

CourTool 1: An Evaluation and Comparison of Access and Fairness
in the Tempe Municipal Court

Institute for Court Management
Court Executive Development Program
Phase III Project
May, 2009

Nancy Rodriguez
Deputy Court Manager
Tempe Municipal Court
Tempe, Arizona

Acknowledgements

Completion of this paper could not have been possible without the approval and support of Presiding Judge Louraine Arkfeld, and Court Manager Mark Stodola. Their encouragement and support were crucial to me completing this project and are very much appreciated. Mark's feedback and critique were invaluable, I can't thank him enough.

Additional thanks must be given to my peers and coworkers for their patience and support while I took time to complete this project. I'm sure they got tired of hearing me talk about my project, but they always at least pretended to be interested. Jokes aside, I do truly appreciate their patience and encouragement, thanks!

I must also thank my family, Art and Dante, for giving me the time and space I needed to finish this project. I'm thankful for their patience during the many hours it took me to finish, and for listening to me whine.

Lastly, many thanks to my advisor, Dr. Geoff Gallas, for his input, suggestions, and critical feedback of this paper. I also appreciated his gentle reminders and friendly prodding to get me to the finish line, and the fact that he didn't rub it in when I didn't meet my original (and very unrealistic) deadline. Thanks, Geoff!

Table of Contents

Acknowledgements.....	1
Table of Contents.....	2
List of Illustrations.....	3
List of Tables.....	3
Abstract.....	4
I. Introduction.....	7
Accessibility Issues within the Court.....	11
II. Literature Review.....	13
III. Methods.....	21
IV. Findings.....	29
Four Court Comparison.....	29
2002 Survey and 2008 Survey Comparison.....	34
V. Conclusions and Recommendations.....	36
Final Conclusions.....	42
Appendix A – Arizona State Court Structure.....	44
Appendix B – Tempe Municipal Court Customer Satisfaction Survey Form.....	46
Appendix C – CourTool 1 Access and Fairness Survey Form.....	48
Appendix D – 2002 Tempe Municipal Court Customer Satisfaction Survey Form.....	51
Appendix E – Tempe Municipal Court CourTool 1 Survey Results.....	56
Appendix F – Glendale Municipal Court CourTool 1 Survey Results.....	58
Appendix G – Chandler Municipal Court CourTool 1 Survey Results.....	60
Appendix H – Flagstaff Municipal Court CourTool 1 Survey Results.....	62
Reference List.....	64

List of Illustrations

1. Filings in Fiscal Year 2007 – 2008, page 24
2. Surveys Received Per Day, page 26
3. Percent of Responses with Local Zip Codes, page 27
4. I Felt Safe in the Courthouse, page 33
5. I was Treated with Courtesy and Respect, page 34
6. The Court's Website was Useful, page 34
7. The Judge Listened to My Side of the Story Before He or She Made a Decision, page 35

List of Tables

1. 2002 Survey/2008 Question Comparison, page 30
2. Tempe 2008 CourTool 1 Survey Results, page 31
3. Four Court CourTool 1 Survey Comparison, page 32
4. 2002 Survey/2008 CourTool 1 Survey Comparison Results, page 36

Abstract

The Tempe Municipal Court, a court of limited jurisdiction located in Maricopa County, Arizona, is working to reach five goals set out by Chief Justice Ruth McGregor in the Strategic Agenda for Arizona Courts 2005-2010. The Arizona Supreme Court has adopted the use of CourTools, developed by the National Center for State Courts, as tools Tempe is using to measure success in reaching three of the five goals, which focus primarily on access and fairness: 1) Providing Access to Quick, Fair Justice, 2) Being Accountable, and 3) Improving the Communication and Cooperation with the Community.

This paper presents the results of a CourTool 1 Access and Fairness survey implemented in 2008 with the help of the Arizona Supreme Court's Administrative Office of the Court, and compares the results of the survey from the Tempe Municipal Court with survey results from three other Arizona courts, the Chandler Municipal Court, the Glendale Municipal Court and the Flagstaff Municipal Court, as well as a previous survey Tempe conducted in 2002.

Comparison of the 2008 CourTool 1 survey results between the four courts show that the Tempe Municipal Court scored comparably to the other three courts on most of the questions. Tempe scored highest in its responses to questions pertaining to safety within the courthouse and courteous and respectful treatment, scoring as well as or better than the comparison courts. Tempe scored significantly lower than the comparison courts in its responses to the question regarding the usefulness of its website. It also scored lower than the comparison courts in its responses to a question pertaining to whether or not a judge listened to both sides of a story before making a decision.

Ninety three percent of the one hundred sixty one respondents to Tempe's survey either agreed or strongly agreed with Question 3: *I felt safe in the courthouse*, and ninety one percent

of respondents either agreed or strongly agreed with Question 7: *I was treated with courtesy and respect*. Only 39 percent of respondents either agreed or strongly agreed with Question 9: *The Court's website was useful*, while 66 percent of respondents either agreed or strongly agreed with Question 15: *The judge listened to my side of the story before he or she made a decision*.

This paper also compares Tempe's CourTool 1 survey with a similar survey conducted in the Tempe Municipal Court in 2002. The methodologies for the 2002 and 2008 surveys differed. The 2002 survey was mailed to a random sample of court users who visited the Court during the months of August through October, 2002. Those who did not respond to the mailed survey then received a follow up telephone call during which they were given an opportunity to participate. Of those contacted, 191 completed the survey. The 2008 CourTool 1 survey was conducted in the courthouse over one typical business day. Everyone who entered the building was asked to participate upon exiting and 161 completed the survey. The differences in how the surveys were conducted may have impacted the results in that those who were surveyed weeks or even months after their court experience may have had more favorable responses than those who were surveyed immediately after their court business was conducted. The responses of those surveyed weeks or months after their court experience may have been more intellectual than emotional.

The results of the 2002 survey, implemented to gauge the public's perceptions of the Court in the years immediately following a highly publicized judicial scandal, indicated that the Court had succeeded in improving its operations and had improved its relationship with the community. Responses from each survey were compared in areas regarding accessibility, safety, timeliness and judicial fairness/impartiality. Comparison of the 2002 and 2008 surveys did not demonstrate significant improvement in public perceptions of the Court between 2002 and 2008, although improvement was seen in the areas of safety and the usefulness of the Court's website.

Several conclusions were drawn from the comparisons. In order to make realistic improvements, the Court should select one or two specific areas in which to focus efforts. Comparisons between the four courts were arguably somewhat problematic because the other courts conducted their surveys over slightly longer periods of time than Tempe. The Arizona Supreme Court should create guidelines for courts to use when conducting surveys. The survey also demonstrated that Tempe is a very customer service-oriented organization and treats court users with courtesy and respect.

While the Court's website has become more useful, improvements are still needed, including a redesign of its format and providing an on-line payment process. Court users feel safer now than users did in 2002. The Court should continue to treat court user safety as a high priority and continue to create a safe environment in which the public can conduct their court related business. Accessibility, parking in particular, continues to be an issue for court users, more so in 2008 than in 2002. The Court should make every effort to streamline how court users conduct their business and should actively encourage court users to utilize alternative modes of transportation to access the courthouse.

Perceptions of judicial fairness and impartiality were consistent with that of the other comparison courts. While many court users didn't feel the judges were fair or listened to their side of the story before making decisions, Judges should not allow public perceptions to color their behavior or the rulings they make, they should strive for fair, independent and impartial decisions.

I. Introduction

The City of Tempe is a suburb of Arizona's state capital city, Phoenix. Tempe is considered a 'pass through' city, meaning that many people commute through Tempe to get from outer suburbs to the city of Phoenix and other areas within Maricopa County. Tempe is also a destination city for leisure activities such as sailing on the Tempe Towne Lake, shopping in the Mill Avenue District and the Tempe Marketplace and vacationing in one of several resort hotels. Additionally, Tempe is home to Arizona State University, with almost 53,000 students enrolled in the fall of 2008.¹ It is a land-locked municipality, surrounded by the cities of Phoenix to the west, Scottsdale to the north, Mesa to the east and Chandler to the south. It has a population of approximately 166,000 residents, with a median age of 28.8 and a median annual income level of \$60,000. Approximately 40 percent of its citizens over the age of 25 have at least a bachelor's degree.²

The Arizona Court Structure consists of the Arizona Supreme Court as the state's court of last resort with five Supreme Court Justices and the Arizona Court of Appeals as the state's intermediate appellate court with 22 Appellate Court Judges. The court structure also includes Superior Courts (including Tax Courts) in 15 counties as the state's general jurisdiction courts. These courts maintain jurisdiction over tort, contract and real estate matters, in addition to domestic relations, criminal felony, probate and juvenile matters. General jurisdiction courts also maintain jurisdiction over limited jurisdiction criminal and civil appeals. The state's limited jurisdiction courts consist of 83 Justice of the Peace precincts with 84 full and 3 part-time judges and 81 Municipal Courts with 89 full- and 55 part-time judges.³ These courts maintain jurisdiction over civil, civil traffic, criminal traffic and misdemeanor criminal matters, as well as

¹ http://uoia.asu.edu/files/quickfacts/Quick_Facts_Fall_2008.pdf

² http://www.tempe.gov/Business/Location/demographic_overview.htm.

³ http://www.ncsconline.org/D_Research/Ct_Struct/state_inc.asp?STATE=AZ

orders of protection, harassment injunctions and local ordinances (for a detailed description of the Arizona court structure, reporting lines and the jurisdiction of the state's courts, see

APPENDIX A – Arizona State Court Structure, page 45).

The primary focus of this paper is the Tempe Municipal Court, a court of limited jurisdiction that serves a suburb city located adjacent to the capitol city of Phoenix, in Maricopa County, Arizona. The Tempe Municipal Court consists of three criminal judges, two civil traffic hearing officers and 36.5 non-judicial staff. It received 150,861 filings in fiscal year 2007-2008, which resulted in 30,172 filings per bench officer and 4,133 filings per non-judicial staff.⁴

In the Arizona Supreme Court Strategic Agenda for Arizona Courts 2005-2010⁵, Chief Justice Ruth McGregor established a set of goals that would improve the public's perception of, and relationship with, the Arizona Judiciary. The goals were: 1) Providing Access to Swift, Fair Justice, 2) Protecting Children, Families and Communities, 3) Being Accountable, 4) Improving the Communication and Cooperation with the Community, and 5) Serving the Public by Improving the Legal Profession. While the Tempe Municipal Court strives to reach all of the goals, this paper focuses on its efforts to meet three of the goals specifically:

- Providing Access to Swift, Fair Justice
- Being Accountable
- Improving the Communication and Cooperation with the Community

The purpose of this research paper is to measure the level of user satisfaction with the Tempe Municipal Court in Maricopa County, Arizona, to determine areas that can be improved, and to make recommendations for improvement, in line with the Supreme Court's Strategic Agenda. This paper will explore the current level of user satisfaction as revealed in a survey implemented in May 2008, will compare the results of the recent survey with that of a previous

⁴ <http://www.supreme.state.az.us/stats/2007DataBookV2TOC.htm>.

⁵ *Good to Great, 2005 – 2010 Strategic Agenda*, Arizona Supreme Court, found at <http://www.supreme.state.az.us/goodtogreat/>

customer service survey implemented in 2002. It will also compare the level of user satisfaction between the Tempe Municipal Court with that of two other urban municipal courts in Maricopa County, Arizona – Chandler City Court and Glendale City Court, and one rural municipal court, Flagstaff Municipal Court, in Coconino County. These comparisons will tell how much, if any, improvement has been made in customer satisfaction since the Court's previous survey, and will provide a picture of how the Tempe Municipal Court ranks in customer satisfaction among other comparison courts.

The employees of the Tempe Municipal Court work hard every day to demonstrate the goals outlined by Chief Justice McGregor. In fact, the Tempe Municipal Court began making changes long before the Chief Justice published the Strategic Agenda. In the last 14 years, the Tempe Municipal Court has realized a dramatically positive change in the public's perception of the Court's role in the community. It has, however, been a long and sometimes difficult journey. In 1994, Stephen Mirretti, the Court's then-Presiding Judge resigned amid allegations of criminal misconduct. He eventually pled guilty to and was sentenced to state prison for charges ranging from theft of public money, bribery, and conspiracy to obstruct a criminal investigation. As the investigation into Judge Mirretti's activities continued, the Arizona Attorney General's Office and the Arizona Supreme Court seized the Tempe Municipal Court to preserve evidence.

The resulting criminal investigation and operational review of the Court's activities created a media firestorm and caused the public to mistrust the Court – and rightfully so. The Supreme Court review found that there were no policies and procedures in place to hold the Court accountable to the public, in fact many of the reports provided to the Supreme Court as a system of checks and balances were fraudulent and had been created in efforts to conceal the Judge's criminal activities.

The Tempe Municipal Court, under the direction of the Maricopa County Superior Court Presiding Judge and the Arizona Supreme Court made significant changes in order to be held accountable to the state's higher courts. Those changes included the appointment of a new Presiding Judge, the creation of a Court Administrator position and two Deputy Court Administrator positions, as well as four Court Services Supervisor positions. Contracts with defensive driving schools and public defenders were put out to bid and documented, job descriptions were created for all staff and written policies and procedures were created for all court processes. The Court also began to provide customer surveys in the lobbies of both the criminal and civil divisions so that court users could provide immediate feedback to the Court regarding their experience. Every survey is read by the appropriate team's supervisor, the division's Deputy Court Manager and the Court Manager. Anyone who completes a survey and who includes their mailing address on the form will receive a response from the division's Deputy Court Manager. Any specific negative feedback is addressed with staff where appropriate. Positive feedback is also communicated to individual staff where applicable.

In addition to being accountable to the state's higher courts, the Tempe Municipal Court took significant steps to increase accountability to its funding source, the City of Tempe. The Presiding Judge now provides the Tempe Mayor and City Council with an annual state of the Court report that outlines the activities of the court each year. The Court also maintains monthly workload indicators to further demonstrate the amount of work the Court completes each month and promotes transparency in the maintenance of both its operations budget and the collecting of court revenues. Court users also have access to customer satisfaction surveys in the lobby of each division. They have the option of evaluating all aspects of their court experience and may complete their survey anonymously. If they choose to provide contact information and request a

written response, a member of the court management team, or when appropriate, the Presiding Judge, will respond (to see a copy of the survey, see **APPENDIX B – Tempe Municipal Court Customer Satisfaction Survey, page 47**).

To better gauge the public’s perception of the Court once the above steps had been taken to bring it out from under the specter of controversy, the Court, working in conjunction with two professors from Arizona State University, implemented a customer service survey⁶ in 2002. The results of the survey were surprisingly positive given the publicity the court had received and were an indication that its efforts to promote accountability were satisfactory. Everyone surveyed found their overall court experience to be either average or above average.⁷

Accessibility Issues within the Court

While the 2002 survey results showed the great strides the Court has made in repairing its relationships with the community, the Supreme Court and the City of Tempe, other issues have arisen in the years since that have caused concern and frustration for court users. Accessibility is one of those issues.

Ongoing development of the downtown Tempe area where the court is located has resulted in the elimination of nearly every public parking lot within close proximity to the Court. Specifically the loss of the Court’s public lot, coupled with the closure of another public lot directly across the street, has resulted in the loss of approximately 200 parking spaces. With an average of 600 people entering the building each day⁸, the lack of parking has resulted in an increase in staff workload dealing with delays in court proceedings, including jury trials, and the quashing of warrants that are issued for defendants who arrive to court after their scheduled

⁶ Miguel Montiel and Ronald W. Perry, *Tempe Municipal Court Customer Satisfaction Survey Final Report*, June 2003.

⁷ See Note 6, *supra*, pages 16-18.

⁸ Tempe Municipal Court, *Security Workload Indicators, 2007 – 2008*.

hearing time. The parking issue and the resulting delays are exacerbated by the fact that the Court does not have an on-line payment process, which results in delays in the receipt of timely payments. As a result, many defendants make their payments in person rather than mail payments directly to the Court or use the telephone payment option.

The adoption of CourTools⁹, a set of tools developed by the National Center for State Courts that courts can use to measure performance, by the Arizona Supreme Court provided the Tempe Municipal Court with another opportunity to gauge the public's perception of the Court. In May, 2008, the Court, working in conjunction with the Arizona Supreme Court, implemented CourTool 1: Access and Fairness Survey (for details see **APPENDIX C – CourTool 1 Access and Fairness Survey Form, page 49**). The reasons were two-fold. First, the City of Tempe as a whole, and the Court in particular, has a strong focus on customer service. A realistic picture of the public's perception of how the Court is performing is vital in order to determine what can be done to improve customer service in the Court.

Secondly, as previously stated, the Arizona Supreme Court has adopted CourTools as measurement tools for all courts in the state of Arizona, in alignment with the Arizona Supreme Court Strategic Agenda for Arizona Courts 2005-2010. Therefore, implementation of the survey brings the Tempe Municipal Court into compliance with one of the required tools to measure performance. The May 2008 CourTool 1 survey is considered a baseline and will continue to be implemented on an annual basis so the Court can compare where progress has been made and identify areas for improvement.

Specifically and to briefly describe this project, the areas of the CourTool 1 survey in which the Tempe Court received the highest rate of satisfaction, and the areas in which the Court

⁹ *CourTools*, National Center for State Courts, as found at http://www.ncsconline.org/D_Research/CourTools/Images/ImplementingCourTools.pdf

received the lowest rate of satisfaction, will be compared to the three comparison courts that conducted the same survey in 2008. Additionally, the areas of accessibility, safety, timeliness and judicial fairness/impartiality will be compared between Tempe's CourTool 1 survey and the original 2002 Tempe survey. CourTools¹⁰ are a set of performance measures developed by the National Center for State Courts, and will be discussed in much more detail in the Literature Review section of this paper.

II. Literature Review

“...The ordinary administration of criminal and civil justice....this of all others, is the most powerful, most universal and most attractive source of popular obedience and attachment. It is that which...contributes, more than any other circumstance, to impressing upon the minds of the people, affection, esteem and reverence towards government.”

– Alexander Hamilton, *Federalist No. 17* (1787)¹¹

This statement speaks to the encompassing impact the judicial system has on the very fiber of the United States of America. Courts and those involved in the administration of justice have long questioned whether the public holds a positive or negative perception of the legal process and if courts are doing everything possible to mitigate those negative perceptions. Indeed, efforts to remain unbiased and impartial, along with the usually unexplained complexity of court proceedings and the laws and rules by which courts are governed, can cause courts to perpetuate the sense of dissatisfaction described in “The Causes of Popular Dissatisfaction with the Administration of Justice”, an article that Roscoe Pound wrote for the American Bar Association in 1906.¹² Pound opined that ‘dissatisfaction with the administration of justice is as

¹⁰ **Loc. Cit.**

¹¹ Hamilton, Alexander, *Federalist Paper No. 17* (1787), found at <http://thomas.loc.gov/home/histdox/fedpapers.html>

¹² Pound, Roscoe, *The Causes of Popular Dissatisfaction with the Administration of Justice*, **American Bar Association**, reprint 1906, page 1.

old as law'¹³ and also discussed what he considered to be the reasons for the public's distrust and dissatisfaction with any legal system. Pound outlined these dissatisfactions as:

“(1) The necessarily mechanical operation of rules, and hence of laws; (2) the inevitable difference in rate of progress between law and public opinion; (3) the general popular assumption that the administration of justice is an easy task, to which anyone is competent, and (4) popular impatience of restraint.”¹⁴

He also described five causes of dissatisfaction that pertained to the legal system of the United States of America:

“(1)The individualist spirit of our common law, which agrees ill with a collectivist age; (2) the common law doctrine of contentious procedure, which turns litigation into a game; (3) political jealousy, due to the strain put upon our legal system by the doctrine of supremacy law; (4) the lack of general ideas or legal philosophy, so characteristic of Anglo-American law, which gives us petty tinkering where comprehensive reform is needed, and (5) defects of form due to the circumstance that the bulk of our legal system is still case law.”¹⁵

While many of the causes for dissatisfaction that Pound described in 1906 are the same issues that impact the legal system today, courts and organizations that provide leadership to courts across the country are focusing on what can be done to mitigate those impacts. As far back as the 1970's courts have looked for ways to gauge public perceptions of what courts do. A study conducted in 1977 by opinion polling company Yankelovich, Skelly and White, Inc. and presented in 1978 by the National Center for State Courts to the National Conference on the State Judiciary¹⁶ reported some interesting findings. For example, while the general public's knowledge and understanding of and confidence in the workings of the court system were quite low, those who did have knowledge and experience in the courts expressed the greatest

¹³ **Loc. Cit.**

¹⁴ See Note 12 *supra*, page 3.

¹⁵ See Note 12 *supra*, page 8.

¹⁶ Yankelovich, Skelly and White, Inc., *The Public Image of Courts: Highlights of a National Survey of the General Public, Judges, Lawyers and Community Leaders, State Courts: A Blueprint for the Future*, National Center for State Courts, 1978, page i.

dissatisfaction.¹⁷ Additionally, the study found that the public held many misconceptions about courts, such as:

“72% incorrectly believe that the United States Supreme Court can review and reverse any decision made by a state court.
37% incorrectly think it is the responsibility of a person accused of a crime to prove innocence.
30% incorrectly believe that a district attorney’s job is to defend an accused criminal who cannot afford a lawyer.”¹⁸

The study also showed that the public had serious misgivings concerning the equality and fairness of justice – 25% of the participants felt that the poor were not treated as well as the affluent, and 19% felt that black people were not treated as well as white people.¹⁹

Over the next decade, impacts of increased criminal caseloads due to the government’s war on drugs²⁰ felt by courts across the country caused the court community to more closely examine how courts operated and what their priorities should be. This resulted in many courts hiring professional court administrators or managers who were tasked with “...examining the work of the court from an organizational perspective – what is the court doing and how can it do it better?”²¹

Another national survey was conducted by the American Bar Association in 1998. “Perceptions of the U.S. Justice Systems”²² demonstrated that public perceptions of the court system were relatively high as compared to perceptions of other major institutions. However, it

¹⁷ See Note 16, *supra*, page ii.

¹⁸ See Note 16, *supra*, page iii.

¹⁹ **Loc. Cit.**

²⁰ Robert D. Lipscher, *The Judicial Response to the Drug Crisis*, St. Ct. J., Fall 1989, at 13, 14-15, cited by Casey, Pamela, *Defining Optimal Court Performance: The Trial Court Performance Standards*, Court Review – Winter 1998, page 24.

²¹ Casey, Pamela, *Defining Optimal Court Performance: The Trial Court Performance Standards*, Court Review – Winter 1998, page 24.

²² American Bar Association, *Perceptions of the U.S. Justice System* (1999), cited by Rottman, David B. and Tompkins, Alan J., Court Review – Fall 1999, page 24.

also showed that the public still “retained rather stereotypical views of how courts and judges work”.²³

This self-examination, coupled with the information learned from the Yankelovich, Skelly and White study, the 1998 survey and as many as 27 additional state-level surveys in 22 states²⁴ are supported by earlier work set out in the Trial Court Performance Standards. The first draft of these performance standards was completed in 1989, and the final version of the standards were developed by the Commission on Trial Court Performance Standards, a 12-member group of judges, court administrators, an elected Clerk of Court and scholars in the area of judicial administration, and were released in 1990.²⁵ The Commission identified five performance areas: (1) ACCESS TO JUSTICE; (2) EXPEDITION AND TIMELINESS; (3) EQUALITY, FAIRNESS AND INTEGRITY; (4) INDEPENDENCE AND ACCOUNTABILITY; and, (5) PUBLIC TRUST AND CONFIDENCE.²⁶

While the performance areas are all obviously linked to each other, results from the first four measures arguably have a direct impact on public trust and confidence. Standard 1, ACCESS TO JUSTICE, requires courts to:

- eliminate unnecessary barriers to justice by conducting proceedings open to the public,
- ensure that court facilities are safe, accessible and convenient to court users,
- provide the opportunity to all who appear in court to participate effectively,
- provide courteous, respectful and responsive service to the public, and
- ensure that the costs associated with court proceedings and records are reasonable, fair and affordable.²⁷

²³ **Loc. Cit.**

²⁴ Rottman, David B., *Public Perceptions of the State Courts: A Primer*, National Center for State Courts, 2000

²⁵ **Loc. Cit.**

²⁶ *Trial Court Performance Standards Desk Reference Manual*, page 1, National Center for State Courts, found at http://www.ncsconline.org/D_Research/TCPS/TCPSDeskRef.pdf

²⁷ See Note 26, **supra**, pages 3-9.

The Yankelovich, Skelly and White study showed that the public's perception was that courts make decisions without input from all parties, that courthouses are unsafe, and that most people can't afford to go to court – whomever can afford the best attorney will usually prevail.²⁸

The Trial Court Performance Standards reinforced the thought that trust and confidence are gained when people feel that they are informed of decisions being made and feel that they have been able to actively participate in the process, if they feel safe in the courthouse, and if they feel that the costs associated with their court business was reasonable, that they don't have to be affluent in order to receive justice.

Standard 2, EXPEDITION AND TIMELINESS, requires courts to:

- comply with recognized guidelines for timely case processing while keeping current with incoming caseloads,
- disburse funds promptly, provide reports according to required schedules and respond to requests for information on established schedules, and,
- promptly implement changes in law and procedure.²⁹

The prevailing perception was that many cases were forgotten and often languished in the court system for long periods of time, that courts fail to provide information quickly and efficiently, and that many courts didn't change with the times, that changes in law and procedure weren't implemented, and when they were implemented the public wasn't informed.

The Trial Court Performance Standards supported the idea that trust and confidence are gained when the public feels that their case has been processed in a timely manner, and if they believe that courts are not holding funds inappropriately, are providing information in a timely manner and if they are secure in the knowledge that the court operates under current law and procedures.

²⁸ See Note 16, *supra*, pages ii, iii.

²⁹ See Note 26, *supra*, pages 13-17.

Standard 3, EQUALITY, FAIRNESS AND INTEGRITY, requires courts to:

- adhere to relevant laws, procedural rules and established policies,
- ensure that jury lists are representative of the jurisdiction from which they are drawn,
- give individual attention to cases,
- render decisions that unambiguously address the issues and clearly indicate how compliance can be achieved,
- take appropriate responsibility for enforcement of its orders, and,
- ensure that all relevant court decisions and actions are accurate and properly preserved.³⁰

The public perceptions at the time were that courts often didn't follow written laws, procedural rules and its own policies, that juries were not representative of the defendant's community, that people frequently walked away with no clear understanding of how court orders would be enforced and that there was little belief that court orders would be enforced.

The Trial Court Performance Standards emphasized that trust and confidence are gained when people believe they are being judged by a jury of their peers, that the court has paid attention to their individual case and rendered an unbiased and fair decision, when they are given clear direction regarding how compliance with the court's decisions can be achieved, and if the court makes every effort to enforce its orders.

Standard 4, INDEPENDENCE AND ACCOUNTABILITY, require courts to:

- maintain its institutional integrity and still observe the principle of comity in governmental relations,
- demonstrate accountability for its public resources,
- use fair employment practices,
- inform the community about its programs, and
- adjust its operations to accommodate new conditions and emergent events.³¹

³⁰ See Note 26, *supra*, pages 19-27.

³¹ See Note 26, *supra*, pages 29-35.

Public opinion of the judicial system at the time was negative because people believed that the court and law enforcement were often on the ‘same team’, and that courts either could not or would not hold itself accountable to its funding source and/or the public for its public resources.

The Trial Court Performance Standards argued that trust and confidence are gained when courts use fair employment practices and inform the community regarding any programs offered.

As previously mentioned, Standard 5, PUBLIC TRUST AND CONFIDENCE, is impacted by the previous four areas. Specifically, this standard requires courts to:

- be accessible,
- conduct court functions expeditiously, fairly and with integrity, and,
- remain independent from the other branches of government and accountable for its public resources.³²

Indeed, this standard encompasses each of the other standards in some form. Additionally, it moves beyond the perceptions of those who used the court to the perceptions of those who had no direct experience with the court system but who may some day, to the perceptions of those who are opinion leaders within the community, and those who experience the court system as an attorney, witness or victim in a court case.³³

The Trial Court Performance Standards ultimately led to the development of CourTools by the National Center for State Courts.³⁴ CourTools integrates carefully selected performance measures that supplement the TCPS, and offers courts practical direction in capturing and documenting court performance. CourTools also consolidated the TCPS’ 22 standards into 10 measures.

³² See Note 26, **supra**, pages 37-40.

³³ See Note 26, **supra**, page 37.

³⁴ See Note 9, **supra**, page 2.

The NCSC introduction to CourTools lists the five reasons for assessing court performance as:

1. Measuring performance can identify if the perceptions that judicial staff and court staff have regarding their own performance are accurate.³⁵
2. It is an opportunity to assess the areas of most importance to the court users – for example, parties/defendants, attorneys, jurors and the public.³⁶
3. Setting desired outcomes help staff understand the impact they have individually in reaching the court’s goals.³⁷
4. Performance measurement data can be of great value when presenting budgetary requests and is “a critical foundation for building evidence-based requests for new initiatives and additional resources”.³⁸
5. Measuring performance and publishing the results is critical to the Judicial Branch holding itself accountable to the other branches and to the public it serves.³⁹

COURTOOLS MEASURE 1: ACCESS AND FAIRNESS specifically addresses the perceptions of court users regarding their experience in court. A survey was developed that asks the following questions regarding access to the court (see APPENDIX A):

- Finding the courthouse was easy
- The forms I needed were clear and easy to understand
- I felt safe in the courthouse
- The court makes reasonable efforts to remove physical and language barriers to service
- I was able to get my court business done in a reasonable amount of time
- Court staff paid attention to my needs
- I was treated with courtesy and respect
- I easily found the courtroom or office I needed

³⁵ CourTools: A Court Performance Framework, page 1, National Center for State Courts, as found at http://www.ncsconline.org/D_RESEARCH/CourTools/CourToolsWhitePages-v4.pdf.

³⁶ **Loc. Cit.**

³⁷ **Loc. Cit.**

³⁸ See Note 9, *supra*, page 2.

³⁹ **Loc. Cit.**

- The court's website was useful
- The court's hours of operation made it easy for me to do my business⁴⁰

The survey also asks specific questions regarding how the court dealt with their case:

- The way my case was handled was fair
- The judge listened to my side of the story before he or she made a decision
- The judge had the information necessary to make good decisions about my case
- I was treated the same as everyone else
- As I leave the court, I know what to do next about my case⁴¹

Participants are asked to rate each question, from Strongly Agree, Agree, Neutral, to Disagree and Strongly Disagree. Additional background informational questions are asked to determine the demographics of the court users, such as gender and ethnicity, as well as the reason the person was in the courthouse that day – as a defendant, attorney, family member, police officer, victim, etc. and the type of case that brought the person to court.⁴²

The survey described above is the subject of discussion for this paper. The Tempe Municipal Court implemented its own version of a customer satisfaction survey in 2002⁴³ (to see a copy of the survey, see **APPENDIX D – 2002 Tempe Municipal Court Customer Satisfaction Survey Form, page 52**). While the Tempe survey asked different questions, it dealt specifically regarding access, fairness, and how the court dealt with cases. Comparisons between the 2002 Tempe survey and the CourTool survey will be made later in this paper.

III. Methods

Before comparisons can be made between the Tempe Municipal Court and the municipal courts of the cities of Glendale, Chandler and Flagstaff, basic demographic and court filing

⁴⁰ CourTools: A Court Performance Framework, page 5, National Center for State Courts, as found at http://www.ncsconline.org/D_RESEARCH/CourTools/CourToolsWhitePages-v4.pdf.

⁴¹ **Loc. Cit.**

⁴² **Loc. Cit.**

⁴³ See Note 6, **supra**, pages 21-24.

information must be examined. All four courts are considered courts of limited jurisdiction, holding jurisdiction over criminal misdemeanor, criminal traffic, civil traffic and local ordinance violations, as well as protective orders.

The Tempe Municipal Court serves a population of 166,000 with three criminal judges, two civil traffic hearing officers and 36.5 non-judicial staff. It received 150,861 filings in fiscal year 2007-2008, which resulted in 30,172 filings per bench officer and 4,133 filings per non-judicial staff.⁴⁴

In comparison to Tempe, the city of Glendale, also located in urban Maricopa County, Arizona, has a population of approximately 252,000 people.⁴⁵ The Glendale Municipal Court consists of three criminal judges, one civil traffic hearing officer and 48 non-judicial staff. The court received 60,958 filings in fiscal year 2007-2008, which resulted in 15,240 filings per bench officer and 1,270 filings per non-judicial staff.⁴⁶

The city of Chandler, another city located in urban Maricopa County, Arizona, has a population of approximately 176,000 people.⁴⁷ The Chandler Municipal Court consists of four criminal judges, one civil traffic hearing officer and 42 non-judicial staff. The court received 50,774 filings in fiscal year 2007-2008, which resulted in 10,155 filings per bench officer and 1,451 filings per non-judicial staff.⁴⁸

The city of Flagstaff, located in northern Arizona in Coconino County, is a rural community with a population of approximately 53,000 people.⁴⁹ The Flagstaff Municipal Court consists of two criminal judges and 24 non-judicial staff. The court received 18,397 filings in

⁴⁴ <http://www.supreme.state.az.us/stats/2007DataBookV2TOC.htm>.

⁴⁵ http://www.glendaleaz.com/EconomicDevelopment/documents/020408_Demogrphics.pdf.

⁴⁶ **Loc. Cit.**

⁴⁷ http://www.chandleraz.gov/content/lrp_demotable.pdf.

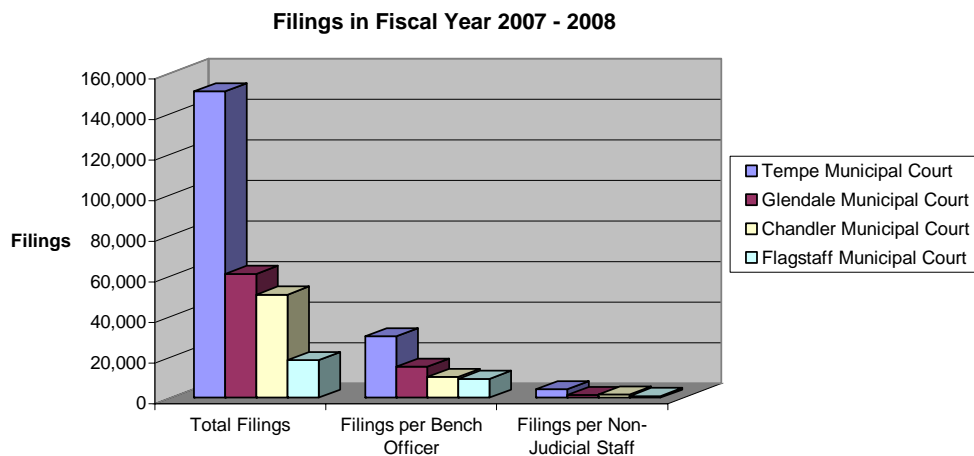
⁴⁸ **Loc. Cit.**

⁴⁹ <http://www.answers.com/topic/flagstaff-arizona>.

fiscal year 2007-2008, which resulted in 9,199 filings per bench officer and 767 filings per non-judicial staff.⁵⁰

The Glendale Municipal Court and the Chandler Municipal Court were selected as comparison courts as they are urban cities of equal or larger size to the City of Tempe, located within the county of Maricopa and employ approximately the same number of judicial officers. Additionally, the three courts are frequently compared to each other when court workload statistics are examined by others, such as the Supreme Court. The City of Flagstaff was selected as a comparison court because it is a rural court in a county other than Maricopa, but as a larger rural court it still employs a comparable number of judicial officers and staff.

The table below demonstrates the differences in filings received in Fiscal Year 2007 – 2008. As evidenced, the Tempe Municipal Court receives significantly more filings than the three comparison courts, and maintains a much higher filing-to-bench officer and filing-to-non-judicial staff ratio.



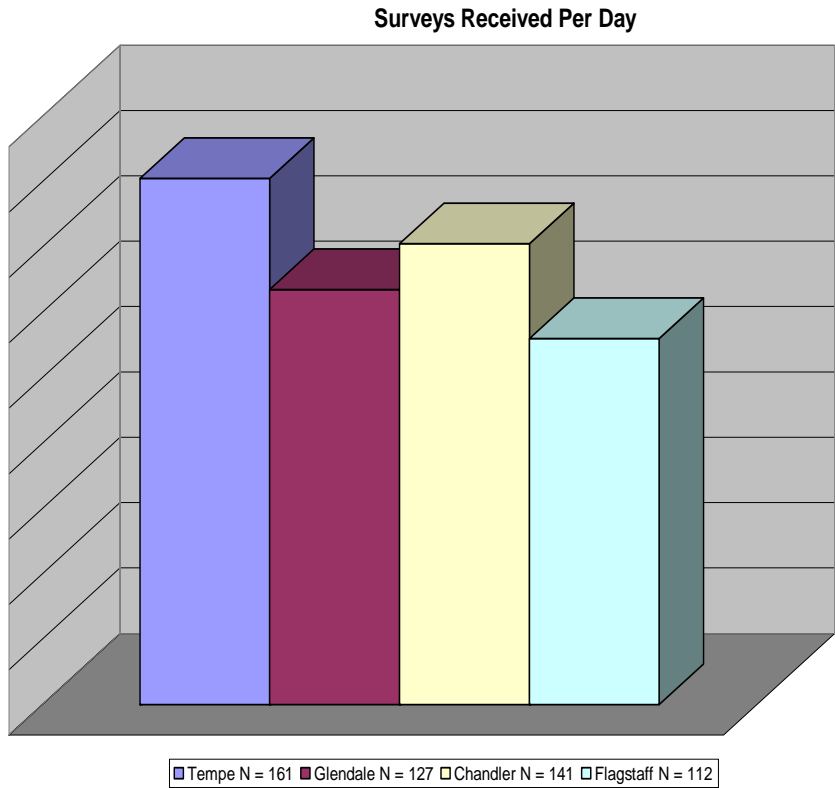
(Illustration 1)

The methodology of the research included in this paper was relatively simple due to the fact that each court utilized the same survey instrument, and each of the courts worked

⁵⁰ Loc. Cit.

cooperatively with the Arizona Supreme Court's Administrative Office of the Court (AOC) in conducting the survey. The AOC provided the survey forms in English and Spanish, as well as banners, clipboards, pens and other tools, as well as staff to oversee the survey. The AOC also compiled the results of each of the courts' surveys, thereby ensuring the accuracy of the results and eliminating any perception that a court may have skewed the results in one way or another.

One area of concern regarding the methodology is that the three comparison courts all elected to conduct the survey over a longer period than Tempe. Tempe conducted its survey in just one day, while Glendale and Flagstaff implemented their surveys over a two-day period. Chandler conducted its survey over a three-day period. This was a factor in a higher percentage of completed surveys for the comparison courts than for Tempe. Upon averaging the number of surveys received each day for each court, the ratio of filings-to-days conducted was found to be relatively comparable. Therefore, an assumption was made that Tempe could have actually had a higher number of responses than the other courts had it conducted its survey over a two or three-day period.

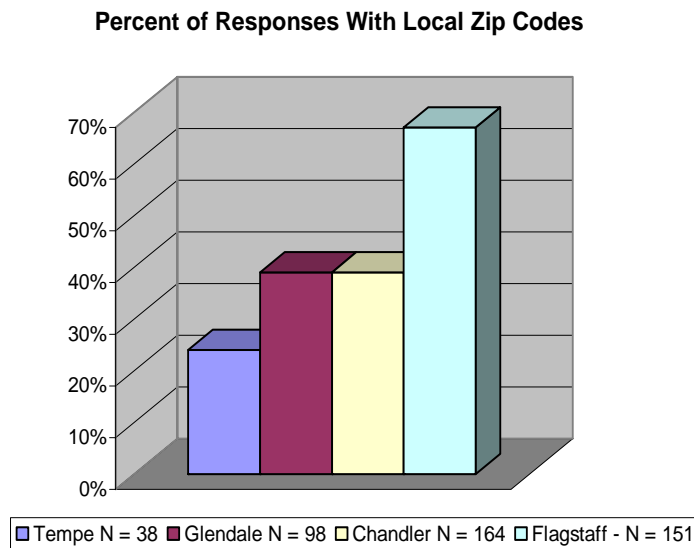


(Illustration 2)

The Tempe Municipal Court implemented the CourTool survey on May 20, 2008 (to see a copy of Tempe’s survey results, see **APPENDIX E – Tempe Municipal Court CourTool 1 Survey Results, page 57**). In order to eliminate perceptions of bias, everyone who entered the building was greeted by a non-court employee volunteer, informed of the survey and told that they would be asked to participate in the survey upon exiting the building. Of the court users exiting the building 161 completed a survey, while 124 court users declined to participate. A smaller percentage of participants in Tempe’s survey were Tempe residents as compared to the other courts. Only 38 of the participants, or 24 percent, listed a local residential or mailing zip code within the borders of Tempe.

The Glendale City Court conducted its survey over a two-day period, April 15 – 16, 2008, with 253 court users electing to participate in the survey (to see a copy of Glendale’s

survey results, see **APPENDIX F – Glendale Municipal Court CourTool 1 Survey Results, page 59**). Of the 253 participants, 98, or 39 percent, listed a local residential or mailing zip code within the borders of Glendale. The Chandler City Court elected to conduct its survey over a three-day period, May 28 – 30, 2008, with 422 participants (to see a copy of Chandler’s survey results, see **APPENDIX G – Chandler Municipal Court CourTool 1 Survey Results, page 61**). Of those, 164, or 39 percent, listed a local residential or mailing zip code within the borders of Chandler. The Flagstaff City Court implemented its survey over a two-day period, August 14 – 15, 2008, with 224 court users participating (to see a copy of Flagstaff’s survey results, see **APPENDIX H – Flagstaff Municipal Court CourTool 1 Survey Results, page 63**). Of those, 151, or 67 percent, listed a local residential or mailing zip code within the borders of Flagstaff.



(Illustration 3)

The methodology of the comparison between the Court’s 2002 customer survey and the CourTools survey was to compare responses from each survey regarding accessibility, safety,

timeliness and judicial fairness/impartiality. The 2002 survey received 191 responses, resulting in a 37 percent response rate, while the 2008 survey received 161 responses, resulting in a 57 percent response rate.

It should be noted that the methodologies for each survey were very different. The 2002 survey differed from the CourTool survey process in that the survey was not provided in person to those who came to court on a specific day or days. The survey was mailed to a random sample of respondents “drawn from court records and included all persons who visited the Court during a three-month period between August 1, 2002 and October 31, 2002.”⁵¹ Respondents who did not return the survey in the self-addressed, stamped envelope were contacted via telephone. The 2008 survey was conducted in person at the court during one business day.

The difference in how the survey was conducted could have had a significant impact on the responses received. As the participants in the 2002 survey did not receive the survey for weeks, and sometimes months after their court experience, the emotion of the experience could likely have lessened. In the 2008 survey, participants were polled immediately after their court experience while the emotional element of the experience was still high. This could have significantly colored their survey responses.

There are other variable differences, as well. Access to the Court has been significantly impacted over the last two years by increased development of the downtown Tempe area. The Court lost use of both of the adjacent public parking lots due to construction between 2002 and 2008 and no alternative parking locations were provided. Court users are on their own to find parking on the streets surrounding the court or in pay lots several blocks away. Part of the continuing development of the downtown Tempe area is construction of a light rail system that will pass directly behind the courthouse. It is this construction and the construction of a regional

⁵¹ See Note 6, *supra*, page 2.

transportation center that necessitated the loss of the Court's original public/employee parking lot. The light rail train began service December 27, 2008, and it is anticipated that this will mitigate the parking issues currently being felt by court users. Considering that the vast majority of court filings involve vehicle-related infractions, the Court doesn't share the City of Tempe's enthusiasm that court users will decide to leave their cars at home.

Another variable change is the increase in filings the Court receives now as compared to filings received in 2002. The Court received a total of 6,853 filings in the month of November 2002⁵², when the first survey was implemented. It received 10,630⁵³ filings in the month of May 2008, when the second survey was implemented. This is an increase of more than 64 percent, and represents a significant increase in the number of people with business at the courthouse.

The increase is due in large part to the expansion of the City's photo enforcement program. The photo enforcement program has been very controversial. While most people who have to come to Court are not happy about it, those with photo enforcement complaints can be particularly outraged, often more upset than those who are facing criminal misdemeanors. This is an additional variable change in that the public's displeasure with photo enforcement can be communicated through dissatisfaction with the judge or hearing officer deciding the cases, despite the fact that it is a police program.

It should also be noted that while the number of filings has increased dramatically between 2002 and 2008, the number of bench officers has remained relatively the same. In 2002 the Court employed three criminal judges and one civil traffic hearing officer. In 2008, the Court employs three criminal judges and two civil traffic hearing officers.

⁵² Tempe Municipal Court, *Statistical Workload Indicators, 2002 – 2003*.

⁵³ Tempe Municipal Court, *Statistical Workload Indicators, 2007 – 2008*.

Although the questions posed in the 2002 survey were worded differently, they were easily identifiable as related to those of the CourTool survey. The following questions will be compared:

(Table 1 – 2002/2008 Survey Comparison)

	2002 Survey	2008 CourTool Survey
Safety	I felt safe while inside the Tempe Municipal Court	I felt safe in the courthouse
Access	The geographic location of the Tempe Municipal Court is convenient	Finding the courthouse was easy
	I had no problem finding the appropriate division or courtroom	I easily found the courtroom or office I needed
	Checked internet site: how useful?	The court's website was useful
Timeliness	The matter that I was involved in was handled in a timely manner	I was able to get my court business done in a reasonable amount of time
Judicial Fairness/ Impartiality	The judge demonstrated a sense of fairness and justice	The way my case was handled was fair
	The judge ensured a fair opportunity for all parties to present their information	The judge listened to my side of the story before he or she made a decision
	The judge treated everyone equally no matter what their race or nationality	I was treated the same as everyone else
	The judge treated men and women equally	I was treated the same as everyone else

IV. Findings

Four Court Comparison

Of the 161 court users who completed a Tempe survey, the following results were gathered:

(Table 2 – Tempe 2008 CourTool 1 Survey Results)

Questions	Strongly Agree/ Agree	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Finding the courthouse was easy	75%	31%	44%	8%	11%	6%
The forms I needed were clear and easy to understand	82%	27%	55%	10%	5%	3%
I felt safe in the courthouse	93%	47%	46%	5%	1%	1%
The court makes reasonable efforts to remove physical and language barriers to service	83%	41%	43%	12%	1%	3%
I was able to get my court business done in a reasonable amount of time	77%	47%	31%	10%	7%	6%
Court staff paid attention to my needs	86%	43%	42%	9%	2%	4%
I was treated with courtesy and respect	91%	49%	43%	5%	2%	2%
I easily found the courtroom or office I needed	83%	38%	45%	8%	4%	5%
The court's website was useful	39%	12%	27%	52%	5%	5%
The court's hours of operation made it easy for me to do my business	71%	31%	40%	19%	7%	3%
The way my case was handled was fair	72%	28%	45%	16%	6%	6%
The judge listened to my side of the story before he or she made a decision	66%	23%	43%	22%	6%	5%
The judge had the information necessary to make good decisions about my case	72%	29%	43%	18%	5%	5%
I was treated the same as everyone else	84%	39%	45%	8%	5%	3%
As I leave the court I know what to do next about my case	84%	40%	44%	10%	2%	3%

As evidenced by the table below, all four courts received relatively positive scores overall. Participants in the Tempe survey either strongly agreed or agreed with seven of the 15 questions with an 80 percent or higher rating. The Glendale survey saw nine responses receive an 80 percent or higher rating of strongly agree or agree, while Flagstaff had six of the questions receive an 80 percent or higher strongly agree or agree rating. Chandler had ten of the questions receive a strongly agree or agree rating of 80 percent or higher.

The Tempe Municipal Court scored comparably to the other courts in most of the responses. The percentages of Strongly Agree/Agree responses for each court are listed below:

(Table 3 – Four Court CourTool 1 Survey Comparison)

Questions	Tempe Municipal Court	Glendale Municipal Court	Chandler Municipal Court	Flagstaff Municipal Court
Finding the courthouse was easy	75%	90%	86%	84%
The forms I needed were clear and easy to understand	82%	89%	90%	81%
I felt safe in the courthouse	93%	89%	91%	86%
The court makes reasonable efforts to remove physical and language barriers to service	83%	93%	84%	76%
I was able to get my court business done in a reasonable amount of time	77%	82%	85%	73%
Court staff paid attention to my needs	86%	83%	91%	81%
I was treated with courtesy and respect	91%	87%	93%	88%
I easily found the courtroom or office I needed	83%	19%	92%	87%
The court’s website was useful	39%	68%	62%	54%
The court’s hours of operation made it easy for me to do my business	71%	82%	80%	76%
The way my case was handled was fair	72%	71%	75%	71%
The judge listened to my side of the story before he or she made a decision	66%	67%	74%	74%
The judge had the information necessary to make good decisions about my case	72%	72%	79%	70%
I was treated the same as everyone else	84%	95%	81%	78%

Tempe scored higher than Glendale in the responses to five of the questions: 1) I felt safe in the courthouse, 2) Court staff paid attention to my needs, 3) I was treated with courtesy and respect, 4) I easily found the courtroom or office I needed, and 5) The way my case was handled was fair.

Tempe scored higher than Chandler in the responses to only two of the questions: 1) I felt safe in the courthouse, and 2) I was treated the same as everyone else.

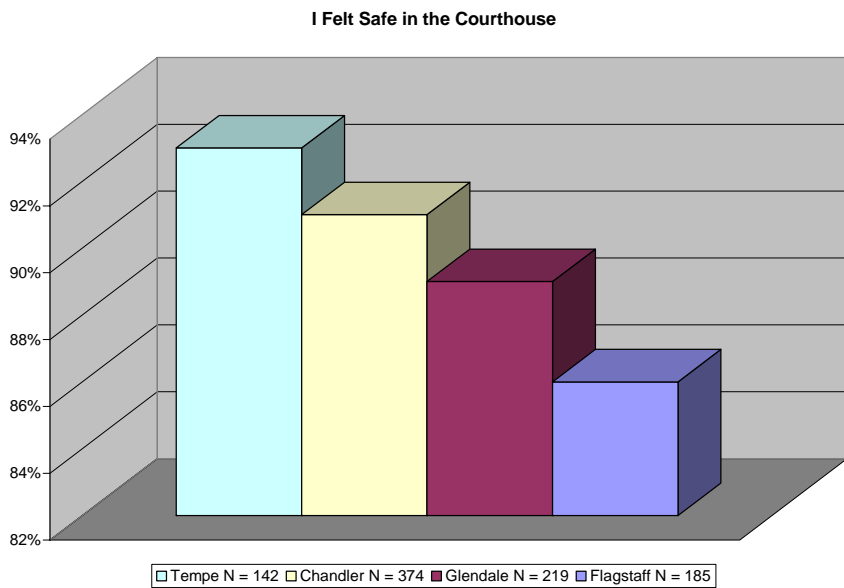
Tempe scored higher than Flagstaff in the responses to nine of the questions: 1) The forms I needed were clear and easy to understand, 2) I felt safe in the courthouse, 3) The court makes reasonable efforts to remove physical and language barriers to service, 4) I was able to get my court business done in a reasonable amount of time, 5) Court staff paid attention to my needs, 6) I was treated with courtesy and respect, 7) The way my case was handled was fair, 8) The judge had the information necessary to make good decisions about my case, and 9) I was treated the same as everyone else.

Two questions were identified in which Tempe scored highest in user satisfaction:

Question 3: I felt safe in the courthouse – 93%

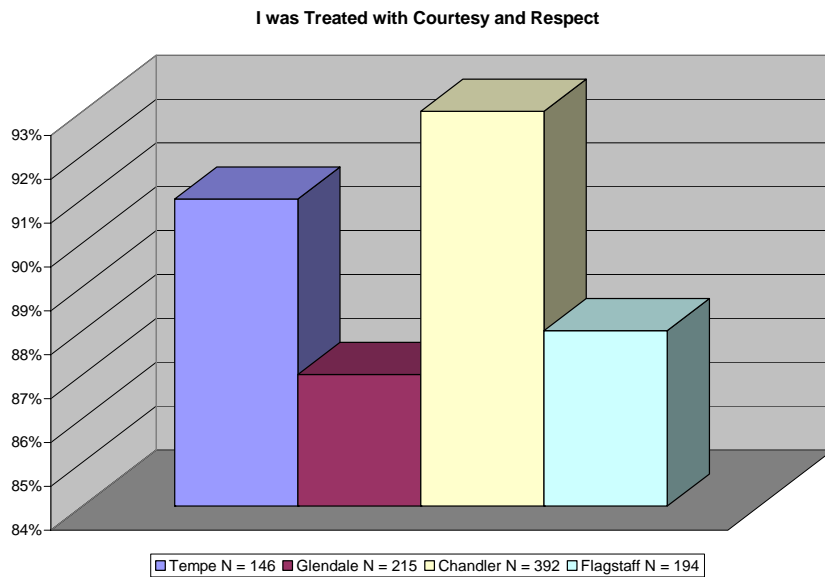
Question 7: I was treated with courtesy and respect – 91%

Tempe scored higher in Question Three than any of the three comparison courts.



(Illustration 4)

Tempe scored higher in Question Seven than two of the three comparison courts.



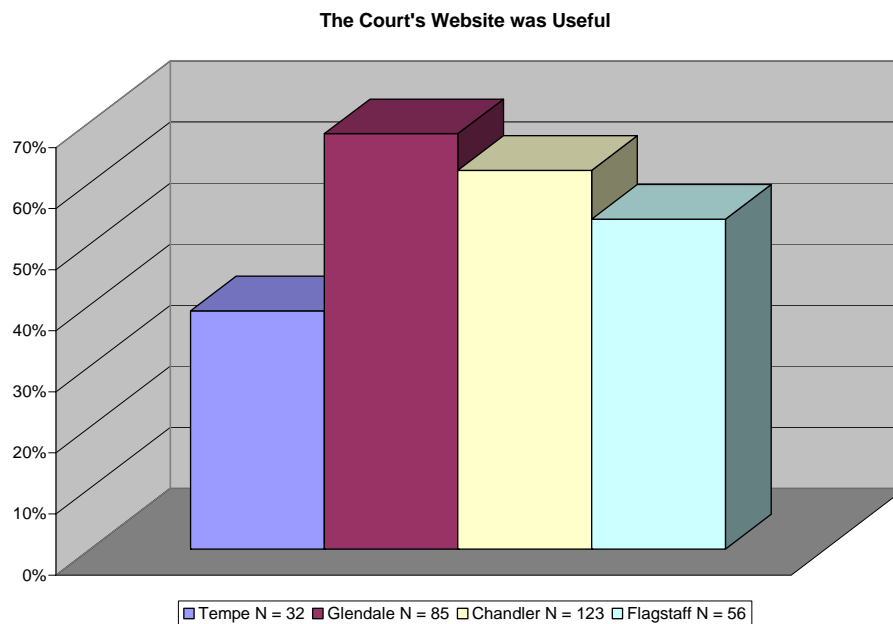
(Illustration 5)

Two questions were also identified in which Tempe scored lowest in user satisfaction:

Question 9: The court's website was useful – 39%

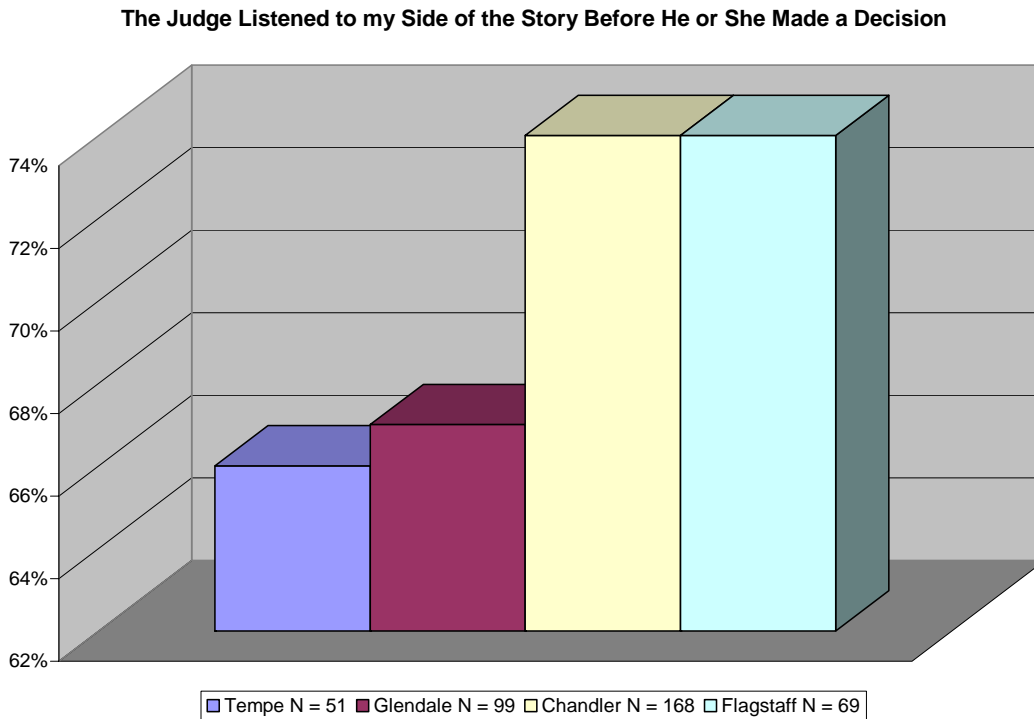
Question 15: The judge listened to my side of the story before he or she made a decision – 66%

Tempe scored significantly lower than any of the comparison courts to Question Nine.



(Illustration 6)

Tempe also scored lower than the three comparison courts to Question 12.



(Illustration 7)

2002 Survey and 2008 Survey Comparison

The public's perception of the Court did not appear to see improvement in the areas of access, timeliness or judicial fairness/impartiality in the 2008 CourTool survey as compared to what was demonstrated in the 2002 survey. In fact, some areas show decreases in customer satisfaction. Perceptions did show significant improvement in the area of safety and usefulness of the Court's website.

(Table 4 – 2002 Survey/2008 CourTool 1 Survey Comparison Results)

	2002 Survey	% Strongly Agree/Agree	2008 CourTool Survey	% Strongly Agree/Agree
Safety	I felt safe while inside the Tempe Municipal Court	82%	I felt safe in the courthouse	93%
Access	The geographic location of the Tempe Municipal Court is convenient	87%	Finding the courthouse was easy	75%
	I had no problem finding the appropriate division or courtroom	87%	I easily found the courtroom or office I needed	83%
	Checked internet site: how useful?	8%	The court's website was useful	39%
Timeliness	The matter that I was involved in was handled in a timely manner	84%	I was able to get my court business done in a reasonable amount of time	77%
Judicial Fairness/ Impartiality	The judge demonstrated a sense of fairness and justice	90%	The way my case was handled was fair	72%
	The judge ensured a fair opportunity for all parties to present their information	92%	The judge listened to my side of the story before he or she made a decision	66%
	The judge treated everyone equally no matter what their race or nationality	92%	I was treated the same as everyone else	84%
	The judge treated men and women equally	96%	I was treated the same as everyone else	84%

Eighty two percent of those surveyed in 2002 felt safe in the Tempe courthouse. Ninety three percent of those surveyed in 2008 felt safe.

Only eight percent of those surveyed in 2002 felt that the Court's website was useful, while 39 percent of those surveyed in 2008 felt the website was useful. This is a significant improvement, although that figure would likely increase dramatically if the public had the ability to plea responsible to certain civil traffic matters and to pay fines on-line.

Public perceptions of the Court's accessibility were about the same. Eighty seven percent of survey respondents in 2002 felt that the location of the Court was convenient, while only seventy five percent of 2008 respondents felt that it was easy to get to the courthouse. Eighty seven percent of those surveyed in 2002 felt they were easily able to find the appropriate courtroom or office that they needed, while eighty three percent of participants in the 2008 survey felt the same way. Eighty four percent of survey respondents felt their matter was handled in a timely manner in 2002. Only 77 percent of the 2008 respondents felt they were able to get their court business done in a reasonable amount of time.

Perceptions of judicial fairness/impartiality were significantly different between the two surveys. Ninety percent of the 2002 participants felt the judge had demonstrated a sense of fairness and justice, while seventy two percent of the 2008 participants felt that the way their case was handled was fair. Ninety two percent of the 2002 participants felt that the judge ensured a fair opportunity for all parties to present their information and sixty six percent of the 2008 participants felt that the judge listened to their side of the story before he or she made a decision. Ninety two percent of the 2002 participants felt the judge treated everyone equally no matter what their race or nationality, while ninety six percent of them felt the judge treated men and women equally. Eighty four percent of the 2008 participants felt they were treated the same as everyone else.

V. Conclusions and Recommendations

Conclusions can be made that relate to both the four court comparison and the 2002 and 2008 survey comparison. There are aspects of both comparisons that are similar and recommendations that can be made from both.

Conclusion 1: The first over-all conclusion that can be made is that the Tempe Municipal Court performed relatively well in the 2008 CourTool survey. The Court will benefit by the careful evaluation of the survey results, by focusing improvement efforts on specific areas with lower scores, and by continuing to ask the public's opinions on a regular basis.

Recommendation 1A: Select one or two questions in each year's survey results and focus attention to improving issues in those specific areas. Attempting to improve everywhere all at the same time can often result in confusion and lackluster results across the board.

Recommendation 1B: Utilize the 2008 CourTool survey as a baseline, implementing the survey each year to continue to gauge public perception of the Court. Future implementation of the survey is a sure way to determine if the efforts to make improvements since the last survey were successful.

Conclusion 2: Comparing the results of Tempe's CourTool survey with those of the other three courts was difficult due to the fact that the other courts conducted their surveys over a different number of days than Tempe.

Recommendation 2: It is recommended that the AOC create guidelines for courts implementing the survey, including the duration the survey should be conducted. Urban courts, which typically have a larger number of people who access the court on a given day, should conduct their surveys in one typical business day. Rural courts, which typically have a smaller number of daily court users, should conduct the survey in two to three typical business days.

Conclusion 3: While the Court's website has become more useful to court users over the last several years, it is apparent from both the 2002/2008 survey comparison and more dramatically from the four court comparison that the steps need to be taken to improve the website and make it more user friendly.

The Court's public website is useful in some regards, but less than perfect in many ways. The website does provide a significant amount of useful information to court users, including the Court's hours of operation, contact information, information regarding how to address civil, civil traffic, criminal and criminal traffic cases, as well as self-help forms and appeal information.

However, the website is not particularly attractive or user friendly. The font is too large, making users scroll down to find information rather than being compressed into a single screen of links. There is a large amount of white space on the right side that is distracting and wastes space. Additionally, the Court has no ability to make payments on-line. Many people in today's society use on-line bill payment, but the Court has not caught up with this modern convenience.

Recommendation 3A: The Court should work with City IT staff to redesign the format of its website as much as possible, within IT's guidelines, to decrease the font size and replace the white space with existing information. This will condense the website, making it easier for users to navigate and locate the information they need. Redesigning the Court's website will also satisfy Recommendation 1A of this paper. Given the results of the 2008 CourTool Survey, this should be a high priority.

Recommendation 3B: Provide an ability to enter pleas of responsible on certain civil traffic matters and to make payments on-line. The Tempe Municipal Court plans to join other courts in Arizona in participation in the Arizona Supreme Court's Fines/Fees and Restitution Enforcement Program, or FARE. This program allows for an outside agency, ACS State and Local Solutions, to collect fines and fees on behalf of courts. Participation in this program will provide an on-line payment option, as well as an Integrated Voice Response system, or telephone payment option. The Tempe Municipal Court should join the FARE Program as soon as possible, and should provide a direct link to the on-line payment option on its website.

Conclusion 4: Tempe Court users feel safer in the courthouse now than users did in 2002. This can be attributed to the fact that court user and court staff safety is very important to the Tempe Municipal Court and to the City of Tempe. The Tempe Municipal Court is housed with a division of the Police Department in a three-story building in downtown Tempe. The court is divided by the floors, with the Civil Traffic Division and Financial Services on the first floor, the Criminal Division on the second floor, and the Jury Assembly Room and a high-capacity courtroom on the third floor. Prior to September 11, 2001, and prior to the 2002 survey, there was no court security at all and each division of the court had a separate public entrance.

After September 11 and after the Court received the results of the 2002 survey, the Court recognized that safety is an important issue to court users. The Court provided the majority of funding to build a single point of entrance to the building that encapsulated both the Court and the Police Department. Additionally, the Court purchased x-ray and metal detector equipment. It also entered into an Inter-Governmental Agreement with the Maricopa County Superior Court to provide three full time security guards to screen everyone who enters the building during business hours.

As stated earlier, the increase can most likely be attributed to the structural and security changes made post September 11, 2001 and subsequent to the review of the 2002 survey results. The enhanced security is an expected way of life for most Americans in today's world.

Recommendation 4: The Court should continue to treat court user safety as a high priority, and continue to create a safe environment in which the public can conduct their court related business.

Conclusion 5: While the number of respondents who feel that access to the courthouse is not a serious issue remains steady, there has clearly been a decline in this sentiment between

2002 and 2008. Parking and continued development and construction around the courthouse continues to be an issue for many court users.

Recommendation 5A: The Court should make every effort to allow court users to complete their business in as few trips to the courthouse as possible. This can be done by continuing to work cooperatively with prosecutors and defense attorneys to accept defendants' plea agreements when appropriate, and by providing access to on-line payment processing as soon as possible.

Recommendation 5B: The Court should actively encourage court users to utilize the recently completed light rail train to access the courthouse. The light rail and the outlying park-and-ride locations should be advertised on the Court's website, and staff should encourage ridership when speaking to court users on the telephone.

Conclusion 6: The public's perception of judicial fairness/impartiality in the Tempe Municipal Court is consistent with the perceptions of court users in the three comparison courts. While the percentage of responses from each court's survey of those who felt the judges were fair, listened to both sides of the story and had the information needed to make decisions were relatively low, this is to be anticipated since most court users are not pleased to have to come to court. Additionally, many defendants will have a negative impression of the court when decisions are made by judges that are not in the defendant's favor, regardless of whether or not the judge was really being fair and impartial. The unavoidable truth is that judge's decisions affect people's lives and can be taken personally.

Identifying reasons the public perceives that the judges don't listen to both sides of the story before making decisions is difficult. With one exception, the Court has had the same judges over the last 11 years who were on the bench during both the 2002 and 2008 surveys.

The Tempe Municipal Court’s judges are well-trained jurists who take the Court’s Mission and Vision just as seriously as the non-judicial staff. They are also sensitive to and wary of survey feedback, as usually no one is happy they have to come to court, and some who receive a ruling not in their favor are not happy with the judge.

Tempe’s low score on question 12 can be mitigated by the higher score on questions 14 and 15. While some court users might not have felt that the judge listened to both sides of the story, many did feel that they were treated the same as everyone else and that they knew what to do next about their case when they left.

Recommendation 6: The judges of the Tempe Municipal Court should continue to make fair, impartial and un-biased decisions on the bench. Public perceptions cannot be allowed to color the behavior of judges in court or the rulings judges make.

Conclusion 7: The Tempe Municipal Court is very customer service-oriented and strives to treat all court users with courtesy and respect. The Court has a Mission Statement that reads,

“To contribute to the quality of life in our community by fairly and impartially administering justice in the most effective, efficient and professional manner possible”⁵⁴

This is coupled with the Court’s Vision, a list of behaviors describing how each staff member will interact with each other and with members of the public:

- Work together to serve the public
- Treat the public and each other with courtesy and respect
- Be ethical in all that we do
- Communicate honestly and openly
- Be sensitive and caring
- Welcome and value individual differences and diversity
- Reward well intentioned and well reasoned risk taking
- Praise and reward fully, discipline sparingly
- Be energetic and hard working
- Make every day in the Court both positive and productive

⁵⁴ <http://www.tempe.gov/court/>

Court management and staff alike take the mission and vision very seriously, discussing them at all individual team meetings, division meetings and all-court meetings, as well as discussing them with staff individually during quarterly one-on-one meetings between staff and supervisors and during bi-annual one-on-one meetings between staff and the Deputy Court Managers and Court Manager.

The Tempe Municipal Court strives to live by its Mission and Vision, treating court customers with courtesy and respect. Understanding that paying fines and completing jail time can have significant impacts to people's lives, and maintaining a certain level of compassion to court users while at the same time holding people accountable for their actions can be difficult. While many respondents may not have appreciated the decisions made in their cases, the survey results clearly show that they did appreciate the way they were treated by staff.

Recommendation 7: All Court staff should continue to treat users with courtesy and respect, under the tenets of the Court's Mission and Vision. Courtesy and respect are cornerstones of good customer service. Staff should continue to attend annual training in effective customer service to constantly keep and improve their skills.

Final Conclusions

The overall results of the 2008 CourTool survey indicate that the Tempe Municipal Court is providing very good customer service to its users. The comparison of Tempe's survey to the surveys from Glendale, Chandler and Flagstaff demonstrates that the satisfaction levels of its users are comparable to those of other courts in the state, both urban and rural.

Comparison of the Court's two satisfaction surveys indicate that user satisfaction levels have decreased in recent years, perhaps due in large part to the significant increase of filings and workload the Court has experienced. This apparent decrease should be viewed as an opportunity

for the Tempe Municipal Court to self-evaluate and move forward, making efforts to improve its performance and the behaviors of both judicial and non-judicial staff.

Tempe court staff should be proud of the service they provide and the work that they do. While many courts have periods of controversy and upheaval, Tempe was unfortunate enough to see its issues played out in the media and in the community. It worked hard to improve the image of the judiciary in Tempe, and has taken a leadership role in the court community.

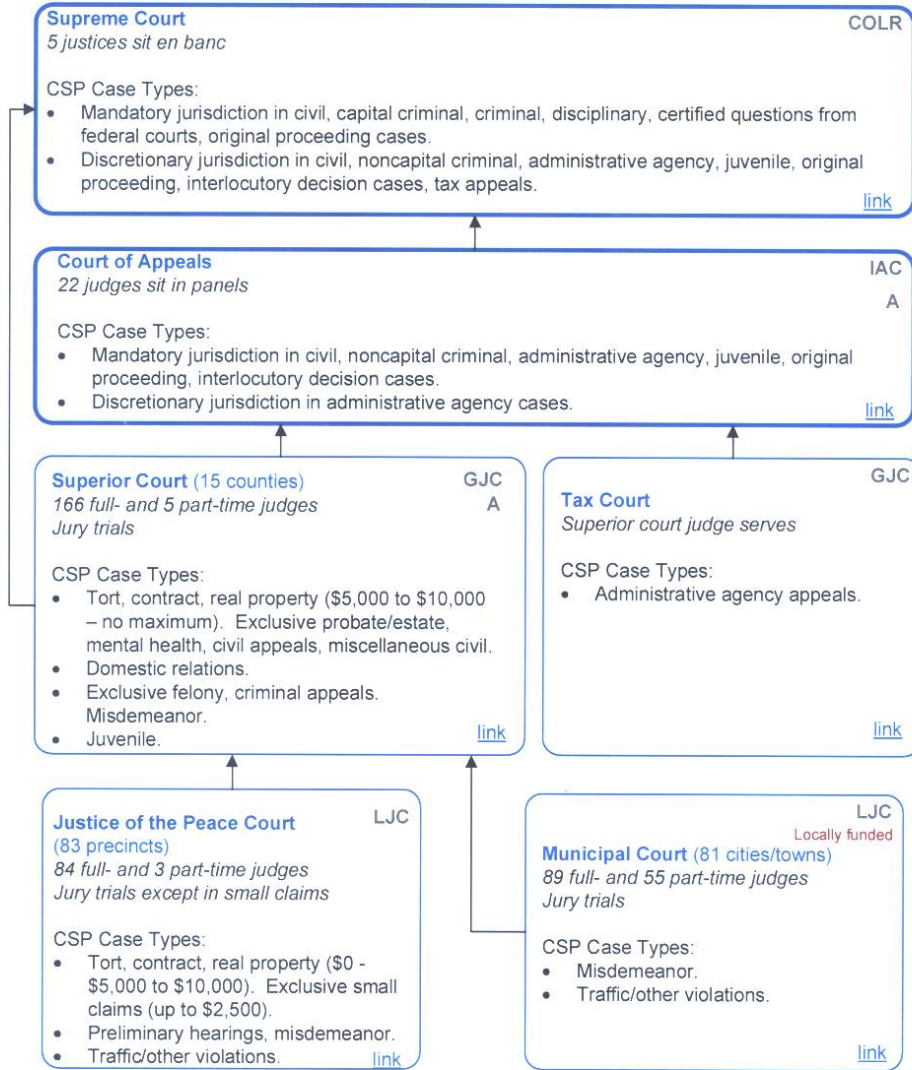
A survey can be used as a valuable tool to gauge performance. However, the overall goal of the Tempe Municipal Court is not to base its performance simply on the results of any survey, but rather to base its performance on the vision of where the Court wants to be, particularly in relation to Chief Justice McGregor's Strategic Agenda. "By combining community and court system efforts, our system of justice can move from very good to truly great." – Chief Justice Ruth V. McGregor, Arizona Supreme Court⁵⁵.

⁵⁵ See Note 5, *supra*.

Appendix A – Arizona State Court Structure

Arizona

(Court structure as of Fiscal Year 2006)



Legend

 = Appellate level
 = Trial level

COLR = Court of Last Resort
 IAC = Intermediate Appellate Court
 GJC = General Jurisdiction Court
 LJC = Limited Jurisdiction Court
 A = Appeal from Admin. Agency
 ↑ = Route of appeal

Appendix B – Tempe Municipal Court Customer Satisfaction Survey Form

“HOW ARE WE DOING?”



**Court
Customer
Service**

Phone: 480-350-8454
Fax: 480-350-8581

Court Website: www.tempe.gov/court

**TEMPE
MUNICIPAL
COURT**



**Tempe Municipal Court
Customer Service Survey**

The Tempe Municipal Court is dedicated to contributing to the quality of life in our community by fairly and impartially administering justice in the most effective, efficient, and professional manner possible. Please take some time to fill out this questionnaire to let us know how well you think we are doing our job.

INSTRUCTIONS: When you have completed filling out this survey, please; a) place in the lobby drop box; or b) hand to a member of the Court staff; or c) return by mail.

Please indicate your level of satisfaction with the following:

- | | Very Satisfied | Somewhat Satisfied | Somewhat Dissatisfied | Very Dissatisfied |
|----------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. The overall quality of service. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. The extent to which Court staff was able to answer your ques- | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The professionalism and courtesy of: | | | | |
| A. Front Counter Staff | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Judge/Hearing Officer | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Name: _____ | | | | |
| C. Courtroom Staff | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Financial Services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Other _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. If a member of our staff provided you with especially outstanding service, please let us know his/her name. | | | | |
| Name: _____ | | | | |
| Position/Title: _____ | | | | |
| 5. Was your business with the Court as a: | | | | |
| <input type="checkbox"/> Attorney | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Witness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Juror | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Defendant | | | | |
| <input type="checkbox"/> Victim | | | | |
| <input type="checkbox"/> Other (Please explain) _____ | | | | |

6. Court date/time/division: _____

7. Case Number: _____

8. Suggestions or comments to improve our service to you:

Optional (if you would like a reply):

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone Number: _____

Thank you for taking the time to provide us with your input!

Appendix C – CourTool 1 Access and Fairness Survey Form

Access and Fairness Survey

Section I: Access to the Court

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A
1. Finding the courthouse was easy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The forms I needed were clear and easy to understand.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I felt safe in the courthouse.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The court makes reasonable efforts to remove physical and language barriers to service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I was able to get my court business done in a reasonable amount of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Court staff paid attention to my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I was treated with courtesy and respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I easily found the courtroom or office I needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The court's Web site was useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The court's hours of operation made it easy for me to do my business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you are a party to a legal matter and appeared before a judicial officer today, complete questions 11-15:

Section II: Fairness

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A
11. The way my case was handled was fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The judge listened to my side of the story before he or she made a decision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The judge had the information necessary to make good decisions about my case.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I was treated the same as everyone else.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. As I leave the court, I know what to do next about my case.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix D – 2002 Tempe Municipal Court Customer Satisfaction Survey Form

TEMPE MUNICIPAL COURT

Participant Feedback Questionnaire

Please help us serve you effectively by circling the appropriate answers. THANK YOU!

Access Questions

The geographic location of the Tempe Municipal Court is convenient. Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree
 no opinion on convenience.

I had no trouble finding parking. Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree
 no opinion on parking.

I had no problem finding the appropriate division or courtroom. Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree
 no opinion on finding where to go.

Please check the sources of information you sought prior to arriving at court?
 (check the boxes for all that apply to the sources that you used)

- I checked NO information sources.
- Checked internet site: how useful? very helpful---helpful---neutral---slightly helpful---not helpful
- Read citation and/or bond card. very helpful---helpful---neutral---slightly helpful---not helpful
- Read correspondence from court. very helpful---helpful---neutral---slightly helpful---not helpful
- Telephoned court staff. very helpful---helpful---neutral---slightly helpful---not helpful
- Spoke with friends/acquaintances. very helpful---helpful---neutral---slightly helpful---not helpful
- Other sources: _____

Court-provided information helped me to understand court procedures. Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree

I felt safe while inside the Tempe Municipal Court. Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree
 no opinion on security.

Going to the Tempe Municipal Court was an intimidating experience. Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree
 no opinion on the experience.

The Tempe Municipal Court is a *separate and independent* branch of City Government. True-----Partly True-----Not True-----Don't Know

As a result of your Tempe Municipal Court experience, did your perception of the way courts in general function change? That is, DID YOU BECOME: much more ----- more ----- stayed the ----- less ----- much less positive positive same positive positive

Courtroom Questions

<p>The Judge ensured a fair opportunity for all parties to present their information. <input type="checkbox"/> no opinion on presentation fairness.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The Judge made it easy for me to understand court procedures. <input type="checkbox"/> no opinion on Judicial help with procedure.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The Judge demonstrated a sense of fairness and justice. <input type="checkbox"/> no opinion on Judicial fairness.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The Judge showed courtesy and respect for the litigants/public. <input type="checkbox"/> no opinion on Judicial courtesy/respect.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The Judge gave adequate time and attention to each individual case. <input type="checkbox"/> no opinion on Judicial time and attention.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The Judge treated everyone equally no matter what their race or nationality. <input type="checkbox"/> no opinion on race or nationality.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The Judge treated men and women equally. <input type="checkbox"/> no opinion on gender treatment.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The matter that I was involved in was handled in a timely manner.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The COURT INTERPRETER provided useful assistance to the litigants/public. <input type="checkbox"/> not applicable - no court interpreter. <input type="checkbox"/> no opinion on court interpreter.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The COURT INTERPRETER showed courtesy and respect for the litigants/public. <input type="checkbox"/> not applicable - no court interpreter. <input type="checkbox"/> no opinion on court interpreter.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The POLICE staff have undue influence over the Judge and court personnel. <input type="checkbox"/> no opinion on police.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>
<p>The PROSECUTOR has undue influence Over the Judge and court personnel. <input type="checkbox"/> no opinion on prosecutor.</p>	<p>Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree</p>

Court Personnel Questions

- Court Personnel made it easy for me to understand court procedures.
 no opinion on help with procedure.
- Court Personnel showed courtesy and respect for the litigants/public.
 no opinion on courtesy/respect.
- Court Personnel treated everyone equally without regard to race or national origin.
 no opinion on race/national origin.
- Court Personnel treated men and women equally.
 no opinion on gender treatment.
- Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree

Overall Performance Questions

- The Tempe Municipal Court ensures that its orders are enforced.
 no opinion on enforcement.
- Strongly Agree ----- Agree ----- Neutral ----- Disagree ----- Strongly Disagree

Overall, considering your entire contact with the Tempe Municipal Court, how would you rate the experience?

- Excellent ----- above average ----- average ----- neutral ----- slightly below average ----- below average ----- poor
 no opinion on overall experience.

Please share background information on yourself to allow us to isolate service characteristics (This information is for statistical purposes and is confidential.) :

AGE CATEGORY:

- 18-24 years 25-34 years 35-49 years 50-64 years 65 or older

CITY OF RESIDENCY:

City: _____ State: _____ Country: _____ ZIP Code: _____

ETHNICITY OR RACIAL GROUP:

- African-American Hispanic American Indian Asian American White, not Hispanic
 Other group/national origin _____

GENDER: female male other _____

EMPLOYMENT:

- full time employed part time employed not now employed retired student
 other place/type of employment (home, live at home partner, etc.) _____

FORMAL EDUCATION:

- less than high school high school/GED some college AA degree BA/BS degree
 some graduate school graduate degree Law degree other _____

INDIVIDUAL INCOME CATEGORY:

- under \$15,000 annually \$15-24,999 annually \$25-39,999 annually \$40,000 or more annually

MARITAL STATUS:

- Married Living with partner Never Married Divorced Widowed Separated


BELOW, PLEASE INCLUDE ANY COMMENTS YOU FEEL THE COURT SHOULD KNOW:

THANK YOU FOR YOUR HELP!
PLEASE RETURN THIS FORM TO ARIZONA STATE UNIVERSITY IN THE ENCLOSED ENVELOPE

Appendix E – Tempe Municipal Court CourTool 1 Survey Results

ACCESS											
QUESTIONS	S/A/A	SA		A		N/A/D		D		SD	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
1. Finding the courthouse was easy.	75%	49	31%	71	44%	13	8%	17	11%	10	6%
2. The forms I needed were clear and easy to understand.	82%	39	27%	78	55%	15	10%	7	5%	4	3%
3. I felt safe in the courthouse.	93%	72	47%	70	46%	8	5%	2	1%	1	1%
4. The court makes reasonable efforts to remove physical and language barriers to service.	83%	58	41%	61	43%	17	12%	2	1%	5	3%
5. I was able to get my court business done in a reasonable amount of time.	77%	74	47%	49	31%	16	10%	11	7%	9	6%
6. Court staff paid attention to my needs.	86%	66	43%	64	42%	13	9%	3	2%	6	4%
7. I was treated with courtesy and respect.	91%	78	49%	68	43%	8	5%	3	2%	3	2%
8. I easily found the courtroom or office I needed.	83%	60	38%	70	45%	12	8%	6	4%	8	5%
9. The court's website was useful.	39%	10	12%	22	27%	43	52%	4	5%	4	5%
10. The court's hours of operation made it easy for me to do my business.	71%	47	31%	60	40%	28	19%	11	7%	5	3%

FAIRNESS											
11. The way my case was handled was fair.	72%	28	28%	45	45%	16	16%	6	6%	6	6%
12. The judge listened to my side of the story before he or she made a decision.	66%	18	23%	33	43%	17	22%	5	6%	4	5%
13. The judge had the information necessary to make good decisions about my case.	72%	24	29%	35	43%	15	18%	4	5%	4	5%
14. I was treated the same as everyone else.	84%	36	39%	42	45%	7	8%	5	5%	3	3%
15. As I leave the court I know what to do next about my case.	84%	36	40%	39	44%	9	10%	2	2%	3	3%

 The statistics in this document only include participants that expressed an opinion.

Appendix F – Glendale Municipal Court CourTool 1 Survey Results




Glendale Municipal Court

Total Count= 253
Access and Fairness

ACCESS											
QUESTIONS	S/A/A	SA		A		N A/D		D		SD	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
1. Finding the courthouse was easy.	90%	119	48%	105	42%	4	2%	3	1%	19	8%
2. The forms I needed were clear and easy to understand.	89%	93	41%	110	48%	4	2%	6	3%	16	7%
3. I felt safe in the courthouse.	89%	131	53%	88	36%	4	2%	3	1%	20	8%
4. The court makes reasonable efforts to remove physical and language barriers to service.	93%	104	47%	93	42%	18	8%	3	16%	3	1%
5. I was able to get my court business done in a reasonable amount of time.	82%	118	47%	82	33%	9	4%	14	6%	26	10%
6. Court staff paid attention to my needs.	83%	119	49%	83	34%	12	5%	10	4%	20	8%
7. I was treated with courtesy and respect.	87%	126	51%	89	36%	5	2%	9	4%	19	8%
8. I easily found the courtroom or office I needed.	19%	12	10%	97	9%	4	13%	3	3%	2	2%
9. The court's website was useful.	68%	47	38%	38	30%	23	18%	4	3%	13	10%
10. The court's hours of operation made it easy for me to do my business.	82%	94	39%	103	43%	13	5%	11	5%	18	8%

FAIRNESS											
11. The way my case was handled was fair.	71%	58	36%	57	35%	14	2%	16	10%	18	11%
12. The judge listened to my side of the story before he or she made a decision.	67%	50	34%	49	33%	23	2%	10	7%	15	10%
13. The judge had the information necessary to make good decisions about my case.	72%	56	38%	51	34%	21	2%	9	6%	12	8%
14. I was treated the same as everyone else.	95%	60	38%	67	42%	9	8%	7	4%	15	9%
15. As I leave the court I know what to do next about my case.	86%	70	44%	66	42%	6	4%	5	3%	11	7%

 The statistics in this document only include participants that expressed an opinion.

Appendix G – Chandler Municipal Court CourTool 1 Survey Results

ACCESS											
QUESTIONS	S/A/A	SA		A		N/A/D		D		SD	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
1. Finding the courthouse was easy.	86%	208	50%	152	36%	25	6%	14	3%	18	4%
2. The forms I needed were clear and easy to understand.	90%	167	44%	172	46%	19	5%	9	2%	11	3%
3. I felt safe in the courthouse.	91%	250	61%	124	30%	18	4%	6	1%	11	3%
4. The court makes reasonable efforts to remove physical and language barriers to service.	84%	174	46%	144	38%	36	10%	8	2%	13	3%
5. I was able to get my court business done in a reasonable amount of time.	85%	210	51%	142	34%	23	6%	16	4%	22	5%
6. Court staff paid attention to my needs.	91%	225	56%	142	35%	11	3%	12	3%	15	4%
7. I was treated with courtesy and respect.	93%	268	64%	124	29%	5	1%	11	3%	13	3%
8. I easily found the courtroom or office I needed.	92%	235	58%	137	34%	9	2%	8	2%	14	3%
9. The court's website was useful.	62%	69	35%	54	27%	49	25%	10	5%	16	8%
10. The court's hours of operation made it easy for me to do my business.	80%	189	47%	130	33%	34	9%	28	7%	19	5%

FAIRNESS											
11. The way my case was handled was fair.	75%	109	42%	86	33%	31	12%	15	6%	18	7%
12. The judge listened to my side of the story before he or she made a decision.	74%	89	39%	79	35%	28	12%	13	6%	18	8%
13. The judge had the information necessary to make good decisions about my case.	79%	100	42%	87	37%	28	12%	6	3%	16	7%
14. I was treated the same as everyone else.	81%	116	45%	91	36%	20	8%	5	2%	18	7%
15. As I leave the court I know what to do next about my case.	86%	124	50%	90	36%	13	5%	9	4%	14	6%

 The statistics in this document only include participants that expressed an opinion.

Appendix H – Flagstaff Municipal Court CourTool 1 Survey Results

ACCESS											
QUESTIONS	S/A/A	SA		A		N A/D		D		SD	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
1. Finding the courthouse was easy.	84%	98	44%	89	40%	14	6%	10	5%	10	5%
2. The forms I needed were clear and easy to understand.	81%	65	33%	95	48%	24	12%	9	5%	6	3%
3. I felt safe in the courthouse.	86%	97	45%	88	41%	15	7%	10	5%	7	3%
4. The court makes reasonable efforts to remove physical and language barriers to service.	76%	69	35%	82	41%	33	17%	8	4%	8	4%
5. I was able to get my court business done in a reasonable amount of time.	73%	75	34%	84	39%	20	9%	17	8%	22	10%
6. Court staff paid attention to my needs.	81%	90	41%	87	40%	22	10%	9	4%	9	4%
7. I was treated with courtesy and respect.	88%	100	45%	94	43%	15	7%	4	2%	7	3%
8. I easily found the courtroom or office I needed.	87%	87	41%	97	46%	16	8%	5	2%	8	4%
9. The court's website was useful.	54%	24	23%	32	31%	37	36%	7	7%	4	4%
10. The court's hours of operation made it easy for me to do my business.	76%	74	35%	87	41%	27	13%	12	6%	10	5%

FAIRNESS											
11. The way my case was handled was fair.	71%	32	29%	47	42%	19	17%	8	7%	6	5%
12. The judge listened to my side of the story before he or she made a decision.	74%	28	30%	41	44%	11	12%	6	6%	7	8%
13. The judge had the information necessary to make good decisions about my case.	70%	32	33%	36	37%	16	16%	7	7%	7	7%
14. I was treated the same as everyone else.	78%	38	36%	44	42%	10	10%	8	8%	5	5%
15. As I leave the court I know what to do next about my case.	84%	32	33%	49	51%	6	6%	5	5%	4	4%

The statistics in this document only include participants that expressed an opinion.

* Percentage totals may not equal 100% due to rounding issues

Reference List

American Bar Association, *Perceptions of the U.S. Justice System* (1999), cited by Rottman, David B. and Tompkins, Alan J., Court Review – Fall 1999.

[Http://answers.com/topic/flagstaff-arizona](http://answers.com/topic/flagstaff-arizona)

Arizona Supreme Court's Strategic Agenda 2005 – 2010, found at <http://www.supreme.state.az.us/goodtogreat/StrategicAgenda.pdf>

Casey, Pamela, *Defining Optimal Court Performance: The Trial Court Performance Standards*, Court Review – Winter 1998.

Http://www.chandleraz.gov/content/lrp_demotable.pdf

CourTools, National Center for State Courts, http://www.ncsconline.org/D_Research/CourTools/Images/ImplementingCourTools.pdf

CourTools: A Court Performance Framework, National Center for State Courts, http://www.ncsconline.org/D_RESEARCH/CourTools/CourToolsWhitePages-v4.pdf

Http://www.glendaleaz.com/EconomicDevelopment/documents/020408_Demogrphics.pdf

Good to Great, 2005 – 2010 Strategic Agenda, Arizona Supreme Court, found at <http://www.supreme.state.az.us/goodtogreat>

Hamilton, Alexander, *Federalist Paper No. 17*, found at <http://thomas.loc.gov/home/histdox/fedpapers.html>

Miguel Montiel and Ronald W. Perry, *Tempe Municipal Court: Customer Service Survey, Final Report*, June 2003.

http://www.ncsconline.org/D_Research/Ct_Struct/state_inc.asp?STATE=AZ

Robert D. Lipscher, *The Judicial Response to the Drug Crisis*, St. Ct. J., Fall 1989, at 13, 14-15, cited by Casey, Pamela, *Defining Optimal Court Performance: The Trial Court Performance Standards*, Court Review – Winter 1998.

Pound, Roscoe, *The Causes of Popular Dissatisfaction with the Administration of Justice*, American Bar Association, reprint 1906.

Rottman, David B., *Public Perceptions of the State Courts: A Primer*, National Center for State Courts, 2000

<Http://www.supreme.state.az.us/stats/2007DatabookV2TOC.htm>.

Tempe Municipal Court, *Security Workload Indicators, 2007 – 2008*

Tempe Municipal Court, *Statistical Workload Indicators, 2002 – 2003*

Tempe Municipal Court, *Statistical Workload Indicators, 2007 – 2008*

Trial Court Performance Standards Desk Reference Manual, National Center for State Courts, found at http://www.ncsconline.org/D_Research/TCPS/TCPSDeskRef.pdf

Trial Court Performance Standards with Commentary, Bureau of Justice Assistance, found at <http://www.ncjrs.gov/pdffiles1/161570.pdf>

Http://www.tempe.gov/Business/Location/demographic_overview.htm.

Http://uoia.asu.edu/files/quickfacts/Quick_Facts_Fall_2008.pdf

Yankelovich, Skelly and White, Inc., *The Public Image of Courts: Highlights of a National Survey of the General Public, Judges, Lawyers and Community Leaders*, **State Courts: A Blueprint for the Future**, National Center for State Courts, 1978.