finished instituting the National Center for State Court statistical model commonly known as CourTools. As a result, judges have enhanced data regarding their overall workload, docket management and case aging to assist them in the management of their dockets.

An Intergovernmental Agreement with Superior Court in Maricopa County continued to provide Initial Appearance Court judges with lethality assessments for the 170 new domestic violence offenders arrested each month to enhance decisions regarding release status and related release conditions. Unfortunately budget restrictions resulted in the Supervised Release program being phased out during fiscal year 2007-2008. However, defendants convicted of a second domestic violence offense continue to be placed on Supervised Probation and are required to appear in the Domestic Violence Court every 60 days where Judge Lynda Howell reviews their progress and/or regress and responds accordingly.

To provide an additional layer of offender accountability, release conditions were added to the Court's case management system enabling electronic notification of these orders to Phoenix Police officers to facilitate enforcement of victim contact restrictions as well as prostitute travel restrictions within the city.

Protection Orders continue to be a significant tool in assisting plaintiffs attempting to address troublesome and potentially violent relationships. During fiscal year 2006-2007, Project Passport, a nation-wide effort to improve service and enforcement of protection orders was implemented. A full-time bilingual victim advocate from The Family Advocacy Center (FAC) continued to work in the Order of Protection Office assisting plaintiffs with escape plans, shelter services, counseling referrals and other social services. In a typical month the Court grants 260 protection orders, of which 10% are initiated through a videophone link with the FAC.

The Division also participated in the formation of the Regional Homeless Court at the Lodestar Day Resource Center to resolve outstanding warrants for individuals upon their completion of rigorous homeless reintegration programming by recognizing community service work in lieu of financial sanctions. In addition, the Division participated in the 2008 Veterans Stand Down event which provided 134 homeless veterans with a community court setting and meaningful community service work to resolve outstanding warrants and cases.

Jurors remain an integral part of Criminal Division operations, and the public's commitment to due process is recognized through an exceptional Jury Center and various accommodations. Jurors have access to complimentary amenities such as, parking, Wi-Fi service, telephones, movies, newspapers, magazines, snacks and beverages. Juror exit surveys continually report a positive satisfaction rate of 95%.

## GOALS

The Criminal Division plans to focus on the improvement of juror utilization and the enhancement of interpreter availability, both using fewer contract resources. Jail Court, Courtroom Operations, Central Files and Warrants will undergo significant re-engineering related to budget constraints resulting in a focus on fulfillment of mandated responsibilities with a reduction in resources. Finally, the tracking and reporting of case dispositions to the State Department of Public Safety in an automated format continues to be a project under development and is critical to data integrity and ultimately to public safety.



Doug Pilcher  
Interim Criminal Division Administrator



## Staff Attorney



Loren Braud

As Court Staff Attorney, the majority of my efforts during the preceding year have been expended in the performance of six primary functions. These include: (1) ongoing revision and augmentation of law and penalty related components of the Court's comprehensive computerized case management system, CMS; (2) evaluating and coordinating responses to legislative proposals before the Arizona State Legislature as the Court's liaison to the City's Intergovernmental Affairs Department and the Arizona Supreme Court's Administrative Office of the Courts; (3) working with Court Management and staff to implement procedures, forms and reference materials necessary to comply with legislative mandates of the State of Arizona and the City of Phoenix as well as administrative orders of the Supreme Court; (4) staffing the Phoenix Judicial Selection Advisory Board; (5) working with Court Management and Staff to complete development of a comprehensive Information Management Plan and related policies mandated by State law, the Administrative Regulations of the City of Phoenix and the Administrative Orders of the Arizona Supreme Court relative to information security for confidential and sensitive information collected and processed by the Court and, (6) working with Court Administrators and the Law Department to draft and facilitate the adoption of contracts with vendors to implement numerous Court projects and programs.

CMS facilitates the processing of the Court's electronic case information pertaining to the adjudication and disposition of every case filed with the Court. Accordingly, it is critical that CMS accurately reflect current provisions of state and municipal law, including correctly calculating mandatory minimum fine amounts and other sentencing criteria. In January, the Court adopted a City of Phoenix Municipal Court Electronic Seal. Phoenix City Code authorizes the Chief Presiding Judge to adopt an electronic seal to be used to authenticate documents printed from the official electronic document management system (EDMS) of the Court. An electronic seal eliminates the need for court staff to physically affix the Court's seal to the copies and was a significant cost savings for the Court.

Every year during the regular session of the State Legislature, the Staff Attorney reviews and comments on proposed legislation that may impact the Court. During the 2008 legislative session 251 proposed bills were reviewed for relevance to Court operations resulting in the submission of comments concerning the specific impact of 82 of such bills. The Staff Attorney attended weekly meetings with the City Intergovernmental Affairs Office to coordinate citywide positions on proposed legislation. In addition the Staff Attorney also participated in weekly statewide teleconferences sponsored by the Administrative Office of the Courts to gather input on legislation from the judiciary. Through these meetings the Staff Attorney has been able to represent the legislative interests of the Court and advise court management in preparing for a timely implementation of procedures to comply with new legislation.

During the preceding year, there were no judicial vacancies and only one meeting of the Phoenix Judicial Selection Advisory Board was held, resulting in the re-appointment of the Chief Presiding Judge, the adoption of revised rules of procedure for the JSAB and at the direction of the JSAB, the drafting and submission to the Public Safety Subcommittee of a recommendation for amendments to the Phoenix City Code regarding the judicial selection process.

Serving as the Public Information Officer for the Court, the Staff Attorney also responded to media, commercial and other public requests for requests for Court records, case processing data, and case specific information pursuant to Rule 123 of the Arizona rules of the Supreme Court Arizona.

The Staff Attorney also provided legal advice and support to court management and staff in conjunction with the City's Photo Enforcement, Defensive Driving, right of way management, motor carrier code enforcement, and Light Rail code implementation and enforcement programs. The Staff Attorney personally conferred with members of the public as well as other public and private agencies concerning complaints and inquiries about court procedures, ADA accommodation requests, Court policies and specific cases processed. In addition to the foregoing, the Staff Attorney conducted legal research and provided advice on a daily basis to the judiciary, administrators and staff of the court concerning other routine matters too numerous and diverse to list.



Loren J. Braud  
Court Staff Attorney



## Awards and Recognition

In fiscal year 2005-2006, **Judge Carol Scott Berry** received the Thurgood Marshall Award of Merit for her contributions made in the areas of justice, diversity, equal rights and education, presented by the Thurgood Marshall Scholarship Fund.

In 2005 the **Phoenix Municipal Court** received a Community Service Fund Drive (CSFD) "Over the Top Award" as a large category department with the highest percentage increase of actual funds pledged over the previous year's pledges. CSFD is a campaign that raises money to support more than 500 health and human service agencies and programs in our community each year. The Court raised \$39,163 or 122% of their \$32,000 goal which demonstrates the generosity and community mindedness of Court Staff.

**Judge Richard A. Garcia** received the 2005 Governor's Office of Highway Safety Award for his Commitment to Making Arizona Roads Safer.

The Arizona Supreme Court selected **Ron Beguin**, head of the Municipal Court's Information Systems and Technology (IST) Division, as their Justice 2006 Award winner in the "Employees Being Accountable" category. Mr. Beguin was nominated for all that he has done to improve efficiency in court systems by applying technology.

Valle del Sol, a nonprofit, community-based organization, announced **Mark Mazon**, Management Services Court Administrator, as a 2006 Profiles of Success Hispanic Leadership Award honoree. Mark received an Exemplary Leadership Award at the annual Profiles of Success Luncheon that was held on September 8, 2006, at the Phoenix Civic Plaza.

**Judge Roxanne K. Song Ong** received the 2006 Governor's Office of Highway Safety Award in Appreciation for Dedication Toward Substantially Reducing Pending DUI Jury Trials.

**Judge Jean F. Williams** received the 2006 Spirit of King Award for Lifetime Achievement in the Pursuit of Justice from the National Action Network.

**Dianna Noli Hill** received the Phoenix Sister Cities Commission Volunteer of the Year Award for 2007 in appreciation of her valuable service to the Chengdu, China Committee.

**Judge Lynda Howell** received the 2007 Thurgood Marshall Award of Merit for her contributions made in the areas of justice, diversity, equal rights and education, presented by the Thurgood Marshall Scholarship Fund.

In 2008 the **Phoenix Municipal Court** was awarded honorable mention from the Arizona Judicial Branch for being accountable. The Phoenix Municipal Court was the first court in Arizona to have successfully implemented all ten CourTools performance measures, consistent with the rigorous methodology and definitions employed by the National Center for State Courts.

In 2008 **Presiding Hearing Officer Jerry Adams** received the Governor's Office of Highway Safety's Award for 25 Years of Dedicated Service in the area of Traffic Safety and the Administration of Justice.

**Dianna Noli Hill** received the 2009 Marcia P. Crowley Award for outstanding service to the Section for Women in Public Administration, which is a part of the American Society for Public Administration. Her selection was based on her years of membership in the organization and contributions to women in public administration.

**Arizona Supreme Court**

Ruth V. McGregor, *Chief Justice*  
Hon. Rebecca White Berch, *Vice Chief Justice*  
Hon. Andrew D. Hurwitz, *Justice*  
Hon. W. Scott Bales, *Justice*  
Hon. Michael D. Ryan, *Justice*

**Mayor and City Council**

Phil Gordon, *Mayor*  
Thelda Williams, *District 1*  
Peggy Neely, *District 2*  
Maria Baier, *District 3*  
Tom Simplot, *Vice Mayor, District 4*  
Claude Mattox, *District 5*  
Sal DiCiccio, *District 6*  
Michael Nowakowski, *District 7*  
Michael Johnson, *District 8*

**Public Safety and Veterans Issues Subcommittee**

Claude Mattox, *Chair*  
Michael Johnson  
Michael Nowakowski  
Thelda Williams

**City Management**

Frank Fairbanks, *City Manager*  
Alton Washington, *Assistant City Manager*  
Cynthia Seelhammer, *Deputy City Manager, Court Liaison; Acting Water Services Director*

**Municipal Court Management**

Hon. Roxanne K. Song Ong, *Chief Presiding Judge*  
Hon. Eric Jeffery, *Assistant Presiding Judge*  
Doug Pilcher, *Executive Court Administrator/Interim Criminal Division Administrator*  
Jennifer Gilbertson, *Information Systems and Technology Division Administrator*  
Mark Mazon, *Management Services Administrator*  
Ester Reeves, *Financial Management Division Administrator*  
Dianna Noli Hill, *Civil Division Administrator*  
Loren Braud, *Court Staff Attorney*  
Jason Harrell, *Management Assistant II*

**Judicial Selection Advisory Board**

Hon. Patrick Irvine, *Chair*  
Ms. Margarita Silva, Esq., *Vice-Chair*  
Mr. Richard Gerry, Esq.  
Dr. Christine Hall  
Hon. Douglas Rayes  
Mr. David Tierney, Esq.  
Ms. Catherine Parker-Williams, Esq.  
Hon. Roxanne K. Song Ong (Non-Voting)

