

# JUDICIAL BRANCH OF ARIZONA IN AND FOR MARICOPA COUNTY



# FY 2018 Annual Report

July 1, 2017 through June 30, 2018





**Judicial Branch of Arizona  
in and for  
Maricopa County**

**Fiscal Year 2018  
Annual Report  
of Operations**

**July 1, 2017 - June 30, 2018**







**Honorable Janet E. Barton**  
**Presiding Judge**



**Ray L. Billotte**  
**Judicial Branch Administrator**

## **Mission**

We are dedicated to providing a safe, fair and impartial forum for resolving disputes, enhancing access to our services, and providing innovative, evidence based programs that improve the safety of our community and ensure the public's trust and confidence in the Judicial Branch.

## **Vision**

We are committed to excellence and the principles inherent in the rule of law....  
Every person, every day, every time.

## **Values**

- Fairness
- Respect
- Integrity
- Innovation
- Safety



To the Citizens of Maricopa County,

On behalf of the Judges, Commissioners, and employees of the Judicial Branch of Arizona in and for the County of Maricopa, we are pleased to present our Annual Report of Operations for Fiscal Year 2018 (July 1, 2017 through June 30, 2018). We invite you to review our numerous accomplishments.

During this fiscal year, the Judicial Branch sought out objective feedback about our operations from those who know it best — those we serve and our employees — and we have used that feedback to guide many of this year's court improvement efforts. The feedback and perspectives of the public and our workforce are critically important to the Branch and are invaluable to our planning process. As a result, we focused on six significant areas:

- Work content: aligning our daily tasks to support the purposes of the courts
- Work conditions: creating and maintaining an environment that demonstrates courtesy, dignity and respect
- Interpersonal relations: communicating with each other, patrons and justice partners
- Leadership: providing vision, purpose and meaning to our work
- Responsibility: ensuring accountability for our actions and transparency in our operations
- Achievement: establishing high expectations leading to superior outcomes

Using empirical evidence allowed us to conduct a comprehensive assessment of our current performance. More importantly, it provided a means to identify areas of growth and opportunity for the future. The results not only impacted this year's initiatives, but also contributed to our strategic planning for the next two years.

Thanks to the commitment, collaboration, and leadership of our Judges, Commissioners, and Branch employees, we continue to make system improvements that benefit those we serve. We hope you enjoy reading our Annual Report of Operations.

Janet E. Barton  
Presiding Judge



Raymond L. Billotte  
Judicial Branch Administrator





## Locations

### Regional Court Center Visitors in Fiscal Year 2018

Southeast: 399,011	Northeast: 242,584	Northwest: 174,505	SE Juvenile: 155,041	Durango: 188,805
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### Downtown Court Complex Visitors in Fiscal Year 2018

Superior Court: 1,065,478	Justice Courts: 103,521	Adult Probation: 375,822	Juvenile Probation: 74,721
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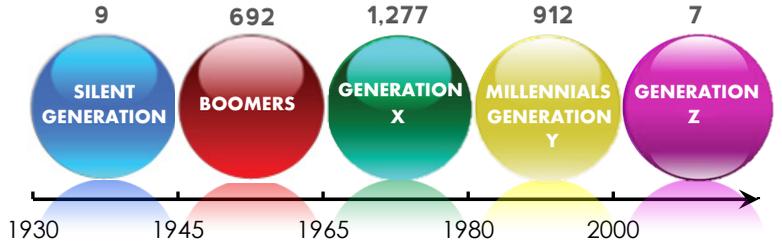
- Northwest  
 14264 W. Tierra Buena Ln., Surprise, AZ 85374
- Durango  
 3131 W. Durango St., Phoenix, AZ 85009
- Downtown  
 201 W. Jefferson St., Phoenix, AZ 85003
- Northeast  
 18380 N. 40th St., Phoenix, AZ 85032
- Southeast  
 222 E. Javelina Dr., Mesa, AZ 85210
- Southeast Juvenile  
 1810 S. Lewis, Mesa, AZ 85210



# Who We Are



- Silent Generation: Born 1945 and before
- Baby Boomers: Born 1946 to 1964
- Generation X: Born 1965 to 1976
- Millennials or Gen Y: Born 1977 to 1995
- Generation Z: Born 1996 and later



Protective Services: Non Sworn | 1,467

Admin Support | 737

Professionals | 405

Officials/Admin | 245

Service/Maintenance | 41

Skilled Craft | 2

Employees who  
'Shared the Ride'



877 APD-Badged*		291 APD-Non-Badged	
228 Criminal	168 Juvenile	455 JPD-Badged*	
161 Family	89 Civil & Tax	41 Probate/ Mental Health	122 JPD- Non- Badged
278 Court Support		113 Court Administration	74 Court Technology Services

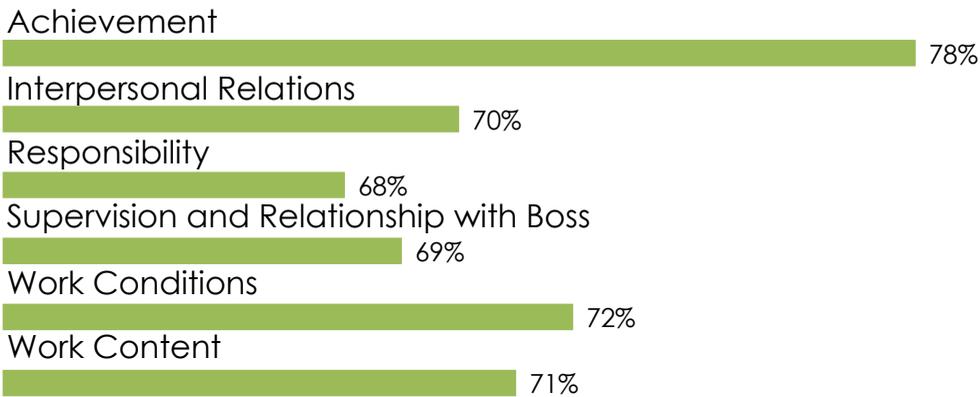


\*Badged employees have peace officer status with regard to making arrest. All other employees are non-badged staff.

## Employee Satisfaction Survey

A representative sample of 1,864 Judicial Branch employees completed the Employee Satisfaction Survey. Thirty items have assessed the workforce's perception of achievement, work conditions, work content, interpersonal relations, leadership, and responsibility since the Judicial Branch began surveying employees. Employee perceptions improved in every single category since the survey's last administration in FY2014.

Employees also completed 30 additional items measuring the Judicial Branch's values for the first time. On average, Judicial Branch employees felt that the organization exhibited all of the values espoused.



## Public Access and Fairness Survey

One day every two years, every member of the public exiting a courthouse is offered the opportunity to provide feedback on the access and fairness exhibited in our Court. Members of the public completed 781 surveys in November, and on average, the court is providing the same high level of access and fairness or better than the last administration of this survey in FY2015.



## Call to the Post event for volunteer strategic project committee members

### Strategic Planning

The 2018-2020 Judicial Branch Strategic Plan was developed based on input from the Employee Satisfaction Survey, the Public Access and Fairness Survey, and Judicial Branch leaders. The previous Strategic Planning Session yielded five strong, relevant, and timeless focus areas:

1. Access to Justice and Delivery of Service
2. Procedural Fairness, Effective Case Management, and Efficient Operation
3. Competent and Engaged Workforce
4. Branch Infrastructure: Technology, Facilities and Security
5. Judicial Branch Governance and Accountability

While the five Strategic Focus areas remained the same for FY2018, the projects chosen augment previous projects and advance the Courts' abilities. After thorough discussion and analysis of data and experiences, internal and external to the Judicial Branch, 13 projects were identified:

- Implement non-traditional service hours
- Implement text messaging notifications for court/probation departments
- Develop a plan to improve data integrity and department case management reports
- Pursue a One Family/One Judge model in Family department cases
- Implement a Career Counseling Program
- Develop a proactive/aggressive recruitment and retention plan
- Develop an internal communication plan
- Develop a Branch-wide external communication plan
- Develop a supervisory academy, including training on Crucial Conversations
- Finalize a Human Resources Intergovernmental Agreement
- Modernize Branch facilities, including seeking long term funding and a capital improvement plan
- Implement a pilot program in Online Dispute Resolution
- Provide leadership training opportunities to current and future Judicial Branch leaders

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# FOCUS

Pride in Our Purpose

The Judicial Branch in and for Maricopa County is responsible for promoting justice in individual cases, providing an impartial forum to resolve legal disputes, and presiding over the criminal justice process. The important work of the Judicial Branch is accomplished by dedicated employees striving to fulfill the responsibilities of this branch of government. The Judicial Branch makes continuous improvements to address ongoing shifts in society and law. Meaningful contributions to the Judicial Branch mission maintain employee satisfaction and enhance public trust and confidence. The FY2018 Employee Satisfaction Survey results showed that the majority of employees felt that we are accomplishing these goals.

01 My co-workers contribute to an atmosphere conducive to the purposes of the Judicial Branch.



02 I am proud that I work in the Judicial Branch.



## Technology Efficiencies for the Courtroom

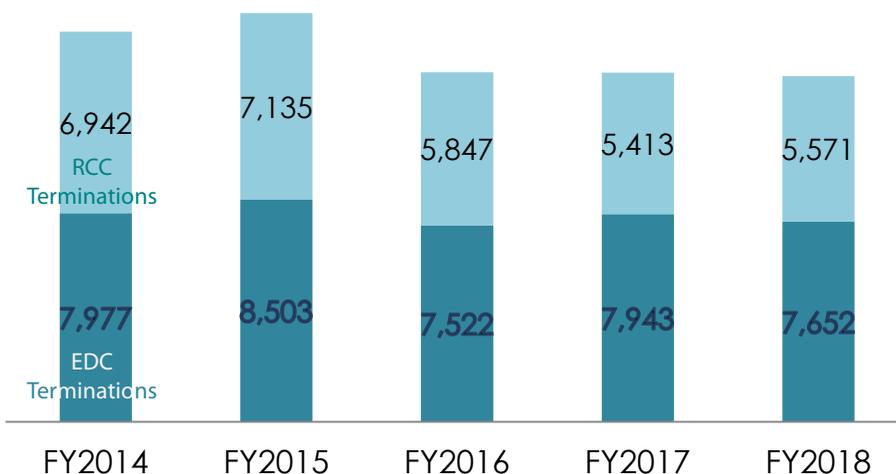
- Petitions to Revoke Probation can now be quashed through automation instead of through a manual process.
- Family Judges now have the ability to enter discovery deadlines on the Alternative Dispute Resolution department's Order to Appear.
- EZCourtForms were implemented for Tax department filings.
- Juvenile document eFiling was completed for the Clerk of Court.
- A new process was created in the Case Management System to accommodate statewide Child Removal Orders, implemented in FY2019.
- All 13 Adult Probation forms were automated, increasing efficiency and quality assurance.

## Civil Online Dispute Resolution

The Civil department is working to become one of the first in the nation to launch an Online Dispute Resolution (ODR) program for civil cases. Initially, consumer debt (i.e. credit card debt) cases, with a single defendant where the value is less than \$50,000, are eligible for ODR. Once an agreement is reached, orders are automatically generated and then e-Filed with the Clerk of Court for electronic distribution to judges for signature. If parties fail to settle within 60 days the case is sent to compulsory arbitration. This process has the potential to be more efficient for both the Court and litigants. Additionally, ODR will allow for greater access to the court by reducing or eliminating in court appearances and allowing resolution from anywhere in the world.

## Initial Appearance By Summons in EDC and RCC

Initial Appearance by Summons Court defendants are summoned to a combined initial appearance hearing and first hearing in Early Disposition Court (EDC) or a Regional Court Center (RCC) concurrently, thereby eliminating an extra day the defendant has to come to court, and reducing failures to appear.





## Court Reporting Efficiencies

The Court Reporting department is collaborating with the Post Conviction Relief unit in the Criminal department to review production and case management, ensuring the Bench receives all necessary Court Reporting documents in a timely manner, which assists with case processing times.

The Court Reporting department is also working towards expanding real-time reporting capabilities so judicial officers may review the transcript while it is written, allowing for timelier transcript delivery.

## Expedited Permanency Process

Young children who have been in the dependency system for more than two years, and where parental rights were terminated, are now eligible for expedited permanency. This year, 118 children were referred, 38 of which were already living with a potential permanent placement as indicated by the placement family. From this cohort, 79 made progress toward permanency, including 38 who have achieved legal permanency.

## Reduced Days to NGA Hearing

Prior to 2018, Not Guilty Arraignment (NGA) hearings were approximately ten days from the Grand Jury Indictment, but new processes reduced the maximum holding time to eight days. This not only provides a faster process for defendants, but also reduces the time defendants are in jail, saving jail costs.

## Legal Research Capabilities

A Law Library Resource Center (LLRC) Legal Research Team, including a newly hired Judicial Services Researcher, was organized to better assist the Bench and Court departments with their legal research needs, such as examining ambiguous areas of the law, legislative history and intent, case law, and laws in other jurisdictions.

## Streamlined Protective Order Process

To ensure protective orders customers are streamlined, the LLRC implemented a procedure wherein the customer is escorted by AmeriCorps members to the front of the line at the Clerk of the Court's filing window in the LLRC. The clerk calls these customers first, giving them priority service as a commissioner is waiting to hear their case, which makes for better use of courtroom time.

## Mental Health Courtroom Access

In July 2017, the newest Mental Health courtroom opened at the Psychiatric Annex of the Maricopa Integrated Health System. The new courtroom will reduce the volume of patients that need to be transported over 60 miles roundtrip from Phoenix to the Desert Vista campus in Mesa, saving time and costs for all involved. In FY2018, 812 patients had their case heard in the new Psychiatric Annex courtroom; that is 62% of all Psychiatric Annex patients and 27% of all mental health court hearings during that same timeframe.

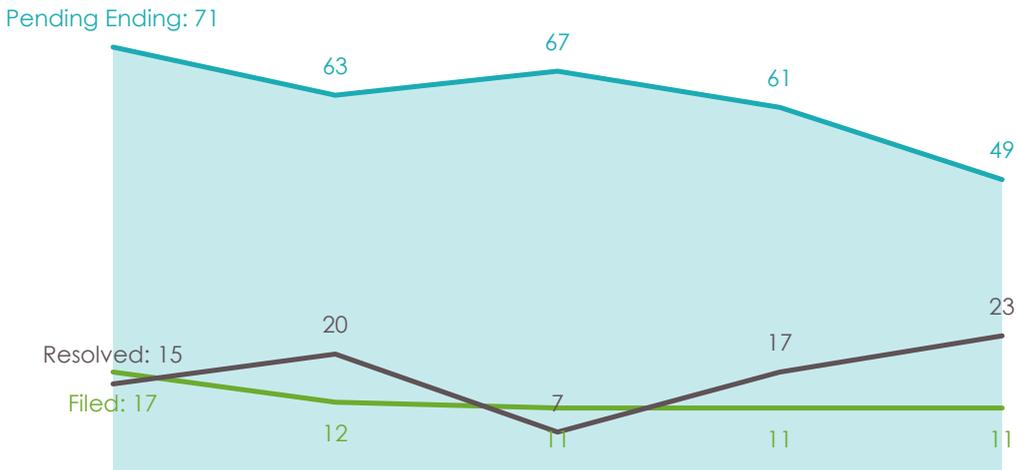


**41,735** jurors reported to the Downtown Superior Court location in FY2018.

**100%** of Judicial requests for jury panels were fulfilled in FY2018.

# Capital Case Management

The Capital Case Management Judges, Presiding and Associate Presiding Judges, and Criminal department staff meet monthly to ensure timely management of all capital cases, in accordance with the Arizona Rules of Criminal Procedure. This focus on active caseload management has made a significant positive impact on the ability to hear cases in a timely manner.



Filed   17	12 (-29.4%)	11 (-8.3%)	11 (N/A)	11 (N/A)
Resolved   15	20 (33.3%)	07 (-65.0%)	17 (142.9%)	23 (35.3%)
FY2014	FY2015	FY2016	FY2017	FY2018

# Juvenile Offender Victims' Rights

The Juvenile Probation Victims' Rights office improved services by streamlining the process for notary services and copier availability so victims are not asked to go to multiple buildings.

# In House Family Conciliation Services

Parenting Conference services transferred from contract providers to Family department conciliators in FY2018 allowing consistency in content, quality, timeliness, and an accessible resource for Judges and other court personnel.

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# COMPOSITION

Environment Conducive to Success

Both the public and the workforce rely on the buildings and technological infrastructure to accomplish the goals of the Judicial Branch, and safely conduct business. In addition to the physical environment, an atmosphere of mutual respect greatly contributes to the fostering of success. As the Judicial Branch demonstrates respect to each other and the public, in return, the public's respect for the Judicial Branch enables our success. Surveys of both employees and the public indicated that the Judicial Branch provides an atmosphere of respect and safety, where the important work of the Judicial Branch can be accomplished.

**01** My co-workers are respectful of each other and the public.

82%

**02** The Judicial Branch respects the diversity of race, gender, religion, sexual orientation, age, disability, or socioeconomic status.

84%

**03** I am treated with respect by the public.

74%

**04** I was treated with courtesy and respect. (Public)

89%

**05** Safe working conditions are provided.

78%

**06** I felt safe in the courthouse. (Public)

94%

## Technology Improvements

- The Law Library Resource Center (LLRC) now has 14 public-use court case management system computer terminals, which are sometimes fully occupied.
- Four staff computers and phones were installed in the LLRC Training Room to help with training and allow interns to answer incoming calls.
- An online application in the Family department to schedule Parental Conflict Resolution classes was put into production, allowing parents to schedule and reschedule a class from any device at any time instead of calling during business hours. Litigants receive immediate electronic class confirmation through email, reducing costs for paper, postage, and staff resources.
- One courtroom was upgraded with the Remote Interpreter Program (RIP) equipment and software raising the number of RIP-capable courtrooms to 83.
- Aging system infrastructure, network switches, and wireless access points were replaced Downtown.
- A Self Password Reset system was implemented so employees may reset their password at the login screen, providing immediate access instead of calling the Help desk.

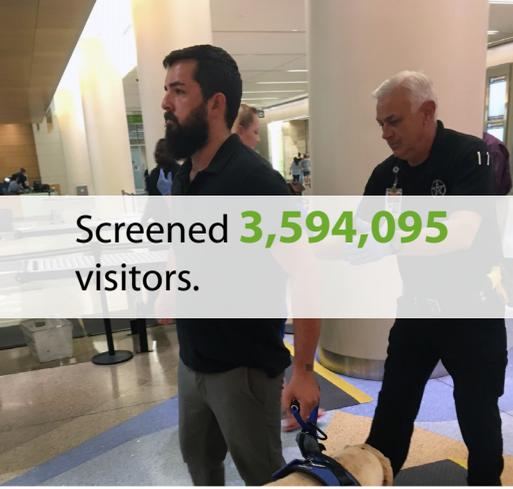
## Respectful Access to Justice

When Family department litigants unintentionally appear at the wrong regional location for a hearing or conference, procedures are now in place to accommodate these circumstances and conduct the conference telephonically.

## Helping Others Help Themselves

Providing Access to Court Services AmeriCorps Members were trained on court case management system and Westlaw to better assist customers and relieve the reference desk by assisting with case history look-up, docket search, reviewing documents, and Westlaw mini-tutorials.

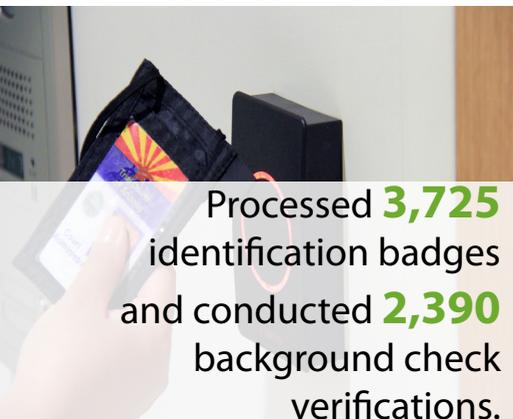
The LLRC also purchased a subscription to the National Consumer Law Center's database for customers seeking assistance with debtor rights, consumer litigation, and fraud.



Screened **3,594,095** visitors.



**68,165** items of contraband seized.



Processed **3,725** identification badges and conducted **2,390** background check verifications.



Responded to over **3,418** incidents and panic alarms.

## Security Efforts

- A Judicial Branch bypass reduction was instituted to improve overall security by removing or modifying security bypass privileges for approximately 2,100 non-Judicial Branch employees from 42 different agencies.
- Family department staff were trained on procedures regarding when law enforcement officers are present for personal business, including turning in weapons with court security, and appropriate attire.
- Judicial Branch Security worked with Maricopa County Sheriff's Office Deputies on establishing a presence in the courtroom on proceedings with security concerns.
- Tracked and supported 2,129 Superior Court cases with security concerns.
- Conducted 49 evacuation drills, providing employees with the knowledge and tools to improve our disaster response capability.
- Installed 60 Automated External Defibrillator (AED) and certified 102 Security Officers on CPR, Basic Life Support, and AED utilization.
- Integrated 70 additional security cameras to improve coverage in critical areas.
- Added 410 panic alarms to office locations with safety concerns.
- Installed 102 badge readers in Judicial corridors.
- Conducted physical security assessments on 30 Branch facilities and 3 Judicial Branch Conferences.
- Kicked off the Security and Emergency Preparedness Committee.

# Facilities Built for Success

- The Family department reallocated space at the Southeast Regional Facility to construct an additional courtroom, chambers, and office space for staff, and distributed Commissioner resources to be consistent with other regions.
- The sixth floor of the East Court Building was renovated to add more updated civil courtrooms and to accommodate multi-party civil cases.
- The third floor of the East Court Building was renovated to accommodate Civil department administration and upgrade the Human Resources staff area.
- The jury assembly room at the Southeast Regional Facility was renovated.
- Parking lots at the Southeast Juvenile Facility and Durango Juvenile were resurfaced and repainted.
- Controlled access to detention mediation rooms at Durango and Southeast Juvenile locations was added for improved physical security.
- Accessibility at Southeast Regional Facility was upgraded for the mobility-impaired.
- Baby-changing stations were installed in both restrooms inside the Law Library Resource Center (LLRC), helping our facilities to remain clean, while providing resources to enable patrons with children to access to LLRC services.

# KEEPING UP WITH DEMAND



A capital improvement project broke ground at Adult Probation's regional office in central Phoenix. The 10,000 square foot expansion of the existing facility will provide additional office space for staff, more interview rooms, expanded lobby space for guests, and a health clinic staffed by a community treatment provider. Significant planning is underway to redesign and expand another Adult Probation facility in Phoenix, and to construct a new regional office for Adult Probation in Mesa.

3

PROCESS

Communicating Service

Strong interpersonal relationships within the Judicial Branch’s workforce shape the effectiveness of our work, and how we serve the public. Efforts toward competent communication enhance customer service through public outreach, by improving understanding, and by upholding fairness. Surveys of both employees and the public showed strong interpersonal relationships in both staff and customer interactions.

**01** My co-workers work well together.

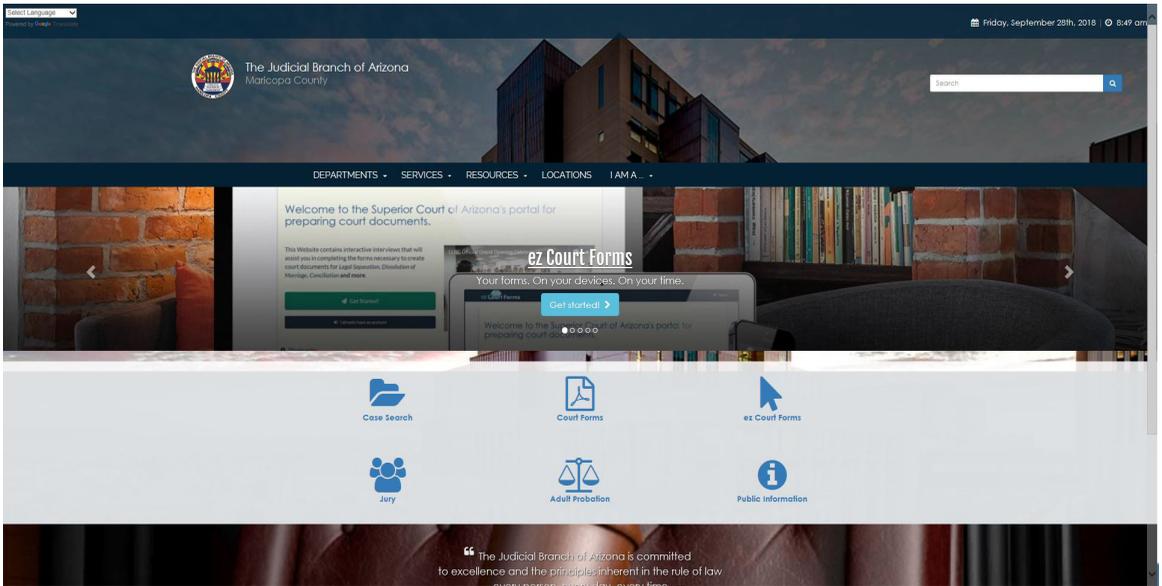


**02** Court staff paid attention to my needs. (Public)



**03** The people I work with can be relied upon when I need help.





## Fresh Web

An all-new Judicial Branch website debuted in February 2018 and is slated for completion by calendar yearend. The public will benefit from greater support for viewing the site through mobile devices, more up-to-date and interactive content, better search features and more relevant results. The website can also be translated into many languages via Google. Jury, Security, Homeless Court, Media Relations, Criminal, Alternative Dispute Resolution, ADA, Adult Probation, and Judges Pro Tempore sites migrated to the Fresh Web in FY2018.

## Equal Service to Stakeholders

The Judicial Branch implemented a procedure wherein all parties may access the official court video recordings with a delay of only one business day. Previously, different stakeholders had varying access, and this change enables equal access for all parties.



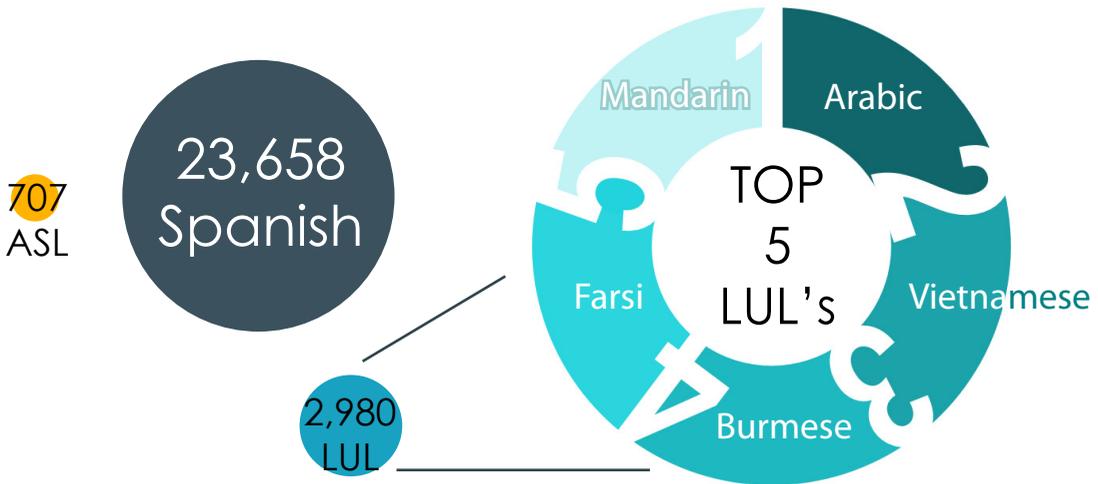
## Communicating for Jury Service

- Postcard summons wording was improved to be more clear and direct, providing pertinent information to jurors in an easily digestible manner.
- The juror orientation video was redone to be more visually pleasing and remove outdated or irrelevant information.
- The Jury Office switched from an Interactive Voice Response (IVR) phone system to a direct queue phone system, enabling jurors to be placed directly into a call queue rather than try to navigate to IVR with limited options. Hold message were also updated to information pertinent to their jury service. The Jury Office averages about 8,900 phone calls per month.



# Court Interpretation and Translation Department

Court Interpretation and Translation provided assistance in 27,346 matters: 87% (23,658) were Spanish, 3% (708) were American Sign Language (ASL), and 10% (2,980) were Lesser Used Languages (LUL's). The top five LUL's were Arabic, Vietnamese, Burmese, Farsi, and Mandarin.

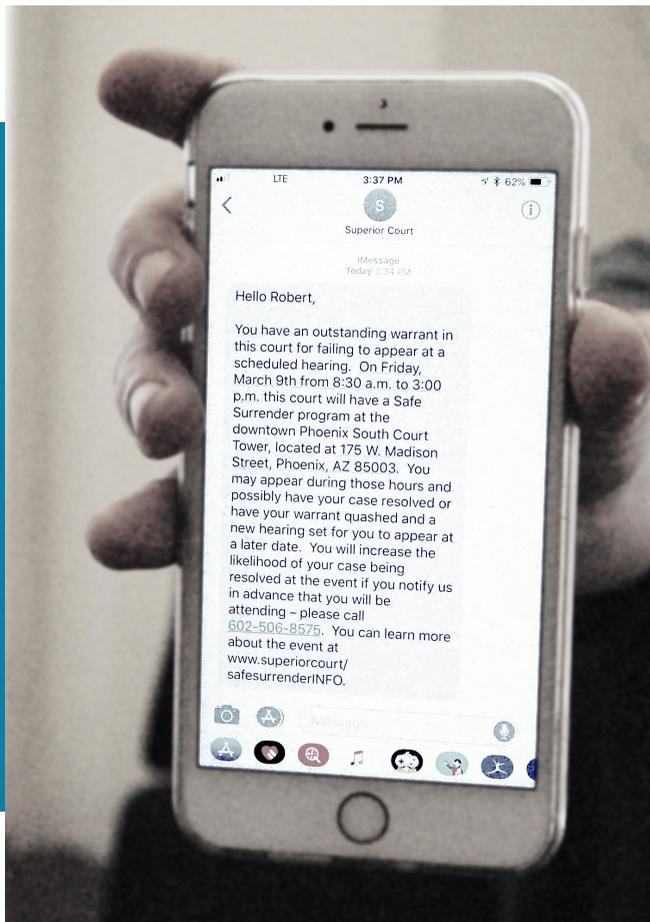


## Law Library Resource Center *en Espanol*

- In partnership with ASU's Spanish department, an internship program was developed for interns to work alongside staff and AmeriCorps Members to assist customers with Spanish language needs.
- The LLRC and Court Interpretation and Translation collaborated to provide translations services and quality control of legal forms.
- All signs are now in English and Spanish.

## Warrant Safe Surrender

On March 9th, 2018, the Criminal department sent invitations to defendants for a Warrant Safe Surrender event via text message. This first-time text reminder resulted in 25 cases being resolved for 20 defendants and 100% attendance rate of those who were reset to another day. This event is intended to minimize warrant volume and to provide a safe and expedient alternative for defendants motivated to resolve their charges.





# MOCK TRIAL

This year 34 teams from 19 high schools competed in the Arizona High School Mock Trial Program's regional tournament as part of the Arizona Bar Foundation's education programs. At this year's tournament 12 judicial officers volunteered as presiding/scoring judges, coached teams that participated in the tournament, coordinated the tournament, and managed the scoring room.

## Service through Volunteerism

The Guardianship Review Program Coordinator educates the public by attending volunteer events throughout the valley, such as appearing on a podcast, attending recruiting and community events.

## Serving Victims

In FY2018, over 52,000 notifications were sent to victims of youthful offenders, and 12,168 victims were provided additional services by the Juvenile Probation Department. Through the Juvenile Community Offender Restitution and Public Service program, 150 juveniles spent 1,669 hours to pay \$13,232.27 in victim restitution, and 2,506 juveniles contributed 9,939.5 hours toward unpaid community restitution.

# MARICOPA COUNTY ADULT PROBATION

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims, and offenders.



# Communications Committee

Adult Probation's Communications Committee implemented a savvy approach to engage employees in reading and referencing information. The Did You Know (DYK) is formatted and designed to capture attention and provide a brief summary of the subject matter and contact information on one page. A new DYK is distributed weekly and the DYKs are archived on a shared drive for reference. The DYKs enhance staff knowledge and awareness and have been an effective strategy to improve internal communication.

## Conversations with the Chief

To increase communication as well as management's understanding of staff concerns, the Chief Adult Probation Officer visits 14 Adult Probation office locations twice a year for scheduled sessions called "Conversation with the Chief." The Chief utilizes these sessions to present information on relevant topics and to answer questions from staff.





# crucial conversations®



**TOOLS FOR TALKING**  
WHEN STAKES ARE HIGH



## Crucial Conversations and Accountability

The Crucial Conversations training program was implemented throughout the Judicial Branch. The need for ongoing communication and leadership training was identified in the Employee Satisfaction Survey. The program provides tangible tools to help leaders communicate when the stakes are high, opinions vary, and emotions run strong. To date, 437 supervisors and managers have been trained in the Superior Court and Adult Probation departments. Juvenile Probation's Executive Team participated in Crucial Conversations training in advance of a department wide roll-out scheduled for FY2019.

The Adult Probation Department (APD) implemented a supplemental training, Crucial Accountability, to all existing managers during FY2018. Going forward, new supervisors will receive the training in the annual APD Supervisor Leadership Academy. These trainings provide beneficial tools to help managers be effective leaders.

# Public Information

## Multimedia

The Media Relations Office photographically documented more than 100 Branch-related events throughout the year, and produced 20 educational and informative videos.

## Social Media

The Superior Court's Twitter account was one of the first known court Twitter accounts and is followed by more than 10,000 accounts worldwide. In FY2018, the Media Relations Office released 292 social media posts.

## Student Tours

The Media Relations Office increased its throughput of the Judicial Branch's Courthouse Experience tour program by 76% last year with more than 1,500 students learning about the Judicial Branch through a guided tour. Additionally, the Media Relations Office successfully opened a more refined tour program for advanced-placement students at its regional courthouses, and several tours for regional and government partners through the Courthouse Experience model.





## Media Requests



**2,378** Initial Appearance document requests were fulfilled to more than 50 journalists worldwide.



**154** requests for cameras to be brought into the Courthouse were processed.



**329** Public Information Requests placed with the Court.

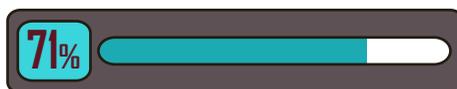
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# PERSPECTIVE

Collaborative Leadership

Judicial Branch leaders emerge at all levels of the organization to guide the efforts of individuals, the organization, and the many stakeholders involved with the Judicial Branch. As such, building meaningful relationships throughout the justice system enables an understanding of competing demands. These collaborations provide opportunities to streamline, build efficiencies, and improve relationships, leading to mutually beneficial outcomes for all parties involved. Employee Satisfaction Survey results showed that the relationships between employees and leaders is strong throughout the Judicial Branch.

01 My meetings with my supervisor are useful and meaningful.



02 My supervisor is available when I have questions or need help.



## Child Support Efforts

To promote Child Support Awareness month, the Family department held a Child Support Arrest Warrant Workshop to get funds to children. Parents who were delinquent in their child support also received assistance from community partners providing employment and parenting classes, and legal resources. Working with stakeholders like the Department of Child Support, the Arizona Attorney General's office, and various community providers, the workshop collected over \$15,000 in back-owed child support and \$36,000 in current support. Parents receiving child support agreed to waive approximately \$123,000 in support obligations, and for the Court to quash 144 out of date warrants.

The Family department also collaborated with the Maricopa County Sheriff's Office and the Criminal department to allow obligors arrested for not paying child support to make a payment toward child support at MCSO's Bonds and Fine Window in the jail. This collaboration ensures due process regarding notice of the next hearing date and saves resources by allowing the obligor to meet the contempt requirements without being booked into the jail.



**Back-owed  
Support**



**Current  
Support**



**Waived  
Support**

**15K**

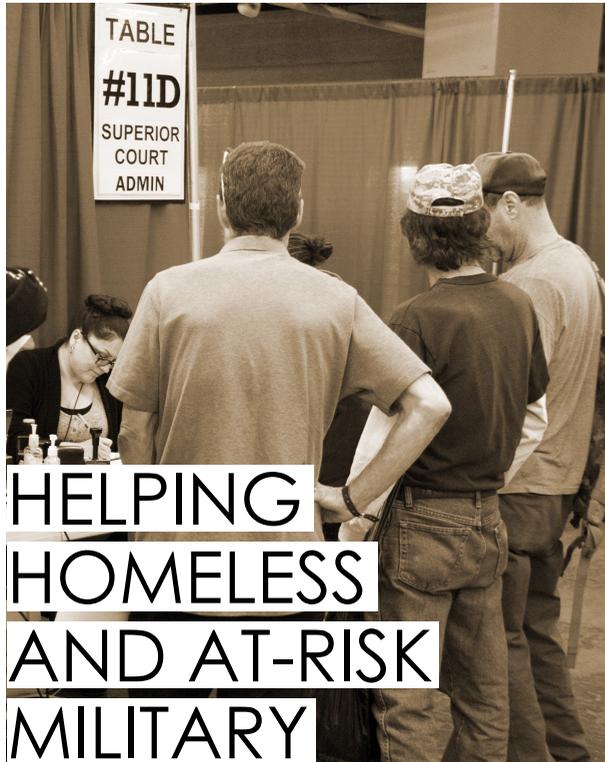
**36K**

**123K**

**\$174K RESOLVED IN ONE DAY**

## Veteran's Stand Down

Every year the Superior Court of Arizona in Maricopa County participates in Veteran's Stand Down, designed to help homeless and at-risk military veterans and their families connect with critical services, and assist them in gaining and maintaining stability. With the help of many volunteers, the Criminal department considered and ruled on over 240 motions and presided over nearly 50 hearings. The Family department assisted 18 veterans with court filings and helped over 40 veterans by answering questions about court forms and processes. By minimizing wait times, veterans were able to obtain additional help ranging from medical, dental, and behavioral health services to employment and housing help.



## Family Post Decree Mediation

Alternative Dispute Resolution (ADR) collaborated with the Arizona Legal Center at Arizona State University (ASU) to provide free Post-Decree Settlement Conferences for cases with at least one attorney. A student and an attorney use a co-mediation model to address post decree matters. This allowed ADR to expand Settlement Conference services from pre-decree cases only, while ASU law students learned mediation techniques under the supervision of practicing attorneys in a real life setting.

## Law Library Resource Center Tours

- 30-minute tours for the Clerk of Court's three-day training marathon
- 30-minute tours were provided biweekly to Judicial Branch staff
- Visit and tour for the presiding Family Judge for Pinal County
- Tour for The University of Arizona College of Law's Director of the Innovation for Justice Program
- Judges Fink and Gass hosted visit by Chester Spellman (below), the National Director of AmeriCorps



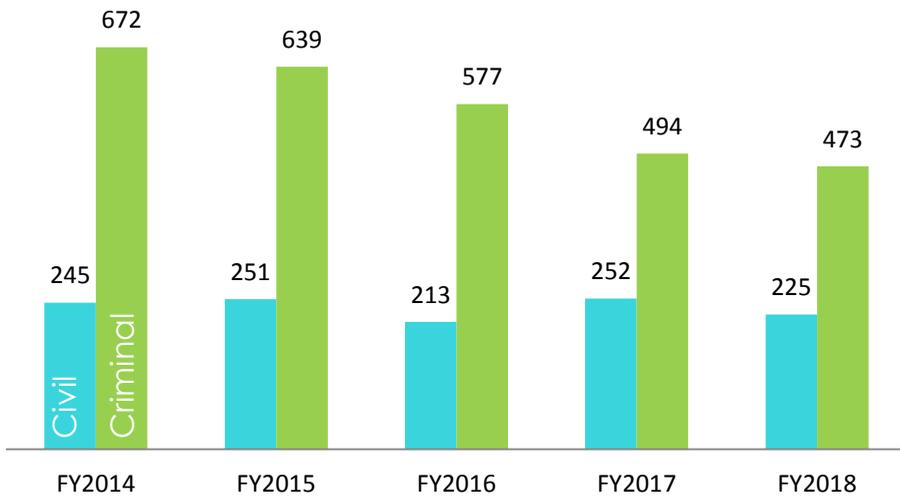


## Updated Adult Adoptions

The Probate and Mental Health Department Investigations Unit worked with the Arizona State Vital Records Division to streamline the adult adoption process and issuance of new birth records. This collaborative effort resulted in the development of a new form that greatly improved accuracy, efficiency, and follow-up procedures in the event of an error. This form was adopted by Vital Records as the official Certificate of Adoption.

## Security Training for Other Jurisdictions

The Judicial Branch Security department assisted the Supreme Court Administrative Office of Courts Judicial Education Center in developing a Statewide Court Security Academy training curriculum, as well as provided assistance in Active Shooter training and security assessments to La Paz County and Gila County Superior Courts.



## Jury and Bench Trials

The Civil and Criminal departments hold jury trials, but also regularly dispose of cases through bench trials. The number of trials has remained steady in the Civil department and decreased in the Criminal department over the last five years.

## Reach Out

The Reach Out Program identified 930 individuals in jail who were clinically appropriate for residential substance abuse treatment and successfully placed them in community-based residential programs. Reach Out reduced the number of days that these individuals needed to be kept in jail and ensured that they were placed in the appropriate level of care for substance use disorder treatment.

## Thinking Forward

Youth involved in the delinquency and dependency systems participated in the first “Thinking Forward,” collaborative resource and support fair between Juvenile Probation, the Department of Child Services, and service providers.

# Outreach in Homeless Court

- Maricopa County Regional Homeless Court participates in the Hand-in-Hand project run by the Human Services Department to help determine eligibility for Homeless Court resources, assisting mentally ill and chronic offenders during society reintegration.
- Limited Jurisdiction Judicial Officer volunteers hear and dispose of criminal cases, and the Phoenix Public Defender's Office and Community Legal Services volunteers promote defendant understanding, and assist with court needs that are not eligible for Homeless Court consideration.
- Homeless Court participated in the Healthy Giving Council of Phoenix to provide information on opportunities for healthy and sustainable giving for individuals and families experiencing economic hardship and homelessness.
- Homeless Court participated in the Valley of the Sun United Way Project Connect, the Phoenix City Hall Public Safety Subcommittee, Glendale's Stand Up for Veterans, the Phoenix Veterans Stand Down, and the City of Phoenix Keystone event to provide access to court resources, and to address the homeless population's unique needs.
- In-person trainings provided to program providers and partners in the community included:
  - Maricopa County Superior Court Law Library Resource Center
  - Crossroads Inc.
  - Arizona Housing Inc.
  - Central Arizona Shelter Services: Single Adult Shelter
  - Sojourner Center
  - Native American Connections
  - Upper Midwest Outreach Mission
  - Phoenix Shanti Group
  - Live and Learn
  - Building Blocks Counseling
  - Homeward Bound
  - A New Leaf



Judicial Officers, Clerks, Administration, Prosecution, and Public Defense work to administer the Homeless Court docket each month.

## Therapeutic Collaborations in Juvenile Detention

- AT Still Dental School offered onsite dental cleanings, exams, and referrals for outside services.
- Arizona Vision Lions Center began vision screenings and referrals for basic corrective lenses.
- Gabriel's Angels brought therapy animals into Juvenile Detention to work with youth based on the belief that the bond between a therapy animal and a child is strong enough to break the cycle of violence, while building skills around trust empathy, respect, and tolerance.
- Character Education, provided by Release the Fear, was expanded for youth in detention, and is provided through a variety of media including art, music, and creative group communication skill building.
- The Tetra String Quartet brings volunteer professional musicians from Arizona State University to youth in Detention to demonstrate how music can reduce stress, motivate action, build a "family" of like-minded individuals, and in some circumstances, become a viable career.



5

DEVELOP

Accountability through Continuous Growth

The Judicial Branch provides the freedom for individuals to develop innovative, effective, and efficient solutions supporting Judicial Branch functions. The Judicial Branch's responsiveness to the community's needs contributes to the public's trust and confidence. The Employee Satisfaction Survey showed the Judicial Branch's commitment to individuals and their contributions to improving processes across the Judicial Branch.

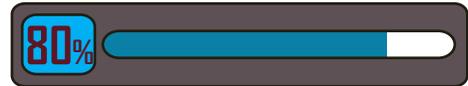
**01** My work unit looks for ways to improve processes and procedures.



**02** I get the training I need to do the job well.



**03** When appropriate, I am encouraged to use my own judgment in getting the job done.



## Grant Awards

The Judicial Branch accounted for all grantor requirements from 13 funding agencies and multiple fund sources, realizing 38 awards at approximately \$38,958,589. See Appendix G for more details.

## Evidence Based Case Management

The Juvenile Probation Department implemented new tools for reviewing case management practices, designed to support officers in the application of skills and evidence based methods.

## Problem Solving Court Peer Review Process

Judicial officers and the Adult Probation Department collaborated to develop a review process in Problem Solving Courts to make sure they are pursuing evidence-based practices and fulfilling the intent of the programs.





## Court Reporting Posterity

Court Reporters began uploading their notes to a portal, automatically moving them to the Clerk's Office in two years, ensuring the court record is preserved while utilizing technology to streamline the process.

## Integrity through Technology

A new Quality Assurance program provides a more efficient way to develop, enhance, deploy and maintain the Judicial Branch case management system, and saves 16 hours of manual work weekly.

## Expanding Volunteerism

The Law Library Resource Center is now recruiting students from Northern Arizona University for our Providing Access to Court Services AmeriCorps satellite site at the Superior Court in Coconino County, which started in May 2018.

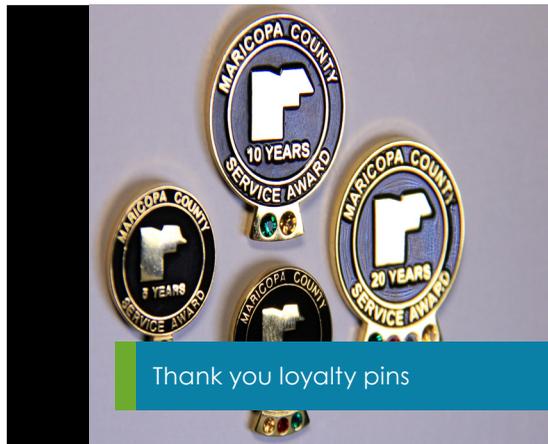


## Honor Guard

The Security department established a Judicial Branch Honor Guard Program made up of Security Officers. The inaugural honor team posted and retrieved the Colors in support of the 2017 Annual Conference of the National Association of Presiding Judges and Court Executive Officers.

## Employee Recognition and Rewards Committee

An employee recognition and rewards program was initiated in response to the last Employee Satisfaction survey. During FY2018 a branch-wide committee was formed and a new ongoing committee has started implementation of a three-pronged program:



- o People Recognizing Other People's Success (PROPS), providing an instant online reward that can be presented from any Judicial Branch employee to another.
- o Judicial Branch service and retirement awards recognizing milestones.
- o Performance Excellence Awards recognizing teamwork, leadership, customer service, and creativity to improve efficiency. Awards will be presented quarterly and roll up to an annual achievement award.

## Saving on Jury Summons

The Jury Office began taking steps to reduce the number of summonses sent out annually, with a goal of an overall annual reduction of 25%. The reduction is expected to realize savings of nearly \$200,000.

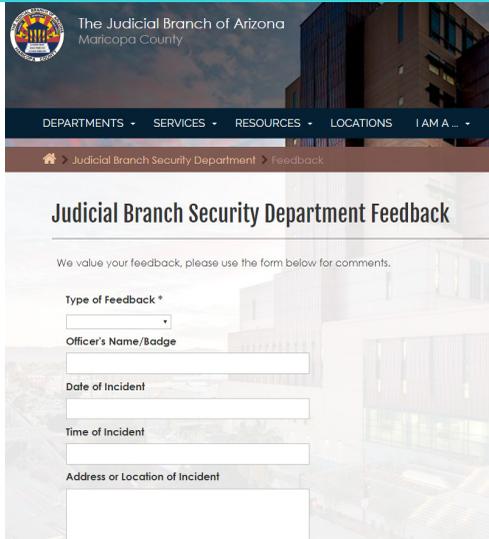


## Family Online Dispute Resolution

Online Dispute Resolution (ODR) in the Family department started with a program that focuses on parents who are not paying child support. In this program, a Judicial Officer may require a receipt as proof of payment, job logs, and other documentation of services as necessary. Use of ODR will allow parents to upload these documents remotely, eliminating the expense and time for both parties to come to the courthouse. Additionally, it will expand communication and monitoring of compliance as court staff will have additional time to review more cases.

# Surveys

Surveying the public, employees, and stakeholders provides an objective measure of our success, and progress toward aspirational goals; surveys can also help guide future endeavors by identifying where the biggest improvements are possible.



The screenshot shows a web browser interface for a feedback form. At the top left is the logo of the Judicial Branch of Arizona, Maricopa County. The navigation bar includes links for DEPARTMENTS, SERVICES, RESOURCES, LOCATIONS, and I AM A... The breadcrumb trail shows the user is in the Judicial Branch Security Department Feedback section. The form title is "Judicial Branch Security Department Feedback". Below the title is a message: "We value your feedback, please use the form below for comments." The form fields include: "Type of Feedback" with a dropdown menu, "Officer's Name/Badge" with a text input, "Date of Incident" with a date picker, "Time of Incident" with a time picker, and "Address or Location of Incident" with a text input.



- The Research and Planning department administered the Employee Satisfaction Survey and the Public Access and Fairness Survey in FY2018. 1,864 Employee Satisfaction surveys and 781 Public Access and Fairness surveys were collected. Results of these surveys were used to guide strategic planning and project development.
- The Security department developed a comment card that was placed at each entry point, as well as an online feedback option.
- Every two years, the Adult Probation Department (APD) conducts a survey of treatment providers and community partners to assess their satisfaction with the Department and identify opportunities for improvement. The FY2018 survey found that 92% of respondents were satisfied with APD, which exceeds the goal of 86%.
- In APD's FY2018 annual survey of victims, 65.3% of respondents expressed satisfaction with APD, which falls short of the 70% goal. Adult Probation is using feedback from victims to enhance training and identify opportunities for improvement.
- A Judicial Branch-wide electronic employee exit interview was implemented to better understand why staff leave the Judicial Branch and to gather information regarding work conditions. Data obtained will be analyzed on an ongoing basis and areas of concerns will be addressed to improve conditions and a create a more engaged and committed workforce.

# Training

Continuous improvement occurs with every member of the workforce throughout the Judicial Branch through ongoing training.

Departments provide specific trainings when Judicial Officers rotate to new assignments, as well as throughout the year to keep employees abreast of resources, best practices, and evidence-based processes. The Judicial Branch also hosts a variety of trainings to encourage personal and professional growth on the job.

## Court Leadership Institute Graduates

### Arizona Court Management

- Christopher Candelaria
- Kyle Crosthwaite
- Sheri Jaffe
- Mistelle James
- Mary Vyverman
- Josie Zaragoza

### Arizona Court Executives

- Paula Collins
- Jeremy Mullen
- Karen Westover
- Tracy Schatza

### National Center for State Courts Fellow

- Araceli Ambert (below)



- Four staff interpreters earned a **tier three or four credential** bringing Court Interpretation department staff interpreters to 80% credentialed in the Arizona Court Interpreter Credentialing Program.
- Alternative Dispute Resolution (ADR) established the Civil and Family Settlement Conference **online, interactive training** for Judges Pro Tempore, enabling more convenient compliance with mandatory training requirements.
- The Family department organized Rotation, Refresher, and Pro Tem training events, and various “Brown Bags” addressing **family case specific topics** for Judicial Officers and staff.
- The Court Interpretation and Translation department (CITS) supports **continuous education classes** year round. During the CITS Summer Training Summit, 11 training sessions enabled staff to earn up to 10.5 credit hours.
- The Law Library Resource Center (LLRC) modified its Providing Access to Court Services AmeriCorps **orientation and training**, providing paper and online resources addressing what to do in unexpected situations.
- The Regional **Homeless Court** program trained the LLRC staff to ensure knowledge of program and procedures.
- The Judicial Branch Security department held **Active Shooter** training for 427 employees, taught 42 employees the **See Something Say Something** course designed to improve situational awareness, developed an Emergency Evacuation Team (EET) course, and trained 60 Floor Wardens and Sweepers.
- Juvenile Probation management team participated in “Ethical Decision Making in the Gray Zone,” providing skills for improved **communication and decision making.**
- Juvenile Probation structured ongoing monthly trainings to enhance **evidence-based** practices.
- “Achieving Risk Reduction through Effective Staff Interactions,” was delivered to 28 groups in Adult Probation to reinforce evidence-based practices already utilized by Adult Probation and introduce **new concepts, techniques, and tools** for officers.

6

CAPTURE

Mission Fulfilled

The mission of the Judicial Branch is to provide a “safe, fair and impartial forum for resolving disputes, enhancing access to our service, and providing innovative, evidence based programs that improve the safety of our community and ensure the public’s trust and confidence in the Judicial Branch.” Every day, actions of Judicial Branch employees and partners contribute to achieving the mission. Clear expectations of high performance, coupled with feedback and acknowledgement, result in better outcomes in and out of the courtroom, like reduced recidivism, refiles, and failures to appear, improved compliance with orders, time to disposition, and engagement in court processes. Employee Satisfaction Survey results showed that employees are working toward our mission with guidance and appreciation from leadership.

01 I understand how my job contributes to the overall mission of the Judicial Branch.



02 On my job, I know exactly what is expected of me.



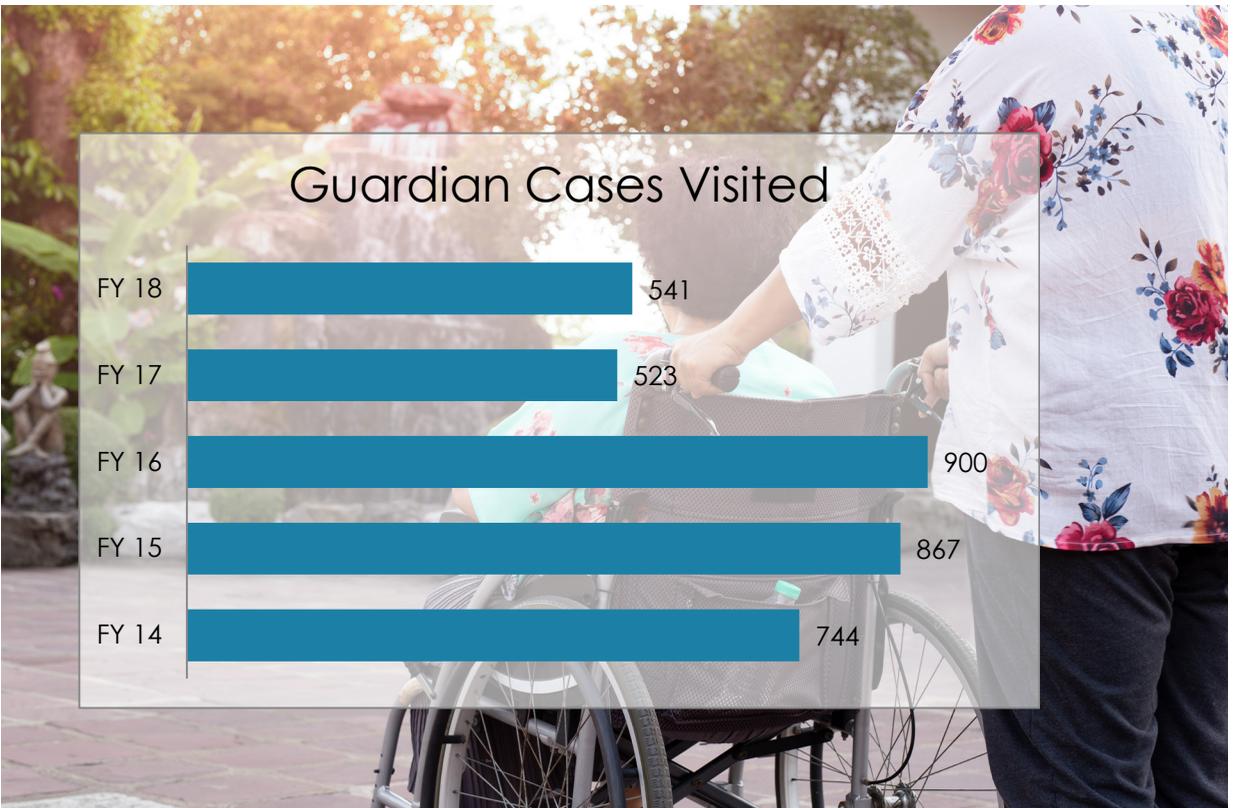
## Updated Family Case Management System

Completion of the Family department next generation case management system improved functionality, flexibility, and speed for pre-decree Family department cases, including:

- Generating pre-decree temporary orders for child support, parenting time, legal-decision making, spousal maintenance, and property and debt allocation.
- Creating referral orders in the courtroom for ancillary services.
- Filing and distributing court orders electronically within 24 hours.
- Giving the judicial officer the ability to create, view, sign, and print orders electronically to provide parties court orders as they leave the courtroom.
- Retaining information used to create court orders for future modifications.

## Guardianship Reviews

The Guardianship Review program augments the Probate department's monitoring and quality of care for conservatorships and guardianships. At the beginning of FY2018, 49 wards had not been visited for a Guardianship Review in eight to ten years; by March 2018, this was reduced to zero despite an 8% increase in guardianship cases. The next goal is to reduce the number of wards without a visit in six to seven years from its current total of 672. An additional 1,815 cases have been seen in the past four to five years, and 6,403 cases have been seen in the past three years.



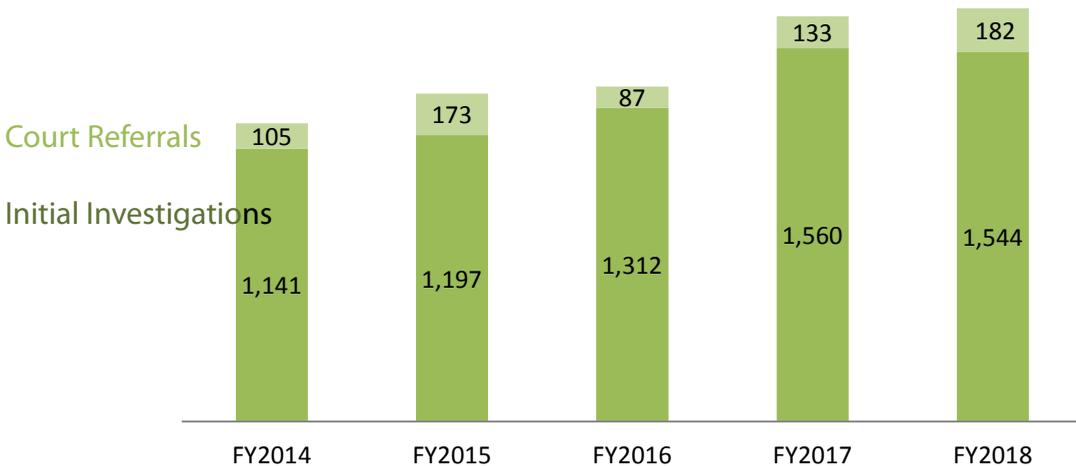


## Self-Representation Assistance

The Law Library Resource Center started the Lawyers in the Library program. Two hours, twice a week, court customers meet with attorneys from the Arizona Legal Center for 15 minutes of free legal advice. This new resource will help with judicial economy, as self-represented litigants will receive customized guidance aimed at moving cases forward.

## Probate Investigations

The Probate Court Investigations Unit interviews both the proposed guardians and wards to determine if guardianship is necessary; court referral investigations occur when someone notifies the court of suspected neglect, physical abuse, or misuse of funds in an existing case. In FY2018 initial investigations decreased, while court referral investigations increased.





## Parent Engagement

The Parents for Parents program provides education and parent advocates or peer parents to lend support to safely expedite permanency reunification for children in out-of-home care. A class, Helping Other Parents Engage (HOPE), teaches parents about the dependency process. In the last year, 183 parents have attended, resulting in a more positive view of the Department of Child Safety, and better understanding of the roles of those involved.

## Information Sharing Efficiencies

An online portal was developed in collaboration with the Department for Child Safety so judges can access documents for dependency hearings prior to the hearing, leading to speedier and more informed decisions.

The Juvenile Department has celebrated Reunification Day every year since 2014.



Attendance when notified *early*

78%

Attendance with traditional notification

65%

## Early Notification Process

To increase attendance at the first dependency hearing, the Juvenile department worked with the Department of Child Safety to provide a pre-filing hearing notification to parents to further reduce delays in notifications, and to enable earlier engagement. Early notifications were given to 57% of parents scheduled for a Preliminary Protective Conference and Hearing, and attendance at conferences and hearings for that group was 13% higher than the parents receiving the traditional notification.



## Problem Solving Courts

The Judicial Branch has several Problem Solving Courts focusing on unique issues in speciality populations, including Juvenile Transferred Offenders Program (photos above and left), Family Treatment Court, Drug Court, Driving Under the Influence, and Serious Mental Illness. In total, over 755 participants enrolled in Problem Solving Courts in FY2018, and 227 successfully exited the programs.

## Homeless Court



166

defendants graduated the program



\$299,877

in fines and fees forgiven for defendants in limited jurisdiction court



90,925

hours of community restitution completed to improve their lives and their communities

## Best Practices in Diverse Populations

The Center for Sex Offender Management and the National Center for State Courts provided training to the Juvenile Probation Department to improve the understanding, supervision of, and services needed to address sexually maladaptive behaviors, ensuring Juvenile Probation follows best practices for this unique population.



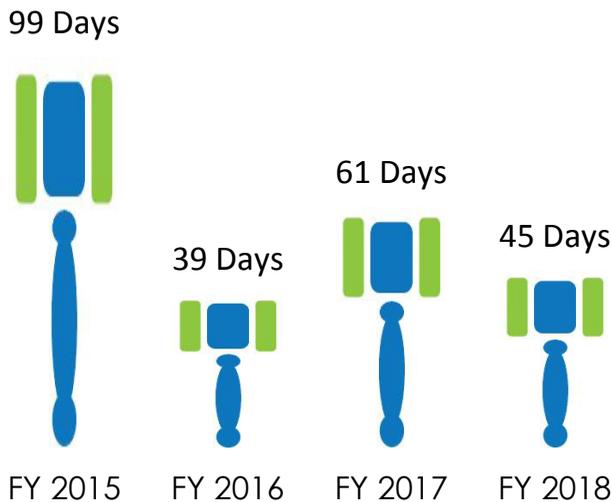
## Positive Connections for Youth

Reading Legacies literacy and family connections program was implemented for youth in detention. Youth create a video of themselves reading a book, which is provided to the parents, siblings or children of the youth, creating another opportunity for youth to sustain their family connection, and an opportunity to engage in a positive activity.

## Juror Appreciation

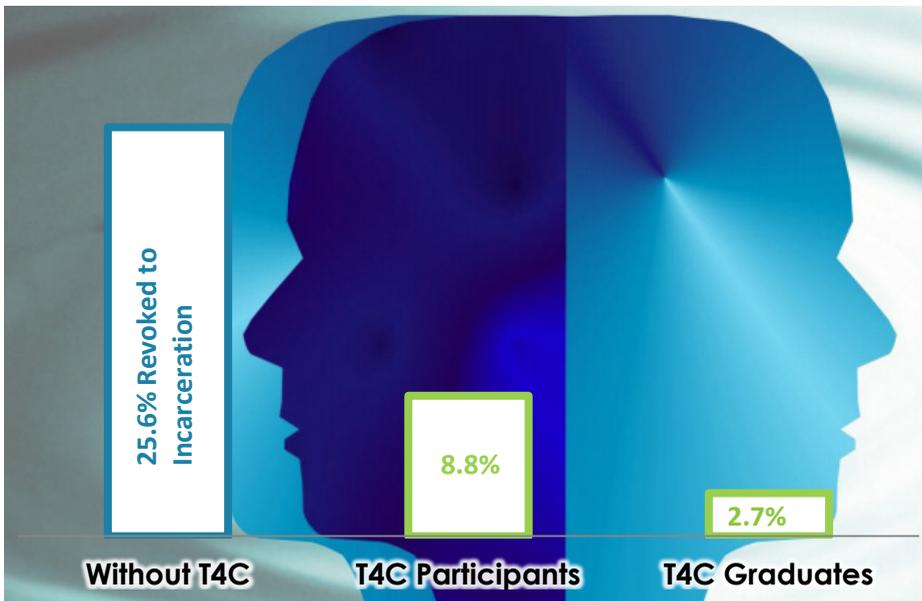
The Jury Office celebrated Juror Appreciation Week during the first week of May, recognizing all reporting jurors for their service and honoring jurors who had been on the longest serving panel.

## Longest Jury Trials



## Thinking for a Change

The Adult Probation Department completed a three-year grant project, funded by the Bureau of Justice Assistance, to strengthen and sustain the Thinking for a Change (T4C) program, a cognitive behavioral change program for offenders. The project successfully demonstrated a replicable probation-community provider model, and the use of Medicaid funding for program services. Adult Probation and partner agencies provided nearly double the number of groups expected and served more than 2,200 participants. Since the grant was completed, Adult Probation continues to provide T4C groups internally and with its community providers.



An independent evaluation of the project found that Adult Probation was successful in achieving the project's goals and that referral to, and participation in T4C were significant predictors of successful probation outcomes. The revoked to incarceration rate for T4C participants was 8.8%, for T4C graduates 2.7%, and for a comparison group who were not referred to T4C was 25.6%.

# Awards

## **Bridging the Gap award**

The Maricopa County Bar Association recognized Judge Jay Polk's dedication and hard work on family law issues.

## **Ruth V. McGregor Award**

The Arizona Women Lawyers Association, Maricopa Chapter, named Judge Connie Contes as its 2017 recipient of the Ruth V. McGregor Award for her support and contributions to the advancement of women in the legal profession.

## **Casey Excellence for Children Leadership Award**

Judge Colleen McNally was awarded this honor for demonstrating distinguished work, exceptional leadership, and dedication toward improving the lives of children and families. The award also recognized achievements in improving outcomes, which include safely reducing the need for foster care, increasing pathways to permanency, and improving child well-being.

## **Linking Sports and Communities – Community Leadership Award**

Maricopa County Teen Court, a diversion program administered by the Juvenile Probation Department, was given this award for excellence in community leadership with an outstanding commitment to youth empowerment and success.

## **Judicial Integrity Award**

Judge John Hannah received the award from the Arizona Association for Justice for exemplifying the highest standards of judicial conduct and independence. The award recognizes a judge who is patient, dignified and courteous to all who appear before them, and who endeavors to improve the administration of justice.



The National Association of Counties (NACo) recognized the Adult Probation Department with six 2018 NACo Achievement Awards, as well as one award each for Juvenile Probation and Superior Court. The awards recognize innovation and innovative programs.

1. Our Vision of the Future: Adult Probation's Fugitive Apprehension Unit
2. Enhanced Efficiency & Working Conditions: Communications Center Co-location
3. Using Technology to Improve Process: Automated Presentence Report
4. Maximizing Public Safety: The Pretrial Install Before Release Program
5. Creative. Brief. Informative: Did You Know?
6. Electronic Petitions to Revoke: Enhancing Public Safety and Efficiency
7. Juvenile Detention Dental Partnership
8. Judicial Branch Engaging and Retaining Employees through Onboarding



### **Adult Probation Of-The-Year Awards**

Employees of the Adult Probation Department nominate and select co-workers for recognition with an annual employee award, given in four categories. An annual Of the Year award ceremony honors these employees for going above and beyond in the performance of their job duties.

### **Excellence in Education Awards**

The Committee on Probation Education, Arizona Judicial Branch, recognizes instructors for providing excellent training to detention, probation, and surveillance officers. The following employees were selected for 2018 Excellence in Education Awards:

- Adult Probation Officer, Lance Nickell
- Juvenile Probation Officer, Shawn Hughes
- Juvenile Detention Officer, Betsy Wraight
- Juvenile Probation Officer, Casey Boyd

### **Statewide Detention Officer of the Year**

Juvenile Detention Officer Jovany Medina was selected as the Statewide Detention Officer of the Year by the Arizona Chiefs Association for outstanding performance and in recognition of his efforts to positively impact detained youth through delivery of cognitive and skills enhancement programming.

### **Sam Houston State University Award**

Adult Probation Chief Barbara Broderick and co-author Wendy Still were selected for publishing their article, "Building Trust and Legitimacy within Community Corrections." This award honors publication of an article that provides new information and insight into the operation, effectiveness, or future of the community corrections profession.

# Superior Court Judges



## Merit Selection

The 98 Superior Court judges in Maricopa County do not run for office in partisan elections. The judges are appointed to the Bench by the Governor through the merit selection process, and remain accountable to the public through retention elections, occurring every 4 years.

Every 2 years, the Judicial Performance Commission, a 32 member panel consisting of mostly public members, surveys attorneys, litigants, and members of the public concerning each judge's skills, judicial temperament, and administrative performance. These results are made available to the public and allow voters to make informed decisions before casting their vote.

## *Merit Selection Benefits*

*Selecting Maricopa County Superior Court Judges through the merit selection process results in judges who are highly qualified and experienced. This practice also increases diversity within the Bench, supports a fair and impartial Court, and enhances access to justice for all citizens of Maricopa County.*

# Superior Court Commissioners



## Commissioner Selection

At the end of the 2018 Fiscal Year, the Superior Court in Maricopa County had 63 commissioners, who performed a variety of judicial duties and responsibilities, and were vital to the success of the Court. In addition to being Judges Pro Tempore, and thus available to handle many of the same assignments as Superior Court Judges, Commissioners sit in all Court Departments and preside over some of the busiest calendars, including Criminal Initial Appearance, Probation Violation Hearings, Orders of Protection, and emergency mental health matters.

Commissioner candidates must submit an extensive application. The minimum qualifications for application include being a United States citizen, a resident of Maricopa County at the time of appointment, of good moral character, a licensed member of the State Bar of Arizona, and having been a resident of the State of Arizona for at least the 5 years preceding appointment. All qualified applications are reviewed by the Superior Court's Commissioner Nomination Committee, chaired by the Court's Associate Presiding Judge. Following initial Committee due diligence review, candidates may be invited to interview before the Nomination Committee. A second level of due diligence review is completed, and then a list of potential candidates is forwarded to the Presiding Judge for consideration of appointment as a Superior Court Commissioner.

# Department and Regional Presiding Judges



**Honorable Suzanne Cohen**  
Family Department



**Honorable Andrew Klein**  
Probate and Mental Health  
Department



**Honorable Joseph Kreamer**  
Northeast Regional Facility



**Honorable Lori Bustamante**  
Northwest Regional Facility



**Honorable Sam Myers**  
Criminal Department



**Honorable Robert Oberbillig**  
Southeast Regional Facility



**Honorable Timothy Ryan**  
Juvenile Department



**Honorable Barbara Spencer**  
Presiding Commissioner



**Honorable Randall Warner**  
Civil Department



**Honorable Joseph Welty**  
Associate Presiding Judge



**Honorable Christopher Whitten**  
Tax Department

# Judicial Branch Executive Team



**LeAnn Bohn**  
Finance



**Barbara Broderick**  
Chief Probation Officer,  
Adult Probation Department



**Dennis Carpenter**  
General Counsel



**Shawn Friend**  
Deputy Court  
Administrator



**Sean Gibbs**  
Security Director



**Diana Hegyi**  
Deputy Court  
Administrator



**Bob James**  
Deputy Court  
Administrator



**Eric Meaux**  
Chief Probation Officer,  
Juvenile Probation Department



**Jayne Pendergast**  
Chief Information  
Officer



**Danna Quinn**  
Human Resources  
Director



**Karen Westover**  
Deputy Court  
Administrator



**Richard Woods**  
Deputy Court  
Administrator

# Court Department Administrators



**Bryan Bouchard**  
Media Relations



**Brian Bledsoe**  
Family Department



**Chris Bleuenstein**  
Criminal Department



**Elaina Cano**  
Interpreters and  
Translators



**Michael Cimino**  
Adult Probation  
Department



**Cheri Clark**  
Juvenile Department



**Paula Collins**  
Court Reporting  
Department



**Ken Crenshaw**  
Electronic Recording



**Emelda Dailey**  
Alternative Dispute  
Resolution



**Michelle Dunivan**  
Research and  
Planning



**Nicole Garcia**  
Jury Department



**Shawn Haught**  
Law Library  
Resource Center



**Michaella Heslin**  
Juvenile Probation  
Department



**Keith Kaplan**  
Civil Department



**Sara Murillo**  
Juvenile Probation  
Department



**Duane Perkins**  
Facilities  
Department



**Cindy Reid**  
Innovation and  
Education Director



**Saul Schoon**  
Adult Probation  
Department



**Sheila Tickle**  
Probate and Mental  
Health Departments



**Teresa Tschupp**  
Juvenile Probation  
Department



**Therese Wagner**  
Adult Probation  
Department

# Appendices



# Disclaimer

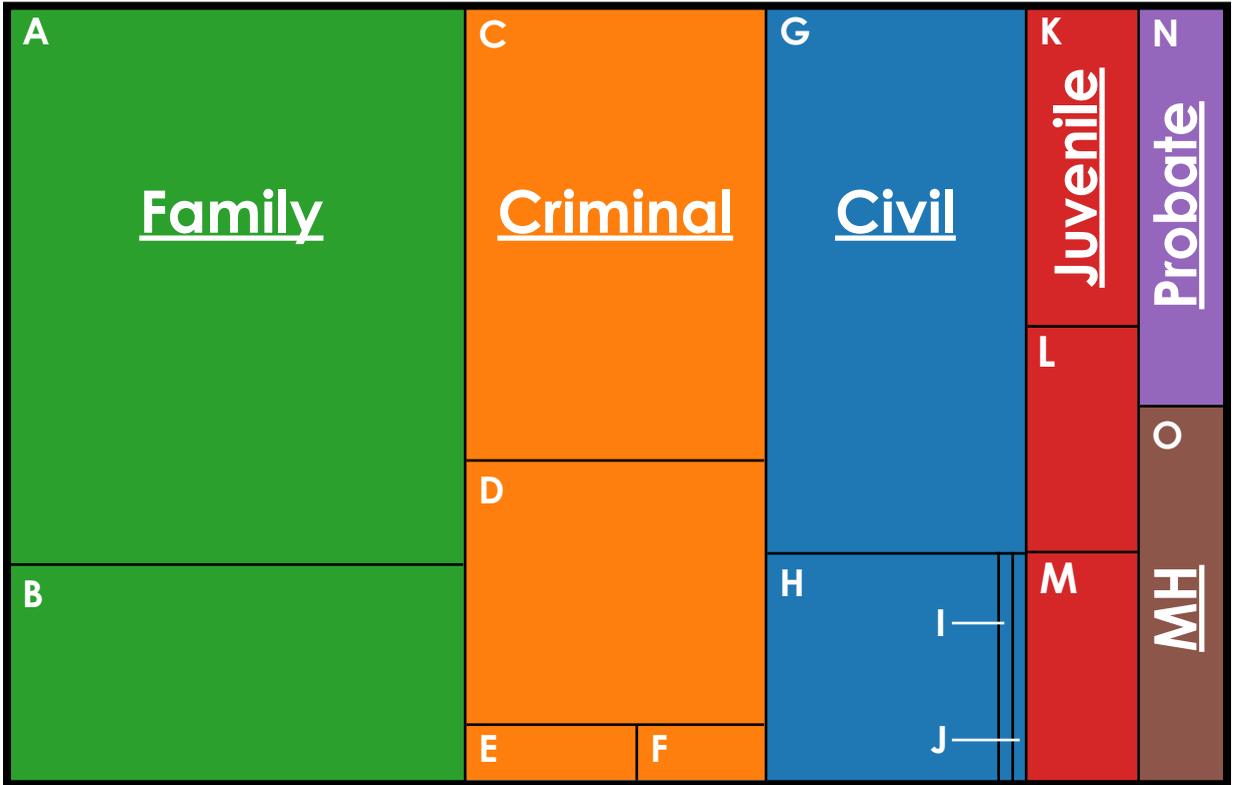
The data used for this Annual Report was taken from data entered into the Court's case management system. As such, this data relies on hundreds of Judicial Branch employees and partners entering data into the system, 24 hours a day, 365 days per year. We are confident that the numbers presented in this report accurately reflect the data available at the time of the Annual Report preparation. However, because data entry is sometimes delayed or corrected, there may be slight differences from numbers reported in prior or subsequent publications.

# Measurements

Appendix A through Appendix E detail the filings, terminations, clearance rates and median age of active pending cases for the five court departments: Criminal, Civil, Family, Juvenile, and Probate and Mental Health. *Filings* refers to the number of cases that were initiated within this Fiscal Year. *Terminations* refers to the number of cases that received a final decision within this Fiscal Year, so that no further court oversight is necessary, unless a post-judgment or post-decree petition or motion is filed by one of the parties. *Clearance rate* refers to the comparison of filings to the number of terminations, such that a clearance rate over 100% shows that more cases were terminated than filed, and a clearance rate under 100% shows that more cases were filed than terminated. The *age of active pending* measures the number of days each open case has been pending since its file date; the median is used as the measure of central tendency to summarize the universe of cases while minimizing the effect of outliers. No time is excluded in the calculation of age of active pending, despite some cases having substantial time out of the control of the Court, for example, stays due to pending bankruptcy, or pre-adjudication appeals.

# Appendices

Total Filings: 181,338



	<b><u>Case Type</u></b>	<b><u>Filings</u></b>
A	Pre Decree	35,764
B	Post Decree	20,472
C	New Cases	30,194
D	Probation Violations Petitions	17,077
E	Post Conviction Relief	1,422
F	Rule 11	1,936
G	New Cases	31,032
H	Post Judgment	11,189
I	Tax	804
J	Lower Court Appeals	547
K	Additional Case Types	6,841
L	Delinquency	5,496
M	Dependency	3,390
N	Probate	7,246
O	Mental Health	7,928
Superior Court Total FY18 Filings		181,338

# Appendix A

## Criminal Department

	Filings	Terminations	Clearance Rate	Ending Pending as of 6/30/2018	FY17-FY18 Filings % Change
<b>Criminal Cases</b>	30,194	27,558	91%	11,453	-6%
Person - Homicide	292	206		387	15%
Person - Sex Offenses	456	428		434	-3%
Person - Kidnapping	463	272		316	5%
Person - Robbery	675	658		350	-1%
Person - Aggravated Assault	2,735	2,414		1,139	7%
Person - Other Assaults	175	511		110	-2%
Property - Burglary	1,473	1,092		548	1%
Property - Auto Theft	949	892		349	-12%
Property - Other	3,650	3,513		1,870	6%
Drug - Possession/ Paraphernalia	13,477	12,027		3,227	-16%
Drug - Sales/Other	1,201	1,026		683	12%
Weapons	1,055	984		456	18%
Public Order	361	550		144	12%
Motor Vehicle - DWI / DUI	1,525	1,194		723	-28%
Motor Vehicle - Serious Violations	48	56		28	37%
Motor Vehicle - Other	306	197		112	0%
Other Felony / Unclassified	1,352	1,484		576	-12%
Misdemeanor	1	54		1	0%
<b>Post-Conviction Relief Petitions</b>	1,422	1,227	86%	-	-3%
<b>Probation Violation Petitions</b>	17,077	15,619	91%	-	1%
<b>Rule11- Mental Competency</b>	1,936	2,013	104%	657	-32%
<b>Superior Court</b>	1,733	-	-	-	-51%
<b>Limited Jurisdiction</b>	203	-	-	-	-29%

Note: Filing and termination categorization is based on most severe charge at filing and termination respectively. Due to charge dismissals throughout the life of the case, clearance rate by category is not indicative of caseload or caseflow, thus only overall clearance rate is reported.

# Criminal



# Appendix B

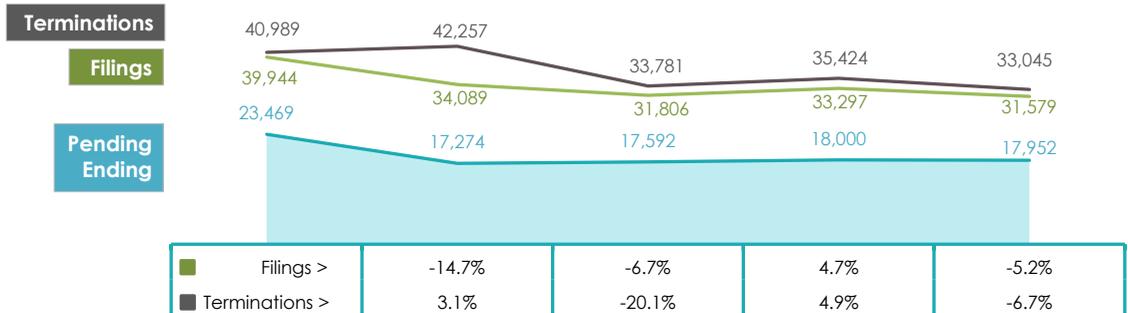
## Civil Department

	Filings	Terminations	Clearance Rate	Ending Pending as of 6/30/2018	FY17-FY18 Filings % Change
<b>Civil Court</b>	42,768	33,045	77%*	17,952	-5%
<b>New Filings</b>	31,032	32,498	105%	17,774	-5%
Tort Non-Motor Vehicle	1,945	1,965	101%	2,218	-4%
Tort Motor Vehicle	5,563	5,474	98%	4,874	5%
Medical Malpractice	267	284	106%	428	-3%
Contract	10,394	10,625	102%	6,906	2%
Tax	2	1	50%	1	-33%
Eminent Domain	55	95	173%	75	-38%
Unclassified Civil	12,806	14,054	110%	3,272	-15%
<b>Lower Court Appeals</b>	547	547	100%	178	7%
<b>Post Judgement Filings</b>	11,189	-	-	-	-16%
Garnishment	9,971	-	-	-	-18%
Judgment Debtor Exams	638	-	-	-	6%
Supplemental Proceedings	580	-	-	-	1%
<b>Injunction Against Harassment</b>	2,216	2,238	101%	135	-7%
<b>Tax</b>	804	844	105%	482	5%
<b>Cases of Record</b>	596	650	109%	422	4%
Property	218	191	88%	233	11%
Other	378	459	121%	189	1%
<b>Small Claims</b>	208	194	93%	60	8%
Property	204	188	92%	60	7%
Other	4	6	150%	0	33%
<b>Arbitration</b>	10,372	9,906	96%	6,415	9%

\* Clearance rate includes new Civil cases and Lower Court Appeal cases.

# Civil

	FY14	FY15	FY16	FY17	FY18
Median Days Pending	202	141	142	149	143
Trial Rate	0.6%	0.8%	0.7%	0.8%	0.7%
Clearance Rate	103%	124%	106%	106%	105%



Note: Lower Court Appeals are included in filings, terminations, and pending ending only. Post judgement filings are not represented in chart.

# Appendix C

## Family Department

	Filings	Terminations	Clearance Rate	Ending Pending as of 6/30/2018	FY17-FY18 Filings % Change
<b>Family Court</b>	56,236	56,263	100%	19,452	-2%
<b>Pre-decree Filings</b>	35,764	35,943	101%	12,092	-1%
Dissolution	17,799	18,039	101%	8,382	-2%
Dissolution with Children	8,094	8,204	101%	4,186	-4%
Dissolution without Children	9,705	9,835	101%	4,196	-1%
Paternity	2,591	2,574	99%	1,199	-5%
Annulment	304	291	96%	123	21%
Establish Support	2,542	2,520	99%	768	12%
Legal Decision-Making	2,628	2,672	102%	1,083	-8%
Legal Separation	512	554	108%	266	3%
Orders of Protection	8,563	8,471	99%	166	2%
Subsequent Proceedings	20	18	90%	7	-43%
Other Categories <sup>1</sup>	805	804	100%	98	-7%
<b>Subsequent Filings</b>	20,472	20,320	99%	7,360	-2%

# Family



Note: Median Days is for pre-decree cases.

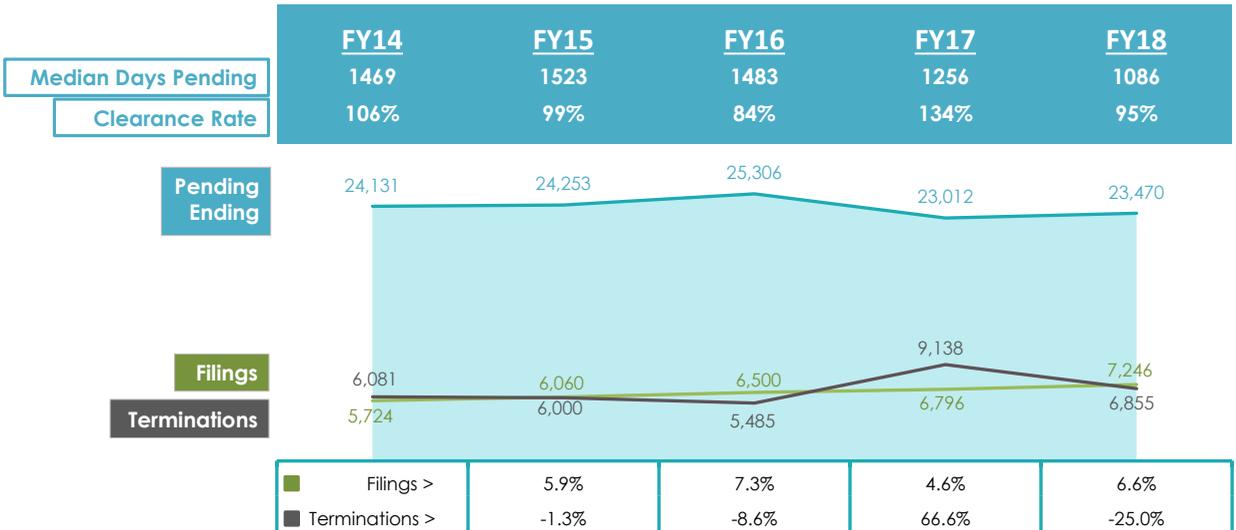
# Appendix D

## Probate and Mental Health Departments

	<b>Filings</b>	<b>Terminations</b>	<b>Clearance Rate</b>	<b>Ending Pending as of 6/30/2018</b>	<b>FY17-FY18 Filings % Change</b>
<b>Probate Court</b>	7,246	6,855	95%	23,470	7%
Estate Probates and Trust Administrations	4,622	4,018	87%	6,739	7%
Guardianships and Conservatorships	2,483	2,680	108%	16,702	6%
Adult Adoptions	141	157	111%	29	1%
<b>Mental Health</b>	7,928	5,611	71%	6,771	16%
<b>Petitions for Court Ordered Evaluation</b>	7,823	-	-	-	16%
<b>Petitions for Court Ordered Treatment</b>	3,168	-	-	-	10%

Note: Rule 11 information is located on Criminal Department statistics page.

# Probate



# Mental Health

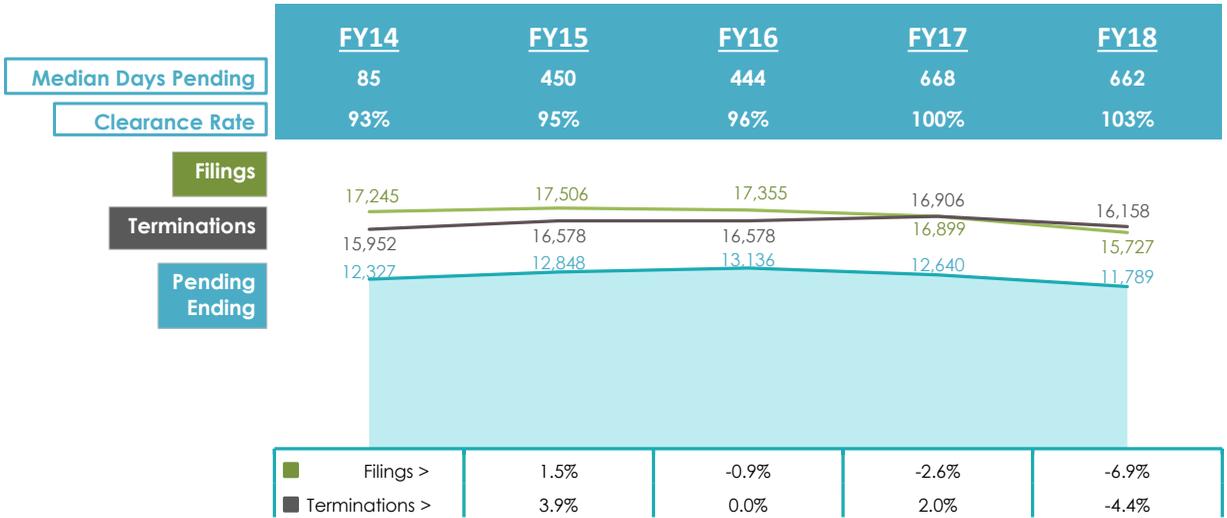


# Appendix E

## Juvenile Department

	<b>Filings</b>	<b>Terminations</b>	<b>Clearance Rate</b>	<b>Ending Pending as of 6/30/2018</b>	<b>FY17-FY18 Filings % Change</b>
<b>Juvenile - Petitions and Citations</b>					
<b>Petitions</b>	15,727	16,158	103%	11,789	-7%
Delinquency	4,269	3,986	93%	1,914	-1%
Delinquency -Citations	131	99	76%	33	-18%
Delinquency-Violations of Probation	1,096	1,030	94%	291	-6%
Dependency	3,390	4,013	118%	6,006	-10%
Guardianship	2,651	2,980	112%	1,116	-2%
Adoption	2,504	2,584	103%	655	-17%
Adoption Certifications	497	355	71%	966	-22%
Severance	1,093	1,025	94%	776	.4%
Emancipation	14	13	93%	7	-33%
Injunctions Against Harassment	72	66	92%	15	95%
Relinquishments	4	4	100%	3	100%
ICWA Relinquishments	6	3	50%	7	-14%
<b>Juvenile - Children Counts</b>	17,921	18,112	101%	14,769	-8%
Delinquency	3,817	3,087	81%	1,554	-5%
Delinquency-Citations	129	95	74%	32	-18%
Delinquency-Violations of Probation	1,079	923	86%	277	-4%
Dependency	5,416	5,816	107%	9,733	-11%
Guardianship	2,681	3,287	123%	1,303	1%
Adoption	3,320	3,486	105%	884	-19%
Adoption Certifications	-	-	-	-	-
Severance	1,385	1,339	97%	952	2%
Emancipation	14	13	93%	4	-33%
Injunctions Against Harassment	65	59	91%	15	81%
Relinquishments	4	4	100%	3	100%
ICWA Relinquishments	11	3	27%	12	22%
<b>Existing Guardianships</b>	-	-	-	15,104	-

# Juvenile



# Appendix F

## Courtroom Services Departments

<b>Courtroom Services Data</b>	<b>FY17 Totals</b>	<b>FY18 Totals</b>	<b>FY17-FY18 % Change</b>
<b>Summoned Jurors</b>	530,073	532,294	.4%
Superior Court	396,639	398,143	.4%
City Court	98,453	96,194	-2%
Justice Courts	34,981	30,231	-14%
County Grand Jury	-	6,011	-
State Grand Jury	-	1,715	-
<b>Juror Pay</b>	\$3,386,651	\$3,115,584	-8%
Juror Pay	\$784,308	\$702,420	-10%
Juror Mileage	\$2,092,481	\$1,931,091	-8%
Lengthy Trial Fund	\$509,772	\$481,836	-5%
Misc. Fees	\$90	\$237	163%
<b>Court Interpretation and Translation (CITS)</b>	31,326	27,346	-13%
Spanish Interpretation Events	26,875	23,658	-12%
Lesser Used Language Interpretation Events	3,637	2,980	-18%
American Sign Language Interpretation Events	814	708	-13%

# Appendix G

## Finance

<b>Superior Court Expenditures (FY 2018 Budget \$106 M)</b>	<b>FY17 Totals</b>	<b>FY18 Totals</b>	<b>FY17-FY18 % Change</b>
<b>Expenditures</b>	\$103,798,103	\$105,938,384	2%
General	\$86,582,152	\$90,008,416	4%
Superior Court Grants	\$3,835,594	\$3,976,569	4%
Conciliation Court Fees	\$1,583,322	\$1,371,960	-13%
Superior Court Special Revenue	\$4,858,038	\$4,963,673	2%
Law Library	\$778,879	\$1,159,747	49%
Superior Court Fill The Gap	\$2,040,166	\$1,829,204	-10%
Other	\$4,119,952	\$2,628,815	-36%
Superior Court Building	\$2,304,125	\$808,892	-65%
Expedited Child Support	\$677,500	\$600,485	-11%
Probate Fees	\$426,264	\$467,000	10%
Judicial Enhancement	\$403,483	\$450,988	12%
Domestic Relations Mediation Education	\$200,580	\$193,500	-4%
Spousal Maintenance Enforcement Enhancement	\$108,000	\$107,950	-.05%
<b>Adult Probation Department Expenditures (FY 2018 Budget \$105.4 M)</b>			
<b>Expenditures</b>	\$101,163,076	\$105,456,027	4%
General	\$51,786,148	\$55,625,811	7%
Adult Probation Fees	\$12,550,540	\$12,036,143	-4%
Adult Probation Grants	\$2,549,221	\$2,447,761	-4%
Detention Operations	\$34,277,167	\$35,346,312	3%
<b>Juvenile Probation Department Expenditures (FY 2018 Budget \$59.3 M)</b>			
<b>Expenditures</b>	\$57,669,197	\$59,270,957	3%
General	\$16,269,919	\$18,006,023	11%
Juvenile Probation Grants	\$3,613,181	\$3,391,625	-6%
Juvenile Probation Special Fees	\$3,080,665	\$2,669,776	-13%
Juvenile Restitution	\$18,965	\$13,932	-27%
Detention Operations	\$34,291,297	\$34,842,021	2%
Juvenile Probation Diversion	\$395,169	\$347,580	-12%

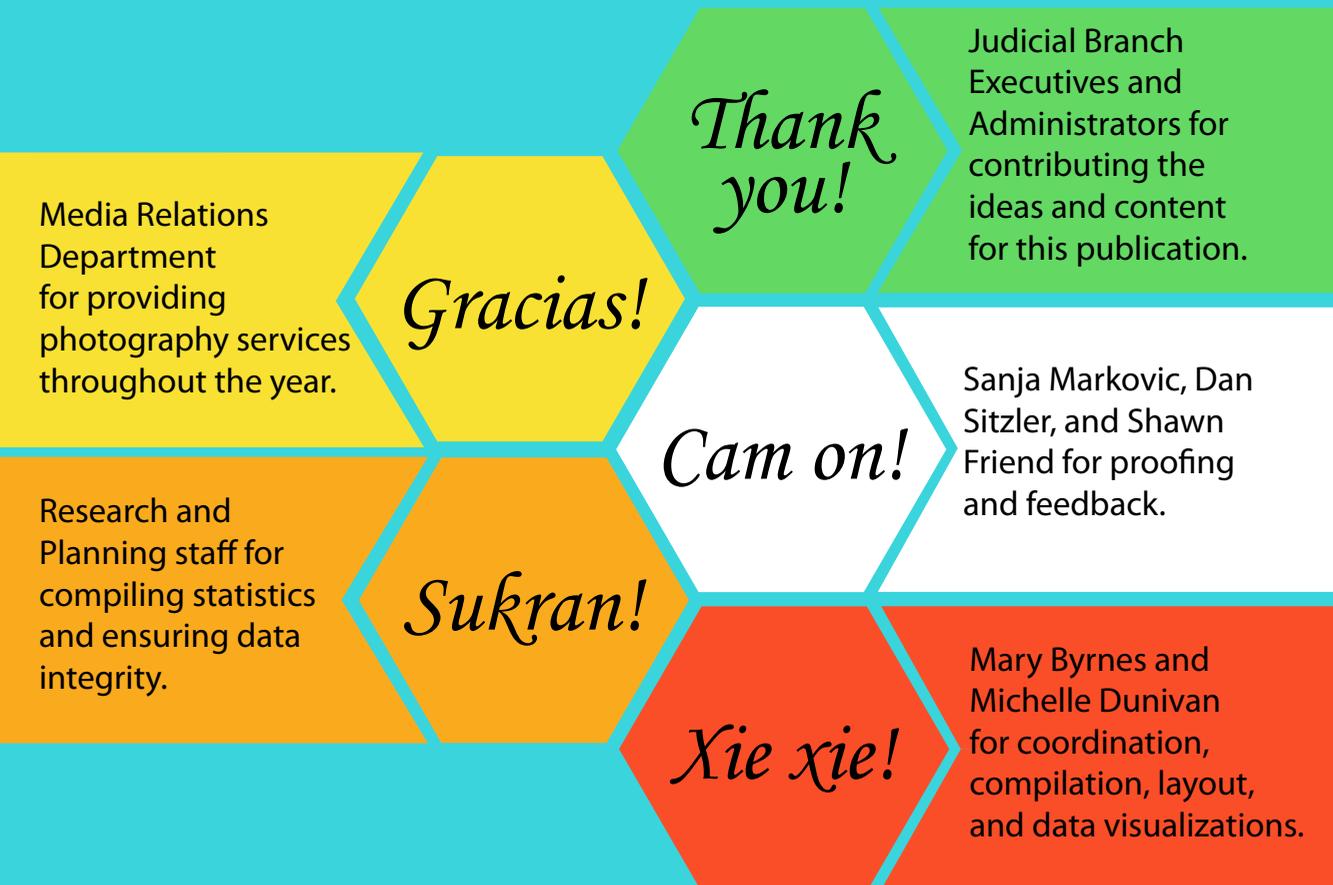
# Photographic Sources

Page 39	<a href="http://adoptmidtn.com/nashville-adult-adoptions-choice/">adoptmidtn.com/nashville-adult-adoptions-choice/</a>
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## Thank you

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