

**2019 Analysis of the Maryland
Judiciary's Criminal Injuries
Compensation Fund Collections and
Criminal Filings
FY 2012-2019**



Administrative Office of the Courts

Research and Analysis

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EXECUTIVE SUMMARY

In 2017, the Judiciary was contacted by the Criminal Injuries Compensation Board (CICB), a remedial body designed to provide aid and assistance to victims of crime in Maryland. The CICB fulfills its mission using monies from the Criminal Injuries Compensation Fund (CICF).¹ A portion of the CICF is funded from costs imposed and collected by the Maryland Judiciary in criminal and traffic cases. At the request of the CICB, the Administrative Office of the Courts' (AOC) Research and Analysis staff gathered and analyzed Judiciary filings, case activity, and financial data to determine what portion of total CICF funding came from the Judiciary and to provide context for any changes in Judiciary-collected CICF funds. That report concluded that a decrease in CICF revenue was directly related to a decrease in statewide criminal caseloads.

This report seeks to update the 2017 CICF Report with data through Fiscal Year 2019. The Judiciary continues to monitor the impact of criminal caseloads on CICF revenue. The reporting period for this analysis included filing and financial data from Fiscal Year 2012 to Fiscal Year 2019 (Reporting Period). All time periods discussed in this report are based on the Fiscal Year (July 1 to June 30).

After reviewing available filings, revenues, and other metrics, the following findings were noted:

- 1. Finding #1 – Criminal filings have declined statewide** – A clear contributing factor to the decrease in Judiciary-collected CICF funds is the decrease in overall criminal filings in the District Court and the circuit courts during the reporting period. Specifically, criminal filings statewide have declined 32% since 2012, corresponding with a 28% decrease in the money paid by the Judiciary to the CICF. One potential factor for the decreased criminal filings in the District Court is the 2014 decriminalization of marijuana possession under ten grams. Revenue collected from the adjudication of marijuana citations averaged more than \$550,000 each year from Fiscal Year 2017-19. By statute, this money is transmitted to the Maryland Department of Health rather than the Criminal Injuries Compensation Board. When adjusting for this revenue, total combined revenue collected by the Judiciary for crimes and marijuana citations is down less than 12% from Fiscal Year 2012 compared to a 30% decrease in Criminal Filings.
- 2. Finding #2 – CICF revenue in the circuit courts has increased despite decreased filings** – Since 2012 there has been a 21% decrease in original filings in the circuit courts. Meanwhile, Fiscal Year 2019 CICF revenue from cases in the circuit courts has increased 14% since 2012.²
- 3. Finding #3 – Criminal and traffic filings in the District Court have declined steadily since 2012 corresponding with a decline in CICF revenue from the District Court**– Criminal filings in the District Court have declined every year since 2013. The 30% decrease in criminal filings and 25% decrease in combined criminal and traffic filings from Fiscal Year 2012 to Fiscal Year 2019, coincides with a 30% decrease in CICF revenue from the District Court. However, when adjusting for revenue from marijuana citations in the District Court, the decrease in total revenue from the District Court was 13% compared to a 25% decrease in criminal and traffic combined filings.

¹ The Criminal Injuries Compensation Fund is established under Section 11-819 of the Criminal Procedure Article.

² Excludes filings and CICF revenue from the Circuit Court for Baltimore City.

4. **Finding #4 – Despite declines in case filings in the District Court, the amount collected per CICF eligible disposition has increased in more recent years.** From Fiscal Year 2012 to Fiscal Year 2019 there was a 34% decrease in the number of CICF eligible dispositions. During this same time, the collection rate (total CICF collections per eligible disposition) increased by 5%. The collection rate in each of Fiscal Years 2017, 2018 and 2019 were each higher than any other year in the time period (2012 to 2016).

Conclusion: The steady decline in criminal, serious traffic, and driving under the influence (DUI) filings since 2012 parallels the decline in total CICF revenues. Despite the decline in CICF eligible cases, CICF collection rates have increased in both the circuit courts and the District Court in recent years.

The Maryland Judiciary takes seriously the collection of all fines and fees, including those that support the important work of the Criminal Injuries Compensation Board. The importance of ensuring Criminal Injuries Compensation Fund collections in all eligible cases has been re-emphasized at meetings of the Conference of Circuit Court Judges as well as at District Court Administrative Judges' Committee meetings and discussions. In collaboration with local agencies, such as the Baltimore City's Sheriff's Office and the Maryland Department of Public Safety and Correctional Services, the Judiciary will continue assessment and collection responsibilities, while fulfilling the mission of providing fair, efficient, and effective justice for all.

DATA COLLECTION & ANALYSIS METHODOLOGY AND LIMITATIONS

The Maryland Judiciary maintains data related to filings, case activity, and terminations in a variety of case management systems (CMS). Nearly comprehensive case filing data was made available through the various CMS used by the Judiciary. However, each system varies in the ability to report on financial data linked to individual case activity (such as waivers or collection efforts for individual charges).³ As such, CICF revenue data was obtained from a separate database maintained by the Judiciary's Department of Budget and Finance (DBF). Case-level data from the DBF financial database was not available for this analysis. As a result, this report presents summary data on CICF fees collected by the court, county, and month.⁴ As the Maryland Judiciary continues to roll out the Maryland Electronic Courts (MDEC) initiative and

³ Some CMS were able to report total filings, costs assessed, number of cases where an assessment was made, number of dispositions, count of cases where a payment was successfully made, amount paid, number of guilty dispositions, and other information relevant to this analysis. There was also some uncertainty about reporting an accurate CICF fee case assessment count where there were multiple charges in one case and/or multiple types of costs and fines assessed.

⁴ The data is also separated by CICF-Crime collections (collections from cases categorized as a "crime" under Section 7-409(a)(2) of the Courts and Judicial Proceedings Article (CJP), and CICF-offense collections (collections from cases categorized as offenses under CJP §7-409(a)(3), specifically a violation of the Transportation Article that is not punishable by imprisonment). DBF refers to these as the "CICF fund" and the "CICF-VCF fund" respectively, based on the language of CJP §7-409(f)(1), which calls for \$250,000 from offense collections to be provided to the State Victims of Crime Fund (VCF). The money provided to the VCF has not been included in the totals presented here.

moves all courts statewide to a single case management system, case-level cost and fine data are expected to be available in a more uniform and comprehensive manner.

As with the 2017 CICF Report, because individualized case data could not be compared between the various court CMS and the DBF database, this analysis compares CICF-revenue with criminal and traffic filings as a proxy for the number of potentially CICF-eligible cases. This approach has several limitations. First, CJP §7-409 is nuanced as to what specific charges are CICF eligible and Judiciary CMS do not categorize individual offense codes based on CICF eligibility. CICF costs differ based on whether the charges in a case are considered crimes or offenses under CJP §7-409; these crimes and offenses do not congruously track the typical categorization of cases in the Judiciary. For the purpose of this analysis all criminal filings, DUI, and serious traffic cases are considered CICF-crime cases, while all routine traffic cases are considered CICF-offense cases. A second limitation is in analyzing cases with multiple charges, filing counts may not accurately reflect the number of CICF eligible cases or charges within cases. Third, not all filed cases are eligible for a CICF fee, as many cases resolve in favor of the defendant. Last, using filing data does not allow the court to examine any changes in waiver rates and collection rates. However, as noted throughout this report, the significant change in case filings over the time period allows some inferences to be made about the change in CICF revenue.

This updated 2019 report attempts to improve the quality of analysis by comparing District Court CICF revenue to an estimated number of CICF eligible dispositions, rather than comparing CICF revenue to total filings. Any cases that were resolved by a disposition of guilty, probation before judgment (PBJ), or a paid citation (i.e., for CICF eligible traffic offenses) were tracked in comparison to CICF revenue assessed or waived.

Circuit Court for Baltimore City - For the purposes of this analysis, DBF financial data was provided and analyzed for every month going back to July 2011 (first month of Fiscal Year 2012, the first fiscal year in the reporting period). At the time of this analysis, comprehensive financial data was provided for every court except the Circuit Court for Baltimore City. The Baltimore City Sheriff's Office directly collects fees and costs assessed by the Circuit Court for Baltimore City. As such, unless otherwise noted, filings in the Circuit Court for Baltimore City are excluded from this analysis.

District Court - Revenue from District Court historically generates more than 90% of the total CICF revenue. CICF revenue is generated in one of two categories: (1) revenue generated from crimes (including violations of the Transportation Article that are punishable by imprisonment), and (2) revenue generated from offenses (any violation of the Transportation Article that is not punishable by imprisonment).

In District Court, when a violation to the transportation article has occurred, whether incarcerable or not, each violation will result in a separate citation. The Judiciary analyzes traffic citation data in two formats: (1) a count of the total individual citations, and (2) a count of each incident where a single incident may have resulted in multiple citations.

FINDINGS

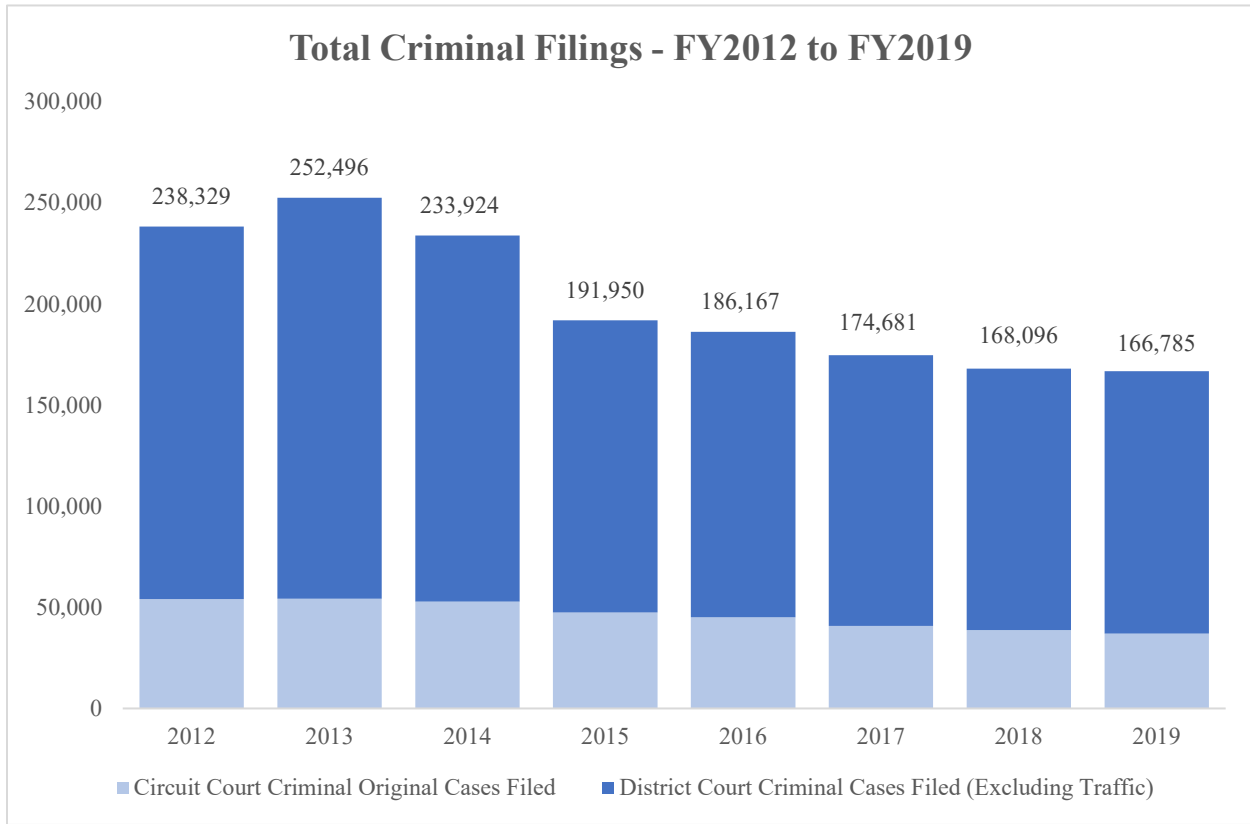
Finding # 1 – Statewide criminal filings have declined steadily since 2012.

In 2019, the Judiciary received 166,785 criminal filings, including 36,976 in the circuit courts and 129,809 in the District Court. As shown in **Table 1** and **Figure 1**, the 2019 statewide total represents a 30% decrease from 2009 (with a 32% decrease in the circuit courts, and 30% decrease in the District Court). During the time period of Fiscal Year 2012 to 2019, criminal filings peaked in Fiscal Year 2013 and have declined each year since. With fewer criminal cases filed, there are fewer opportunities for a case to be disposed of in a manner that would allow for CICF costs to be assessed.

Table 1. Statewide Circuit and District Court Criminal Filings – FY2012 to 2019

Fiscal Year	Circuit Court Criminal Cases (Original Filings)	District Court Criminal Cases Filed (Excludes Traffic)	Total Criminal Cases Filed (CC + DC Excluding Traffic)
2012	54,084	184,245	238,329
2013	54,219	198,277	252,496
2014	52,846	181,078	233,924
2015	47,489	144,461	191,950
2016	45,131	141,036	186,167
2017	40,833	133,848	174,681
2018	38,695	129,401	168,096
2019	36,976	129,809	166,785
FY19 vs. FY12 (% Change)	-32%	-30%	-30%
FY19 vs. FY12 (# Change)	-17,108	-54,436	-71,544

Figure 1. Statewide Circuit and District Court Criminal Filings



Impact of Marijuana Civil Citation Law on Criminal Filings. As shown in **Figure 2**, the number of marijuana criminal possession charges filed in District Court has declined steadily each year since 2012. In Fiscal Year 2019, there were 5,674 marijuana possession charges filed in District Court, a more than 80% decrease from Fiscal Year 2012. Effective October 1, 2014, Maryland decriminalized the possession of fewer than 10 grams of marijuana⁵ contributing to the decrease in marijuana criminal charges. In 2019, there were 17,068 marijuana civil citations filed in District Court, an 8% increase from Fiscal Year 2016, the first full year after marijuana citation legislation was enacted.

By statute, marijuana civil citations are not eligible for CICF costs. Instead, civil penalties from marijuana citations are remitted to the Maryland Department of Health to fund drug treatment and education programs. As indicated in Table 2, in Fiscal Year 2019 the Judiciary collected more than \$545,000 which was remitted to the Department of Health for drug treatment and education programs. Each year since the decriminalization of less than ten grams of marijuana, more than 50 dollars per paid citation has been collected and remitted to the Department of Health with collection of revenue in approximately 60% of all citations issued. Prior to the decriminalization of less than ten grams of marijuana,, the CICF would have received revenue related to any illegal possession or use of marijuana.

⁵ In the 2014 legislative session, the Criminal Law Article §§5-601, 5-601.1 were amended effective October 1, 2014, making possession of marijuana in quantities less than ten grams a civil offense punishable by a fine, and not a crime eligible for CICF costs.

Figure 2. District Court Marijuana Possession Charges and Citations (FY2012 to 2019)

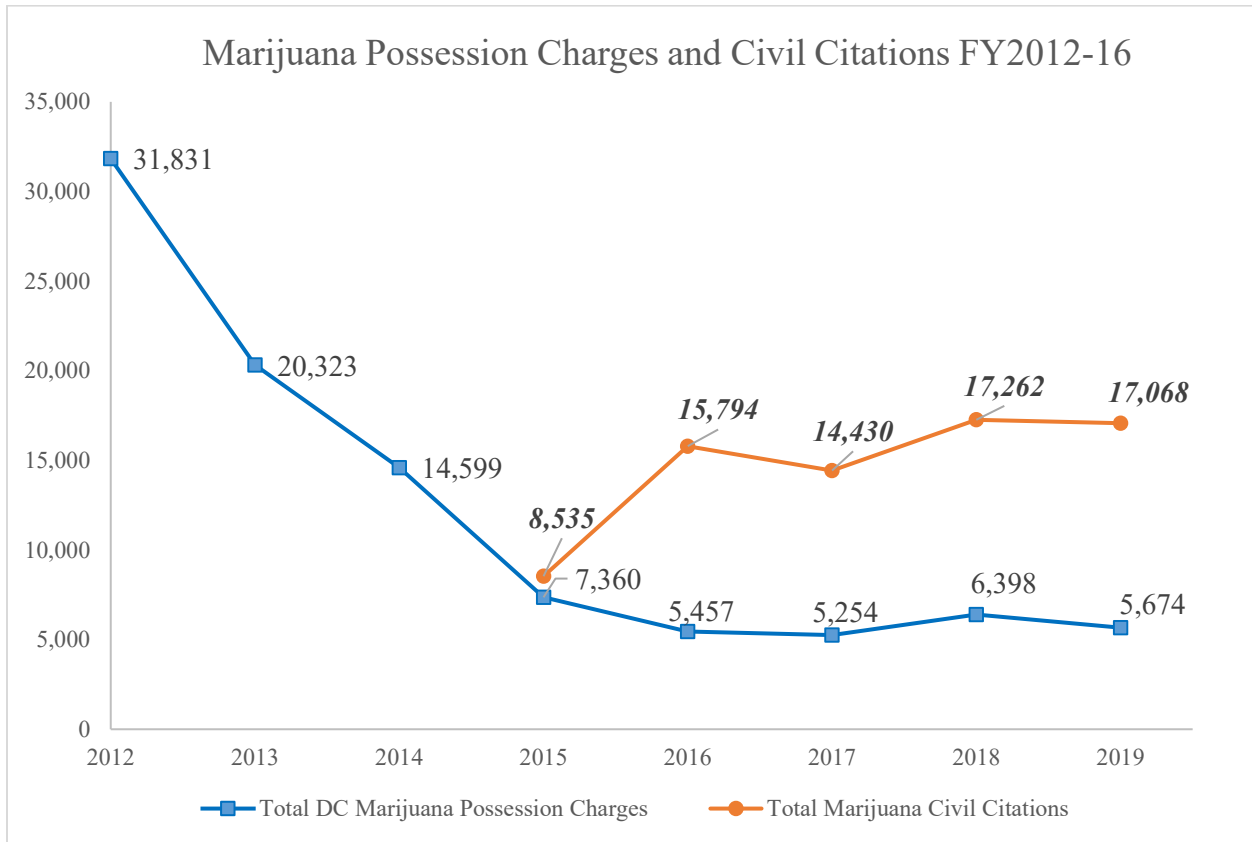


Table 2. District Court Marijuana Criminal Charges vs. Civil Citations and Collections

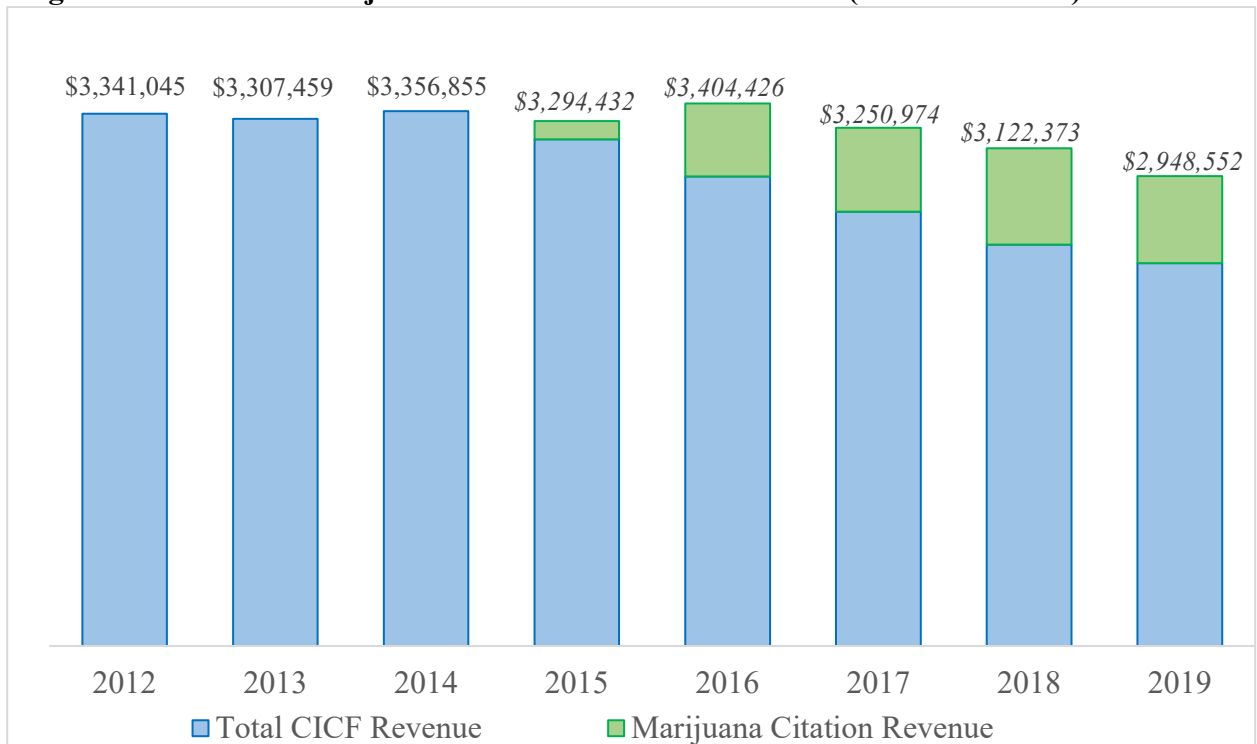
Fiscal Year	Total DC Marijuana Possession Charges	Total Marijuana Civil Citations Issued	Estimated Total Citations Paid	Total Revenue to Department of Health
2012	31,831	-	-	-
2013	20,323	-	-	-
2014	14,599	-	-	-
2015	7,360	8,535	2,133	\$115,946
2016	5,457	15,794	8,532	\$458,098
2017	5,254	14,430	9,594	\$525,564
2018	6,398	17,262	10,675	\$604,343
2019	5,674	17,068	10,144	\$546,559

Table 3 and Figure 3 show the total CICF revenue collected by the Judiciary in addition to the marijuana civil citation revenue collected by the Judiciary for the Department of Health.

Table 3. FY12 to FY19 CICF and Marijuana Civil Citation Revenue

Fiscal Year	Total CICF Revenue (Excluding Baltimore City CC)	Marijuana Citation Revenue (Department of Health)	Combined CICF and Marijuana Citation Revenue
2012	\$3,341,045	-	\$3,341,045
2013	\$3,307,459	-	\$3,307,459
2014	\$3,356,855	-	\$3,356,855
2015	\$3,178,486	\$115,946	\$3,294,432
2016	\$2,946,328	\$458,098	\$3,404,426
2017	\$2,725,410	\$525,564	\$3,250,974
2018	\$2,518,030	\$604,343	\$3,122,373
2019	\$2,401,993	\$546,559	\$2,948,552
FY2019 vs. FY2012	-28%	N/A	-12%
Period 1 (FY12-FY14)	\$3,335,120	-	\$3,335,120
Period 2 (FY16-FY19)	\$2,548,478	\$558,822	\$3,107,300
Change in period 2 from Period 1	-\$786,642	\$558,822	-\$227,820
% Change in Period 2 vs. Period 1	-24%	N/A	-7%

Figure 3. CICF and Marijuana Citation Combined Revenue (FY2012 to 2019)



Finding # 2 – Circuit Court CICF Revenue Has Increased Despite a Decrease in Filings.

In Fiscal Year 2019, there were 28,634 original criminal filings in the circuit courts excluding Baltimore City, a 21% decrease from Fiscal year 2012. Despite the decrease in filings, and the associated decrease in the number of cases potentially eligible for CICF assessment, the total amount of money collected for the CICF from criminal courts increased by 14%. When comparing Fiscal Year 2016-19 to Fiscal Year 2012-14, case filings have decreased 18% whereas CICF revenue increased 4%.

Table 4 presents filings in the circuit courts, CICF revenue, and average revenue collected per original filing. Although most filings do not result in a CICF eligible disposition, average CICF revenue per filings may indicate changes in CICF collection or waiver rates. In Fiscal Year 2019, an average of \$5.90 was collected per filing in circuit courts, a 44% increase (\$1.82 more per case) over what was collected in Fiscal Year 2012. The average collection rate of \$5.65 per filing during Fiscal Year 2017 to 2019 marked a 27% increase from the collection rates for Fiscal Year 2012 to 2014. Further analysis is needed to establish the reason for the improved case collection rate.

Table 4. Circuit Court Criminal Filings and CICF Revenue (FY12 to FY19)

Fiscal Year	Circuit Court Original Filings*	Circuit Court CICF Revenue Collected	Circuit Court CICF Revenue Collected Per Original Filing
2012	36,266	\$147,919	\$4.08
2013	38,114	\$170,756	\$4.48
2014	36,581	\$174,506	\$4.77
2015	34,052	\$181,291	\$5.32
2016	34,019	\$168,782	\$4.96
2017	31,934	\$179,604	\$5.62
2018	29,881	\$162,669	\$5.44
2019	28,634	\$168,886	\$5.90
FY19 vs. FY12 % Change	-21%	14%	45%
Period 1 (FY12-FY14)	36,987	164,394	\$4.44
Period 2 (FY16-FY19)	30,150	170,386	\$5.65
# Change (FY16-19 vs. FY12-14)	-6,837	\$5,992	\$1.21
% Change (FY16-19 vs. FY12-14)	-18%	4%	27%

* Original Filings in the Circuit Court for Baltimore City and CICF Revenue have been excluded from this analysis as CICF revenue data is not provided to the Judiciary

Finding #3 - District Court Criminal and Traffic filings have declined steadily since 2012 corresponding with a decline in District Court CICF revenue.

Total criminal and traffic filings in the District Court declined from Fiscal Year 2012 to Fiscal Year 2019. When examining total traffic citations irrespective of incidents, there has been a 13% decrease in citations issued in Fiscal Year 2019 compared to Fiscal Year 2012. Table 5 presents the total number of criminal cases filed in the District Court and total number of traffic incidents from Fiscal Year 2012 to 2019. During this time period, cases in the District Court declined 25% overall, including a 30% decrease in total criminal filings and a 24% decrease in total traffic incidents. When comparing the time period of Fiscal Year 2017 to 2019 against Fiscal year 2012 to 2014, total filings in the District Court decrease 23%, including a 20% decrease in total traffic incidents and a 30% decrease in total criminal cases filed.

Table 5. District Court Total Traffic Incidents and Criminal Cases Filed

Fiscal Year	Total Criminal (Non-Traffic Filings)	Total Traffic Incidents (DUI, Serious and Non- Serious)	Total CICF Crime and Offense Filings (Criminal and All Traffic)
2012	184,245	628,694	812,939
2013	198,277	593,865	792,142
2014	181,078	586,383	767,461
2015	144,461	554,634	699,095
2016	141,036	502,879	643,915
2017	133,848	477,016	610,864
2018	129,401	486,895	616,296
2019	129,809	479,629	609,438
FY19 vs. FY12 % Change	-30%	-24%	-25%
Period 1 (FY12-FY14)	187,867	602,981	790,847
Period 2 (FY16-FY19)	131,019	481,180	612,199
Change in period 2 from Period 1	-56,847	-121,801	-178,648
% Change in Period 2 vs. Period 1	-30%	-20%	-23%

The 30% decrease in criminal filings and 20% decrease in traffic incidents, the annual average during the period of Fiscal Year 2016-19 against Fiscal Year 2012-14, coincided with a nearly identical percentage decrease in CICF revenue across those time periods. As shown in Table 6,

the \$2.23 million dollars in total revenue from the District Court in Fiscal Year 2019 accompanied the 25% decrease in combined CICF criminal filings and traffic incidents.

Table 6. District Court Traffic Incidents, Criminal Filings and CICF Revenue

Fiscal Year	CICF Offense Revenue (Traffic Non-Serious)	CICF Crime Revenue (Criminal, DUI, Traffic Serious)	Total CICF Revenue (Crimes and Offenses)	Total CICF Crime and Offense Filings (Criminal and All Traffic)
2012	\$1,604,489	\$1,588,637	\$3,193,127	812,939
2013	\$1,640,616	\$1,496,087	\$3,136,703	792,142
2014	\$1,704,071	\$1,478,277	\$3,182,348	767,461
2015	\$1,549,265	\$1,447,931	\$2,997,195	699,095
2016	\$1,403,200	\$1,374,346	\$2,777,547	643,915
2017	\$1,310,057	\$1,235,749	\$2,545,807	610,864
2018	\$1,213,256	\$1,142,105	\$2,355,361	616,296
2019	\$1,138,923	\$1,094,184	\$2,233,107	609,438
FY19 vs. FY12 % Change	-29%	-31%	-30%	-25%
Period 1 (FY12- FY14)	\$1,649,726	\$1,521,000	\$3,170,726	\$790,847
Period 2 (FY16- FY19)	\$1,220,745	\$1,157,346	\$2,378,091	\$612,199
Change in period 2 from Period 1	-\$428,980	-\$363,654	-\$792,634	-\$178,648
% Change in Period 2 vs. Period 1	-26%	-24%	-25%	-23%

The coinciding decreases in case filings and CICF revenue preliminarily implies that the decrease in cases filed, wholly outside of the control of the Judiciary, is a key factor in the decrease of CICF revenue. This mirrors the key findings of the 2017 CICF Report.

Finding #4 - Despite declines in case filings in the District Court, the amount of money collected per CICF eligible disposition has remained steady across this time period and increased in more recent years.

To determine the relationship between CICF and filings in the District Court, we examined the number of cases in the District Court with CICF eligible dispositions and the total CICF revenue. The Judiciary reviewed criminal and trial dispositions from Fiscal Year 2012 to Fiscal Year 2019 and compared the total number of dispositions to the amount of CICF revenue. Eligible

dispositions included guilty and PBJ dispositions for all criminal, DUI, incarcerable traffic, and non-incarcerable traffic cases in the District Court. Dispositions also included pre-paid non-incarcerable traffic citations.

As indicated in Table 7, from Fiscal Year 2012 to Fiscal Year 2019 overall there was a 34% decrease in the number of CICF eligible dispositions, with a 40% decrease in criminal dispositions and a 33% decrease in traffic dispositions. The decrease in eligible dispositions coincided with a similar decrease in CICF revenue in the District Court; however, the collection rate (total CICF collections per eligible disposition) increased by 5% in Fiscal Year 2019 compared to Fiscal Year 2012. When comparing the annual average of Fiscal Years 2017-19 against Fiscal Years 2012-14, a similar increase in CICF collection occurred (3% increase) despite a 27% decrease in CICF eligible dispositions. The collection rate for Fiscal Years 2017, 2018 and 2019 were each higher than any other year in the time period (2012 to 2016).

Table 7. District Court CICF Eligible Dispositions vs. Collection Rate Per Disposition

Fiscal Year	Criminal CICF Eligible Dispositions	Traffic CICF Eligible Dispositions	Total CICF Eligible Dispositions	Total CICF Revenue	CICF Crime Collection Rate (\$ Collected Per Eligible Disposition)
2012	58,315	715,890	774,205	\$3,193,127	\$4.12
2013	60,189	675,472	735,661	\$3,136,703	\$4.26
2014	46,163	675,754	721,917	\$3,182,348	\$4.41
2015	45,392	656,902	702,294	\$2,997,195	\$4.27
2016	40,651	600,877	641,528	\$2,777,547	\$4.33
2017	38,033	536,659	574,692	\$2,545,807	\$4.43
2018	35,412	493,590	529,002	\$2,355,361	\$4.45
2019	35,120	479,453	514,573	\$2,233,107	\$4.34
FY19 vs. FY12 % Change	-40%	-33%	-34%	-30%	5%
Period 1 (FY12-FY14)	54,889	689,039	743,928	\$3,170,726	\$4.27
Period 2 (FY16-FY19)	36,188	503,234	539,422	\$2,378,091	\$4.41
# Change (FY16-19 vs. FY12-14)	-18,701	-185,805	-204,505	-\$792,634	\$0.14
% Change (FY16-19 vs. FY12-14)	-34%	-27%	-27%	-25%	3%

Figure 4 presents the total criminal and traffic filings in the District Court, CICF eligible dispositions, and total CICF revenue in the District Court from Fiscal Year 2012 to 2019. Revenue to the Maryland Department of Health from marijuana civil citations is also included. From Fiscal Year 2012 to Fiscal Year 2019 approximately 50% of all criminal and traffic filings resulted in a CICF eligible disposition. Figure 4 also shows how the decrease in CICF revenue closely tracks the decrease in filings and corresponding CICF eligible dispositions.

Figure 4. District Court Filings and Eligible Dispositions vs. Combined District Court CICF and Dept. of Health Marijuana Civil Citation Revenue (FY2012 to FY2019)

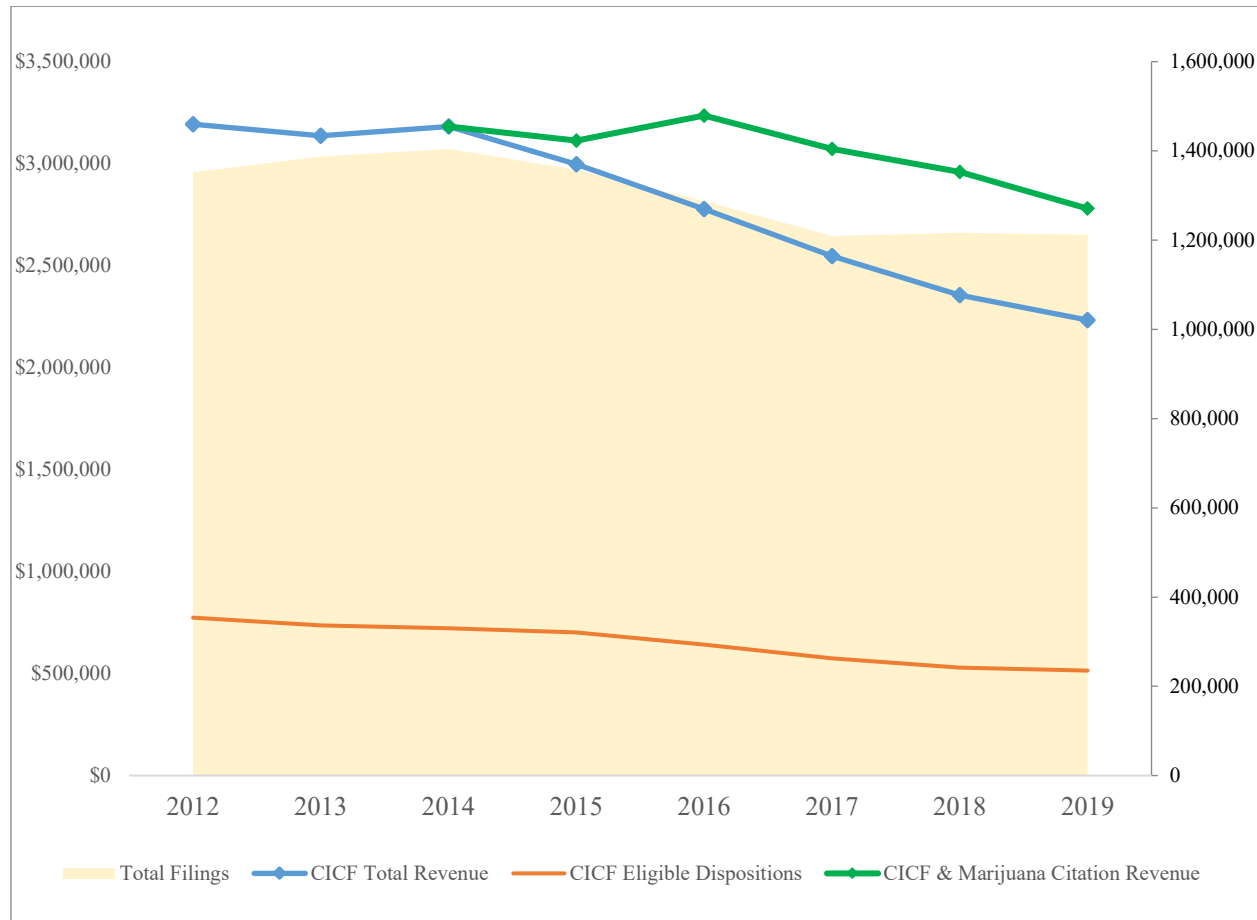
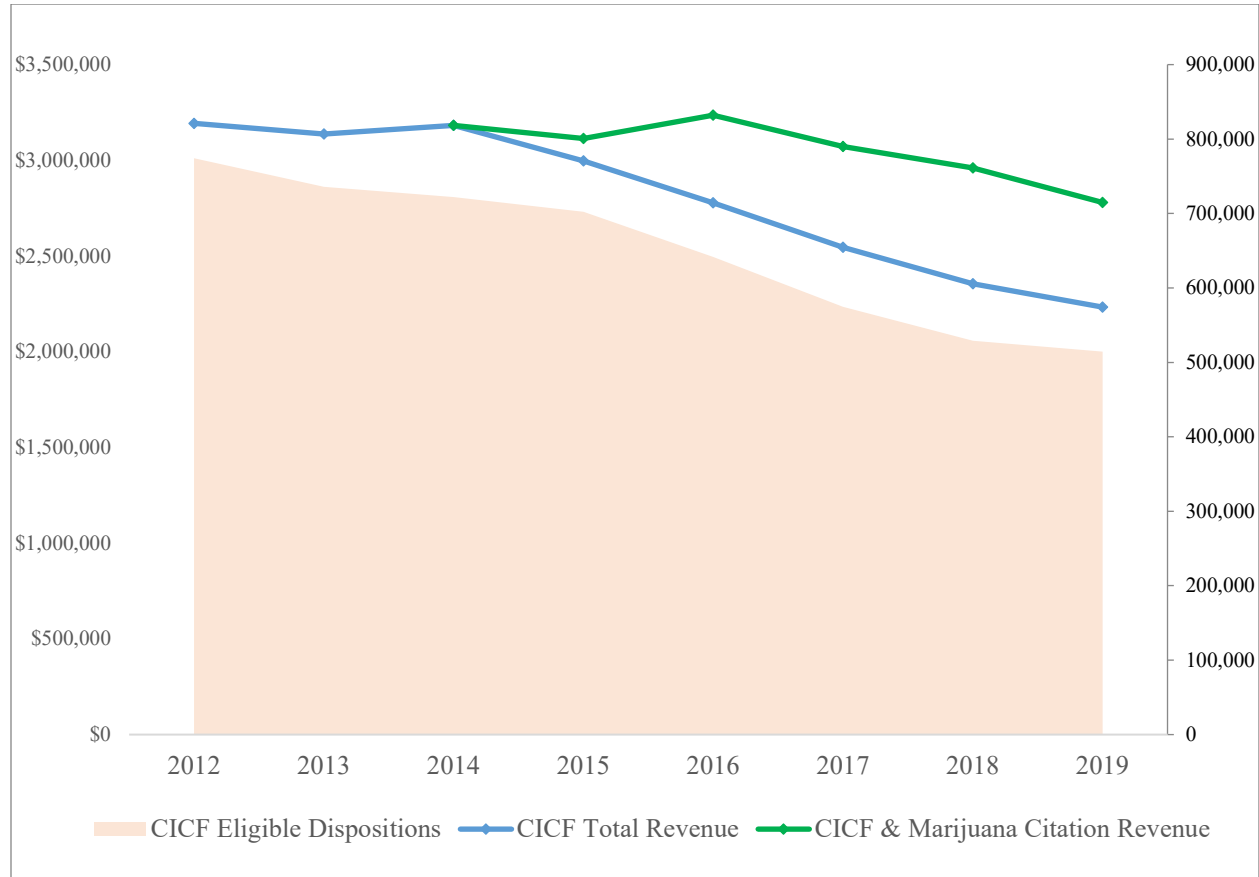


Figure 5 compares CICF and Marijuana citation revenue from the District Court directly against CICF eligible dispositions.

Figure 5. District Court CICF Eligible Dispositions vs. Combined District Court CICF and Maryland Department of Health Marijuana Civil Citation Revenue (FY2012 to FY2019)



CONCLUSIONS

The confluence of the steady statewide reduction in criminal, serious traffic, and DUI filings since 2012 – including a 32% decrease in criminal filings in the circuit courts, a 30% decrease in criminal filings in the District Court, and a 24% decrease in traffic incidents in the District Court – has contributed to a decline in total CICF revenues. The decrease in the number of cases filed in the District Court contributed to a 34% decrease in the number of CICF eligible dispositions from Fiscal Year 2012 to Fiscal Year 2019. Despite these declines in CICF eligible cases, there has been an increase in CICF collection rates in both the circuit courts (measured as CICF collections per criminal filings) and the District Court (measured by CICF collections per eligible disposition) in recent years.

Total CICF and marijuana citation revenue (remitted to the Maryland Department of Health) has decreased 7% when comparing the annual average revenue in Fiscal Years 2017-19 against Fiscal Years 2012-14. Given the 28% decrease in criminal filings in the circuit courts, and a 27% decrease in total CICF eligible dispositions across these two time periods, a decrease in CICF

revenue occurred. The declines in case filings and dispositions have dramatically outpaced CICF revenue declines, which adds further support to the finding that CICF waiver rates have decreased during the time period. Additional data would be required to confirm this.

The Maryland Judiciary takes seriously the collection of all fines and fees, including those that support the important work of the Criminal Injuries Compensation Board and revenue remitted to the Maryland Department of Health to fund drug treatment and education programs. The Maryland Judiciary will continue cost and fee assessment and collection responsibilities, while fulfilling the mission of providing fair, efficient and effective justice for all.