

LAW OFFICE OF THE PUBLIC DEFENDER



Delivering America's Promise of Justice for All

2002-2003

ANNUAL REPORT



MARICOPA COUNTY

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The mission of the Office of the Public Defender is to provide quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

GOALS

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The Maricopa County Public Defender's Office provides tremendous value to the community by serving an important public safety function. By seeking effective dispositions and addressing the underlying problems that contribute to their criminal behavior, MCPD gives clients their best chance to become productive and law-abiding individuals. Our goals are to:

To protect the rights of our clients, to guarantee that clients receive equal protection under the law, regardless of race, creed, national origin or socio-economic status, and to ensure that all ethical and constitutional responsibilities and mandates are fulfilled.

To obtain and promote dispositions that are effective in reducing recidivism, improving clients' well-being and enhancing quality of life for all.

To work in partnership with other agencies to improve access to justice, develop rational justice system policies, and maintain appropriate caseload and performance standards.

To enhance the professionalism and productivity of all staff.

To perform our obligations in a fiscally responsible manner including maintaining cost effectiveness by limiting the percentage of increase in the annual cost per case to no more than the percentage of increase in the overall annual funding of the County's criminal justice group.



defend

protect

enhance

promote

improve

ensure

partner

respond

produce

resolve

achieve

represent

lead

ACCOMPLISHMENTS

Assessing workloads remains a monumental challenge for criminal justice systems across the country. It is not enough to track the mere number of cases, as different kinds of cases involve vastly different degrees of effort depending on their relative severity and complexity. The Office and other Maricopa County justice system agencies are no exception in the struggle to find a uniform definition of a “case.”

As we reported last year, it has long been an office goal to conduct a case weighting study so that the actual workload involved in various types of cases can be assessed empirically. In FY01, the Office obtained support from the County Administrative Officer to fund a case weighting study. We initiated and led a competitive bid process to find an expert to conduct the study. A Request for Proposals was prepared and issued at the close of FY01.

In FY02, The Spangenberg Group, a nationally known indigent defense system-consulting firm, was selected to conduct the study. The project began with a twelve-week “time study” in mid-2002, which required that a representative sample of attorneys maintain accurate and complete time records. The Spangenberg Group conducted extensive analyses

Case Weighting

of the compiled data and presented its findings in April 2003.

The table on page 5 represents The Spangenberg Group’s final calculations and resulting recommendations for workload standards. The table contains each case type, the average hours per disposition (the average number of attorney hours to provide representation), annual available “billable” hours (an estimated number of hours available for casework in a year), and average annual caseload standards for one full-time staff attorney assuming the attorney handled only the number of cases in each individual category.

These workload standards represent the average time requirement for cases of a specific type. It is important to note, however, that even within cases of a specific type, the time an individual case may take varies depending on a variety of factors including, but not limited to, the complexity of the case, the number of witnesses, the number of charges, and the defendant's criminal and social background. In a perfect world, these newly established workload standards could be used to measure performance and for use in making case assignments. However, in reality, workload



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standards provide a representative picture of annual workload and attorneys, as a matter of routine, handle several different types of cases simultaneously. Therefore, it is difficult to pro rate the average time and workload for two or more case types combined.

Used accordingly, these general workload averages will provide reliable staffing estimates and in formulating annual personnel budget requests. To date, the Office has used this information to update our statistical tracking/reporting, reallocate internal personnel resources and project future staffing needs.

Finally, to fully benefit from the caseload standards recommended in their report, The Spangenberg Group made several recommendations for Maricopa County and its indigent defense agencies, including:

1. Installation of a countywide fully networked case management system should continue to be a priority. ICJIS should continue development of common case types, common case type definitions, uniform statistical case counting

method, and disposition tracking after attorney assignment.

2. Overall caseload requirements should be based on the actual number of trial attorneys at any given period of time and not on the number of authorized positions.
3. Assign new attorneys with less than one year of experience a caseload that does not exceed one-half of the recommended standards.

In addition to the workload standards provided in The Spangenberg Group's Case Weighting Study Final Report, the consultants identified other issues or suggested projects. Discussions regarding several of the issues identified have taken place and projects are underway as a result.

Case Type	Average Hours Per Disposition	Annual Billable Hours	Caseload/Workload Standard
Class 2-3 Felony (All)	22:58	1757	76.5
RCC-EDC (Only)	9:32	1757	184.3
Non RCC-EDC	24:50	1757	70.7
Felony DUI (All)	9:23	1757	187.2
RCC-EDC (Only)	4:04	1757	432.0
Non RCC-EDC	13:37	1757	129.
Class 4-6 Felony (All)	5:36	1757	313.8
RCC-EDC (Only)	3:18	1757	532.4
Non RCC-EDC	11:31	1757	152.6
Adult Violation of Probation (w/o new charges)	1:45	1757	1004.
Juvenile Felony	11:45	1757	149.5
Juvenile Misdemeanor	6:22	1757	275.9
Juvenile Violation of Probation	4:52	1757	360.1
Dependency (Exclusive of severance, guardianship or GAL)	23:24	1757	75.1
Mental Health Court Ordered Evaluation	6:14	1757	281.9

ACCOMPLISHMENTS

Case Specialization

In response to the evolving nature of certain other complex cases, the Office expanded the use of specialty attorneys this year as well. The Office created its first specialty unit years ago to deal with the technical nature of representation in DUI cases. Because caseloads continue to grow and DUI practice continues to present unique issues, additional attorneys were added to the unit this year. Specializations were designated in sex crimes, juveniles in adult court and homicide. The homicide specializations include designations for capital and non-capital, primarily as a result of changes brought about by the U.S. Supreme Court decision in *Ring v. Arizona*.

In *Ring v. Arizona*, the United States Supreme Court found Arizona's death penalty statute unconstitutional, on the ground that the Arizona method of sentencing by a judge instead of a jury violated the Sixth Amendment right to a jury trial. Following *Ring*, the Arizona legislature enacted a new death penalty statute providing for jury sentencing in death penalty cases. As a result of the new law, jury trials on aggravating and mitigating factors and sentencing must begin immediately after the jury finds the defendant guilty of murder in the first degree.

This was a radical change from the way death penalty cases had been litigated in Arizona, and was an especially drastic change in the way homicide cases must be prepared and presented by the defense. Prior to *Ring*, the defense could concentrate its efforts on the guilt phase trial preparation and limit its mitigation time and expenditures to gathering information, until there was a guilty verdict to a death-qualifying offense. If the jury acquitted the defendant or the case was dismissed prior to trial, the defense was not required to present any mitigation evidence at all. When the jury found the defendant guilty of a lesser offense or the state withdrew its request for the death penalty, the defense need to prepare and present mitigation evidence was greatly reduced, and often eliminated.

Under the new death penalty statute, the defense cannot wait for the verdict before devoting substantial resources to the preparation of mitigation. The jury that hears the guilt phase of the trial remains impaneled to immediately hear the aggravation, mitigation, and sentencing phases of the trial. The defense must therefore be completely prepared with its mitigation evidence when the guilt phase of the trial begins. This was a drastic change, and a very costly one.



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Until recently, the Office assigned all of its capital cases to four experienced attorneys. Each attorney carried five to eight death penalty cases at a time, a considerable workload considering the serious, complex nature of these cases. They were able to do this because, under judge sentencing, attorneys were able to focus on the guilt phase of a death-penalty trial before required to shift focus to the sentencing phase. In addition, the Maricopa County Superior Court, recognizing the high stakes involved, was fairly flexible in the granting of continuances of trial for capital cases. The average case took between eighteen to twenty-four months to be resolved. The court has since recently imposed more strict guidelines for handling requests for continuances, and will expect capital cases to be resolved within Rule 8 time limits.

Because of the changes caused by *Ring*, and the court's insistence that cases be resolved within Rule 8 time limits, the Office's capital attorneys have been unable to manage the caseloads that they previously handled. To ensure their effectiveness and provide a quality defense, the Office restricted their caseloads to no more than three cases at a time. This required a restructuring of how homicide cases are handled and created additional specialization. We began by reallocating internal

personnel to add a fifth lead counsel to the capital specialization unit following an unsuccessful request to add new positions for this critical unit.

At the same time, the Office also examined the need for specialized co-counsel for the homicide unit pursuant to the Rule 6 requirement regarding the appointment of a lead and co-counsel in each capital case. In the past, MCPD has been unable to dedicate co-counsel to capital cases. Instead, the lead counsel selected an attorney from the trial division to serve as co-counsel. This did not work well, even before the *Ring* changes, as the co-counsels were too busy with their own caseloads to provide much help on the capital case.

While the roles of the two attorneys is not spelled out in Rule 6, it has become customary in the profession to dedicate the co-counsel primarily to mitigation, while the lead counsel focuses on the guilt phase. Co-counsel thus directs the collection of information by the capital mitigation specialist, handles all legal issues pertaining to mitigation, and prepares and conducts the aggravation/mitigation/sentencing trial. Under *Ring*, the co-

ACCOMPLISHMENTS

Case Specialization

counsel's role is much more substantial. All mitigation evidence must be marshaled before the beginning of the guilt phase trial. Co-counsel must therefore be dedicated to the capital cases, and cannot handle much, if anything else. The Office again reallocated internal personnel to add five attorneys to serve as co-counsel to the capital specialization unit following an unsuccessful request to add new positions for this critical unit.

Finally, in response to the specialization of attorneys, the structure of the Office's paralegal and mitigation programs was also modified. Recognizing that paralegals and mitigation specialists are limited resources, the programs were restructured to maximize their use in more serious complex cases while retaining their availability to assist with serious cases in the trial groups. The changes consist of the following:

- * Five paralegals dedicated to complex, specialty cases including homicide and sex crime cases
- * Two paralegals serving as complex floaters to assist with the overflow of complex cases from specialty or trial group attorneys
- * Nine paralegals assigned to various trial groups (one assigned to each group of six trial groups and three paralegals assigned to two groups each)

- * Two working paralegal supervisors, each of which maintains an active complex caseload
- * Three mitigation specialists designated capital

The utilization of paralegals and capital mitigation specialists is recognized in the legal profession as necessary to present an adequate defense in a capital case. In addition, utilizing capital mitigation specialists and paralegals is the most cost-effective way of preparing capital cases for trial. Without adequate support services, attorneys would be required to perform administrative tasks and other duties for which they have no specialized expertise, at a much higher cost to the taxpayer.

Haas Elected McJustice Chair

In September 2002, Public Defender Jim Haas was elected the chair of the Maricopa County Justice Coordinating Committee and will serve in that capacity for twelve months. The Committee, an interagency collaboration group, is a consortium of the major law enforcement and justice agencies in Maricopa County, Arizona. Its partners are dedicated to exploring collaborative solutions to justice issues from a system point-of-view.



Initial Assessment Project

The Initial Assessment Project was initiated and developed by Linda Shaw, Mitigation Specialist and Shelley Davis, Trial Group A Supervisor, in July 2002. Arizona State University's School of Justice Studies is partnering with us in this endeavor. The purpose of the project is to provide attorneys with a psychosocial snapshot of their indicted, in-custody clients as soon after assignment as possible. Ms. Shaw and Ms. Davis designed a simple yet comprehensive assessment tool in English and Spanish. It encapsulates each defendant's mental health, substance abuse, family, medical and educational history. A general information form is also generated by the Office's Initial Services Unit to provide the attorney with pertinent contact information. Both forms are distributed daily by our Initial Services staff assisted by interns from A.S.U. All information is confidential.

The project operates on the assumption that every indicted defendant has a psychosocial profile that is crucial to the defender attorney representing him. This information may be integrated into the overall strategy for the case: obtaining records, working out a favorable plea agreement, preparing for trial, and/or preparing for sentencing. The objective of the Initial Assessment Project is to reduce the recidivism of our indigent defendant population by:

- " Identifying psychosocial issues early in the pretrial stage of the case
- " Obtaining pertinent records
- " Referring appropriate cases to mitigation specialists, legal assistants, investigators
- " Arranging for psychological/psychiatric evaluations in appropriate cases
- " Making specific requests of the Court at sentencing for proper placement on specific probation caseloads, facilities at D.O.C., jail programs and/or appropriate community agencies.

The Initial Assessment Project is innovative and imaginative, yet simple and concise in its execution. It attempts to address the progressive nature of criminal behavior and activity by focusing on the underlying causes of crime that may go unrecognized until a serious crime is committed. It enhances the special relationship attorneys have with their indigent clients whom, in many cases, have never had the opportunity to reveal the true nature of their life experiences to anyone who was influential. The project builds on the unique role of the defense as the ONLY agency in the criminal justice paradigm that can present to the court in-depth information about the defendant, which is necessary to achieve an effective sentence. Other agencies often see our clients exclusively through the jaded prism of their prior criminal acts and present charges. The defendant's humanity is lost in a sea of police reports and witness interviews.

Without psychosocial information presented in a timely manner, opportunities are lost to potentially extricate a motivated and deserving defendant from a lifetime of criminal activity through ignorance of what issues are truly precipitating his criminal behavior. By achieving a higher level of service to our clients, the job of the defender attorney should produce a higher level of gratification and accomplishment than might otherwise be the case.

ACCOMPLISHMENTS

Case Management

For years, the Office has had a vision of what we should be providing staff in terms of an automated case management system. We imagined a user-friendly system that would simplify routine aspects of our jobs and make document-generation and record keeping less complicated. Although past budgetary considerations made fulfillment of that vision improbable, the Office made a commitment to finding a way to make it a reality.

We began investigating off-the-shelf case management systems and custom systems from other public defender offices. Available options proved too small, too costly, or too inflexible to suit our needs. Then, in 2001, we heard about a successful project in Orange County, Florida that involved the sharing of a case management system between prosecution and defense. We approached the Maricopa County Attorney's Office with a similar proposal and have worked with them for the better part of two years to pull together a cooperative agreement to share software in the development of our respective case management systems.



Under an innovative agreement that was finalized late this fiscal year, the County Attorney will provide us with a complete copy of their new case management system software, which will be in the final stages of development in late 2003. The agreement does not involve the sharing of data nor does it create security issues for either office.

It will provide a solid infrastructure and foundation from which the Office can develop its own case management system, eliminating the need to build a system from scratch and allowing us to make the most of scarce resources. In appreciation, the Office will provide programming assistance to the County Attorney during the final stages of the redesign of their system. These arrangements offer our programming staff the added benefit of working with the development tools and familiarizing themselves with the system, while receiving mentoring support from the County Attorney's technical staff.

This is a long-term project that could take two to five years to complete. The resultant system, which has been named IRIS (Indigent Representation Information System), will be built in stages with calendaring being the first module



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distributed. Each module will be rolled out following development, testing and refinement. Training will be a critical aspect of the project and plans are underway to effectively address training issues.

Two teams were created to get this project off the ground. The core team, which began meeting in February 2003, is responsible for overseeing this project. The development team, made up of representatives from throughout the Office, is responsible for identifying our system functionality requirements. Additionally, they are responsible for seeking feedback from employees, for keeping staff apprised of the development team's progress, and for initial prototype testing.

The Core Team

Diane Terribile, Chuck Brokschmidt, Keely Reynolds, Rose Adams, Susie Tapia, Frances Dairman, Amy Bagdol, Paul Prato, Ray Ybarra, and Viji Neelakantan.

The Development Team

Helene Abrams, Kristi Adams, Lisa Araiza, Gary Bevilacqua, Janet Blakely, Larry Blieden, Terri Bublik, Dan Carrion, Armand Casanova, Pam Davis, Dana Gavin, Jason Goldstein, Brent Graham, Susie Graham, Lucie Herrera, Ken Huls, Christopher Johns, Chuck Krull, Vikki Liles, Edie Lucero, Martha Lugo, Lawrence Matthews, Carol Miller, Christine Oliver, Sherry Pape, Rebecca Potter, Renee Rivera-Thomas, Julie Roberg, Sophia Rosales, Nancy Shevock, Lee Anne Solano, Joe Stazzone, Christina Walker, and Chrissy Wight.

Technology in Bloom

Some issues that the Office would like to address through the development of IRIS include:

- * The office maintains separate hard copy files related to the same case by various functional groups within the office (e.g., investigators, paralegals, and attorneys). The files are not centrally stored or maintained once the case is closed. Subsequent case research may result in incomplete retrieval of applicable materials.
- * Severe financial constraints and demands for increased efficiency require improved ability to manage cases.
- * Lack of available and affordable storage space necessitates automated management of file information.
- * System-wide growth demands enhanced communication mechanisms and information sharing.
- * Despite available technology, the office continues to move at the "speed of paper." Process reengineering efforts require cost-effective automated solutions.
- * A lack of demographic information hinders effective conflict checking and results in delays and increased costs.
- * Justice system partners are becoming increasingly reliant on electronic records. The MCPD must be able to efficiently utilize data feeds from other criminal justice agencies.
- * County Administration and the public are demanding greater accountability that requires improved record keeping and the ability to measure workload.
- * Development of a system suitable for the Public Defender's Office will lead the way toward future software sharing agreements with other Maricopa County Indigent Representation offices resulting in their ability to achieve the same potential benefits.

ACHIEVEMENTS

The Arizona Public Defender Association (APDA), a statewide organization devoted to the work and improvement of indigent representation, recognized two Office employees and the former Public Defender for their continued dedication and distinguished service to indigent defense.

Dean Trebesch, former Public Defender, was chosen as the recipient for the APDA's first annual Gideon Award in recognition and appreciation of his substantial and enduring contribution to quality representation for indigent people. Jim Haas, Public Defender, and APDA Vice President presented the first annual Gideon Award to Dean on June 17, 2003 at the APDA's first annual conference.

Dean was the Public Defender for Maricopa County from 1987 to 2001. During that time, he made many significant contributions to the cause of indigent representation. He greatly enhanced the professionalism of the public defense offices by successfully fighting for staff increases, caseload reduction, and pay raises. Dean served as a champion for our clients and successfully lobbied for a "place at the table" for the defense whenever decisions affecting the criminal justice system were being contemplated.

APDA Awards

But Dean's most significant contribution to indigent defense throughout Arizona was the creation of the Public Defender Training Fund (PDTF). Dean, with the assistance of Maricopa County Legal Defender Bob Briney, conceived the idea of the PDTF, drafted the bill creating it, and successfully fought for its passage at the legislature. He succeeded in getting the bill passed by masterfully convincing skeptical legislators that it would save money by enabling public defense offices to hire less experienced attorneys. It is impossible to overstate the importance of the PDTF to the enhancement of professionalism of public defense offices in Arizona. The PDTF has enabled public defense offices, and countless public defender attorneys and staff members, to obtain high quality training that would otherwise not have been available to them. It is for these and his many other contributions to indigent defense that Dean was chosen as the recipient of the first annual Gideon Award.

Christopher Johns, Defender Attorney, was chosen as the recipient for the APDA's first annual Lifetime Achievement Award in recognition and appreciation of his career of dedication and substantial and enduring contribution to quality



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representation for indigent people. Jim Haas, Public Defender, and APDA Vice President presented the first annual Gideon Award to Christopher on June 17, 2003 at the APDA's first annual conference.

Christopher Johns is an accomplished trial and appellate attorney, teacher, writer and community activist who has dedicated his life and career to indigent representation. After being admitted to the Arizona Bar in 1985, Christopher joined the Maricopa County Public Defender's Office in March of 1988 as a trial attorney. His considerable talent was soon noticed by then Public Defender Dean Trebesch, who promoted him to the position of Training Director in 1990. For the next six years, Christopher worked tirelessly to enhance the effectiveness and professionalism of the training program. Christopher trained more than 100 new lawyers hired by the Office.

During his years as training director, Christopher organized and moderated four to five statewide seminars per year, which were made available to the entire defense bar. In connection with these seminars, Christopher edited and published seminar manuals that have been used by lawyers for the last decade. A prolific writer, Christopher founded,

edited and wrote our office's flagship training newsletter, *for the Defense*. He kept it going in the first difficult years by writing the articles himself, if necessary. The newsletter continues to be a valuable training tool for criminal justice system practitioners across Arizona. He also edited a form notebook that some public defender offices in the state still use for basic form letters and motions

Christopher reached out and made valuable connections across the country by involvement with national criminal defense organizations. Because these organizations recognized his dedication and talent, they called upon him to participate in their seminars and conferences. The Office thus began achieving a national reputation for quality representation and excellent training.

A few of his many other significant contributions include Christopher's service with the Arizona Attorney General's Capital Case Commission, the Arizona Supreme Court's 1993 Criminal Code Legislation Implementation Committee, the Governor's Office for Children Justice Task Force, and the Arizona State Bar Criminal Rules Committee. He has also served on the boards of directors of Community Legal Services and Arizona Civil Liberties Union.

ACHIEVEMENTS

Since 1996, Christopher has been an attorney in the MCPD Appeals Division, where his list of accomplishments continues to grow and where he continues to stress the crucial role of public defenders in our community.

Linda Shaw, Mitigation Specialist, was chosen as the recipient for the APDA's first annual Outstanding Urban Mitigation Specialist Award in recognition and appreciation of her substantial and enduring contribution to quality representation for indigent people. Diane Terribile, Public Defender Administrator, and APDA Board Member presented the first annual Outstanding Urban Mitigation Specialist Award to Linda on June 17, 2003 at the APDA's first annual conference.

Linda has been a Mitigation Specialist with the Office since 1998. She has demonstrated an ongoing passion for and commitment to her work. She has achieved outstanding results for the Office and indigent defense during her tenure. Linda initiated a plan for informal communications between mitigation specialists to foster ongoing, open lines of communication and discussions regarding issues that may not ordinarily be discussed otherwise. She also initiated a cost effectiveness study to measure the actual cost differential between jail and/or prison

APDA Awards

costs between an original sentence contemplated by the parties before mitigation specialist involvement and afterward.

Linda takes unusual care to raise her level of performance to reflect the essential need that exists for clients to achieve a viable level of transitional services post sentencing. She takes an extremely proactive approach in obtaining information from clients, which is crucial in targeting clients with special needs (as evidenced on page 9 of this report outlining her work on the Initial Assessment Project). She uses her advanced education to apply an analytical and research based approach when advocating for indigent clients. Her research efforts over the years resulted in a rather large accumulation of pertinent information published on the Office's website.

In addition, Linda has distinguished herself by taking an active role in representing the importance of mitigation to quality defense with several criminal justice system committees. She maintains close relationships with representatives from myriad of agencies involved with assisting indigent clients. Her energy and dedication are two of the Linda's qualities that make her an outstanding mitigation specialist.



Community Oriented Defender Network

The Brennan Center for Justice at NYU Law School has selected the Office to be part of a two-year grant-funded project called the "Community-Oriented Defender Network." We are one of only eight offices across the nation to be chosen to participate.

The network consists of a select group of eight public defender agencies that are either actively pursuing, or are committed to pursuing, collaborative projects with their clients' communities. Each agency that joins the network must have a community-oriented goal in mind. That objective may target systemic reform (e.g. stopping racially discriminatory truancy enforcement practices or strengthening police accountability measures), or it may be aimed at securing wrap-around services for clients (e.g. effective, community-based drug or mental health treatment). Whatever the objective, participating in the COD network will help all network members refine, improve, and implement their specific initiatives.

The Office, along with the other network members, will have on-going support to translate ideas into action from fellow defender agencies (both inside and outside the network) and national organizations, including the Brennan Center and the National Legal Aid and Defender Association, a partner in this venture. In return for their active participation, members will have access to a range of information like successful community-oriented defense models, resources available to support community-oriented defense activities, and critical steps in building solid community relationships. Network members will attend national meetings, advise fellow members, visit each other's organizations, and participate in on-line network discussions. All network-related travel and meeting expenses will be paid for by a grant provided by the Open Society Institute's Gideon Project.

On March 28, 2003, Public Defender Jim Haas and Special Assistant Jeremy Mussman attended the first COD network meeting in Knoxville, Tennessee, at the Knox County Public Defender's new Community Law Office. A number of innovative projects, which are expected to exemplify a new approach to representation, are already in the early planning stages with expected completion dates in 2005.

ACHIEVEMENTS

The National Association of Counties (NACo) collects, researches, publishes and disseminates a variety of different information for, on and about counties. NACo's mission is to improve public understanding of counties. Begun in 1970, NACo's annual Achievement Award Program is a non-competitive awards program that seeks to recognize innovative county government programs. County governments across the country, working alone and in cooperation with other governments at the municipal, state and national levels, develop innovative programs in a wide range of service areas. The NACo Achievement Awards Program gives national recognition to county accomplishments, and enables NACo to build a storehouse of county success stories that can be passed on to other counties. To recognize the creativity and imagination of counties, NACo presents a number of awards each year to county officials, their employees and the counties themselves.

This year, the Office and several of our employees, who were responsible for two Office projects, were the proud recipients of 2003 NACo Achievement Awards. Staff involved in the Office's Paralegal Employee Orientation and Training Program were recognized for developing a comprehensive,

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NACo Awards

standardized training program, which resulted in filling all paralegal vacancies and a dramatic lack of turnover in our paralegal ranks. In addition, the Office's managers and supervisors were recognized for their progressive performance management evaluation improvement project. See the following for details of these award winning projects.

NACo Recognizes Office's Paralegal Employee Orientation and Training Program

Prior to February 2001, the Maricopa County Public Defender's Office did not have a comprehensive training program for paralegals. Instead, individualized on-the-job training was conducted as employees were hired. This resulted in non-standardized training that inhibited productive attorney-paralegal relationships, created unrealistic performance expectations, and high levels of employee turnover. Turnover and non-standardized training created inconsistencies and delays in case processing. It also contributed to a lack of job satisfaction for paralegals.

Beginning in February 2001, with the promotion of two new Paralegal Supervisors, Renee Rivera-Thomas and Marcia Wells, the supervisors, in



conjunction with the Special Projects Manager Keely Reynolds, who is responsible for oversight of the paralegal program, undertook the task of creating a comprehensive paralegal training program. The program was designed not only to fill a significant gap in paralegal training, but to improve relations with attorneys on cases where paralegals are utilized, to increase job satisfaction, to improve working conditions, and to reduce employee turnover.

The comprehensive training program as designed includes a 10-day practical course and 10-part orientation and training manual. The training manual tracks each section of the practical course. The program provides new paralegals with a working knowledge of the policies and procedures of Maricopa County, the Court and Jail systems, and particularly the Public Defender's Office. It also provides a practical guideline for employee performance, required duties and performance management measures on which paralegals will be evaluated. The program was designed for individual as well as group training. It is also utilized to cross-train attorneys regarding paralegal services in order to optimize their usage, and provide reasonable performance expectations and guidelines for attorney use of paralegal services.

NACo Recognizes Office's Evaluation Improvement Project

The goal of the Public Defender's Evaluation Improvement Project was to develop individualized employee performance plans giving consideration to the unique working environment of an indigent legal defense office, to train supervisors in the proper methods for planning, monitoring, coaching and evaluating employees' performance, and to ensure proper use of the evaluation tools, including use of the evaluation system forms.

The Public Defender Evaluation Improvement Project was a four-phase process. Phase One involved the creation of the committee tasked with identifying objectives and goals for the attorney portion of the program. Phase Two was the distillation of departmental strategic goals into individualized goals and expectations, the development of forms, and a training program outline. Phase Three involved the refinement of the individualized goals and expectations, refinement of forms and implementation of the supervisor training program. Phase Four involved the development of final printed forms and the automation of the forms.

ACTIVITIES

The Public Defender's Information Technology and Records sections collaborated with other criminal justice partners throughout the year, exploring ways to eliminate redundant data entry. The Office piloted an electronic data feed from the Initial Appearance Court in March of 2003. While the outcome did not fully meet expectations, the implementation process proved that such a feed would be useful once the courts implement a process for assignment of the Common Case Number at Initial Appearance. Staff participated in joint application design committees to further data exchanges such as CCN Phase II, Common Code Table, Assigned Attorney, Scheduled Court Event, File a Case, Direct File, and IA/iCIS improvements.

Records employees worked closely with attorneys to determine how they could best meet Office needs following the creation of a Probation Violation Unit (PV Unit) in July 2002. By restructuring internally, staff met the challenge of supporting the PV Unit attorneys, who are located off-site, without adding additional clerical staff.

In addition, the Office implemented a pilot program to study the feasibility of providing telework opportunities to specific records processing staff.

One records processor created a suitable home work

IT and Records

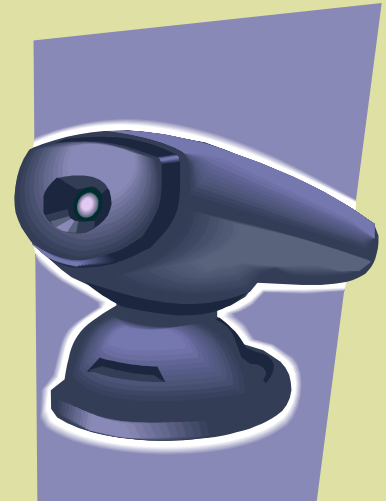
environment and was the test subject for this study. The employee filling this position has been able to process a higher volume of minute entries. The teleworker is now able to process approximately 2,200 minute entries a week, while saving 290 commuter miles. The efficiency captured by this pilot project allowed staff to redirect the needed clerical assistance to staff the PV Unit.





Videoconferencing

Videoconferencing was implemented between the Public Defender and Sheriff's Offices in 1997 as a cost containment and a productivity improvement tool. Videoconferencing allows attorneys to conduct in-custody client interviews, without leaving the Public Defender's Office. It has proven to be a viable tool that helps control criminal justice system costs by improving attorney productivity by reducing the time and expenses associated with administrative travel. Videoconferencing gave the Office a means to maximize department resources while realizing a substantial cost avoidance.



In 2002, the ICJIS Executive Committee recognized the value of videoconferencing capabilities and approved the inclusion of videoconferencing as an assigned ICJIS coordinated project with funding being provided by Maricopa County Proposition 400. In Phase I, the objective was to coordinate the replacement of existing outdated video equipment for ICJIS agencies including the Sheriff, Public Defender, Legal Defender, Legal Advocate and Adult Probation departments. Obsolete equipment would be replaced with enhanced equipment that would connect to the jails and will include connection to the new jail once operational. Phase I was implemented January 2003. Ongoing support of video-conferencing capabilities will continue to affect the number of trips to jail facilities, and the associated costs of those trips, required by attorneys and related support personnel.

ACTIVITIES

The Office continues to pride itself in operating one of the best public defender training programs in the country. Operating funds for the program are generated entirely from monies collected through a time-payment assessment imposed on people who pay court-ordered fees and, therefore, the program creates no tax burden on the Maricopa County taxpayers. Training funds are used to develop and offer quality, job-specific educational opportunities to all staff. Training provides the tools necessary to develop and enhance employees' abilities to perform their roles and responsibilities as employees of the Office.

This fiscal year, the Office conducted four new attorney training sessions. Twenty-eight attorneys went through our three-week new attorney training program. Taking into account that each session requires approximately one-and-a-half weeks of preparation, approximately eight months of the year were devoted to getting new attorneys off to a good start. We continue to be pleased with the results of the three-week intensive session and the recognition our program receives statewide. Because of that recognition, we continue to provide training to new attorneys from several other county public defense offices.

Training

The Office also conducted five new support staff training sessions. Twenty-one non-attorney staff went through the four-day training program. New support staff are welcomed by the Public Defender at the start of training. The Public Defender Administrator, administration personnel, various supervisors and other key staff present snapshots of the various areas and divisions of the office. New support staff training includes a first-hand look at the Maricopa County Superior Court processes and a tour of the Madison Street Jail.

The Office sponsored (or co-sponsored) ten training events this year. We recorded 1,479 attendees to our seminars. Eighty-six employees attended training classes offered by Maricopa County Organizational Planning & Training; twelve employees attended Maricopa County Management Institute's Supervisor or Manager Schools; and fourteen employees took advantage of the County-sponsored tuition reimbursement program in pursuit of an undergraduate or graduate degree. The Public Defender Training Fund also provided forty-eight opportunities for staff to receive training sponsored by organizations other than the county. Of those opportunities, eighteen required out-of-state travel and six required in-state travel.



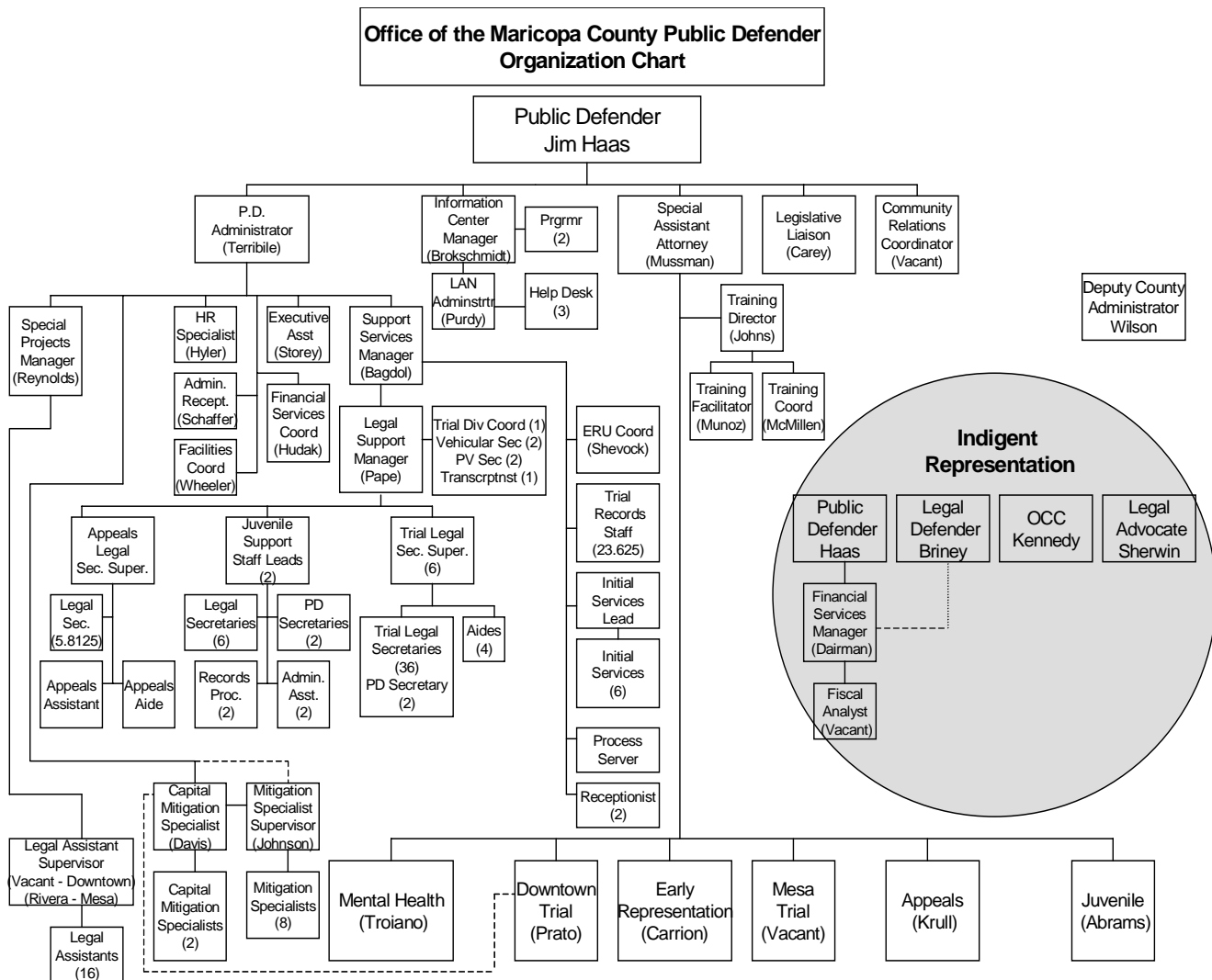
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This year also marked the 7th anniversary of our Trial Skills College. Held at Arizona State University School of Law in March 2003, the event provided advanced training in trial skills including cross-examination, jury communication and evidentiary objections. The College remains a cost-effective

way to train less experienced attorneys and promote the most effective advocacy skills. Thirty-eight attorneys attended the three-day endeavor; forty-seven percent of the participants were from other defender offices.

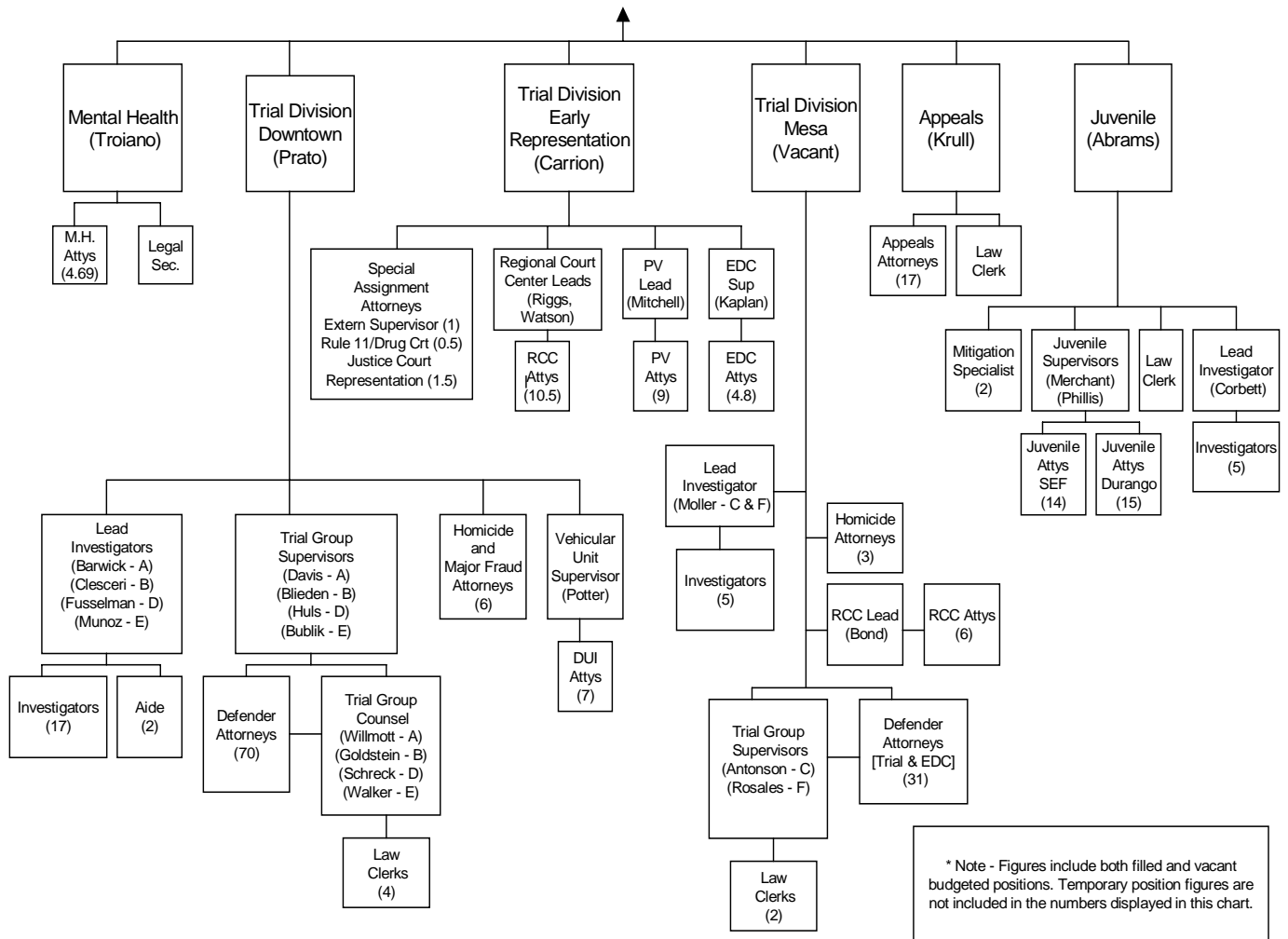
Title of Conference/Training	Date(s)	Topic	# of attendees
Street Drugs...	7/19/02	Visualization of threshold amounts and field testing	26
Dealing With Difficult Clients	8/9/02	Techniques and advice	23
Death Cases Overview	9/20/02	Death penalty issues	65
Death Penalty*	12/5/02 & 12/6/02	Forum to discuss and educate regarding the new death penalty and the jury issues that will occur	209/190
Search & Seizure	1/31/03	Search & seizure issues as well as voluntariness issues	236
Juvenile Death Penalty	2/28/03	Forum to discuss the ethics and statistics of the juvenile death penalty	119
Complex Case Designation	2/21/03	Forum on the requirements to designate a case complex	48
APDA First Annual Conference*	6/17/03 & 6/18/03	Various topics addressing all members of staff: administration, support, investigative, attorneys, mitigation and paralegals	408
Capital Defense*	5/9/03	Guidelines for the appointment and performance of defense counsel in death penalty cases	32
Immigration Seminar	5/30/03	The consequences of criminal convictions on immigrants	69

* Denotes event was co-sponsored by the Office and another organization





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MARICOPA COUNTY PUBLIC DEFENDER'S OFFICE BUDGET
7/1/02 THROUGH 6/30/03

ACCOUNT	EXPENDITURES
SALARIES & BENEFITS	24,139,206.61
GENERAL SUPPLIES	349,622.18
NON-CAPITAL EQUIPMENT	12,389.78
LEGAL SERVICES	1,508,594.74
OPERATING LEASES AND RENTS	1,673,097.95
REPAIRS AND MAINTENANCE	37,287.58
TRAVEL AND EDUCATION	210,098.90
INTERNAL SERVICE CHARGES	49,394.17
FUEL	11,033.68
OTHER SERVICES	127,521.90
POSTAGE/FREIGHT/SHIPPING	31,899.96
INTEREST EXPENSE (FTG Special Revenue Fund)	4,855.91
DEBT SERVICES (Technology Financing)	5,167.62
TOTAL EXPENDITURES	28,160,370.98

APPROPRIATIONS	AMOUNT
GENERAL FUNDS	26,601,881.89
TRAINING FUNDS	334,947.88
GRANTS	1,223,541.21
TOTAL APPROPRIATIONS	28,160,370.98



Budget Savings

FY03 was a tight budget year for Maricopa County. During the budget preparation process, departments were required to develop tentative requests that implemented 5% or 10% general fund budget cuts. The departments were also asked to explain why reductions should not be implemented. Fortunately, the Public Defender's Office did not receive any funding cuts, as the services provided are mandated and cost-effective when compared to alternatives. Following September 11, 2001 (FY02) and through FY03, the Board of Supervisors had a standing request for departments to restrict discretionary spending. In March 2003, departments were asked to voluntarily reduce personnel costs by slowing recruitment and/or eliminating non-essential positions.

During FY03, the Public Defender's Office reduced spending to the extent that it did not negatively impact operations or the quality of legal services provided by the Office. The majority of savings generated came from supplies and services for discretionary supplies, furniture, and equipment. These cut backs allowed the department to return nearly \$800,000 of general fund monies (approximately 3% of the department's general fund budget).

Shared Administrative Services

Administrators and staff of the Public Defender's Office and Legal Defender's Office have worked together for years to eliminate duplicative effort and reduce costs, when it can be done in an ethical manner.

Today, the Office continues to provide valuable administrative assistance to the Office of the Legal Defender including:

- Budget development, monitoring, reporting, projecting
- Budget maintenance
- Budget requests and modifications
- Purchasing, to include reconciliation of expenses
- Payroll
- Performing complex statistical and financial analyses
- Special projects involving statistical and budgetary issues
- Drafting budgetary or financial memoranda
- Grant set up, modification, and monitoring
- Statistical monitoring, reconciliation, and reporting

All Divisions

- | | Table/Page |
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| ▪ FY03 SUMMARY OF CASE ASSIGNMENTS | <i>Table 1, Page 27</i> |
| ▪ FY03 COST PER CASE BY DIVISION | <i>Table 2, Page 27</i> |
| ▪ CHANGE IN COMBINED COST PER CASE FY98-FY03 | <i>Figure 1, Page 27</i> |

Appeals Division

- | | |
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| ▪ DEATH PENALTY V. NON-CAPITAL APPELLATE CASES | <i>Table 4, Page 28</i> |
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Juvenile Division

- | | |
|---|--------------------------|
| ▪ CASES ASSIGNED | <i>Table 10, Page 30</i> |
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| ▪ JUVENILE APPELLATE CASES OPENED | <i>Table 15, Page 31</i> |
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Mental Health

- | | |
|------------------------------|--------------------------|
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| ▪ CASE DISPOSITIONS | <i>Table 19, Page 32</i> |
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Trial Division

- | | |
|--|--------------------------|
| ▪ TYPE AND NUMBER OF CASES ASSIGNED | <i>Table 21, Page 33</i> |
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| ▪ WAIVERS AND PRELIMINARY HEARING ACTIVITY | <i>Table 26, Page 34</i> |
| ▪ MISDEMEANOR CASE ACTIVITY BY JUSTICE COURT | <i>Table 27, Page 34</i> |
| ▪ FELONY CASE ACTIVITY BY COURT | <i>Table 28, Page 35</i> |



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ALL DIVISIONS	Division	Type of Case	Cases Assigned
	Trial ¹	Misdemeanors	4,645
		Felonies	26,770
		Probation Revocations	14,125
	Juvenile	Delinquency	5,526
		Incorrigibility	272
		Probation Revocation	2,651
		Report and Review	718
		Other	153
	Appeals ²	Appeals	448
Post Conviction Relief		1,538	
Juvenile Appeals		67	
Mental Health	All	2,164	
Total Cases Assigned		59,077	

¹ Trial Division case assignments are adjusted for workload. The number of cases assigned is adjusted to exclude: 1) assignments resulting in no complaint being filed, 2) early stage case transfers to another indigent representation department, 3) early stage withdrawals due to conflict or retention of private counsel, and 4) withdrawals due to workload.

² PCR and Appeal cases are counted by CR# rather than by number of petitions.

Table 1 FY03 Case Assignments – All Divisions

Division	Cost Per Case
Trial	644.13
Juvenile	460.48
Appeals	1,596.20
Mental Health	287.98
Office Total	634.27

Table 2 FY03 Cost Per Case by Division

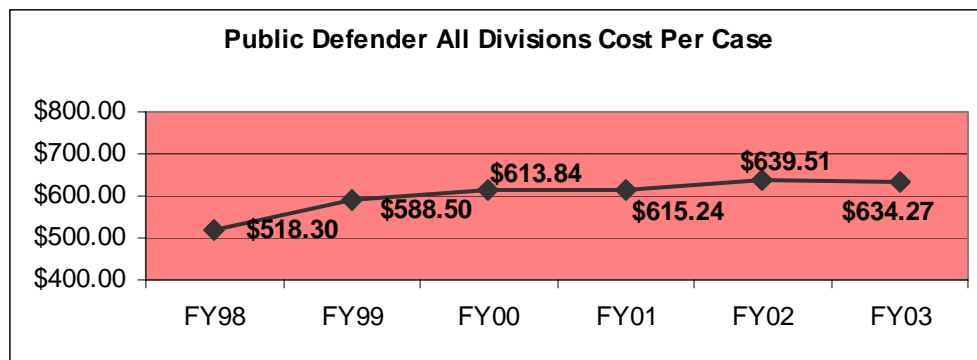


Figure 1 FY03 Cost Per Case

Important - Please Note: Cost per case calculations are based on "case credits." The total "case credits" for the Trial Division is calculated by adding: 1) the total adjusted felony case assignments, 2) two-thirds of the probation revocation assignments, and 3) one-half of the misdemeanor assignments. The total case credits for the Juvenile Division is calculated by giving full credit to all case assignment types except report and review cases, which are credited as one-half of a case. Mental Health and Appeals Division case assignments receive full credit.

APPEALS
DIVISION

TYPES OF CASES	NUMBER OPENED
Jury Trial	312
Court Trial	23
Change of Plea	7
Probation Revocation	70
State's Appeal	23
Resentencing	10
Other	5
Total Opened	448

Table 3 Non-Capital Appellate Cases Opened in FY03

Type of Case	Number
Non-Capital Cases	448
Death Penalty Cases	2

Table 4 FY03 Death Penalty v. Non-capital Appellate Cases

APPELLATE CASE ACTIVITY	NUMBER CLOSED
Withdrew – Conflict	6
Substitution of Counsel	14
Appeal Dismissed	19
Dismissed – Rule Change	15
Order and Mandate	394
Total Closed	448

Table 5 Appellate Cases Closed in FY03

Final Dispositions	Number
Affirmed	288
Affirmed as Modified	27
Affirmed; Vacated; Remanded	4
Affirmed; Vacated in Part	2
Affirmed in Part; Modified in Part	1
Affirmed in Part; Reversed in Part	6
Affirmed in Part; Vacated; Remanded	14
Remanded	8
Remanded with directions	4
Reversed	2
Reversed; Remanded	11
Conviction Affirmed; Sentence Vacated; Remanded	5
State's Affirmed	6
State's Affirmed in Part; Vacated in Part	2
State's Reversed; Remanded	6
State's Vacated; Remanded	2
Sentence Vacated; Remanded	0
Sentence Vacated in Part; Remanded for Resentencing	0
Vacated; Remanded	5
Court of Appeals Decision Reversed; Conviction & Sentence Affirmed	4
Court of Appeals Decision Vacated; Affirmed	2

Table 6 FY03 Appellate Cases Final Dispositions



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Type of Brief		Number Filed
Anders Briefs filed in:	Changes of Plea	0
	Probation Revocations	23
	Resentencing	5
	- supplemental briefs	1
	Trials	135
	- supplemental briefs	1
Issue Briefs filed in:	Changes of Plea	1
	Probation Revocations	15
	- supplemental briefs	0
	Resentencing	3
	Trials	217
	- supplemental briefs	10
Answering Briefs		17
Reply Briefs		103
Total Briefs Filed		531

Table 7 FY03 Appellate Briefs Filed

Other Types of Appellate Filings	Number Filed
Oral Arguments	1
Motions Filed	599
Petitions for Review, Responses to Petition for Review, Motions for Reconsideration	51
Writs of Certiorari – U.S. Supreme Court	1
Respondents Brief – U.S. Supreme Court	0
Total Other Filings	652

Table 8 Other Appellate Filings in FY03

Petition for Post Conviction Relief Cases	Cases Opened	Cases Closed
Plea PCRs	1,269	1,183
Trial PCRs	269	243
Total	1,538	1,426

Table 9 FY03 Petitions for Post Conviction Relief Cases Opened and Closed

JUVENILE
DIVISION

Type of Case	Durango	Southeast	Total
Delinquency Petitions	2,510	3,016	5,526
Disposition Only	17	13	30
Incorrigibility	134	138	272
Probation Violation	1,338	1,313	2,651
Regular Case – Unassigned	20	103	123
Report and Review	438	280	718
Total Cases Assigned	4,457	4,863	9,320

Table 10 Juvenile Cases Assigned in FY03

Type of Case	Durango	Southeast	Total
Delinquency Petitions	2,559	3,119	5,678
Disposition Only	17	11	28
Incorrigibility	97	109	206
Probation Violation	1,305	1,310	2,615
Regular Case – Unassigned	30	162	192
Report and Review	0	1	1
Total Cases Closed	4,008	4,712	8,720

Table 11 Juvenile Cases Closed in FY03

Type of Disposition	Durango	Southeast	Total
Terminated and Closed	44	55	99
Transferred to Other County	11	14	25
Withdrew – Conflict	130	251	381
Retained Private Counsel	15	19	34
Time Served Only	8	23	31
Fine Only	41	63	104
Detention Only	28	19	47
Work Hours Only	38	38	76
Restitution Only	4	3	7
Other Penalty Only	19	77	96
Probation Home	1,917	2,098	4,015
Probation/Intensive	484	417	901
Probation/Placement	173	135	308
Committed to DYTR	165	116	281
Total Sentencing Dispositions	3,077	3,328	6,405

Table 12 FY03 Juvenile Delinquency, Incorporrigibility and Probation Revocation Sentencing Dispositions

Juvenile Transfer Activity	Number
Transfers Denied	1
Transferred – Lesser/Fewer	2
Transferred – All Counts	13
Transfer Withdrawn	1
Total Transfers	17

Table 13 Juvenile Transfer Cases in FY03



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Type of Result		Durango	Southeast	Total
Without Admission or Adjudication	Conflict of Interest	131	262	393
	Retained Private Counsel	15	22	37
	Dismissed Prior to Adjudication	419	651	1070
	Dismissed – Plea to Other	299	436	735
	Transferred	1	0	1
	Withdrew – Caseload	2	7	9
Total Cases Closed Without Admission or Adjudication		867	1,378	2,245
Admissions	Pled – Lesser/Fewer	1,696	1,920	3,616
	Pled – As Charged/Others Dismissed Not Filed	569	461	1,030
	Pled – As Charged	451	523	974
Total Cases Closed With Admissions		2,716	2,904	5,620
Adjudication Hearings	Guilty – Lesser/Fewer	81	83	164
	As Charged	148	134	282
	Not Guilty	56	42	98
	NGRI/Guilty But Sane	0	1	1
	Total Cases Closed By Adjudication	285	260	545

Table 14 FY03 Juvenile Delinquency, Incurrigibility, and Probation Violation Cases Closed by Disposition Type

JUVENILE APPEAL CASES	NUMBER OPENED
Total Opened	67

Table 15 Juvenile Appellate Cases Opened in FY03

JUVENILE APPELLATE CASE ACTIVITY	NUMBER CLOSED
Withdrew – Conflict	1
Substitution of Counsel	0
Appeal Dismissed	2
Order and Mandate	43
Other	1
Total Closed	47

Table 16 Juvenile Appellate Cases Closed in FY03 (not including additional 14 cases closed by the Appeals Division)

Juvenile Appeals Briefs and Motions	Number Filed
Anders Briefs	16
Issue Briefs	36
Answering Briefs	3
Reply Briefs	24
Total Briefs and Motions	79

Table 17 Juvenile Appellate Briefs and Motions Filed in FY03

MENTAL
HEALTH
DIVISION

Type of Case	Total Assigned
Mental Health RX/Evaluation	2,104
Annual Review	46
Judicial Review	14
Total Cases Assigned	2,164

Table 18 Mental Health Cases Assigned in FY03

Type of Disposition	Total
Client Discharged from Evaluation	231
Client Admitted Voluntarily	44
Client Admitted by Guardian with Mental Health Powers	3
Client Ordered to Treatment	1,573
Detention Order for Evaluation Expired	113
Detention Order for Treatment Hearing Not Issued	1
Client Discharged Prior to Treatment Hearing	23
Case Dismissed	83
Private Counsel Retained	16
Private Counsel Appointed – Client Not Indigent	1
Private Counsel Appointed – Conflict	6
Motion to Withdraw Granted	2
Withdrawn on Hospital's Motion	4
Client Deceased	1
Judicial Review	17
Annual Review	46
Total Dispositions	2,164

Table 19 Mental Health Case Dispositions in FY03

Type of Case	Number Ordered to Treatment
Gravely Disabled	17
Gravely Disabled – Persistently Gravely Disabled	36
Gravely Disabled – Persistently Gravely Disabled/Danger to Self	11
Gravely Disabled – Persistently Acutely Disabled/Danger to Others	4
Gravely Disabled – Persistently Acutely Disabled/Danger to Self or to Others	2
Gravely Disabled – Danger to Self	3
Gravely Disabled – Danger to Self or to Others	2
Gravely Disabled – Danger to Others	8
Persistently Acutely Disabled	823
Persistently Acutely Disabled – Danger to Self	217
Persistently Acutely Disabled – Danger to Self or to Others	72
Persistently Acutely Disabled – Danger to Others	183
Danger to Self	131
Danger to Self or to Others	36
Danger to Others	28
Total Number Ordered to Treatment	1,573

Table 20 Mental Health Cases Ordered to Treatment in FY03



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TRIAL
DIVISION

Type of Case *	Number
Felony Assignments	37,323
Witness Only	5
Drug Only	656
Mental Health Reviews	4
Felony Revocation Assignments	15,519
Homicide	182
Serious Crimes Against Children	441
Juveniles Transferred to Adult	35
Misdemeanor Assignments	4,857
Misdemeanor Revocation Assignments	60
Lower Court Appeals	15

Table 21 Trial Division Type of Case Assignments in FY03
(*gross assignments before workload adjustment)

Felony Case Activity	Number
Cases Assigned for Preliminary Hearing	28,082
Direct Complaints	7,829
Trial Only	182
Juveniles Transferred to Adult	35
Other Superior Court Felony Assignments	2,941
Resentencing	23
Sentencing Only	19
Total Cases Opened	39,111

Table 22 Trial Division Felony Case Activity in FY03

Type of Case	Number Closed
Felony Cases	34,377
Felony Probation Revocations	15,184
Misdemeanor Cases	4,431
Misdemeanor Probation Revocations	50
Total Cases Closed	53,952

Table 23 Trial Division Cases Closed in FY03

Felony Case Dispositions Resulting in Sentencing	Number
Pled Guilty as Charged	2,047
Pled Guilty to Lesser/Fewer	12,310
Pled Guilty to Charge – Others Not Filed	1,867
Guilty as Charged (Jury Trial)	185
Guilty as Charged (Non-Jury Trial)	14
Guilty Lesser/Fewer (Jury Trial)	48
Guilty Lesser/Fewer (Non-Jury Trial)	8
Total Dispositions Resulting in Sentencing	16,479

Table 24 FY03 Trial Division Final Dispositions Resulting in Sentencing

Type of Felony Case Disposition	Number Closed in Justice Court	Number Closed in Superior Court
Trials*	27	415
Guilty Pleas	13	16,211
Dismissed	848	1,697
Guilty But Insane	0	3
Withdrew – Workload	0	58
Withdrew – Conflict of Interest	673	880
Administrative Transfer to LD, OLA or OCC	143	1,196
Retained Private Counsel	816	1,178
No Complaint Filed	8,863	4
Other	420	2,401
Total Cases Closed	11,803	24,043

Table 25 FY03 Felony Closed Case Dispositions (*Data Source: Public Defender Newsletter, for *The Defense*.)

Waivers & Preliminary Hearing Activity		Number
Preliminary Hearings Waived	Straight Waived	4,066
	Waived with Plea	8,094
Preliminary Hearings Held	Dismissed After Hearing	79
	Held to Answer on All Counts	2,333
	Held to Answer on Fewer Counts	143

Table 26 FY03 Waivers and Preliminary Hearing Activity

Justice Court	Misdemeanor Assignments	Number Closed
Buckeye	121	112
Central Phoenix	204	185
Chandler	114	93
East Phoenix I	434	383
East Phoenix II	166	136
East Mesa	270	256
East Tempe	382	340
Gila Bend	38	33
Glendale	59	56
Maryvale	205	184
Northeast Phoenix	242	227
North Mesa	148	137
North Valley	127	118
Northwest Phoenix	176	170
Peoria	231	182
Scottsdale	238	189
South Mesa	205	184
South Phoenix	137	130
Tolleson	244	221
Wickenburg	72	60
West Mesa	425	383
West Phoenix	355	310
West Tempe	264	252
Total	4,857	4,341

Table 27 FY03 Misdemeanor Case Activity by Justice Court



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Justice Court	Total Felony Assignments	Closed/Furthered	Closed at Justice Court	Referred to Superior Court
Buckeye	1	33	1	31
Central Phoenix	0	112	1	111
Chandler	103	223	4	186
East Mesa	61	203	7	179
East Phoenix I	0	259	34	224
East Phoenix II	1	139	11	128
East Tempe	53	173	3	153
Gila Bend	0	4	1	3
Glendale	2	189	1	188
Maryvale	2	148	28	119
North Mesa	53	153	7	130
North Valley	1	119	0	118
Northeast Phoenix	0	132	9	122
Northwest Phoenix	0	136	6	130
Peoria	2	64	1	14
RCC Downtown	11,092	9,637	4,819	4,614
RCC Glendale	8,652	6,886	3,563	3,236
RCC Southeast	7,086	5,995	2,671	3,183
Scottsdale	111	237	3	203
South Mesa	60	191	3	178
South Phoenix	0	106	9	97
Tempe	4	13	0	11
Tolleson	1	126	7	119
West Mesa	84	314	6	291
West Phoenix	1	182	16	162
West Tempe	57	179	5	161
Wickenburg	3	16	1	13
Other	0	8	2	6
TOTALS	27,430	25,977	11,219	14,110

Table 28 FY03 Felony Case Activity by Court

Administration	Appeals Division	Juvenile Division - Durango	Juvenile Division - Southeast
1 West Jefferson, 10 th Floor Phoenix Arizona 85003 (602) 506-8200	411 North Central, Suite 670 Phoenix, Arizona 85004 (602) 506-8220	3335 West Durango Phoenix, Arizona 85009 (602) 506-4230	777 West Southern, Suite 101 Mesa, Arizona 85210 (602) 506-2033
Mental Health Division	Trial Groups A, B, D, and E		Trial Groups C and F
Desert Vista Behavioral Health Center 570 West Brown Mesa, Arizona 85201 (480) 344-2013	11 West Jefferson, 2 nd – 9 th Floors Phoenix, Arizona 85003 Group A (602) 506-8282 Group B (602) 506-8275 Group D (602) 506-3029 Group E (602) 506-3218		Southeast Public Service Facility 1750 S. Mesa Drive, Suite 150 Mesa, Arizona 85210 (602) 506-2200