



# 10 Years of Transformation

A Retrospective—2001 to 2011  
Scottsdale City Court, Scottsdale, Arizona

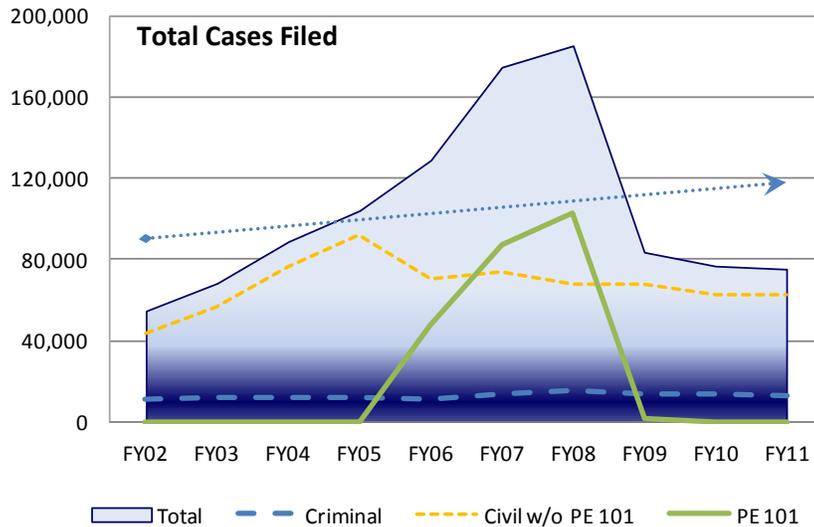


## Looking Backward as We Move Forward

The Scottsdale City Court of 2001 bears little resemblance to the Court of 2011. During these ten years, Scottsdale City Court grew from a rural-like court to a more sophisticated, urban court. Looking back, the Court experienced transformation in its physical make up, its operational practices, and the policy and philosophy of the Court leadership. As Winston Churchill stated, “The farther backward you can look, the farther forward you are likely to see.” This report allows the Court to look back and acknowledge the change and growth in order to set our sights on the future.

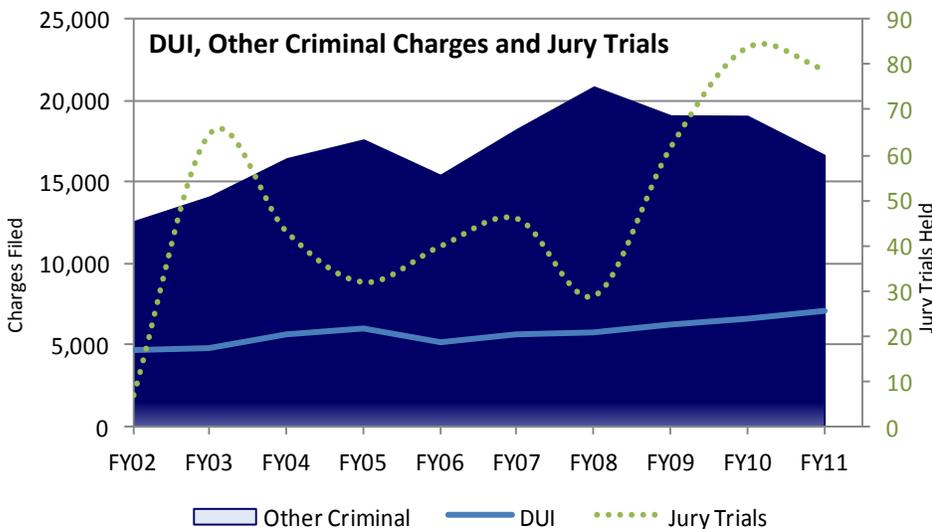
*“...relative to ten years ago, few courts today boast about maintaining the status quo. Court leaders and managers now speak more freely and expansively about their administrative responsibilities and efforts to create a “high performance workplace.”*

*From Trial Courts as Organizations by Brian J. Ostrom, Charles W. Ostrom, Jr., Roger A. Hanson, and Matthew Kleiman, 2007.*



- The Scottsdale Police Department’s Loop 101 Photo Enforcement Program operated from February 2006 until July 2008.
- During those two years, over 230,000 photo enforcement (PE) cases were filed .
- In FY02, there was 58.9 Court staff.
- By FY08, a total of 66.4 staff worked on the Court’s case load.
- As a result of budget cuts in recent years, the Court currently has 58 staff.
- The dotted trend line arrow shows that total cases filed are increasing over time.

Source: Scottsdale City Court Photo Enforcement Reports, Summary Workload Trends, FY 2001/2002 to FY 2010/2011



- Over the past 10 years, DUI (driving under the influence) and other criminal charges and jury trials have increased.
- The DUI filing increase is due to law enforcement focus and Legislative rule changes.
- The jury trial volume is a result of the increase in DUI filings and DUI statute changes.
- DUI cases demand a higher amount of justice system resources.
- In calendar year 2011, 84% of jury trials were for DUI cases.

Source: Scottsdale City Court Monthly AOC Reports, Summary Workload Trends, FY 2001/2002 to FY 2010/2011



## Then and Now—How Much We Have Changed

On-going court improvement and performance management are the course of action for the Court. Court visitors in 2001 would experience a different operational design now, with space planning efforts underway to meet future needs of the customer. The Court continues to seek solutions that look beyond the short-term to address changing socioeconomic factors and customer expectations.



### Physical Enhancements

#### Then (2001)

- Scottsdale City Court and McDowell Mountain (Scottsdale) Justice Court co-located in City Court Building
- Security area is small and inefficient, jeopardizing security
- Three criminal and one civil courtrooms
- Power outages led to court delays or closure
- On site ink and paper photo enforcement photos

#### Now (2011)

- ▶ McDowell Mountain Justice Court relocated; Scottsdale City Court remodeled and expanded into vacated space. Includes ergonomically correct workstations, and conference and jury assembly rooms with updated technology.
- ▶ Security area remodeled, size doubled and deficiencies eliminated creating a "state of the art" security area
- ▶ Five criminal and two civil courtrooms
- ▶ Back up power system for continuous court operations
- ▶ Digital photo enforcement ticket viewing via Internet



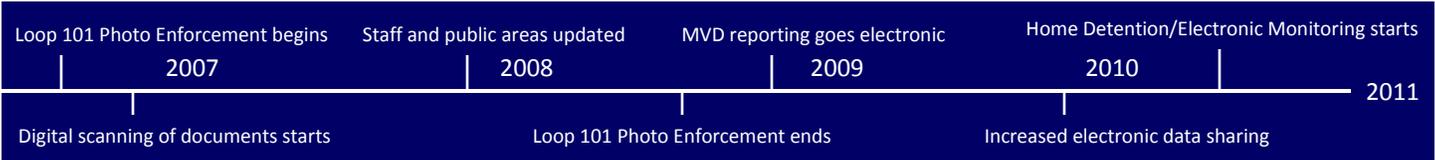
### Policy/Philosophy Changes

#### Then (2001)

- Generous budgets allotted to training, travel and other non-discretionary accounts
- "Informal" organizational structure
- Management "by anecdote" with a daily task focus
- Locally focused Court
- Basic photo enforcement protocols
- Limited participation in policy groups
- Single focus collection program
- No formal management development program

#### Now (2011)

- ▶ Financial and budget management that practices fiscal austerity
- ▶ Hierarchical structure with clearly defined roles, specialized teams and fully developed policies and procedures
- ▶ Management using CourTools Performance Measurement metrics with conscious, strategic and targeted planning and goal setting
- ▶ Networking with state and national entities, including: collaborating with initiatives and committees, presenting and attending conferences, and "Teaching Court" for other agencies
- ▶ Expansive photo enforcement case handling protocols
- ▶ Expanded participation on AZ Supreme Court policy groups— Limited Jurisdiction Courts Committee, Judicial Staff Education Committee, Technology Advisory Committee, Defensive Driving Committee, Court Automation Advisory Committee
- ▶ Broad-based collection actions: participation in FARE (Fines and Restitution Enforcement) Program, TIP (Tax Intercept Program), use of auto-dialer and other collection techniques
- ▶ All supervisors and managers have attended City of Scottsdale Management Series and Arizona Court Manager courses



## Operational Innovations

### Then (2001)

### Now (2011)

- As of July 1, 2001, 21,828 cases pending over 365 days old<sup>1</sup>
- Manual fingerprinting process with ink and paper
- Scanned only terminated files
- 42,000 customers served at front counters in past fiscal year<sup>1</sup>
- Staff answers 100% of phone calls<sup>2</sup>
- Simple case management system (CMS)
- Paper case files and manual tracking
- Manual (staff) case processing of all cases
- Faxing information to outside agencies
- Sentencing options: fines and fees, jail, probation
- No reminder of court-ordered payments
- Scottsdale Police officers drive to attend court
- No public access computers
- Payments made in person or by mail
- Records requests made in person or by mail and results are on paper (hard copy).
- Warrants issued via mail or fax with processing delays

- ▶ As of July 1, 2011, 35 cases pending over 365 days old<sup>1</sup>
- ▶ Digital fingerprinting process within courtrooms
- ▶ Files and documents scanned with over 25,000 images/month<sup>3</sup>
- ▶ 68,000 customers served at front counters in past fiscal year<sup>1</sup>
- ▶ 50% of phone calls go to staff, 50% go to an automated phone system with options for payments via the phone<sup>2</sup>
- ▶ Expanded CMS with customized interfaces, specialized modules and error checking
- ▶ Paper case files for 20% of cases (80% of cases are digital and electronically accessed) with automated tracking system
- ▶ Automated case processing, including citation filing, calendaring, defaulting, subpoenas, warrants, reporting and dismissals
- ▶ Electronic data exchange with defensive driving schools, collection agencies, MVD, treatment providers, home detention vendor
- ▶ Results-driven sentencing options: fines and fees, jail, probation, treatment programs, home detention and electronic monitoring, community restitution
- ▶ Automated telephone reminder system for payments
- ▶ Video hearings in civil courtrooms for police officers remote appearance
- ▶ Lobby computers allow payments online and access to MVD and other court required websites; Wi-Fi available
- ▶ Payments made in person, by phone, by website or by mail
- ▶ Records requests made in person, by phone, by mail or by email. Results provided in digital formats (data disk) or hard copy via email, mail or in person
- ▶ Same-day warrant processing and police verification/validation of warrants electronically



Sources: <sup>1</sup>Scottsdale City Court Performance Measure Trend for FY 01/02 and FY 10/11

<sup>2</sup> Scottsdale City Court Monthly Internal Statistics for 2001 and 2011

<sup>3</sup> Scottsdale City Court Monthly Workload Comparisons for July 2011



*"...courts are an essential part of making government and democracy viable."*

*Kevin S. Burke, District Court Judge, Hennepin County, MN, November 2011 "Governing" Magazine.*



## Message from the Presiding Judge Morgan

I have been very proud to serve the citizens of Scottsdale and pleased with our Court's management model. Over the last 10 years we have demonstrated innovations, accountability and transparency in our operations. We have implemented a home detention program, managed high volumes of photo enforcement and DUI cases, and implemented a number of performance measures – expansive monthly statistical reporting, 'CourTools' and most recently a self analysis with the National Center for State Courts "High Performance Inventory." We have managed our staff and operational costs very frugally, most recently eliminating court staff and one judicial position that used to serve Courtroom 5. The successes realized by our Court are a direct result of the ability, professionalism and dedication of our employees, managers and judges.



Sincerely,

## About Scottsdale City Court

Scottsdale City Court is part of the integrated judicial system for Arizona. The Court handles: civil traffic and misdemeanor violations, petty offenses, City ordinance and code violations, protective orders and search warrants.

The Court's mission is to serve the community by providing a dignified and professional forum for the efficient resolution of cases within the City jurisdiction. The Court's bench has a presiding judge, three associate judges, and two hearing officers. The Management Team is comprised of a Court Administrator, two Deputy Court Administrators, and six operational supervisors. They direct court staff working in six operational areas: Public Service, Case Processing, Courtroom Services, Finance and Collections, Security, and Information Technology.

In the fiscal year ending June 30, 2011,

- 75,194 cases were filed
- 81,629 cases were adjudicated
- \$17,405,051 in total monies were collected
- \$5,533,547 was expended in General Fund and Special Fund monies

## High Performance Court

Scottsdale City Court demonstrates 'High Performance Court' best practices in court management and performance assessment as outlined by the National Center for State Courts (NCSC) ([www.ncsc.org](http://www.ncsc.org)). Scottsdale City Court has been working in partnership with NCSC. The Court utilizes all ten CourTools, NCSC's statistical measurement system, for quantifying and evaluating court operations.

1. Access and Fairness - In a December 2010 customer survey over 81% said they were treated fairly and had easy access to the Court
2. Clearance Rate - 109% ratio of cases disposed to cases filed
3. Time to Disposition - 99% of cases disposed within 180 days
4. Age of Active Pending Caseload - Average age of a pending case was 43 days
5. Trial Date Certainty - 85% of the Court's bench and jury trials occurred within two trial settings or less
6. Reliability and Integrity of Case Files - Staff locate files in less than 1 minute 95% of the time
7. Collection of Monetary Penalties - An average of 69% of monetary penalties assessed are collected (via internal actions only, before cases go to collections)
8. Effective Use of Jurors - The Court issued summons to 10,437 people for jury service, and 3,893 people were available to serve (37.3%)
9. Court Employee Satisfaction - 2010 staff survey with an overall positive rate of 87% (an increase of 5%)
10. Cost per Case - FY 10/11 was \$63.80 (\$2 decrease from FY 09/10)

*Source: Scottsdale City Court CourTools Trend Summary Data, for July 1, 2010 to June 30, 2011, published 7/11/2011.*

## Looking Forward to 2011/2012

- Workload Analysis
- Criminal Case File Movement to Electronic Document Management System
- Fines and Fees Benchmark Study
- Photo Enforcement Program Review
- High Performance Courts Survey by National Center for State Courts
- Facility and Space Needs Assessment-Analysis by National Center for State Courts