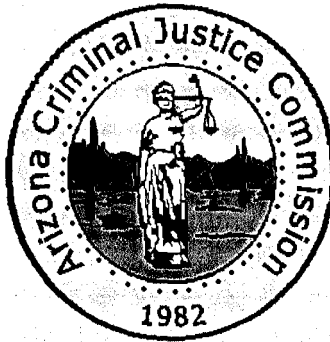


Arizona Criminal Justice Commission

Fill the Gap
2002 Report

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INTRODUCTION

Efficient criminal case processing is the cornerstone to an effective criminal justice system. One of the first steps in developing a court supervised caseflow management system is the creation of time standards governing case disposition. These standards are the statement of goals that the entire delay reduction or prevention program is designed to achieve (Solomon, 1987). Citizens, victims and defendants deserve access to a fair and swift process for resolving civil or criminal disputes. It is the court's responsibility to ensure resources are adequate and that court procedures, policies and practices are consistent with this goal recognizing a successful case processing system must have the support and cooperation of the public defender and county attorney offices.

Between 1992 and 1996, federal and local funding initiatives in Arizona resulted in a 21 percent increase in the number of police officers, causing a corresponding increase in the number of arrests. During this same period, the state legislature increased the operational capacity of state prisons by 6,600. Meanwhile, increased felony filings and more adult probationers led to increasing delays in the middle of the system (prosecution, defense and courts).

Trial Court Performance Standard 2.1 states the trial court accepts and complies with recognized guidelines for timely case processing while, at the same time, keeping current with its incoming cases. The requirement of timely case processing applies to the trial as well as to pretrial and post-trial events. The court must control the time from civil case filing or criminal arrest to trial or other final disposition. In addition to requiring courts to comply with the nationally recognized guidelines for timely case processing, Standard 2.1

(of the Tentative Trial Court Performance Standards) urges courts to manage their caseloads to avoid backlog. This may be accomplished, for example by terminating inactive cases and disposing of as many cases as are filed (*Tentative Trial Court Performance Standards*, 1989).

In 1999, Senate Bill 1013 was passed to provide funding for prosecutors, public defenders, courts and the Attorney General to enhance criminal case processing by creating three new funds within the State Aid Fund allocation. The bill established a composite formula for the distribution of monies from each fund to each county based on a three-year average of felony filings in Arizona Superior Court branches. The long-term goal of this Fill the Gap funding is to bring felony case processing in-line with the time standards developed by the Arizona Supreme Court. Those standards require that in each county, 90 percent of the felony cases be disposed within 100 days and that 99 percent of the cases be disposed within 180 days. The felony case processing standards developed by the Arizona Supreme Court were created to increase the public's trust in the court system, to inspire confidence that individual rights are being protected and to ensure that all Arizona citizens are being treated fairly (Arizona Supreme Court, 2002).

The appropriation for Fill the Gap funds are specifically designated in A.R.S. §41-2421. For FY2002 (July 1, 2001 to June 30, 2002), this statute appropriated \$648,300 to the State Aid to County Attorney's Fund and \$615,900 to the State Aid to Indigent Defense Fund. In addition, A.R.S. §41-2421 mandates that additional funds for Fill the Gap come from a portion of the five-percent of monies collected by the Supreme Court and the Court of Appeals for the payment of filing fees, clerk fees, diversion fees, fines, penalties, surcharges, sanctions and forfeitures. Of this five-percent total, 21.61 percent is allocated to the State Aid to County Attorneys Fund (\$664,841 in FY2002) and 20.53 percent is allocated to the State Aid to

Indigent Defense Fund (\$631,282 in FY2002). Earned interest is deposited into the funds and is utilized to support projects.

The Arizona Criminal Justice Commission (ACJC) is responsible for administering the funds and reporting on county attorney and indigent defense expenditures related to Fill the Gap. This entails documenting, monitoring and reporting progress made on criminal case processing. The Arizona Criminal Justice Commission must distribute the fund to county attorneys and indigent defense by September 1st each year according to the following composite index formula as directed in A.R.S. §41-2409:

1. The three-year average of the total felony filings in the superior court in the county divided by the statewide three-year average of the total felony filings in the superior court.
2. The county population, as adopted by the department of economic security, divided by the statewide population, as adopted by the department of economic security.
3. The sum of paragraphs 1 and 2 divided by two equals the composite index.
4. The composite index for each county shall be used as the multiplier against the total funds appropriated from the state general fund and other monies distributed to the fund pursuant to §41-2421.

The Board of Supervisors in each county is then required to separately account for these funds and expend them only for providing enhanced state aid to the county attorneys or county public defenders for the processing of criminal cases.¹

For FY2002, ACJC found that county attorneys and public defenders have made substantial progress toward the goal of improving criminal case processing utilizing Fill the Gap funds. Monies were used to add and maintain

¹ Arizona Revised Statute §11-539.

staff, purchase equipment and to purchase and implement case management systems. Four county attorney offices and five public defender offices added personnel, which reduced individual workloads and improved the overall efficiency of case processing. Equipment, which was purchased by nine county attorney offices and three public defender offices, improved technological capabilities related to criminal case processing. Two county attorney offices and three public defender offices purchased case management systems, which enhanced the processing and accuracy of data collection and management. Two county attorney offices and three public defender offices utilized funds to hire contract attorneys. One county attorney office and one public defender office utilized funds to hire consultants to evaluate existing case management practices in an effort to further improve case processing methods.

The *Fill the Gap 2002* report satisfies A.R.S. §41-2409.E, which requires ACJC to report on the State Aid to County Attorney Fund and the State Aid to Indigent Defense Fund expenditures. The purpose of this report is to describe expenditures of State Aid to County Attorneys and State Aid to Indigent Defense Funds for FY2002 and to show the progress made in achieving the goal of improved criminal case processing in accordance with A.R.S. §41-2409. The basis of this report is derived from information submitted to the Arizona Criminal Justice Commission from Arizona's 15 county attorney and public defender offices.

This report is composed of two sections. The first section describes the State Aid to County Attorneys expenditures and provides descriptions of how Fill the Gap funds helped to improve criminal case processing and a summary of their plans to continue improving criminal case processing. The second section describes the State Aid for Indigent Defense expenditures, provides a

summary of how Fill the Gap funds improved criminal case processing, and outlines plans for continued improvement.

STATE AID TO COUNTY ATTORNEYS

In its second year of existence, the State Aid to County Attorneys Fund generated a total of \$1,313,141, of which \$648,300 represents the Arizona General Fund appropriation and the remaining \$664,841 is from fines, fees, surcharges, sanctions and forfeitures collected by the Supreme Court and Court of Appeals. The allocations by county for FY2002 were as follows:

STATE AID TO COUNTY ATTORNEYS

County Attorney	FY02 Appropriation	FY02 Fine Revenue	FY02 Total Revenue
Apache	\$6,198	\$6,356	\$12,554
Cochise	\$12,564	\$12,891	\$25,455
Coconino	\$14,606	\$14,686	\$29,292
Gila	\$10,405	\$10,677	\$21,082
Graham	\$5,011	\$5,139	\$10,150
Greenlee	\$1,057	\$1,084	\$2,141
La Paz	\$3,656	\$3,756	\$7,412
Maricopa	\$397,784	\$408,126	\$805,910
Mohave	\$21,478	\$22,040	\$43,518
Navajo	\$12,947	\$13,284	\$26,231
Pima	\$92,862	\$95,265	\$188,127
Pinal	\$22,036	\$22,611	\$44,647
Santa Cruz	\$4,188	\$4,295	\$8,483
Yavapai	\$22,036	\$22,605	\$44,641
Yuma	\$21,472	\$22,026	\$43,498
TOTAL	\$648,300	\$664,841	\$1,313,141

Table 1: Fund Allocations by County

As part of their annual reporting to the ACJC, county attorneys are required to submit a narrative report assessing the impact that Fill the Gap funding has had on their offices.

In general, Fill the Gap funds were used in three main areas: the addition of staff; the purchase of equipment; and for other areas such as paying for professional services and travel expenses for witnesses, continuing a summer law program and for phone and fax service for one county. As Chart 1 demonstrates, more than half of the county attorney offices used Fill the Gap funds to purchase needed equipment (a single county attorney office may be counted in more than one category).

COUNTY ATTORNEY EXPENDITURE BREAKDOWN

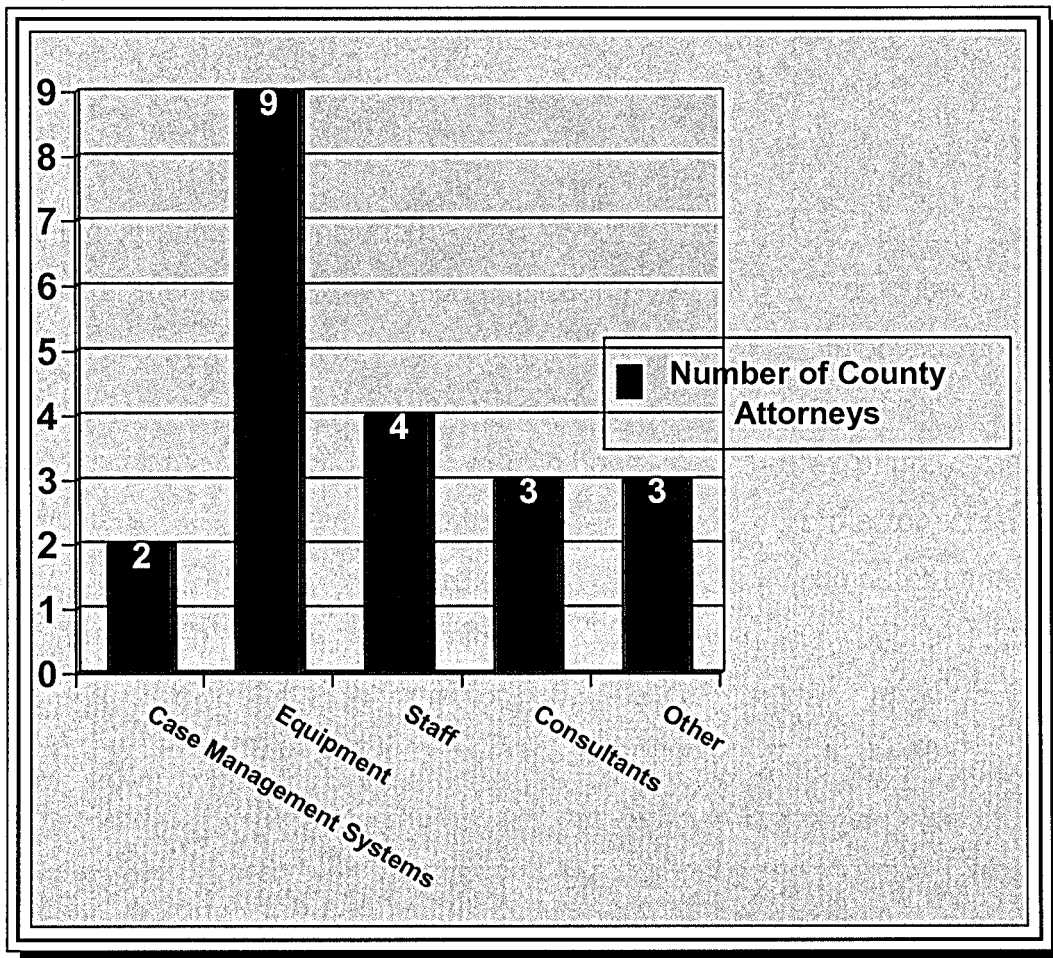


Chart 1: Number of County Attorneys Using Fill the Gap Funds for Staff, Equipment, Case Management Systems, Consultants and Other.

As illustrated by Chart 1, four of Arizona's 15 counties used Fill the Gap funds to acquire additional staff. For a detailed breakdown of expenditures by county attorney office see Appendix A and B. In all, one county hired an additional attorney and four counties hired five support staff personnel (administrative, legal assistants, data entry clerks and an investigator). Two county attorney's offices used Fill the Gap funds to contract with an attorney. The largest category of Fill the Gap expenditures for county attorneys were for the purchase of new equipment. Nine of the 15 counties utilized funds to purchase this equipment. The following section provides a list of all equipment purchased during FY2002.

Equipment purchases included:

- computer monitor
- upgrade software
- copier (1)
- digital camera
- computers
- file cabinets
- CD burner
- tape duplicating machine
- network server
- network stations
- printers
- hard drive
- furniture
- memory upgrade
- computer upgrades
- equipment replacement
- laptop computers
- fax/printer/scanner
- projector screens
- computer hardware
- law books

Other Fill the Gap expenditures not related to the addition of staff or the purchase of equipment-included fees associated with implementing and maintaining new case management systems, increased pay for criminal attorneys and legal secretaries in order to retain experienced staff and funds to hire consulting services for their county.

Each county attorney office was also asked to provide a description of how Fill the Gap funds helped to improve criminal case processing in FY2002. According to each office, Fill the Gap funds for FY2002 were utilized as follows:

- The Apache County Attorney's Office used funds to pay for costs covering child abuse investigations and prosecution, which included forensic medical and psychological exams, emergency room exams and travel expenses for trial witnesses.
- The Cochise County Attorney's Office used Fill the Gap funds in conjunction with funds from a High Intensity Drug Trafficking Area (HIDTA) grant, Racketeering Influenced Corrupt Organization (RICO) funds and County General funds to create a funding package for the new Misdemeanor Prosecution Unit created in FY2000. The Misdemeanor Prosecution Unit now consists of two full time prosecutors, a legal secretary, and a clerk and is supervised by an experienced prosecutor. The funds were used to pay a portion of one of the misdemeanor prosecutor positions as well as a portion of a new felony disclosure clerk position. This will allow felony prosecutors to concentrate exclusively on felony cases and increases the efficiency of both the felony and misdemeanor caseload.
- The Coconino County Attorney's Office used Fill the Gap monies to fund one-quarter of a full-time attorney position, one-quarter of a full-time criminal legal secretary and a part-time contract attorney for the County Drug Court. The funds were also used to continue the summer law clerk program and to purchase computer equipment and software.
- The Gila County Attorney's Office used Fill the Gap monies to update their case management system that they developed themselves. They also upgraded their antiquated computers and software and used funds to have consulting and assistance in developing their case management system. The Gila County Attorney's Office expended all Fill the Gap funds on computer equipment to expedite case processing time.

- The Graham County Attorney's Office used funds to purchase equipment for the office and to purchase a necessary computer program. It is also used to pay a yearly maintenance fee on their case management computer program.
- The Greenlee County Attorney's Office utilized funds to purchase needed office supplies such as files, labels, paper and postage. They have also used funds to pay for telephone and fax services.
- The La Paz County Attorney's Office used monies to pay a portion of the salary of one full-time criminal attorney. Without added staff, the county would be unable to prioritize criminal related incidents, as it is now able to do.
- The Maricopa County Attorney's Office used funds to hire prosecution staff to handle the increased workload resulting from the addition of a new Superior Court Division created in 1999. In addition, the Maricopa County Early Disposition Court at the Southeast Facility in Mesa has improved criminal case processing by reducing early case processing days; for all cases, a minimum of 9 case processing days are eliminated and for those offenders who are sentenced, approximately 45 days are "saved". The Maricopa County Attorney's Office also added support staff in the pre-trial bureaus using Fill the Gap monies to ensure timely filings.
- The Mohave County Attorney's Office used monies to purchase five computers, a printer and a fax machine as well as a supply of needed CD's for the newly acquired computers. Purchasing this equipment allowed for staff to burn photo CD's of crime scenes, use 35mm photos for PowerPoint presentations and the new computers were more compatible with the new case processing software.
- The Navajo County Attorney's Office used funds to purchase two rolling files. These supplies were needed to clear out and destroy old felony cases and will help in the future to expedite case processing.
- The Pima County Attorney's Office used funds to pay legal assistants to help perform tasks for case preparation therefore aiding the case processing time.
- The Pinal County Attorney's Office used funds to purchase building materials for a 3,500 square foot addition to their existing building and for two copier/fax/printers. The added office space was necessary for the growing number of staff working in the Victim unit and the added equipment has increased productivity and reduced overall operating costs.

- The Santa Cruz County Attorney's Office used Fill the Gap funds to hire a part-time employee to do data entry and to purchase additional computer software.
- The Yavapai County Attorney's Office used monies to fund the salary of one full-time and one temporary prosecutor, thereby reducing all prosecutors' caseloads and improving the efficiency and quality of case processing.
- The Yuma County Attorney's Office used monies to fund one full-time investigator and a portion of the salary for a part-time paralegal. They also purchased one computer that will aid in reducing caseloads in the office.

Looking to the future, the county attorneys outlined their plans to continue improving criminal case processing. It should be noted that their plans are contingent upon the availability of appropriated funding.

- The Apache County Attorney's Office will continue to cover court costs and investigations. If more budget cuts are on the horizon then funds may be used to cover personnel costs in an effort to maintain current time standards.
- The Cochise County Attorney's Office stated that they would continue to use Fill the Gap funds to pay for additional equipment costs as the office grows.
- The Coconino County Attorney's Office plans to use future Fill the Gap funds to continue to pay for their current attorney and support staff positions as well as the law clerk program. Funds would also be used to maintain and improve the computer system and to add a full time deputy county attorney and a full time legal secretary position.
- The Gila County Attorney's Office reported that most funds would be utilized to further upgrade equipment and keep the case management system operational.
- The Graham County Attorney's Office intends to use funds to continue to pay for any necessary office equipment and for the yearly maintenance fee on the case management program.
- The Greenlee County Attorney's Office has experienced an increased caseload and will continue re-organizational efforts to better access and

process criminal cases.

- The La Paz County Attorney's Office will be used to pay a portion of attorney and secretary salaries.
- The Maricopa County Attorney's Office will use future Fill the Gap Funds to explore a collaboration between the Superior Court, Indigent Representation, Clerk of the Court, Sheriff's Office, Adult Probation and other agencies to develop initiatives to reduce the time to disposition.
- The Mohave County Attorney's Office plans to purchase a projector and a combination projector/overhead camera as well as a more complex laptop computer to handle all programs. They will add an additional printer and an Avermedia Portable Presenter. Mohave County is also looking into purchasing additional courtroom technology equipment and will attend seminars to research what would best suit their needs.
- The Navajo County Attorney's Office will set goals prior to each funding year in those areas that are in need of improvements and where case processing can be addressed. This next year the goal may be to continue clearing out and destroying old felony cases. This will allow for more efficient case processing of active and newer cases.
- The Pima County Attorney's Office will continue to help pay the legal assistants working cases where a plea was rejected which will continue to contribute to the efficient processing of court cases.
- The Pinal County Attorney's Office plans to use future funds to purchase hardware and software to speed the information sharing process and reduce overall record keeping costs.
- The Santa Cruz County Attorney's Office will continue to improve and upgrade computer hardware and software to make the overall system more efficient.
- The Yavapai County Attorney will continue to fund one full-time prosecutor to expedite criminal processing efforts. Additionally, the office may look to partially fund a temporary position as needed.

- The Yuma County Attorney's Office will use funds to add one legal secretary, additional staff and continue to fund the investigator and paralegal positions.

Finally, county attorneys were asked for suggestions to improve the Fill the Gap program. Many county attorney offices stated that increased funding is needed to add and maintain necessary staff, which would further improve case processing time. They also indicated that an assurance of continued funding is necessary in order to make additional staffing decisions.

STATE AID FOR INDIGENT DEFENSE

The State Aid for Indigent Defense fund generated a total of \$1,247,182 in its second year of implementation, of which \$615,900 was appropriated through the State General Fund and \$631,282 was received through Supreme Court and Court of Appeals fines. The allocations by county for FY2002 were as follows:

STATE AID FOR INDIGENT DEFENSE FUNDING

County Agency	FY02 Appropriation	FY02 Fine Revenue	FY02 Total Revenue
Apache Superior Court	\$5,888	\$6,035	\$11,923
Cochise Superior Court	\$11,936	\$12,241	\$24,177
Coconino Superior Court	\$13,876	\$13,945	\$27,821
Gila Superior Court	\$9,885	\$10,138	\$20,023
Graham Superior Court	\$4,761	\$4,880	\$9,641
Greenlee Superior Court	\$1,004	\$1,029	\$2,033
La Paz Superior Court	\$3,474	\$3,567	\$7,041
Maricopa Public Defender	\$377,904	\$387,525	\$765,429
Mohave Superior Court	\$20,405	\$20,927	\$41,332
Navajo Superior Court	\$12,300	\$12,613	\$24,913
Pima Public Defender	\$88,221	\$90,456	\$178,677
Pinal Indigent Defense	\$20,934	\$21,470	\$42,404
Santa Cruz Superior Court	\$3,979	\$4,078	\$8,057
Yavapai Public Defender	\$20,934	\$21,464	\$42,398
Yuma Public Defender	\$20,399	\$20,914	\$41,313
TOTAL	\$615,900	\$631,282	\$1,247,182

Table 2: Fund Allocations by County

As part of their annual reporting to the ACJC, county agencies receiving Aid to Indigent Defense Funds are required to submit a narrative report assessing the impact that Fill the Gap funding has had on their offices. Like the State Aid to County Attorneys Fund, Fill the Gap funds for indigent defense were used in three main areas: the salaries of continued employees, the purchase of equipment and contracts for services. For a detailed breakdown of

expenditures by public defender and superior court see Appendix C and D. Chart 2 provides an illustration of how the public defenders/superior courts used Fill the Gap funds. Of the Fill the Gap funds used by public defenders/superior courts, expenditures related to staffing was cited more often than any other category. More specifically, the staffing category included expenditures for temporary attorney services, and the consultant category included contracting consultants for the purpose of software implementation and process evaluation. Equipment purchases included computers, printers, CD Burner, fax machine, digital camera, computer hardware and legal research materials.

PUBLIC DEFENDER EXPENDITURE BREAKDOWN

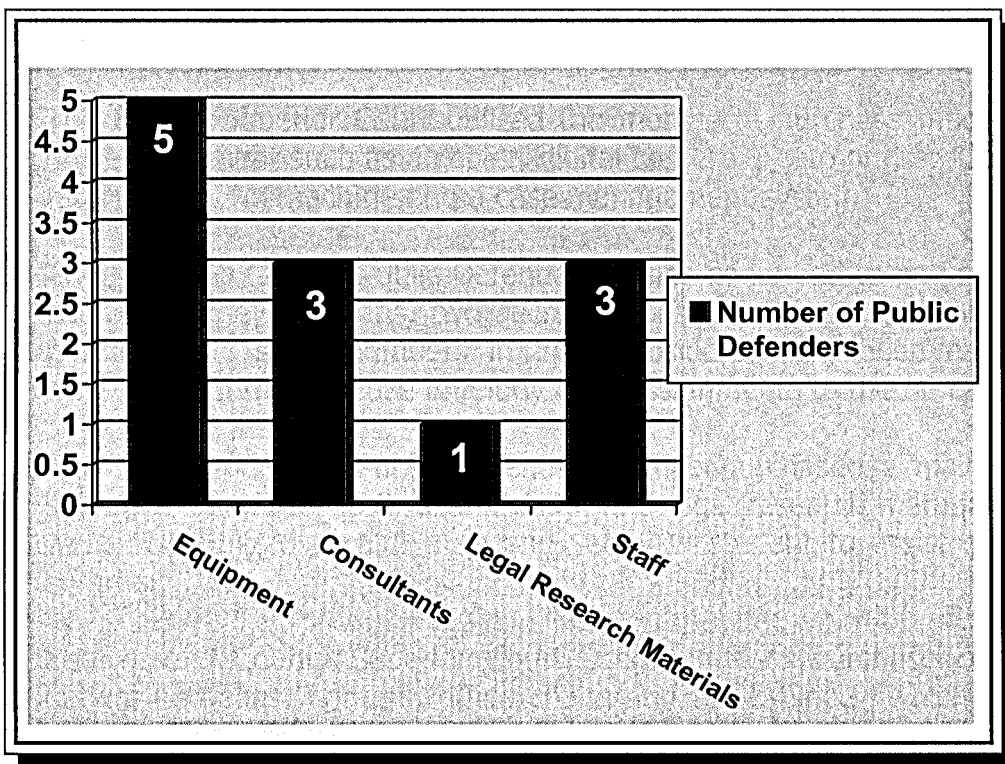


Chart 2: Number of Public Defenders using Fill the Gap Funds for Equipment, Consultants, Legal Research Material and Staff

FY2002 Aid to Indigent Defense Fill the Gap funds were used for the following:

- The Apache County Superior Court used Fill the Gap funds to help pay the salaries of contracted public defenders.

- The Cochise County Public Defender applied Fill the Gap funds towards procurement of technological tools for the Time Matters, Inc. Case Management System and to hire an Indigent Defense Coordinator for the office.
- The Coconino County Superior Court implemented a drug court in January 2001, and Fill the Gap funds enabled the office to continue to pay the salaries for the addition of one drug court administrator, one administrative services specialist and half the salary of one full-time drug court judge.
- The Gila County Superior Court did not utilize the Fill the Gap Funds in FY2002. Funds are being deposited until an evaluation is completed and the most effective usage of the money has been determined.
- The Graham County Superior Court utilized monies for contract defense attorneys.
- The Greenlee County Superior Court utilized the monies for contract defense attorneys.
- The La Paz Superior Court utilized the monies to purchase much needed office equipment such as a copier, digital camera, photo printer, CD burner, tape duplicating machine and a case management system.
- The Maricopa County Public Defender's Office continued to pay salaries for twelve attorney positions, two secretary positions and one legal assistant position. The staff members in these positions have been essential in assisting with the increase in felony case assignments to the office.
- The Mohave County Public Defender's Office purchased a main network server, a computer hardware package and legal research material. Monies were also utilized to hire a second year law student to assist during the summer.
- The Navajo County Superior Court used funds to purchase computers, network stations, printers, office chairs and file cabinets, which improved overall office efficiency.
- The Pima County Public Defender contracted with an outside consultant to conduct an operational audit of its justice and law enforcement departments, including indigent defense. The audit was not completed until April 2001 and the audit recommendations will not be implemented until FY2002.

- The Pinal Public Defender's Office utilized monies to hire one full-time paralegal. This has helped the efficiency of the case processing system by reducing the number of continuances by having the paralegal taking over small tasks from the attorneys.
- The Santa Cruz County Superior Court did not utilize their funds this year. Their goal is to continue to build the account in order to accumulate enough funds to implement a meaningful case reduction plan.
- The Yavapai County Public Defender's Office used funds for improvements to the new calendaring software known as Time Matters as well as to purchase state of the art hardware that will enable attorneys to video conference with their clients.
- The Yuma County Public Defender's Office expended a portion of their funds to the conflict administrator to assist in paying outside indigent defense attorneys for conflict cases that could not be handled by this office.

Some Arizona public defenders opted to retain Fill the Gap funds for planning/implementation efforts in the next budget cycle. Many county agencies decided to retain and build these funds into their next budget where they will be utilized in accordance with the legislation. It should be noted that future plans are contingent upon legislatively appropriated funding for FY2003.

- The Apache County Superior Court will continue to use the funds to pay the salaries of the contract public defenders.
- The Cochise County Public Defender will continue funding training on the case management software and time building the database on the new system that in turn will add efficiency.
- The Coconino County Superior Court will be spent on training staff with the new software and building up the database.
- The Gila County Superior Court will implement the plan that was developed as the result of a criminal case re-engineering workshop held June 30, 2001.
- The Graham County Superior Court will continue to use funds to support increased demands for indigent defense costs.
- The Greenlee County Superior Court will continue to use the funds for

indigent defense and visiting judges on conflict cases.

- The La Paz County Superior Court plans to use funds to purchase video equipment, i.e. video camera and duplicating machine, a color laser printer and installing computer upgrades.
- The Maricopa County Public Defender will continue to participate in the "Speedy Trial Committee". In addition, the Maricopa County Public Defender will support any additional programs designed to enhance case processing.
- The Mohave County Superior Court intends to further utilize law school interns for recruitment and retention purposes.
- The Navajo County Superior Court plans to improve case processing by upgrading the computer technology in the office.
- The Pima County Public Defender plans to take information from the case-weighting study and use it to update the existing case management system where appropriate.
- The Pinal Public Defender plans to continue to use Fill the Gap monies to pay for the new paralegal position and possibly one additional attorney.
- The Santa Cruz Public Defender intends to use funds in FY2002-2003 to supplement the lack of indigent services funds in their county.
- The Yavapai County Public Defender will attempt to reduce costs by streamlining case processing time via early intervention and judicial monitoring.
- The Yuma County Public Defender plans to utilize funds to continue to pay for contract services as well as some office equipment.

When asked for suggestions to improve the Fill the Gap program, some agencies mentioned that it would be helpful if the funding allocation formula considered the individual needs of rural Arizona. Other agencies stressed that Fill the Gap funds have helped them respond to increased criminal justice system demands, and that the Arizona Legislature should not reduce indigent defense funding. In addition, agencies mentioned that the legislature needs to

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recognize that available grant funding is much higher for prosecutors than for public defenders and that this causes a notable gap in the public defenders/superior courts' ability to update technology and add resources.

CONCLUSION

The primary objective of Fill the Gap is to ensure that criminal cases are being processed both efficiently and effectively in accordance with state standards. During its second year, Arizona county attorneys and public defenders utilized Fill the Gap funds to improve criminal case processing in Arizona as required by law in Section 16 of A.R.S. §41-2421. Overall, monies were used primarily for the addition or maintenance of staff; for consultants and contractors; and for equipment and case management systems. Seventy-six percent of all State Aid provided to the County Attorneys through Fill the Gap funds were utilized for personnel and sixty-two percent of funds provided to Indigent Defense were utilized for personnel.

Fill the Gap funds enabled County Attorneys and Public Defenders to make meaningful progress toward the goal of improving criminal case processing. Fill the Gap funds were utilized as follows:

- Four county attorney offices and three public defender offices added personnel, which reduced individual workload and improved overall efficiency.
- Nine county attorney offices and five public defender offices purchased equipment, which improved technological capabilities related to case processing.
- Two county attorney offices and three public defender offices purchased case management systems that aided in the processing and accuracy of data collection and management.
- One county attorney office and four public defender offices utilized funds to pay consultants to evaluate existing case management practices. One public defender's office purchased legal research materials with Fill the Gap funds, which enabled the office to access legal resources necessary for adequate defense. Two county attorney offices contracted prosecuting attorneys as needed.

Taxpayers, attorneys, judges and litigants all benefit from effective and efficient criminal case processing. Delay devalues judgments, creates anxiety in litigants and uncertainty for lawyers, results in loss or deterioration of evidence, wastes court resources, needlessly increases the costs of litigation and creates confusion and conflict in the allocation of court resources (*Caseflow Management in the Trial Court*, Solomon and Somerlot, 1987). The advantages of a sound case processing system include; equal treatment of all litigants by the court; timely disposition consistent with the circumstances of the individual case; enhancement of the quality of the litigation process; and an increased public confidence in the court as an institution.

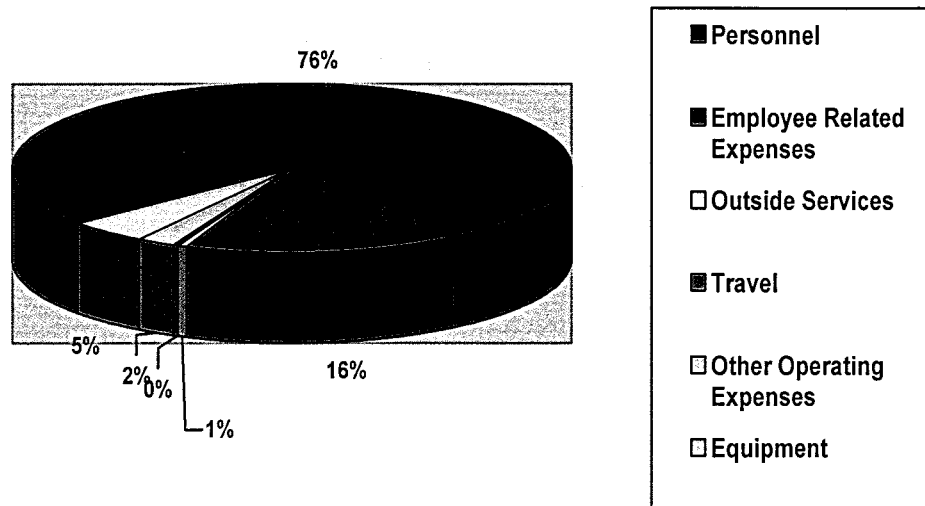
The cornerstone of effective case processing is built upon reliable data. The proper evaluation and interpretation of an effective and efficient case processing system can only be achieved through the collection and interpretation of reliable case processing data. To that end, it is imperative that public defenders, county attorneys, judicial officers and court administrators work diligently and cooperatively to collect and report case processing information. Only with the judicious collection of accurate and reliable case processing data can decision makers determine past results and future resource needs.

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Appendix A: State Aid to County Attorney Expenditures by County

County	Personnel	Employee Related Expenses	Professional Outside Services	Travel	Other Operating Expenses	Equipment	Total Expense
Apache	\$0	\$0	\$4,379.00	\$2,368.00	\$0	\$0	\$6,747.00
Cochise	\$9,452.25	\$1,988.88	\$0	\$0	\$570.98	\$5,351.01	\$17,363.12
Coconino	\$20,890.87	\$3,284.29	\$0	\$0	\$11,029.07	\$0	\$35,204.23
Gila	\$0	\$0	\$0	\$0	\$0	\$2,211.03	\$2,211.03
Graham	\$0	\$0	\$1,210.00	\$0	\$250.31	\$3,943.48	\$5,403.79
Greenlee	\$0	\$0	\$0	\$0	\$1,100.94	\$0	\$1,100.94
La Paz	\$3,656.00	\$0	\$0	\$0	\$0	\$0	\$3,656.00
Maricopa	\$587,630.96	\$129,801.49	\$0	\$0	\$0	\$7,267.26	\$724,699.71
Mohave	\$0	\$0	\$0	\$0	\$270.00	\$9,629.00	\$9,899.00
Navajo	\$0	\$0	\$0	\$0	\$0	\$258.26	\$258.26
Pima	\$79,701.88	\$13,355.25	\$0	\$0	\$11.31	\$0	\$93,068.44
Pinal	\$0	\$0	\$0	\$0	\$4,354.85	\$18,315.38	\$22,670.23
Santa Cruz	\$3,160.20	\$246.18	\$0	\$0	\$3,536.68	\$0	\$6,943.06
Yavapai	\$35,629.31	\$5,513.95	\$0	\$0	\$0	\$0	\$41,143.26
Yuma	\$35,246.00	\$7,294.00	\$0	\$0	\$0	\$1,658.00	\$44,198.00
TOTAL	\$775,367.47	\$161,484.04	\$5,589.00	\$2,368.00	\$21,124.14	\$48,633.42	\$1,014,566.07

Appendix B: State Aid to County Attorney Expenditures by County



Appendix C: State Aid for Indigent Defense Expenditures by Agency

County Agency	Personnel	Employee Related Expenses	Professional Outside Services	Travel	Other Operating Expenses	Equipment	Total Expense
Apache Co. Sup. Ct.	\$0	\$0	\$5,552.81	\$0	\$0	\$0	\$5,552.81
Cochise Co. Pub. Def.	\$0	\$0	\$4,835.00	\$0	\$0	\$10,230.78	\$15,065.78
Coconino Co. Sup. Ct.	\$12,386.00	\$1,688.00	\$0	\$0	\$0	\$0	\$14,074.00
Gila Co. Sup. Ct.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Graham Co. Sup. Ct.	\$0	\$0	\$5,085.69	\$0	\$0	\$0	\$5,085.69
Greenlee Co. Sup. Ct.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
La Paz Co. Sup. Ct.	\$0	\$0	\$327.50	\$0	\$86.84	\$8,256.88	\$8,671.25
Maricopa Co. Pub. Def.	\$526,934.85	\$131,352.86	\$0	\$0	\$552.25	\$0	\$658,839.96
Mohave Co. Sup. Ct.	\$1,818.00	\$146.08	\$0	\$10,459.19	\$16,404.61	\$16,985.59	\$45,813.47
Navajo Co. Sup. Ct.	\$0	\$0	\$0	\$0	\$0	\$18,232.32	\$18,232.32
Pima Co. Pub. Def.	\$0	\$0	\$60,666.66	\$0	\$0	\$0	\$60,666.66
Pinal Co. Ind. Def.	\$0	\$0	\$0	\$0	\$695.00	\$263.13	\$958.13
Santa Cruz Co. Sup. Ct.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Yavapai Co. Pub. Def.	\$0	\$0	\$21,231.80	\$0	\$0	\$0	\$21,231.80
Yuma Co. Pub. Def.	\$11,435.00	\$0	\$0	\$0	\$33,401.00	\$0	\$44,836.00
TOTAL	\$552,573.85	\$133,186.94	\$97,699.46	\$10,459.19	\$51,139.73	\$53,968.70	\$899,027.87

Appendix D: State Aid for Indigent Defense Expenditures by Agency

