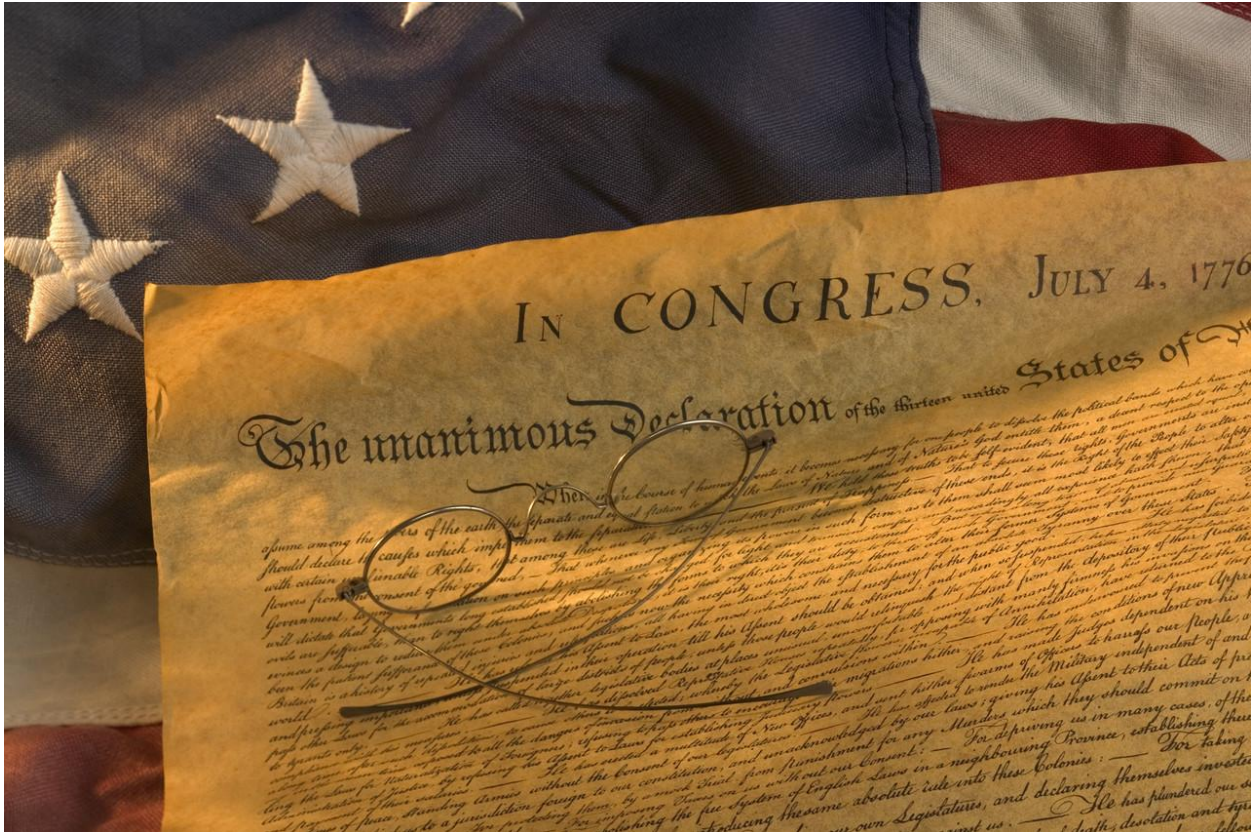


# Glendale City Court



## State of the Judiciary 2011 Annual Report

### MISSION

To provide a forum for prompt, fair and just resolution of cases in a professional, efficient and courteous manner.

## WELCOME

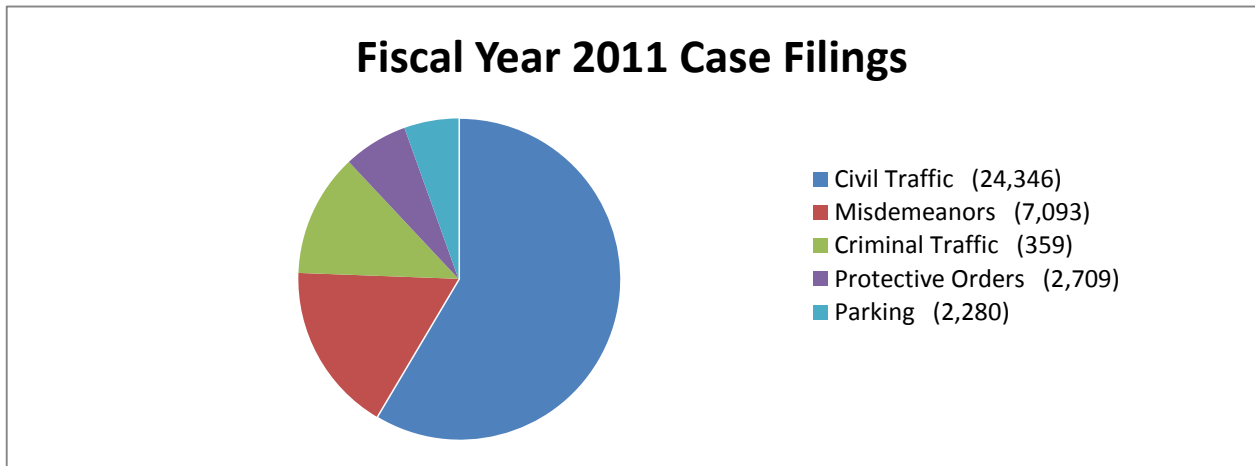
On behalf of our dedicated judges and staff, we are pleased to present Glendale City Court's 2011 State of the Judiciary Annual Report. Each year, we welcome this opportunity to share information on overall operations and performance, including our accomplishments, caseload trends and goals for the year ahead. Economic conditions have again brought exceptional challenges toward sustaining our mission with reduced resources. As Glendale confronts the difficult tasks of managing superior service delivery during the ongoing economic downturn, the Court remains committed to achieving high levels of judicial integrity while providing excellent customer service. We strive to exceed standards mandated by the U.S. Constitution, Arizona Supreme Court, state statutes and Glendale City Management. As always, we welcome any feedback.

Elizabeth R. Finn  
Presiding Judge

Catherine A. Clarich  
Court Administrator

## 2011 CASE MANAGEMENT

The Court processed 39,550 new case filings and completed 47,678 cases during FY 2011. Among these case filings were reductions in civil and criminal traffic cases, misdemeanors and parking violations. This trend mirrors case filing activity across Arizona, where overall levels among all Municipal Courts continue to decrease. The only increases over last year's case filings at Glendale City Court were petitions for protective order relief at over 2700. Glendale maintains one of the highest per-judge ratios of protective order requests in the state. In response to this trend, Glendale City Court has instituted many innovative programs and collaborative services aimed at reducing occurrences of domestic violence.



## FIVE-YEAR CASE GROWTH TRENDS

CASE FILINGS	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	5-Year Growth (%)*
DUI	2,105	1,848	1,994	2,114	1,971	-6%
Serious Traffic	989	848	583	441	359	-64%
Civil Traffic	35,162	36,507	28,523	28,498	24,346	-31%
Misdemeanor	8,488	7,806	8,138	7,789	7,093	-16%
Protective Order	3,175	2,582	2,919	2,643	2,709	-15%

*\*The Court has made reductions, including budget and staffing levels, which correlate to these reductions in filings.*

# 2011 MILESTONES

## Domestic Violence Treatment Court

Glendale's award-winning Treatment Court program for DUI and domestic violence defendants recorded 645 successful graduates this year. For seven years, this specialized court has insured offender accountability through frequent judicial oversight and close monitoring of counseling status and other sentencing conditions. This year, the Court phased out all DUI cases from the Treatment Court program and instead began closely monitoring these cases under separate review hearings. The result is a specialized Treatment Court dedicated solely to monitoring domestic violence defendants. A recent court study on program outcomes and effectiveness helped initiate this change, which also leads to better allocation of court staffing resources. Among other findings, the study revealed high overall rates of program compliance (83%). Recidivism rates among graduates (27% re-arrested within three years) were found to be considerably lower than national averages.



Treatment Court is a past recipient of the Arizona Supreme Court's "Justice for a Better Arizona" Achievement Award. To date, more than 5,700 defendants have graduated.

## Protective Order Service

Glendale City Court is the recipient of a \$400,000 grant award from the U.S. Department of Justice's Office on Violence Against Women. One of the benefits of the award is a fulltime Protective Order Service Coordinator. This employee of the Glendale Police Department serves as a liaison working with court and police personnel to share information for successful service of domestic violence protective orders and injunctions against harassment. These efforts help increase the safety and wellbeing of domestic violence victims in Glendale, Peoria, Surprise, Avondale, Goodyear, El Mirage, Scottsdale and Tempe. Most domestic violence professionals agree that effective service of protective orders represents one of the biggest system-wide gaps toward helping victims survive domestic assault. Plans are underway to expand this project to include several additional East Valley cities. Since the inception of the Protective Order Service Coordinator project, Glendale's successful protective order service rates have increased four percent.

## Technology Improvements

Digital Recording: All five city courtrooms have been equipped with high fidelity digital audio recording systems. The new media solution ensures all court proceedings are archived for accurate appellate proceedings and other historical purposes. The software-based recording system creates sound files on a courtroom computer which can be moved to the court's network, a CD, a DVD, or any other computer-compatible storage media. A recorder enables users to capture multiple channel digital audio, allowing for the isolation of any individual channel during playback. The audio system was procured with Arizona Supreme Court "Fill The Gap" funding, at no additional cost to the Court.

Remote Protective Order Hearings: Victims of domestic violence are now able to participate in electronic remote hearings for protective order relief from The Glendale Family Advocacy Center.

Grant funding obtained by the Glendale Police Department has added computers, monitors and webcams to establish the electronic link between the Court and the Advocacy Center. Victims no longer are required to be physically present in Court for the hearing, thus avoiding potential confrontation by a defendant or witness.

**Case Management:** Court Administrator Cathy Clarich serves on a steering committee responsible for developing the scope of the Supreme Court's new limited jurisdiction case management system. The existing AZTEC court case management system, implemented in 127 justice and municipal courts statewide, is being replaced due to its aging technology. In 2011, the steering committee continued to oversee development to ensure the operational needs of all limited jurisdiction courts are met. Glendale City Court has assisted with product testing of this new program application, which will lead to changes in various automation business rules and procedures. Glendale City Court's timeline for acquiring the new case management system will be defined in the coming year.

**Kiosk:** New features are being added to the Court's informational lobby kiosk. In addition to accessing case information and paying fines, customers will soon have the ability to print court forms and view court calendars from the kiosk.

**Document Imaging:** The Court's Public Records staff, in partnership with the Glendale City Clerk's Office, continues its document imaging and records scanning/indexing project. The goal is to electronically preserve all archived Court files. The outcome will be streamlined access to public records for customers and staff, as well as continued reductions in file storage costs.

### **Domestic Violence Supervised Probation Review Hearings**

Arizona law enables misdemeanor domestic violence offenders with one prior conviction to be placed on felony-level supervision conducted by the Maricopa County Adult Probation Department. This service is free to Glendale by virtue of Arizona law. In Glendale City Court, a caseload of such offenders is actively supervised in the community by a specialized domestic violence probation officer/surveillance officer team. Last year, this probation team assisted the Court in developing a monthly review calendar for all second-offense domestic violence offenders. Glendale is the only city court in Maricopa County utilizing this judge-based monitoring program for supervised probation. The defendants are summoned to Court for a formal review of their compliance status toward counseling orders and financial sanctions. Noncompliant defendants face added punishment, such as community service and incarceration. Since this process was implemented, probation officers report their defendants are more actively engaged in complying with the conditions of their probation directives.

### **Community Restitution**

Community restitution (commonly referred to as community service work orders) to aid non-profit agencies are a common sanction imposed on noncompliant Treatment Court participants. During 2011, Treatment Court judges issued 270 community restitution orders to improve the quality of life in Glendale's neighborhoods. The Court also maintains its community restitution program with the Glendale Neighborhood Partnership Department's Community Housing Program. Treatment Court defendants ordered to perform community restitution are assigned to sites directly benefitting City operations. Defendants are performing landscaping, irrigation system repair, collecting debris and removing graffiti. In 2011, more than 1,200 community restitution hours were completed under this project at a cost savings of more than \$16,000.



## Law Day

Each May, the Court honors National Law Day by hosting groups of local students to celebrate the judiciary and the rule of law. Glendale City Councilmember Joyce Clark joined Copper Canyon High School history and government students in festivities recognizing the 2011 Law Day theme “The Legacy of John Adams: From Boston to Guantanamo.” A sub-theme was identified to highlight Adams’ commitment to due process under the law. The Law Day agenda included an interactive lesson plan on human rights conducted by Judge Finn. Court Administrator Cathy Clarich discussed “Social Media and the Court: Due Process and Technology.” Students also heard comments on due process from a prosecutor and public defender.



## ***FISCAL RESPONSIBILITY***

The Court’s Fiscal Management Team is responsible for maximizing collections of fines, fees and restitution owed by defendants. Their efforts help to hold offenders accountable and to maintain efficient delivery of customer services. Fiscal Management staff added several tools and resources to their list of options in 2011 to successfully recover money owed to the Court. This area also underwent realignment in 2011 to segregate accounting functions from front counter duties, resulting in greater oversight of collection activity.

### **Financial Contracts**

Glendale City Court utilizes a variety of measures to collect all court-ordered financial sanctions. One of the Court’s new collections strategies involves the review of comprehensive financial applications completed by defendants. These applications include negotiation of payment contracts executed when defendants are unable to pay their fines and fees in full on the day of sentencing, as required by law. Thereafter, Fiscal Management staff reviews contract compliance on an ongoing basis with defendants. The Court is spending more time tailoring a contract based on a defendant’s particular revenue stream and pay date. A related service now being provided is reminder calls that a payment is overdue whenever a defendant fails to make a scheduled payment.

### **Contract Fee**

The Glendale City Council has approved a request from the Court to adopt an ordinance establishing a new contract fee. The \$20 contract fee applies to cases when defendants are

unable to pay fines and fees in full at the time of sentencing, including parking penalties and restitution, and a payment contract is established. The enhanced process of creating and monitoring contracts helps ensure better compliance, but also places a greater demand on the Court staff and its resources. Therefore, the contract fee establishes cost recovery to assist offsetting these staffing costs. Many other Arizona courts are also utilizing a contract fee to recover their costs associated with negotiating contracts.

### **Setting Fees**

To assure future adjustments to City Court fees conform to legislation or other administrative actions in a timely manner, the City Council has authorized the Presiding Judge to set all future amounts to be charged for City Court fees.



### **FARE Program**

Through the Fines, Fees and Restitution Enforcement (FARE) collection program, the Court recovered financial delinquencies totaling \$1,723,734 in 2011. This represents a decrease of \$26,409 from 2010. The automated statewide collections enforcement effort administered by the Arizona Supreme Court targets defendants in arrears on court financial obligations.

### **FARE Pilot Project**

This year, Glendale City Court was selected to participate in a FARE Revenue Enhancement Collections Pilot Project. This effort targeted current open receivables accounts in FARE that remain uncollected. Skip tracing tools were used in order to obtain current information to better effectuate collection activities. Data for the three-month pilot showed

Glendale was one of five top Courts in the State by collecting more than \$66,500 during the project.

### **Tax Intercept**

The Court's Tax Intercept Program (TIP) collected \$179,370 in 2011, which is an increase of \$83,613 from 2010. This automated program operated by the Arizona Supreme Court allows the court to collect state income tax refunds for overdue court payments.

### **Home Detention**

Home detention with electronic monitoring and random alcohol testing continues to provide substantial cost savings for the Glendale Police Department's prisoner maintenance budget. During 2011, 226 defendants successfully completed their home detention sentencing requirements for a total of 7,046 days of electronic monitoring in lieu of incarceration. Had these 7,046 days been spent in jail, more than \$561,000 would have been incurred in jail costs. All defendants are carefully screened to preclude home detention participation by violent offenders.

### **Warrant Officers**

Daily operations of the Court's two fulltime warrant officers contribute to revenue streams while holding offenders accountable. These police officers actively pursue defendants in the

community who are delinquent on their Court payments. Arrests, phone calls, field contacts and other warrant officer activity generated more than \$630,000 in collections for the year.

### **Trial Settlement Conferences**



Twice-monthly settlement conferences continue to reduce the costs of preparing for criminal jury trials. Parties explore all available options to resolve these cases two days prior to the jury trial. The Presiding Judge assists prosecutors and defense attorneys with suggestions on plea agreements and other dispositions instead of proceeding to jury trial. This process has greatly reduced inconveniences and costs for jurors, witnesses and other Court parties. The settlement conferences are conducted with existing resources at no additional expense.

### **Operational Efficiencies**

Courtroom calendaring adjustments this year provided additional budgetary relief. Increased utilization of bilingual Court clerks for weekend Jail Court has reduced the Court's interpretation budget.

### **Grant Funding**

Glendale City Court actively seeks alternative funding sources to enhance courtroom operations and expand customer services. This year, grant applications again helped offset the impact of budget reductions.

Since 2005, The Court has submitted three consecutive successful grant proposals totaling \$1.2 million in awards from the U.S. Justice Department's (DOJ) Office on Violence Against Women. The funds provide compensation for a Protective Order Service Coordinator, Victim Advocate, Treatment Court Compliance Specialist, Pro Tem Judge for lunch-hour protective orders, staff training and overtime pay for Glendale Police officers to serve domestic violence warrants. Notification is pending from DOJ on the Court's fourth proposal for \$400,000 in domestic violence services for FY2012 and FY2013.

The Court collaborated with the Glendale Police Department, Arizona Supreme Court, Arizona Prosecuting Attorneys Advisory Council and Arizona Coalition Against Domestic Violence to plan and present the 2011 Violent Crimes Against Women and Children Training Conference. The statewide event was made possible through STOP Grant funding through the Governor's Office on Children, Youth and Families. More than 350 multi-disciplinary participants attended the training conference held at the Glendale Civic Center during National Domestic Violence Awareness Month in October.

Court staff also collaborated with the Arizona Supreme Court's Education Services Division this year on a successful "Court Training and Improvements Grant." The \$50,000 award will provide statewide judicial education on domestic violence and protective orders. It will also fund a 2012 statewide domestic violence training summit.

## **PROFESSIONAL DEVELOPMENT**

The Arizona Supreme Court's strategic agenda "Justice 2020" creates a roadmap for excellence in the Judicial Branch emphasizing continuous professional development of judges and court employees. Chief Justice Rebecca White Berch has issued an action plan to ensure adherence to the highest standards of competence, conduct, integrity, professionalism and accountability. The plan calls for the development of court leaders through enhanced training for judges and court employees, an ongoing training program providing the knowledge necessary to properly process cases and the expansion of cultural awareness and sensitivity training for judges, court staff, and volunteers. Glendale City Court has promoted this strategic agenda by increasing the flexibility, frequency and cost effectiveness of training our court staff.

All Arizona court staff and judges must complete annual judicial education requirements mandated by the Supreme Court. This year, Glendale City Court's Training Coordinator helped ease this process with a Court Faculty Skills Development (FSD) Training Team to conduct in-house training courses on a variety of judicial education topics. Team members receive three days of hands-on facilitator training from the Supreme Court's Education Services Division. They also receive handbooks with training outlines and curricula on many education topics. The FSD Training Team offers at least one training class per month for staff to supplement the Court's ongoing training calendar. For 2012, plans are underway to expand these training opportunities to include staff from other West Valley courts.



During 2011, Glendale City Court staff and judges again achieved 100% compliance to the Supreme Court's education standards, including an annual ethics requirement. The Glendale Court's Training Coordinator accredited 54 local training classes during 2011. Court staff attended 1,130 hours of on-site courses, satellite broadcasts, e-learning opportunities and independent learning modules. Cumulatively, this represents about three times the minimum eight-hour training requirement per employee. Adding to its menu of training opportunities, Glendale City Court serves as a satellite receptor site for statewide broadcast events sponsored by the Arizona Supreme Court and other entities. These on-site classes save time and resources by eliminating travel for education activities.

Judge Finn and the Court's management team frequently provide training on many levels to external colleagues and constituents. Court staff and judges contributed their training expertise during multiple events this year. Recipients included The Arizona Supreme Court, Arizona Coalition Against Domestic Violence, the Glendale University Citizen's Academy, the Arizona Violent Crimes Against Women and Children Statewide Training Conference, the American Bar Association and the Arizona State Bar Association.

Six members of Glendale City Court's management team have completed all requirements of the National Center for State Courts' Institute for Court Management. Certifications in the court management program require course study in managing technology, court financial resources, human resources, fundamentals of caseload management and other areas of specialization.

Four court employees graduated from the Glendale Human Resources' Leadership Academy for Development (GLAD) in 2011. This brings the total number of court staff to 17 who have benefitted from the program to develop professional skills, exchange ideas and resources with coworkers, and build professional relationships through networking. Judge Finn delivered the keynote address during June's GLAD graduation ceremonies.

To help maintain a work environment conducive to ongoing professional development, Glendale City Court's management team has instituted a new employee recognition program. The P.R.I.D.E. Program rewards staff who embrace positive change and professionalism in the organization. Each quarter, court managers vote on the award recipient, who receives premier parking, an award certificate and the opportunity to participate in management meetings and provide input on operational changes and new programs. P.R.I.D.E. stands for professionalism, respect, initiative, dedication and excellence.

## ***CIVIC ENGAGEMENT***

Judges and members of the Glendale City Court management team are active on boards, committees and commissions that serve the public and Arizona Courts. Our volunteer participation includes commitments to the following agencies and organizations:

- St. Mary's Food Bank Alliance
- The Glendale Rotary Club
- The Limited Jurisdiction Court Administrators' Association
- National Association of Court Managers
- The Arizona Supreme Court Automation Coordinating Committee
- The West Valley Judicial Coalition
- The Arizona Supreme Court Committee on the Impact of Domestic Violence in the Courts
- The Arizona Criminal Justice Commission Policy Committee
- The Arizona Supreme Court Committee on Protective Order Forms
- The Arizona Supreme Court Committee on Protective Order Rules
- The American Bar Association National Conference of Specialized Court Judges
- American Bar Association Standing Committee on Diversity
- The American Bar Association Minority Clerkship Program
- The O'Connor House Avon Program For Women and Justice
- The O'Connor House Avon Program For Women and Justice Subcommittee on Protective Orders
- The Maricopa County Association of Governments (MAG) Domestic Violence Regional Council
- The MAG Domestic Violence Protocol Evaluation Project
- The Glendale Domestic Violence Task Force
- The Glendale Criminal Justice Group
- Midwestern University Board of Trustees
- Child Evangelism Fellowship Valley of the Sun Chapter
- The Glendale Diversity Committee
- The Glendale Hispanic Network
- The Arizona Opportunities Industrialization Centers (OIC)
- The Annual Arizona Veterans "Stand Down" Project

## **ACCOUNTABILITY**

Satisfaction Surveys: Court managers measure court performance indicators each year as part of the CourTools project sponsored by the National Center for State Courts and Arizona Supreme Court. Two key performance measures are employee satisfaction and customer satisfaction. CourTools provides a framework to guide courts into the future by setting target performances, then monitoring, evaluating and learning from results. Additionally, the Court displays several Customer Satisfaction Survey holders in various public locations throughout the facility to solicit ongoing customer input.

## **DIVERSITY**



Glendale City Court embraces a fair recruitment and promotion process whereby any qualified individual can seek employment or advancement. To promote a diverse work force, the Court advertises all openings to Valley minority bar associations and several minority employment agencies during its human resources staffing recruitment. Employees hired through this process include public defenders and pro tem judges. Pro Tem judges substitute for fulltime judges when the need arises. Additionally, Court staff membership is maintained in the Glendale Diversity Committee and Glendale Hispanic Network special event planning committees. The Court offers rotating staff attendance at all diversity special events.

To comply with a recent Supreme Court administrative order, the Court is preparing a language access plan. Interpreter services must be available for all cases, along with additional requirements to efficiently assist non-English speaking customers. The Court anticipates minimal impact from the order, since interpreters are already available for all proceedings.

## **2012 AND BEYOND**

The primary challenge facing Glendale City Court continues to be the lack of physical space to effectively conduct Court operations and accommodate growth. Ground was broken in 2009 on the new Glendale City Courthouse, designed to meet service demands for at least the next 20 years. However, economic conditions halted the pace of construction. During the uncertain status of the project, Court Management is exploring all transitional accommodation options to maximize space in the existing facility. The new Court building is designed to occupy five acres of land on the southwest corner of 47th and Glendale Avenues. It will serve as a gateway landmark entering Glendale's east side. The National Center for State Courts included the new Glendale Courthouse in its once-per-decade publication "Retrospective of Courthouse Design."

Glendale City Court's staff and judges thank you for your interest in our 2011 Annual Report. We welcome any comments, questions or input.



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