



ANNUAL REPORT

EMPOWER. ENCOURAGE. EVOLVE.

FY 2022

ADULT PROBATION DEPARTMENT

JULY 1, 2021 - JUNE 30, 2022

TABLE OF CONTENTS

THE ORGANIZATION

- 4 | LETTER FROM CHIEF CIMINO
- 5 | VISION, MISSION, VALUES & GOALS
- 6 | GENERAL INFORMATION
- 8 | STRATEGIC GOALS

SURVEY RESULTS

- 12 | COMMUNITY PARTNER/TREATMENT PROVIDER
- 14 | JUDICIAL SATISFACTION
- 16 | PRETRIAL SUPERVISION
- 18 | VICTIM SATISFACTION

FEATURE ARTICLES

- 21 | 50TH ANNIVERSARY
- 24 | CONTINUOUS IMPROVEMENT INITIATIVE
- 26 | EQUITY INITIATIVE
- 28 | JUSTICE-INVOLVED WOMEN INITIATIVE

PRETRIAL SERVICES

- 32 | PRETRIAL SERVICES DIVISION

PRESENTENCE INVESTIGATIONS

- 35 | PRESENTENCE INVESTIGATIONS DIVISION

PROGRAMS

- 37 | DRUG COURT
- 38 | DUI COURT
- 39 | VETERANS UNIT
- 40 | SUPERVISED YOUTH UNIT
- 41 | REACH OUT PROGRAM
- 42 | T4C & DECISION POINTS

COMMUNITY TRANSITION & SUPPORT

- 44 | PRISON REENTRY PROGRAM
- 44 | COMMUNITY REINTEGRATION UNIT
- 45 | SERIOUSLY MENTALLY ILL PROGRAM
- 47 | ADULT EDUCATION PROGRAM

REGIONAL FIELD OPERATIONS

- 50 | STANDARD PROBATION SUPERVISION
- 50 | MINIMUM ASSESSED RISK SUPERVISION
- 51 | INTENSIVE PROBATION SUPERVISION
- 52 | SEX OFFENDER PROGRAM
- 52 | DOMESTIC VIOLENCE PROGRAM
- 53 | FUGITIVE APPREHENSION UNIT

COMPLIANCE & SUPPORTIVE SERVICES

- 56 | UNSUPERVISED PROBATION
- 56 | INDIRECT SERVICES
- 57 | INTERSTATE COMPACT
- 58 | COMMUNITY RESTITUTION
- 59 | COLLECTIONS

ORGANIZATIONAL DEVELOPMENT & SUPPORT

- 61 | ORGANIZATIONAL DEVELOPMENT & SUPPORT

AWARDS & ACHIEVEMENTS

- 63 | AWARDS & ACHIEVEMENTS
- 72 | AMERICORPS

ORGANIZATIONAL CHART

- 73 | ORGANIZATIONAL CHART

APPENDIX

- 74 | ACRONYM LIST



LETTER FROM CHIEF CIMINO
VISION, MISSION, VALUES & GOALS
GENERAL INFORMATION
STRATEGIC GOALS

LETTER FROM CHIEF CIMINO

Dear Judge Welty and Judicial Branch Administrator Billotte,

It is our pleasure to present the FY 2022 Annual Report of the Maricopa County Adult Probation Department (MCAPD). As with the rest of the Judicial Branch, Adult Probation welcomed a return to more normal operations into the second half of this fiscal year. Despite the changes and challenges presented by the public health crisis, we remained focused on our mission to enhance public safety.

As detailed in the following pages, the staff have continued to excel as national leaders in delivering community corrections services. While maintaining high levels of service, the Department has advanced three initiatives as detailed in some of the feature articles in the areas of improvement to how women under supervision are served by MCAPD, in continuous improvement, and in advancing greater equity at MCAPD in collaboration with the broader Judicial Branch Task Force efforts. I am very pleased by the progress made in all three initiatives and excited to see how the efforts detailed on the following pages continue to expand in the coming fiscal year.

This fiscal year, Adult Probation marked an important milestone of 50 years as a department serving this Court and our community here in Maricopa County. As will be noted in one of the articles in the report, the Department enjoyed celebrating the history our predecessors established for us through the past five decades. We are grateful for the support we received from the Court over that same time. MCAPD is also grateful for a legacy of leaders in our Department and in our Court who laid an incredible foundation that secured much of the success the Department enjoys today. I also want to take the opportunity to thank one of those leaders, the Honorable Patricia Starr, who served as the Criminal Presiding Judge during the pandemic prior to her rotation at the end of this fiscal year. She served with faithfulness, honor, and distinction during an incredibly challenging time and MCAPD was grateful for the support she provided to our division of the Branch. We welcome Judge Jennifer Green as she takes over leadership of the Criminal Bench.

I would be remiss if I did not acknowledge the Department's gratitude to our funding authority who continues to demonstrate incredible support for our work as it does for the rest of our organization in Superior Court and Juvenile Probation, as reflected in the Maricopa County Board of Supervisors' budget for the coming year. Finally, as I shared with our staff, we look with hope and optimism at what the next fiscal year holds. We anticipate seeing further gains in the initiatives and work described in the following pages. That optimism is found in the dedication of the professionals that serve this division of the Judicial Branch here at MCAPD as well as in the purpose of and need for the work we do.

It continues to be our Department's pleasure to serve this Court and surrounding community.

Sincerely,

Michael P. Cimino

Michael P. Cimino
Chief for the Maricopa County Adult Probation Department



MICHAEL CIMINO
MCAPD CHIEF

VISION

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims, and individuals under supervision.

MISSION

To enhance the safety and well-being of our neighborhoods.

We accomplish this through:

- Working in partnerships with the community to provide research-based prevention and intervention services;
- Assessing individuals' risk/needs in order to help guide Court decisions and to apply the appropriate level of services;
- Managing risk by enforcing Court orders, affording opportunities for prosocial change, and expecting law-abiding behavior and personal accountability;
- Building trust and empathy with victims and providing them with restorative services;
- Recognizing and rewarding staff performance and achievement;
- Creating a learning organization that enhances professional and leadership skills.

VALUES

We BELIEVE in:

- Promoting and maintaining a safe and healthy community;
- Fostering productive relationships with our community partners;
- Our staff as the greatest resource in accomplishing our mission;
- Carrying out our duties in an ethical and empathetic way;
- Treating people with dignity and respect;
- The ability of individuals to change and that the professional relationship between staff and those supervised provides assistance, expects accountability, and can have a profound impact on successful outcomes;
- Using proven and promising methods and technologies to assess and assist people in changing their behavior;
- Using strategies from established as well as emerging research to make strategic decisions.

STRATEGIC GOALS



GOAL A:
CRIME REDUCTION



GOAL B:
RETENTION &
COMPENSATION



GOAL C:
PROCESS
IMPROVEMENT



GOAL D:
CUSTOMER
SATISFACTION



GOAL E:
SOLID & SOUND
INFRASTRUCTURE

GENERAL INFORMATION

ARIZONA

7,276,316*

Total Population
15 Counties



MARICOPA COUNTY

4,496,588*

Total Population
27 Cities & Towns

*U.S. Census Bureau 2021 Estimate as of July 1, 2021



MARICOPA COUNTY ADULT PROBATION DEPARTMENT



Established in 1972

Regional & Area Offices: 19

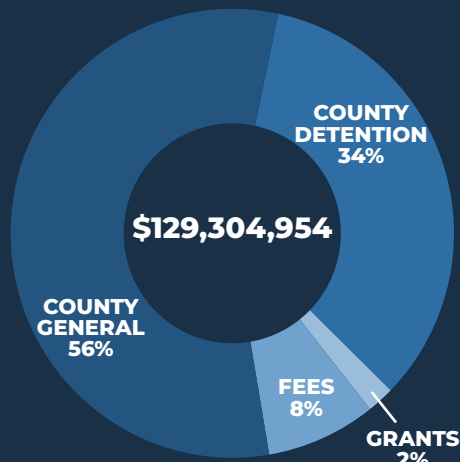
Probation Population: 46,855

Pretrial Supervision Population: 3,632

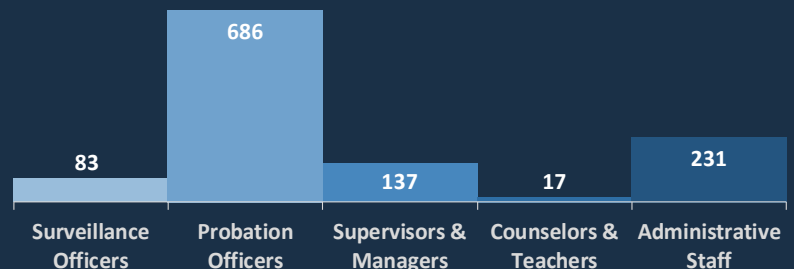
Standard Probation Population: 22,110

Intensive Probation Population: 1,150

ANNUAL BUDGET



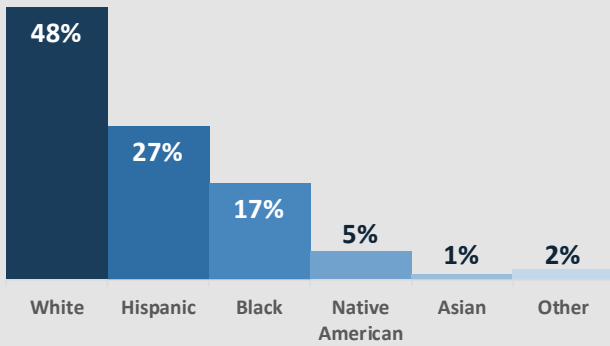
PERSONNEL TYPES



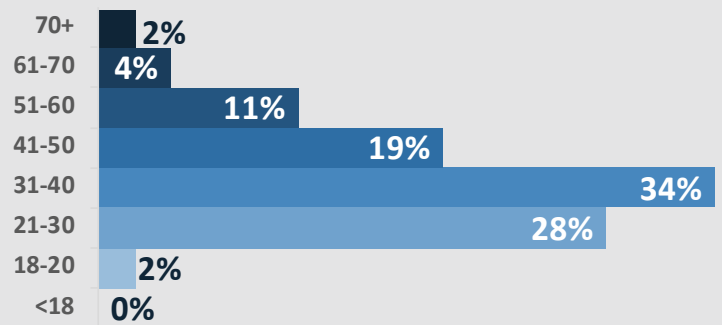
GENERAL INFORMATION

PROBATION POPULATION

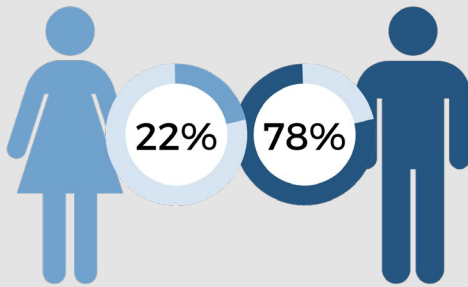
RACE/ETHNICITY



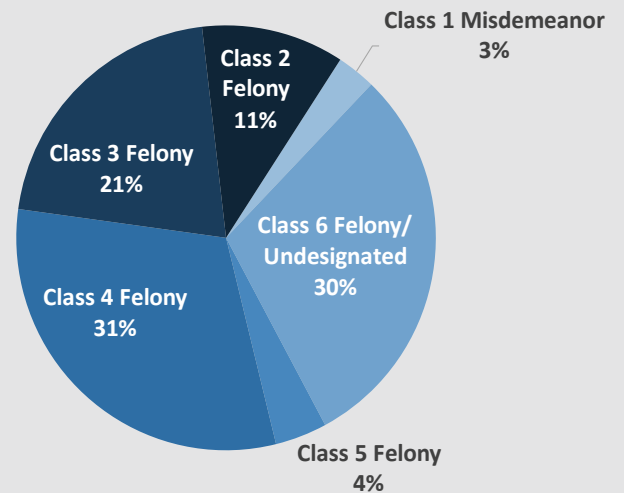
AGE



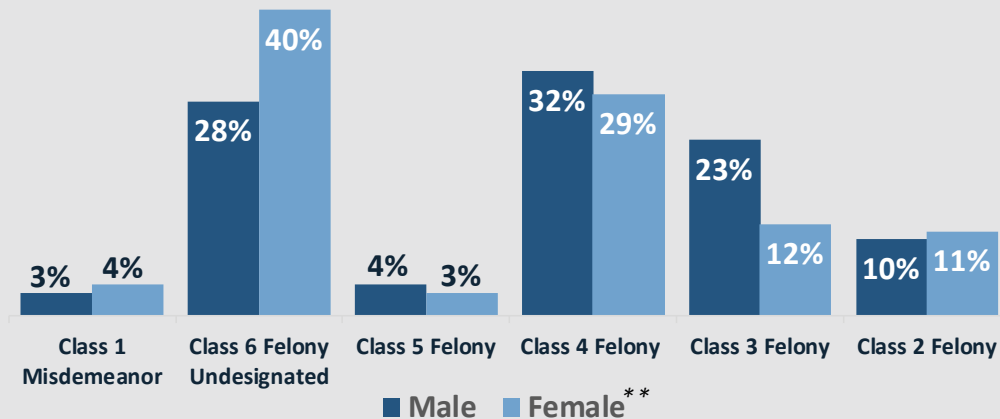
GENDER



OFFENSE CATEGORY*



OFFENSE CATEGORY* & GENDER



*If an individual was on probation and had more than one offense, only the most serious offense was counted
 ** Due to rounding, the total percentage adds up to 99%

STRATEGIC GOALS

The MCAPD has five main strategic goals that are used to guide Department planning, decision making, budgeting, and reporting. Each goal is measured by a set of key performance outcomes which tell the Department's story to stakeholders and the public. A summary of the strategic goals and key results for FY 2022 are presented below:

GOAL A: CRIME REDUCTION



Crime reduction is the Department's primary goal and is achieved by implementing research-based practices and risk reduction strategies. These practices are continuously improved and evaluated to reduce recidivism and promote positive behavioral changes in supervised individuals. These crime reduction results encompass various staff efforts and initiatives aimed at reducing crime and improving outcomes for individuals on supervision.



GOAL B: RETENTION & COMPENSATION



MCAPD believes its staff is its greatest resource. Therefore, it is committed to recruiting, hiring, and retaining a quality and diverse workforce. In FY 2022, the average years of service for badged staff was 12.2 years, which meets the Department goal of 10 years or more. The Judicial Branch also secured a County-approved performance-based retention pay increase of about 9.8%, effective in July of 2022.

To assist with the recruitment and retention of probation officers, the Maricopa County Board of Supervisors authorized an increase in the starting pay for probation officers, which now includes credit for creditable probation officer experience. Market studies were also funded by the Maricopa County Board of Supervisors for support positions across the department resulting in increases in starting pay.

GOAL C: PROCESS IMPROVEMENT



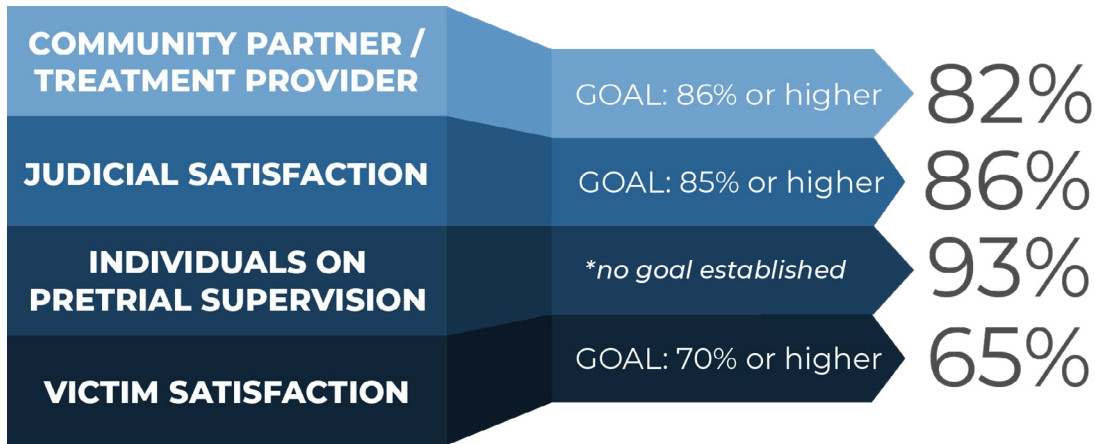
The Department provides reports and services to the Court that aid in the processing of cases and collection of payments. Therefore, the Department maintains key performance indicators (KPIs) that measure the efficiencies of these processes which benefit the Court and the public.

- The Pretrial Services Division submitted 100% of Initial Appearance (IA) packets ordered by the Court on time (within 24 hours of an individual's arrest). Pretrial probation officers collect information related to the individual's offense(s) as well as their risk of reoffending and the likelihood they will appear for their next scheduled court hearing. The IA packets prepared by pretrial staff provide judicial officers with the information they need to determine the appropriateness of releasing the individual while they await trial.
- The Presentence Division delivered 99.6% of presentence reports to the Court on time (at least two days before sentencing) without a continuance. Presentence reports provide judicial officers comprehensive and in-depth information on individuals convicted of crimes and are used to aid in making appropriate sentencing decisions.
- The Department collected a total of \$12,614,095 in victim restitution which is an increase of \$2,236,727 from FY 2021. This is about 75% paid of the amount that was ordered by the Court in FY 2022.

GOAL D: CUSTOMER SATISFACTION



The Department remains committed to providing quality services to all stakeholders, including individuals on supervision, courts, law enforcement partners, treatment providers, and victims. To measure satisfaction, the Department periodically administers surveys to these populations to assess their satisfaction with staff and services. The surveys also provide an opportunity to offer feedback and suggestions to improve these relationships and services. Below is a summary of results for the surveys conducted in FY 2022. A detailed breakdown of the results is reported in the survey section of this report.



GOAL E: SOLID & SOUND INFRASTRUCTURE



To support goals A through D, the Department seeks to acquire and maintain industry-standard equipment, technology, communications, and facilities.

In FY 2022, the County continued its support of MCAPD’s infrastructure needs by funding facilities, capital improvements, and repairs. For example, progress was made on the new Southeast Regional Court facility which is scheduled to open next year, and the Durango Safety Training Facility, which opened in a limited capacity last year, is now fully completed and functional.

On the technology front, the Department’s ability to stream events and host hybrid meetings has improved and many staff resumed hybrid remote work schedules. Additionally, in April of 2022, the Judicial Branch rolled out a website called Resilience to Thrive. This website provides a secure, online forum for Branch staff to process and share their experiences over the past couple of years in a way that is conducive to building resiliency, combatting fatigue, and fostering a community.

Lastly, the MCAPD and the Maricopa County Juvenile Probation Department (MCJPD) continued efforts to explore a joint case management system replacement for MCAPD’s pretrial and probation cases, as well as MCJPD’s supervision cases and detention management system. MCAPD and MCJPD will continue to actively participate in this multi-year and multi-agency project.



SURVEY RESULTS

**COMMUNITY PARTNER/TREATMENT PROVIDER
JUDICIAL SATISFACTION
PRETRIAL SUPERVISION
VICTIM SATISFACTION**

SURVEY RESULTS

The Department works with, and provides services to, employees, victims, individuals on pretrial supervision and probation, judicial officers, treatment providers, and other community and criminal justice partners. MCAPD conducts surveys to assess satisfaction with the Department's services and to identify opportunities for improvement. Customer satisfaction is one of the primary goals within MCAPD's Strategic Plan.

Survey participants are given the opportunity to rate their satisfaction with the services MCAPD provides through multiple choice questions, Likert scale ratings, and open-ended questions.

Sample Likert scale rating:



Detailed reports are distributed to the MCAPD Executive Team; each report includes all survey response data and feedback from participants. The Department uses the data to look for opportunities to **EVOLVE** and continuously improve the quality of service MCAPD provides.



COMMUNITY PARTNER/TREATMENT PROVIDER SURVEY RESULTS

MCAPD conducts a satisfaction survey of treatment providers and other community partners biennially. The specific goal of MCAPD is to maintain the satisfaction of treatment providers and community partners at 86% or higher. An email containing a link to the survey along with a brief explanation was sent to each email address provided by MCAPD staff who have regular contact with treatment providers and community partners.

The survey was successfully emailed to 271 unique community partners or treatment providers. Responses were obtained from 66 individuals for a response rate of 24.4%.

EMAILED TO
271
CONTACTS



The survey contained 14 items: four questions regarding the respondent's organization/position/contact with the Department, eight questions asking the respondents to rate their agreement with interactions with MCAPD on a 5-point scale, and two open-ended questions.

RESULTS

Respondent information:

A majority of respondents, 66.7%, identified their organizations as treatment providers/counselors. Other respondent organizations were community service agencies, county/government agencies, or other. About 88% of the respondents indicated they have at least monthly contact with MCAPD staff and 69.2% of those contacts were with MCAPD probation and surveillance officers.

Satisfaction:

Respondents were presented statements related to the quality of their interaction with MCAPD and were prompted to select their level of agreement/disagreement with each statement. For each item, respondents were asked to select from strongly disagree, disagree, neutral, agree, or strongly agree.

SURVEY QUESTION	% AGREEMENT
APD is providing a valuable service to the community.	85.5%
APD staff treats me and/of my staff with dignity and respect.	85.5%
I consider my organization a partner with APD to enhance safety in communities.	80.0%
The service provided by APD benefits my organization and/or the community.	80.0%
My organization's services align with APD's evidence-based practices to reduce recidivism.	78.2%
APD staff responds to my needs and/or requests for service in a timely manner.	76.4%
I am aware that the APD has implemented evidence-based practices as a strategy to reduce recidivism.	68.5%



Overall, 81.8% of survey respondents agreed or strongly agreed that they were satisfied with their interaction with MCAPD, which is a 12.4% decrease from the previous survey in FY 2020. While this indicates eight out of ten partners were satisfied, it does fall short of the 86% or higher satisfaction goal.

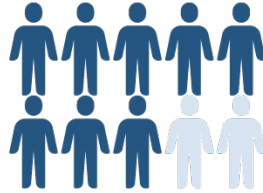


COMMUNITY PARTNER/TREATMENT PROVIDER SURVEY RESULTS

A majority of respondents indicated agreement with the statements presented, with an average of 79.5% agreement. This is a 12.4% decrease in average agreement from the FY 2020 survey results. Two statements tied for the highest percentage of agreement: about 86% of respondents showed agreement with the statements that MCAPD staff treats them and their staff with respect/dignity, and that MCAPD is providing a valuable service to the community.



Respondents agreed MCAPD staff treats them/staff with respect and dignity and provides a valuable service to the community.



8/10

WERE SATISFIED WITH THEIR INTERACTIONS WITH MCAPD

Feedback:

Respondents were also given an opportunity to provide comments or suggestions on how MCAPD could improve services. Many comments provided positive feedback and appreciation for the partnership. The feedback and suggestions received by respondents include increased communication, implementing a referral process, and other specific process improvements.

”

My son who has a serious mental illness (SMI), had a wonderful probation officer. The relationship was so positive and helpful to my son! I felt like he went above and beyond in providing support to him (my son).

”

We have an excellent working relationship with Adult Probation Department. Partnering with APD has given us the ability to better serve our clients and assist them with reintegrating into society.



JUDICIAL SATISFACTION SURVEY RESULTS

Periodically, MCAPD conducts surveys of judicial officers (judges and commissioners) who sit on the Criminal Bench for the Maricopa County Superior Court to assess satisfaction with the Department’s services and to identify opportunities for improvement. The goal of MCAPD is to maintain the satisfaction rate of judicial officers at 85% or higher.

EMAILED TO
47
JUDICIAL OFFICERS



An email containing a link to the survey along with a brief explanation was emailed to 47 judicial officers. Responses were obtained from 29 judicial officers for a response rate of 61.7%.

The survey contained ten items: eight questions asking judicial officers to rate their agreement with interactions with MCAPD on a 5-point scale, and two questions asking respondents to rate their overall level of satisfaction with MCAPD on a 5-point scale. There was also an opportunity for judicial officers to provide comments or suggestions.

RESULTS

Survey questions focused on obtaining judicial officers’ opinions about the overall quality of the work conducted by MCAPD and the confidence that judicial officers have in the work product they receive. Judicial officers were prompted to select their level of agreement/disagreement with each of the eight statements. For each item, respondents were asked to select from strongly disagree, disagree, neutral, agree, or strongly agree.

SURVEY QUESTION

% AGREEMENT





JUDICIAL SATISFACTION SURVEY RESULTS

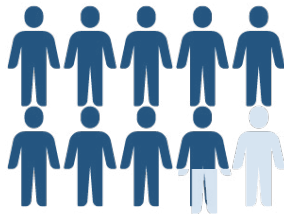


Overall, 85.7% of judicial officers were satisfied with MCAPD; 3.1% higher than the FY 2017 survey satisfaction agreement rate of 82.6%. This indicates 8.5 out of 10 judicial officers were satisfied, exceeding the 85% satisfaction goal. A majority of survey respondents agreed that MCAPD staff are professional and courteous and 86% were satisfied with the overall quality of work submitted by MCAPD.



Respondents agreed MCAPD staff is professional and courteous.

Additionally, most agreed or strongly agreed with all statements; percentages ranged between 72.4% to 89.7%. The highest level of agreement was the statement “APD staff is professional and courteous.” Overall, the results of the survey were positive.



8.5/10

WERE SATISFIED
WITH MCAPD



I worked with the MH [mental health] probation teams and the Vet probation team. I am continuously impressed by their level of professionalism and commitment.



Thanks for all your hard work.
APD provides the Court with great service.

PRETRIAL SUPERVISION SURVEY RESULTS

Periodically, MCAPD conducts a satisfaction survey of individuals on pretrial supervision to assess satisfaction with the Department. The survey was last conducted in FY 2016; it was conducted in the lobbies of the Pretrial Division offices where respondents would fill out a paper form. The pretrial process has gone through a number of changes since 2016, including a shift toward virtual or telephonic contacts. Therefore, the survey questions and methodology were updated this year to account for these changes and to ask additional information about what individuals on pretrial supervision identify as their main obstacles to appearing for court. An email containing a link to the survey along with a brief explanation was sent to 1,056 individuals who were on pretrial supervision and had an email address on file. Responses were obtained from 89 individuals for a response rate of 8.4%.



In addition to asking introductory questions (such as demographics, duration of time on pretrial supervision, and level of supervision), respondents were asked a series of satisfaction questions, what obstacles they experienced for appearing in court, and were asked to provide additional feedback with open-ended questions.

RESULTS

Respondent information:

About 85% of respondents indicated they were on general pretrial (GP) supervision, with 15% on electronic monitoring (EM). When asked how long they had been on pretrial supervision, 17.7% reported being on pretrial for 30 days or less, and another 50% reported their time on pretrial ranged between one and four months. Additionally, the most common obstacles to appearing for court identified were work schedule conflicts, lack of transportation, and fear of being taken into custody.

Satisfaction:

Respondents were presented the below statements related to their interactions with pretrial staff and were prompted to select their level of agreement/disagreement with each statement. For each item, respondents were asked to select from strongly disagree, disagree, agree, and strongly agree.

SURVEY QUESTION	% AGREEMENT
Pretrial staff treats me respectfully and listens to me.	93.0%
Pretrial staff emphasized the importance of appearing for all my court dates.	91.7%
Pretrial staff emphasized the importance of remaining crime free.	90.3%
I received clear and timely information regarding what was expected of me from pretrial staff.	87.5%
Pretrial staff and I work together to help me be successful on pretrial supervision.	87.5%
The pretrial intake process went well and took a reasonable amount of time.	87.3%



PRETRIAL SUPERVISION SURVEY RESULTS

They were also asked to provide overall rating of their experience with pretrial staff, for which 92.6% said they were satisfied or very satisfied; this is a 2.3% increase from FY 2016. This indicates that nine out of 10 respondents were satisfied.



Feedback:

Following these questions was an open-ended question asking, “What else could your pretrial officer provide to ensure that you remain crime free and appear at your next court date?” About 44 individuals provided comments. Some suggestions included additional information for treatment and employment, additional check-ins, and increased communication in case questions arise. Others also expressed thanks and appreciation for their pretrial officers’ efforts to keep them successful on supervision.



Respondents agreed pretrial staff treats them respectfully and listens.



9/10

WERE SATISFIED WITH
THEIR EXPERIENCE WITH
PRETRIAL STAFF

”

[My pretrial officer] was amazing and helpful.
I’m glad I had him as a PO.

”

[My officer] did what he was supposed to do [and] provided me with bus passes about a week prior to my court dates...

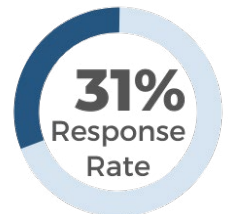


VICTIM SATISFACTION SURVEY RESULTS

The MCAPD conducted its 24th annual Victim Satisfaction Survey in April and May of 2022. This survey assesses victim satisfaction with the notification services provided by the Department. The specific goal of MCAPD is to maintain the satisfaction of victims at 70% or higher. The Victim Satisfaction Survey is distributed only to opted-in victims. These are victims who have requested automatic notification from the Department of certain case updates and had contact with MCAPD staff in the past year.

In December 2020, the Department commissioned a Victim Satisfaction Committee primarily to improve victim satisfaction. As part of this effort, a survey workgroup was tasked with updating and improving the annual survey to gather more helpful and actionable feedback from victims. The most significant changes made to the FY 2022 survey were (1) the addition of two questions asking whether there was restitution in their case, (2) the removal of the three overall satisfaction questions that asked about aspects of the criminal justice system that did not involve probation supervision, and (3) the addition of two open-ended questions asking for more specific and targeted feedback. The Victim Satisfaction Survey had 342 valid surveys distributed to opted-in victims and 106 responses received, equaling a 31% response rate (8% increase from FY 2021).

SENT TO
342
OPTED-IN
VICTIMS



RESULTS

Below are the respondents' satisfaction rates with MCAPD staff, which measured the percentage of those who indicated satisfaction with each of the statements.

SURVEY QUESTION	% SATISFIED
Probation staff treated you with fairness, dignity, and respect.	73.1%
Probation staff explained the importance of keeping contact information updated with Adult Probation.	70.2%
Please rate your interactions with Adult Probation staff.	65.1%
Probation staff responded to you in a timely manner.	63.1%
Probation staff explained probation supervision and possible outcomes.	61.8%
Probation staff adequately addressed your request or concern.	56.9%
Probation staff was easy to contact.	54.3%



VICTIM SATISFACTION SURVEY RESULTS

To determine overall satisfaction, all items were averaged to create a mean score for each respondent; respondents with a mean score of three and a half or higher are considered satisfied. The Department maintains a goal of 70% or higher victim satisfaction, and based off the composite score calculation, 65.1% of opted-in victims were satisfied with services provided by the Department. This is a 1.6% decrease from the FY 2021 survey and falls below the Department's goal; however, it indicates that two out of three victims are satisfied with services provided by MCAPD.



2/3
VICTIMS WERE SATISFIED WITH MCAPD

[This probation officer] has been wonderfully consistent, caring, and professional in keeping me updated. I felt fully supported by him and the other probation officers who helped. Having the right information does wonders in decreasing the stress levels of myself and my family.

RESTITUTION

One of the new additions to the FY 2022 Victim Satisfaction Survey included adding questions about restitution. These questions asked respondents to check boxes selecting "restitution was ordered in my case," "I have received restitution payments," or both. These questions allowed for additional review of how the questions were answered through the lens of whether restitution was ordered and/or paid in their case, or not. Based on that, the satisfaction rates for each group are summarized and shown in the restitution image below, showing that receiving restitution payments plays a significant role in having high levels of victim satisfaction.

RESTITUTION SATISFACTION RATE:



The Victim Satisfaction Committee proposed and recommended ideas for improving satisfaction and services to victims. After feedback from the Executive Team, the Committee split the recommendations into four subcommittees in which assigned members were tasked with researching the feasibility and urgency of each recommendation. A few recommendations have been already completed and many more recommendations not yet implemented are currently in the works, pending, or are planned to be completed in the future. The Victim Satisfaction Committee completed updating the victim survey and updated various forms, victim letters, and policy related to victims. Currently, the four subcommittees are advancing projects related to prioritizing payment of restitution to individual victims, reviewing new information received based on the updated survey, developing a victim awareness refresher training, and making additional updates for various victim related forms, processes, and policies.

**50TH ANNIVERSARY
CONTINUOUS IMPROVEMENT INITIATIVE
EQUITY INITIATIVE
JUSTICE-INVOLVED WOMEN INITIATIVE**

CHIEF HANK DUFFIE
1972 - 1989

1972

50TH ANNIVERSARY

Fifty years ago, Maricopa County was a smaller community and a smaller court. Criminal trials were not centralized in one group of dedicated judicial officers only hearing criminal cases. Judges' staff were also different; they consisted of a bailiff, clerk, and probation officer. These leaders had the foresight of an **EVOLVED** probation department to **EMPOWER** justice-involved individuals (JIIs) and the community. They thought to bring the probation officers together under a single leader appointed by the Court to set policy, chart a vision for the probation staff, and continue professional development and standardization of practices.

1982

CHIEF NORM HELBER
1989 - 2000

1992

On January 11, 1972, the judges of the criminal divisions of the Superior Court of Maricopa County declared that the Department having jurisdiction of the investigation and supervision of individuals convicted of criminal offenses in the Superior Court would be known as the Maricopa County Adult Probation Department (MCAPD). Hank Duffie was hired as the Department's first chief and served through 1989. Later chiefs include Norm Helber (1989-2000) and Barbara Broderick (2000-2019). Alongside each chief making substantial contributions to the Department were executive teams, supervisors, and, most importantly, staff who have made the Department what it is today.

CHIEF BARBARA BRODERICK
2000 - 2019

2002

Fifty years later, the Department stands as a national leader in the adult probation field due to the work of its staff and leaders. MCAPD is one of the largest community corrections organizations in the country, serving the fourth largest trial court in the United States. The future is bright because of the incredible foundation and 50-year history built by those who helped MCAPD **EVOLVE**, but also because of those who make up MCAPD today; the dedicated professionals who **EMPOWER** and **ENCOURAGE** JIIs every day.

CHIEF MICHAEL CIMINO
2019 - PRESENT

2012

2022

Today, MCAPD is stronger than ever, with over 1,100 professionals across 19 sites committed to continuous improvement in the safety and quality of community life and a bright future paved by the leaders and staff of today. On January 26, 2022, MCAPD's Executive Team successfully kicked off the 50th anniversary celebration at the Downtown Justice Center (DTJC), accompanied by Presiding Judge Welty, Judicial Branch Administrator Ray Billotte, Criminal Presiding Judge Patricia Starr, and Former MCAPD Chief Barbara Broderick.

The following timeline shares a few highlights but does not capture everything that has been implemented or accomplished over the past 50 years.



The Adult Probation Department thanks the many past employees who built MCAPD into what is today as well as the current staff who serve the public with such excellence. We look forward to the next 50 years with the same hope – an expectation of positive change and public safety that characterized the first 50.

Chief Michael Cimino
MCAPD employee since 1999



What is important when I think about what has radically changed is the fact that we have **EVOLVED** as a profession.

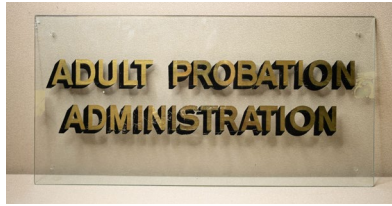
Former Chief Barbara Broderick
MCAPD employee 2000 - 2019

CHIEF HANK DUFFIE
1972 - 1989

1972

- 1972**
 - MCAPD established
 - 2 female probation officers who supervised an all-female caseload of 100 JIIs
 - Hourly pay was about \$4.36

- 1974**
 - Probation officers were allowed to supervise the opposite sex



- 1982**
 - The Maricopa County Board of Supervisors allowed the Department to adopt the "Free Enterprise Plan" A major component of the plan gained approval when the Arizona State Legislature required JIIs to pay a nominal monthly fee for supervision
 - About 100 MCAPD employees supervising roughly 12,000 JIIs

1982

- 1991**
 - Specialized sex offender caseloads implemented
 - Financial Assessment Related to Employability (FARE) Probation was designed as a monetary sanction in lieu of standard probation

- 1992**
 - About 700 MCAPD employees supervising just under 30,000 JIIs
 - Starting hourly pay was \$11.19 for entry-level probation officer
 - Drug Court established

- 1995**
 - The Women's Treatment, Services and Supervision implemented through a grant funded by the Center for Substance Abuse Treatment (CSAT)

- 1998**
 - CLU established
 - DUI Court established
 - Implementation of OST
 - Presentence screener position introduced

- 2000**
 - JTOP Court established
 - APETS implemented

- 2001**
 - Implemented Strategic Plan - Managing for Results

- 2002**
 - Mental Health Court implemented
 - DV Court established
 - The Western Division was fully equipped with cellphones
 - Bullet-resistant vests became available and 457 officers were fitted for vests by end of FY 2002
 - The Custody Management Unit established
 - Maricopa County is one of the two best-run counties in the country, according to a study published February by *Governing* magazine

- 2003**
 - Defensive Tactics and Firearms training begins
 - Spanish-speaking DUI Court started

- 2004**
 - SMI specialized probation caseloads begin
 - Pretrial Services becomes a division of MCAPD
 - Embraced the NIC Integrated Model

- 2005**
 - MCAPD leadership attended a retreat in Texas with Dallas County Community Corrections
 - Maricopa County assumed all responsibility for the funding of MCAPD departing from a shared state/county model
 - State law was later changed to further codify the agreement

- 2005**
 - Department-wide training on EBP by Dr. Chris Lowenkamp
 - Implementation of FROST

- 2007**
 - NIC technical assistance grant to assist in implementation of EBP; engaged in organizational assessments

- 2008**
 - Baseline recidivism rates established statewide as part of the Safe Communities Act

- 2009**
 - MARS caseloads begin
 - First T4C cognitive course conducted

CHIEF NORM HELBER
1989 - 2000

1992

CHIEF BARBARA BRODERICK
2000 - 2019

2002

2012

2022

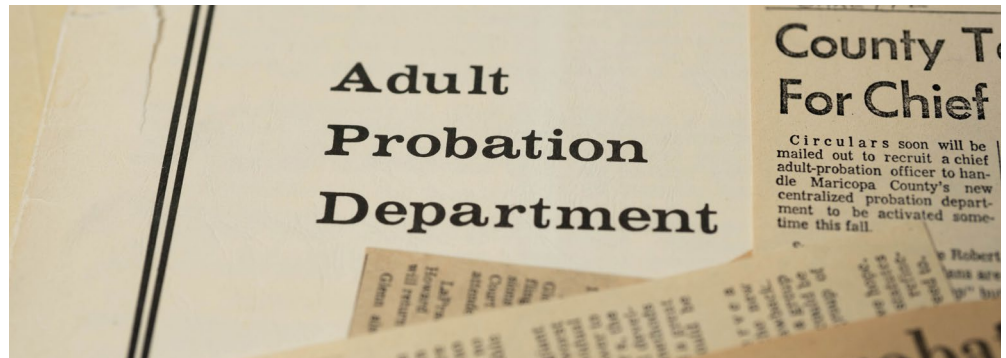
- 2010**
 - Prison Reentry Unit becomes operational
 - The OST incorporated into the presentence report
- 2011**
 - Veterans Court established
- 2012**
 - The Department had 19 regional offices
 - MCAPD employed 1,024 employees
- 2013**
 - Implemented ePTR
 - EPICS-II introduced with the IPS population
- 2014**
 - E-filing of PTR was fully implemented
- 2015**
 - Pretrial Services Division implemented the PSA
- 2016**
 - Judicial Branch iCISng developed and implemented
- 2017**
 - Risk Reduction training conducted department-wide
- 2019**
 - MCAPD leadership visited Riverside County to explore Lean Management and continuous improvement
- 2020**
 - Department Reorganization to equalize workload and enhance ability to achieve mission
 - Judicial Branch establishes joint DIA Division including research staff from Superior Court, MCJPD, and MCAPD
 - MCAPD adapts to COVID-19 pandemic by implementing virtual contacts, trainings, and telework
 - Paperless documents become a priority
- 2021**
 - Changes to IPS statute implemented
 - PEACE Team established to improve diversity, equity, and inclusion among staff and operations
 - Initiative to serve justice-involved women launched
- 2022**
 - 1,154 MCAPD employees serving the fourth largest trial court in the country with reports needed for Initial Appearance and dispositions, while supervising 3,632 individuals released pretrial and providing community supervision to 46,855 JIIs
 - MCAPD celebrates 50 years of success

MCAPD looks forward to another 50 years of continuing to be innovative in support of our mission.



The most significant **EVOLUTION** in APD has been the technology. In 1999 there was no APETS, notes were hand-written, there were no cell phones, and all documents like orders of discharge, petitions to modify, and PTRs were hand-written on paper forms. At that time, we also met with client's while sitting at our desk in our office, so everyone has a client chair set next to their desk.

David Kozak, Probation Officer
MCAPD employee since 1999



In my 20+ years of service I have seen this department continue to grow and **EVOLVE** as an agency. I've seen firsthand how much our agency has **EVOLVED** by utilizing the most advanced evidence-based practices in how we supervise our justice involved individuals. There's a reason why our agency is considered one of the best probation agencies in the Country.

Manny Barron, Supervisor
MCAPD employee since 1999



CONTINUOUS IMPROVEMENT

Adult Probation Department

CONTINUOUS IMPROVEMENT INITIATIVE UPDATE

Over the past year, the Continuous Improvement (CI) Program has grown and developed from an initiative that began in early 2021. While still in its infancy, the CI Program focuses on four main aspects of continuous improvement: (1) alignment, (2) performance measurements, (3) innovation, and (4) decision making. The CI Team uses the idea of alignment to ensure that the work done by the Department aligns with its stated Mission, Vision, and Values (MVV). An organization’s MVV should define what it does, what it values, and where it is headed. This will also be a guide not only for looking at projects submitted by staff, but to ensure the Department’s next steps aligns with a long-term strategy. With the Department celebrating its 50th anniversary this year, and the realization that its MVV had not been revisited in more than 20 years, the CI Team endeavored to review these guiding principles by engaging staff at all levels and providing them multiple opportunities to shape the **EVOLUTION** of the Department. The CI Team met with all 11 divisions and sought input on reshaping the Department’s MVV. Additionally, every unit was surveyed to

capture line staff’s opinions and speak into the guiding principles of the Department. Lastly, a draft was presented to multiple focus groups within the Department, including the workgroup that is focusing on diversity, equity, and inclusion (DEI), to provide feedback on what will eventually become the Department’s new MVV. That work is ongoing; however, the CI Team is hopeful to share the final product with staff in early FY 2023.

Upon completion of the revised MVVs, a second aspect of continuous improvement will be reviewed – performance measurements. The Department’s Key Performance Indicators (KPIs) and Key Behavior Indicators (KBIs) will be evaluated to ensure that they assess the redefined MVV of the organization. For those performance measurements that no longer align with the organization’s goals, new KPIs and KBIs will be developed and adopted. Continually evaluating its performance against its goals is just one way the Department holds itself accountable to its staff, its stakeholders, and the community it serves.

The third tenet, innovation, is perhaps the most identifiable aspect of continuous improvement. Innovation allows the Department to adapt a current process or program or create an entirely new idea to improve how the organization operates. In 2021, the CI Team launched a SharePoint site, which made it possible for all staff to submit improvement opportunities for consideration. The SharePoint site **ENCOURAGES** staff to bring forward suggestions on process changes, improving efficiencies, and reducing redundancies. Decision making, the fourth aspect of continuous improvement, is incorporated by the CI Team when employee suggestions are evaluated. Every suggestion made by an employee is assessed

MAIN ASPECTS OF CI:

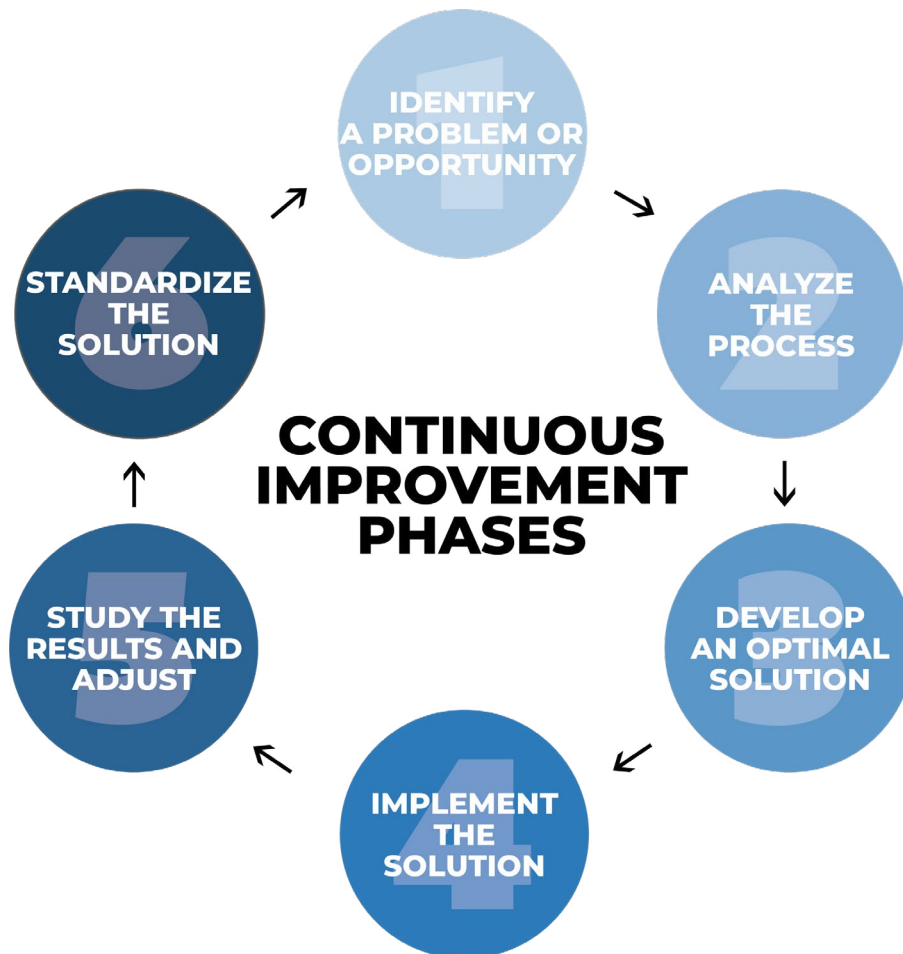
- 1 - ALIGNMENT
- 2 - PERFORMANCE MEASURES
- 3 - INNOVATION
- 4 - DECISION MAKING



CONTINUOUS IMPROVEMENT INITIATIVE UPDATE

against a structured framework to determine what should be pursued, what should be halted, and how to prioritize initiatives. This framework assesses feasibility, potential value, impact on staff, and whether the idea aligns with the Department’s goals. These considerations are all critical to ensuring the Department acts as a faithful steward of the public trust before resources are allocated to begin the project.

Recognizing staff are the most knowledgeable about day-to-day processes, as well are the most impacted by change within work processes, staff are involved in the continuous improvement project and work closely with the CI Team. **EMPOWERING** staff to engage in the process from the beginning **ENCOURAGES** transparency and strengthens the continued growth and **EVOLUTION** of the Department as it moves into the next 50 years.





EQUITY INITIATIVE UPDATE

In FY 2021, the MCAPD began its Equity Initiative which sought to align diversity, equity, and inclusion (DEI) principles with the Department's key values and performance measures. This initiative started with bringing in DEI subject-matter experts to assess needs and train Department and Branch leadership. **ENCOURAGED** by the work performed by the Judicial Branch's Equality Task Force, the Department sought to create an MCAPD DEI workgroup that implements initiatives coming out of the Branch Task Force as well as **EMPOWER** staff to address disparities and make strides to improve DEI. Chief Cimino emailed all Department staff and invited any individuals interested to join the initiative. While fully supported by Executive Leadership, the intention was to **EMPOWER** staff to lead the group and ensure the Department is aligned with Branch-wide efforts. More than 60 staff from all areas of the Department joined the call to action, and soon after, renamed the group to Promoting Equity & Advocating Change for Everyone (PEACE). Members of the PEACE Team are dedicated to serving as change agents and include Department staff, probation officers, surveillance officers, supervisors, and executives.

Since its creation, the PEACE Team has met regularly to discuss and plan how to incorporate DEI principles into the large and intricate organization that is MCAPD. Among their efforts, they have researched similar DEI initiatives in other organizations, received 16 hours of DEI training, have reviewed materials and content meant to increase shared experiences, and developed the PEACE Team's Strategic Plan. With the guidance of Dr. Jeff McGee, CEO of Cross-Cultural Dynamics, the PEACE Team has taken a methodological, careful, and organic approach to creating the Strategic Plan. This involves creating policies, trainings, and mechanisms to promote a department-wide culture that values and models DEI within the workforce and the community the Department serves.

The PEACE Team has settled on five main goals, each with a dedicated subgroup to ensure implementation of the goal.

1 MISSION, VISION, & VALUES

This goal is to ensure the DEI initiative is captured in the overall Departmental Strategic Plan, and that DEI principles will be reflected in the Department's Mission, Vision, and Values as well as respective KPIs.

2 CREATE A DIVERSE, EQUITABLE, & INCLUSIVE CULTURE

This goal focuses on analyzing the current Department culture and creating policies ensuring the promotion of DEI principles.

3 TRAINING & DEVELOPMENT

This goal instructs the creation and development of ongoing training for new and current staff that supports a DEI culture. This goal also establishes a mentorship program and development of trainings specific to leadership positions.

4 COMMUNICATION

This goal involves developing consistent messaging of PEACE Team and DEI efforts across the Department and with external stakeholders.

5 MEASUREMENT & ACCOUNTABILITY

This goal focuses on measuring performance of goals 1-4.



EQUITY INITIATIVE UPDATE

The PEACE Team is **ENCOURAGED** by what it has accomplished over the past fiscal year and looks forward to its next steps. As the work transitions from planning to implementation, the PEACE Team recognizes the authority **EMPOWERED** to it by the Department and the Court and is honored to have been given the opportunity to collaborate with other staff members to ensure the Department embraces and **EVOLVES** with lessons learned. In addition to internal efforts to improve the culture, the Department will review areas where it exercises discretion (i.e., who is recommended for early termination or has petitions to revoke filed) and evaluate how services are delivered through a DEI lens in order to reduce disparity and improve results.



MCAPD PEACE Team, established FY 2022.



JUSTICE-INVOLVED WOMEN INITIATIVE UPDATE

The MCAPD recognizes the importance of tailoring services to the individuals under its supervision; this focus has driven the development of the Justice-Involved Women (JIW) Initiative that began in FY 2021. MCAPD adopted this initiative to better serve the JIW population and their unique barriers related to gender-specific issues, health, and

trauma. Acknowledging that women’s pathways to crime and offense patterns are significantly different than those of men, the Department created a pilot JIW caseload in the Western Division.

ENCOURAGED by the success of the pilot caseload, JIW caseloads have expanded to include a JIW caseload for each of the standard supervision divisions as well as the Intensive Probation Supervision Division, Sex Offender Division, and Drug Court. The goal of these caseloads is to reduce recidivism by providing resources and assistance for female-centric needs while improving stability, safety, and self-esteem. In the beginning stages of the initiative, a small workgroup met to discuss best practices in management of gender-specific caseloads, such

as caseload size and contact standards. The workgroup has expanded in size and the work has **EVOLVED** to include discussions on caseload management, cognitive behavioral interventions/treatment partnerships, community resources, policy development, and training requirements.

In addition, the JIW workgroup developed a SharePoint website which provides resources internally across the Judicial Branch. The JIW SharePoint includes information on JIW, the purpose and goals of JIW caseloads, details about why these

caseloads were established, and serves as a source to educate staff on gender-responsive and trauma-informed care (TIC). Lastly, the JIW SharePoint provides details about community resources which are available to not only those individuals on JIW caseloads, but all JIW. These resources include recommendations for community resources such

as food, housing, sober living, victim services, domestic violence shelters, treatment services, and a broad guide to resources available in Maricopa County.

Given the most significant driver behind females in the justice system is trauma, the JIW workgroup felt it was imperative to educate MCAPD staff on TIC. In December 2021, 19 MCAPD staff members participated in a two-day train-the-trainer event with Dr. Anjali Nandi. In addition to being the Chief Probation Officer in Boulder, Colorado, Dr. Nandi is also a licensed treatment provider and consultant. Dr. Nandi’s training “Working with Justice-Involved Women with a Trauma-Informed Lens” provided staff with a greater understanding of the challenges

women face while involved with the criminal justice system, how to identify trauma, how to provide a safe place to discuss trauma, and how to handle trauma responses. Additionally, Dr. Nandi

ENCOURAGED staff to understand their own reactions to trauma whether it be something they experienced personally or exposed to through their work. The training **EMPOWERED** staff to better understand not only those under supervision but also themselves. The information was of such significance that all Department staff, regardless of position, will be required to complete a three-

The goal of JIW caseloads is to reduce recidivism by providing resources and assistance for female-centric needs while improving stability, safety, and self-esteem.



JUSTICE-INVOLVED WOMEN INITIATIVE UPDATE

hour TIC training put together by the JIW workgroup. Included in this training will be topics such as how to recognize trauma, how to avoid retraumatizing a justice-involved individual (JII), and self-care for staff who may experience vicarious trauma from working with JIIs.

In late FY 2022, the JIW workgroup pursued and was awarded a grant to receive free training on administering the Women's Risk Needs Assessment (WRNA) sponsored by the National Institute of Corrections (NIC). Five JIW probation officers and probation officer supervisors participated in an intense, multi-day training in Salt Lake City, Utah, where they learned how to deliver the WRNA. The WRNA is the only validated, peer-reviewed risk/need assessment developed to identify women's specific risk, needs, and strengths. Results from the WRNA will allow for more effective case planning for those under supervision. The Department is currently in the early planning stages of implementing the WRNA and is hopeful it will be completed in early FY 2023. Implementing the WRNA will allow the Department to better identify the varied needs of JIW such as physical and mental health needs, childcare challenges, and parenting skills. Identifying these needs will provide probation officers with the information they need to better partner with community organizations that specialize in assisting with these challenges.

To advance the JIW Initiative, JIW probation officers hope to connect with JIW to provide resources and guidance so they can be successful, healthy individuals in the community as well as for their families and/or support systems. JIW probation officers are also building relationships with community providers focusing on programming that address female-centric needs versus simply creating all female classes with programming not originally designed for women. **ENCOURAGED** by the reception of the JIW caseloads, the Department will continue to evaluate the initiative and determine whether further growth of JIW caseloads is warranted. The Department's dedication to serve the individuals it supervises is indicative of an agency that strives for continuous improvement and **EVOLVES** using research-based, evidence-supported practices.



From left to right: M CAPD Probation Officers: Karla Rahn, Angel Camacho, Heather Redmond, Melissa Grey, Amanda Peterson, and WRNA Trainer Dr. Emily Salisbury.



JUSTICE-INVOLVED WOMEN INITIATIVE UPDATE

JIW SUCCESS

Crystal's success story is built on the challenges she overcame. She grew up in a single-parent household where she regularly witnessed substance abuse and domestic violence. She recounts a childhood of the only way she found to bond with her mother was to use drugs with her. After attending nine elementary schools and six middle schools, Crystal dropped out of high school at the age of 14. Now at 41, Crystal is a freshman at a local university pursuing a degree in substance abuse counseling.

Crystal noted that she failed to successfully complete previous probation grants partially due to her substance use and not being ready to make the choices needed to change. This time she was ready to accept help and wanted to create a new life. That new life started when she began her most recent probation grant. She was placed in the 90-day Reentry Program at New Freedom Behavioral Health. New Freedom helped her get a new apartment; a hurdle she knew from previous experience was difficult to overcome due to her criminal history. Her first probation officer referred her to the St. Joseph the Worker charity and the Dress for Success program that assisted her in obtaining a work uniform so she could obtain employment.

Crystal was later assigned to a JIW caseload supervised by Probation Officer Angel Camacho who referred Crystal to resources to help with vehicle repairs, provided information on community colleges, as well as steered her towards scholarship opportunities. When asked how Probation Officer Camacho **ENCOURAGES** her, Crystal states, "My [probation] officer is amazing. I think all the ongoing resources enabled me to feel appreciative... she cares." Reflecting on her sobriety and her future, Crystal states that what made a difference this time on probation was having a support system, noting "If you don't have support, it can break somebody." Understanding the importance of support in someone's successful recovery helped guide Crystal's decision to pursue substance abuse counseling. She notes that her goal is, "...to continue to break the cycle, continuing my education, beginning my career, staying active in my recovery, and never forgetting my self-worth."

Crystal is celebrating four years of sobriety and in 2021 became a Certified Peer Support Specialist from the Stand Together and Recover (STAR) program. She understands the challenges individuals embarking on the path to sobriety face and knows that she is "...a testimony [that] change is possible and there is happiness on the other side of recovery and that you don't need to be high to be happy." Crystal attributes her success to her ability to, "...ask for help, prioritize, and taking one task, one day at a time."

PRETRIAL SERVICES



PRETRIAL SERVICES DIVISION

P R E T R I A L S E R V I C E S D I V I S I O N

The Pretrial Services Division (PSD) is comprised of three distinct programs, the Initial Appearance Unit (IAU), General Pretrial (GP), and Electronic Monitoring (EM) and all are supported by an administrative assistant, a unit of probation administration assistants, and led by a probation administration supervisor.

INITIAL APPEARANCE UNIT

IA PACKETS COMPLETED: 49,860

AVERAGE COST PER IA PACKET: \$65.66

The IAU is comprised of 28 probation officers, led by three supervisors, all working to ensure the Initial Appearance (IA) Court, which operates 24 hours a day, seven days a week, and 365 days a year, is provided with pertinent, accurate, and timely information prior to each hearing. In July 2021, IAU staff were able to return to in-person duties and began working in the new Intake Transfer and Release (ITR) facility, which houses both the IA Court and the booking area of the jail. Although the majority of IAU's work continues to be submitted by staff working remotely without any loss of quality, the return to normal court practices necessitated the need to complete in-person, pre-court interviews with individuals making their IA before the Court. Initial Appearance Court is in session eight times each day, every three hours starting at 2:00 a.m. and is the first court appearance for a person arrested in Maricopa County. Statute requires that that an individual's IA take place within 24 hours of arrest and because of this, IAU probation officers' work is time critical. Probation officers provide the IA Court with criminal history disposition information; results from the in-person financial interview, findings from the Public Safety Assessment, which measures the likelihood of failure to appear and reoffending; as well as any other relevant information needed by the judicial officer to inform release conditions. In addition, the IAU is responsible for placing probation holds and entering contact notes when a person on probation is arrested for an alleged new crime. The IAU is also responsible for creating Bond Review Reports at the direction of the Court and probation officers completed 57 of these reports during this fiscal year. IAU probation officers also meet in person with individuals being released to general pretrial supervision to provide additional assistance to support compliance with the Conditions of Release and **ENCOURAGE** court appearance.

GENERAL PRETRIAL SUPERVISION & ELECTRONIC MONITORING

ACTIVE END OF YEAR SUPERVISION POPULATION: 3,632

AVERAGE DAILY COST OF SUPERVISION PER INDIVIDUAL: \$7.67

ANNUAL PROGRAM COST OF SUPERVISION: \$10,622,742

The GP Program is comprised of three units of 21 probation officers, three case administrators, and led by three probation officer supervisors, housed at two different court locations, the Southeast Facility and the South Court Tower. The GP Program continues to provide support and guidance to persons awaiting disposition on unadjudicated offenses. The GP staff have consistently innovated processes and procedures to ensure the needs of both the Court and persons placed on pretrial supervision are met. During this fiscal year, GP successfully piloted the creation of entirely electronic files, which has aided in the supervision and support of the individuals they supervise as GP has maintained two separate court locations, both of which are open to individuals on pretrial supervision, regardless of which location their probation officer is housed. As the Court continues to transition to in-person hearings, probation officers are available on site at each location to conduct check-ins, intakes, answer questions, and provide bus passes. The GP Team has resumed providing supervised individuals with a folder to hold all their important documents if they report in person. During this fiscal year, GP worked collaboratively with IAU to develop a post-IA Court protocol to help IAU probation officers obtain critical contact information (i.e., phone number, email address, and references) when meeting with individuals after court who have been placed on pretrial supervision.

The protocol asks a series of open-ended questions that are designed to let the JII know that GP is available to help them successfully navigate the court process. General Pretrial **ENCOURAGES** success by enrolling individuals in automated court date reminders and contacting them prior to each court hearing to ensure they know the specifics of the location of the hearing and understand their Court-ordered release conditions, including drug and/or alcohol testing requirements.

The EM Program provides the Court with an enhanced release option that enables the Court to order electronic monitoring as a condition of pretrial supervision. The EM Program is currently staffed with 39 probation officers, three caseload administrators, including an equipment manager, and four supervisors. Nearly 100% of electronic monitoring releases include a court order for Install Before Release. In FY 2022, installation of monitoring equipment and intakes continued to be completed twice daily, including weekends and holidays, at the ITR facility and occasionally at the Durango Juvenile Detention facility. Additionally, EM provides office coverage at both pretrial office locations in the courthouse to ensure court orders for out-of-custody installations and monitor removals are completed in a timely manner. The EM Program continues to see a steady number of placements, with approximately over 1,000 people enrolled at any given time, contributing to the reduction of the jail population while maintaining community safety and **ENCOURAGING** court appearance.

The caseload administrators are instrumental in maintaining equipment inventory at ITR and the two offices. During the past fiscal year, they worked closely with the vendor to mitigate any supply chain issues to ensure sufficient inventory so there was no significant disruption with installation of equipment at the jail and offices. Additionally, a caseload administrator was also assigned to monitor a new caseload created specifically for in-custody cases that are being held as non-bondable based on their pending new offense(s). This is a great assistance to EM probation officers as the case administrator monitors for current booking status and Release Order modifications.

Throughout the fiscal year, changes to health and safety protocols have been guided by the Court and expert advice. The Department's EM probation officers are to be commended on their flexibility with these changes to ensure installations continued without interruption.



PRESENTENCE INVESTIGATIONS



PRESENTENCE INVESTIGATIONS DIVISION

PRESENTENCE INVESTIGATIONS DIVISION

PRESENTENCE INVESTIGATION REPORTS COMPLETED: 13,482
AVERAGE COST PER PRESENTENCE INVESTIGATION REPORT: \$857.54
ANNUAL PROGRAM COST: \$11,520,553

The Presentence Investigations (PSI) Division is comprised of both screeners and probation officers tasked with generating a comprehensive report in advance of sentencing for the Court and other stakeholders. The final product is a collaborative effort and incorporates input from victims, the JII, attorneys, investigating agencies, and any other parties affected by the offense behavior. Screeners begin the process by compiling criminal history information, administering a validated, standardized risk/needs assessment, and initiating contact with victims to inform them of the criminal justice process and what to expect in advance of being contacted by a probation officer. Probation officers decipher and refine the criminal history data, summarize offense behavior, contact all relevant stakeholders, and evaluate the available sentencing options and mitigating and aggravating factors into a finalized report.

The **EVOLUTION** of PSI over the past year included a measured reorganization and other developments, affecting both screeners and probation officers. The Division formerly included the Assignments Unit, which is responsible for managing case assignments of all types for the Department. The Assignments Unit is now under the umbrella of the Compliance and Supportive Services Division.

Screeners have experienced significant change in an effort to **ENCOURAGE** greater efficiency, work equity, and higher morale. In the past, screeners were assigned caseloads of either in-custody or out-of-custody individuals. The in-custody screeners were able to telework frequently and complete their interviews virtually. Out-of-custody screeners were required to work in the office at all times and most of their interviews occurred face-to-face. The changes implemented equalized workload by making both case types available for assignment to any screener. Although there has been a resulting need for cross-training and an ongoing period of adjustment, the resulting **EMPOWERMENT** of all screeners to have more control over their work schedule and enjoy the benefits of regularly scheduled telework days represents a major improvement in equity and potential job satisfaction.

In May 2022, PSI was informed it had been awarded a National Association of Counties (NACo) Achievement Award for the PSI Virtual Training Program. During the COVID-19 pandemic and resulting social distancing restrictions, the Division transitioned the new PSI probation officer training program from a reliance on in-person training to a more agile virtual platform. The virtual training eliminated inefficiencies such as redundant printed instructional materials and duplication of trainer efforts in favor of an online central repository of information. The new virtual trainings provide new staff with access to teams of multiple experienced trainers, probation officers, and supervisors. The measurable benefits realized by the PSI virtual training program demonstrate the impact of organizational flexibility and stand as an example of how leveraging technology can meet the challenges of a modern workplace.



PROGRAMS



**DRUG COURT
DUI COURT
VETERANS UNIT
SUPERVISED YOUTH UNIT
REACH OUT PROGRAM
T4C & DECISION POINTS**



DRUG COURT

ACTIVE END OF YEAR POPULATION: 296
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$18.36
ANNUAL PROGRAM COST: \$2,493,518
AUTHORIZED CASELOAD RATIO 1 TO 40
SUCCESS RATE: 72.6%

Drug monitoring results indicate that 21% of individuals in the Drug Court Program were drug free in FY 2022.

Currently, more than 4,000 treatment courts are in existence and are located in various states and territories around the world. The Maricopa County Adult Drug Court Program, along with the DUI Court Program, is a distinct track of the Department’s Recovery Court. Maricopa’s Drug Court became operational in 1992 and has continually implemented best practices and modified operating standards to align with both the state standards and the national guiding principles. Through in-house counseling and contracted providers, Drug Court provides evidence-based substance use treatment to approximately 300 high-risk, high-needs individuals with the goal of instilling coping skills to assist in long-term recovery. Drug Court participants are monitored for substance use through frequent drug testing, enhanced supervision, and regularly scheduled court status hearings. The status hearings are a crucial opportunity for participants to speak directly to the judicial officer to discuss their progress towards sobriety, compliance with the Drug Court Program, and to troubleshoot any struggles they may be experiencing. Status hearings are offered both in person for participants who are struggling and virtually as an incentive to those who are making positive strides.

As Drug Court is a treatment court, a vital part of the program is participation in counseling services. Licensed clinicians complete initial and ongoing assessments of each participant’s treatment needs and structure counseling services to best meet the needs of the participant. Additionally, many of the services are available to participants through an online platform. While some participants attend web-based treatment, many participants take part in an in-person treatment format, allowing a treatment experience that assists with collaboration and rapport building with their counselor. Drug Court’s Substance Abuse and Mental Health Services Administration-funded Housing Outreach and Peer Engagement (HOPE)

EVOLUTION

“The first drug court was founded in 1989 in Miami-Dade County, Florida by Judge Stanley Goldstein. Instead of putting addicted people behind bars, Judge Goldstein invited treatment providers into the courtroom to try a public health approach. Treatment providers developed evidence-based treatment plans and the judge—working as a team with law enforcement, probation, defense, and prosecution—provided the support and strict accountability necessary for the treatment plans to be successful.

The first drug court brought out of the shadows both justice and treatment professionals who were equally frustrated with the system’s handling of addiction and mental illness. Soon, drug courts were being adopted from coast to coast. For the first time, the justice system was treating substance use and mental health disorders as medical conditions rather than moral failings.

The success of drug courts spawned a generation of programs now focused on treatment rather than incarceration. These treatment courts now serve repeat Driving While Intoxicated offenders, parents whose children have been removed from the home due to substance use, juveniles facing criminal charges, tribal communities torn apart by addiction, and veterans struggling with the lingering effects of trauma. Together, treatment courts have saved over 1.5 million lives and billions of dollars.”

National Association of Drug Court Professionals

www.nadcp.org/treatment-courts-work/



grant has continued to provide peer navigation and housing services for eligible Drug Court participants. Peer navigation provides JIIs the opportunity to receive assistance and **ENCOURAGEMENT** from a peer navigator who has lived through the experience of recovering from addiction and are trained to provide guidance and support to those who are attempting to maintain sobriety. Currently in the fourth year of a five-year grant, the HOPE Program has provided peer navigation services for 245 individuals and sober living services to 178 participants. Housing is a critical need for everyone, and without a safe place to rest, recovery from substance use is even more difficult. **EMPOWERING** participants by providing housing and the peer navigation to access benefits and be linked with ancillary services such as employment and health insurance has proved beneficial for those who have participated. The Drug Court Alumni Association has also continued to provide support, **ENCOURAGEMENT**, and engagement to both current participants and those who have graduated. Virtual events and in-person activities have been successful in offering sober and supportive activities for participants and show participants that life outside of substance use is a fun and positive place to be.

Toward the end of the reporting period, Drug Court and DUI Court began working to unite under the umbrella of Recovery Court. This will allow the two programs to share resources and enhance the services provided to individuals in both the DUI and Drug Court Programs. There is also a change in the contracted treatment provider. The Department looks forward to this new partnership.

DUI COURT

- ACTIVE END OF YEAR POPULATION: 141**
- AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$9.63**
- ANNUAL PROGRAM COST: \$551,220**
- AUTHORIZED CASELOAD RATIO: 1 TO 40**
- SUCCESS RATE: 92.1%**

Drug monitoring results indicate that 25% of individuals in the DUI Court were drug free in FY 2022.

DUI Court is a problem-solving court based on the national treatment court model. The DUI Court Team includes a judicial officer, staff from MCAPD and Public Defender’s offices, as well as contracted clinicians. The team works in tandem to address the best interest of medium- and high-risk individuals convicted of DUI offenses and affect behavior change to reduce recidivism and enhance public safety.

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Working in specialty courts, several Commissioners have made me feel **EMPOWERED** by listening to concerns in regard to the JII and addressing them, creating a team environment.
Probation Officer Madison Hearn

This reporting period saw a return to in-person treatment and court appearances. However, the DUI Court Team continues to use virtual court as an incentive for those in compliance with court mandates. Also new this period is the use of the MCAPD Payment Ability Form for all JIIs entering Phase Four of the DUI Court Program. The intent is to use the information gathered to assess the individual’s ability to pay fines and fees (including alcohol monitoring and counseling), provide resources to reduce their financial burden, and prepare for graduation. In June 2022, it was determined that all new DUI Court participants will be referred for Decision Points and Thinking for Change. Both evidence-based cognitive behavioral interventions are free and available online and can increase a person’s motivation to change as well as teach skills that **EMPOWERS** participants to become better problem solvers and decision makers. Since most of the participating JIIs are entering the community from a lengthy incarceration, it is hoped that the time spent attending a cognitive program will allow the DUI Court Team to more accurately assess their treatment needs as well as prepare the individual to be successful.



VETERANS UNIT

ACTIVE END OF YEAR POPULATION: 321

AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$8.31

ANNUAL PROGRAM COST: \$1,033,398

AUTHORIZED CASELOAD RATIO: 1 TO 60

SUCCESS RATE: 86.5%

Drug monitoring results indicate that 45% of individuals in the Veterans Unit were drug free in FY 2022.

The Veterans Court Program is comprised of probation officers from the Veterans Unit and stakeholders dedicated to assisting medium- to high-risk veterans sentenced to probation. The stakeholders involved consist of staff from the Department of Veteran Affairs, defense and county attorneys, a peer support mentor from La Frontera - EMPACT, the Veterans Court Commissioner, and other outside community agencies.

Veterans Court is used as an additional resource to address and resolve some of the complicated issues specific to veterans and better assist them with successfully completing probation. During court, the Veterans Court Team discusses the individual concerns of each veteran, feasible solutions, and drafts a plan in conjunction with the veteran. If the veteran agrees, the plan is accepted by the Court and a subsequent court date is scheduled to monitor the veteran's progress. Sanctions and rewards are used in court to **ENCOURAGE** the veteran's involvement. Rewards include gift cards, certificates, applause, deletion or reduction of probation fines and fees, credit towards community restitution hours, and early termination from probation. Sanctions include completing skills worksheets (Carey Guides or Brief Intervention Tools (BITS)), attending court more frequently, completing community restitution hours, serving jail time and observing Probation Violation Court.

Historically, Veterans Court hosted prosocial events for past and present veterans, through a grant received through the Arizona Department of Veterans' Services for the Veteran Court Alumni Association, however, due to the pandemic, those events were suspended. One of the goals for the upcoming year is to reinstitute these events. In-person court was also suspended but was reinstated during this year using a hybrid of both virtual and in-person court dates. The Veterans Court team were also able to participate in the Veterans StandDown event this year in person. The Veterans Court team worked in conjuncture with the Courts and various other community agencies to assist over 450 homeless and at-risk veterans. Veterans attend the StandDown event to receive resources such as food, clothing, housing, health care, employment, substance use treatment, mental health counseling, and other essential services. In addition, the Veterans Court Program instituted a more structured three-phase program this year, where successful veterans can complete the program in one year. Goals are provided to the veteran during each phase of the program specific to their needs and risk factors. As an added incentive, veterans can be released early from probation upon completion of the Veterans Court Program based on their success. Lastly, over the past year Veterans Court has experienced staff movement among the defense attorneys and probation officers yet despite these changes the Veterans Court Team remains wholly committed to serving these justice-involved veterans.



APD has really changed with the times and it's got an incredible reputation nationwide, which is well deserved, partly because it innovates just as our court does. For example, we have therapeutic courts and we have specialized groups of POs that work with some of our most vulnerable probationers who really need some extra assistance.

Former Criminal Presiding Judge Patricia Starr



SUPERVISED YOUTH UNIT

ACTIVE END OF YEAR POPULATION: 286

AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$8.87

ANNUAL PROGRAM COST: \$931,180

AUTHORIZED CASELOAD RATIO: 1 TO 40

SUCCESS RATE: 74.7%

Drug monitoring results indicate that 45% of individuals in the Supervised Youth Unit were drug free in FY 2022

The Supervised Youth Unit works with high-risk JIIs under the age of 21, in addition to those who have committed crimes as a minor that were serious enough to be transferred to the adult criminal justice system for prosecution. Working with this population requires specialized experience and a desire to work with juveniles and young adults. The developmental and psychological aspects of emerging youth are considered in every case. There is an emphasis on long-term behavioral change, with an overall goal of decreased recidivism rates. In addition, the unit works closely with families, schools, the Department of Child Safety, the Arizona Department of Juvenile Corrections, and numerous treatment programs to ensure JIIs have the best opportunity to mitigate unhealthy behaviors. The Supervised Youth Unit has a dedicated clinical coordinator who collaborates with JIIs, probation officers, attorneys, treatment providers, and the Court to ensure JIIs are receiving the most appropriate level of care.

JIIs sentenced for crimes committed under the age of 18 participate in the Juvenile Transferred Offender Program (JTOP). The JTOP Program is a therapeutic court consisting of the probation officers assigned to the Supervised Youth Unit, a clinical coordinator, two judicial officers, defense counsel, and the JII. The JTOP Program allows for rapid response to address behaviors that are considered high risk in nature. The JTOP Program also recognizes and rewards positive behavior. The unit worked to develop a matrix for use within the court process to align with best practices and to provide a graduated response for both positive and negative choices.

Over the course of the past year, the Supervised Youth Unit and the JTOP Program have returned to fully operational as JTOP Court resumed in-person hearings in July of 2021. Changes in operations also brought forth an opportunity to allow individuals who are progressing to appear virtually instead of in person. Meetings for the JTOP Steering Committee, which consist of the management components of the JTOP Team, have also resumed to in person.

There have been a number of positive shifts as the unit continues to **EVOLVE**, such as transitioning to a more support-driven supervision strategy as well as behavioral modification recommendations. This includes the Data Integrity & Analytics Department working closely with JTOP to capture longitudinal data in efforts to gauge JTOP's success by tracking new charges filed between one- and five-years post-graduation; length of time to successfully graduate the JTOP Program; and percentages of expungement and early terminations. Currently, JTOP is averaging 3-4 graduations a month.

The use of department-approved cognitive behavioral intervention tools is implemented regularly with JII and discussed during office visits, and the Supervised Youth Unit has continued to refer JIIs to the unit's dedicated virtual Decision Points class.

A life-skills program is currently being vetted to implement for those individuals who are not engaging in prosocial activities such as work or school.

Finally, all probation officers in the unit have received TIC training and receive ongoing trainings by the clinical coordinator to ensure all interactions with supervised youth do not lead to retraumatization.



REACH OUT PROGRAM

MCAPD's Reach Out Program coordinates placement of identified JIIs with a history of substance use. The identified JIIs are afforded the opportunity for early release from jail to go into residential treatment, with the hope for a second chance and new start. Reach Out collaborates with the courts, MCAPD, Maricopa County Sheriff's Office, Correctional Health Services, Arizona Health Care Cost Containment (AHCCCS), and community treatment facilities. The expectation is to prevent and reduce recidivism by providing treatment in a sober and supportive environment. Through Reach Out, JIIs benefit by spending more time in treatment and less time in custody, which also relieves the burden on the jail system.

While restrictions due to the pandemic were in place, Reach Out had to adjust procedures which enabled them to consistently provide treatment opportunities to JIIs. Some of the changes that were made to facilitate the early releases to treatment with the restrictions will remain in place, others will return to what they were to ensure the most effective use of the staff, resources, and treatment opportunities. The most significant change made is that JIIs no longer require a 14-day quarantine before their release. This change had a significant positive impact on efficiently navigating the JIIs through the Reach Out process. Reach Out will continue to complete the American Society of Addiction Medicine assessment and AHCCCS applications via video using the Global Tel Link Corporation system. This process change has improved efficiency by reducing travel time to the jails, access to JIIs, and the opportunity to assess more JIIs for Reach Out. There was a significant increase in releases this fiscal year (33%) from the previous fiscal year.

The Reach Out Program partners with 13 active agencies that offer various levels of substance abuse treatment such as residential treatment, intensive outpatient treatment, and sober living arrangements. Reach Out has also remained fully staffed this fiscal year. Reach Out has remained the only substance use program consistently offering treatment at the Maricopa County jails throughout the pandemic. Reach Out is hopeful that the opportunity for treatment and successful completion of the JIIs treatment will reduce recidivism.



With the size of our department comes an incredible potential for impact to bring hope where it is desperately needed, to give voice to those that have not had one, to see justice and equity more fully realized in the criminal justice system, and to continue to enhance public safety in our community.

Chief Michael Cimino





THINKING FOR A CHANGE & DECISION POINTS

Thinking for a Change (T4C) classes continued to be offered online and community partner Terros Behavioral Health introduced a Hybrid option. Terros' hybrid classes allow those with AHCCCS coverage the opportunity to attend either online or in person without increasing the number of available classes or facilitation staff. Allowing participants the option to attend in person reopens T4C classes to JIIs who are not allowed access to the internet and have not been able to participate. In February 2022, MCAPD held its first hybrid class in Phoenix. Special equipment including an omnidirectional microphone and wide-angle webcam were procured to improve the audio and visual capabilities for those attending online via Cisco WebEx. **ENCOURAGED** by the overall success of the first hybrid class, it is anticipated that this option will expand to the Glendale and Mesa probation offices.

Decision Points (DP) is an open-ended, self-paced program that targets antisocial skill deficits. The DP curriculum teaches JIIs to identify trouble cycles and provides them with the skills needed to avoid trouble. Decision Points Authors LLC has a DUI-specific curriculum and MCAPD Programs Division staff are working with the DP authors regarding additional training and access to the material. A 2022 NACo Achievement Award was received for the Virtual Delivery of Cognitive Behavioral Interventions. The virtual delivery of both T4C and DP was the first of its kind nationally, demonstrating how the Department adapts and **EVOLVES** to best serve JIIs and the community. This year, MCAPD held three DP facilitator trainings; two for the Maricopa County Attorney's Office and contracted providers in their various diversion programs, and another for the MCJPD. A fourth online DP class was added and is designated as a women-specific group. This group is facilitated by female probation officers who have attended the required Trauma-Informed Care/JIW training. Three in-person classes were added at Black Canyon Building (BCB), Mesa, and Glendale probation offices.

In FY 2022, there were 737 referrals of which 485 were actively enrolled in AHCCCS affording them the ability to attend classes with Terros or La Frontera - EMPACT at no cost.

There were 22 new T4C classes between MCAPD (8), Terros (13), and EMPACT (1); 467 participants started T4C, 161 people successfully graduated, and 69 were still attending at the end of June.

Decision Points had 230 JIIs start classes; 86 people graduated (prior to transferring to T4C); and 38 were still actively engaged at the end of June 2022.



It's a simple offering of dignity and respect can change someone's behavior and help them deal with their issues that they're dealing with.... So, in the end, as I look at all the layers of services that you provide as a probation department and start peeling them back at the core of that, simply people helping people. I don't think there can be any more noble profession than that.

Judicial Branch Administrator Raymond Billotte



**PRISON REENTRY PROGRAM
COMMUNITY REINTEGRATION UNIT
SERIOUSLY MENTALLY ILL PROGRAM
ADULT EDUCATION PROGRAM**



PRISON REENTRY PROGRAM

ACTIVE END OF YEAR POPULATION: 414
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$22.30
ANNUAL PROGRAM COST: \$4,228,204
AUTHORIZED CASELOAD RATIO: 1 TO 20
Drug monitoring results indicate that 55% of individuals in the Prison Reentry Program were drug free in FY 2022.

The Prison Reentry Units supervise and stabilize those individuals released from the Arizona Department of Corrections Rehabilitation and Reentry (ADCRR) with a standard probation sentence to follow. The goal of the Prison Reentry Program is to conduct an accurate critical needs assessment and address these needs to assist the individual in their reintegration back into their community. The Prison Reentry Program focuses on community safety and increasing successful outcomes by reducing the number of individuals who immediately abscond after being released from prison.

The Prison Reentry Program provides and coordinates pre- and post-release services and is organized into four units serving Maricopa County. The pre-release surveillance officers collaborate with ADCRR, mental health systems, and housing and community resources to obtain critical information for the individual's transition. Additionally, field surveillance officers investigate proposed housing and other sources of support prior to the individual's release.

Post-release reentry officers are familiar with the emotional and systemic challenges

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You taught me about having goals. Then you taught me that you had to have a plan to meet those goals. No one has ever done that for me before. No one has ever taught me that before.

Justice-Involved Individual


facing this population and provide support, **ENCOURAGEMENT**, and structure in the community. Reentry officers work to transition individuals to a standard probation supervision caseload within 60-90 days of their release. Reentry officers note the JII's strengths and challenges and act as a resource and bridge between the individual and the subsequent probation officer. Reentry probation officers work with the individual to set short-term goals to address critical and foundational needs.

The Prison Reentry Program persisted in its commitment to process improvement, community involvement, and maintaining strong community partnerships despite **EVOLVING** COVID-19 protocols. Pre-release officers maintained strong collaborative relationships with the ADCRR and recently returned to in-person interviews after a lengthy hiatus. FY 2022 also saw the expansion of pre-release services to individuals released to intensive probation supervision (IPS). In the community, reentry probation officers have continued to provide technological training and assistance to individuals adapting to a virtual platform. Reentry officers have formed an internal Housing Committee and have strengthened relationships with housing partners to provide additional assistance to individuals releasing back into the community without a residence.

COMMUNITY REINTEGRATION UNIT

MCAPD's specialized Community Reintegration Unit (CRU) provides transitional services to JIIs who are in custody for 60 days or more as a condition of probation. Most individuals assigned to CRU are in jail for between 60 and 90 days; therefore, it is critical CRU probation officers immediately engage with them to best assist with a smooth transition from jail to the community. The probation officers meet with individuals in person at the various jail facilities or virtually through video visitation to provide individualized and comprehensive transition planning, support, and interventions for high-risk individuals. Using evidence-based techniques and tools, CRU probation officers help individuals identify and alleviate issues that could impede a successful reintegration.

COVID-19 continued to present challenges to the jailed population during FY 2022. The majority of




in-person substance abuse treatment and programs were suspended within the jail environment. The CRU probation officers connected individuals to in-custody virtual education programs, jail-based resources, and linked them with behavioral health and substance abuse treatment in the community.

The CRU collaborates with a myriad of stakeholders including law enforcement partners and community agencies to provide services such as substance abuse treatment, cognitive behavioral programs, mental health evaluations and case management, connection to health care, and housing resources. One of CRU's closest collaborations is with MCAPD's Reach Out Program. Reach Out assesses eligible incarcerated individuals for the opportunity to be released early from custody directly to a residential substance abuse treatment facility. CRU probation officers resolve city court warrants so appropriate individuals can be considered for this invaluable resource.

The CRU intensive probation officers concentrate additional reentry efforts on reducing the number of high-risk individuals who abscond or reoffend immediately following incarceration. The CRU Team monitors successful transitions by tracking individuals for 30 days after release. Of the 319 individuals released from jail during this fiscal year, 87% reported initially as instructed, and 13% absconded, having never reported to probation. Petitions to Revoke probation were filed on an additional 50 individuals within the first 30 days following incarceration. At the 30-day mark, 75% of individuals who received CRU services were still engaged with probation.

The CRU remains focused on problem solving and process improvement by searching for innovative ways to develop and assist in the **EVOLUTION** of the unit's processes. During FY 2022, CRU became the second unit within the Department to design and implement a new fileless case assignment practice to capture the jailed population entitled to CRU services and to maximize efficiency. Due to the public health crisis, CRU probation officers teleworked full time and conducted in-custody visits virtually through a video link. Almost all necessary documentation was accessed instantaneously without the need of a physical file and as the probation officers worked remotely, the physical files were stored in a file cabinet and



were not used other than for transfer purposes. Probation officers had to commute to the office to transfer physical files out, using valuable time and resources. The previous case assignment practice also created an unnecessary burden on support staff as they were required to document the transfer of each physical file in and out of the office into the case management system. Since the implementation of the new fileless system, CRU has reduced the likelihood of lost or misplaced physical files, decreased the amount of interoffice mail, and eased support staff workload. In 2022, CRU received a NACo Achievement Award for **EVOLVING** their assignment and transfer procedure to a completely fileless process.

SERIOUSLY MENTALLY ILL PROGRAM


ACTIVE END OF YEAR POPULATION: 911
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$8.62

ANNUAL PROGRAM COST: \$2,788,525
AUTHORIZED CASELOAD RATIO: 1 TO 40
SUCCESS RATE: 78.6%

Drug monitoring results indicate that 50% of individuals in the SMI Program were drug free in FY 2022.

The Seriously Mentally Ill (SMI) Program is therapeutic-based and provides specialized supervision tailored to JIIs who have an SMI determination through the Regional Behavioral Health Authority (RBHA). These individuals have a mental health diagnosis superseding a General Mental Health disorder and have been ordered to comply with additional mental health conditions of probation. These conditions include, but are not limited to, taking medication as prescribed, participating in appropriate treatment, and completing the Mental Health Court Program.

The Mental Health Court is a collaborative program including the Court, the MCAPD, attorneys, the RBHA, treatment providers, and the JII. The Mental Health Court Program combines the risk reduction model from probation and the harm reduction model from the RBHA. This specialized program allows for a customized approach tailored to each participant's supervision in a way that addresses their risk and needs while also being mindful of community safety.



Three SMI units comprised of 22 adult probation officers supervise more than 900 JIIs with serious mental illness. These probation officers work diligently, using their enhanced training and communication skills to collaborate effectively with multiple stakeholders, often advocating for each person under their supervision. The SMI probation officers **EMPOWER** the JIIs under their supervision to reach new levels of success in a variety of ways. Examples of their dedication can be seen in the excerpts below:

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I had a young justice-involved individual who was sentenced to probation for her first felony offense. Her probation was violated five times, and she picked up a new felony offense and went to prison. Upon her release, she was immediately engaged with her Assertive Community Treatment Team, obtained stable housing, and participated in substance use and mental health groups at her clinic a few times a week. She also participated in a peer-run day program each week and earned her peer support certification for a prison re-entry program. She maintained sobriety and was discharged from probation early with a misdemeanor designation.

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One gentleman began his probation journey in the early 2000s and spent the subsequent years in and out of ADCRR collecting new probation cases and reinstatements, never really ready to affect change. In the last reinstatement it clicked. In his words, he didn't want to be that man anymore. He focused on treatment, completed counseling and took medications, worked with his support team, and talked through triggers instead of just responding. He enrolled in school for HVAC and reunited with his family. Last month he received early termination after a 20-plus year journey with probation.

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A 19-year-old girl with years of juvenile incarceration, past trauma, and lack of positive family support was placed on probation for an undesignated felony offense. After numerous hospitalizations, a new arrest, and continued dangerous behavior she was able to break free from her past by attending treatment for her past trauma. That, coupled with interaction with her clinical team, she was able to complete probation early and successfully graduate from a diversion program to avoid another felony conviction.



Over the last year, the Mental Health Court has continued to work toward a new operational norm post-pandemic. Mental health hearings are being held both virtually and in person. The ability to conduct review hearings is an important resource for probation officers who supervise this population. These hearings enable probation officers to promote necessary behavior changes aligned with the risk reduction supervision model.

ADULT EDUCATION PROGRAM



MCAPD's Frank X. Gordon (FXG) Adult Education Program provides adult education and workforce services to adults (aged 16 or older) in the community at no cost to the student. As part of the Community Transition and Support Division, educational staff recognize education and English language literacy are important in transitioning JIIs back into the community. Increased education levels, as well as increased computer/digital literacy, are known to have pivotal roles in decreasing recidivism rates while increasing self-sufficiency, career opportunities, probation completion rates, and secondary education opportunities.

The Education Program provides GED test preparation, Adult Basic Education (ABE) classes, workforce preparation, and English as a Second Language (ESL) classes in the central Phoenix, Mesa, and Glendale probation buildings. The Education Program also receives grant funding from the Arizona Department of Education to increase the services available to all community members, regardless of probation status. Each center has a fully equipped Internet computer lab for student

use for online learning, job searching, resume building, and increasing computer and digital literacy skills. Curriculums are designed to ensure students build computer literacy skills so they can compete in the modern job market and educational systems. Interactive online learning programs are free of charge and allow students the flexibility to study outside the traditional classroom setting.

Due to the continuing impact of COVID-19, the registration and attendance numbers for the adult education classes are slightly lower than in recent years, although the numbers this year are higher than FY 2021. In FY 2022, 337 individuals began the program registration process, with 172 of those completing registration testing/orientation and attending at least 12 hours of instruction. These students participated in instruction either through in-person classes, the individualized online curriculum, or virtually through Zoom for live group classes or individual tutoring. As of June 30, 2022, there were 132 ABE/GED students and 40 English/ESL students who attended at least 12 hours of classes making them eligible to be counted on the Arizona Department of Education federal and state reports. Those 172 students attended 7,809 hours of instruction, and 109 of the 162 total eligible students achieved at least one educational level advancement, demonstrated through the proctored state-mandated Test of Adult Basic Education (TABE).

In an effort to increase awareness, interest, and outreach for the FXG Education Program, an updated and improved website (www.fxgeducationcenter.com) for the Education Program was approved and implemented this year. In just one year, the website had 3,713 site visitors, including 679 visits between May and July 2022. This indicates that prospective students are finding the FXG Education Program online when searching for GED programs, and this increased exposure should drive more prospective students to enroll.

The FXG Education Program competes for and receives Workforce Innovation and Opportunities Act (WIOA) grants through the Arizona Department of Education. One of the main goals of this federal grant is to integrate adult education and workforce services. The FXG Education Program services are connected to workforce and/or college and career training through an established seven-year

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You have been a glimpse of
light in the darkness.

Justice-Involved Individual



partnership with the Smart Justice Program from ARIZONA@WORK, Maricopa County. The ARIZONA@WORK Smart Justice Program is a specialized team of career and workforce advisors who support and work specifically with JIIs to address specific obstacles individuals face when job searching. This year, efforts to work more closely with other workforce agencies, including the City of Phoenix and Maricopa County Workforce included creating shared referral systems and inter-agency collaboration to ensure that all WIOA services are available to all people who need them with a “no wrong door” entry approach.

The pandemic has highlighted the gap between those who do not have access to technology and those who do; therefore, expanding access and skill level for online/digital literacy is a focus of adult education. In order to provide expanded digital resource availability and instruction for the students, the FXG Education Program has partnered with different agencies to obtain laptops and computers for this purpose. The Department used Arizona Department of Education grant funding to obtain a laptop and an Internet “hotspot” lending library to bridge that digital divide. The Education Program also partnered with the State of Arizona’s Administrative Office of the Courts (AOC) to receive new student computer labs for all three education centers, including new computers, monitors, and printers. This special grant from AOC allows the program’s students access to technology in the education centers at no cost to the student.

The FXG Education Program offered three customer service-related industry-recognized credentials as part of the Integrated Education and Training (IET) Program. In IET, adult students work towards their High School Equivalency diploma in combination with learning workforce preparation skills, including soft skills and interpersonal communication with specific workplace training which leads to an industry-recognized credential. The National Retail Federation’s Retail Fundamentals, Customer Service and Sales, and the Business of Retail (Retail Management) programs were offered this year. The Warehouse/Logistics certificate will be available as well in the upcoming year.

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Arizona leads the nation in lots of different ways. And the most important is we have a true belief in our values that we respect people, one another, and then more importantly, those who come under our supervision. I think that’s what keeps me going.

Former Chief Barbara Broderick





**STANDARD PROBATION SUPERVISION
MINIMUM ASSESSED RISK SUPERVISION
INTENSIVE PROBATION SUPERVISION
SEX OFFENDER PROGRAM
DOMESTIC VIOLENCE PROGRAM
FUGITIVE APPREHENSION UNIT**



STANDARD PROBATION SUPERVISION

ACTIVE END OF YEAR POPULATION: 22,110
SUCCESS RATE: 82.6%
COMMUNITY RESTITUTION HOURS COMPLETED BY INDIVIDUALS ON STANDARD PROBATION SUPERVISION: 223,782

STANDARD PROBATION EXCLUDING SPECIALIZED SUPERVISION
ACTIVE END OF YEAR POPULATION: 12,819
SUCCESS RATE: 82.3%
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$5.46
ANNUAL PROGRAM COST: \$35,562,018
AUTHORIZED CASELOAD RATIO: 1 TO 60
Drug monitoring results indicate that 52% of individuals on standard probation supervision were drug free in FY 2022.

Most individuals sentenced directly to supervised probation are placed on standard probation supervision (SPS). As MCAPD celebrates 50 years as an agency, officers and staff who serve in SPS reflect on the innovative methods that have **EVOLVED** over the past five decades to assist JIIs. When the Department was created, standard probation officers worked with little more than a clipboard and minimal training. Now officers are provided with state-of-the-art equipment and months of training before the first in-person appointment with a JII is held.

Standard supervision has changed quite a bit as an unintended consequence of the COVID-19 pandemic. As such, the Department examined its operations and procedures and embraced those new promising ideas that have made a difference in countless individuals' lives while also ensuring that the community is safer. What was a standard operating procedure in the past is no longer practiced. In-person meetings look different and are no longer required to be conducted in an office setting. Opportunities for direct and targeted communication with JIIs have greatly improved. For example, probation officers are using technology to hold virtual/in-person conversations by using cell phones. Standard probation officers have reported that virtual contacts have resulted in productive conversations because the JIIs are in their own space, and not at a probation office which can be

intimidating. Further, JIIs are no longer sitting in waiting rooms with others who are also involved with the justice system or missing work and/or navigating public transportation to get to their assigned probation officer for the in-person contact meeting.

Modern innovative practices such as virtual contacts, the use of proven evidence-based practices to reduce recidivism, and a professional approach to SPS have led countless JIIs toward the path to permanent behavior change. Standard probation officers work around the clock to ensure communities are safer and **EMPOWER** JIIs by providing a path to successful completion of probation. JII have expressed appreciation of being able to work toward their goals alongside their probation officers.

MINIMUM ASSESSED RISK SUPERVISION

ACTIVE END OF YEAR POPULATION: 1,761
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$1.50
ANNUAL PROGRAM COST: \$955,605
AUTHORIZED CASELOAD RATIO: 2 TO 350
SUCCESS RATE: 99.4%
Drug monitoring results indicate that 62% of individuals on MARS were drug free in FY 2022.

Standard probation officers supervise large caseloads through the minimum assessed risk supervision (MARS) caseloads. MARS caseloads consist of individuals who are assessed as low risk according to validated risk assessment tools. Individuals on MARS caseloads are supervised by one probation officer and one case administrator. The MARS Teams use evidence-based practices to ensure these low-risk individuals are supervised appropriately. The seven MARS caseload teams supervise the equivalent of 40 standard probation officer positions. MARS Teams also use evidence-based practices in their communication with the individuals they supervise to assist with the successful completions of probation while keeping the community safe.

The focus of FY 2022 was to embrace cumulative change by expanding the criteria of eligible low-



risk cases. This expansion includes creating a White-Collar caseload and accepting DUI cases directly from sentencing after ensuring they were assessed appropriate for MARS. The Department is also reevaluating previously excluded cases for acceptance. To maintain consistency, the Interstate Compact unit has adopted the same practices as MARS for its low-risk caseloads. By implementing these changes, standard field supervision staff can focus their attention on higher-risk individuals, while the MARS Teams focus on low-risk individuals.

The MARS staff collaborates within their standard field units which facilitates seamless transitions from SPS to MARS caseloads. Case administrators are trained to identify cases eligible for acceptance to MARS caseloads. This training also provides staff the tools to identify and respond to positive and negative behaviors as well as use swift and appropriate graduated responses. These evidence-based practices reduce recidivism and efficiently use resources. Positive behavior continues to be rewarded through earned time credit and early terminations which allows JIIs to successfully complete probation. The implemented changes support the ongoing goal of **EMPOWERING** staff, **ENCOURAGING** successful completion of probation, and **EVOLVING** policies to better align with evidence-based practices.



I just want to tell you thanks again. I know I probably make your job harder or more than it should be but I'll show you that I appreciate you helping me and being understanding throughout all this and it won't be like the past anymore. [I'm going to] try my hardest. Thanks again.

Justice-Involved Individual

INTENSIVE PROBATION SUPERVISION

ACTIVE END OF YEAR POPULATION: 1,150
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$24.20
ANNUAL PROGRAM COST: \$9,820,313
AUTHORIZED CASELOAD RATIO: 1 TO 15
SUCCESS RATE: 69.1%
Drug monitoring results indicate that 43% of individuals on IPS were drug free in FY 2022.

The IPS Program is a sentencing option available for individuals assessed as high risk on the validated risk assessment. Once deemed appropriate for IPS, a probation officer works in collaboration with the individual, community partners, and collateral contacts to provide an enhanced level of supervision in the community. Intensive supervision uses a greater frequency of contacts and a more involved approach to probation supervision to target the factors most significantly contributing to an individual's risk; the objective is reducing recidivism and increasing the individual's chance of success in the community. The structure of the IPS Program increases engagement with the individuals on supervision, their families, victims, and other community stakeholders to support this high-risk population as they work toward behavior change. When progress is demonstrated, individuals on IPS earn a reduction in their level of supervision which leads to their graduation to standard supervision.

Notably, over the past year, IPS staff have played a key role in implementing updated supervision practices to meet this **EVOLUTIONARY** moment for the program. The statute changes that went into effect in 2021 were a catalyst for one of the greatest opportunities for the IPS Program to **EVOLVE**. By implementing these changes, probation officers were **EMPOWERED** with greater discretion over delivering meaningful, individualized supervision to each person placed on IPS. One of the most exciting examples was the development of the JIW caseload. Beginning in June 2022, three caseloads of justice-involved women were supervised by specially trained probation officers to address the unique needs present with this IPS population. Additionally, the Department has continued to **ENCOURAGE** IPS probation officers to develop their Effective Practices in Community Supervision (EPICS) II skills to best engage with the high-risk



population sentenced to IPS. During the past year, the program has grown through the certification of two lead trainers and two peer coaches which allows the Department to independently expand teaching these skills to more probation officers in the future without the reliance on outside sources for the delivery of the training. Looking at the coming year, the IPS Program will remain focused on innovating supervision practices by incorporating methods supported by the latest research in the field and integrating technology to ensure quality supervision services are provided. By doing so, IPS aims to create an environment for individuals to be successful, which allows the IPS Program to achieve positive outcomes and enhance safety in the communities they serve.



I am so happy, thank you for everything. Thank you for giving my son the motivation - he is on his journey now. You are a great probation officer and our family thanks you.

Justice-Involved Individual

SEX OFFENDER PROGRAM

ACTIVE END OF YEAR POPULATION: 3,040
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$10.13
ANNUAL PROGRAM COST: \$10,891,497
AUTHORIZED CASELOAD RATIO: 2 TO 60
Drug monitoring results indicate that 70% of individuals in the Sex Offender Division were drug free in FY 2022.

The purpose of the specialized Sex Offender Program is to provide enhanced management of individuals using evidence-based practices to manage risk, prevent further victimization, and to enhance community safety. The Sex Offender Program uses a dynamic containment model that focuses on collaboration, treatment, testing and assessments, and enhanced supervision strategies. The goals of the Sex Offender Program are community and victim safety; positive behavioral change exhibited

by supervised individuals to prevent further victimization; and reduced recidivism. The Sex Offender Program also recognizes victims' needs and provides services to assist victims.

Probation and surveillance officers supervise individuals who were granted standard or intensive probation, also those deemed seriously mentally ill, JIW, juveniles who committed an offense and were then transferred to the adult court, and those who have been court ordered to wear a global positioning system (GPS) ankle bracelet. The Sex Offender Program also consists of reentry teams that provide support to individuals reentering the community on supervision after having served a period of incarceration.

Probation and surveillance officers work as a team to enhance supervision and are provided with ongoing specialized training. Those officers work closely with contracted treatment providers, the community, and law enforcement. Specialized trainings enable probation officers to continuously assess treatment needs and the risk of the individual reoffending. All supervised individuals with specialized sex offender conditions are evaluated for sex offender treatment, assessments, and testing services that are consistent with evidence-based practices as recognized by the Association for the Treatment of Sex Offenders' code of ethics, guidelines, and standards. Furthermore, probation officers create individualized case plans, seek community support, and use evidence-based interventions to promote positive behavioral changes.

DOMESTIC VIOLENCE PROGRAM

ACTIVE END OF YEAR POPULATION: 976
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$9.88
ANNUAL PROGRAM COST: \$3,512,538
AUTHORIZED CASELOAD RATIO: 2 TO 60
SUCCESS RATE: 68%
Drug monitoring results indicate that 54% of individuals in the Domestic Violence Program were drug free in FY 2022.

The MCAPD has a specialized Domestic Violence (DV) Program that uses a team supervision



approach. DV Teams consist of a probation officer and a surveillance officer. The officers have received specialized training in the dynamics and characteristics of interpersonal violence as well as the best strategies to supervise this unique population. Historically, the DV Program targeted the most high-risk individuals placed on probation for, or who have a history of, offenses against an intimate partner or family member.

This past year, the DV Program partnered with the PSI Division and developed a system where individuals requiring the specialized DV interventions are placed onto DV caseloads quickly; whereas those individuals who can be successful on standard supervision are placed on SPS caseloads. During the presentence investigations process, a screening is completed to determine if the case is appropriate for a DV caseload. The screening reveals behaviors such as intimate partner violence, strangulation, elder abuse, or a significant history of domestic violence offenses. Once screened, DV staff determine if the individual will be immediately assigned to a DV Team, a SPS Team, or another specialty caseload.

Identifying DV cases early on establishes stability for the newly sentenced JII by immediately placing that individual on the appropriate caseload. Another benefit to this new partnership is that JIIs are introduced to the enhanced contact standards of a DV caseload immediately. Previously, the DV screening occurred post-sentence, which meant individuals were introduced to SPS contact standards initially. By limiting the potential instability during the sentencing process, JIIs may successfully complete probation at a higher rate. While the system is still in its infancy, there is already a notable difference in being able to specifically target the appropriate population with the right treatment and supervision practices early on in the case. The initial success of this system in DV is prompting other specialized caseloads, such as White-Collar, to look at how it can use these strategies in the presentence process to target the individuals needing their supervision strategies sooner, lessening the need for SPS probation officers to screen cases post-conviction. The DV Program has continued collaboration with Chrysalis for victim advocacy services by referring victims who are subsequently assigned a victim advocate for post-conviction assistance. This is integral in

offering resources to victims.

Of special note, this year Diane Bracamonte was awarded Surveillance Officer of the Year. Diane served in the DV unit for several years and is a true resource for the DV Division and the Department. Diane was nominated by her former partner who commended her for treating all victims fairly and going above and beyond to ensure victims have the resources to remain safe. Diane also goes out of her way to assist peers with field work, victim advocate referrals, searches, and communicating with victims. Diane's commitment to the DV Program is special and truly appreciated.

FUGITIVE APPREHENSION UNIT

The Fugitive Apprehension Unit (FAU) continues to be a leader in apprehending individuals who have absconded from probation supervision or who have failed to comply with court orders. The unit has seen such great success that other criminal justice agencies around the state and country have begun to implement and model their apprehension teams after MCAPD's FAU.

FAU field probation and surveillance officers work closely with local and federal law enforcement agencies to assist with the apprehension of individuals on warrant status. These partnerships have been critical with ensuring these individuals are apprehended as safely as possible. For FY 2022, FAU received 9,246 warrants for location and apprehension, representing an incoming monthly average of 771. Of all incoming warrants, 6,987 were standard probation, 1,130 were intensive probation, 34 were unsupervised probation, and 988 represented pretrial warrants issued by the Court. During FY 2022, FAU completed 1,508 direct arrests where the FAU officers worked directly with law enforcement to apprehend individuals. FAU officers also assisted with 1,149 indirect arrests, where information was provided to law enforcement partners who then apprehended the individuals.

In addition to apprehensions, FAU experienced its first full year of transporting arrested individuals



to jail. This initiative is beneficial both to the Department and to local law enforcement; field officers have more time to focus on case management, and law enforcement has more time to provide other services (besides transportation) in the community. Over the past year, FAU completed 906 transports of individuals to the jail; 373 of these transports were from MCAPD offices and 533 were individuals who were apprehended in the community. Additionally, FAU has seen success with adding officers to work in the jail to assist with booking individuals as they are apprehended. This allows the FAU officers to be

in the community and continue their work toward apprehensions. Probation officers with FAU also work closely with other field probation officers and are a valuable resource when a search of a residence or a vehicle is needed. The FAU has assisted with 234 searches in the community. These searches have resulted in the removal of illegal items such as guns, drugs, and other items. In addition to FAU field officers, FAU has an amazing support staff team that not only worked to assist field officers but assisted with quashing and purging 520 warrants, research, and other information to expedite apprehensions.

ENCOURAGE



FAU Supervisor Bob Demers watches over a dog while the owner receives services at a homeless outreach event with Peoria Police Department November 2021.



**UNSUPERVISED PROBATION
INDIRECT SERVICES
INTERSTATE COMPACT
COMMUNITY RESTITUTION
COLLECTIONS**



UNSUPERVISED PROBATION

ACTIVE END OF YEAR POPULATION: 1,055
AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$2.08
ANNUAL PROGRAM COST: \$824,535
AUTHORIZED CASELOAD RATIO: 2 TO 500
SUCCESS RATE: 98.8%

Unsupervised probation supervises individuals that have the lowest risk of reoffending, have minimal supervision needs, or have completed all other conditions of probation but have a remaining balance of restitution owed to victim(s) of their offense(s). Compliance is monitored by probation officers and caseload administrators to ensure conditions are being satisfied prior to sentence expiration.

Different from MARS caseloads, individuals on unsupervised probation are not always assessed prior to sentencing, caseload sizes are higher, and the team does not conduct fieldwork. Unsupervised individuals are permitted to reside anywhere in the State of Arizona. In some instances, individuals may reside outside of the state, by applying for Interstate Compact for eligible offenses. For cases that are not eligible for Interstate Compact, the individual may still reside outside of the state based on the type of offense, offense designation, and terms and conditions.

Over the last several years, the Unsupervised Program has **EVOLVED** by focusing on serving more restitution cases, many of which are on an extension of probation and have been modified down to unsupervised from standard probation. At the end of the fiscal year, there were 648 active restitution cases on unsupervised probation. Unsupervised probation teams spend a considerable amount of time working on restitution cases, contacting victims, and working with individuals to gain financial compliance. When compliance cannot be obtained, individuals may be taken back before the Court for further intervention. Unsupervised probation teams are located out of the Downtown Justice Center or Western Regional Center. Intakes for newly sentenced individuals occur at both South Court Tower and at the Southeast Facility Court complex.

INDIRECT SERVICES

Indirect Services (IDS) is comprised of the out of county (OOC); the Arizona Department of Corrections, Rehabilitation, and Reentry (ADCRR); Immigration and Customs Enforcement (ICE), and federal custody caseloads. Combined, these types of cases make up one of the largest administrative caseloads within MCAPD. The staff consists of both caseload administrators and probation officers.

The OOC Team monitors JIIs who are convicted of a crime in Maricopa County, however, have had their probation grant accepted for supervision by another Arizona county via an inter-county transfer agreement. Generally, an individual may request to apply for an inter-county transfer if they intend to reside in another Arizona county for 120 days or more and are a resident or have resident family in the county or a verifiable offer of employment. The OOC team of three caseload administrators and one probation officer was administering 731 cases at the end of the fiscal year.

The ADCRR Team audits and monitors the release dates of JIIs who were sentenced to a term of imprisonment yet also have a term of probation (either standard or intensive) beginning upon their release from ADCRR. The ADCRR Team works closely with the pre-release Prison Reentry Unit to ensure seamless transitions of eligible individuals coming out of prison to the Reentry Program. The ADCRR caseload includes 9,290 individuals handled by three caseload administrators.

The ICE caseload contains cases in which the JII has been verified as having been deported from the United States. The ICE Team monitors each case for either illegal reentry into the United States or to submit expiration paperwork once the probation grant has ended. At the end of FY 2022, there were 1,780 individuals assigned to one probation officer and one caseload administrator that manage the ICE caseload.

The federal custody caseload contains cases transferred in from the field after the probation officer has verified a JII is currently in federal custody. Each case is monitored for court dates, custody status, and location of the individual. These caseloads totaled 102 at the end of the fiscal year.



Additionally, the IDS unit monitors nationwide law enforcement queries to identify illegal reentry and new crimes committed by individuals who were previously deported.

In FY 2022, a continuous improvement project was submitted to re-evaluate the need for physical checklists in files to help make the process of transferring cases to Indirect Services more efficient. This project is currently in progress. Additionally, in FY 2022 custom reports were created to reach out to field units where cases were displaying an out of county indicator yet had not been transferred over to the Indirect Services OOC unit.



INTERSTATE COMPACT

Regardless of whether an individual has been convicted of a felony in Arizona and requests a transfer of the probation grant to a different state, or whether they have been convicted of a felony in a different state and request a transfer of the probation grant to Arizona, the federal Interstate Compact Program is available. This year, state restrictions on probation transfers have loosened due to the availability of COVID-19 vaccines and treatments, resulting in an increase in both outgoing and incoming cases through the Interstate Compact. Compact rules require all member states to adhere to the same rules regarding transfer request justifications, which may include the following: a returning resident or resident family, a work promotion, military transfer, and veteran needs for both physical and/or mental health services. This year, Arizona continued to efficiently and successfully transfer both mandatory and discretionary outgoing and incoming cases.

INTERSTATE COMPACT INCOMING

Interstate Compact rules provide for individuals on probation in one state to apply to live in another state and be supervised by probation officers there. The State of Arizona understood that if JIIs lived closer to prosocial family and counseling services, they were more likely to successfully complete probation. Arizona became a member of the Interstate Compact in 2002.

Over the years, the Interstate Compact Incoming Team has continually met the challenges of this rewarding program. Probation and surveillance officers are required to quickly determine the eligibility of the applicant and investigate the circumstances and proposed residence of the applicant. The Interstate Compact Program allows only 45 days for the officers to complete the process. As a result, policies have evolved, and specialized training ensures the process is efficient. This past year, ISC officers completed the investigation process within 30 days.

During the past year, the Interstate Compact Incoming Team investigated 47 cases monthly and accepted 40 cases monthly. At the end of FY 2022, 635 individuals were living in Maricopa County, closer to family, and completing probation with the goal of changing their behaviors to remain law-abiding citizens.



INTERSTATE COMPACT OUTGOING

MCAPD’s Interstate Compact Outgoing Program is composed of two teams, each comprised of a probation officer and a case administrator partner. All applicants requesting a transfer to a different state must be eligible according to both Compact rules and MCAPD standards. An Interstate Compact transfer is a privilege and not a right. Approval for transfer depends solely on whether the JII is compliant with all MCAPD conditions of probation, presents a reasonable justification for the transfer, and has a valid supervision plan. To be considered for transfer, applicants must be convicted of a felony or a limited number of misdemeanors. The receiving state determines the acceptance or denial of a transfer request. The most common reason for a transfer request is either that the JII is a returning resident and/or has resident family in the receiving state.

Once accepted by a receiving state, the JII becomes responsible for compliance with two sets of probation conditions – those of Arizona and the receiving state. In the event of serious non-compliance, the receiving state may require MCAPD to retake the individual with a warrant typically being submitted to the Court. It should be noted, however, that the Interstate Compact Outgoing Program has a high success rate because the JII has emotional and financial family support and employment in the receiving state.

The Interstate Compact Outgoing Team annually attend training provided by the AOC. This year, MCAPD participated in training facilitated by the AOC Commissioner and the ISC unit supervisor. The Interstate Compact Outgoing team caseload totaled 528 cases as of June 2022.

COMMUNITY RESTITUTION

The concept of the Community Restitution Program (CRP) is based on the proposition that a JII should give back to the community that has been impacted by their offense(s). While the Court has other sanctions available such as jail or fines, community restitution creates an opportunity for individuals to provide a tangible service to their community as they work towards behavior change.

The CRP has a long history of service in Maricopa County. The CRP staff interviews JIIs and refers them to municipalities, agency partners, and CRP-sponsored projects to complete their court-ordered community restitution hours. The programs are diverse and provide opportunities for individuals to complete their hours in a group setting at community sites or individually on their own. Projects such as the City of Mesa Site 17 Cleanup Project allow individuals to assist in removing blight from the city while improving the community. For individuals who are unable to participate in community projects, they are still able to complete their hours through opportunities like a sewing project where they create blankets and sleeping pads for the unsheltered.

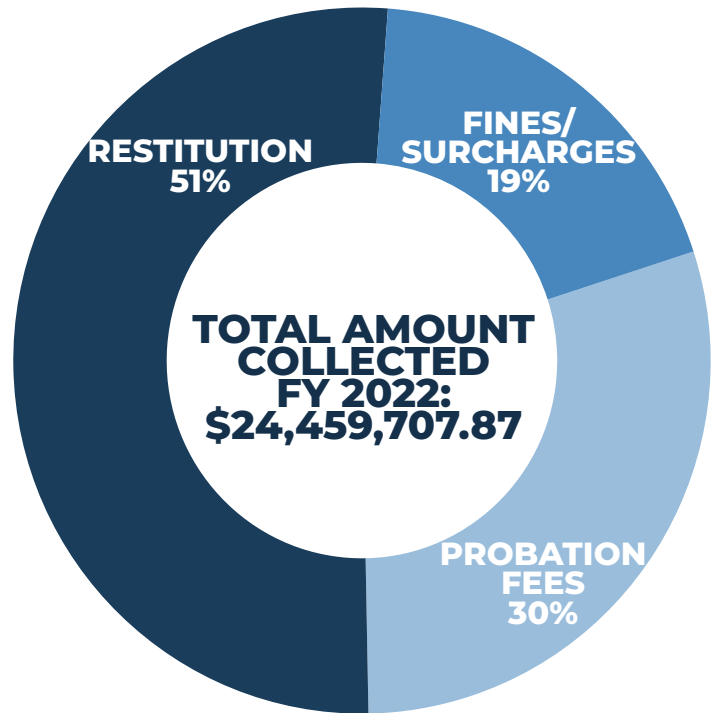
While the COVID-19 pandemic saw a reduction in MCAPD-sponsored projects, CRP relied on existing community partners and created new relationships within the community to provide individuals with locations to complete their hours. These efforts helped individuals complete 250,744 community restitution hours for FY 2022, the majority of which were completed at partner agencies or municipal partners.

”
[This probation officer] has been great and communicating with me and helping me with the issue of receiving my restitution checks. He went above and beyond!
Opted-In Victim



COLLECTIONS

Individuals sentenced to probation can be ordered to pay restitution, fines, and fees. The Financial Compliance (FinCom) Unit was developed to work collaboratively with probation officers in enforcing and collecting court-ordered financial obligations. The FinCom Unit is comprised of 10 collectors and one judicial financial clerk. The collectors work primarily in identifying cases that are two months delinquent in restitution and/or three months delinquent in fines and fees. Once these cases meet the delinquent status criteria and are placed in collections, the collector motivates and reminds the JII of the importance of being compliant with their court-ordered financial obligations. The collector uses resources such as a payment ability evaluation to determine their ability to pay along with a temporary payment agreement to track the progress of payments. The FinCom Unit has been successful in **ENCOURAGING** compliance and improving collections by giving high priority to restitution to aid in making the victim whole. **MCAPD collected \$24,459,707.87 in FY 2022.**



FINANCIAL COMPLIANCE UNIT

The FinCom Unit collected a total of \$1,558,622.59 with \$771,806.98 specific to restitution.

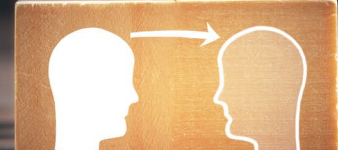
The Debt Setoff Program (Tax Intercept Program) is a tool aiding the collection of outstanding debts to the Department. The FinCom Unit researches and determines the collectability of outstanding debt and submit cases to the Tax Intercept Program. They work closely with the AOC and the Arizona Department of Revenue to intercept Arizona state tax refunds and Arizona state lottery winnings. In FY 2022, the program collected \$1,129,899.66 that includes lottery winnings of \$82,018.81. The FinCom Unit is unique to MCAPD with a wide range of duties and expertise, to include providing educational information to JIIs on the consequences of a Criminal Restitution Order (CRO), budgeting, how to navigate the Online Payment Portal, payment options, and understanding their court-ordered financial obligations. Staff assigned to FinCom are responsible for completing Absconder CROs and submitting them to the Court for approval. MCAPD collaborated with Family Court in identifying individuals who have active child support orders and may need a modification to their current order. The FinCom Unit provides those under supervision with the resources needed to accomplish this task. The FinCom Unit played a valuable role in the success of the 2022 Veterans StandDown Alliance event by processing 80 cases to assist veterans in addressing their financial obligations.

The FINCOM Unit's Financial Compliance Committee is one of the longest running committees in MCAPD. This committee meets with one member of each MCAPD unit to communicate any updates to financial orders and the Clerk of Court's Restitution, Fines, and Reimbursement system, as well as explains new policies and procedures affecting the collection process.

ORGANIZATIONAL DEVELOPMENT & SUPPORT



ORGANIZATIONAL DEVELOPMENT & SUPPORT



ORGANIZATIONAL DEVELOPMENT & SUPPORT

The Organizational Development and Support (ODS) Division provides extensive supportive and educational services to the Department in the following areas: staff development and training, policy, data systems, recruitment and special assignments, content creation, continuous improvement (CI), and the communications center.

The Recruitment and Special Assignments Supervisor oversees the supervision of the Background Investigation Team, the Victim Services Unit, and the Fleet Coordinator. During this fiscal year, the supervisor worked alongside the Victim Services Unit and multiple MCAPD staff to form a Victim Satisfaction Committee to look at areas where the Department could improve services to victims. Multiple recommendations for improvement were made to the Executive Team and the committee is now moving forward on steps to research feasibility and advancing the approved recommendations. The first change that was completed this year was updating the Victim Satisfaction Survey that is sent annually to victims who have contact with the Department.

The Data Systems Team collaborates with stakeholders to implement technology changes, provides technical support for various applications used by probation staff in their daily work, and extracts data that informs decision making. The Data Systems Team also serves as the primary liaison to the AOC when changes or problems occur with the statewide Adult Probation Enterprise Tracking System (APETS). This fiscal year, the Data Systems Team continued its focus of supporting the Department by assisting staff as they navigated technologies used to supervise individuals as well as provide critical information to the Court.

The Policy Team continued to create, review, and update policy during this fiscal year. The Policy Team recently worked with MCAPD's new content creator on improving the process to create the policy manual document itself allowing for an increase in efficiency when making changes and adding to current departmental policy. Additionally, the policy team reviewed upcoming legislation to determine if there were any changes to internal policies that would need to be made to reflect changes in the law.

The Communications Center operates 24 hours a day, 365 days a year. The center monitors probation and surveillance officers in the community, responds to emergency radio traffic, monitors after-hours GPS alerts (for individuals who are electronically monitored), and responds to an average of 5,000 calls monthly from law enforcement, probation and surveillance officers, and community entities. The Communications Center continued to support officers in the field and serve as a resource to all who call them.

The Staff Development and Training Team provides evidence-based training to Department staff. This includes safety training, such as firearms training and defensive tactics; new officer training academies; new employee orientation; court-mandated training; and training initiatives in response to current trends and research. This year the Staff Development and Training Team focused on the return to in-person training for new officer academies and also defensive tactics refreshers. Recognizing the benefit of in-person learning environments allowed the Staff Development and Training Team to make adjustments while balancing the safety of the class while still in the midst of the pandemic.

Over the course of the year, the CI Team began the process of giving voice to staff and allowing them to submit projects that they felt provided improvement opportunities. During this fiscal year, staff submitted 18 suggestions for projects to the CI Team. Projects ranged from quick wins like reviewing how mileage is submitted to full improvement projects such as reviewing current processes in a whole program within the Department.

AWARDS & ACHIEVEMENTS



AWARDS & ACHIEVEMENTS AMERICORPS

AWARDS & ACHIEVEMENTS

2022 OF THE YEAR AWARDS

EMPLOYEE OF THE YEAR: NORA FRANCO

Nominated by Division Director Tameka Loyd:

I would like to nominate Nora Franco for the 2021 Employee of the Year award. Nora is my Administrative Assistant in the Programs Division. On November 4, 2021, the Luhrs building flooded and had to completely close to the public/justice-involved individuals. Between November 4, 2021, and December 24, 2021, Nora assisted with assessing the damage, contacting the property manager, engineer, and contract providers in charge of the office repairs. She also ensured staff and supervisors were up to date with the plan to remodel. I received military orders to leave from December 25, 2021, to January 15, 2022. Due to unforeseen circumstances, I was not able to return to the office until February 7, 2022. Nora Models the Way by ALWAYS being willing to help when there is a need, no matter who it is for! Between December 25, 2021, and February 7, 2022, she took charge and oversaw the whole project through in my absence. She also remained in contact with executive staff to ensure updated information was provided to the Presiding Judge. Although building issues are part of her job duties, what she encompassed in my absence was above and beyond. The office opened to the public on February 7, 2022. On top of that, she did not waiver from her regular job duties.

*Nora also **ENCOURAGES** the Heart. Over the past year she has worked on several committees that have had a huge impact on increasing morale and making a difference across not just MCAPD but the Judicial Branch. She assisted with the revamp of Probation Recognizing Individual Deeds of Excellence (P.R.I.D.E.) (MCAPD), Praise Recognition Award in Service Excellence (P.R.A.I.S.E.) (MCJPD), and with organizing and issuing the Judicial Branch Years of Service awards. She is the lead coordinator for the Of the Year Awards. Most recently, she contributed to the MCAPD 50th Anniversary celebrations and co-designing the signature coin and pin that was distributed to all staff.*



MCAPD Chief Michael Cimino, Administrative Assistant Nora Franco, and Division Director Tameka Loyd.



I feel the most **EMPOWERED** when I can lead/help guide staff achieve their goals. I have mentored a few staff who aspire to become a supervisor. Taking time out of a busy day to invest in their future and watching them achieve their goal is rewarding.

Programs Division Director Tameka Loyd

PROBATION OFFICER OF THE YEAR: KATE SOUTHARDS

Nominated by Probation Officer Brian Mahoney:

This recommendation for Kate Southards as Adult Probation Officer of the Year is not for work she has completed with clients or victims, but the tremendous amount of work to she has done to advance the Department by leaps and bounds. She spent the entire year of 2021 researching, writing, and training to bring a K9 Unit to MCAPD. This work got the program off the ground on December 1, 2021.

This included traveling out of county and state to train and certify her K9, Koa. She also traveled to meet with probation departments in other states with K9 units to research how their programs serve their departments and used their working experience to create a proposal and program that meets MCAPD standards. She took that information and reached out to other officers, supervisors, and department heads to create a working proposal to bring to the county and MCAPD upper management. After months of work, she was finally approved to bring a certified firearms detection working dog into the Department for field work. She then had to work on how to transport Koa to and from the office and search calls. This including finding a cage that would fit in the vehicle provided by the County and ensuring it was safe for both her and the K9 in case of an emergency.



MCAPD Chief Michael Cimino and MCAPD K9 Koa after the swearing-in ceremony, March 2022.

The amount of progress bringing the K9 program to the MCAPD will be seen and felt for years to come. Having seen Kate and Koa in action completing searches for firearms, ammunition, and many firearm accessories has amazed not only myself and other members of the MCAPD, but also members of other law enforcement agencies who assist and work with the MCAPD on a regular basis. She's been the driving force to bring a program to the MCAPD that has been turned down by the Department in the past, puts the Department on the road to creating a safer community for not only probation staff, but for law enforcement agencies and citizens across Maricopa County.



MCAPD Chief Michael Cimino, MCAPD K9 Koa, Probation Officer Kate Southards, and Probation Officer Brian Mahoney.

SURVEILLANCE OFFICER OF THE YEAR: DIANE BRACAMONTE

Nominated by Supervisor Sarah Dutton:

I nominate Diane Bracamonte for Surveillance Officer of the Year. Diane goes out of her way to not only help the individuals on her caseload overcome barriers and become stable, but after over 20 years she still puts forth the extra effort to ensure all victims are treated fairly and goes above and beyond to help them stay safe. Recently, she assisted a youth experiencing homelessness get into a community resource program to get him stable and avoid a Petition to Revoke. Diane's demeanor is always calm and respectful. She can make decisions fairly and without bias. I have seen Diane use her calm demeanor and wisdom to bring individuals down from a state of being very angry, to calm. She is very good at meeting people where they



MCAPD Chief Michael Cimino, Surveillance Officer Diane Bracamonte, and Supervisor Sarah Dutton.

are to help them make life-changing decisions that will impact them for years to come and ideally avoid coming back into the criminal justice system.

Diane works well with her peers and is willing to help a co-worker at the drop of a dime. She will assist with field contacts, arrests, bookings, searches, speaking with a victim, doing a victim advocate referral, et cetera without hesitation. If there is a victim safety issue, Diane will make sure to speak with the victim in person, if possible. She will meet them at their residence, if needed, and get them the resources they need. She never hesitates to go above and beyond; it is her normal practice. If she doesn't know the answer, she knows where to find it. Diane is reliable, respectful, and honorable. She is a great asset to the Department and specifically the Domestic Violence Unit.

SUPERVISOR OF THE YEAR: JESSICA ETHINGTON

Nominated by Probation Officer David Laing:

I would like to nominate Jessica Ethington for Adult Probation Officer Supervisor of the Year. During this past year, Jessica stepped up to the plate and took on the supervision of seven additional Seriously Mentally Ill (SMI) probation officers on top of her regular unit. Jessica willingly stepped in to assist our former supervisor who has been out on leave, and she succeeded in making the transition very seamless.

Jessica always makes herself available to her team, and she can always be counted on for reaching out to us when in need. In fact, when I recently asked her for input regarding housing solutions for my justice-involved individual, she called me from her daughter's softball game on her day off all the while everyone was cheering for her daughter!

Jessica's long-term tenure as an SMI supervisor has enabled her to navigate an often-challenging behavioral health landscape, as well as educate Court staff on the SMI Program, and to work as a team advocate for the frequently new Commissioners of the Mental Health Court. She is often spear-heading collaborative initiatives with the Court and the Regional Health Behavioral Authority with a goal of promoting and improving MCAPD's involvement.

Jessica is also an active member of David's Hope, a statewide mental health advocacy program, where she is able to lend her many years of expertise. Also, many MCAPD staff members know Jessica from her involvement with the annual Garfield Turkey Feast where she becomes Mrs. Claus for an afternoon - even when it is 80 degrees outside!

Lastly, when I was caught in the crosshairs of a dangerous field situation late this year, Jessica demonstrated genuine compassion by calling me while I was visiting family to make sure I was OK. Further, she offered me crisis services and made certain that I felt supported.



MCAPD Chief Michael Cimino, Probation Supervisor Jessica Ethington, and Probation Officer David Laing.



NACo 2022



NATIONAL ASSOCIATION OF COUNTIES AWARDS

MCAPD is known nationally as a department that strives to be a faithful steward of the public trust and to continually improve in how it delivers community corrections in Maricopa County. Consistent with this reputation, the Department received five Achievement Awards from the National Association of Counties (NACo). The innovative and award-winning programs described below are evidence that staff are **ENCOURAGED** to bring forward ideas that can assist the Department to **EVOLVE** and are **EMPOWERED** to make positive changes in their work processes.



Maricopa County Superior Court Judge Joseph Kreamer, MCAPD Deputy Chief of Pre-Disposition and Administrative Services Brandelyn Jackson, MCAPD Chief Michael Cimino, and County Manager of Maricopa County Joy Rich attend the NACo award ceremony.

CENTRALIZED PRODUCTION FOLDER

The 39 employees that comprise the supportive services unit provide critical administrative support to the Department's more than 1,100 employees. The 35 judicial clerks and four supervisors that make up the Department's supportive services units are dedicated to customer service and data quality within MCAPD. Support staff is often the first person that JIIs encounter at local probation offices. They support approximately 1,100 employees and the JIIs they supervise. They are asked to complete many administrative tasks such as entering restitution payments, updating the Department's case management system, transferring case files to other offices, and maintaining performance measures for the units they serve. Each probation office houses a team of support staff that provide these supportive services. Historically each team of judicial clerks worked independently, focusing on their respective office's workload. Individual offices had dedicated production email addresses where work product items were sent.

The more staff assigned to a particular office meant more work requests were submitted to the supportive services team at that building. Having supportive services teams handle only the work coming through their respective buildings meant those with smaller employee populations were receiving less work while their counterparts at offices with larger populations had a higher volume of work. As a result, there were longer turnaround times at larger offices and an unequal distribution of workload between the offices. Judicial clerk supervisors identified the disparity in workload as an opportunity to improve efficiency across the Department by changing the workflow process for support staff.

Through collaboration between multiple divisions and teams across the Department, a centralized production system was implemented that all supportive services staff would work from regardless of their office location. Now instead of emailing a building-specific production folder, all work items are emailed to the centralized production folder. Since the folder became operational in August 2021, results have shown that the adoption of this new process has reduced disparities in workload distribution, shortened turnaround times for work items, and improved overall consistency across supportive services. Reception of the new production folder has been encouraging.



Maricopa County Superior Court Judge Joseph Kreamer, MCAPD Chief Michael Cimino, Deputy Chief Jason Walker, Tina Burrell, Marlene Garcia, Kim Kelly, and County Manager of Maricopa County Joy Rich.



Personally, I think staff are less burned out now that we've worked out most of the kinks and we've gotten a hang of the new process. The workload is more evenly disbursed, so those feeling burned out have relief, and those who had down time are busier. This also helps with evaluations, as staff at all offices now can earn a higher score based on the amount of work they produce. For example, when Garfield was slow, staff couldn't earn higher than an achieves, due to their hourly production rate. Now they can earn an exceeds or more because they have more work available to them. Staff are also collaborating and working together much more. They see if someone is working on something for a client and pass along info that may be helpful to them or follow up to make sure everything was done properly. They're helping each other out, which is really great for morale.

Judicial Clerk Supervisor

COMMUNITY REINTEGRATION UNIT (CRU) FILELESS PROJECT

The CRU provides supervision and transition planning to JIIs who are in custody as part of their probation grant. Most JIIs are in custody between 60 to 90 days; therefore, it is critical that CRU engages these individuals quickly to identify and alleviate barriers to a successful transition to the community. The CRU's case assignment procedure was dependent on receipt of a physical file to be received at their location. Prior to transfer to CRU, probation officers in the field prepared the physical file and completed a transfer receipt that was entered in the Adult Probation Enterprise Tracking System (APETS), the State's case management system, by support staff at their office; finally, a courier transported the file to the CRU office location. Besides waiting for the physical file to be received in their office, CRU staff waited for the case to be electronically transferred to them as well. Receipt of the physical file could take anywhere from two days to two weeks.

A delay in case assignments could negatively impact the services provided to incarcerated JIIs, or in some cases, services were never delivered due to transfer oversights. Due to the COVID-19 pandemic, changes were made to the work processes of CRU probation officers. The CRU probation officers worked increasingly more from home due to public health mandates and conducted in-custody visits virtually through a video visitation link. The CRU probation officers discovered that court reports, criminal histories, terms and conditions of probation, and other necessary documentation were available through computer technology and could be accessed instantaneously without the need for a paper copy or access to the physical file. The physical files were filed in a cabinet at the office and were not used other than for assignment and transfer purposes. However, given the dependency of the assignment process on receipt of physical files, probation officers were required to commute to their respective offices to initiate the case transfer of the physical file to the field probation officer, using valuable time and resources.

Development of a new fileless case assignment and transfer procedure was needed to ensure individuals in custody received timely access to CRU services and to maximize efficiency. The CRU streamlined the case assignment process and began using the initial custody caseload and email notifications to assign all cases to CRU probation officers instead of waiting for the physical file to arrive via interoffice mail. Support staff assigns cases to CRU probation officers within 24-48 hours of assignment to the CRU initial custody caseload. The number of entries in the case management system has been greatly reduced since physical files are no longer tracked by support staff, which allows them time to focus on other tasks. Becoming fileless has improved efficiency with the CRU probation officers and support staff roles. It places all the work products in one centralized location, the case management system, which is easily accessible to all probation staff. The CRU is the second unit in the Department to **EVOLVE** to become entirely fileless.



Jennifer Blaisdell, Maricopa County Superior Court Judge Joseph Kreamer, MCAPD Chief Michael Cimino, Deputy Chief Jason Walker, Christine Frey, Kim Kelly, Jolie Delong, and County Manager of Maricopa County Joy Rich.

PRESENTENCE INVESTIGATIONS (PSI) OFFICER VIRTUAL TRAINING PROGRAM

The PSI division is unique within the MCAPD. Whereas other divisions focus on fostering positive behavioral change while supervising individuals in the community and compliance with conditions of probation or pretrial release conditions, PSI specializes in providing presentence reports and other valuable information to judicial officers to inform sentencing decisions. The PSI screeners and probation officers work together prior to the sentencing of an individual to produce a comprehensive report containing a summary of the offense behavior, statements from interested parties, the JII's interview results and risk assessment data, an evaluation of sentencing considerations, and an evidence-based sentencing recommendation. In addition to managing the changes required to work processes due to the COVID-19 pandemic, PSI adapted to assume the responsibility for all presentence reports, which includes combination reports; a presentence report, and a probation violation report, that were previously completed by field supervision probation officers.

Historically, training to learn the unique tasks assigned to a PSI probation officer was done by a single delegated trainer and involved in-person work for several weeks and months with regular training and mentoring. In response to COVID-19 public health mandates regarding social distancing, it was determined that a virtual or hybrid training style would benefit the incoming probation officers and the Division. Using a virtual platform for training would limit the amount of time new employees could interact with other seasoned PSI staff in the workplace, so it was determined that using a group or team of experienced PSI staff training modality, rather than a single individual, would be best for a new model.

This new model involved a combination of in-person training and a virtual format with multiple training staff as well as incorporating an electronic shared platform (Microsoft SharePoint). The shared platform allowed trainees, trainers, and supervisors access to training materials, schedules, forms, and tools simultaneously while telecommuting or working in the office. All materials available from a variety of sources were linked and categorized on the training site to allow all participants in the program easy access. Linking the training site to the other sources meant that the training site would be simultaneously updated to the most recent information when any changes were made.

Because the training is now done by a team, the time commitment for each team member is minimal and each of the trainers can teach on a variety of topics. Each trainer can manage their regular workload and devote a nominal amount of time to training during each training cycle. The trainees are exposed to multiple trainers, connect with co-workers, are mentored, and start to establish general networking within the Division. **ENCOURAGED** by the response to the flexibility this training offered PSI staff, this training process remained in place even as staff returned to the office.



VIRTUAL DELIVERY OF COGNITIVE BEHAVIORAL INTERVENTIONS

Part of the Department’s mission includes “...providing research-based prevention and intervention services.” Thinking for a Change (T4C) and Decision Points (DP) are two evidence-based cognitive-behavioral interventions designed for JIIs. Both programs are offered through the Department, the Maricopa County Sheriff’s Office, and community partners such as Terros Behavioral Health, and La Frontera – EMPACT.

The COVID-19 pandemic necessitated a sudden and drastic change in how the Department engaged individuals under its supervision, including how programs and treatment were delivered. Understanding the stress the pandemic created on all individuals, let alone those who were still building prosocial coping mechanisms, the T4C program staff immediately identified the need to develop an alternative to the in-person delivery of these classes.

The T4C program staff worked to identify an interactive platform that would be accessible and free for end-users, had chat and breakout room functionality, and complied with privacy safeguards required by the Health Insurance Portability and Accountability Act (HIPAA) standards. Although several other options were considered, Cisco WebEx was selected as the platform the Department would use to deliver the T4C and DP classes to individuals under supervision. In addition to selecting WebEx as the platform for moving towards virtual delivery, T4C staff collaborated with the National Institute of Corrections and Decision Points, LLC authors to create acceptable methods of delivering both T4C and DP virtually. The resulting virtual delivery of both T4C and DP was the first of its kind nationally, demonstrating how the Department continually **EVOLVES** to serve the individuals it supervises and the community it serves. MCAPD has hosted community corrections officials from across the country interested in replicating the delivery method developed by department staff.

The JIIs who receive healthcare through the Arizona Health Care Cost Containment System (AHCCCS), Arizona’s Medicaid agency, can attend T4C classes facilitated by community partners free of charge. Partnering with community providers helps leverage the cost of the program since each agency provides (and pays wages for) one co-facilitator. Individuals without AHCCCS can also participate in classes led by MCAPD staff at no cost.

The adaption of the previously in-person classes to virtual only, and then hybrid platform, is a testament to the Department’s commitment to being a learning organization focused on innovation and continuous improvement. Through the diligence of MCAPD’s T4C program staff, the Virtual Delivery of Cognitive Behavioral Interventions ensures that the Department accomplishes its mission while maintaining the health and safety of both JIIs and staff. The efforts of department staff are not only recognized and well-received by the population it serves but by other community corrections organizations nationwide as well.



Maricopa County Superior Court Judge Joseph Kreamer, MCAPD Chief Michael Cimino, Deputy Chief Jason Walker, Christine Frey, John Smith, Arlyn Harris, and County Manager of Maricopa County Joy Rich.

ENHANCING LEADERSHIP ACCESS TO DATA

MCAPD is an organization that has relied on evidence-based practices to continually improve the services provided to the individuals it serves. Acknowledging the role data plays in ensuring the Department is a good steward of the public trust, and that data is used to inform decisions, MCAPD has **ENCOURAGED** the further development of a data culture that extends beyond its staff researchers that are tasked with compiling, analyzing, and reporting data. MCAPD has made an organizational commitment to ensuring that it implements strategies supported by data and research.

The MCAPD also recognizes that staff throughout all levels of the Department play a critical role in the ability to collect data and assess the impact of supervision strategies and programs that are implemented. To help convey this message, research staff dedicated to pulling data and compiling monthly statistical reports have implemented data quality trainings to help officers and supervisors understand the importance of data quality within the Adult Probation Enterprise Tracking System (APETS), the Department's case management system, and the role they play. Several data quality reports were also developed and distributed on a routine basis, often monthly, that allow staff to review key data elements in APETS to ensure their accuracy.

The Department sought to develop a process that would allow for reports to be requested and provided in a way that gave end-users the ability to run reports on their own, providing them with direct and timely access to the data and information as it was needed. MCAPD leadership within the Organizational Development and Support Division reached out to Court Technology Services (CTS), which provides technical support to the Judicial Branch of Arizona in Maricopa County, to obtain information about the ability to use SQL Server Reporting Services (SSRS) to deliver reports. Through collaboration with CTS, a new report server was created. Once developed, the report could be scheduled to run and then be delivered via email to designated recipients or to folders inside shared network drives.

Subscriptions are used for data reports that populate the routine monthly statistics reports on population and performance measures. While distributing reports through subscriptions improved efficiencies, the reports were still run on a specific schedule. There remained a desire to make certain reports directly accessible to MCAPD leadership so they could run them when they were needed. The MCAPD wanted to tap into the additional functionality of SSRS by creating self-service data reports that execute data queries on demand with user-defined parameters such as date ranges or specified values. Internally, the MCAPD has designated these as "tool reports" as they serve as tools for leadership to help manage programs or projects, workload, and ensure data quality.

Consistent with its mission, vision, and values, MCAPD has developed a process that puts data at the fingertips of decision-makers. The Department is committed to using data to inform both operational and strategic organizational goals. The organization's increasing use of data to inform decisions can be seen in its support of making data available to staff managers via the SSRS tools. The increasing use of the tools over the past two years is further evidence that MCAPD is constantly **EVOLVING** and emphasizing the importance of being data informed.

AMERICORPS

After a two-year hiatus, MCAPD was fortunate to reengage with the AmeriCorps national service program in April 2022 for the summer cohort that runs through August 31, 2022. The AmeriCorps program is federally funded and implemented at a local level. AmeriCorps members commit their time to serve in a variety of settings to address critical community needs. MCAPD's partnership is administered by the Governor's Office of Youth, Faith, and Family and managed through the AOC Adult Probation Services Division. AmeriCorps members commit to a four-month, 300 to 450-hour service term. They receive a modest stipend and are eligible for an educational award upon successful completion of their service term.

There are currently four active AmeriCorps members who will complete a combined total of 1,200 hours during their time with MCAPD. They are receiving valuable training and getting exposure in many different areas of supervision units during their service term including Presentence, Unsupervised, Indirect Services, SMI, DV, Probation Violation Court, Prison Reentry, and Sex Offender.



AmeriCorps members Andrew Moon, Jazmin Nunez, Alexya Haro, and Jordy Morales Mimila.



I had a great experience learning about and being a part of the amazing work that APD does on a daily basis!

AmeriCorps member
Andrew Moon

AmeriCorps member tasks include, but not limited to:

- Aiding with case administration and case management duties;
- Providing court navigation assistance;
- Participating in field ride-alongs with probation and surveillance officers;
- Aiding in data quality reviews and clean-up;
- Assisting with the increase of self-sufficiency skills, soft skills, work-force development skills;
- Providing resources to court-ordered community restitution programs and education resources, such as access to GED prep-courses and technical trainings;
- Assisting with the facilitation of integrated cognitive behavior change programs.

AmeriCorps members also have opportunities to participate in professional trainings in the field of probation and criminal justice during their service term. This allows members to learn more about probation and prepares them as they explore careers in criminal justice and beyond. In fact, MCAPD has had multiple employees start as AmeriCorps members before pursuing a career with the Department.



I really enjoyed meeting all the wonderful people at BCB. I wasn't sure what I wanted to do after graduating, but this experience has encouraged me to pursue work serving our community through the public sector.

AmeriCorps member Alexya Haro

MARICOPA COUNTY ADULT PROBATION ORGANIZATIONAL CHART



ADULT PROBATION CHIEF
MICHAEL CIMINO



PRE-DISPOSITION & ADMINISTRATIVE SERVICES
CHIEF
BRANDELYN JACKSON



PRETRIAL SERVICES DIVISION
INITIAL APPEARANCE, PRETRIAL SUPERVISION, & PROBATION REVOCATION COURT

DIVISION DIRECTOR
LOLITA RATHBURN



PRESENTENCE INVESTIGATIONS

DIVISION DIRECTOR
ADELITA NUNEZ



ORGANIZATIONAL DEVELOPMENT & SUPPORT DIVISION
COMMUNICATIONS CENTER, STAFF DEVELOPMENT, BUSINESS ANALYSIS, VICTIM SERVICES, CASE MANAGEMENT SYSTEM/ CONTINUOUS IMPROVEMENT SUPERVISOR, SPECIAL PROJECTS & POLICY DEVELOPMENT, & SYSTEM SECURITY OFFICER

DIVISION DIRECTOR
RYAN VALLEY

BUREAU ADMINISTRATIVE DUTIES & STAFF
PROFESSIONAL CONDUCT COORDINATOR; CUSTODIAN OF RECORDS; LIAISON FOR LITIGATION, JUDICIAL BRANCH DATA INTEGRITY & ANALYTICS DIVISION, & TECHNOLOGY PROJECTS; BUDGET & FINANCE; PUBLIC INFORMATION OFFICER; EMERGENCY PREPAREDNESS; BUILDING OPERATIONS & PLANNING

CHIEF
BRANDELYN JACKSON



SUPERVISION SERVICES

CHIEF
TED MILHAM



EASTERN FIELD DIVISION
STANDARD PROBATION & DOMESTIC VIOLENCE

DIVISION DIRECTOR
KRISTI WARD



CENTRAL FIELD DIVISION
STANDARD PROBATION & INTERSTATE COMPACT INCOMING

DIVISION DIRECTOR
REBECCA BRITT



WESTERN FIELD DIVISION
STANDARD PROBATION

DIVISION DIRECTOR
JENIFER MEILEY



SEX OFFENDER DIVISION
STANDARD PROBATION

DIVISION DIRECTOR
CYNTHIA STEVENS



SPECIALIZED SERVICES

CHIEF
JASON WALKER



PROGRAMS DIVISION
DRUG COURT, DUI COURT, VETERAN'S COURT, SUPERVISED YOUTH, DRUG COURT & ASSESSMENT CENTER COUNSELORS, THINKING FOR A CHANGE, & DECISION POINTS

DIVISION DIRECTOR
TAMEKA LOYD



COMMUNITY TRANSITION & SUPPORT DIVISION
REENTRY, LITERACY CENTERS, SERIOUSLY MENTALLY ILL, & COMMUNITY REINTEGRATION

DIVISION DIRECTOR
TIFFANY GRISSOM



INTENSIVE PROBATION & FUGITIVE APPREHENSION DIVISION

DIVISION DIRECTOR
DAVID TAYLOR



COMPLIANCE & SUPPORTIVE SERVICES DIVISION
ASSIGNMENTS UNIT, UNSUPERVISED, RECORDS, FINANCIAL COMPLIANCE, INDIRECT SERVICES, COMMUNITY RESTITUTION, INTERSTATE COMPACT OUT GOING & FIELD SUPPORT

DIVISION DIRECTOR
SEAN MCMILLIAN

ACRONYM LIST

ABE	Adult Based Education
ADCRR	Arizona Department of Corrections Rehabilitation and Reentry
AHCCCS	Arizona Health Care Cost Containment
AOC	Arizona Office of the Courts
APETS	Arizona Probation Enterprise Tracking System
BCB	Black Canyon Building
CI	continuous improvement
CLU	Court Liaison Unit
CRP	Community Restitution Program
CRU	Community Reintegration Unit
CSAT	Center for Substance Abuse Treatment
DEI	diversity, equity and inclusion
DIA	Data Integrity and Analytics
DP	Decision Points
DV	domestic violence
EBP	Evidence-based practices
EM	electronic monitoring
EPICS	Effective Practices in Community Supervision
EPICS-II	Effective Practices in Community Supervision - II
ePTR	electronic Petition to Revoke
ESL	English as a Second Language
FARE	Financial Assessment Related to Employability
FAU	Fugitive Apprehension Unit
FinCom	Financial Compliance Unit
FROST	Field Reassessment Offender Screening Tool
FXG	Frank X. Gordon Adult Education Program
GP	general pretrial
GPS	global positioning system
HOPE	Housing Outreach and Peer Engagement
IA	inital appearance
IAU	Initial Appearance Unit
ICE	Immigration and Customs Enforcement
iCIS-ng	Integrated Criminal Justice Information System - next generation
IDS	Indirect Services
IET	Integrated Education and Training
IPS	intensive probation supervision
ISC	Interstate Compact
JII	justice-involved individual
JIW	justice-involved women
JTOP	Juvenile Transferred Offender Program

ACRONYM LIST

KBI	key behavior indicators
KPI	key performance indicators
MARS	minimum assessed risk supervision
MCAPD	Maricopa County Adult Probation Department
MCJPD	Maricopa County Juvenile Probation Department
MVV	mission, vision, and values
NACo	National Association of Counties
NIC	National Institute of Corrections
ODS	Organizational Development and Support
OOC	out of county
OST	Offender Screening Tool
PEACE	Promoting Equity & Advocating Change for Everyone
PSA	Public Safety Assessment
PSI	presentence investigations
PTR	Petition to Revoke
RBHA	Regional Behavioral Health Authority
SMI	seriously mentally ill
SPS	standard probation supervision
T4C	Thinking for a Change
TIC	trauma-informed care
WIOA	Workforce Innovation and Opportunities Act
WRNA	Women's Risk Needs Assessment