

# ANNUAL REPORT FY2023

JULY 1, 2022 - JUNE 30, 2023



## MARICOPA COUNTY ADULT PROBATION DEPARTMENT

RENEWED MISSION: Service, Accountability, & Influencing Change



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**THE ORGANIZATION**

**LETTER FROM CHIEF CIMINO  
MISSION, VISION, 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 FY2023 Annual Report of the Maricopa County Adult Probation Department (MCAPD). I could not be prouder of the staff that makes up our division of the Judicial Branch, as they continue to be looked at as a national standard in the delivery of court and community corrections services.

In the pages that follow are substantive updates on all major programs within Adult Probation, results on key performance measures, as well as feature articles on:

- Our Department's renewed mission, vision, and values statements.
- Data-driven decision making within the MCAPD.
- Refocusing on case planning and assessments for supervised individuals.
- A day in the life of a field probation officer.

In FY2023, we also saw advancement of the Department's three key initiatives which have been underway for almost four years:

- The piloting of **JUSTICE-INVOLVED WOMEN** caseloads that offer trauma-informed care and address the underlying drivers of criminal conduct for these individuals. All MCAPD staff received training in trauma-informed care and a grant was received enabling training on a gender responsive risk assessment.
- MCAPD's **EQUITY** initiative has continued to make progress as well. In FY2023, a team of over fifty staff serving in a variety of areas of the organization and in a variety of roles worked to develop a four-hour training for all new employees, completed a comprehensive implementation plan, and published a glossary of key diversity, equity, and inclusion terms.
- Our **CONTINUOUS IMPROVEMENT** initiative has provided opportunities for staff to suggest improvements and innovations while assisting the Department in its strategic initiatives and decisions. Some of the projects relate to our court liaison operations, fleet resources, evidence collection, and the training of new officers. This program won a National Association of Counties (NACo) Achievement Award in FY2023.

In FY2023, the Department also saw the kickoff of the statewide probation case management system replacement project. Work is well underway to transition to a modern and mobile case management system which would not be possible without our colleagues at the Administrative Office of the Courts, fellow statewide probation practitioners and leaders, and the considerable fiscal support of our Funding Authority, the Maricopa County Board of Supervisors. We are grateful for the support we receive from the Board in funding this, and our broader work, and their partnership to enhance public safety throughout Maricopa County.

It remains our pleasure and privilege to serve this Court and the residents of Maricopa County.

Sincerely,

*Michael P. Cimino*

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



**MICHAEL CIMINO**  
MCAPD CHIEF



# MISSION, VISION, & VALUES

## MISSION

TO ENHANCE COMMUNITY SAFETY THROUGH SERVICE, ACCOUNTABILITY, AND INFLUENCING CHANGE.

## VISION

AN AGENCY OF DIVERSE PROFESSIONALS DELIVERING PROVEN RESOURCES FOR CHANGE, SUPPORTING THOSE IMPACTED BY CRIME, AND ENGAGING IN THE DEVELOPMENT AND SUPPORT OF ALL STAFF.

## VALUES

WE ACHIEVE BOTH OUR MISSION AND VISION THROUGH THE EQUITABLE APPLICATION OF OUR VALUES: FAIRNESS, RESPECT, INTEGRITY, INNOVATION, AND SAFETY.

## STRATEGIC GOALS



**GOAL A:**  
CRIME REDUCTION



**GOAL B:**  
RETENTION &  
COMPENSATION



**GOAL C:**  
PROCESS  
IMPROVEMENT



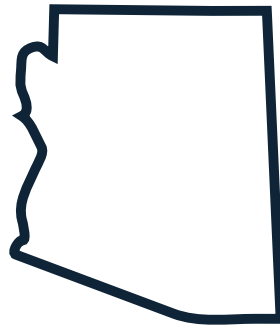
**GOAL D:**  
CUSTOMER  
SATISFACTION



**GOAL E:**  
SOLID & SOUND  
INFRASTRUCTURE

## GENERAL INFORMATION

**ARIZONA**  
**7,359,197**\*  
Total Population  
15 Counties



**MARICOPA COUNTY**  
**4,551,524**\*  
Total Population  
27 Cities & Towns

\*U.S. Census Bureau 2022 Estimate as of July 1, 2022



# MARICOPA COUNTY ADULT PROBATION DEPARTMENT



Established in 1972

Regional & Area Offices: 19

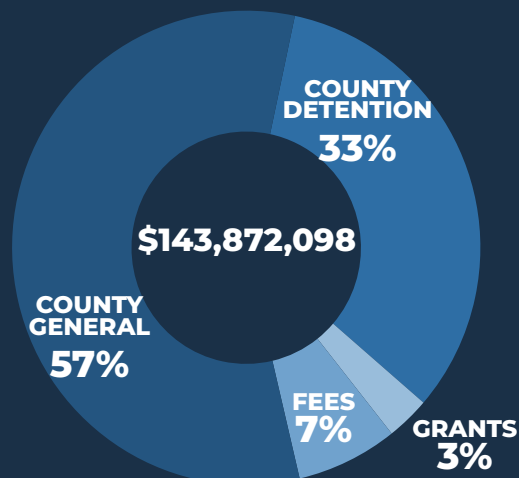
Probation Population: 51,433

Pretrial Supervision Population: 2,808

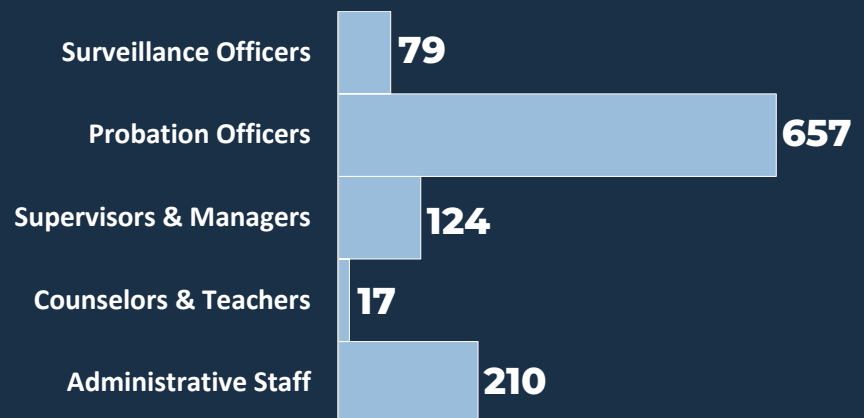
Standard Probation Population: 24,399

Intensive Probation Population: 1,224

### ANNUAL BUDGET



### PERSONNEL TYPES

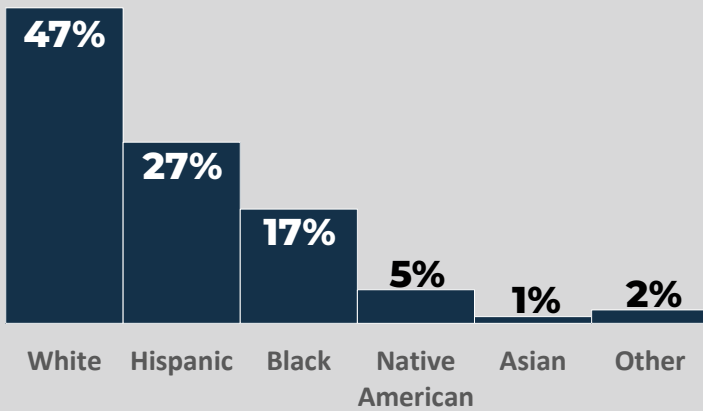




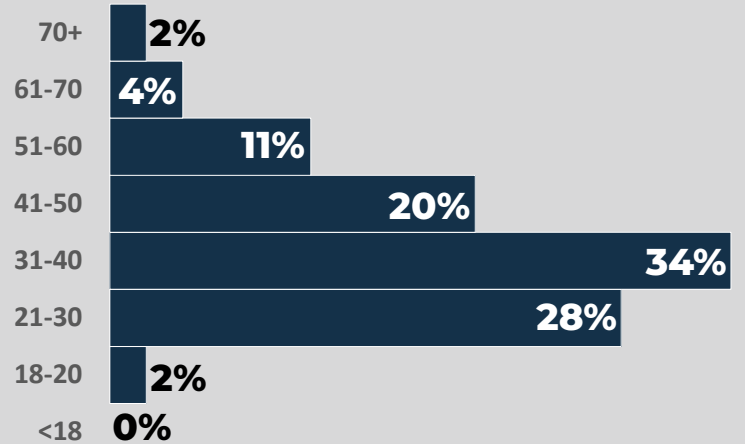
GENERAL INFORMATION

# PROBATION POPULATION\*

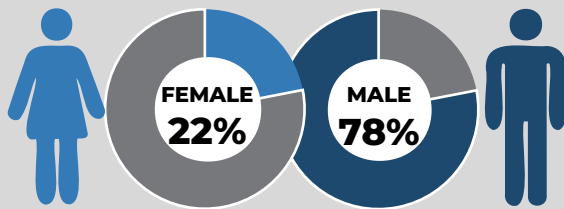
## RACE/ETHNICITY\*\*



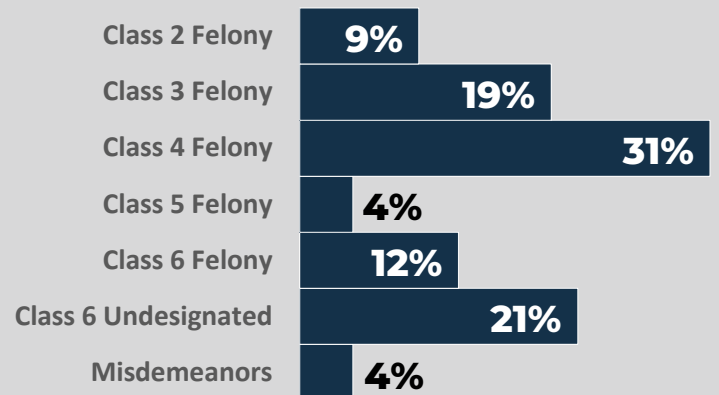
## AGE\*\*



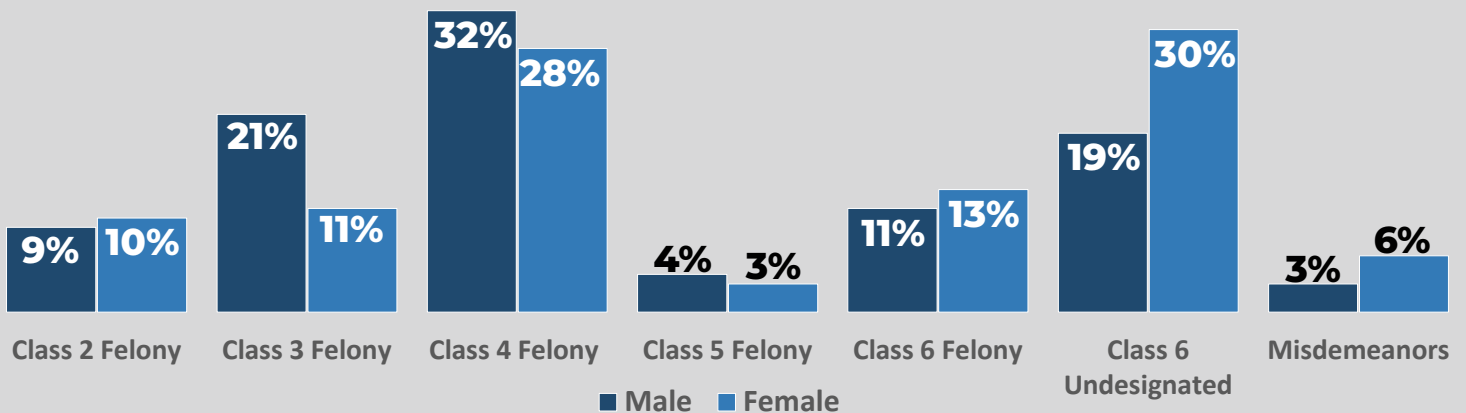
## GENDER



## OFFENSE CATEGORY\*\*



## OFFENSE CATEGORY BY GENDER\*\*



\*Previously Class 6 Undesignated Offenses were combined with Class 6 Felonies. Going forward they are separated into their own category to reflect the statutory change made in [HB2162](#) which allows an undesignated class 6 felony to be treated as a misdemeanor until the offense is designated as a misdemeanor or felony. If an individual was on probation and had more than one offense, only the most serious offense was counted.

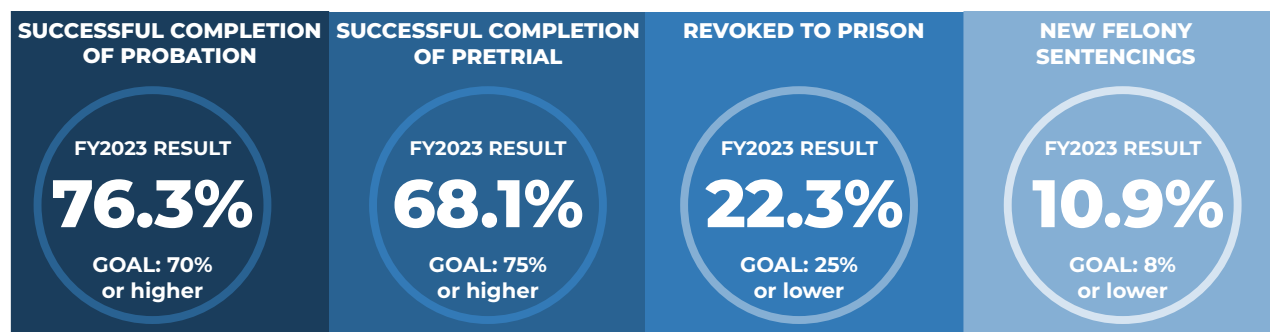
\*\*Due to rounding, the total percentage does not add up to 100%.

# STRATEGIC GOALS

The MCAPD has five main strategic goals that provide direction for departmental planning, decision-making, budgeting, and reporting. Each strategic goal is evaluated through a collection of key performance outcomes that communicate the Department's story to stakeholders and the public. A summary of the strategic goals and key results for fiscal year 2023 (FY2023) are presented below:

## GOAL A: CRIME REDUCTION

The Department's primary goal remains focused on crime reduction, achieved through the implementation of research-based practices and risk reduction strategies. Ongoing refinement and assessment of these practices take place to decrease recidivism rates and encourage positive behavioral changes in individuals under supervision. These crime reduction results encompass various staff efforts and initiatives aimed at enhancing community safety and improving outcomes for individuals on supervision.



## GOAL B: RETENTION & COMPENSATION

MCAPD believes its staff is its greatest resource and is committed to recruiting, hiring, and retaining a quality and diverse workforce. In FY2023, the average years of service for badged staff was 11.7 years, which meets the Department goal of 10 years or more. In June 2023, the Judicial Branch of Arizona in Maricopa County announced funding and approval for a performance-based retention pay plan. The plan increased the base salary of every eligible employee by approximately 5% and was implemented to address employee retention and recruitment.

## 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 that measure the efficiencies of these processes which benefit the Court and the public.

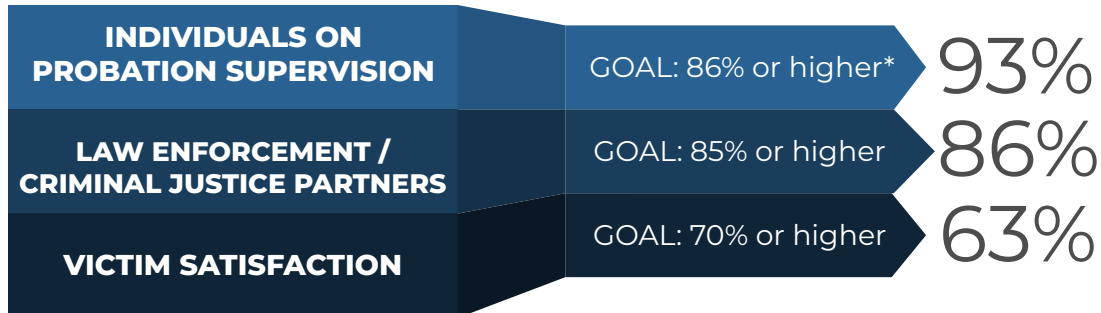
- The Pretrial Services Division submitted 100% of Initial Appearance (IA) packets ordered by the Court on time (within 24 hours of an individual's arrest). IA staff collects information related to an individual's offense(s), and their risk of reoffending and risk of failure to appear for court if released from custody pretrial. IA staff prepares this information into a packet to provide judicial officers with the information they need to determine the appropriateness of releasing the individual while they await trial.
- The Presentence Investigations (PSI) Division delivered 99.8% 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 \$10,292,676 in victim restitution which is a decrease of \$2,321,418 from FY2022. In FY2023, 88.9% of court-ordered victim restitution was paid, which is about a 14% increase from FY2022.



# STRATEGIC GOALS

## GOAL D: CUSTOMER SATISFACTION

The Department remains dedicated to providing quality **SERVICES** to all stakeholders, which includes individuals on supervision, the Court, law enforcement partners, treatment providers, and victims. Periodically, the Department conducts surveys within these groups to gauge their satisfaction with staff and services. The surveys also provide an opportunity for sharing feedback and suggestions to improve these relationships and services. Below is a summary of results for the surveys conducted in FY2023. A detailed breakdown of the results is reported in the [survey section](#) of this report.



\*For the Individuals on Probation Supervision Satisfaction Survey, the satisfaction score includes those who indicated they were very satisfied, satisfied, or neutral.

## GOAL E: SOLID & SOUND INFRASTRUCTURE

To support goals A through D, the Department makes it a goal to work toward acquiring and maintaining industry-standard equipment, technology, communications, and facilities.

In FY2023, the County continued its backing of the Department's infrastructure needs. In April 2023, the Southeast Justice Center (SEJC) opened to the public. The SEJC is a regional facility for justice-involved individuals (JIIs) to meet with their probation officers, and it replaced the Probation Service Center in Mesa. The SEJC is an expansion of the Southeast Facility Courthouse. The new facility has three MCAPD training rooms, a large room for defensive tactics training, 35 individual interview rooms, and five additional training rooms with public access to the education center.



In March 2023, the Department began the process of transitioning to a new Case Management System (CMS). The new CMS was created specifically for probation and pretrial supervision agencies, offering them a wide range of capabilities for monitoring and reporting cases. This new CMS is web-based, distinguishing it from the CMS used as of FY2023 that is software-based. Its web-based nature ensures convenient access for probation staff from anywhere with an internet connection. Moreover, the new CMS will be fully operational in the field and can be accessed on smartphones and tablets issued by the Department, using a secure application. Additional benefits of the new CMS are that it allows for a complete transition to a paperless record-keeping framework. The Department is set to transition to the new CMS in late 2024.



**SURVEY RESULTS**

**INDIVIDUALS ON PROBATION SUPERVISION  
LAW ENFORCEMENT/CRIMINAL JUSTICE PARTNER  
VICTIM SATISFACTION**



# SURVEY RESULTS

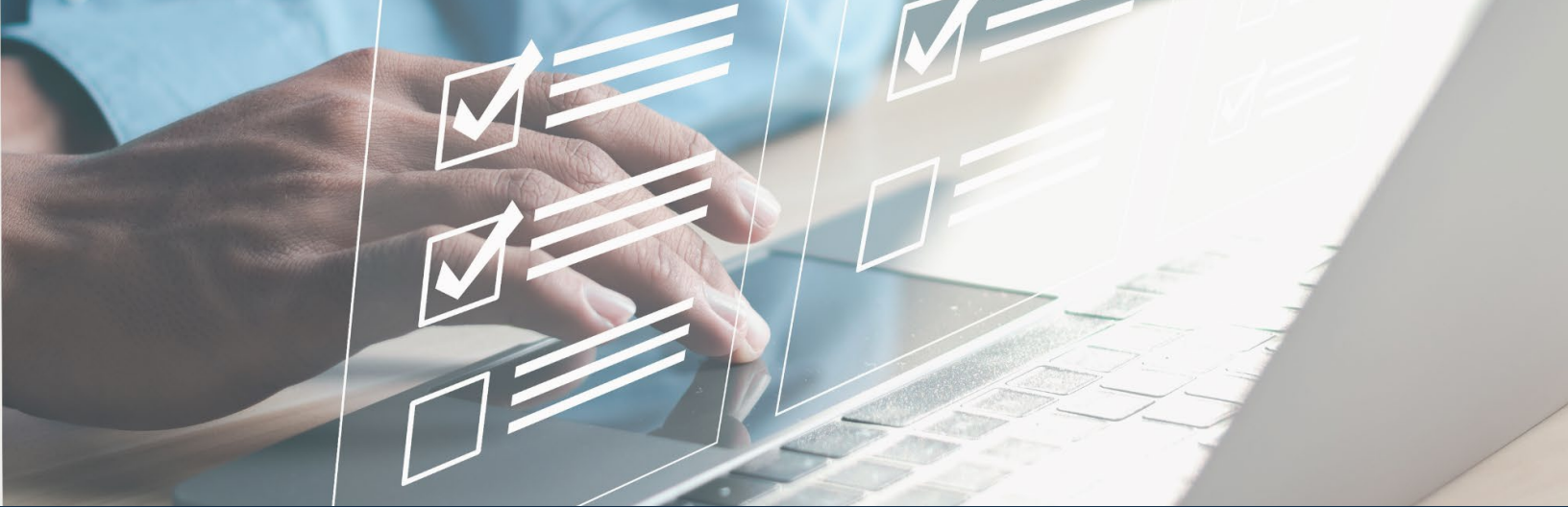
The Department works with and provides **SERVICES** to employees, victims, individuals on pretrial supervision and probation, judicial officers, treatment providers, and other community and criminal justice partners. MCAPD conducts surveys to assess satisfaction with the Department's **SERVICES** and 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:



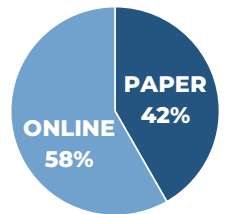
Detailed reports are distributed to the MCAPD Executive Team; each report includes all survey response data and feedback from participants. The Department uses the data to look for opportunities to evolve, **INFLUENCE CHANGE**, and continuously improve the quality of **SERVICE** MCAPD provides.



## INDIVIDUALS ON PROBATION SUPERVISION SATISFACTION SURVEY RESULTS

MCAPD conducts a survey of individuals on probation supervision once every two years to assess satisfaction with the Department and to identify opportunities for improvement. The Department’s goal is greater than 86% satisfaction.

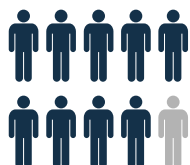
In FY2023, for the first time, a hybrid method of both paper and electronic survey distribution was used to provide opportunities for participation to as many justice-involved individuals (JIIs) as possible. An email containing a link to the survey along with a brief explanation was sent to 9,035 individuals on probation supervision who had an email address on file. Meanwhile, paper copies were made available in nine area offices where supervised individuals meet with their probation officers. Responses were obtained from 1,318 individuals (768 online, 550 paper).



### RESULTS

In FY2023, the survey added a ‘neutral’ option to enable respondents to express their opinions more accurately. Previous surveys did not have a neutral option; they only had satisfied or dissatisfied options. The overall satisfaction score of 93.0% (including responses of very satisfied, satisfied, or neutral) exceeds the Department’s goal of 86% or higher.

Respondents were also asked to indicate which topics they discussed with their probation officer the most; the two most frequently discussed were employment and choices/decisions.



**9/10**  
WERE SATISFIED WITH  
THEIR INTERACTIONS  
WITH MCAPD

”  
[My probation officer] was extremely helpful and respectful. He ensured I knew my responsibilities, asked when I could finish or complete things, and held me accountable for everything professionally.



## INDIVIDUALS ON PROBATION SUPERVISION SATISFACTION SURVEY RESULTS

Below are the respondents' agreement rates with statements assessing MCAPD staff interactions:

SURVEY QUESTION	% AGREEMENT
My probation officer treats me with respect.	88.3%
My probation officer listens to me.	82.1%
My probation officer spends enough time with me.	80.1%
My probation officer and I work together to help me successfully complete my probation.	81.3%
My probation officer lets me know how I am doing on probation.	78.1%
My probation officer asks for my input when making plans for me.	71.6%
My probation officer compliments me for good behavior.	69.4%

### FEEDBACK

Respondents were asked how else their probation officer could have helped them while on probation. Many respondents used this opportunity to provide positive comments and described their probation officers as helpful, understanding, encouraging, patient, fair, supportive, and caring. Suggestions for improvement mainly focused on communication and responsiveness.

Respondents were also asked what challenges or obstacles make it difficult to be successful on probation. The most frequently mentioned challenges were employment, finances, transportation, demands of probation, and communication with staff.

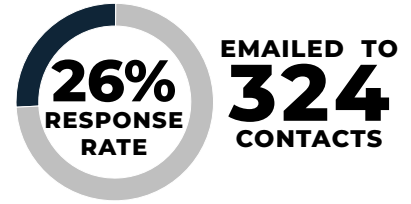


[My probation officer] and her surveillance [officer] treated me with respect, and because they treated me with respect, it made me want to try harder. I don't think they could have done any more. I have had [four probation officers] and all of them have been great.



# LAW ENFORCEMENT AND CRIMINAL JUSTICE PARTNER SURVEY RESULTS

MCAPD conducts a satisfaction survey of law enforcement and criminal justice partners periodically. The specific goal of MCAPD is to maintain the satisfaction of law enforcement and criminal justice partners at 85% or higher. An email and/or text containing a link to the survey along with a brief explanation was sent to each email address and cell phone number provided by MCAPD staff who had regular contact with law enforcement and criminal justice partners. The survey was successfully sent to 324 individuals. Responses were obtained from 83 individuals for a response rate of 25.6%.



## RESULTS

### Respondent information:

Most respondents, 57.8%, identified their organization as law enforcement. Other respondent organizations were prosecution/defense, corrections, or other. About 59% of the respondents indicated they had at least monthly contact with MCAPD staff and 73.7% indicated they primarily had contact with MCAPD probation and surveillance officers.

### Satisfaction:

Respondents were presented with 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 agree, agree, neutral, disagree, or strongly disagree.

### SURVEY QUESTION

### % AGREEMENT

I consider the MCAPD as a partner with my organization to enhance safety in communities.	87.1%
MCAPD staff treats me and/or my staff with dignity and respect.	95.7%
The activities and services provided by the MCAPD are responsive to my organization and/or the neighborhood.	75.7%
MCAPD staff responds to my needs and/or requests for service in a timely manner.	90.0%

Overall, 85.7% of survey respondents agreed or strongly agreed that they were satisfied with their interaction with MCAPD. This indicates 8.5 out of 10 partners were satisfied, exceeding the 85% or higher satisfaction goal.



**8.5/10**  
**WERE SATISFIED WITH THEIR INTERACTIONS WITH MCAPD**

Most respondents indicated agreement with the statements presented, with an average of 86.8% agreement across these statements. The highest level of agreement of 95.7% was the statement “MCAPD staff treats me and/or my staff with dignity and respect.”



Outside of the agreement questions, the survey also asked a question about respondents’ awareness of the Department’s commitment to an evidence-based approach to supervision including evidence-based practices for positive behavioral change. In FY2023, 80.9% of respondents indicated they were aware of MCAPD’s evidence-based approach (nearly the same percentage of respondents since the FY2019 survey).

## 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 and timely communication, creation of a shared MCAPD staff directory, increased staffing and resources, and other specific process improvements.



FAU Probation Officers are an extremely valuable asset to any police department. [Our] Department has benefitted over the last decade from their hard work and dedication to their duties.

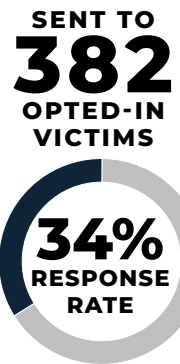


I have a GREAT working relationship with [MCAPD] and find their assistance to be INVALUABLE!!!



## VICTIM SATISFACTION SURVEY RESULTS

The MCAPD conducted its 25th annual Victim Satisfaction Survey in April and May of 2023. 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 during FY2023. A total of 382 valid surveys were distributed to opted-in victims and 129 responses received, equaling a 33.8% response rate (2.8% increase from FY2022).



### 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.	73.6%
Probation staff explained the importance of keeping contact information updated with Adult Probation.	63.1%
Please rate your interactions with Adult Probation staff.	61.8%
Probation staff responded to you in a timely manner.	64.5%
Probation staff explained probation supervision and possible outcomes.	57.5%
Probation staff adequately addressed your request or concern.	60.0%
Probation staff was easy to contact.	58.2%

To determine overall satisfaction, all items were averaged to create a mean score for each respondent. The Department maintains a goal of 70% or higher victim satisfaction, and based off the composite score calculation, 62.7% of opted-in victims were satisfied with **SERVICES** provided by the Department. While this score falls below the Department's goal, it does indicate that approximately two out of three victims are satisfied with **SERVICES** provided by MCAPD.



APPROXIMATELY  
**2/3**  
VICTIMS WERE  
SATISFIED WITH  
MCAPD





## VICTIM SATISFACTION SURVEY RESULTS

### RESTITUTION

The survey included questions asking respondents to indicate if restitution was ordered in their case and if they received restitution payments. These responses allowed for additional review of how the satisfaction 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 role in having higher levels of victim satisfaction.

### RESTITUTION SATISFACTION RATE:



The Victim Satisfaction Committee, established in December 2020, proposes and recommends ideas for improving satisfaction and **SERVICES** to victims. In FY2023, the Victim Satisfaction Committee implemented a required department-wide victim satisfaction training, effective March 2023. This virtual annual refresher training includes information on several topics and has drawn on the committee members' own experience in addition to research on victim services best practices. The committee has also enhanced the Victim Service Unit's process to notify officers that their case has an opted-in victim by providing officers with guidelines for initial contact, effective January 2023.

”

Overall staff has been great with keeping on top of things and keeping us in the loop - we can't ask for more.

”

I have no complaints! Everyone I have ever dealt with was so kind and helpful!



**RENEWED MISSION, VISION, & VALUES  
DATA-DRIVEN DECISION MAKING  
REFOCUSING ON CASE PLANNING ASSESSMENTS  
A DAY IN THE LIFE OF A FIELD PROBATION OFFICER**



## RENEWED MISSION, VISION, & VALUES

In FY2023, the Department's Continuous Improvement (CI) Program worked alongside the Data Integrity and Analytics Division to update the Department's Mission, Vision, and Values (MVV) that were in place for the past 20 years. The Department recognized that a mission statement is meant to communicate a purpose that will define MCAPD and is used as a guide for staff, customers, and stakeholders. As the Department continues to grow, it was determined that a refresh was necessary to share a **RENEWED MISSION**. To begin the process, the CI Team strategically collected information from MCAPD staff. To gather thoughts and themes of the previous MVV statements from the Department as a whole, the CI Team attended every division meeting, completed a feedback survey from all units, and completed a survey of the Department's Executive Team. Once an initial draft of the new MVV was completed, the CI Team held eight focus groups at different buildings throughout MCAPD. This process allowed staff at all levels to speak into the new MVV in attempt to renew the message that would inspire all who read it.

# MISSION

As the CI Team worked through the mission statement, they found it was important to be concise; to capture what MCAPD does as an agency in a broad sense, no matter what position one held; and to find a way to measure success in achieving the mission. When thinking of MCAPD's purpose, the team focused on **SERVICE** to the Court, to those under probation supervision, to stakeholders, and to the community. The team also wanted to focus on providing **ACCOUNTABILITY** to those under supervision, holding the Department **ACCOUNTABLE** as judicial staff, and **ACCOUNTABLE** as an agency by utilizing best practices established in the field of probation. **INFLUENCING CHANGE** meant that the Department would continue to use evidence-based practices to assist people in changing their behaviors and permanently exiting the justice system, to provide healing to victims, and to continue the Department's legacy of innovation and improvement.

**NEW MISSION:  
TO ENHANCE COMMUNITY SAFETY THROUGH SERVICE,  
ACCOUNTABILITY, AND INFLUENCING CHANGE.**



# VISION

In the vision statement, the CI Team found it was important to acknowledge the Department’s goal to represent and reflect the diverse community served, as well as reflect the professional standards set forth in the code of conduct for judicial employees. The CI Team recognized that to **INFLUENCE CHANGE**, the Department needed to continue to provide proven resources for change by committing to the full implementation of evidence-based practices, as well as emerging innovations in community corrections. Within the vision, the Department also needed to continue supporting those impacted by crime, including victims, the children and families of those involved in the justice system, the individuals supervised, the community, and the staff impacted by what they see through their daily work. Lastly, the new vision statement speaks to the development and support of all staff by acknowledging that staff is the greatest resource in achieving the Department’s mission and vision. The new vision statement also describes the inclusivity of engaging and supporting all staff, and the commitment to continuing to improve and evolve as a department.

**NEW VISION:  
AN AGENCY OF DIVERSE PROFESSIONALS DELIVERING  
PROVEN RESOURCES FOR CHANGE, SUPPORTING  
THOSE IMPACTED BY CRIME, AND ENGAGING IN THE  
DEVELOPMENT AND SUPPORT OF ALL STAFF.**

# VALUES

When looking at departmental values, the CI Team recognized that achieving both the mission and vision is possible through the equitable application of the Judicial Branch of Arizona in Maricopa County’s values: Fairness, Respect, Integrity, Innovation, and Safety. By choosing to have the same values, this continues alignment both as a department, as well as with the bigger picture of one Judicial Branch of Arizona in Maricopa County. By including ‘equitable application’, the Department incorporates the equity initiative which includes how the Department relates to one another as a staff; how the Department conducts hiring, promotional practices, and performance management; as well as how MCAPD exercises the considerable authority delegated by the Court.

**NEW VALUES:  
WE ACHIEVE BOTH OUR MISSION AND VISION THROUGH  
THE EQUITABLE APPLICATION OF OUR VALUES: FAIRNESS,  
RESPECT, INTEGRITY, INNOVATION, AND SAFETY.**

For over 20 years the Department has had the same MVV; and together with this **RENEWED MISSION**, MCAPD continues to build on a legacy of enhancing community safety and excellence.



## DATA-DRIVEN DECISION MAKING

The Department remains dedicated to advancing its MVV by using data-driven decision making and evidence-based practices. MCAPD collects and invests in data and research to capture the impact the Department has in the community and inform decisions that affect **SERVICES** and staff in an ethical and equitable manner. This includes continuously measuring key performance and behavioral indicators, conducting surveys, and keeping up to date with and implementing best practices in the field of community corrections and organizational management. Data-driven decision making and evidence-based practices continue to improve the success, effectiveness, efficiency, and fairness of department **SERVICES**. The following are benefits of this decision making approach, including examples of department programs, practices, and initiatives that demonstrate this commitment.

### IMPROVED OUTCOMES AND COMMUNITY SAFETY

The Department uses well-established and research-based practices and interventions such as risk-based supervision, motivational interviewing, and graduated responses to improve outcomes for supervised individuals. For example, research shows that providing too much supervision to an individual who is assessed as low risk of reoffending will result in lower positive probation outcomes than if they were to receive an appropriate and corresponding level of supervision. The Department deploys supervision strategies that match the assessed risk of reoffending and the nature of the offense. These [core practices](#) are associated with higher positive outcomes and reduced recidivism and violations of probation. The Department continuously tracks and measures outcomes and trends related to these key results to adjust **SERVICES** or address trends. Overall, this data is used and published to tell the Department's story and role in enhancing community safety.

### RESOURCE EFFICIENCY

The Department collects copious data related to staff workload and probation and pretrial populations. This data is combined and referenced to determine resource levels of various programs and to adjust and strategize for the most effective allocation. In the past year, the Department mapped out resources and populations across the county to strategically reorganize and structure itself for optimal **SERVICE**.

### PROMOTE ACCOUNTABILITY AND CUSTOMER SERVICE

The Department aims to improve customer service to its stakeholders, including judicial officers, community and law enforcement partners, and victims. Therefore, the surveys are conducted with stakeholders, including individuals on probation supervision. The results and comments of each survey are reviewed in detail by leadership and workgroups who recommend ways to improve satisfaction and **SERVICES**. For example, feedback provided in the Department's annual [Victim Satisfaction Survey](#) was used to identify process improvements for interactions with victims, and incorporated areas of improvement into new officer and existing trainings for staff.

## CONTINUOUS IMPROVEMENT (CI)

By using data and evidence-based practices, the Department has fostered a culture of CI and encouraged an organized method of evaluating practices, implementing new initiatives, measurement of outcomes, and readjustment. The Department's CI initiative encourages staff to submit suggestions for improvements (from internal process improvements, to updates to technology, to program upheavals.) The CI initiative also provides staff the mechanisms to map and implement effective solutions. The work of the CI Team has resulted in significant efficiencies, clarity in measurement, and direct cost savings. It recently won a [National Association of Counties \(NACo\) Achievement Award](#).

In summary, the Department values data as a way of measuring the effectiveness of its **SERVICES** and impact in **INFLUENCING CHANGE** in the lives of justice-involved individuals (JIIs) and in the community overall. The use of data-driven decision making and evidence-based practices within the community corrections setting enhances the likelihood of achieving positive outcomes for individuals under supervision, reduces recidivism, optimizes resource allocation, promotes fairness, and supports a more effective and efficient justice system.



On my most challenging days I reflect on our Mission, Vision, and Values. Reflecting to the reason to why I became a probation officer. From time to time the position does have its challenges. With trauma-informed care, I have learned to have boundaries with my clients and teaching them new ways to approach life. I utilize different cognitive-based tools to help them create different thinking patterns and healthier coping strategies.

MCAPD Probation Officer Angel Camacho





## REFOCUSING ON CASE PLANNING ASSESSMENTS

Risk Assessments and case planning play an important role in probation supervision. The Department uses several risk assessment tools (see following page) to determine justice-involved individuals' (JIIs') risk of new criminal activity, likelihood of probation violations, or risk of failure to appear for court dates. These risk assessments are validated by research professionals and demonstrate commitment to best practices in community supervision, and in the **SERVICES** the Department provides. The information and scores from these assessments are used to develop case plans and/or inform supervision strategies for individuals on probation and pretrial supervision to support successful outcomes and reduce recidivism. The case plan is a custom plan developed by the supervising probation officer with the JII and is meant to focus and provide a targeted approach to address underlying needs and criminal risk factors to foster prosocial and positive behavioral change. These plans can include steps for lifestyle changes, treatment participation, employment or educational goals, or other progress toward a prosocial attitude. Together, risk assessments and case plans allow probation officers to tailor interventions, supervision strategies, and resources to the unique needs and circumstances of each JII. For the duration of the JII's time under supervision, supervisions strategies and/or case plans are to be reviewed, revised, and updated to optimize the likelihood of success for the JII. Probation officers review the goals and strategies regularly, address non-compliance behaviors, and reward positive behaviors.

The Administrative Office of the Courts (AOC) requires all MCAPD probation staff who administer assessments and create case plans to complete refreshers every three years, which demonstrates the state's commitment to evidence-based practices in community supervision. The MCAPD shares this commitment, and starting in June 2022, it began the significant undertaking and preparation to enhance and renew the Department's Assessment and Case Planning Refresher, with implementation of the training beginning in January of 2023. Staff from across the Department were consulted to ensure the different assessments and case planning requirements for the various populations were included in the refresher.

The Department developed a plan to administer the training to the approximately 650 probation officers, which included enhanced and specialized training on areas that staff had indicated would be most helpful. For example, the trainings included resources and support in assessment accuracy as well as instruction on how to sustain case plans for JIIs. A six-part training was developed and administered from February to July trickling down from division meetings to unit meetings, which allows for follow-up for any questions and fosters greater conversation and feedback among staff. In addition to the minimum training refresher requirements, staff were provided templates, guides, and planners to assist them in creating practical, evidence-based case plans that provide quality **SERVICES** and will best aid JIIs to make positive behavioral changes and decisions.

The Assessment and Case Planning Refresher covered a variety of information on the Department's assessments and case planning techniques, including how often to conduct assessments, best practices,

and how assessments and case plans should inform supervision of the individual. This year's refresher ensured officers were provided consistent and effective refresher training, which demonstrates the Department's commitment to evidence-based practices in community supervision. The ultimate goal is to provide the best **SERVICES** and opportunities possible for JII's to make positive changes in their lives.

A brief summary of the assessments and case plans covered in the trainings:

## OFFENDER SCREENING TOOL (OST)

A general risk/needs assessment administered to individuals usually in the presentence phase of their case. This assessment measures a combination of static risk factors (which do not change over time, such as age of first arrest) and dynamic risk factors (which can change over time, such as peers and substance use) that research informs are most predictive of reoffending. This assessment is used to determine an individual's risk of reoffending while on probation, their treatment needs, and other specific types of interventions they may need.

## FIELD REASSESSMENT OFFENDER SCREENING TOOL (FROST)

A reassessment conducted by the supervising probation officer about a year after the last assessment. The FROST contains many of the same questions as the OST, but captures updates in peers and other dynamic risk factors that may have occurred in the past 12 months, in order to provide an updated risk and supervision level for the supervised individual.

## PUBLIC SAFETY ASSESSMENT (PSA)

A validated pretrial risk assessment that uses nine risk factors to assess the risk of new criminal activity and failure to appear while on pretrial release. The PSA is typically conducted in the IA phase of a case, soon after an individual is booked at the Maricopa County Sheriff's Office (MCSO) Intake, Transfer, and Release (ITR) facility.

## PROBATION AND PAROLE TREATMENT PLANNER

A comprehensive guide specifically designed to assist probation and parole officers in developing evidence-based and practical case plans. The planner provides guidance on how to use assessment results to address criminal risk factors and improve likelihood of success on probation. This planner is authored by Arthur E. Jongsma, Jr., Phd; Bradford M. Bogue, MA; and Anjali Nandi, MA, CAC III, DTR. These professionals are experts in the fields of psychology, therapy, assessments, and/or the justice-involved adult and juvenile populations.



## A DAY IN THE LIFE OF A FIELD PROBATION OFFICER

What does it truly mean to be a field probation officer? There may be assumptions that field probation officers are simply waiting for individuals to make a mistake so they can be arrested and thrown into jail. This is not the case. MCAPD field probation officers work with justice-involved individuals (JIIs) to provide resources, encouragement, and guidance so they can successfully complete their probation term and return to being law-abiding members of the community. The probation officer provides both **SERVICE** to their supervised individual, and **ACCOUNTABILITY** to hold them to the conditions of their probation.

“We must be open to helping people understand that **CHANGE IS GOOD**, change leads to new paths.”

MCAPD Probation Officer  
Angel Camacho

The main duty of a MCAPD probation field officer is to supervise individuals placed on probation supervision in lieu of incarceration and positively influence their behaviors so they can remain safely in the community and receive the needed **SERVICES**. Probation field officers accomplish the mission of the Department by coaching individuals under their supervision, teaching problem-solving skills, and fostering professional relationships that help to reduce risk of recidivism. Probation officers implement the use of risk-reduction strategies and other evidence-based practices in their supervision to encourage long-term, positive behavioral change. Officers provide access to resources and treatment to individuals on probation including assistance with transportation, employment, or referrals to substance treatment. Officers meet with JIIs in their

homes or at their places of work, conduct interviews or pre-sentence investigations, assess risk factors, evaluate JIIs’ progress, perform searches, and when necessary, make arrests. Together, the officer and JII identify the areas of risk in a JII’s life and come up with a case plan to overcome obstacles, improve circumstances, and provide stability conducive to living a prosocial, law-abiding life.

Standard probation is the most common type of probation supervision, and involves the standard uniform conditions approved by the state, which prohibits new criminal activity, and prescribes additional **ACCOUNTABILITY** measures (such as restitution payments, regular notifications and meetings, substance testing, etc.) Although standard probation is the most common type of supervision,



Left: MCAPD Probation Officer Adrian Pena and Chief Michael Cimino after the New Officer Training, Education, and Skill-building (NOTES) graduation in September 2022. Right: MCAPD Probation Officer Alexa Hearn at the NOTES graduation in December 2022.



there are many specialized caseloads within the Department that a field probation officer may supervise. These specialized probation types are informed by the type of crime that a person is on supervision for, and their assessed risk of recidivism. Each of these types of probation have varying contact or treatment standards, which allows for customized supervision depending on a JII's circumstances and needs.

- [Minimum assessed risk supervision \(MARS\)](#)
- [Intensive probation supervision \(IPS\)](#)
- [Sex offender](#)
- [Domestic violence \(DV\)](#)
- [Drug Court](#)
- [DUI Court](#)
- [Veterans Court](#)
- [Supervised Youth](#)
- [Prison reentry](#)
- [Seriously mentally ill \(SMI\)](#)
- Justice-involved women (JIW)
- White collar

To help explain the field probation officer position, MCAPD probation officers provided feedback to explain their job more accurately on the following two pages.

“I don't think there is a way to truly fit a typical day into a sentence. Each day comes with different successes, challenges, and experiences. Each day is different, which is what I truly love about this job. A normal week consists of field work engaging with clients in the community, office days mid-week, and submitting warrants/ reports.”

MCAPD Probation Officer  
Angel Camacho



MCAPD Probation Officer Angel Camacho stops to pose for a picture while working in the field.



**WHAT ARE SOME COMMON MISCONCEPTIONS ABOUT PROBATION OFFICERS?**

*“The prevalent misconception is that we [probation officers] want to put everyone in jail. That we don’t care about the person as a whole and what is happening to them now.”*

– Carolyn Arteaga

*“Some misconceptions from individuals on probation supervision is that all they have to do is pay their fines and fees, report virtually, and not get arrested. Some misconceptions from the public is that probation officers can go arrest someone on probation immediately.”*

– Veronica Pena

**WHAT DO YOU LOVE ABOUT BEING A PROBATION OFFICER?**

*“I love talking with the individuals on my caseload, listening to them, and letting them know I am here to help and not judge them. I always encourage them to practice building themselves up with positive affirmations as we are experts at talking down to ourselves. Most of the time my job feels like social work which is okay for me.”* – Maria Yanez

*“My favorite part is seeing individuals on my caseload be successful. It might not look like a lot to some people but if I am able to change a thought process, see someone be able to reunite with family, get employment, or even find housing I think that is a success. It is knowing that when they graduate from probation, they can be successful in the community.”* – Carolyn Arteaga

*“I love being in the community and being able to see what is going on firsthand, interacting with people, and showing them a positive experience with probation.”* – Taylor Cephers

*“I love being able to be a support system for the justice-involved individuals on my caseload and pushing them to succeed.”* – Katie Schickel

*“Seeing people get sober and make lifelong behavior changes.”* – Shana Wakefield-Edmundson

*“The interactions with justice-involved individuals, getting them to trust the probation process and see the benefits of participating in the services our Department and the community provides. Seeing people make progress in areas that they never thought they would see and witnessing their demeanor and attitude change for the better. I also enjoy working with individual’s family members and significant others when they are a supportive team for the individual on probation supervision.”* – Veronica Pena

*“Helping individuals who have made mistakes move forward with their lives and be successful members of society. I also love having rapport with them. They trust us enough to be honest when they relapse. Instead of immediately threatening them with arrest, we offer treatment services such as relapse prevention/residential treatment and many chances to reengage with probation.”* – Hannah Mercier



**DO YOU HAVE ANY SUPPORT TO HELP MANAGE YOUR CASELOAD?**

*“My supervisor is great in this area and takes the time to work through issues with me as they arise. I also work with a great team/unit – I feel that everyone is supportive when help is needed.” – Maria Yanez*

*“My advice would be to partner with another probation officer for coverage and to accompany on field visits. Staff cases with peers for solutions or programs/referrals you may not be aware of. Example: an individual on probation for drug possession was not responding to substance abuse counseling, she needed grief counseling following the death of her son.” – Hannah Mercier*

**WHAT KIND OF RESOURCES DO YOU PROVIDE TO JIIS ON YOUR CASELOAD?**

*“Treatment referrals such as substance abuse, mental health, domestic violence, anger management, grief counselling, parenting classes, and marriage counseling. Cognitive based programs taught by probation officers such as Thinking for a Change and Decision Points (social skills, problem solving skills). Budget classes also taught by probation officers to assist individuals on probation manage their finances. Career centers at various probation offices that offer free GED classes, resume building, computers to apply for jobs. Referrals to other agencies to assist with interview attire. Roleplay job interviews with individuals on probation. Housing services, shelters, referrals to background friendly rental agencies such as Valley King.” –Hannah Mercier*

*“I provide job information as it is distributed to the Department for individuals on my caseload who are unemployed. For those that will benefit, I refer to Thinking for a Change (T4C), budget classes (I feel like this would benefit everyone), and of course, treatment options including mental health, counseling, substance abuse treatment, and encourage the use of opioid antagonists to help with addiction. I also encourage individuals on my caseload to have fun in a positive way.” – Maria Yanez*

**SUCCESS STORIES**

*“I had an individual that was released from jail and immediately absconded to another county. We were able to reengage with the individual and they returned to Maricopa County to enter into a residential program. They graduated from the program and are now residing in sober living housing. They have obtained employment and are working on after care to remain sober. The client was recently reconnected with their children and is starting to establish a healthy relationship with them as well as their mother. Their goal is to complete probation to be able to move to Florida with their children and mother.” – Carolyn Arteaga*

*“I have helped several individuals experiencing homelessness find stable housing which helped them become sober and find stable employment.” – Donyelle Frazier*

*“A former gang member with an extensive criminal history participated in an art gallery at his treatment agency with the proceeds donated to the Phoenix Children’s Hospital.” –Hannah Mercier*





# 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 is comprised of three separate programs: the Initial Appearance Unit (IAU) and two pretrial supervision programs: General Pretrial Supervision and Electronic Monitoring (EM). These programs provide **SERVICES** to the Court and justice-involved individuals (JIIs) by assessing risk and eligibility for pretrial release, making release decision recommendations to the Court, removing barriers to attending court, and fostering positive behavioral change for individuals on pretrial supervision.

### **INITIAL APPEARANCE UNIT**

**IA PACKETS COMPLETED: 51,331**  
**AVERAGE COST PER IA PACKET: \$72.43**  
**ANNUAL PROGRAM COST: \$3,697,962**

The IAU is comprised of three supervisors and 26 adult probation officers located within the MCSO ITR facility. The Department's IAU staff **SERVICES** the IA Court, which 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. The three units of IAU operate 24 hours a day and are tasked with providing timely and accurate information to the IA Court. Specifically, the officers in IAU conduct the PSA, which measures an individual's risk of: 1) failure to appear for court hearings, 2) new criminal activity, and 3) new violent criminal activity. In addition, IAU officers provide the IA Court with criminal history information, financial interview details, and other pertinent documentation for the Court to refer to when making decisions regarding pretrial release conditions.

### **GENERAL PRETRIAL SUPERVISION & ELECTRONIC MONITORING**

**ACTIVE END OF YEAR SUPERVISION POPULATION: 2,808**  
**AVERAGE DAILY COST OF SUPERVISION PER INDIVIDUAL: \$9.88**  
**ANNUAL PROGRAM COST OF SUPERVISION: \$11,605,177**

The General Pretrial Supervision Program is located within the South Court Tower and is comprised of three units of 21 probation officers, three case administrators, and is led by three supervisors. Staff provide in-person intakes at South Court Tower for anyone newly placed on pretrial supervision. During the intake process, staff review the release conditions, answer questions, provide resources, and coach individuals on how to be successful while on pretrial supervision. In addition to in-person intakes, General Pretrial staff are available at the South Court Tower for individuals that need to check in after court hearings. During pretrial release, General Pretrial staff monitor JIIs' compliance with their release conditions and provide support as they navigate the court process. To assist individuals in attending scheduled court hearings, General Pretrial staff offer to enroll individuals in automatic alerts regarding their hearings. Program staff will also set up internal reminders and contact JIIs after each court hearing to provide specifics on future hearings. In addition to court reminders, General Pretrial staff prepare reports to inform the Court on an individual's compliance with their court-ordered release conditions, including drug and/or alcohol testing results.

In FY2023, as part of process improvements, General Pretrial Supervision staff began writing Bond Review Reports for bond modification hearings, as requested by the Court. Since taking over this new responsibility in May 2023, General Pretrial staff submitted 16 Bond Review Reports to the Court.

The EM Program provides the Court with an enhanced supervision option using the latest in Global Positioning System (GPS) technology. At the end of FY2023, the program operated in four units comprised of 41 officers, three case administrators, and four supervisors housed at the SEJC and South Court Tower. Additionally, EM officers provide coverage at the MCSO ITR facility to **SERVICE**

individuals that were court-ordered to have a GPS monitor installed before release (IBR) from custody as part of their release conditions.

An IBR court order allows EM officers the opportunity to meet with an individual and install their monitoring device prior to their release. During this meeting, the EM officer goes over the expectations and how the JII can be successful on supervised release. Once an individual is released, EM officers monitor the JII's activity and makes routine face-to-face contact with them in the community. Additionally, EM officers can configure exclusion zones for EM devices, which are virtual perimeters set around specific locations that the JII should not be near (e.g., a victim's residence). The Department's EM officers also respond to any alerts received from an individual's monitoring device. These alerts include low battery, device tampering, device removal, inclusion/exclusion zones, and curfew deviations.



”

I think the rules and regulations have been fair and have helped me create long term healthy habits for the continuing of building a good life for myself and being a contributing member of society!

Thank you for all the help! I am so grateful!

Individual on Probation Supervision





**PRESENTENCE INVESTIGATIONS**

**PRESENTENCE INVESTIGATIONS DIVISION**





## PRESENTENCE INVESTIGATIONS DIVISION

**PRESENTENCE INVESTIGATION REPORTS COMPLETED: 19,580**  
**AVERAGE COST PER PRESENTENCE INVESTIGATION REPORT: \$696.23**  
**ANNUAL PROGRAM COST: \$13,620,378**

The Presentence Investigations (PSI) Division provides a **SERVICE** of preparing comprehensive reports for judicial officers to make informed sentencing decisions for individuals convicted of a crime. These presentence reports include information related to the crime, and include statements from victims, justice-involved individuals (JIIs), and other interested parties. This **SERVICE** starts with PSI screeners, who compile criminal history information on the individual, provide an explanation of the criminal justice process to victims, and conduct an OST assessment. The OST is a validated and standardized risk/needs assessment that is initiated during a JII interview and assesses the risk of recidivism and treatment needs based on the JII's history, attitude, and other factors that predict recidivism. In FY2023, PSI screeners initiated 13,558 OST assessments. The PSI officers then condense the criminal history data into a digestible format, obtain statements from relevant parties, summarize offense behavior, and evaluate the various sentencing factors in support of an evidence-based sentencing recommendation to the Court. The PSI process is completed in the period between the plea agreement and sentencing which typically is around 28 days.

Department leadership is always searching for ways to empower staff and **INFLUENCE CHANGE**. The PSI Division established four staff-led Appreciative Inquiry group sessions within MCAPD buildings across the county. The purpose of the Appreciative Inquiry group sessions was to hear different approaches of how to be more efficient with new and ongoing processes regarding internal department change. The Appreciative Inquiry group sessions were conducted anonymously for staff to have a secure space to bring opportunities and ideas to leadership which would directly impact the development and enhancement of



My probation [officers] have all took the time to hear me out and there is nothing more I could ask for. They already do so much and as long as I am making the effort to change, they all have been super supportive.

Individual on Probation Supervision

# 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: \$17.41**

**ANNUAL PROGRAM COST: \$2,070,650**

**AUTHORIZED CASELOAD RATIO: 1 TO 40**

**SUCCESS RATE: 56.3%**

**Drug monitoring results indicate that 20.5% of individuals in the Drug Court Program were drug free in FY2023.**

According to the [National Drug Court Resource Center](#), there are more than 4,000 drug treatment courts nationwide. Maricopa County’s Drug Court became operational in 1992 and has consistently integrated best practices, adopting operational standards to align with state and national guidelines.

The Maricopa County Drug Court strives to hold justice-involved individuals (JIIs) **ACCOUNTABLE** for their behavior, while also influencing positive behavioral change. The Drug Court Program uses a holistic team approach where probation officers, treatment providers, attorneys, law enforcement, judicial officers, and community partners collaborate to serve the best interests of program participants. The JIIs who are court-ordered to participate in the Drug Court Program receive a clinical assessment to determine their appropriate level of substance use disorder treatment, are subject to random urinalysis drug testing, and have at least monthly face-to-face check-ins with the Drug Court Team. The MCAPD’s Drug Court Team utilizes a continuum of evidence-based incentives to reward and encourage positive, prosocial behaviors while discouraging antisocial and unhealthy behaviors. Examples of evidence-based incentives include verbal praise in court proceedings from the judicial officer, defense attorney, probation officer, or county attorney, as well as gift card incentives. Other potential incentives involve reductions or waivers of community restitution hours, and court-imposed fines and fees. Program participants who achieve sobriety goals, demonstrate progress within their treatment regimen, and fulfill the program’s requirements will advance through its five distinct phases. These phases are Acute Stabilization, Clinical Stabilization, Prosocial Habilitation, Adaptive Habilitation, and Continuing Care. The goal is for the JII to achieve long-term recovery and early termination from probation supervision.

In FY2023, MCAPD established a new partnership with [Crossroads, Inc.](#) who provide a full continuum of treatment to participants in the program including detox services, residential treatment, and outpatient support.

The Department continues to partner with [Community Bridges, Inc.](#), a community-based treatment agency that provides substance use, mental health, and peer navigation services to individuals. The Drug Court participates in a federally funded grant program, titled Project Housing Outreach and Peer Engagement (HOPE), along with Community Bridges. Through the HOPE grant, Community Bridges’ peer navigators provide qualified Drug Court participants community resources for housing, benefit acquisition, transportation,

## RECOVERY COURT

In FY2023, the DUI Court and Drug Court combined their court operations; together they form a distinct component within the Recovery Court.

DUI and Drug Court now share the same judicial officers, calendar, similar phases, and have a similar sanctions matrix and incentives.

Probation supervision still maintains separate Drug and DUI Court units, but cooperate within the Recovery Court plan.

A new progress report was established to better highlight desired and undesired behavior and includes a matrix of sanctions for noncompliance; the new form is being piloted by staff in DUI and Drug Court as of the end of FY2023.



and other daily living skills. During its fourth year (September 2022 – September 2023), the HOPE grant program served 62 participants with peer navigation and housing services.

The Drug Court Alumni Association continues to organize virtual and in-person gatherings, aiming to involve current program participants and graduates in substance-free events that foster connections and peer support. The association established a Facebook page to share event reminders, employment opportunities, and positive messages related to sobriety. Graduates who participate in the alumni activities consistently report that they enjoy the support offered by the Alumni Association.

“  
Having an alumni group is important. When I was in jail, all I heard was negative things, like drug court was set up for failure. I learned through experience that it wasn't. At the events I get to see how people are doing that I went through this with, but there's also a lot of new people that I don't know and can offer my support to. It's a great way to keep in contact with everyone.  
Drug Court graduate

## DUI COURT

- ACTIVE END OF YEAR POPULATION: 167
- AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$10.18
- ANNUAL PROGRAM COST: \$518,468
- AUTHORIZED CASELOAD RATIO: 1 TO 40
- SUCCESS RATE: 95.7%
- Drug monitoring results indicate that 35.2% of individuals in the DUI Court Program were drug free in FY2023.

DUI Court operates as a solution-oriented court, following the national treatment court model. The DUI Court Team is composed of a judicial officer, personnel from MCAPD and Public Defender's Offices, and contracted clinicians. This team is committed to promoting the well-being of individuals assessed as medium-high and high-risk convicted of DUI offenses, focusing on behavior change to lower repeat offenses, and improving public safety.

“  
[DUI Court] made me a stronger person, made me more disciplined, and way more focused. [The Team] was a huge asset.  
DUI Court graduate

“  
I learned I have more self-control than I thought I did. Advice to other would be to “stick with it...it's achievable, it can be done!”  
DUI Court graduate

A noteworthy enhancement to the DUI Court in FY2023 is the introduction of the DUI [Decision Points](#) (DP) curriculum, which provides classes specific to justice-involved individuals (JIIs) with a DUI offense. Individuals are referred to DUI DP at the onset of their DUI Court participation and attend this free, online program two times per week. The DUI DP classes provide specific tactics to encourage individuals to change their behavior. The Recovery Court involved also helps to hold JIIs **ACCOUNTABLE** for their participation and attendance.

During FY2023, DUI Court resumed in-person reporting for new participant orientations and for those who are not in compliance with their court-ordered obligations. Virtual appearances are now given out as a reward to JIIs who adhere to their court contract. Additionally, the [Community Reintegration Unit](#) (CRU) created a DUI Court caseload to better serve and transition participants back to the community from jail.



## VETERANS UNIT

- ACTIVE END OF YEAR POPULATION: 290**
- AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$8.83**
- ANNUAL PROGRAM COST: \$1,034,721**
- AUTHORIZED CASELOAD RATIO: 1 TO 60**
- SUCCESS RATE: 87.2%**

**Drug monitoring results indicate that 41.6% of individuals in the Veterans Unit were drug free in FY2023.**

The Veterans Court Program became operational in 2011 and has evolved over the years to incorporate best practices. As the need for this program grew, additional Veterans Courts were established and as of 2019 there were 12 Veterans Courts in Maricopa County. The Veterans Court Team is committed to assisting Veterans assessed as medium-high to high-risk sentenced to probation. The stakeholders involved include: a judicial officer, probation officers, defense and county attorneys, peer support mentors, staff from the Department of Veteran Affairs, and other outside agencies who all work together for the good of the Veteran.

Veterans Court establishes goals that are tailored to the individual needs of each Veteran in every phase of the program. Sanctions and rewards are often utilized in court to encourage the participants' involvement. Because Veterans have various complex needs and concerns, sessions with the court team can be time consuming and often involve generating creative solutions and thinking outside of the box to assist them. Although normal court operations have resumed, Veterans Court has continued to maintain a hybrid calendar, giving Veterans the opportunity to participate in status hearings virtually or in person based on their needs.

FY2023 is the second year the Veterans Court Program has been involved in a structured three-phase program that focuses on maintaining a stable lifestyle and sobriety, where the participants can graduate after one year of successful compliance. During FY2023, numerous new processes have been discussed and implemented with input from stakeholders and staff with the goal being to strengthen the program to better assist its participants. Examples include a standardized responsibility table for noncompliant behavior, a list of sanction and incentive guidelines, and an orientation for Veterans to participate in at the start of the program. Promotions through the phases of the program are celebrated in court with the probation officer providing a summary of the Veteran's successes thus far, words of encouragement from the courtroom attendees, applause from the team, gift cards, and an

”

I had an individual in Veterans Court that struggled immensely with substance abuse. After seeing that the Veterans Court Team was there to support him through his honest struggles with sobriety, he made the decision to actively participate in VA services. He graduated from their inpatient treatment program and was even hired through the vocational program. He never reverted back to drug use and graduated successfully from Veterans Court early.

MCAPD Supervisor  
Veronica Pena

## MISSION OF VETERANS COURT

We unite through collaborative efforts for Veterans in our criminal justice system; with conviction, compassion and deliberate justice; to address substance abuse, alcoholism and behavioral health issues endured by those who gave so dearly to protect our community.





opportunity for the Veteran to speak to the Court. Additionally, graduations continue to be celebrated by giving participants a Veterans Court coin, gift cards, a card signed by each of the Veterans Court team members, a flag lapel pin, and a Veterans Court Alumni Association bag. Graduates can also receive double credit towards community restitution hours and deletion of some court-ordered fines and fees for successfully completing the program.

The Veterans Court Team continued to be involved in the annual Arizona Veterans StandDown Alliance event, which was held at the Arizona State Fairgrounds on April 28, 2023. The Veterans Court Team worked in conjunction with the court system and numerous other agencies to provide **SERVICES** such as food, clothing, and health screenings to Veterans experiencing homelessness and those at-risk and in need. Many Veterans participated in the event and 68 justice-involved Veterans took advantage of the various **SERVICES** offered. Veterans who were not able to participate in person were able to contact representatives from [Be Connected](#) who helped provide resources and coordinated with attorneys for assistance with court matters.



My probation officer is perfect. She’s genuine, loving, caring, very understanding, patient, she doesn’t lose faith. She has been my number one cheerleader since we met and I couldn’t ask for a better [probation officer].

Individual on Probation Supervision

## **SUPERVISED YOUTH UNIT**

**ACTIVE END OF YEAR POPULATION: 230**

**AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$9.66**

**ANNUAL PROGRAM COST: \$878,932**

**AUTHORIZED CASELOAD RATIO: 1 TO 40**

**SUCCESS RATE: 77.4%**

**Drug monitoring results indicate that 40.1% of individuals in the Supervised Youth Unit were drug free in FY2023.**

The Supervised Youth Unit works exclusively with youths assessed as high-risk, are under the age of 21, and minors whose cases were transferred to the adult criminal justice system for prosecution. MCAPD probation officers in this specialized unit are an integral part of the Department’s Juvenile Transferred Offender Program (JTOP) which is designed as an alternative to detention to support youth who have been convicted in the adult court system. The program works closely with youth, their families, and community stakeholders to quickly address noncompliance in hopes of mitigating risk of re-offense and promoting long-term behavior change.

JTOP includes a therapeutic court process that focuses on holistic support to ensure that youths do not reenter the justice system. As part of the therapeutic court process, the unit’s clinical coordinator assesses each youth, helps determine a treatment plan to support their psychological and developmental needs, and advises all stakeholders in the process accordingly: justice-involved individuals (JIIs), judges, attorneys, and probation. JTOP staff then works with community partners to find appropriate treatment providers who will provide **SERVICES** that are accessible for the youth and their families. In addition to behavioral and mental health needs, JTOP also supports the needs of family systems to address



generational trauma and other issues that affect the youth. The goal of JTOP is to provide as many **SERVICES** as possible, reward positive behavior, and to support each youth in being successful in life and not reentering the criminal justice system.

Although not every JII assigned to the Supervised Youth Unit is eligible to participate in JTOP, they all benefit from working with MCAPD probation officers and a clinical coordinator who are uniquely trained to work with juveniles and young adults. In addition, many of the resources are available to all supervised youth, not only youth in JTOP. Assistance is provided to families with enrollment in Arizona Health Care Cost Containment System (AHCCCS), substance use disorder screenings are completed in-house, and referrals to treatment are made by the unit's clinical coordinator. The clinical coordinator is also able to administer the Shipley-2, a test used to quickly measure intellectual functioning and cognitive impairment.

JTOP has continued to evolve and grow over the course of FY2023, and two new judges have been assigned to this population in the court system. The program's phase system, which includes separate phases for Adjustment, Treatment, Maintenance, and Graduation, has been revamped to more closely align with treatment court best practices and the time frame needed to complete the program. The Maricopa County Attorney's Office is now represented at every JTOP hearing. Members of MCAPD's team have participated in national and statewide treatment court trainings and will continue to adapt and improve the program as needed in the future.

## **REACH OUT PROGRAM**

The Reach Out Program offers justice-involved individuals (JIIs) in jail an opportunity to participate in residential treatment to address substance use disorders in lieu of remaining in custody. The residential treatment opportunity encourages them to achieve prosocial change, reduce recidivism, and decrease jail time. Individuals can return to their community after completing treatment, and they receive the resources to remain sober and complete their probation term. Participants will typically spend 30 to 90 days in residential treatment and are able to graduate to a lower level of care such as intensive outpatient, outpatient, and/or sober living after completing residential treatment. The Reach Out Program is oftentimes a second chance and offers hope for JIIs to change their path.

The Reach Out Program has existed for nearly 25 years and is an invaluable treatment option offered to JIIs who are incarcerated. The JIIs are selected for the Reach Out Program if probation is listed as part of their sentencing terms and they have a substance use history. Prior to starting community supervision, individuals are assessed and identified by a clinician for early release to residential treatment while incarcerated. The Reach Out Program Team coordinates the release from jail into community treatment facilities with the Courts, medical plan liaisons, MCSO, and Correctional Health Services. As of the end of FY2023, the Reach Out Program was working with nine residential treatment facilities and facilitates about 15 weekly releases.



It was a pleasure meeting with a treatment facility director this past year. He completed the Reach Out Program through a court order in 2017. He has since remained sober, gotten married, had two children, bought a home and car, and is now a director at one of the treatment facilities utilized by the Reach Out Program. Reach Out changes lives.

MCAPD Programs Division Manager  
Tameka Loyd



## THINKING FOR A CHANGE & DECISION POINTS

MCAPD’s [Thinking for a Change](#) (T4C) is a cognitive-behavioral therapy program that helps reshape decision-making, promotes social skills development, and teaches problem-solving skills. MCAPD probation officers and staff refer individuals assessed as medium-high or high-risk to T4C classes, which are offered both in-person and online. MCAPD partners with Terros Health, a health care company specializing in mental health and substance use treatment, to administer the program to justice-involved individuals (JIIs.) During FY2023 there were 644 referrals for participation in the program, of which 525 had AHCCCS coverage and were eligible to attend classes at no cost. During this time, there were 24 classes held between the MCAPD and Terros locations. A facilitator training was held in which six Terros staff and one MCAPD staff member were certified as T4C facilitators. Having additional Terros facilitators allowed for in-person classes to re-open at the Mesa Terros location. All Terros classes continue to be hybrid, allowing for both in-person and online participation. A total of 461 JIIs started T4C in FY2023, 197 successfully graduated, and 65 participants were still attending at the end of the fiscal year. Of the graduates, 93 participated online and 104 attended in person. MCAPD offers in-person T4C classes in Phoenix, Mesa, and Glendale in addition to online classes. Classes have staggered start dates to fit into each JII’s unique schedule and the wait time is minimal. Individuals who are placed on the waitlist are offered the opportunity to attend DP classes, another behavioral intervention program which has stand-alone sessions.

To provide resources to incarcerated individuals, MCSO is scheduled to resume T4C classes in the jails. MCAPD will provide T4C co-facilitators to assist with the two male and one female class being offered.

[Decision Points](#) (DP) is a behavior intervention program offered by the Department that equips participants with alternative ways to examine their thinking and the related actions that lead them to possibly reoffend or violate their probation conditions.

In January 2023, six MCAPD staff were trained to facilitate the enhanced DUI DP curriculum that includes refusal and coping strategies. JIIs are referred to DUI DP at the onset of their DUI Court participation and attend this free online program two times per week. The DUI DP refusal strategies include planning and practicing ways to refuse when offered a drink, practicing saying “NO”, and how to duck (avoid)/dodge (leave) situations where drinking may be a temptation. Participants take part in scripting variations of their own refusal strategies and role play with multiple situations to build confidence needed to carry out the strategies in real life. The coping strategies include finding distractions, remembering past negative consequences, talking about the craving, and other cognitive techniques. Homework reports allow participants to identify cravings and temptations outside of class and practice their new skills. In March 2023, a DUI DP class started with only 10 DUI JII participants. By the end of FY2023, a class of 27 DUI specific JIIs started DUI DP, 15 successfully graduated, and 14 were still attending at the end of the fiscal year.

At the end of FY2023, there were six DP classes held including three in-person and three online. The three in-person classes are located at MCAPD offices in Glendale, Mesa, and Phoenix. The Phoenix office is limited to participants with sex offenses while Glendale and Mesa classes are open to all other qualified supervised individuals. The three online classes include the Juvenile Remand population (up to age 24), the DUI DP class, and one open to the JII population. By the end of FY2023, a total of 121 participants successfully completed DP in the fiscal year, and 55 were still participating.

### T4C CLASSES IN FY2023

644 referrals to T4C  
24 classes held  
461 JIIs started classes  
65 were still attending at the end of FY2023

### GRADUATES

197 JIIs successfully graduated  
104 graduates attended classes in person  
93 graduates attended classes online





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





# PRISON REENTRY PROGRAM

**ACTIVE END OF YEAR POPULATION: 350**

**AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$29.51**

**ANNUAL PROGRAM COST: \$3,977,762**

**AUTHORIZED CASELOAD RATIO: 1 TO 20**

**Drug monitoring results indicate that 64.5% of individuals in the Prison Reentry Program were drug free in FY2023.**

The Prison Reentry Units supervise and stabilize individuals who were sentenced to the Arizona Department of Corrections, Rehabilitation, and Reentry (ADCRR) with a Maricopa County probation case to begin upon their release from custody. The purpose of the program is to identify and address an individual’s critical needs (housing, medical/mental health needs, identification, treatment, and employment) that support their successful transition from prison to the community. The goal is to address an individual’s specific needs through collaborative partnerships and referrals to community resources to reduce the number of initial absconders upon release. The Prison Reentry Program also places focus on community safety by utilizing evidence-based practices to identify and manage risk and needs and promoting positive behavior change.

The Prison Reentry Program is comprised of four units engaged in coordinating pre- and post-release **SERVICES**. The pre-release surveillance officer meets with the individual while incarcerated to establish a realistic and supportive release plan and to begin identifying critical needs. In addition, the officer coordinates with correctional staff, mental health providers, and housing and community resources to support the individual’s transition into the community. The field surveillance officer investigates the justice-involved individual’s (JII’s) proposed address, engages with the individual’s family and support system, and addresses their questions or concerns in efforts to establish a positive relationship with the Department prior to release. The post-release probation officers are well-informed regarding the challenges an individual faces reintegrating back into the community. The reentry officers provide support, structure, and guidance by identifying the risks and needs of the individual and connecting them to appropriate resources. Reentry officers assist individuals with establishing short-term goals to address their foundational needs before transitioning them to a standard probation supervision caseload.

The Prison Reentry Program expanded in FY2023 to include the ADCRR, federal custody, and Immigration and Customs Enforcement (ICE) caseloads. These caseloads hold banked caseloads of individuals that the Department monitors.

The ADCRR Team of three caseload administrators have worked closely with the Prison Reentry Program since its inception. This team’s inclusion in the program enhanced communication for the seamless transition of eligible individuals coming out of prison to the Reentry Program. The ADCRR Team audits and monitors the release dates of individuals sentenced to a prison term with a subsequent term of probation (either standard or intensive), including those who are ineligible for the Reentry Program. At the end of FY2023, 9,655 individuals were on the banked ADCRR caseloads.

The ICE caseload is comprised of JIIs who have been verified as having been deported from the United States. The Reentry ICE probation officer monitors these cases for illegal reentry into the United States or to submit expiration paperwork once the probation grant has ended. At the end of FY2023, there were 1,803 individuals assigned to the probation officer and caseload administrator that manage the ICE caseload.

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My probation officer treats me with respect and encourages me to reach my goals.  
Individual on Probation Supervision



The federal custody caseload consists of cases transferred from a field probation caseload after the officer has verified the individual is in federal custody and is pending deportation proceedings or has been deported. Each case is monitored for court dates, custody status, and location of the individual. These caseloads totaled 158 at the end of FY2023.



[My probation officer] has been very informative, supportive and helpful. Unlike in the past, I have actually made huge strides of progress in my life because I have genuinely sought to improve the quality and substance of my life. I have an excellent job, I'm about to embark on an apprenticeship in an excellent field, I live in an excellent community, and the only people who are in my life are highly successful people, and my [probation officer] was there every step of the way. I'm very grateful.

Individual on Probation Supervision

## COMMUNITY REINTEGRATION UNIT

The goal of the Community Reintegration Unit (CRU) is to provide transitional **SERVICES** to justice-involved individuals (JIIs) who are in jail for 60 days or more as a condition of probation. CRU works with JIIs to reduce absconder rates, bridge the gap between jail and the community, and enhance community safety. Officers identify and address critical needs and utilize skill-building exercises to empower and motivate individuals to make positive life changes.

The CRU continues to collaborate with county and community entities to support positive progress, establish more meaningful resource opportunities, and encourage JIIs following release. The unit works closely with MCAPD's Reach Out Program, which is responsible for assessing JIIs prior to their release to determine their individual treatment needs. If the JII is determined to be eligible and availability is identified with an approved treatment provider in the community, JIIs are released from jail early and directly transported to the treatment facility. The CRU refers JIIs to the Reach Out Program and assists in the resolution of lower jurisdictional court warrants so that eligible JIIs can be considered for this limited, valuable resource.

Due to the volume of drug use and overdoses within local jails, CRU has partnered with the MCSO to assist with targeted searches of the various facilities. This has allowed CRU to broaden its sphere of influence and strengthen the relationship with law enforcement partners to hold JIIs **ACCOUNTABLE** for their behavior while incarcerated. These surprise searches have resulted in the seizure and removal of illegal substances from the jail environment.

The CRU IPS officers concentrate reentry efforts on JIIs assessed as high-risk and sentenced to IPS, relying on the use of evidence-based practices. The CRU IPS Team uses a myriad of tools and techniques to provide clarification and guidance to JIIs regarding the probation supervision process. Officers also gather relevant information to help identify drivers of criminal risk factors and to evaluate stages of change. The goal is to implement a course of action that helps JIIs overcome barriers, so they have the best chance of a successful transition back to the community.





The CRU IPS Team monitors successful transitions by tracking JIIs for one month following release with the goal of reducing the absconder rate. The unit has placed an emphasis on using evidence-based practices to motivate JIIs to report to their field probation officers once released. Of the 439 JIIs tracked upon release in FY2023, 83% reported to their field probation officers initially, and after 30 days, 72% were still engaged in probation **SERVICES**.

In FY2023, CRU officers returned to in-person visits with JIIs within the jail facilities on a limited basis. These in-person contacts typically include individuals assessed as high-risk or those who have previously absconded after being released from jail. For other JIIs, officers typically communicate through remote video visitation. This not only saves time and resources but also has the potential to create more in-depth and confidential conversations compared to in-person interactions in the jail environment, which pose certain limitations and distractions.

The CRU Team remains steadfast in its mission to facilitate a smooth transition from jail to the community to help achieve the Department’s goals of successful completion of probation and reduction of recidivism.

## **S E R I O U S L Y M E N T A L L Y I L L P R O G R A M**

**ACTIVE END OF YEAR POPULATION: 859**

**AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$9.08**

**ANNUAL PROGRAM COST: \$2,903,414**

**AUTHORIZED CASELOAD RATIO: 1 TO 40**

**SUCCESS RATE: 65.9%**

**Drug monitoring results indicate that 44.9% of individuals in the SMI Program were drug free in FY2023.**

The Seriously Mentally Ill (SMI) Program is therapeutic-based and provides specialized supervision fit for individuals who have an SMI determination through the Regional Behavioral Health Authority (RBHA). Those with an SMI determination 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 individual on probation. 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 JII. It addresses their risks and needs, assists with positive behavior change, and holds the individual **ACCOUNTABLE** while also being mindful of community safety.

Three SMI units comprised of 21 adult probation officers supervise 859 individuals on probation with serious mental illness. These probation officers work diligently, using their enhanced training and communication skills to collaborate effectively with multiple stakeholders. The SMI Program Team is continuously working with state RBHA clinical teams to advocate for resources for housing, treatment,

”

I feel lucky to be a part of the SMI program where all three units work in a cohesive manner to be able to assist one another in what we can. It’s more of a collaborative community within the officers.

MCAPD Probation Officer  
Carolyn Arteaga



and overall support for each person under their supervision. The SMI probation officers empower the individuals under their supervision to reach new levels of success in a variety of ways.

Mental health hearings are being held both virtually and in-person; however, over the course of FY2023, the Court has begun to shift primarily to in-person hearings to better assist the individual on probation. The ability to conduct review hearings is an important resource for probation officers who supervise the SMI population. Review hearings enable probation officers to promote necessary behavior changes aligned with the risk reduction supervision model and allows the probation officer to work collaboratively with the Mental Health Court Team to set JIIs up for success in the community.

The SMI probation officers empower the JIIs under their supervision to reach new levels of success in a variety of ways. See below quotes from the dedicated MCAPD SMI probation officers:

”

I had a justice-involved individual that had been using meth since he was 14 years old. When he was assigned to my caseload about 10 years ago, he was living with his girlfriend in a trailer in the backyard of his parents’ property. After supervising him for a year and trying to get him to see that he could do something different with his life, he walked into my office and began crying stating that he can “no longer do this.” I helped him get into rehab which he successfully completed the full program for chemical dependency. He then found a sober living placement and continued to attend intensive outpatient treatment and remained on his medication. He graduated successfully from the program and was able to find himself a job and apartment. He was granted an early termination from probation.

”

One afternoon, an individual on SMI probation came to visit me, an officer, after losing temporary housing and appeared very distraught. The individual stated she had not been taking her medication. I was able to assist in getting her into a medical assistance rideshare and she was able to be seen at her clinic. She was assessed and she was taken for observation and hospitalized due to the severity of her psychosis. When discharged, she was eligible for placement in a 24-hour behavioral health residential facility. Since placement at the facility, she has had dental work done to address hygiene and health issues, will be obtaining dentures, and has a foot surgery scheduled. She looks vibrant, energetic, and is excited for the future. She has expressed she is appreciative to have felt like someone stood in her corner in a moment she was ashamed to ask for help and has since completed a 180 into a healthy and happy member of the community.



I recently had an individual on probation released from jail directly to an inpatient treatment facility. After overcoming initial struggles upon release, she was able to find treatment and is on track to graduate the program. She has continued to participate in mental health treatment, maintained her sobriety, and is attending therapy. She has had a change of attitude and frame of thought by problem solving and creating plans for the foreseeable future.

## ADULT EDUCATION PROGRAM



MCAPD’s Frank X. Gordon (FXG) Adult Education Program provides no-cost adult education and workforce **SERVICES** to adults 16 years or older in the community. As part of the Community Transition and Support Division, the Department’s education staff recognize that education and English language literacy are important in transitioning justice-involved individuals (JIIs) back into the community. Increased education levels and computer/digital literacy have pivotal roles in decreasing recidivism rates while increasing self-sufficiency, career opportunities, probation completion rates, and secondary education opportunities.



[My probation officers] do and care more for me than anyone else ever has in my life. They couldn’t be more helpful and have helped me into a better person.

Individual on Probation Supervision

The FXG Adult Education Program provides adult education **SERVICES** and pathways to earn a High School Equivalency (HSE) diploma in many ways, including GED test preparation, Adult Basic Education (ABE) classes, workforce preparation, and English as a Second Language (ESL) classes year-round in the central Phoenix, Mesa, and Glendale MCAPD buildings. The program receives grant funding from the Arizona Department of Education to increase the **SERVICES** available to all community members, regardless of probation status. Each education center has a fully equipped computer lab open to students for online learning, job searching, resume building, and increasing computer and digital literacy skills. The FXG Adult Education Program provides students access to interactive online learning programs free of charge. These programs allow students flexibility to study outside the traditional classroom setting and the opportunity to take advantage of studying online or virtually. The FXG Adult Education Program also utilizes an Arizona Department of Education grant which funds laptops and internet hotspot-lending libraries. This grant helps to assist individuals who cannot otherwise afford laptops or internet service, bridges the digital divide for adult students, and supports a digital/internet literacy program.

## DID YOU KNOW...

The FXG Adult Education Program receives grant funding from the Arizona Department of Education to increase the **SERVICES** available to all community members, regardless of probation status.





In FY2023, 327 individuals started the program registration process, with 182 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. In FY2023, there were 134 ABE/ GED students and 48 English/ESL students who attended at least 12 hours of classes

## FXG ADULT EDUCATION PROGRAM IN FY2023

327 individuals started the registration process  
 182 completed registration  
 134 ABE/GED students  
 48 English/ESL students  
 Attended a total of 10,197 hours of instruction  
 58 students achieved one educational level advancement  
 16 students earned an HSE diploma


making them eligible to be counted on the Arizona Department of Education federal and state reports. Those 182 students attended 10,197 hours of instruction, and 58 of the 182 total eligible students achieved at least one educational level advancement, demonstrated through the proctored state-mandated online test of ABE. Lastly, 16 students earned an HSE diploma issued by the Arizona Department of Education.

To increase awareness, interest, and outreach for the FXG Adult Education Program, an updated and improved website for the program went live in FY2022, [www.fxgeducationcenter.com](http://www.fxgeducationcenter.com). Social media accounts were created for the education program so interested parties can easily find the website. In FY2023, the website had 6,298 site visitors, which indicates that prospective students are finding the FXG Adult Education Program online when searching for GED programs. This number nearly doubled since the previous fiscal year.

The FXG Adult 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 the federal grant is to integrate adult education and workforce **SERVICES**. The **SERVICES** offered through the program are connected to workforce, college, and career training through a partnership with the Smart Justice Program (SJP) from [ARIZONA@WORK](http://ARIZONA@WORK) in Maricopa County and have partnered with them for the last eight years. The ARIZONA@WORK SJP is a specialized team of career and workforce advisors who support and work specifically with JIIs to address unique obstacles they face when job searching. The SJP team works in the Education Centers at four MCAPD buildings in Phoenix, Glendale, and Mesa. In FY2023, the program made efforts to work closely with other workforce agencies, including the City of Phoenix and Maricopa County, which included creating shared referral systems and inter-agency collaboration. This ensures WIOA services are available to all people who need it with a “no-wrong door” entry approach.

The FXG Adult Education Program offers workforce preparation and skills training through three customer service-related industry-recognized credentials as part of the Integrated Education and Training program. In this program, adult students work towards their HSE diploma in combination with learning workforce preparation skills. These include soft skills and inter-personal communication with specific workplace training which leads to an industry-recognized credential. In FY2023, the National Retail Federation offered the following programs available at no cost to students: Retail Fundamentals, Customer Service and Sales, the Business of Retail (retail management), and a Warehouse/Logistics certificate.

MCAPD’s FXG Adult Education Program continues to provide much needed resources, instruction, and support for community members to increase education levels, workforce and training opportunities, and quality of life for those at-risk in the surrounding communities. Increasing education levels contributes to reduction of poverty, reducing recidivism, and increasing community safety.



**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: 24,399

SUCCESS RATE: 76.9%

COMMUNITY RESTITUTION HOURS COMPLETED BY INDIVIDUALS ON STANDARD PROBATION SUPERVISION: 271,791

## STANDARD PROBATION EXCLUDING SPECIALIZED SUPERVISION

ACTIVE END OF YEAR POPULATION: 13,748

SUCCESS RATE: 76.9%

AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$5.41

ANNUAL PROGRAM COST: \$39,856,370

AUTHORIZED CASELOAD RATIO: 1 TO 60

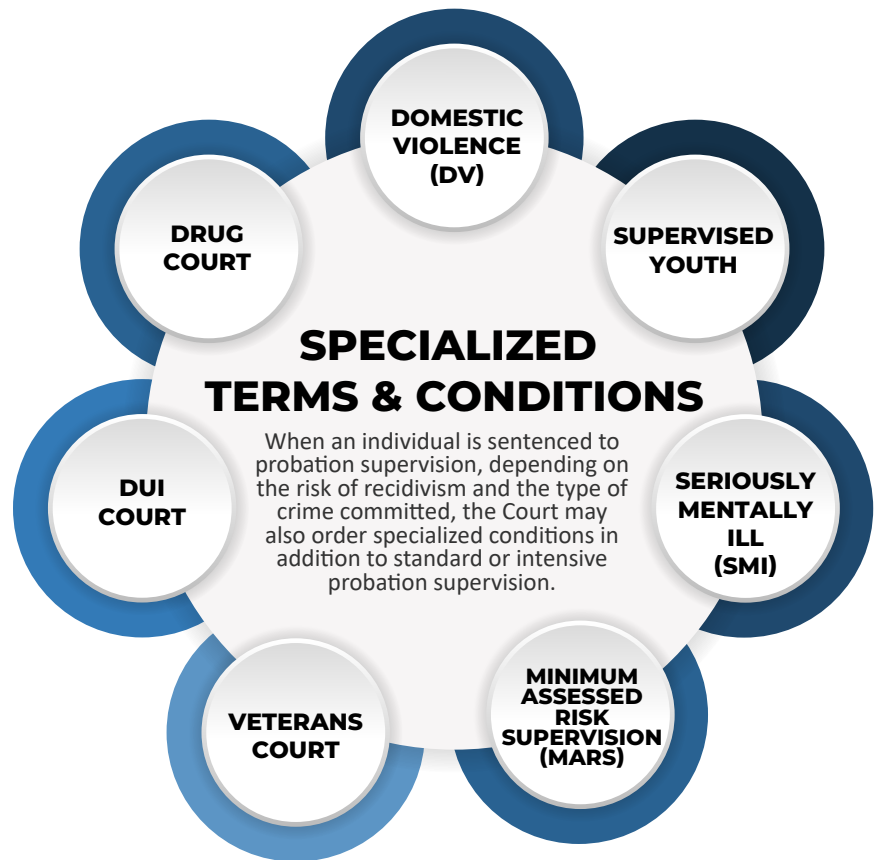
Drug monitoring results indicate that 50.4% of individuals on standard probation supervision were drug free in FY2023.

Most individuals sentenced to probation are placed on standard probation supervision (SPS). Within SPS, there are a variety of subpopulations in which specialized conditions of probation can be added to a justice-involved individual's (JII's) probation grant (such as Drug Court, DV, sex offender, gang, white collar, etc.)

The standard field probation population has grown significantly in FY2023 as court operations returned to pre-pandemic levels. As a result, the program has many new probation officers who are trained and equipped with the skills and techniques required to supervise the individuals assigned to their new caseloads.

In light of the Department's **RENEWED MISSION**, new and existing probation officers dedicate themselves to **SERVICE** and **ACCOUNTABILITY**. MCAPD officers **SERVICE** the community by maintaining flexible schedules to ensure availability of support to individuals supervised in the community. **SERVICE** to the JIIs means they will be treated with dignity and respect and provided with the tools, resources, and support they need to live in the community as law-abiding citizens. These individuals will also be held **ACCOUNTABLE** toward their case plan goals.

Officers with a standard field caseload attend hours of training in Risk Reduction, which provides officers with supervision techniques that research has proven will promote positive behavior changes within individuals. In addition, officers continue their education in assessing JIIs' risk of reoffending, which keeps them up to date on the latest research and supervision strategies.







Officers are also provided with the latest equipment and technology, and many meetings with JIIs are held virtually. Virtual meetings are a tool that officers can use to overcome barriers such as transportation or work schedules and allow for quick check-ins to discuss positive behavior change in a more relaxed environment. Officers also have face-to-face and in-person interactions with JIIs at probation locations or in the community in order to maintain **SERVICE** and **ACCOUNTABILITY**. The MCAPD is continuously improving business practices and keeping up to date with supervision strategies and evidence-based practices which result in positive outcomes for the community and those individuals being supervised. The MCAPD remains dedicated to its **RENEWED MISSION** to provide effective community supervision and positive change in its support of community safety.



[My probation officer] has been incredibly helpful and is always there to assist with any issues when they arise. I can't really think of anything else they can do, they are always super helpful when I reach out to them to relay issues or information to them. They [are] very professional and supportive, the exact opposite of what I expected probation to be like before being put on probation.

Individual on Probation Supervision



MCAPD Probation Officers Delma Navarro, Jesse Perez, and Anai Gonzalez.

**MINIMUM ASSESSED RISK SUPERVISION**

- ACTIVE END OF YEAR POPULATION: 2,726**
- AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$1.85**
- ANNUAL PROGRAM COST: \$1,310,324**
- AUTHORIZED CASELOAD RATIO: 2 TO 350**
- SUCCESS RATE: 99.1%**
- Drug monitoring results indicate that 57.6% of individuals on MARS were drug free in FY2023.**

The Minimum Assessed Risk Supervision (MARS) caseloads consist of individuals sentenced to SPS who have been assessed as low risk for reoffending according to the OST or FROST, the Department's validated risk assessment tools. Because these individuals are assessed as low-risk, they can be successful on probation with less direct supervision than individuals assessed as medium-high or high-risk and are therefore supervised on a larger authorized caseload of 350 supervised individuals to one probation officer and one case administrator. Evidence-based practices are utilized by the MARS Teams to ensure timely communication and appropriate supervision to assist with the successful completion of probation while keeping the community safe. At the end of FY2023, there were eight standard MARS Teams and one MARS Team that supervises low-risk individuals on probation for white collar offenses (supervised at a ratio of 2:150).



The MARS Program continues to be successful with a 99.1% successful completion rate. In FY2023, there was a focus on continuing to expand the criteria for low-risk cases eligible for the MARS Program. The MARS Team collaborated with the Department’s Financial Compliance (FinCom) Unit for the collection of court-ordered restitution to provide additional support to victims. A significant screening and intake effort was conducted to identify low-risk cases eligible for MARS, and three new MARS caseloads were created to accommodate the large growth of the program. The reallocation of low-risk cases from standard caseloads to MARS caseloads allows standard probation officers to focus more on supervising individuals assessed as medium-high or high-risk in the community. The MARS Teams continue to reward JIIs’ compliance with submissions of early terminations and through earned time credits while addressing positive and negative behavior with appropriate and graduated responses. The changes in FY2023 support the **RENEWED MISSION** to ensure good **SERVICE** to stakeholders, provide **ACCOUNTABILITY** for JIIs and staff, and **INFLUENCE CHANGE** for JIIs under supervision.



When I was offered probation I thought of it as a punishment.

As I was integrated into the [probation] process, I was sure I would be treated as a criminal...

[My probation officer] reminded me that compassion, understanding, and **ACCOUNTABILITY** are the fundamental building blocks of restoring social responsibility to those struggling for a hand hold on a life worth living.

In my humble opinion his designation should be changed from Probation Officer to Civic example, mentor, therapist, big brother and guide to this crazy world we share with a billion other people.

The probation system works.  
People are helped, they are heard, they get better. Don’t change a thing.

Justice-Involved Individual



# INTENSIVE PROBATION SUPERVISION

**ACTIVE END OF YEAR POPULATION: 1,224**

**AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$26.78**

**ANNUAL PROGRAM COST: \$11,516,889**

**AUTHORIZED CASELOAD RATIO: 1 TO 15**

**SUCCESS RATE: 64.2%**

**Drug monitoring results indicate that 51.6% of individuals on IPS were drug free in FY2023.**

The Intensive Probation Supervision (IPS) Program is utilized as a sentencing alternative for individuals assessed as high-risk on a validated risk assessment. Oftentimes, IPS is used as a graduated response for a justice-involved individual (JII) to make behavioral changes while being supervised in the community. IPS provides enhanced supervision while monitoring the individual’s movement and activities in the community. Officers work to reduce the risk to the community with an enhanced approach to supervision. The goal is for individuals to make positive behavioral changes to graduate to SPS.

The levels of IPS are designed to provide JIIs more structure initially until they gain stability. Officers with an IPS caseload receive additional core correctional practices training and begin utilizing these learned skills on the first contact with the individual and their family or support group. Officers spend time talking with family and friends of the JII to involve and further develop their support system to increase their chances of being successful.

In FY2023, the IPS Program expanded its **SERVICES** by transitioning several existing IPS caseloads to specialized IPS-JIW caseloads as well as one specialized IPS-DV caseload.

**JIW:** The IPS-JIW caseload takes a more therapeutic approach to supervision and seeks resources specifically for women as the Department strives to better serve all women on probation. A continuity of care has been established over the course of FY2023 for women on IPS-JIW caseloads to have a smooth transition to a SPS-JIW caseload. This allows them to continue supervision with JIW probation officers to afford them with the best opportunity possible as they continue their path to success.

**DV:** The DV caseload was established with the purpose to increase efforts to address not only the unique needs of this population, but of victims and other members of the community as well. Throughout FY2023, the officer assigned to the IPS-DV caseload has developed a collaborative relationship with local treatment providers and has worked to establish a smooth transition from IPS to the standard DV caseloads. This caseload has allowed individuals another opportunity to be successful on supervision, within the community, and potentially in their relationships.

The IPS Program has experienced growth as it continues to be an effective option for a unique population. With the extensive training officers receive and their dedication to working with individuals assessed as high-risk and high-needs, officers are working daily to enhance community safety and provide needed skills to these individuals for long-term, sustainable change.



[My probation officers] do and care more for me than anyone else ever has in my life. They couldn’t be more helpful and have helped me [become] a better person.

Individual on Probation Supervision





## SEX OFFENDER PROGRAM

**ACTIVE END OF YEAR POPULATION: 3,229**

**AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$10.92**

**ANNUAL PROGRAM COST: \$12,451,728**

**AUTHORIZED CASELOAD RATIO: 2 TO 60**

**Drug monitoring results indicate that 63.3% of individuals in the Sex Offender Division were drug free in FY2023.**

The purpose of the specialized Sex Offender Program is to provide enhanced management of individuals on probation with sex offender conditions. The program utilizes evidenced-based practices to manage the risk of reoffending, prevent further victimization, and enhance the public safety and well-being of communities. The Sex Offender Program uses a research-based Dynamic Containment Model that focuses on treatment, assessments, and enhanced supervision strategies, which emphasizes communication between probation officers and treatment providers to monitor and identify patterns of behavior. The goal of the program is enhance community and victim safety while **INFLUENCING CHANGE** in the justice-involved individual.

The Sex Offender Program recognizes the needs of victims and is dedicated to providing them support and assistance. Probation and surveillance officers within the program supervise individuals who were granted SPS or IPS, including those who are youthful, SMI, JIW, and those who have been court-ordered to wear a GPS ankle monitor. Additionally, the program contains a reentry team that provides support to individuals reentering the community on supervision after serving a period of incarceration. Probation and surveillance officers work as a team, utilizing ongoing specialized training to enhance supervision and continuously assess treatment needs and the risk of reoffending. Officers work closely with contracted treatment providers, the community, and law enforcement. The program is committed to promoting positive behavioral change and reducing recidivism among supervised individuals.

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.

**A PRESTIGIOUS NACO ACHIEVEMENT AWARD WAS RECEIVED FOR THE CREATION AND OPERATION OF THE INTERSTATE COMPACT AND OUT OF COUNTY (OOC) SEX OFFENDER PROGRAM, SEE PAGE 71 FOR MORE DETAILS.**

## DOMESTIC VIOLENCE PROGRAM

**ACTIVE END OF YEAR POPULATION: 945**

**AVERAGE DAILY COST PER SUPERVISED INDIVIDUAL: \$11.28**

**ANNUAL PROGRAM COST: \$3,777,405**

**AUTHORIZED CASELOAD RATIO: 2 TO 60**

**SUCCESS RATE: 70.4%**

**Drug monitoring results indicate that 54.3% of individuals in the Domestic Violence Program were drug free in FY2023.**

The MCAPD has a specialized Domestic Violence (DV) Program that uses a team approach to probation supervision. The team approach allows those convicted of DV offenses to be monitored more closely in the community, which is critical to the Department’s commitment to **ACCOUNTABILITY** and supporting those impacted by crime. Officers with a DV caseload receive specialized training in the dynamics of intimate partner violence and learn the best strategies to supervise this unique population, all while promoting the safety of victims. Historically, the DV Program targeted the most serious individuals placed on probation for offenses against an intimate partner or family member.



With the mindset of **INFLUENCING CHANGE**, the DV Program has focused on three main areas of growth in FY2023:

- 1** Staff identified populations within the DV Program that could benefit from various changes in supervision, leading to subpopulations within DV to better address the unique risk and needs of the population.
- 2** The DV Program focused on cultivating collaborative relationships with community treatment providers. In April 2023, the DV Program hosted an open forum with community based DV treatment providers, with the intent to improve collaborative efforts and establish an understanding of the expectations of probation staff, the Court, and providers. The open forum was a success. Conversations centered primarily around DV treatment curriculums, progress reports, program specifics, information sharing, victim advocacy involvement, and post-pandemic expectations. Additionally, MCAPD strengthened the collaboration with Chrysalis, a non-profit DV community resource program that offers DV **SERVICES** such as emergency shelter, treatment, victim advocacy, counseling, community education, and transitional housing. A meet and greet was arranged with Chrysalis staff to attend the Department’s annual DV joint unit meeting in April 2023. The meeting was held to familiarize new Department staff with their assigned advocates at Chrysalis and served as a refresher of the advocate’s role. The collaborative relationships the Department has with treatment providers such as Chrysalis is integral in offering resources to victims.
- 3** The DV Program has focused on effectively utilizing DV-specific resources. The Arizona Protective Order Initiation & Notification Tool (AZPOINT) allows people seeking orders of protection or injunctions against harassment to complete the petition from the convenience and safety of their own homes. This system also allows for swift notification to law enforcement officers who serve the orders once granted by a judge. MCAPD DV officers have access to AZPOINT for the purpose of supporting victims in submitting and serving protection orders. With the ability to access this valuable information, officers can better assist the victims they work with and appropriately address the behaviors of justice-involved individuals.

”  
We are extremely grateful for our collaboration with Chrysalis. They not only offer **SERVICES** to our victims, but also have a substantial DV Offender Program as well.  
MCAPD Division Manager  
Kristi Ward

## DID YOU KNOW...

On September 24, 2022, HB 2604 went into effect, lengthening the duration of a protective order from one to two years. This law also extended the length of emergency orders of protection from 72 hours to seven days. DV officers view these new developments as truly beneficial to the victims of DV.

## FEEDBACK FROM VICTIMS OF DOMESTIC VIOLENCE:

“I just thought I should thank you for what you did do. Thank you for reaching out to me and helping me with my voice being heard! It was a HUGE WIN for my family & I! I learned soo much & saw soo much that truly opened my eyes & I thank you for letting me be a part of the sentencing so I can speak on my behalf! Thank you so much!”

Victim on DV Probation Officer  
Gaby Perez’s caseload

“Cherynne was listening to me and was actually helping. She was the first person in two or three years that actually saw me and didn’t blame me.”

Victim on DV Probation Officer  
Cherynne Lara’s caseload



MCAPD DV Probation Officers Cherynne Lara and Gaby Perez.

## FUGITIVE APPREHENSION UNIT

The Fugitive Apprehension Unit (FAU) continues to be a leader in the community corrections field in searching for and apprehending justice-involved individuals (JIIs) who have absconded from probation supervision, have warrants issued for arrest, or have failed to appear for court. In FY2023, the Department’s FAU worked with a neighboring probation department’s FAU to train and assist their department in deploying an effective and successful unit, including training in defensive tactics, handgun and rifle usage, as well as recertification of trainings previously provided to their staff.

FAU officers work closely with local, state, and federal law enforcement agencies to assist with the apprehension and arrest of individuals with an outstanding warrant. One of the highlights of FY2023 was Operation Summer Shield, which was conducted with the Phoenix Police Department over the course of a week. FAU staff assisted in arresting 142 JIIs with probation warrants, arresting 34 JIIs with pretrial failure-to-appear warrants, and confiscating 2 firearms, 500,000 fentanyl pills, cocaine, methamphetamine, and drug paraphernalia. These partnerships with other law enforcement agencies have been critical in ensuring individuals are apprehended as quickly and safely as possible.

In addition to apprehension, FAU has continued to improve its process of transportation of arrested individuals on probation to jail facilities. FAU completed 1,082 transports to jail and booking in FY2023.

**THE JAIL TRANSPORTS AND BOOKING PROGRAM OF FAU RECEIVED A PRESTIGIOUS NACO ACHIEVEMENT AWARD FOR THE CREATION AND OPERATION OF THE PROGRAM, SEE PAGE 72 FOR MORE DETAILS.**





For this process, FAU transport officers hand off individuals arrested in the field to a dedicated FAU Team who is housed in the MCSO ITR facility. The FAU Team at ITR handles most jail bookings (a time-consuming process) for the Department. The new process of having officers dedicated solely to bookings and transports has allowed for FAU field officers to dedicate more time to apprehension and location of JIIs and working with law enforcement partners.

FAU also assisted MCAPD field officers with 398 probation searches throughout FY2023. As a result, MCAPD confiscated numerous firearms, drugs, and other inappropriate or illegal items, improving community safety.

FAU has an active team of support staff, caseload administrators, and an intelligence analyst probation officer who manage the hundreds of cases going in and out of FAU each month and review older cases to determine if the warrant might be appropriate to request the Court to purge or quash.

The FAU Team is hard at work all year long between receiving warrants, arresting individuals who have absconded, and transporting individuals to jail. Below are FAU’s statistics from FY2023:

## SEARCHES

A search consists of a team of probation officers, collaboratively with local law enforcement, sweeping a supervised individual’s residence or property for illicit weapons, substances, or items the individual was court-ordered to not have possession of. Searches are one of the primary tasks probations officers perform to ensure community safety.

# FAU IN FY2023

## WARRANTS

TOTAL: **11,114**

FAU receives an average of 926 cases in warrant status per month from the probation field for location and apprehension.

- 8,526 standard probation warrants**
- 1,467 intensive probation warrants**
- 22 unsupervised probation warrants**
- 1,099 pretrial warrants**

## ARRESTS

TOTAL: **4,229**

FAU officers arrest JIIs directly and indirectly

- 1,442 arrests of individuals assigned to field/pretrial probation officers** (These cases are not assigned to FAU)
- 1,472 direct arrests**
- 1,315 indirect arrests** (Information and/or intelligence was provided to law enforcement who then arrest the individual)

## JAIL TRANSPORTS

TOTAL: **1,082**

FAU officers transport arrested individuals on probation from the field to jail facilities.

- 1,082 jail transports**

## WARRANT QUASHES & PURGES

TOTAL: **646**

FAU officers track quashed warrants when an individual satisfies a condition of a bench warrant or order without an arrest, and prioritize resources by asking a judge to purge older warrants for non-violent offenses that satisfy an extensive list of criteria.

- 565 warrant quashes**
- 81 purges**

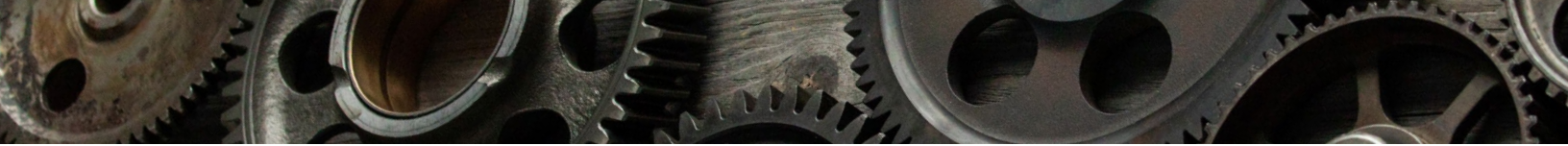




**COMPLIANCE &  
SUPPORTIVE SERVICES**

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





## UNSUPERVISED PROBATION

- ACTIVE END OF YEAR POPULATION: 1,229**
- AVERAGE DAILY COST PER INDIVIDUAL: \$1.72**
- ANNUAL PROGRAM COST: \$713,139**
- AUTHORIZED CASELOAD RATIO: 2 TO 500**
- SUCCESS RATE: 99.2%**

The Unsupervised Probation Unit provides administration over those court-ordered to unsupervised probation. Individuals who are placed on an unsupervised probation caseload are monitored for new criminal activity and court-ordered financial fees and fines, including restitution. Unsupervised Probation Teams are made up of one probation officer and one caseload administrator to monitor compliance of individuals on unsupervised probation to ensure conditions are satisfied prior to sentence expiration.

Similar to MARS supervision, unsupervised caseload sizes are larger than standard caseloads (2:500); however, in contrast to MARS caseloads, the team does not perform fieldwork or direct community supervision. Individuals on unsupervised probation may reside in any county in Arizona without applying for an inter-county transfer. Depending on the type of offense, the classification of the offense, and the terms and conditions, individuals may still need to apply for Interstate Compact to live outside the state of Arizona.

Some justice-involved individuals (JIIs) on unsupervised probation are those who have been ordered to pay restitution and are actively serving their initial probation grant or have had their probation extended for restitution purposes. Often, when probation has been extended for restitution purposes, the individual’s supervision has been modified down by the Court from standard probation to unsupervised probation.

Unsupervised Probation Teams devote a significant amount of time to restitution cases by completing restitution delinquency memos, victim contacts, and financial compliance work with individuals. When compliance is not achieved, JIIs may be brought back before the Court for additional action. Unsupervised Probation Teams are located out of the Downtown Justice Center. At the end of FY2023, there were a total of 1,229 JIIs on unsupervised probation.

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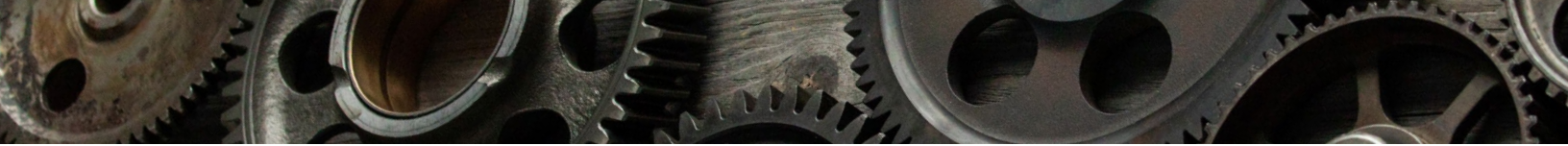
My probation officer really provided me everything I needed for these past 5 years. He helped me stay accountable which helped me remain sober... If I ever needed to talk about something personal, he would always listen and provide feedback or advice.

Individual on Probation Supervision

## INDIRECT SERVICES

Prior to March 2023, Indirect Services was comprised of the following caseloads: ADCRR, ICE, federal custody, and Out of County (OOC) Outgoing. Due to the reorganization of the Department structure effective March 2023, most of the caseloads listed above transferred to the [Prison Reentry Program](#) and only OOC Outgoing has remained in Indirect Services. The OOC Outgoing Team oversees justice-involved individuals who have been convicted of a crime in Maricopa County but whose probation grant has been accepted for supervision by a different county in Arizona via inter-county transfer. In general, if an individual plans to live in another Arizona county for 120 days or more, is a resident there, has family members who live there, or has a confirmed job offer, they may request to apply for an inter-county transfer. The OOC Outgoing Team monitors cases being supervised throughout Arizona to ensure conditions are being met prior to probation expiration, monitors non-compliance, and works as a liaison between Maricopa County and other counties across the state of Arizona. At the end of FY2023, the OOC Outgoing Team, which consists of three caseload administrators and one probation officer, was managing 1,565 cases.





## INTERSTATE COMPACT

MCAPD's Interstate Compact Program is a part of the nationally regulated Interstate Commission for Adult Offender Supervision. This commission has been in existence since 1937 with Arizona joining in 2002. The compact serves as an agreement between all 50 states and three territories of the United States. The goal of the commission is to regulate the transfers of supervised individuals between states and enforce the rules of the compact. The program provides each individual state with the authority, **ACCOUNTABILITY**, resources, and information to ensure justice-involved individuals (JIIs) are appropriately supervised even when they move across state borders. MCAPD has two Interstate Compact units: an incoming unit and an outgoing unit. The two units work closely together and share some overlapping duties. The main functions of each are detailed below:

### INTERSTATE COMPACT INCOMING

When an individual commits a crime and is convicted in another state, they may be subjected to serving a jail term or sentenced to probation in that state, according to its laws. With the understanding that JIIs benefit with the assistance of family and more stable environment, Interstate Compact is the mechanism for the JII to transfer their probation grant and be supervised in Arizona to complete their probation term.

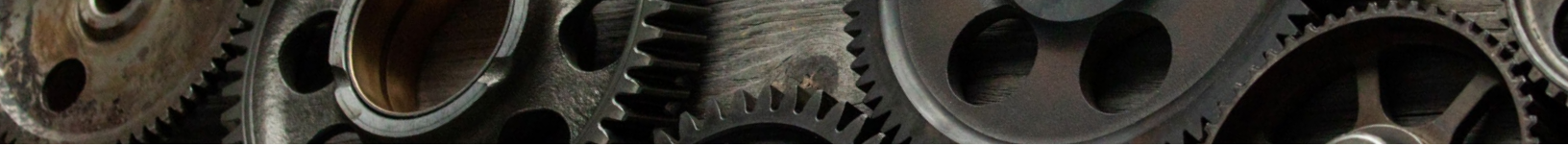
When probation officials in another state contact the MCAPD Interstate Compact Incoming Team, officers investigate the facts to ensure all procedures are followed. Probation officers ensure the individual has at least three months remaining on their term of probation and determine whether the individual is in compliance with the terms in the sending state. Family members of the individual are contacted and a plan is put into place to ensure the JII is employed, has visible means of support and counseling services, or has access to other programs that assist with the individual's transition.

The Interstate Compact Incoming Team provides **SERVICES** to a variety of individuals. JIIs who are assessed medium-low, medium-high, or high-risk for reoffending require face-to-face **SERVICES** and are monitored closely. For those who assessed as low risk of reoffending and otherwise qualify, the Department offers supervision on an ISC MARS caseload specifically for incoming cases. The ISC MARS caseload, which allows individuals assessed as low-risk to be supervised in alignment with their risk level, is comprised of approximately 270 individuals and is managed by an Interstate Compact Incoming probation officer and case administrator.



My probation officer... was not only the most [caring] and accepting [probation officer] but the most uplifting and encouraging Person I have ever even been aquatinted with law enforcement. He is the best probation officer ever and he changed my life. He put up with so much... and so patient. He deserves an award and any person to get him as a [probation officer] has struck gold. He will continue to change lives and make people better out on the streets.  
**GUARANTEED!!!!**

Individual on Probation Supervision



MCAPD officers and staff utilize validated risk assessments to ensure the individual obtains the **SERVICES** and treatment needed. In FY2023, the Interstate Compact Incoming Team investigated 662 cases and accepted 542 cases. This means that at the end of FY2023, 542 individuals were transferred from another state into Maricopa County where they could better leverage their proximity to family, employment, or support systems to contribute to the community and successfully complete probation.

### **INTERSTATE COMPACT OUTGOING**

The Interstate Compact Outgoing Program is a path for JIIs sentenced to probation in Maricopa County to transfer their probation grant to another state where they likely have a more stable and prosocial support system, which increases the likelihood of success on probation.

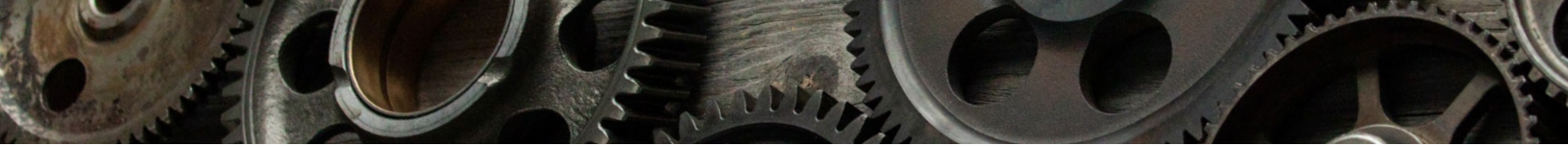
The MCAPD Interstate Compact Outgoing Team, which consists of two probation officers and two case administrators, ensures all applicants requesting a transfer to a different state are eligible according to both Interstate Compact rules and MCAPD standards. Approval for transfer depends on whether the JII is compliant with all MCAPD conditions of probation, presents a reasonable justification for the transfer, and has a valid supervision plan. The receiving state determines the acceptance or denial of a transfer request. Once accepted by a receiving state, JIIs are responsible for abiding by both sets of probation conditions – those of Maricopa County and of the receiving state.

At the end of FY2023, the Interstate Compact Outgoing Team’s caseload totaled 609.

## **COMMUNITY RESTITUTION**

The Community Restitution Program (CRP) is committed to offering safe and worthwhile projects to individuals who were court-ordered to complete community restitution hours as a condition of probation. The CRP continues to engage with existing and prospective non-profit and municipal partners in providing justice-involved individuals with the resources to complete community restitution. Matching an individual with a partner organization is usually mutually beneficial: the partners gain resources to achieve their mission, and the individual gains valuable social awareness and a meaningful **SERVICE** experience, which helps them fulfill their court-ordered obligations and work towards positive behavior change. Individuals on probation supervision can also earn community restitution credit when completing a treatment program, a GED or high school diploma, or trade/vocational programs. MCAPD is exploring avenues where individuals could receive credit for community restitution while learning a trade that they might use in future permanent employment like welding, construction, or roofing. To further develop this concept, CRP is exploring the practicality of developing an internship program with development partners, such as the City of Phoenix Parks and Recreation Department.

The efforts of CRP helped individuals on probation complete 316,800 community restitution hours in FY2023, the majority of which were completed at partner agencies or municipal partners.



## COLLECTIONS

### FINANCIAL COMPLIANCE UNIT

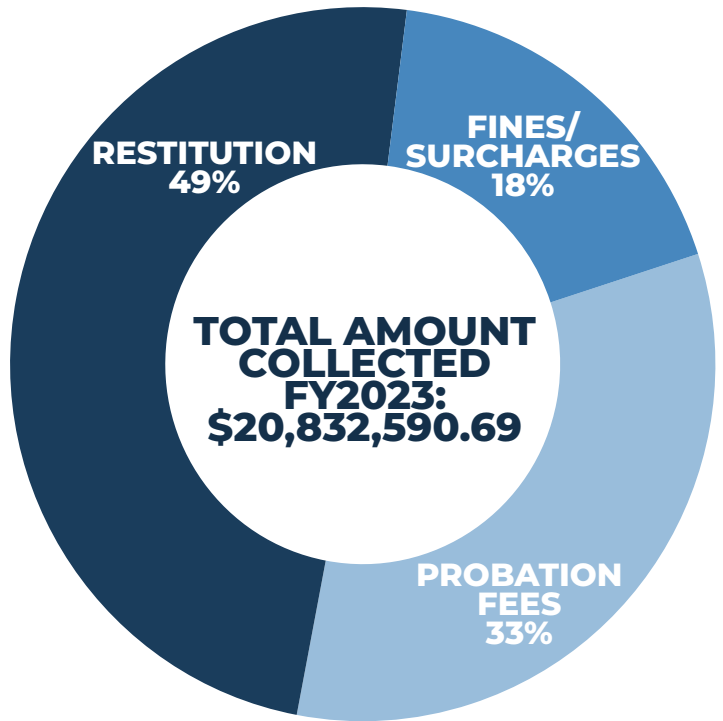
The Financial Compliance (FinCom) Unit works collaboratively with probation officers to assist in the collection of court-ordered financial obligations. Justice-involved individuals (JIIs) are often ordered to pay various restitution, fines, and fees. The collectors work together with JIIs to maintain **ACCOUNTABILITY** with financial obligations while giving high priority to victim restitution. **MCAPD collected \$20,832,590.69 in probation service fees, restitution, and fines/surcharges in FY2023.**

In general, officers refer supervised individuals on their caseload who are delinquent in payments to a FinCom collector. In FY2023, the FinCom Unit started with 10 collectors and one judicial financial clerk and added three additional collectors throughout the fiscal year. Collectors reach out to and communicate with JIIs to determine how to assist with gaining compliance with financial obligations to the Court and victims. They motivate

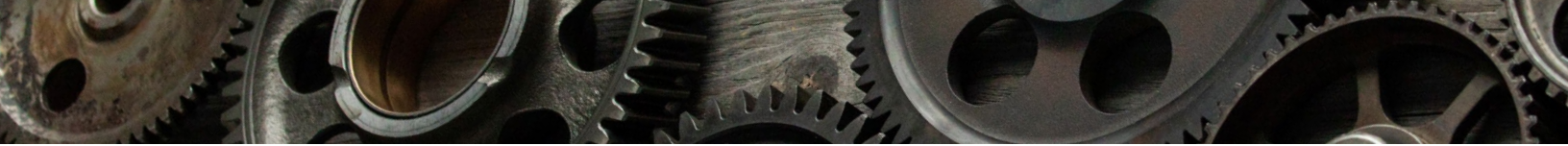
and educate the JII on the importance of making regular monthly payments. Collectors also complete Payment Ability Evaluations with JIIs to help them draft payment plans that are unique and appropriate to their individual circumstances and ability to pay. Collectors can enter the individual into an agreement to temporarily lower the monthly payment in order to increase the likelihood of receiving a payment. Collectors can also support JIIs by providing employment and community resources to JIIs.

FinCom collectors ensure that all court-ordered financial obligations reconcile with the Clerk of Court Restitution, Fines, and Reimbursements system by completing financial audits and informing the JII of accurate balances. The collector will educate the JII on the consequences of a Criminal Restitution Order to avoid added interest, restitution liens, and interception of Arizona state tax refunds. They also explain incentives of earned time credit to possibly shorten probation grants. Another successful tool used is providing JIIs education on budgeting and helping identify spending leaks and improving spending habits. Budgeting education aims to assist JIIs with making regular monthly payments, staying in compliance with their court-ordered financial obligations, and learning better financial habits in their personal lives. Collectors continue to strategize unique and innovative ways to collect payments by using technology to secure payments that easily monitor payment compliance.

**Of the approximately \$20 million collected by the Department, FinCom Unit collectors assisted in the collection of \$1,532,962.55 with \$661,859.02 going towards victim restitution.**

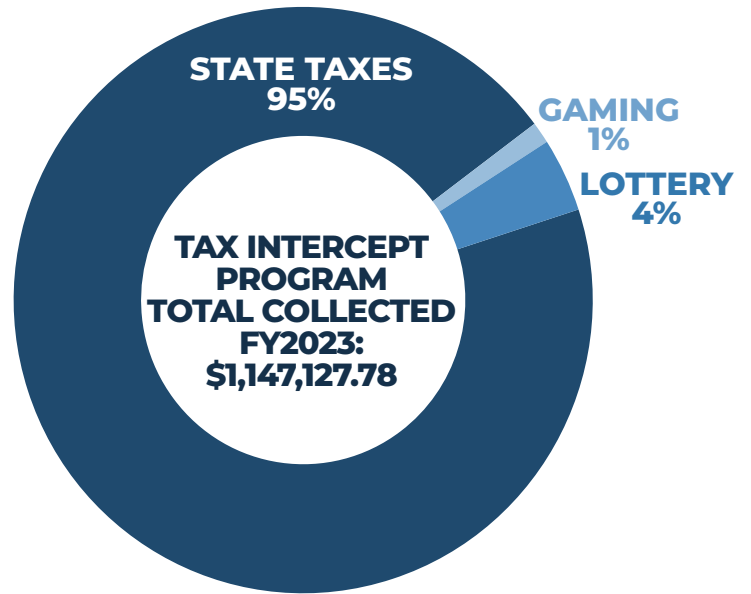






### TAX INTERCEPT PROGRAM

The Debt Setoff Program (Tax Intercept Program) is a FinCom Team that further assists in successful collections of court-ordered financial obligations. This team consists of one collector and one judicial financial clerk who work collaboratively with the Arizona Department of Revenue and the AOC to determine collectability of Arizona state tax refunds, gaming (casino) winnings, and lottery winnings. In FY2023, the program collected a total of \$1,147,127.78 which includes \$1,086,669.35 intercepted state tax refunds, \$13,714.90 gaming winnings (which the Department just started collecting in December 2022), and \$46,743.53 lottery winnings.



The FinCom Unit played a key role in the success of the 2023 Arizona Veterans StandDown Alliance event. Collectors completed financial audits and provided balances for Veterans seeking relief on their court-ordered financial obligations. The FinCom Team collaborated with the Clerk of Court, Veterans Court probation officers, and the Public Defender’s Office to make this a successful event by assisting 68 Veterans on probation.



# ORGANIZATIONAL DEVELOPMENT & SUPPORT



## ORGANIZATIONAL DEVELOPMENT & SUPPORT



## **ORGANIZATIONAL DEVELOPMENT & SUPPORT**

The Organizational Development and Support 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, digital media services, case management system (CMS) implementation, CI, and the Communications Center.

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. In FY2023, the Staff Development and Training Team welcomed and graduated 103 officers and introduced two new trainings: one related to trauma-informed care, and the other victims' rights and services refresher training which guides MCAPD staff through the process of working alongside victims of supervised individuals. The team also provided Exploring Leadership and Management training to those interested in future leadership positions and hosted Supervisor Leadership Academy to probation employees across the state in newer management roles.

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 about 2,400 calls monthly from law enforcement, probation and surveillance officers, and community entities.

The Data Systems Team collaborates with stakeholders to implement technology changes, provides technical support for various applications used by the 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). In FY2023, the Data Systems Team responded to an average of 2,119 help desk tickets per month submitted by Department staff related to APETS and other supervision-based technology issues.

Alongside the Data Systems Team, FY2023 has led to the creation of a unique team that is focused on the development of a new CMS known as Arizona Probation Reporting and Operations System (AZPROS). This team is comprised of a special projects manager, CMS supervisor, and business systems coordinator, and works alongside multiple external stakeholders to develop what will be the future CMS used by all county probation agencies across Arizona. In FY2023, the team focused on the configuration of AZPROS to match the needs of the Department with the technology that is now available.

The CI Team has worked to develop a process to allow Department staff to submit ideas and to have a way to explore all improvement ideas that align with MCAPD's vision as a department. During FY2023, there was significant growth in the number of submissions by staff. Since the creation of the CI Team in FY2021, there has been a total of 58 submissions; 28 of them were submitted in FY2023. In FY2023, the CI Team assumed responsibility for policy creation and development which best leverages the team's skillsets to work with Department staff to improve policies and better implement the policy process.

**THE CI TEAM RECEIVED A PRESTIGIOUS NACO ACHIEVEMENT AWARD, SEE PAGE 70 FOR MORE DETAILS.**



# AWARDS & ACHIEVEMENTS



## **AWARDS & ACHIEVEMENTS** **AMERICORPS**

## AWARDS & ACHIEVEMENTS

### 2022 OF THE YEAR AWARDS



MCAPD 2022 Of the Year Winners Jesse LeRoy, JakinDee Kosaka, Kristi Wimmer, and Michelle Crouch.

#### EMPLOYEE OF THE YEAR: JAKINDEE KOSAKA

##### Nominated by Education Supervisor Kristi Wimmer:

*JakinDee took on a new position as a workforce development instructor within the MCAPD Adult Education Program and she has done an amazing job creating the model of how to provide excellent workforce **SERVICES** to JIIs as well as non-JII students. She assists JIIs with their resumes, teaches them interviewing skills with a felony record, provides job leads and career exploration as well as helps them navigate court processes and understand how their justice backgrounds impact their career and training opportunities. She is the liaison for MCAPD with Maricopa County's Smart Justice staff as well. She has also substantially expanded her work to include community outreach for housing, resources, and job training.*

*Outside of her job responsibilities, she has gone above and beyond her roles in many ways. She took on leadership responsibilities during the Garfield Turkey Feast the past two years. She plays an instrumental part in establishing the new MCAPD clothing closet project, Helping Hands Closet. She partnered with Maricopa County Juvenile Probation Department (MCJPD) officers operating their clothing closet. She also worked directly with MCJPD officers to create a smooth transition network for juvenile JIIs released for detention to come directly to MCAPD's education program to complete their GED and receive workforce **SERVICES**.*

*She was selected as one of four educators in the state of Arizona to be a part of a national adult education and workforce initiative and will be a trainer for other adult educators in the state. She is a certified adult education instructor and she regularly covers classes for other instructors, jumping in many times with little to no notice to teach their classes, meet with their students, and register new students for them. She helps the education staff with technology issues or questions, assists her supervisor with education grant writing and year-end reporting, assists with data entry when needed, and overall, is willing to jump in and help with any task needed by anyone in the education program, the Department, and most importantly, JIIs and students. She is an amazing asset to our education program and we are lucky to have her on our team.*

## **PROBATION OFFICER OF THE YEAR: MICHELLE CROUCH**

### **Nominated by Supervisor Tammy Allen:**

*Michelle Crouch is currently assigned to the Presentence Investigation (PSI) Division. During 2022, the PSI Division experienced historical high workload benchmarks causing overtime to be a norm for many staff. Time saving techniques were needed to assist officers with keeping up with workload demands. On her own accord, and without being tasked to do so, Michelle reached out to many coworkers and attended unit meetings to teach her coworkers to use MAGICAL, a time saving editing program. She created and shared a tutorial for this program and spent a lot of time on the phone and in person helping officers set up the program to work to their benefit.*

*Michelle also created many tutorials over various PSI related topics that she shared with her coworkers, to include those newly transferred to PSI, who expressed a need for refresher training. Such topics include determining days in custody, editing criminal history documents, navigating KARPEL [the county attorney's management system] for victim information, and tips and tricks for organizing workload for optimum efficiency. Michelle also created, and participated in, separate Teams chat channels with the intent for these channels to be used as safe forums for new staff to ask questions. Included as participants of these channels were coworkers serving as mentors to new staff who typically also used the forum for their own benefit. In accompaniment, Michelle also continued her participation as an adjunct facilitator for the Risk Reduction Training and did this all while keeping on top of her own insane workload and while also not being assigned as a trainer of the PSI Division.*

*Michelle has a passion to help others as evidenced by this nomination. She is a teacher at heart, and her personal goal is to provide her peers effective training, despite her not being an official PSI trainer. During 2022, she accomplished this goal and received many emails from her peers thanking her for sharing her time saving techniques with them. PSI Division assignments are tough, and Michelle's willingness to share her time, tips, tricks, and educational tutorials this past year with coworkers and supervisors helped make all our jobs easier.*

## **SURVEILLANCE OFFICER OF THE YEAR: JESSE LEROY**

### **Nominated by Supervisor Gregory Miller:**

*I am nominating Jesse Leroy for Surveillance Officer of the Year. Jesse is currently assigned to the Fugitive Apprehension Unit (FAU) and is attached to the Mesa Police Department's Central Street Crimes Unit (SCU). Jesse takes a very proactive role of enhancing public safety through his work in the community.*

*Over this past year, Jesse's work in the community has included numerous special projects, either targeting outstanding warrants in specific high crime areas or populations in the city of Mesa as a part of his attachment to SCU. These projects have included High Enforcement Projects, Fentanyl Projects, Homeless CARES Projects and Violent Crimes Projects. During one High Enforcement Project, Jesse and his SCU were responsible for the removal of 3,000 grams of fentanyl pills, 43 grams of heroin, 37 grams of methamphetamine, 14 guns, and \$10,000 in cash from the streets of Mesa.*

*In another example, Jesse's arrest of an outstanding warrant in Mesa led to a narcotics investigation, which then led to the largest drug seizure to date in the city of Mesa. This seizure included 714,300 fentanyl pills, 6 pounds of methamphetamine, 3.6 pounds of heroin, 3.5 pounds of fentanyl powder, 2 pounds of cocaine, and over \$17,000 cash.*

*Jesse has also been very active in the development and support of staff and training officers new to FAU through his role as a field training officer. Additionally, Jesse has actively provided support to his peers by aiding on arrests, field searches, and conducting numerous ride alongs for field officers.*



## **SUPERVISOR OF THE YEAR: KRISTI WIMMER**

### **Nominated by the MCAPD Education Department staff:**

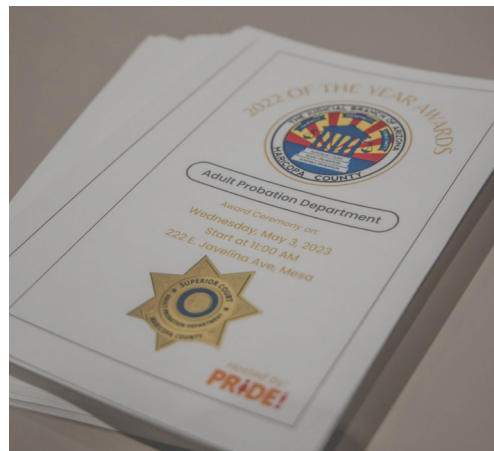
*We, the teachers and staff of the education department, do hereby nominate Kristi Wimmer for the 2022 Supervisor of the Year award. It is hard to imagine doing our jobs without her at the helm. While maintaining a professional demeanor, she is always extremely approachable, and seeks out and carefully considers her staff's input. She keeps us in the loop as much as possible about important matters, and we feel valued and respected.*

*While other similarly sized adult education programs under the Arizona Department of Education have two or three (or more) administrators, she somehow manages to successfully navigate the complicated, ever-changing ADE requirements to keep our program successful and fully funded. She handles many complex, involved issues with very little help from other staff. She does her best to ensure that her staff is not overwhelmed with administrative tasks. She has challenged the status quo and made her mark on the education program. Under Kristi's leadership, instructors now spend more time in direct math and reading instruction. She has implemented more effective teaching strategies, and she has purchased improved online learning platforms for our students to use. She is extremely purposeful and cautious about hiring, and our program has some of the best talent around because of her care in this area.*

*In addition to keeping us all up-to-date, Kristi is very interested in our career development and encourages and supports our efforts to learn new knowledge and develop and polish our teaching and digital literacy skills. She sees to it that we are informed of these opportunities and invites us to share what we have learned with each other.*

*Kristi doesn't shy away from difficult situations. We have had our share of challenging students, and Kristi has not been afraid to confront them herself when necessary and has diffused some potentially risky situations.*

*Kristi's example, encouragement, and sheer competence are an inspiration to us all. She is completely deserving of this award, and we sincerely hope she is named the 2022 Supervisor of the Year.*



# NACo 2023

## 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 three Achievement Awards for innovative programs 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 improve and **INFLUENCE CHANGE** in their work processes.



MCAPD Sex Offender Division Manager Cynthia Stevens, MCAPD Sex Offender Probation Supervisor Rodney Rego, Maricopa County Manager Jen Pokorski, and Maricopa County Civil Presiding Judge Danielle Viola.

## CONTINUOUS IMPROVEMENT PROGRAM

The Continuous Improvement (CI) Program of the MCAPD was created in response to staff feedback indicating the need for enhanced transparency and innovation within the Department. The program, in turn, encourages staff to submit ideas for improvement within the Department and empowers and provides them with resources and means to drive improvements in alignment with the MCAPD mission, vision, and values (MVV). The CI staff evaluates each suggestion submitted, works with the relevant staff to map out current processes, identify issues, suggest resources and solutions, and implement lasting change.

In December 2020, MCAPD leadership authorized the creation of the CI Program. The CI Team, who led the program and trained in CI best practices, developed a formal mechanism for staff to submit ideas for process improvement within the Department. In cooperation with the staff who submit the ideas, the CI Team maps out current processes, identifies areas of waste or redundancy, and develops and implements solutions. The CI Program has successfully resulted in cost savings, increased efficiencies, and has fostered a culture that encourages feedback and recognizes the value of staff in leading the organization in becoming more adaptive, collaborative, and innovative in its **SERVICE**.

As an example of a successful large scale CI project, the CI Team reviewed and updated the Department's 20-year-old MVV statements. This project, which lasted over a year, included and solicited input from all Department staff. The CI Team collected extensive feedback and input through a variety of mediums. The team conducted surveys, held focus groups, and met with each area of the Department to solicit and ensure priorities and feedback would be reflected in the new statements. After collecting feedback, the CI Team compiled the data and comments, identified patterns and key phrases, then synthesized the feedback into comprehensive, inclusive, and reflective statements of the Department's MVV. These statements were adopted and presented to the Department in January 2023 and will be followed by the development of key performance and key behavior indicators to measure success of the Department's newly adopted MVV.

The CI Team has successfully completed several projects and implemented staff-driven solutions, with many more submissions in the queue. The CI Team's approach has been so effective and well received that the number of suggestions and demand has increased enough to justify adding additional staff dedicated to the program.



It was a good experience! I really felt like what I had to say was listened to and followed up on. I love that there is an official way to submit suggestions for improvement, and that it actually works.

MCAPD Employee



## INTERSTATE COMPACT AND OUT OF COUNTY (OOC) SEX OFFENDER CASELOADS

MCAPD's Interstate Compact Unit tracks and processes transfers for individuals sentenced to probation in Maricopa County who request to transfer or have transferred their probation grant and conditions OOC or to another jurisdiction for supervision. The conditions of supervision for an individual with sex offender conditions are more complex than standard supervision due to restrictions on where they can live and work in the community. MCAPD recognized that receiving jurisdictions may sometimes accept sex offender cases without understanding these additional requirements.

In November 2020, the MCAPD established the Interstate Compact and OOC Sex Offender Program. This new program combined the access and resources of the Interstate Compact Unit with the expertise of the Department's Sex Offender Division, to assume overview of the approximately 400 outgoing probation cases with sex offenses. Program staff are dually trained in complex Interstate Compact and sex offender supervision protocols, enabling them to provide the Court with detailed information for determining case outcomes or assigning appropriate supervision. With the increased flow of relevant information, the program improved the processing of outgoing cases, developed standards for obtaining progress reports, and addressed high-risk behaviors with other jurisdictions. The program provides essential information to the Court and supervising agencies, holds individuals **ACCOUNTABLE**, and prioritizes public safety.

The specially trained staff educate and help the JIIs understand the information being provided to the Court for decision making. Since the team has knowledge of sex offender case protocol, it identifies potential areas of risk that could jeopardize public safety and/or addresses these risk factors prior to accepting the case. In the rare cases where high-risk behavior was identified, the team has collaborated with the other jurisdiction in addressing the behavior or having the person return to Maricopa County for supervision.

The new process has also resulted in fewer court continuances due to increased consistency in the information being provided to the Court. The only additional resources that were required in establishing the new program were cell phones for caseload administrators so they could respond timely to urgent matters. The program's efforts give individuals more time and stability in the receiving environment, increasing the likelihood of success on probation, which ultimately supports the Department's goal of recidivism reduction and successful completion of probation.

The Interstate Compact and OOC Sex Offender Program has been successful in not only better serving the Court and providing it with the information needed to make supervision decisions, but also in allowing individuals to be supervised in a prosocial, supportive environment that can reduce the likelihood of reoffending. This has helped improve the transfer process so that other states can make a better decision on whether to accept a case or not. The processes put into place have also expedited the timeframe a person would have to wait in Maricopa County prior to being accepted by the receiving jurisdiction. Overall, the Interstate Compact and OOC Sex Offender Program allows MCAPD to better serve the individuals it supervises while still fulfilling its mission of enhancing community safety.



MCAPD Sex Offender Probation Supervisor Rodney Rego and Sex Offender Probation Officer Brianne Rosa.

## JAIL TRANSPORTS AND BOOKING PROGRAM

The MCAPD's FAU created a specialized Jail Transports and Booking Program that assigned teams of probation and surveillance officers to handle all jail transports and bookings for the entire Department. Many individuals successfully complete their probation sentences; however, there are instances when individuals fail to meet the conditions of their probation grant and are arrested in order to be returned to court. Previously, this was accomplished by arresting the individual at the probation office and transporting them to jail, often with the assistance of the local law enforcement agency. When local law enforcement processes changed in 2020 due to the pandemic, MCAPD assumed responsibility of transporting and booking arrested individuals to the county jail. As FAU is a specialized unit with extensive expertise and knowledge in the arrest and booking process, these officers were best equipped to take on this new program. FAU created the secure and efficient Jail Transports and Booking Program to handle arrests, transports, and bookings. This relieved approximately 700 field probation officers of this duty, allowing them to instead focus on supervision and recidivism reduction.



MCAPD Intensive Probation and Fugitive Apprehension Division Manager David Taylor and FAU Supervisor Brian Armbruster.

To begin, the FAU Team created safety protocols for transport that included specialized training to safely assist an arrested person into a vehicle, and education on behaviors to be aware of with the arrested individual. FAU probation officers' vehicles were outfitted with metal partitions as part of the new safety standards. The MCAPD policy was updated to codify the new department-wide transport and booking process, and in September 2020 the program began; FAU probation officers were authorized to arrest and transport individuals at area probation offices, at the request of the supervising probation officer without local police being present. As part of the new program, a rotation schedule was created to assign two FAU probation officers a day to travel to area offices and assist with arrests, subsequent transports to jail, and the booking process.

The booking process consists of a physical search, the collection of fingerprints, taking an inventory of personal belongings, and a medical examination which takes anywhere from 30 minutes to over four hours. In response to this issue, the FAU officers created two separate assignments within the program: one dedicated to transports, and the other to expediting the booking process. Therefore, the program was modified to consist of a daily two-person transport team, and FAU surveillance officers whose time was dedicated to the booking process. On any given day, the transport team's probation officers may be required to assist with up to five arrests and transports.

The initial data results demonstrate that the three booking officers have completed 644 bookings within seven months between July 2022 and January 2023. Since bookings only occur on weekdays, this is an average of five bookings per day. The average time spent on each booking during that period was 2 hours and 45 minutes.

The dedicated staff of the MCAPD's FAU rose to the challenge by creating the Jail Transports and Booking Program when asked to assume the responsibility of transporting and booking arrested individuals. The program allocates these arrests and bookings responsibilities to a smaller, specialized team, allowing field probation officers to focus on supervision and recidivism reduction instead of transport or booking duties. The benefits of the Jail Transports and Bookings Program are clear: it maintains public safety, strategically leverages probation officers' time and expertise, and effectively utilizes Department resources.

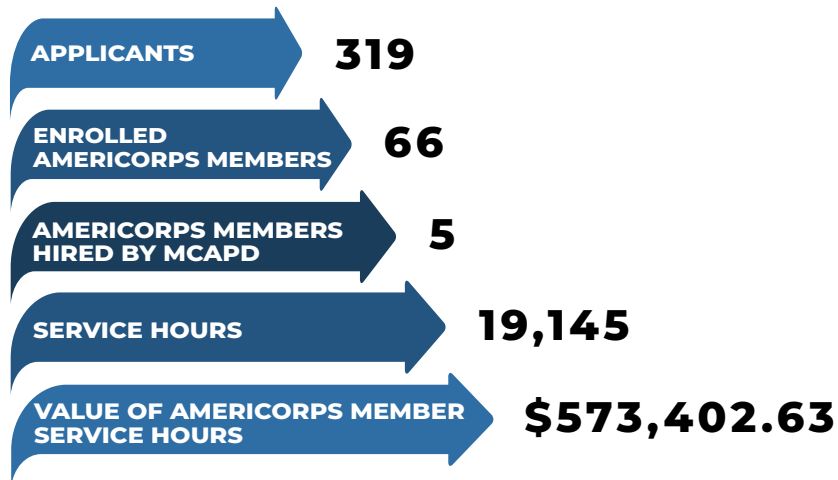
## AMERICORPS

In the fall of 2016, the Arizona Supreme Court was granted funds for their AmeriCorps Probation Support Services Program. The program launched in January 2017 and MCAPD has been a proud host site from the beginning. AmeriCorps members assist, provide additional resources, and support the delivery of the evidence-based practices used by the Department. The goal is for AmeriCorps members to assist in reducing recidivism and improving justice-involved individuals' behaviors. Members commit to a four-month service term and complete 300 to 450 service hours during their time. During FY2023, MCAPD hosted seven AmeriCorps members who served a combined total of 2,450 hours during their service terms. They have served in many different areas of supervision including PSI, unsupervised probation, Indirect Services, SMI, DV, Probation Violation Court, Prison Reentry, and Sex Offender caseloads. AmeriCorps members assisted with numerous department projects during their **SERVICE** including the annual Garfield Turkey Feast and the Helping Hands Closet.

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; and
- Assisting with the increase of self-sufficiency skills, soft skills, and workforce development skills.

## AMERICORPS TOTALS SINCE 2017



AmeriCorps member  
Camila Herrera, Fall  
2022 Service Term.



I am forever grateful to have this experience. At first I did not think I would be able to gain as much experience as I did. What I was able to learn from the mentors I was with, my supervisor and the department as a whole is going to help me a ton with my future career. The ability to take the **SERVICE** and make it your own was amazing. Thank you for the amazing experience!

AmeriCorps Member Rianna Miller  
Winter/Spring 2023 Cohort



# MARICOPA COUNTY ADULT PROBATION DEPARTMENT ORGANIZATIONAL CHART



## ADULT PROBATION CHIEF MICHAEL CIMINO

### PRE-DISPOSITION & ADMINISTRATIVE SERVICES

CHIEF

BRANDELYN JACKSON

### SUPERVISION SERVICES

CHIEF

TED MILHAM

### SPECIALIZED SERVICES

CHIEF

JASON WALKER

### PRETRIAL SERVICES DIVISION

DIVISION MANAGER

SEAN MCMILLEN

### NORTHERN FIELD DIVISION

DIVISION MANAGER

REBECCA BRITT

### PROGRAMS DIVISION

DIVISION MANAGER

TAMEKA LOYD

### PRESENTENCE INVESTIGATIONS

DIVISION MANAGER

HEATHER PRESTON

### EASTERN FIELD DIVISION

DIVISION MANAGER

KRISTI WARD

### INTENSIVE PROBATION & FUGITIVE APPREHENSION DIVISION

DIVISION MANAGER

DAVID TAYLOR

### ORGANIZATIONAL DEVELOPMENT & SUPPORT DIVISION

DIVISION MANAGER

RYAN VALLEY

### SOUTHERN FIELD DIVISION

DIVISION MANAGER

LOLITA RATHBURN

### COMMUNITY TRANSITION & SUPPORT DIVISION

DIVISION MANAGER

TIFFANY GRISSOM

### BUREAU ADMINISTRATIVE DUTIES & STAFF

CHIEF

BRANDELYN JACKSON

### WESTERN FIELD DIVISION

DIVISION MANAGER

JENIFER MEILEY

### COMPLIANCE & SUPPORTIVE SERVICES DIVISION

DIVISION MANAGER

ADELITA NUNEZ

### SEX OFFENDER DIVISION

DIVISION MANAGER

CYNTHIA STEVENS

# ACRONYM LIST

<b>ABE</b>	Adult Basic Education
<b>ADCRR</b>	Arizona Department of Corrections, Rehabilitation, and Reentry
<b>AHCCCS</b>	Arizona Health Care Cost Containment System
<b>AOC</b>	Administrative Office of the Courts
<b>APETS</b>	Adult Probation Enterprise Tracking System
<b>AZPOINT</b>	Arizona Protective Order Initiation & Notification Tool
<b>AZPROS</b>	Arizona Probation Reporting and Operations System
<b>CI</b>	continuous improvement
<b>CMS</b>	Case Management System
<b>CRP</b>	Community Restitution Program
<b>CRU</b>	Community Reintegration Unit
<b>DP</b>	Decision Points
<b>DV</b>	domestic violence
<b>EM</b>	electronic monitoring
<b>ESL</b>	English as a Second Language
<b>FAU</b>	Fugitive Apprehension Unit
<b>FinCom</b>	Financial Compliance
<b>FROST</b>	Field Reassessment Offender Screening Tool
<b>FXG</b>	Frank X. Gordon
<b>FY</b>	fiscal year
<b>GPS</b>	global positioning system
<b>HOPE</b>	Housing Outreach and Peer Engagement
<b>HSE</b>	high school equivalency
<b>IA</b>	initial appearance
<b>IAU</b>	Initial Appearance Unit
<b>IBR</b>	installed before release
<b>ICE</b>	Immigration and Customs Enforcement
<b>IPS</b>	intensive probation supervision
<b>ITR</b>	Intake, Transfer, and Release
<b>JII</b>	justice-involved individual
<b>JIW</b>	justice-involved women
<b>JTOP</b>	Juvenile Transferred Offender Program
<b>MARS</b>	minimum assessed risk supervision
<b>MCAPD</b>	Maricopa County Adult Probation Department
<b>MCJPD</b>	Maricopa County Juvenile Probation Department
<b>MCSO</b>	Maricopa County Sheriff's Office
<b>MVV</b>	mission, vision, and values
<b>NACo</b>	National Association of Counties
<b>NOTES</b>	New Officer Training, Education, and Skill-building
<b>OOC</b>	out of county
<b>OST</b>	offender screening tool
<b>PSA</b>	public safety assessment
<b>PSI</b>	presentence investigations
<b>RBHA</b>	Regional Behavioral Health Authority
<b>SEJC</b>	Southeast Justice Center
<b>SJP</b>	Smart Justice Program
<b>SMI</b>	seriously mentally ill
<b>SPS</b>	standard probation supervision
<b>T4C</b>	Thinking for a Change
<b>WIOA</b>	Workforce Innovation and Opportunities Act