

INSPIRE | INNOVATE | IMPACT

Annual Report FY2025



**JUDICIAL BRANCH OF ARIZONA
MARICOPA COUNTY**



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CREDITS

Office of Communications

Data Integrity & Analytics Department

Annual Report Committee

On behalf of 158 judicial officers and over 3,200 Branch employees, we are proud to present our Annual Report of Operations for Fiscal Year (FY) 2025, July 1, 2024 – June 30, 2025.

In recognition of this year's theme — *Inspire, Innovate, Impact* — the Judicial Branch of Arizona in Maricopa County, comprised of the Superior Court, Adult Probation Department, and the Juvenile Probation Department, is dedicated to providing access to justice for all, efficiency in our delivery of services, collaboration with our community partners and innovation by embracing modern technology to ensure access to those we serve.

Strategic Initiatives

The Branch developed its 2023–2026 Strategic Plan, *Building on the Past, Designing for the Future*, in collaboration with judicial officers and staff. Branch leadership reaffirmed its mission and vision in FY2025 while refining five strategic focus areas: (1) Equal Access for All; (2) Branch Excellence and Innovation; (3) Workforce of the Future; (4) Infrastructure of the Future; and (5) Public Understanding and Trust. These initiatives reflect the Branch's commitment to continuous improvement and a future shaped by our values.

Access to Justice

In alignment with standards set forth by the Arizona Supreme Court, access to justice is at the forefront of our minds. To be a location for justice for all, the services of the Judicial Branch must be accessible to all. We are improving access to justice through expanding our self-help services, strengthening community outreach to reduce barriers to court access and working to decrease unnecessary case delays.

Inspire

We honor our long-standing history of being an organization known for its integrity, fairness and innovation with a steadfast commitment to the rule of law. We want to ensure that every person who comes through our doors experiences services that are accessible, just and efficient.

Innovate

We will continue to cultivate our culture of innovative thinking by embracing Artificial Intelligence and new technology by obtaining feedback from those who utilize our services to ensure we remain accessible and responsible to Maricopa County and its residents. Transparency, efficiency and collaboration remain our priorities so that every individual who interacts with our branch of government feels listened to, respected and confident in the fairness and impartiality of the administration of justice.

Impact

This report documents how our programs, services, and innovations have impacted the community to support programming and behavioral change in juveniles and adults involved with the justice system. These achievements are reflective of the efforts of our judicial officers and Branch employees who serve the fourth largest county in the United States.

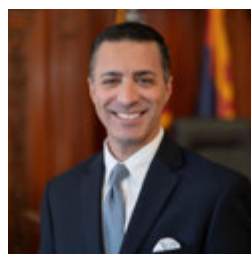
We are grateful to the support and cooperation of many, including the Maricopa County Board of Supervisors, the Arizona Supreme Court, and our many justice system stakeholders. Most importantly, we could not be successful in our pursuit of justice, “every person, every day, every time,” without the trust and confidence on behalf of the communities we serve.



Hon. Joseph Welty
PRESIDING JUDGE



Raymond Billotte
JUDICIAL BRANCH
ADMINISTRATOR



Michael Cimino
ADULT
PROBATION CHIEF



Eric Meaux
JUVENILE
PROBATION CHIEF



JUDICIAL BRANCH OF ARIZONA MARICOPA COUNTY

Mission

We are dedicated to providing a safe, fair and impartial forum for resolving disputes, enhancing access to our services, and providing innovative, evidenced-based practices that improve the safety of our community and ensure the public's trust and confidence in the Judicial Branch.

Vision

We are committed to excellence and the principles inherent in the Rule of Law ... every person, every day, every time.

Values



Fairness



Respect



Integrity



Innovation



Safety

JUVENILE PROBATION DEPARTMENT

Mission: Promote public safety through positive change.

Vision: We envision a future where all youth take responsibility for their behavior, feel heard, feel connected to their community, and believe in their own agency.

ADULT PROBATION DEPARTMENT

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.

Leadership



Executive Team

THIRD ROW: Sean Gibbs, Security Director; Dennis Carpenter, General Counsel;
Frances Dairman, Budget and Finance Director; Bob James, Deputy Court
Administrator; Shawn Friend, Deputy Court Administrator
SECOND ROW: Cheri Clark, Deputy Court Administrator; Jennifer Fish, Human
Resources Director; Rachel Cameron, Chief Information Officer
FIRST ROW: Eric Meaux, Chief Probation Officer; Ray Billotte, Judicial Branch
Administrator; Michael Cimino, Chief Probation Officer



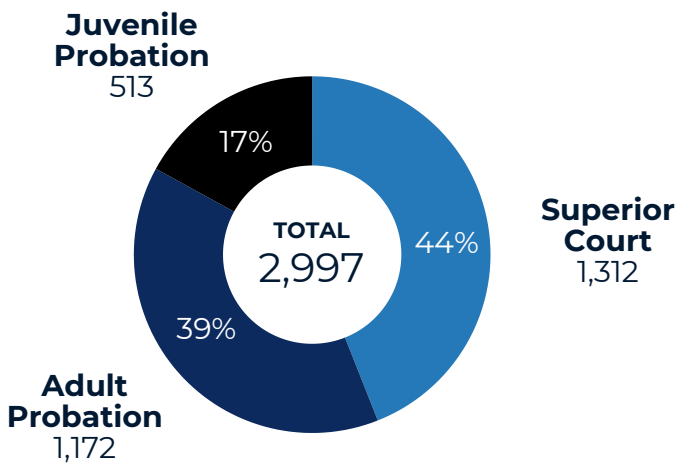
Presiding Judges

SECOND ROW: Hon. Dean Fink, Probate and Mental Health Departments; Hon.
Ronda Fisk, Family Department; Hon. Pamela Gates, Juvenile Department/Associ-
ate Presiding Judge; Hon. Jennifer Green, Criminal Department
FIRST ROW: Hon. Erik Thorson, Tax Department; Hon. Danielle Viola, Civil
Department; Hon. Barbara Spencer, Criminal Department/Presiding
Commissioner; Hon. Lori Bustamante, Juvenile Department; Hon. Joseph Welty,
Presiding Judge

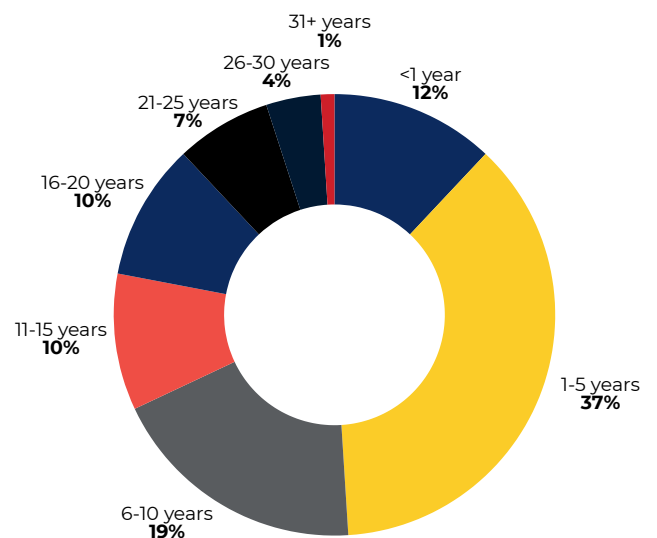
Our Workforce



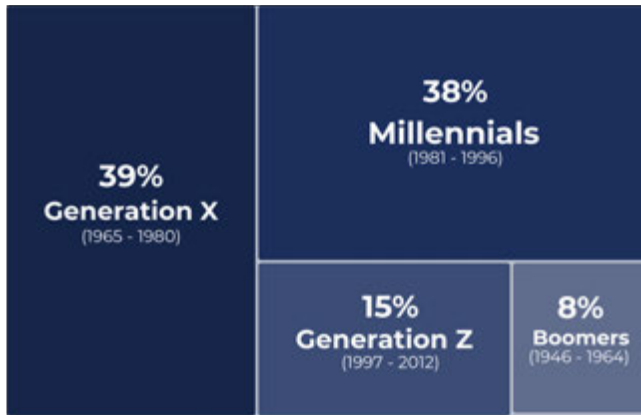
Branch Employees



Workforce Tenure at a Glance



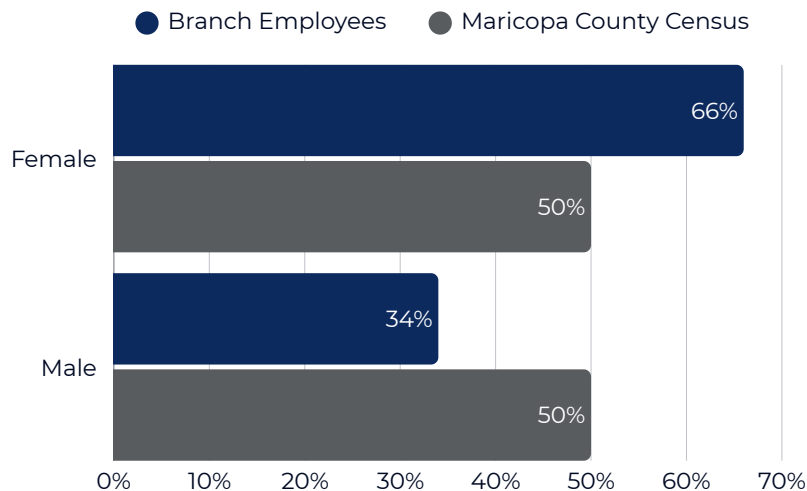
Employee Distribution by Generation



*<1% of employees in the Silent Generation (1928-1945)

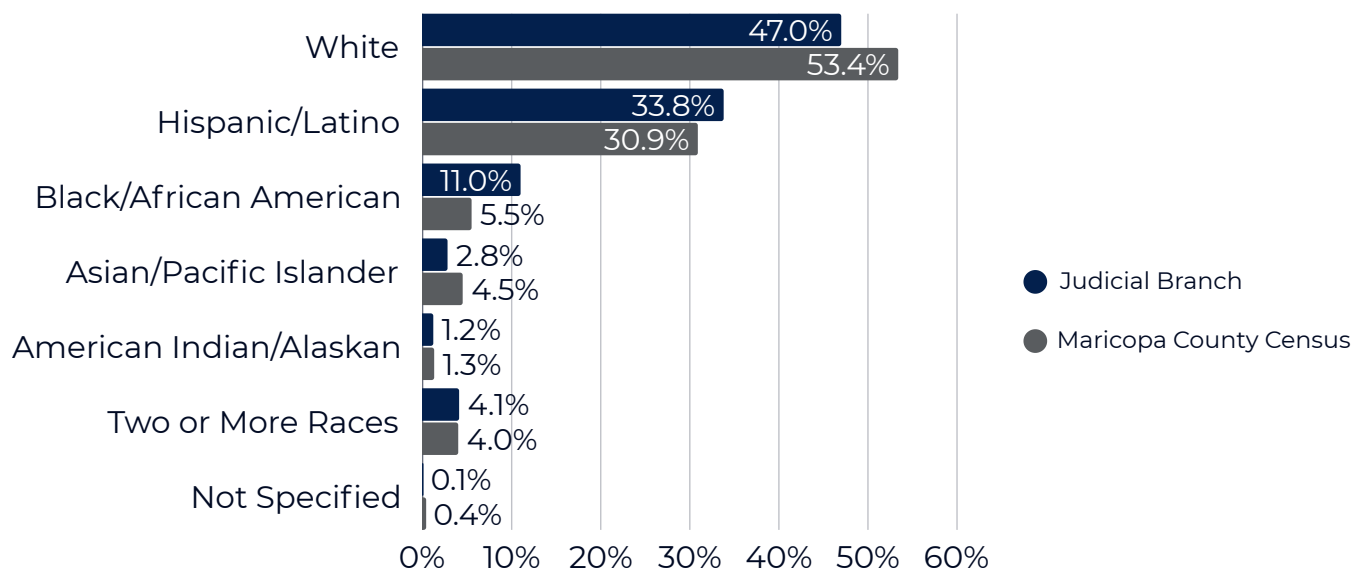


Positions by Gender Compared to County Populations



We are committed to excellence and the principles inherent in the Rule of Law ... every person, every day, every time.

Employee Distribution by Race/Ethnicity



Locations



Black Canyon Building

2445 W. Indianola Ave.,
Phoenix

Central Court Building

201 W. Jefferson St., Phoenix

Cradle to Crayons

3445 W. Durango St., Phoenix

Communications Center

550 W. Jackson St., Phoenix

Custody Service Center

3220 W. Gibson Ln., Phoenix

Downtown Justice Center

620 W. Jackson St., Phoenix

Durango Information Center

3355 W. Durango St., Phoenix

Durango Juvenile Court Center/Juvenile Detention

3131 W. Durango St., Phoenix

East Court Building

101 W. Jefferson St., Phoenix

Intake, Transfer, and Release

2670 S. 28th Dr., Phoenix

Juvenile Probation Durango/Administration

3125 W. Durango St., Phoenix

Juvenile Probation Southeast/Cradles to Crayons East

1810 S. Lewis St., Mesa

Luhrs Tower

125 S. 1st Ave., Phoenix

Northeast Regional Court Center

18380 N. 40th St., Phoenix

Northwest Regional Court Center

14264 W. Tierra Buena Ln.,
Surprise

Old Courthouse

125 W. Washington St., Phoenix

Scottsdale Probation

8230 E. Butherus Dr.,
Scottsdale

South Court Tower

175 W. Madison St., Phoenix

Southeast Justice Center

222 E. Javelina Ave., Mesa

Southport Probation

3535 S. 7th St., Phoenix

Southwest Regional Court Center

10420 W. Van Buren St.,
Avondale

Sunnyslope

333 W. Hatcher Rd., Phoenix

West Court Building

111 S. 3rd Ave., Phoenix

Western Regional Court Center

6655 W. Glendale Ave.,
Glendale

Strategic Initiatives

Strengthening Service, Access, and Connection Across the Judicial Branch

The Judicial Branch of Arizona developed its 2023–2026 Strategic Plan, Building on the Past, Designing for the Future, in collaboration with judicial officers and staff, grounded in data from courts, departments, and surveys. Recognizing that high-performing organizations require a clear, shared direction to ensure the needs of their constituencies are met, Branch leadership reaffirmed its mission and vision while refining five strategic focus areas: Equal Access for All; Branch Excellence and Innovation; Workforce of the Future; Infrastructure of the Future; and Public Understanding and Trust.

Each area of focus was then translated into action through fourteen targeted initiatives developed by cross-functional committees, led by administrative team members and



judicial officer sponsors, with support from dedicated volunteers across the Branch. These initiatives, completed in Fiscal Year 2025, reflect the Branch's commitment to continuous improvement and a future shaped by the values to Inspire, Innovate, and Impact. This accomplishment maintains the Branch's dedication to serving the residents of Maricopa County with methods that are visionary and innovative. While all initiatives are shaping the future of the Branch, the following highlight those that most directly improve service.

Excellence in Customer Service

The Committee to Cultivate a Customer-Oriented Culture focused on how to make every interaction with the Branch positive and supportive. It recommended creating a new training program shaped by best practices and feedback garnered from the public. This



curriculum, currently under development by the Branch's Training Department, will include immersive experiences to help staff better understand the challenges faced by customers served, as well as practical tools for delivering consistent, high-quality service. Once finalized, the program will be rolled out, with customer feedback gathered on a regular basis to ensure that quality customer service continue to improve.



Improving Navigation for Branch Customers

The Committee to Improve Navigational Resources focused on making the court experience clearer and less stressful, particularly for first-time visitors and those who need assistance with language or accessibility accommodations. It recommended the development of a Branch-wide signage master plan to establish consistent, user-friendly wayfinding across all facilities and locations. The committee was also tasked with strengthening the Branch's online presence to include integration with Apple and Google Maps so the public can easily locate court facilities and access resources.

To carry this work forward, a new standing committee, Judicial Branch Navigation Resources, was formed to develop and oversee the implementation of the Signage Master Plan. Together, these efforts aim to make visits



to Branch buildings smoother, more intuitive, and welcoming for everyone.

Branching Out into the Community

To better serve the county's diverse communities, the Branching Out & Bridging Gaps Committee (formerly Create Community Access Points) explored ways to expand services beyond traditional methods. The committee recommended forming partnerships with trusted local organizations such as libraries, community centers, shelters, and rehabilitation facilities - places where people already seek support. These "designated access points" connect community members to remote hearings, legal resources, and virtual assistance.



To lead this work, the committee proposed the creation of a Community Outreach Director. This position has now been filled, and community partnerships are being forged while continuing to support internal efforts to improve court forms, expand service hours, and enhance building access. This initiative is helping make court services more accessible, responsive, and connected to the needs of our communities.



Building Trust Through Communication

The Marketing Strategy and Communication Plan Committee was tasked with developing a comprehensive approach to connect the public with the important role the Branch plays in supporting safety, well-being, and justice in our communities. Its recommendations include creating a Branch-wide marketing and communication plan built around three key messages: Access to Justice, an Independent Judiciary, and Fairness and Transparency.

The committee also recommended staff training to strengthen communication and engagement skills, empowering employees to better serve the public. The Community Outreach Director will lead these efforts, working alongside a soon-to-be-created Speakers Bureau of Branch personnel who will engage directly with local communities. Together, these initiative aims to build public trust, deepen community connections, and enhance confidence in the Judicial Branch.



Modernizing the Branch Website

The Committee on Website Improvement focused on making the Branch's online presence more reliable, accessible, and user-friendly. An updated and improved Branch website was launched in January 2024, to meet the needs of the public in accessing information and locating services.

Its approved recommendations include creating a website governance policy, subscribing to a monitoring program, and streamlining resources to make information easier to access. The committee also recommended updating forms available from the Law Library Resource Center (LLRC) to make them more user-friendly, improve the case information and hearing pages for the public, and ensure links remain accurate and accessible. These efforts help make the Branch website a trusted, easy-to-navigate resource for the community.

The work of the Strategic Initiative committees reflects the Judicial Branch's commitment to service excellence, accessibility, and transparency. By listening to the public, engaging employees, modernizing tools, and building stronger community connections, the Branch is creating a more welcoming and responsive court system - one that continues to evolve to meet the needs of Maricopa County today and into the future.

Inspire

A New Era Begins

Celebrating the Judicial Branch's Leadership Transition

On June 4, 2025, Presiding Judge Joseph Welty passed the gavel to Judge Pamela Gates, ushering in a new era of court leadership.

The Judicial Branch's Passing of the Gavel Ceremony is a time-honored tradition that symbolically marks the transfer of judicial authority from one presiding judge to the next.

"This ceremony is about the entire court organization - all 3,000 employees. It's about what we've accomplished the past six years and where we are going," said Judicial Branch Administrator Raymond Billotte.

In addition to the ceremonial passing of the gavel, the event included remarks by Judge Welty, Judge Gates and Billotte. Judge Welty's children appeared virtually to honor their father's legacy and dedication to his family.

During the ceremony, Billotte, who works closely with the Presiding Judge to help support the court's vision and mission, talked at

length about his admiration for the outgoing and incoming presiding judges.

"Judge Welty's leadership as Presiding Judge has been exceptional, there are so many instances where his leadership guided this organization through difficult times, complex

issues and seemingly insurmountable problems," said Billotte. "With Judge Gates as the new presiding judge, I can't think of a better judge or person to take the reins of this organization. She possesses the characteristics of a successful leader, a vision for the future, a collaborative spirit, an empathetic ear, a commitment to serving the public, and a deep understanding of how this organization works."

Judge Gates officially took over as Presiding Judge on July 1, 2025. She seeks

to continue to enhance the Branch's rich history of innovation and technological advancements to ensure the Branch remains efficient, accessible, and responsive to Maricopa County and its residents.





LAW LIBRARY RESOURCE CENTER

United for Access

How Collaboration Supports Self-Represented Litigants

To help remove technology-related barriers for self-represented litigants, the Law Library Resource Center is partnering with the Phoenix Public Library to host a workshop where attendees can view a recorded presentation on the Divorce and Legal Separation process and ask questions at the end answered by Superior Court personnel.

“Law Library Resource Center programs support the Superior Court’s ongoing efforts to branch out and bridge gaps in relation to community justice needs,” said Jackie Traher, Law Library Resource

Center Department Administrator. “We listened to our stakeholders who asked us to meet the community in places where they are comfortable. An opportunity like this can provide meaningful resources to those who need it from a space in which they are familiar and located within their neighborhoods.”

For more information, contact the Law Library Resource Center at <https://superiorcourt.maricopa.gov/llrc/>, by phone at 602-506-7353 or via email at services@jbazmc.maricopa.gov.





Beyond Awareness

Committing to Victims' Rights Every Day

The Judicial Branch of Arizona in Maricopa County commemorated National Crime Victims' Rights week April 6-12, 2025, by recognizing the role Branch employees play in working with individuals who are victims of crimes to provide support in accessing information from the courts and connecting them with crucial resources.

While National Crime Victims' Rights Week is recognized during a span of seven days, the Judicial Branch is dedicated to supporting victims of crime year-round. All areas of the Branch, including Superior Court and Juvenile and Adult Probation, offer various services.

For Branch employees who work directly or indirectly with victims of crimes, responsibilities include managing notifications to victims, providing case updates, helping them navigate the court system, assisting with necessary pa-

perwork and informing victims of their rights. Another key aspect is connecting victims to crucial resources such as counseling, legal assistance and financial aid.

"Working with victims of crime is deeply meaningful to me because it allows me to make a direct, positive impact on individuals' lives during their most vulnerable moments," said Lizbeth Saldana Urbieto, Juvenile Probation Department Victims' Rights Coordinator. "I believe that every victim deserves to be treated with respect, empathy and dignity. Many are incredibly thankful for the information and support we provide and seeing them become more confident in navigating the system is truly rewarding."

The Judicial Branch is dedicated to involving victims in the process, when possible, as required by the Victims' Bill of Rights.



Safety Starts Here

Honoring Those Who Watch Over the Field

In observance of National Public Safety Telecommunicators Week (NPSTW), the Judicial Branch of Arizona in Maricopa County joined in honoring the Probation Communications Center team for their commitment to ensuring the safety of personnel in the field.

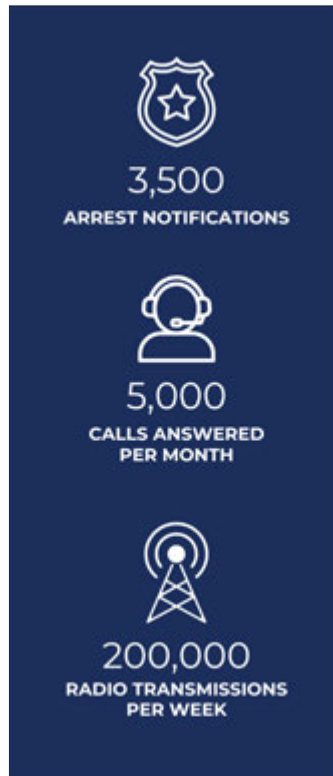
“The Judicial Branch is fortunate to have a team of 21 professionals enhancing the safety of officers in adult and juvenile probation as well as Judicial Branch Security,” said Michael Cimino, Chief, Adult Probation Department. “In addition to monitoring the officers in the field, they provide customer service to incoming calls from law enforcement, staff, leadership, and stakeholders. They require substantial training, multi-tasking skills, and attention to detail in order to perform their duties. We could not be prouder of their work and are grateful for their dedicated service.”

The Probation Communications Center team manages a multi-channel radio communications and computer-aided dispatch system to perform their duties to assist and monitor Adult and Juvenile Probation staff in the field, as well as the Judicial Branch Security team. In 2024, the team handled 3,500 arrest notifications, answered 5,000 calls per month, and processed 200,000 radio transmissions each week.

“Our work with juveniles and families in the community is highly rewarding, but it also requires a constant focus on safety while our men and women are in the field,” said Eric Meaux, Chief, Juvenile Probation Department. “Ensuring their well-being involves a critical combination of training, proper equipment, and real-time support. One key element in this effort is the proactive monitoring and communication provided by trained professionals in our Probation Communications Center. We are grateful to this team for providing our officers an essential layer of protection and support as they carry out their important work in the field.”

NPSTW is held annually during the second week of April to honor public safety telecommunicators for their commitment, service, and sacrifice. It began in 1981 by Patricia Anderson of the Contra Costa County Sheriff’s Office in California. In 1994, President William J. Clinton signed a Presidential Proclamation, declaring the recognition.

“This week-long event celebrates and thanks those who dedicate their lives to serving the public,” said Sean R. Gibbs, Director of Judicial Branch Security. “To all the dispatchers and controllers in the Judicial Branch, thank you for your hard work, dedication, and serving as the Judicial Branch’s eyes and ears 24/7. They are an impressive group who are a critically important part of the Judicial Branch’s mission and each of them should be extremely proud.”





JUVENILE PROBATION DEPARTMENT

Chords of Change

How Guitar Club is Transforming Lives in Juvenile Detention

The sounds of an acoustic guitar fill the silence of a once-empty classroom in the Juvenile Detention Center. What began last year as a small initiative by a few dedicated detention officers has grown into a thriving Guitar Club, thanks to a new partnership between the Juvenile Probation Department and Arizona State University.

"There are many talented kids in Detention. They need someone who can help guide them," said Alex Lopez, Programming Officer with the Juvenile Probation Department. "Guitar Club is a great opportunity for them, it gives them hope. Music heals and seeing them perform and achieve their goals has been amazing. It gives them a sense of accomplishment, and it's such a positive experience to see them witness success."

The revitalized Juvenile Detention Guitar Club encourages positive behavior among youth, offering them the opportunity to develop a new skill they can carry with them as they

transition back to their families. For many, it's their first time picking up a guitar or learning a single chord, but the time spent in Guitar Club each week lays the groundwork for self-discipline and personal growth.

For several years, the non-profit organization Free Guitars 4 Kids has donated numerous instruments for use in Guitar Club. When released from Detention, not only do these young individuals carry with them the skills and experiences they've gained but they also receive an instrument to take home, with the goal of making a lasting impact for them, their families and their communities.

During the initial sessions of Guitar Club, Juvenile Detention officers help lay the foundation by teaching youth basic guitar fundamentals. They are then led by graduate students from Arizona State University who visit the Juvenile Detention Center twice a week to engage with youth and providing consistency for students.

Harmony in Healing

How Music Sparks Hope and Transformation

Classical music, renowned for its calming effects, has made its way into the Maricopa County Juvenile Detention Center, allowing youth to explore music in a whole new way.

In 2015, the Maricopa County Juvenile Probation Department partnered with the Tetra String Quartet to support their positive learning and growth strategy. The partnership began to offer youth in Detention classical music workshops that have captivated youth from the beginning.

"It's powerful for the youth to know that there are people in their community that they don't know that care about them, that want to know about them, that want to know what they think, who they are, what their stories are. And we hope that support gives them a reason to be connected in their community and do things to build it," said Tetra String Quartet Member Heidi Wright.

The talented artists perform chamber music in Detention and offer youth the opportunity for creative expression. The Quartet's mission is to bring music to underserved communities, focusing on youth. Through songwriting, they aim to provide young people with an opportunity to reflect on their actions, express their emotions, set new goals and contribute to the growth and strength of their community.

"Connecting with our youth so they feel seen, heard, and valued is a key strategy for holding youth accountable," said Juvenile Probation Chief Eric Meaux. "Accountability, in addition to appropriate supervision, includes creating environments and opportunities that support and foster positive change and growth. By influencing a youth's mindset and thinking, we help promote behavioral changes that enhance public safety. Engaging with youth through music and the arts is one of the many strategies that support our mission."





SUPERIOR COURT

Future Lawyers in the Making

Phoenix Welcomes National Mock Trial Competitors

Nearly 400 of the youngest and brightest legal minds in the country descended upon the Downtown Superior Court Complex to compete in the 2025 Phoenix National High School Mock Trial Championship presented by the Arizona Bar Foundation.

“Mock Trial teaches young people critical thinking and advocacy skills,” said Presiding Judge Pamela Gates. “The program asks high school students to digest a complex set of facts and present the case to a judge and jury. As a former participant and coach, I watched the transformation of sometimes argumentative students into brilliant, articulate, persuasive legal advocates, effectively supporting their client’s position. It was an honor to host this event in Arizona. We appreciate our partnership with the Arizona Bar Foundation and welcome all mock trial attendees to downtown Phoenix.”

The competition, last held in Arizona in 2011, featured 48 teams from South Korea, the Northern Mariana Islands, Guam and other U.S. territories, as well as squads from throughout the United States. Veritas Preparatory Academy, Arizona’s state champion, and Tanque Verde High School, Arizona’s runner-up, represented Arizona.



JUVENILE PROBATION DEPARTMENT

Empowering Young Minds

Summer Reading Brings Learning and Rewards

The Summer Reading Program is back in Maricopa County, and for the fifth consecutive year, youth in detention enthusiastically took part. Through a partnership between the Juvenile Probation Department and the Maricopa County Public Libraries, the program aims to beat the summer slide, boost early literacy skills and most importantly inspire a genuine love for reading among these youth participants.

To keep youth motivated, participants earn rewards for every minute they read, including bookmarks and free books. Beyond prizes, the program connects youth to valuable community resources and encourages them to make positive choices investing in their growth and future. Last year, over 150,000 minutes were read and recorded, a goal the department is hoping to surpass this year with a new facility-wide competition to recognize the top 10 readers and the top five units with the most minutes read.

"Specifically for our setting, many youths who arrive at detention might not be reading on a regular basis and reading is something they are incorporating into their daily routine for the first time," said Juvenile Probation Department Project Lead Senior Cipriana Rosales. "Reading is a healthy habit and provides youth the opportunity to learn and expand their views. We want to keep that spark going and the incentives offered through the program help to nurture this positive habit."

The Juvenile Detention Facility created its own in-house library, giving youth the opportunity to help manage and maintain the space, while fostering a sense of ownership and responsibility. The library's collection features a diverse mix of books, both purchased and donated, ensuring a wide range of reading options for every interest. For many participants, this program provides a first-time opportunity to earn certificates and rewards – offering a meaningful sense of accomplishment while gaining confidence and learning how to access library resources they can use long after detention.





ADULT PROBATION DEPARTMENT

Step Into Success

Building Strong Communities Through Adult Education

The Maricopa County Adult Probation Department provides free Adult Education classes year-round, available to anyone age 16 or over with a valid government identification. These classes are offered in the Frank X. Gordon Adult Education Center, which operates in two Valley locations in Glendale and Mesa.

The Center offers Adult Basic Education and GED test preparation classes, as well as English classes for Speakers of Other Languages (ESOL). All teachers are state-certified, and Maricopa County Adult Probation is the only probation department in Arizona that offers an Arizona Department of Education-accredited adult education program.

The registration process includes academic placement testing and class placement. The Center offers hybrid instruction, as well as an online curriculum, all of which are at no cost to students. Each classroom features a computer lab with internet access and digital literacy instruction is integrated into the curriculum. Students can access free GED practice tests and receive assistance to sign up for the GED test when they are ready.

For more information, visit: <http://fxgeducationcenter.com/> or contact the center by phone at (602) 506-0055 or email apdadult-education@jbazmc.maricopa.gov.

Education that Inspires

ASU Room Gives Youth a Second Chance

The grand opening of the ASU Room within the Juvenile Probation Department was held in November 2024. Highlighted by media partners ABC15, CBS 5, AZFamily and the Arizona Republic, this initiative serves as a collaborative effort between Maricopa County Juvenile Probation, the Maricopa County School Superintendent, and Arizona State University. The purpose is to offer youth a chance to continue their education and achieve their academic goals, even while in Detention.

Steve Watson, former Maricopa County School Superintendent, emphasized the broader impact of this partnership, stating, "This partnership is about more than academic achievement. It's about showing these youth that no matter where they are today, they can build a brighter tomorrow. Education is the key to unlocking their full potential." This sentiment echoes the JPD mission, reinforcing its dedication to nurturing the growth and development of the youth they serve.

Professor Adam Fine of the School of Criminology & Criminal Justice at Arizona State University further added, "We're not just equipping them with knowledge and skills, we're giving them hope and the tools necessary to create a better future for themselves."



*Education is the key to
unlocking their full
potential.*

STEVE WATSON,
MARICOPA COUNTY SCHOOLS



Innovate



ADULT PROBATION DEPARTMENT

Leading with Evidence

Turning Insights into Action

The Judicial Branch of Arizona in Maricopa County works to continually improve services provided to those who receive them. As one of the largest adult probation departments in the country, the Maricopa County Adult Probation Department (APD) utilizes effective, research-based practices to support individuals on probation.

A key aspect is the utilization of risk and assessments used to identify the needs of individuals on probation to help them succeed and remain independent of the justice system. Personalized plans are created and designed to support their long-term success and promote safety within our communities.

APD also utilizes assessments to ensure it is following best practices. It recently collaborated with Justice System Partners (JSP), a leader in criminal justice innovation, to review its processes and procedures, including pol-

icies and training. Dr. Brian Lovins from JSP led interviews with staff and stakeholders to understand how well current practices match research-based approaches and how APD supports individual success and overall outcomes. Many employees then completed an online assessment to share their thoughts on current operations.

APD has a longstanding commitment to implementing evidence-based practices. This recent assessment is an important step in continuing this commitment. The insights from the evaluation will help with strategic planning for FY2026, ensuring better alignment with proven methods that promote accountability, service, and positive change.

Moving forward, JSP will continue working with APD leadership and staff to put the findings into action to continue to promote public safety and innovation.

Project S.A.F.E.

A New Approach to Firearms Possession and Accountability

The Juvenile Probation Department developed an initiative called Project S.A.F.E. (Safety Awareness and Firearms Education) to improve the court and probation's response to youth adjudicated possession.

"Project S.A.F.E. focuses on critical themes like the influence of peer pressure, the appeal of using firearms for social status, and the struggles youth face with emotional regulation," said Deputy Chief of Juvenile Probation Celena Angstead. "From a youth perspective, guns are seen as symbols of power or status—a way to 'flex'—but they quickly learn the dangerous consequences of this behavior. As they work through the program, they realize how destructive this mindset is. Project S.A.F.E. teaches them that setting and striving for goals can be powerful drivers of positive, long-term change."

Since July of last year, 178 youths have been court ordered to participate. The program requires completion of interactive learning modules, listening sessions with victims and community members with justice involvement, along with risk-based supervision. The learning modules hold youth accountable by guiding them through structured learning modules that encourage self-reflection through story sharing, relating to others for validation and growth, the sharing personal stories of change and growth, and developing a new vision and a path for change.

The victim and credible messenger panels feature people in the community who have been directly affected by gun violence. James Hinkley, one of the credible messengers of

the initiative, talks to kids and shares his powerful experience about the unfortunate incident that left him paralyzed at age 17.

"Don't be afraid, don't be ashamed to say no. Don't be afraid to say I don't want to live like that because people die, people go to prison, people get paralyzed," said Hinkley. "I didn't realize not ever having anyone I know in a wheelchair how hard it is, just the everyday living and the burden that I put back on my mother at age 17."



Hinkley urges youth to embrace change and cultivate healthy relationships that foster a better lifestyle and help them discover their life purpose. The initiative recognizes that peer pressure significantly influences why youth choose to carry firearms, often leading to poor decisions and stress.

"Project S.A.F.E. has also highlighted the mental health struggles tied to gun use," said Angstead. "Youth in the program have revealed that they have dealt with low self-esteem, anxiety, and emotional numbness, often turning to firearms to cope with unresolved trauma or feelings of insecurity. For most, guns became a way to hide their emotional pain. However, through the program's Journey.do lessons, they begin to understand how their actions are connected to their emotions, opening the door to personal growth. Despite these challenges, youth show a desire to change."

To complete the program, youth must create a presentation that demonstrates to the Court what they've learned. Juvenile probation and surveillance officers work closely with youth to guide and help them stay on track in the program.



ADULT PROBATION DEPARTMENT

Empowering Leaders

Programs That Transform Probation Professionals

The Adult Probation Department continues to prioritize staff development by investing in meaningful leadership opportunities that empower employees to grow, lead, and thrive. Programs such as Exploring Leadership and Management (ELM), Learning Executive & Administration Practices (LEAP), the Supervisor Leadership Academy, and the American Probation and Parole Association's (APPA) Leadership Institute offer structured pathways for staff to explore and strengthen their leadership potential.

In December 2024, a total of 19 Adult Probation employees completed the ELM Program—an internal initiative that supports emerging leaders by providing insight into management roles, decision-making, and professional development. Participants engaged with Department leaders and Chiefs, gaining valuable perspectives on leadership, while completing hands-on activities such as shadowing supervisors and interviewing established leaders.

For current supervisors preparing for advanced leadership roles, the LEAP Program offers a comprehensive, year-long experience. Through mentorship, seminars, and project-based learning, participants gain a deeper understanding

of division manager responsibilities. Shadowing opportunities and involvement in engagement models, such as the Pretrial Division's Ambassadors Program, provide practical insights into effective leadership and collaborative communication.

In early 2025, the Department hosted the Supervisor Leadership Academy, welcoming 29 leaders from the two probation departments in Maricopa County and probation leaders from across Arizona. This six-month program supported supervisors in building competencies in communication, cultural awareness, leading change, and organizational learning—skills essential for navigating the evolving demands of probation services and supervising staff.

Adult Probation staff also made a national impact through participation in the APPA Leadership Institute. Seven department leaders graduated from the yearlong program, which emphasized self-discovery, organizational change, and leadership presence. Core principles such as being physically present, emotionally available, and genuinely engaged with others reinforced the importance of relational leadership at all levels.

Digital Journeys for Change

How Technology Supports Behavioral Growth

Journey.do is a social growth platform focused on helping individuals achieve meaningful change within supportive communities. Since July 2024, Journey.do has evolved significantly through a partnership with Juvenile Probation, driven by a commitment to improved outcomes and behavioral change.

Collaborations with Arizona State University (ASU) and LifeLab Studios have fueled a dynamic suite of innovations that support responsive and real-time programming. New “journeys” have been developed with input from staff, officers, and judges, addressing critical topics such as gun safety, mental health, re-entry, child welfare, community service, family support, and healing through music. These enhancements help deepen officer engagement, inspire positive change among youth, strengthen family connections, and amplify the lived expertise of credible messengers and staff.

ASU’s early analysis shows that youth are not only engaging with the platform but also reporting a deeper sense of being seen, understood, and supported throughout their personal development.

Program participation continues to grow rapidly. Many youths begin with personalized growth plans and conclude with thoughtful transition plans. In detention, youths are exceeding expectations by completing five to eight certificates, a substantial increase from the original goal of two.

They are increasingly using the Journey.do platform to share honest, vulnerable stories that reflect their challenges and progress. Many speak to themes of accountability, healing, and self-awareness.

“I think that honestly my arrest is a positive thing because being here has taught me some things about respect and following rules, and I definitely think that’ll be something I can carry with me,” said one participant.

Another wrote, “I got caught trying to impress people who weren’t even my friends.”

These reflections demonstrate that youth are building insight, emotional vocabulary, and a clearer sense of purpose.

A new AI tool called Sprout is now integrated into the platform. Sprout helps officers and youth develop growth plans, transition plans, contact notes, and harm reduction strategies. It is designed to respond in real time to the user’s position within the app, providing relevant and actionable support. This AI is paired with Journey’s newly developed Therapeutic Framework to ensure a human-centered, scalable approach to behavior change.

This progress would not be possible without the dedication of programming staff, officers, supervisors, and youths who show up and do the work each and every day.





ADULT PROBATION DEPARTMENT

Connecting Probation to Purpose

How Community Service Creates Lasting Change

Adult Probation's Community Restitution Program provides individuals on probation supervision with opportunities to complete Court-ordered service hours through supervised work that benefits neighborhoods and local agencies. The program focuses on creating meaningful connections between individuals and community partners while supporting personal growth and accountability.

Over the past year, the program collaborated with nonprofit agencies and city departments to match individuals with service projects that align with their abilities and interests. These efforts help improve public places and provide individuals with a sense of purpose as they give back to the community.

A notable project took place in April 2025, in partnership with the City of Glendale. The program organized a team of supervised individuals to assist an elderly homeowner who had received a code violation for having a dirt front yard, but did not have the resources to fix it. A local landscaping company donated materials, the city provided tools, and individuals on probation completed the labor. The result was a well-maintained yard, a resolved code violation,

and a grateful member of the community. Project Supervisor Dave Mains shared that many participants expressed that they were proud to give back to the community, finding a sense of purpose and belonging through their involvement. The success of this project reflected the impact of strong partnerships and community involvement.

In addition to community service, the Community Restitution Program offers individuals the opportunity to earn credit hours through personal development. This includes completing treatment programs, finishing a high school diploma or GED, or participating in courses offered by Adult Probation such as Thinking for a Change, Decision Points, and financial compliance. These opportunities encourage long-term progress and decrease the chances of future involvement with the justice system.

During FY2025, individuals participating in the Community Restitution Program contributed 2,840 hours of service. This work supports neighborhoods, encourages positive change, and reflects the program's commitment to building safer, stronger communities.

Stronger Together

Employee Peer Support Teams Build a Culture of Care

The Judicial Branch continues to promote employee wellness, resilience, and connection by establishing Peer Support teams to support staff facing personal or professional challenges. The teams are composed of trained employees who provide confidential, peer-to-peer support during times of stress, trauma, or crisis. This internal resource fosters a culture of compassion and care that aligns with the Branch's commitment to supporting our workforce.

By strengthening relationships, expanding access, increasing training, and collaborating across departments, Peer Support teams have been making great strides by creating a safe space where employees are encouraged to share challenges with their mental health.

While judicial officers and Juvenile and Adult Probation have well-established Peer Support Team programs, the Superior Court spent the last part of FY2025 developing its own program by assembling and training a talented group of 11 employees that launched on July 1, 2025.

The Judicial Officer Support Team, a group created to help fellow judges and commissioners, more than doubled in size in FY2025 with team members increasing to 13 from 5. The Team is focused on growth and trauma training to help as many judicial officers as possible. To help achieve its initiative, the

Judicial Officer Support Team plans to distribute wellness surveys and host quarterly brown bag sessions to discuss judicial stress.

Similarly, Juvenile Probation's team is focused on training and recruiting new members. As a result of their outreach efforts, the team grew to 11 from 8 members. Juvenile Probation also sent three team members to the First Responder Mental Health and Wellness Conference in Mesa to learn new techniques to benefit staff.

It was an impactful year for the Adult Probation Peer Support Team. In FY2025, the APD Team implemented several key initiatives to improve access, engagement, and collaboration. One of the most significant changes was enabling on-call peer support members to receive text messages from staff in need. This small but meaningful shift removed barriers to communication and allowed employees to reach out in a way that felt more accessible and less formal, particularly during emotionally difficult moments.

The team also expanded its partnerships within the Judicial Branch. Collaborative efforts with Juvenile Probation marked a new chapter of cross-agency support, opening the door for shared learning and mutual assistance across units. These connections reflect the broader Branch-wide emphasis on integrated wellness and organizational health.



ADULT PROBATION DEPARTMENT

Bridging Justice and Care

Mental Health Program Enhances Community Outcomes

Adult Probation's Mental Health Program provides community supervision to high-need individuals experiencing serious mental illness. The Program is comprised of three units, offers enhanced opportunities for successful completion of probation with closer supervision, timely intervention, advocacy, and effective collaboration.

The Mental Health Court team includes specialized mental health adult probation officers, attorneys, judicial officers, and staff from Mercy Care, the Regional Behavioral Health Authority for Maricopa County. The team strives to increase engagement with community-based services and reduce risks of further criminal involvement.

The Mental Health Program collaborated with community stakeholders in FY2025 in several ways. Four mental health adult probation officers partnered with the Phoenix Police Department and East Valley police departments to attend the Crisis Intervention Team training program at the Crisis Intervention Academy, becoming certified in crisis intervention. In addition, the Phoenix Police Critical Incident Team presented information to the Program on topics like active listening, verbal de-escalation, how to approach an individual in crisis, and critical questions to ask during an incident.

The Program also attended a meeting with East Valley police departments, which was a beneficial opportunity and a building block for relationships with behavioral health law enforcement officers throughout numerous jurisdictions. The Mesa Police Mental Health Support Team and Community Bridges, Inc. partnered with the Program to present information to probation officers on how to increase successful outcomes with court-ordered evaluations.

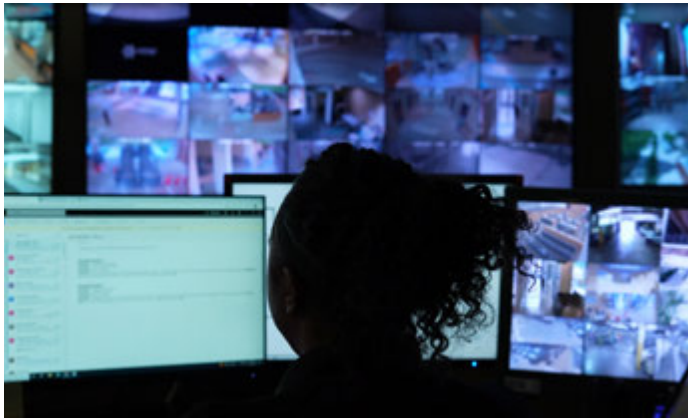
In addition, the Program hosted presentations for Mercy Care clinical teams to educate attendees on the role of Adult Probation, how and when to collaborate, and how clinical teams can best prepare for Mental Health Court. In recognition of Mental Health Awareness Month in May 2025, the Program partnered with Central Arizona Shelter Services (CASS) to provide information and education on the abundance of resources available to those in need.

Adult Probation's Mental Health Program has made significant strides in enhancing community supervision and collaboration with various stakeholders. These efforts not only support individuals experiencing serious mental illness but also contribute to the overall safety and well-being of our communities.



Securing Justice

How Technology Keeps the Judicial Branch Safe



With security threats becoming more sophisticated and prevalent around the world, the Judicial Branch Security Department is utilizing cutting-edge technology to maintain a safe environment for judicial employees and the public.

The implementation of technology and sharing of best practices are visible in many areas of the Department such as security screening, personnel protection, courtroom safety, judicial threat management, emergency disaster response, and safety related training.

To provide top-notch security in such a busy environment, the Department had to meet its growing demands by enhancing its electronic infrastructure at most of its facilities, which included upgrades to closed-circuit video surveillance systems, duress alarm systems, security control centers, communication devices and after-hours intrusion detection systems.

While maintaining secure facilities is a top priority, the Judicial Branch Security Department also patrolled cyberspace. The Department expanded its use of electronic information gathering applications to moni-

tor online threats. The Threat Assessment Group (TAG) implemented a collection tool called Penlink-Tangles, which allows users to search various social media platforms and multiple websites to include the dark web. The monitors, once activated, continuously search open-source information, social media platforms, websites and other online sources to identify any threats or remarks directed at the Court. With the aid of such tools, TAG processed 113 threat cases - with 33 of those complaints referred to law enforcement.

The Department has always been a leader in training by offering courses such as Active shooter, Krav Maga, See Something Say Something to all staff as well as firearms instruction for its officers. But FY2025 marked a new era in training for the Department when it purchased three Virtra (V-100) simulators - single screen portable use of force training devices. The simulator is designed to teach decision-making for court security trainees and seasoned officers alike through professionally produced on-screen scenarios.

Technology is a major factor when it comes to providing a safe environment throughout the Branch, but the success of the Judicial Branch Security Department will always be in the hands of its exceptional workforce. The Department employs 181 individuals, which includes 150 Officers, 19 Sergeants, four Captains, and 16 support staff members – and

their mission is to provide premier security, personnel protection, and deterrence for the Judicial Branch community.



ADULT PROBATION DEPARTMENT

Redefining Probation

Innovative Approaches for Justice-Involved Women

Adult Probation's Justice-Involved Women (JIW) Program, which provides gender-responsive, trauma-informed community supervision to women, continued to expand in FY2025. Designed to address the unique drivers for women in the justice system, the JIW supervision caseloads focus on issues such as trauma, mental health, substance use, housing instability, and caregiving responsibilities. Its relationship-centered approach supports women in building safe, stable, and healthy lives while improving supervision outcomes.

Domestic Violence (DV):

Tailored for women who have experienced or been involved in intimate partner violence, whether as victims, perpetrators, or both. The JIW DV caseloads focus on safety, healing, and accountability. Supervision plans include trauma-informed counseling, safety planning, and empowerment-based approaches. Supervision is provided in collaboration with service providers to address co-occurring issues such as PTSD, substance use, and economic dependency. The goal is to reduce recidivism while promoting personal stability and self-sufficiency.

Intensive Probation Supervision (IPS): A high-intensity supervision model for women at elevated risk of reoffending or with complex criminogenic needs. JIW IPS caseloads provide structured oversight with frequent check-ins, home visits, and targeted interventions. Supervision can be combined with services like cognitive-behavioral therapy, trauma recovery,

housing support, and employment assistance. The model emphasizes accountability while acknowledging the role of trauma, mental health, and relational factors.

Sex Offender: A specialized caseload for women convicted of sex offenses, designed to address offense-specific risk factors through a gender-responsive lens. This caseload integrates traditional sex offender treatment with a trauma-informed approach. It addresses the underlying causes of offending, such as past abuse, mental illness, or coercion. Treatment

may include individual and group therapy, polygraph monitoring, and relapse prevention planning.

Drug Court: A problem-solving court model for women with substance use disorders, offering a therapeutic alternative to incarceration. The JIW Drug Court caseload integrates judicial supervision with comprehensive treatment services.

It includes regular court reviews, substance use treatment, and gender-responsive programming. Services often address co-occurring trauma, parenting needs, and housing instability.

The JIW Program completed the rollout of a new Women's Risk Needs Assessment (WRNA) collection tool, enhancing the accuracy and efficiency of data collection. Additionally, a team of JIW probation officers presented at the American Probation and Parole Association (APPA) conference, sharing insights and outcomes with national peers.





JUVENILE PROBATION DEPARTMENT

A Smarter Path Forward

Pilot Project Aligns Conditions of Probation with Youth Development

The Juvenile Probation Department (JPD), with support from the Juvenile Presiding Judge, the Judicial Branch Presiding Judge, the Juvenile Justice Steering Council (JJSC), and the Administrative Office of the Courts (AOC), has initiated a three-year pilot project to revise the existing Uniform Conditions of Probation. This revision introduces a new Rules of Supervised Probation document, which outlines the Court's directives for juveniles when placed, or continued on, supervised probation. The use of this updated document officially took effect on October 1, 2024.

This pilot project culminated from a collaboration with the Council of State Governments (CSG), which conducted comprehensive data reviews and stakeholder listening sessions throughout 2023 across four Arizona Counties – Maricopa, Cochise, Pinal, and Yuma. The focus was to assess current practices and identify opportunities to enhance both safety and outcomes for juveniles involved in the juvenile justice system. One of the key findings from CSG's review highlighted that probation conditions are overwhelming and insufficiently tailored to the individual risks, needs, and circumstances of each juvenile.

In response to these insights, a diverse stakeholder workgroup was formed to develop a more streamlined and developmentally appro-

priate set of probation conditions. Previously, the conditions of probation were written at a 12th-grade reading level, which presented barriers to understanding for many juveniles. The new Rules of Supervised Probation aim to address this by simplifying the language, while maintaining a strong emphasis on public safety.

The pilot's revised document is now written at a 6th-grade reading level and designed to be visually engaging for youth, featuring color-coded cues – green for positive actions and red for warnings or prohibited actions. The document is also customized to exclude irrelevant directives for each juvenile, creating more personalized and realistic expectations. The new format emphasizes positive reinforcement, highlighting "Do's" alongside "Don'ts" to better support juveniles in successfully navigating their probation requirements.

Arizona State University's School of Criminology and Criminal Justice has been an integral part of the stakeholder group and will continue to assist JPD and the Juvenile Court throughout the pilot. ASU researchers will conduct surveys and collect data to evaluate the pilot's effectiveness, guiding any necessary adjustments and informing long-term decisions regarding the ongoing use of the revised probation conditions.

JUVENILE PROBATION DEPARTMENT

Growing Leaders, Building Futures

Cultivating Supervisors for Success

The Juvenile Probation Department's (JPD) Leadership Education and Development (LEAD) Academy is offered annually to provide leadership training to new supervisors and support the on-going professional development of veteran supervisors in 10 core leadership competencies.

This five-month program is mandatory for all newly promoted or hired front line supervisors in JPD's Detention Services Bureau. It is also open to veteran supervisors looking to sharpen their leadership skills. It aims to increase individual competence, build confidence through skill practice, provide opportunities for cross-discipline collaboration and create a departmental culture that supports continuous growth, resulting in leaders who can successfully navigate the challenges inherent to management-level roles.

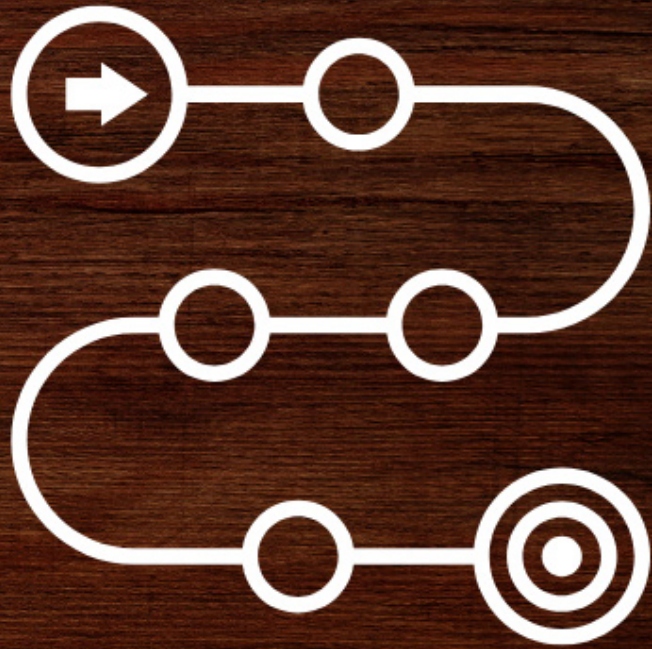
LEAD Academy participants explore the principles of each competency through reading assignments, online and live training sessions, individual reflection, skill practice, and facilitated group discussions. To connect theory to practice and optimize application



in the work environment, they meet regularly with their cohort and their direct supervisor to discuss their progress.

At the conclusion of the program, all participants complete a capstone project, where they must summarize key takeaways from the program, identify their leadership philosophy, strengths, and opportunities, and describe how they will apply new strategies to their leadership practice, and deliver a presentation. A total of 12 supervisors graduated from the program in 2024 and eight are enrolled for 2025.





SUPERIOR COURT

Cutting Costs, Not Corners

Court Launches Efficient Divorce Option

The Summary Consent Decree Process is intended for cases where the parties have reached agreement on all issues before they file for divorce or legal separation. Both parties sign and submit a combined petition and response, so there is no need to serve any documents. Within sixty days of their initial filing, the parties must submit their signed consent decree to the court for approval.

The Administrative Office of the Courts increased filing fees for 2025 in all cases, including those obtaining a divorce or legal separation, except for parties who agree on terms in advance and file jointly. However, parties who use the Summary Consent Decree process for a divorce or legal separation in Maricopa County will actually see their fees reduced by half – a savings of roughly \$300.

“The court recognizes that—in some cases—parties who are separating have reached agreements about dividing property and debts, parenting time and legal decision-making, and support,” said Family Court Presiding Judge Ronda Fisk. “These parties want a non-adversarial, cost-effective, efficient way to finalize their divorce or legal separation, with limited court involvement. The Summary Consent Decree Process lets them do that.”

“Ending a marriage can be a stressful process,” said Judge Fisk. “To the extent we can, the court wants to help parties who can reach agreements reduce their paperwork, expenses, and time spent in court.”

Impact

SUPERIOR COURT

Breaking Free from the Past

Project Restore Helps Youth Move Forward



The Durango Juvenile Court Center opened its doors on a Saturday morning to assist individuals with a juvenile delinquency or diversion record in having their records destroyed, giving them an opportunity for a fresh start. The event aimed to destroy juvenile records, restore civil rights, set aside a juvenile adjudication, or obtain an expungement (clearing a criminal record) of marijuana offenses. Judicial Branch judges were on-site at the event to issue immediate rulings.

“Project Restore provides an opportunity for those who were involved in the juvenile justice system an expeditious format to move forward without the stigma of a juvenile record,” said Lori Horn Bustamante, Presiding Judge of the Juvenile Department. “We want those who made mistakes as a youth to be able to pursue their dreams without their past holding them back.”

ASU’s Youth Justice Lab, created a valuable guide and assessment tool to help individuals

determine their eligibility for juvenile record destruction. A total of 24 attendees files 38 applications, of which 19 were granted.

In addition to the Judicial Branch (Superior Court and the Maricopa County Juvenile Probation Department), partners included the Maricopa County Attorney’s Office, the Maricopa County Office of the Public Advocate, Community Legal Services, the Maricopa County Clerk of the Superior Court and Arizona State University’s Youth Justice Lab.





LAW LIBRARY RESOURCE CENTER

Celebrating a Decade of Service

PACS AmeriCorps Strengthens Court Access

The Law Library Resource Center proudly recognized the contributions of the Providing Access to Court Services (PACS) AmeriCorps members during AmeriCorps Week. For the past decade, these members have played a vital role in supporting self-represented litigants by offering personalized assistance with court forms and procedures in a variety of case types, including family, civil, probate, criminal, and juvenile matters.

“The goal for this 10th anniversary is that by the end of our program year, AmeriCorps members will have served more than 17,000 self-represented litigants in navigating the judicial process,” said (PACS) AmeriCorps Program Manager, Sonia Marquez. “In addition, they have provided over 280 translations for individuals who speak other languages, escorted over 300 members of the public to different areas of the courthouse, and provided over 800 informational handouts.”

Becoming an AmeriCorps member offers a unique opportunity to address crucial community needs while gaining valuable hands-on experience in assisting court customers. During onboarding, members participate in a program orientation session where they learn about the different courts in the state and the program's expectations.

The PACS AmeriCorps program was created in partnership with the Governor's Office of Youth, Faith and Family, provides members a living allowance and an education award upon completion of service. Since 2015, the program has awarded over 470 positions, accepted nearly 400 members, and celebrated the successful completion of approximately 330 individuals.

For more information, visit: <https://superiorcourt.maricopa.gov/llrc/ameri-corps/>.



SUPERIOR COURT

Empowering Veterans

Judicial Officers Help Resolve Legal Matters

The Judicial Branch of Arizona in Maricopa County helped homeless and justice-involved veterans resolve outstanding legal issues at the Maricopa County Veteran StandDown on March 13-14, 2025, at the Arizona State Fairgrounds.

“As members of the community, we are grateful to those who have served our country as members of the Armed Forces,” said Criminal Department Administrator Nicole Garcia. “In recent years, there have been a number of new laws to help justice involved

individuals get a fresh start, and we want our veterans to know just how many resources actually exist to help them with legal issues.

Having outstanding or old legal issues doesn’t need to be an impediment to moving forward in your life.”

The court proceedings allowed veterans an opportunity to clear their record of any fines, fees and other minor legal issues that are preventing them from gaining employment, obtaining a drivers’ license or having their civil rights restored, for example.



Hope on the Horizon

Inside Maricopa County's DUI & Drug Court



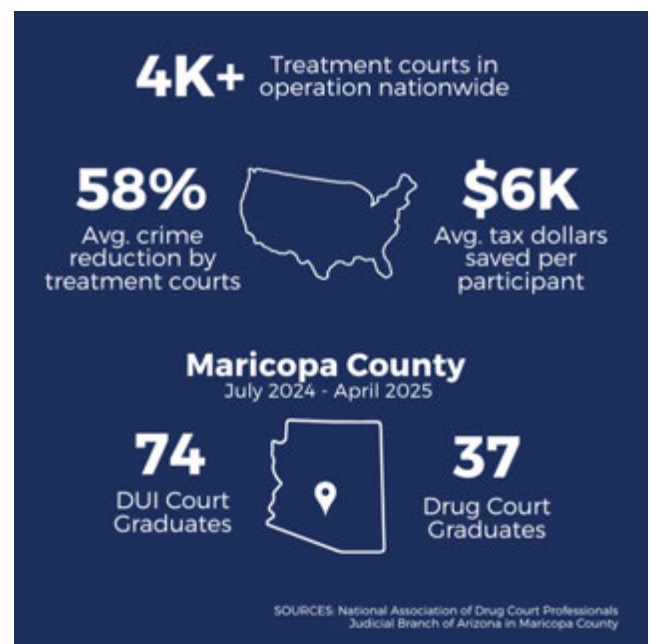
Each May, National Treatment Court Month helps shed light on programs that help break the cycle of addiction. In the Judicial Branch of Arizona in Maricopa County, DUI and Drug Court utilizes a team approach led by a judicial officer and includes staff from the Adult Probation Department, the Office of the Public Defender, the Maricopa County Attorney's Office, and community treatment providers. Together the team provides support, accountability, and encouragement to individuals struggling with a substance use disorder.

"DUI and Drug Court provides intensive substance use treatment for participants and links them to ancillary services as needed," said Melissa Monahan, Clinical Supervisor for Drug Court. "Much of the treatment is provided by counselors who work for the Court's Adult Probation Department and their participation in pre-court staffing provides consistency with the court and

probation officers. DUI Court participants attend a DUI Victim Impact class where they are exposed to the possible physical, emotional, and financial impacts caused by DUI offenses."

Between July 2024 and April 2025, a total of 74 participants graduated from DUI Court, and 37 from Drug Court, with additional graduations held in May. The program provides incentives for meeting requirements and offers access to additional resources as needed.

"Graduations are acknowledgment of their hard work and success during this journey," said Superior Court Commissioner Christina Henderson. "We celebrate their success, share helpful lessons with and inspire others, and reduce their length of probation and financial obligations. We invite them to bring family and friends to attend and celebrate."





SUPERIOR COURT

25 Years of Forever Families

Celebrating National Adoption Day

Maricopa County was proud to celebrate its 25th year of National Adoption Day – an event where a child's dream of joining their forever family comes true. Since the event began in 1999, the Judicial Branch has finalized the adoptions of more than 4,500 children on National Adoption Day. The event featured the finalization of 55 adoptions by 23 judicial officers inside the Durango Juvenile Court Center.

"Adopting a child is a profound act of love that not only positively transforms the life of a child but also enriches families and strengthens our community," said Presiding Juvenile Department Judge, Lori Bustamante. "Celebrating adoptive families shows the power of connection, compassion and commitment – demonstrating that love is what makes a family."

National Adoption Day is a collective national effort to shed light on the 108,000 children in foster care waiting to find forever families. Since its inception, more than 400 communities across the country have hosted National Adoption Day events recognizing more than 85,000 children moving from foster care to a permanent family.



Over 800 Families Reunified

A Celebration of Courage and Commitment

To honor the families who have successfully overcome the challenges that brought their children into foster care, the Judicial Branch of Arizona in Maricopa County hosted its 12th Annual Family Reunification Day on June 29, 2025.

The event, held at Sky Zone Trampoline Park in Phoenix, served as a day for families to have fun and celebrate their long, hard-fought journeys to family reunification. Sixty-eight families registered, and hundreds attended.

“We are excited to be part of this event where families gather in our community to celebrate their successes. We celebrate not just reunification, but their courage, resilience and love that brought their family back together,” said Juvenile Department Presiding Judge Lori Bustamante. “Our judges are proud of each one of them and are thrilled that their hard work will be recognized by having a fun filled day with their families.”

To commemorate the path to reunification, Governor Katie Hobbs formally proclaimed June as Family Reunification Month. Her proclamation highlights that approximately 50% of families have successfully reunified after their dependency cases closed. Since January of 2024, the Judicial Branch has helped more than 800 Maricopa County families reunify.



Justice in Action

Serving the Community Beyond the Courtroom

In FY2025, the Judicial Branch continued to prioritize meaningful community engagement, supporting vulnerable populations through service-driven initiatives led by staff across divisions. These efforts reflect a commitment not only to justice, but to improving lives in the community.

In April 2025, officers from the Adult Probation Sex Offender Division organized a successful fundraising drive to support Childhelp, a non-profit that provides care for abused, neglected, and at-risk children. Through a raffle basket initiative, the division raised \$1,600, which was used to purchase food, clothing, and other essential items for children in need. This effort, organized entirely by adult probation officers, demonstrated the department's dedication to supporting youth and families in the community.

Also in April, the Fugitive Apprehension Unit (FAU) partnered with the City of Peoria's Neighborhood Services Department for the annual Homeless Outreach Provider Event (HOPE). This event brought together local agencies to provide individuals experiencing homelessness with access to housing services, medical care, hygiene kits, clothing, and more. FAU probation officers played a vital role by identifying individuals in the community in need of support, transporting them to the event, and facilitating safe, service-focused interactions. In a notable act of compassion, six individuals with active warrants were not taken into custody but were instead provided with resources to help resolve their legal matters and stabilize their situations. The event assisted 45 individuals and strengthened community trust.

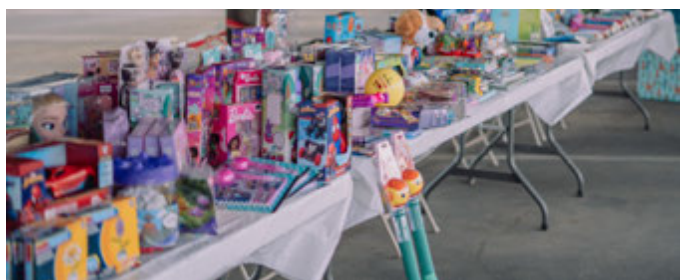


In December 2024, R.O.B.E.S. (Reaching Out and Building Engagement Through Service) joined forces with the Juvenile Department and the Arizona Department of Child Safety's Giving Tree program to support more than 100 young adults in Arizona's foster care system.

R.O.B.E.S. volunteers provided gifts including clothing, cleaning supplies, and bicycles. The Court partnered with Recycle Your Bicycle to ensure all 24 young adults who requested a bike rode home with one. Thanks to the coordination of Juvenile Department Supervisor Holly Prasetio, every child received something from their wish list.

"For many of them, a bicycle is more than just a gift — it's a vital means of transportation to work or school," said Commissioner Elizabeth Bingert.

These efforts exemplify Judicial Branch service to the community through outreach, collaboration, and a shared commitment to making a positive impact.





ADULT PROBATION DEPARTMENT

400 Meals, Countless Smiles

Community Partners Unite for Holiday Giving

Adult Probation hosted the 29th annual Turkey Feast on November 21, 2024, during which MCAPD staff volunteered to serve 400 holiday meals and distribute over 200 gift bags to children in the heart of their community. This event is a collaborative effort supported by community partners, including the Phoenix Police and Fire Departments, Terros Health, the Arizona Probation Officers Association, Dress for Success, Smart Justice, and St. Mary's Community Kitchen.

Among the dedicated volunteers was Letty Martinez, a clinical supervisor with the Reach Out Program, who has been bringing holiday cheer to the event for years, dressing up as an elf to add extra joy to the occasion.

The MCAPD Turkey Feast is all about community, kindness, and connection. Volunteers bring joy and hope by providing food, toys, and resources to families in need while staying true to the Department's mission of enhancing safety and creating positive change. This event reflects the values

MCAPD holds close—fairness, respect, and the power of coming together to make a difference.

In addition to holiday meals and gifts, the event offered various resources. The Terros Mobile Unit provided free vaccinations and health screenings, while organizations like Bridging the Gap Reentry and Maverick House shared information about their services. Dress for Success distributed free clothing, and the Smart Justice program representatives highlighted workforce and training opportunities for attendees.

"It's such a privilege to help others, especially during the holidays. It means so much that so many kids get a gift and a special memory. Growing up, those moments were important to me, and now it feels good to pay it forward. This event is a chance for everyone to experience a little magic. Christmas joy is contagious, and I'm so grateful to be part of spreading it year after year."

-Letty Martinez,
Reach Out Program Clinical Supervisor





JUVENILE PROBATION DEPARTMENT

From Translation to Connection

Families Build Trust Through Language

In March 2024, the Maricopa County Juvenile Probation Department launched a specialized initiative aimed at bridging communication gaps between probation officers and Spanish-speaking families. The Spanish Speaking Probation Officer Program addresses a longstanding need for culturally and linguistically responsive supervision within the juvenile justice system.

This program assigns bilingual probation officers to supervise cases involving juveniles and families whose primary language is Spanish. Officers are strategically selected for their fluency in both English and Spanish, as well as their ability to build trust with families. These officers manage youth under Standard Probation, working across low, moderate, and high supervision levels.

Since implementation, the program has significantly improved communication, understanding, and engagement. Families report feeling more comfortable and better supported during interactions with officers. Home visits, which once lasted around 10

minutes, now extend to about 20 minutes, allowing for more meaningful conversations and greater clarity around probation expectations. Eliminating the need for third-party translation services has also enhanced both the efficiency and quality of communication.

This effort reflects the Department's commitment to equity and innovation. In a county as large and diverse as Maricopa, language access is essential to fair and effective supervision. Spanish-speaking officers currently carry caseloads of 25 to 30 youth, serving families across a wide geographical area.

By meeting families in their preferred language, the Department has fostered stronger connections, improved outcomes, and reinforced its dedication to community-centered practice. The Spanish Speaking Caseload Program stands as a model for how intentional strategies can address disparities and promote trust in the justice system.

Inside the Courts

More than 1,200 Students Attend Courthouse Experience

With more than 1,200 students visiting the Downtown Superior Court Complex in Fiscal Year 2025, the Courthouse Experience Program is thriving within the education and legal community.

Since 1990, Courthouse Experience has invited Maricopa County students, ranging from middle school to college, into the courthouse to show them firsthand - the important role of an independent judiciary. The Experience offers students the opportunity to learn about the legal system and observe court as part of a guided tour, which may include visits with judicial officers, observations of court proceedings, visits to the jury assembly room and informative question and answer sessions. It also exposes them to a variety of careers within the Judicial Branch, including those in probation, juvenile detention, court support services, and other professions.

A typical tour begins roughly at 9:00 a.m. and concludes at noon. Classes are welcome to attend all different types of hearings and trials if the content is appropriate. Historically, most schools have been interested in criminal court proceedings.

Patricia Vroom, a middle school teacher at Montessori Day School who has been bringing her students for Experience tours since 2017, incorporates the Courthouse Program into the curriculum of her Street Law Class.

Courthouse Experience is always the highlight of our year," said Vroom. "The students truly enjoyed the opportunity to watch the court pro-

ceedings and learned quite a bit to augment their Street Law training. One thing I know they will take away is the sincere impression that all the people who make the court system function are caring professionals. That came across loud and clear."

While the program is designed to teach students, court staff who volunteer as tour guides find the program to be very beneficial. The program also allows staff an opportunity to interact with students, observe court proceedings, and learn more about the judicial system. It's a chance for them to become more engaged with the Branch and gain a better understanding the Court.

Adult Probation Case Administrator, Monique Cruz, has volunteered as a tour guide for three years. She believes the program is one of the best ways employees can increase their knowledge and make an impact.

"Every year, I get excited when fall rolls around," said Cruz "I was a former a teacher, and Courthouse Experience allows me the opportunity to blend my two passions - criminal justice and education. We have such an incredible Bench. Watching our judges sentence defendants to probation has helped me better understand my case work."

Courthouse Experience is part of a larger effort by the Judicial Branch of Arizona in Maricopa County to connect with future generations who will someday serve as jurors, work in the legal profession or require access to justice in the services offered by the court.



JUVENILE PROBATION DEPARTMENT

One Team, One Goal

Integrated Care for Healthier Youth Outcomes

Detention can be a stressful experience, and counselors are there to help youth manage their feelings which may include feeling sad, hopeless or anxious. Counseling is a safe space to process their emotions. It also encourages personal growth, and addresses underlying issues such as anger, addiction and past trauma. This can reduce the likelihood of reoffending and help youths reintegrate into society when released.

Upon arrival, every youth is screened for suicide risk; a counselor completes a suicide risk assessment and creates a safety plan within 24 hours. Youth on suicide precautions receive counseling services every day to ensure they remain safe and working towards his or her future safety. A new suicide precaution checklist process was created to ensure all staff working with the youth at risk of suicide are being monitored on a daily basis as closely as possible.

Within the first week of detainment, every youth receives a comprehensive mental health history which helps develop an effective treatment plan to meet the youth's current mental health needs. Throughout their stay, youth can receive ongoing counseling or wellness checks for additional support as they are automatically scheduled within the electronic health record system to meet with a counselor every week. This past year, the counseling department provided over 7,000 wellness and counseling sessions.

A youth may request to see a counselor sooner at any time by completing a mental health request form. Family engagement is strongly encouraged as we know that youth with strong family support are less likely to reoffend. Through counseling, youth will learn effective coping strategies to manage their stress, which is a valuable skill during detainment but also in life after release.





The counseling department offers a substance use program called Teen Intervene. Over 500 youth with substance use disorders have completed the Teen Intervene program, which uses cognitive behavioral therapy and

motivational interviewing skills to move a youth along the stages of change to ultimately reduce their substance use in the future.

Mental health services are part of Detention's integrated model of care. This model promotes ongoing communication among mental health, medical and detention staff who come together for the daily morning huddle to share information. By addressing issues from an integrated model, we are supporting healthier development, improving educational and social outcomes and building resilience and hope for their future. Our team works together every day to provide the best possible care for the youth we serve with the hope of a better future.

SUPERIOR COURT

Serving Justice, Saving Time

How Remote Questionnaires Help Jurors

To honor the residents of Maricopa County who uphold their civic duty to serve as part of the jury process, the Judicial Branch of Arizona in Maricopa County celebrated Jury Appreciation Week during the first week of May.

Presiding Judge Joseph Welty kicked off the festivities with a special greeting to jurors in downtown Phoenix. Throughout the week, jurors were offered refreshments and those serving on longer trials received a free lunch.



"Jury duty grants us the power to ensure that our legal system remains accessible, fair, and impartial - seeded in the very ideals our Constitution upholds," said Judge Welty. "Jurors come from all walks of life, representing various backgrounds, and experiences. Their individual and unique perspectives help balance the scales of justice, creating a fair and equitable process."

Over the past few years, the Judicial Branch has streamlined the jury selection process to better make use of time for both jurors as well as the court. One of the biggest innovations has been the use of Remote Jury Questionnaires to prescreen jurors before they are scheduled to report for service.

In 2024, the first year of using remote case specific jury questionnaires, 22,000 people participated in the jury selection process for nearly 300 jury trials. Of the 7,000 jurors who completed the case specific questionnaires at home, 54% of

those jurors were excused and not required to appear for in-person jury selection. This process saved the court over \$100,000 in juror mileage reimbursements. Remote jury selection allows potential jurors to participate in parts of the selection process online, which saves time and reduces associated costs like childcare and transportation.



Healing Through Hope

Fighting Human Trafficking with Heart and Justice

STRENGTH Court (Success Through Resilience Empowering New Growth Through Hope) highlights the impact of therapeutic courts in helping trafficked youth. This voluntary, trauma-informed court uses an integrated model where the same judicial officer handles the youth's delinquency and/or dependency cases, ensuring consistency and support.

"The Court and system partners recognize that the youth in this population deserve to be supported by a team that has insight into their trauma history and that can tailor their experience in the courts to avoid further traumatization," said Associate Juvenile Presiding Judge Melody Harmon.

STRENGTH Court's team includes Juvenile

Court judges, a specially trained STRENGTH Court juvenile probation officer, a Court Appointed Special Advocate (CASA of Maricopa County), representatives from the Arizona Department of Child Safety, the Arizona Attorney General's Office, Reach

for Resilience, survivor advocates, and other partners. Each member is trained to support the unique needs of trafficked youth, many of whom live in group homes and are at high risk of running away.



Youth are invited to observe a hearing before choosing to join the court. The team builds trust and connects them to critical resources, focusing on long-term recovery and success. Participants are also supported in reaching educational goals—from diplomas and GEDs to college, trade programs, and initiatives like

the Education Transition Program through the Office of the Maricopa County School Superintendent.

In FY2025, the Maricopa County Adult Probation Department took significant steps to combat human trafficking through swift intervention, staff training, and awareness campaigns. In one case, probation and surveillance officers acted on a tip about a young trafficking victim. They found her alone and anxious in a hotel room and, despite initial hesitation, helped her create a safety plan. When she later reached out for help, officers quickly coordinated with law enforcement and community partners to safely reunite her with her mother, demonstrating the power of a rapid, compassionate response.



Adult Probation also partnered with Dr. Dominique Roe-Sepowitz from ASU's Office of Sex Trafficking Intervention Research (STIR) to launch a Sex Trafficking Survivors Workgroup. This group of 20 dedicated staff is developing department-wide training focused on

identifying signs of trafficking, understanding the overlap with criminal behavior, and using trauma-informed supervision strategies. The training is already making a difference as officers recently helped another survivor reconnect with her family out of state.

The workgroup shared red flags for staff to watch for, aiming to boost awareness and early intervention.

These combined efforts reflect the Branch's broader mission to protect the community and support survivors.



A silver trophy with a star and a ball, set against a yellow background with gold confetti. The trophy is positioned diagonally, with the star at the top right and the base at the bottom left. A dark blue rectangular box is centered over the trophy, containing the word "Awards" in white text.

Awards

Recognizing a Trailblazer

Judge Pamela Dunne Honored as Heart of Justice Leader



Judge Pamela Dunne was awarded the Heart of Justice Leader of the Year Award by Arizona Legal Women and Youth Services (ALWAYS) for her pivotal role in creating STRENGTH Court and her dedication to supporting minor victims of sex trafficking.

Judge Dunne and Judge David Gass played a key role in the creation of STRENGTH Court (Succeed Through Resilience, Empower New Growth Through Hope), launched in 2018 at the Judicial Branch of Arizona in Maricopa County.

This innovative program takes a victim-centered, therapeutic approach during court proceedings to prioritize the well-being of youth survivors of sex trafficking. STRENGTH Court offers timely support by connecting young individuals with vital resources to aid in their recovery and long-term success.

“It has been a profound honor and privilege to start STRENGTH Court with Judge Gass in August 2018, and to work with these victims on their healing journey all these years,” said Judge Dunne. “We have helped minor victims of sex trafficking go from merely surviving to thriving. I am humbled and deeply appreciative of this award. I share it with the STRENGTH Court victims.”

The STRENGTH Court team consists of Juvenile Court judges, a specially trained STRENGTH Court juvenile probation officer, a Court Appointed Special Advocate (CASA of Maricopa County), the Arizona Department of Child Safety, the Attorney General’s Office, Reach for Resilience, survivor advocates and other stakeholders who collaborate to support trafficking survivors.

“Judge Dunne has played a pivotal role in transforming the lives of young people who have endured unimaginable trauma,” said Juvenile Presiding Judge Lori Bustamante. “Her kindness, compassion, and guidance have left a positive and lasting impact on countless individuals, inspiring hope, and fostering resilience. Her influence will continue to be a driving force for our therapeutic court as it strives to reach and serve this vulnerable population of youth in the years to come.”

ALWAYS is a nonprofit community legal center that ensures justice for Arizona’s vulnerable youth. The center offers free legal services to at-risk children and young people as well as survivors of human trafficking.

Honoring Excellence

Victim Support Coordinator Receives Statewide Award

Juvenile Probation Department Victim Support Program Coordinator, Lizbeth Saldana Urbieto, received the 2025 Service Coordination Award by the Arizona Attorney General's Office for her outstanding work supporting crime victims. This prestigious award recognizes individuals or organizations that have been instrumental in establishing comprehensive, coordinated, multi-disciplinary approaches to serving crime victims within their community or jurisdiction.

"Working with victims of crime is deeply meaningful to me because it allows me to make a direct, positive impact on individuals' lives during their most vulnerable moments," said Lizbeth Saldana Urbieto, Juvenile Probation Department Victim Support Program Coordinator. "I believe that every victim deserves to be treated with respect, empathy and dignity. Many are incredibly thankful for the information and support we provide and seeing them become more confident in navigating the system is truly rewarding."

Lizbeth and her team provide support to crime victims by managing notifications to keep them informed about court dates, legal processes, and available services. They also assist victims in navigating the complexities of the court system, helping with necessary paperwork, and providing case updates. In addition, the team connects victims to vital resources such as counseling, legal aid, and financial assistance.

In FY2024, the Juvenile Probation Department supported over 8,000 victims and issued more than 44,000 victim notifications.





NATIONAL ASSOCIATION OF COUNTIES (NACO)

Innovation in Action

Eight innovative programs from the Judicial Branch of Arizona, including Superior Court and the Adult and Juvenile Probation Departments, received Achievement Awards from the National Association of Counties (NACo). These awards recognize outstanding efforts to improve public service and access to justice, highlighting Arizona's leadership in adopting new approaches. NACo Awards span 18 categories and encourage counties nationwide to learn from each other and find new ways to make a difference.

The **Adult Probation Department** earned four Achievement Awards by implementing several innovative programs that enhanced efficiency, supported justice-involved individuals, and allocated resources effectively. Highlights of the awards are listed below:

Budget Class Referral - Upgraded the budget class referral process, which increased the speed and availability of free classes for individuals on probation who have court-ordered payments.

Digital Vehicle Reservation - The Continuous Improvement team created a new cloud-based system for reserving department vehicles.

Domestic Violence Probation - To address the unique needs of justice-involved women as both victims and offenders, a domestic violence probation program was implemented.

Minimum Assessed Risk Supervision (MARS) Expansion - Introduced a standardized screening process transitioning 1,000 low-risk individuals to caseloads requiring fewer interventions.

The **Juvenile Probation Department** won two Achievement Awards for introducing impactful programs that support youth in the juvenile justice system through creative engagement and culturally responsive supervision.

Youth Guitar Club - Provides youth with valuable music education, partnered with Free Guitars 4 Kids and the Arizona State University (ASU) School of Music to expand the program's offerings.

Spanish-speaking Probation Officer - Initiative assigning bilingual probation officers to specialized units, ensuring culturally responsive support without additional costs.

The **Jury Service Department** received a NACo Achievement Award for its innovative launch of the remote case-specific questionnaire. This forward-thinking solution streamlines the jury selection process by allowing the court to prescreen potential jurors before they're ever called to report, saving time and mileage costs.

The **Civil, Tax, and Lower Court Appeals** took home one Achievement Award, recognizing the creation of a new internship program helping inspire young professionals while supporting court operations.

ADMINISTRATIVE OFFICE OF THE COURTS

Excellence in Education



Arielle Santacruz
Adult Probation Officer



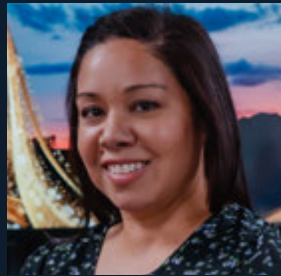
Cameil Kimble
Juvenile Detention Supervisor

JUVENILE PROBATION DEPARTMENT & ADULT PROBATION DEPARTMENT

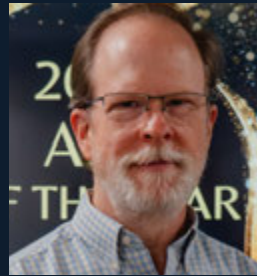
Annual Awards



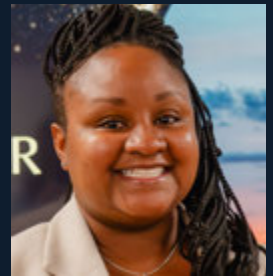
Wendy Arias
Adult Probation Officer



Carla Cacciamani-Egger
Surveillance Officer



William Grimes
Presentence Screener



Ivy Kinney
Supervisor



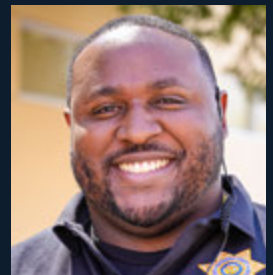
Jaime Delgado
Employee of the Year



Amy Goldsmith
Line Officer of the Year



Mark Eastin
Supervisor of the Year



Terry Sampson
Officer of the Year

Performance Excellence Awards



Teamwork

Jeffrey Fischer

ADULT PROBATION DEPARTMENT

Jeff is a Fugitive Apprehension Officer who exemplifies teamwork by participating in multiple committees, assisting new and existing probation officers, and police partner agencies. Jeff volunteered to train other FAU officers and created an information-filled binder for each new officer, which includes crucial details such as FAU and APD policies, unit phone numbers, and more. After unexpected staff vacancies last year, Jeff also volunteered to cover three separate caseloads and has been receiving the highest number of new cases per month for over a year.



Leadership Gladys Villegas

SUPERIOR COURT

Gladys Villegas, supervisor of the Family Conference Center, led the new Department of Economic Security (DES) Arizona Case Record System (AZCARES) pilot program for the Family Department and has been instrumental in overseeing its implementation. Since 2024, Gladys worked tirelessly to understand the new management system by attending meetings, testing the new system, creating written manuals, and training her staff, court personnel and stakeholders within the Maricopa Judicial Branch and across the state. Gladys embodies what it means to be a leader.



Innovation Shelby Hudgins

SUPERIOR COURT

Shelby Hudgins, using amazing interpersonal and organizational skills, created an efficient application and onboarding program to renovate the Superior Court's Externship program. She developed key relationships with the career services departments at both Arizona State University and the University of Arizona, allowing the Court to use university externship application systems to streamline the process. Shelby also updated the externship website information and simplified the online application process for students who do not attend local schools. With this new system in place, student placements went from taking hours to just under 30 minutes to complete. With her innovative skills, Shelby was able to increase the number of participants to over 50 students in the Summer of 2023.



Group Collaboration Melissa McGinnis & Chris Holly

SUPERIOR COURT

Chris Holly and Melissa McGinnis collaborated and launched a new website for the Branch in 2023. In working together as a team, Melissa focused on content and Chris focused on the technologies, they were able to leverage their shared expertise and individual talents to drive improvements to the website experience for all users, including those with disabilities. Chris and Melissa led the way, demonstrating flexibility, leadership, and a sharp eye on the end users of our new site and what they needed from a website. They also ensured that the project remained on-time and on budget.



Customer Service Audralee Scofield

JUVENILE PROBATION DEPARTMENT

During a hot summer day, when the temperatures reached over 100 degrees, Juvenile Probation Officer Audralee Scofield took quick action when she noticed a man lying on the sidewalk by the Durango Juvenile Court Center's parking lot suffering from heat exhaustion. Audralee approached the man, who appeared to be severely dehydrated, and offered him Gatorade as she called 911. She stayed with the man bringing him wet paper towels to cool him down, until the Fire Department and paramedics arrived on scene. This is the second time she's aided a heat exhaustion victim this year.

CENTER FOR IMPROVING YOUTH JUSTICE

Barbara Allen-Hagen Award

Juvenile Detention Receives National Honor



At first glance, from the outside the Juvenile Detention facility may look like any other building you've seen, but inside, a quiet transformation has been underway to improve recruitment, retain more staff, improve safety, and cultivate positive staff-youth relationships. This innovative work has earned the department national recognition as a recipient of the 2025 Barbara Allen-Hagen Award.

The Center for Improving Youth Justice (CIYJ) presents the Barbara Allen-Hagen Award to a correction or detention facility that exemplifies outstanding commitment to continuous improvement through a standardized process of data collection and review. The award recognizes the department's dedication to making positive changes and enhancing outcomes not only

for the young people in their care but also for staff, families, and the community.

"What Durango Detention did that stood out to the Center for Improving Youth Justice was that their culture change went very deep," said Kim Godfrey Lovett, Executive Director of the Center for Improving Youth Justice. "It's what helped the staff in a challenging situation become integrated and build a community. It was not just a single approach, and it went deep into ensuring that staff felt safe, and everything improved after that. It made that connection between staff feeling safe and promoting kids' healthy growth."

In addition to enhancing youth programming, the Juvenile Probation Department launched a new, streamlined hiring process to select highly qualified candidates for detention

officer positions, refreshed the new officer academy to build stronger teams of support, and created new pathways for professional growth. As part of this enhanced recruitment initiative, prospective candidates are invited to spend a full day at the department, including a tour of the detention facility and QA sessions with existing staff. This immersive experience provides applicants with a clear understanding of the role's expectations and the benefits of working as a detention officer.

"This recognition is a testament to the unwavering dedication of our detention and probation staff, who bring purpose, compassion, and professionalism to their work every single day," said Eric Meaux, Juvenile Probation Chief. "Regardless of a youth's offense or court status, our team's commitment is rooted in fairness, dignity, and the belief that every young person deserves to be treated with humanity. That principle is not just a policy — it's a daily practice. The recognition doesn't just celebrate one initiative or milestone — it shines a light on a culture our team has cultivated. A culture where practice improvement is not just a moment here and there, but continuous. Where youth-centered approaches and public safety walk hand in hand".

Youth in Detention are being offered unique opportunities to participate in innovative programs to expand their experiences in the arts, music, recreation, and an on-site jobs program as well as advanced education through ASU on-line college level courses. In addition to providing young people with the valuable skills they can carry with them as they transition back to their families and communities, the opportunities provide moments of success that are built upon one another, strengthening their desire for a new path forward. A dedicated team of profes-

sionals within the Juvenile Detention Center works collaboratively to develop and deliver engaging programming that encourages positive involvement and personal growth during detention.

Recently, CIYJ hosted their annual Awards Night Gala in Boston, where the Barbara Allen-Hagen Award was presented to the Juvenile Probation Department in recognition of their exceptional work.

"It's a national competition, and Durango Detention competed with the top programs across the country," said Lovett. "It is a distinguished honor, and what they've done is in the best interest of the young people

who come to detention. They are turning around young lives, they are preventing future criminal behavior, and they are going to save a lot of money because these young people won't be going to the adult system or stay incarcerated. They used research, they used data, and they're getting the outcomes desired."



The evening also spotlighted the creativity and voices of youth through the celebration of this year's Kids Got Talent contest winner. The gala also held significance for the Superior Court in Maricopa as a youth recently released from detention was honored for his powerful winning musical entry, Letting Go. His inspiring submission was selected from 51 entries across 13 states, highlighting the youths' remarkable talent and resilience in local and state correctional facilities.

For more information, please visit: Center for Improving Youth Justice, <https://improvingyouthjustice.org>

A close-up photograph of a hand holding a black pen, about to fill out a survey. The survey form features several green smiley face icons and empty square boxes for responses. The background is a light-colored surface with more smiley face icons scattered around.

Surveys

Surveys are an integral tool the Judicial Branch uses to connect with employees, justice-involved individuals, and stakeholders. They provide information that helps the Branch understand experiences, perceptions, and overall satisfaction with services.

Survey participants rate their experiences or satisfaction provided through multiple-choice questions, Likert scale ratings, and open-ended questions.

The Branch utilizes the data to identify opportunities to improve accessibility, fairness, safety, connection, engagement, and service quality.

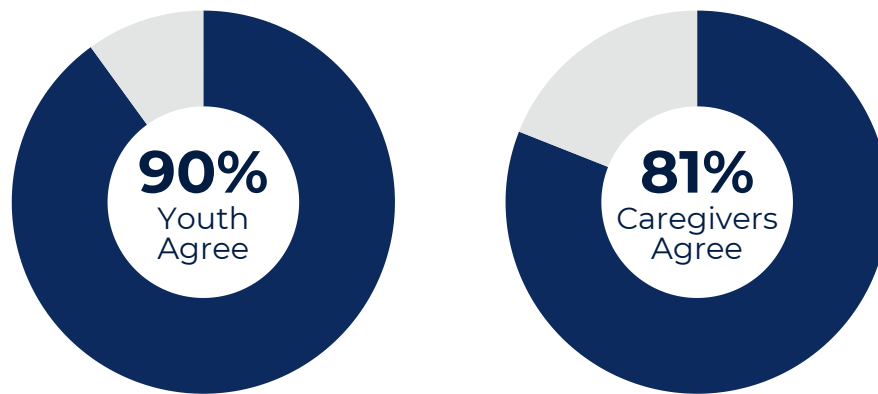
Participant Survey Results

JUVENILE PROBATION DEPARTMENT (JPD)

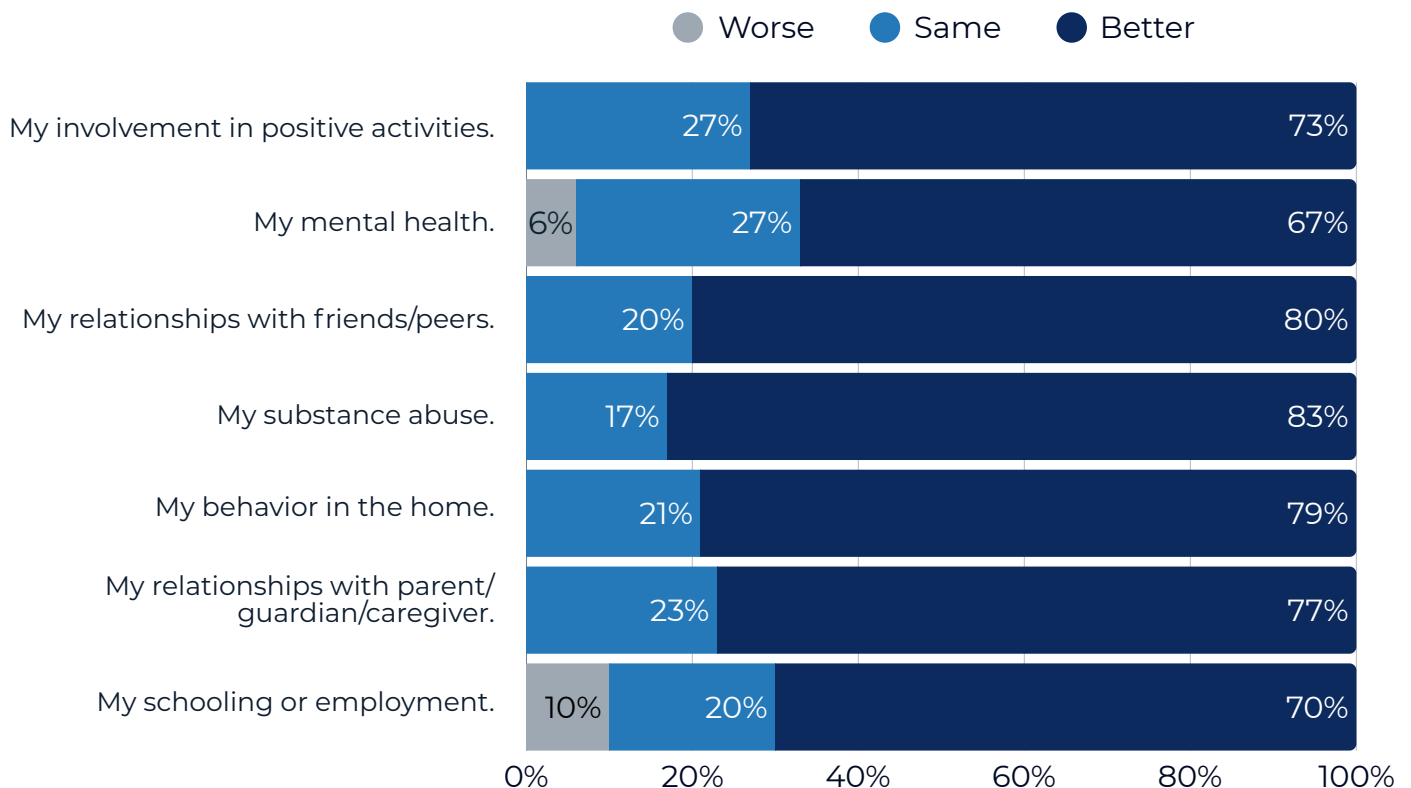
Youth and Family Engagement Survey

This monthly, voluntary survey conducted by JPD gives youth on probation and their caregivers a voice in sharing their experiences during and after probation.

Agree that the Probation Officer Treated Them Fairly



Self-Reported Change in Progress After Release

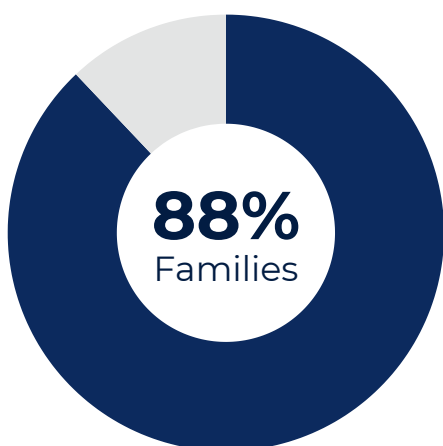


Administered to youth three and six months after release from probation to assess progress across key life domains. Most respondents reported improvements in these areas, highlighting positive developments that may reduce the likelihood of future re-offending.

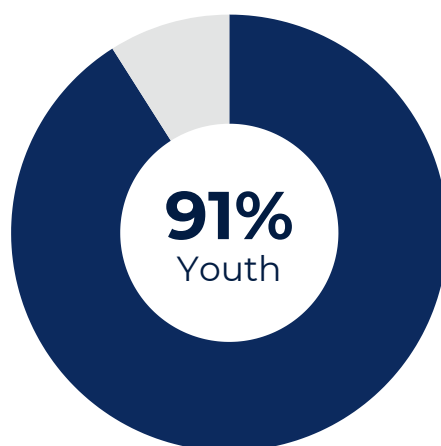
JUVENILE PROBATION DEPARTMENT (JPD)

Performance-Based Standards in Juvenile Facilities

JPD collects outcomes from administrative data from surveys of youth and families with the support of Performance-based Standards (PbS) to evaluate performance and practices in key areas of secure juvenile facilities.



% of Families Who Report That Staff Value Their Opinion Regarding Their Child's Care



% of Interviewed Youth Who Report Understanding the Facility Rules and Their Legal Rights

ADULT PROBATION DEPARTMENT (APD)

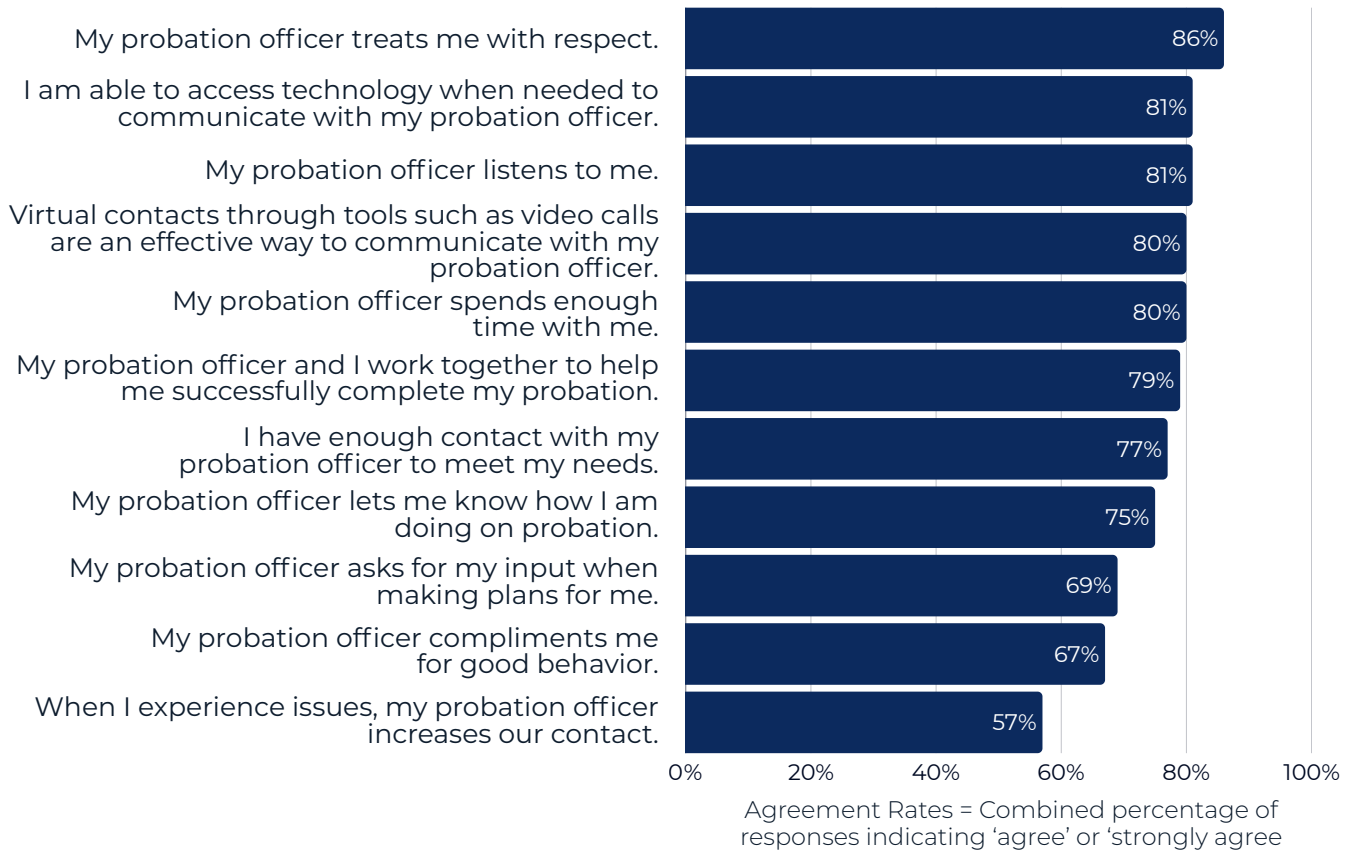
Individuals on Probation Supervision Satisfaction Survey

APD received 2,272 anonymous responses from individuals on probation supervision to evaluate satisfaction with services and identify areas for improvement.



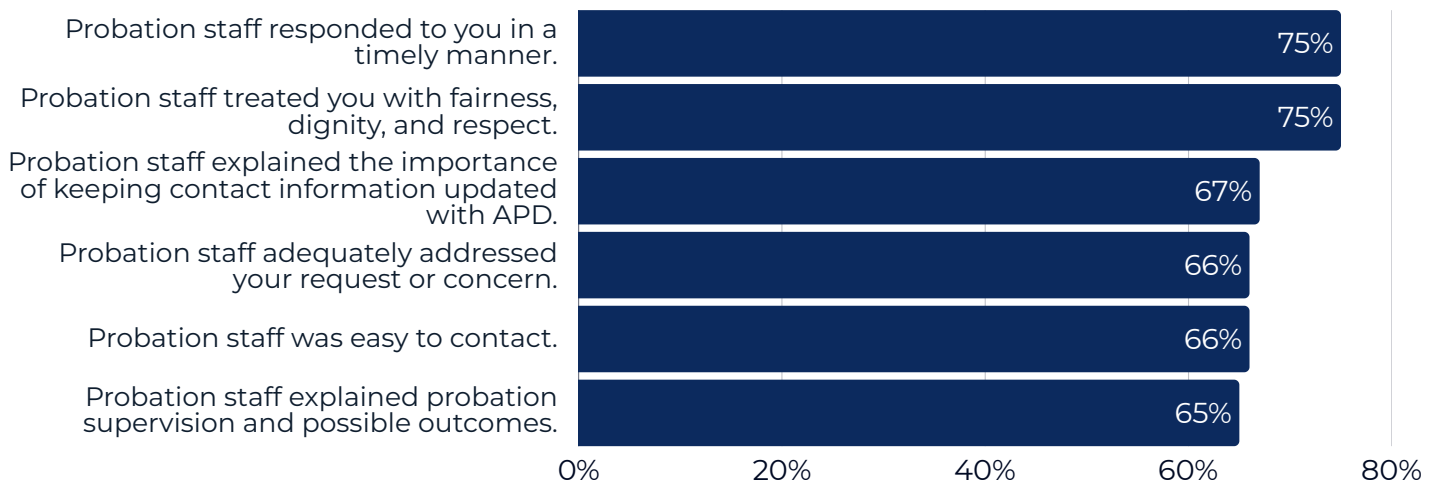
ADULT PROBATION DEPARTMENT (APD)

Individuals on Probation Supervision Interactions with the Department



ADULT PROBATION DEPARTMENT (APD)

Victim Satisfaction Survey Results

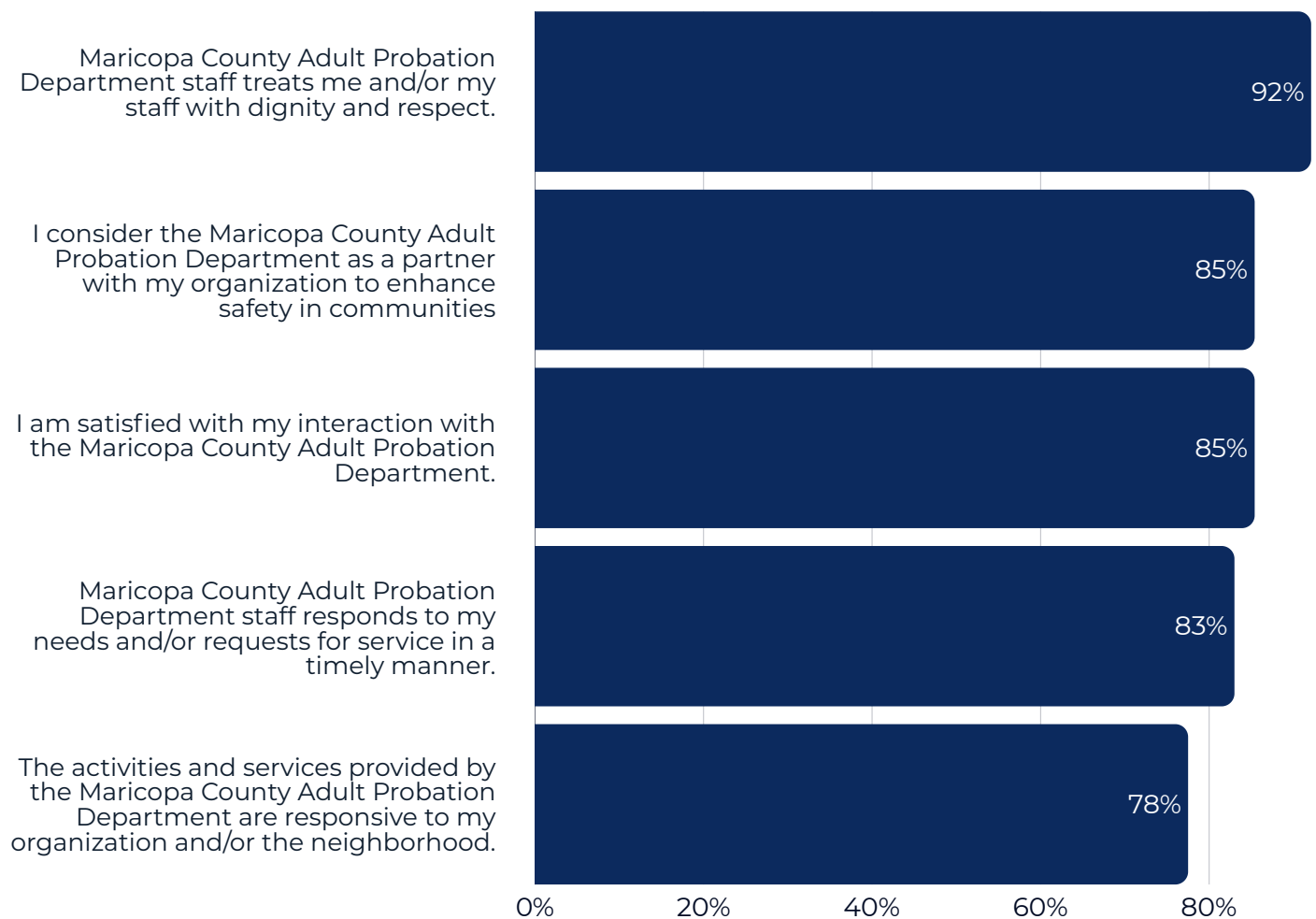


68%

OVERALL VICTIM
SATISFACTION RATE

ADULT PROBATION DEPARTMENT (APD)

Criminal Justice & Law Enforcement Partners Satisfaction Survey Results



85%
OVERALL
SATISFACTION RATE

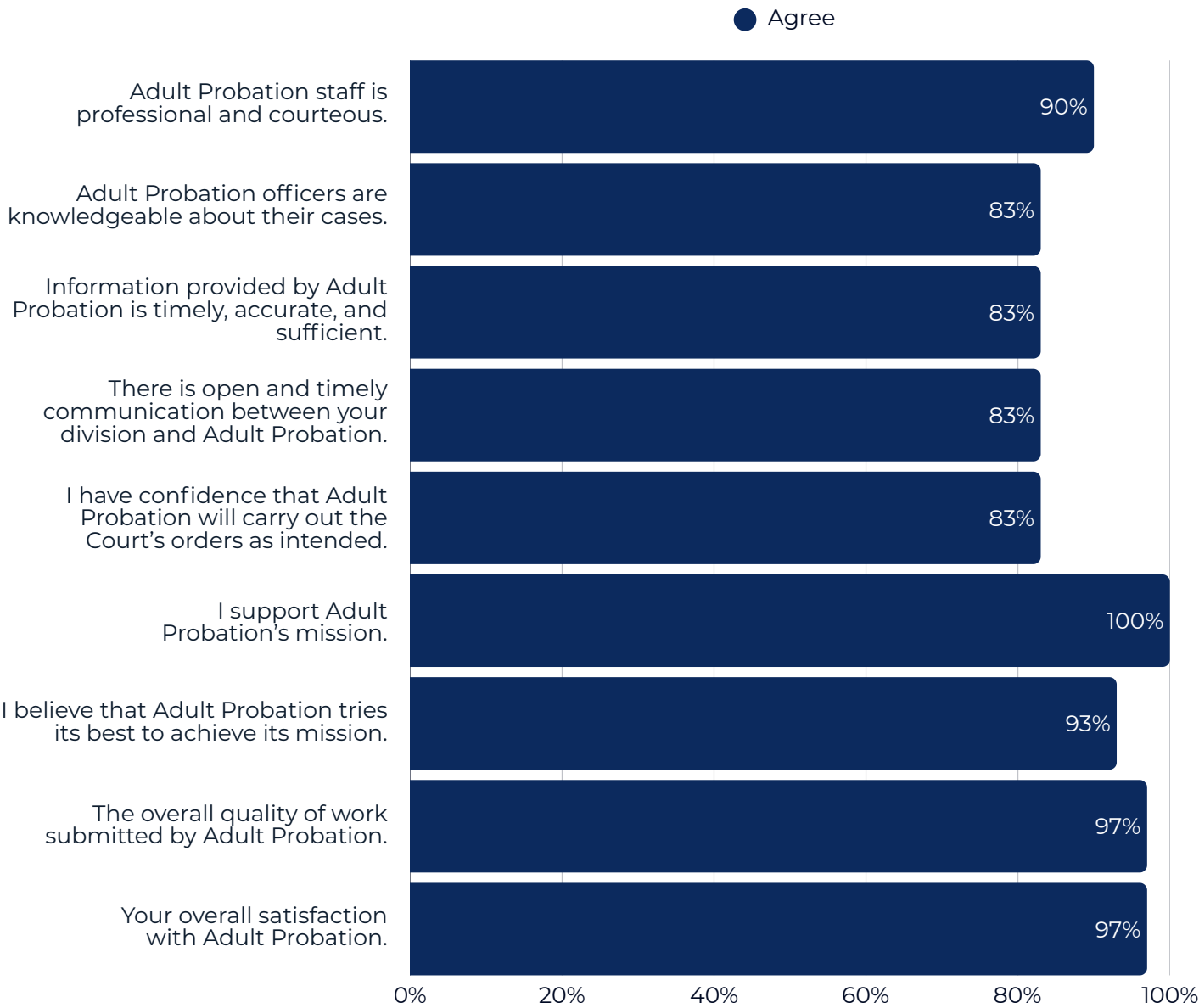
0.3%
DECREASE IN
SATISFACTION FROM
FY2023

70%
MONTHLY CONTACT
WITH APD STAFF

ADULT PROBATION DEPARTMENT (APD)

Judicial Satisfaction Survey Results

The Department surveyed judicial officers (judges and commissioners) on the Criminal Bench to evaluate satisfaction with APD's services and support.



NEARLY
10/10

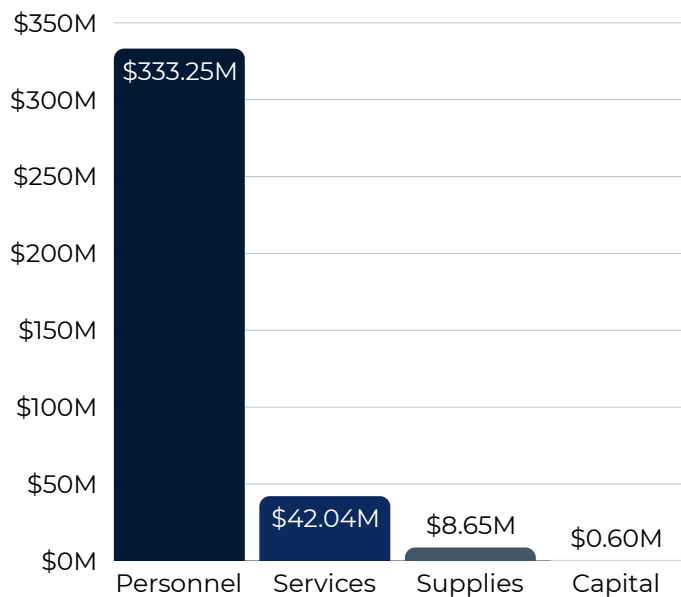
JUDICIAL OFFICERS
WERE SATISFIED WITH
ADULT PROBATION (97%)



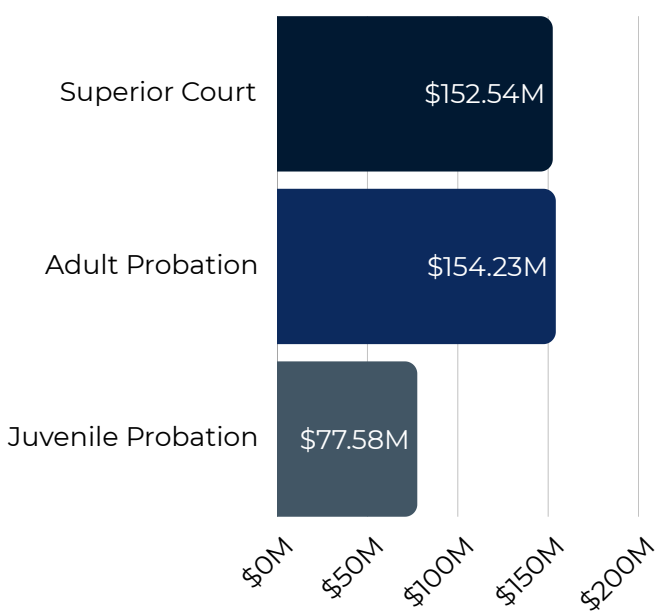
By the Numbers

The data in this report represent the most current information available at the time of publication. Because case information is entered continuously and may be delayed or corrected, totals may differ slightly from those in other publications. Due to rounding, percentages may not equal 100%.

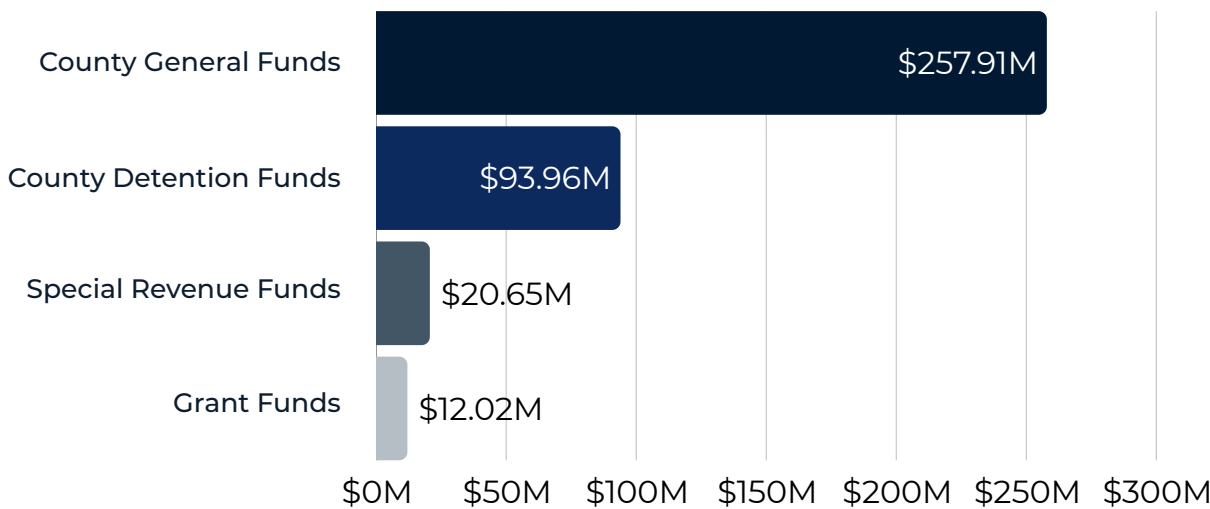
Expenses by Category



Expenses by Department



Expenses by Fund Type



Breakdown of Expenses by Fund Type

	Superior Court	Adult Probation	Juvenile Probation	Total
County General Funds	\$136.25M	\$93.10M	\$28.56M	\$257.91M
County Detention Funds	\$0.00M	\$50.59M	\$43.37M	\$93.96M
Special Revenue Funds	\$10.50M	\$8.29M	\$1.86M	\$20.65M
Grant Funds	\$5.98M	\$2.25M	\$3.79M	\$12.02M
Totals	\$152.73M	\$154.23M	\$77.58M	\$384.54M

\$384.54M
TOTAL BUDGET

Adult Probation Department

54,381

TOTAL PROBATION
POPULATION

29,166

INDIVIDUALS ON
ACTIVE PROBATION
SUPERVISION

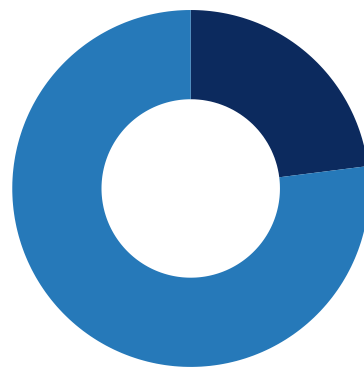
2,278

INDIVIDUALS ON
PRETRIAL
SUPERVISION

Probation Population by Gender

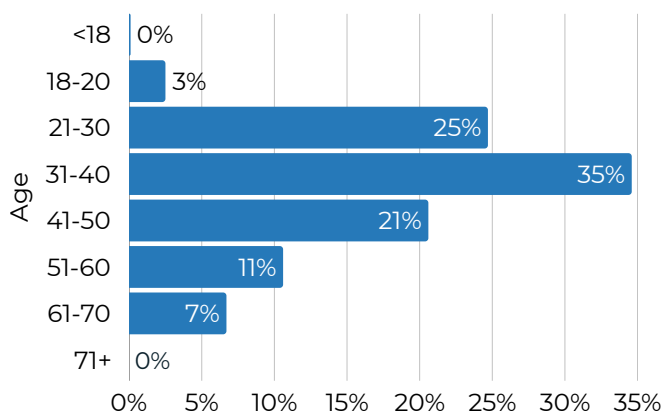


Male
77%

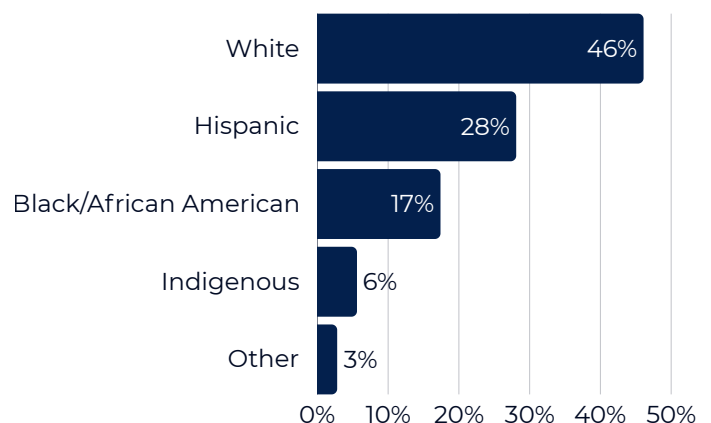


Female
23%

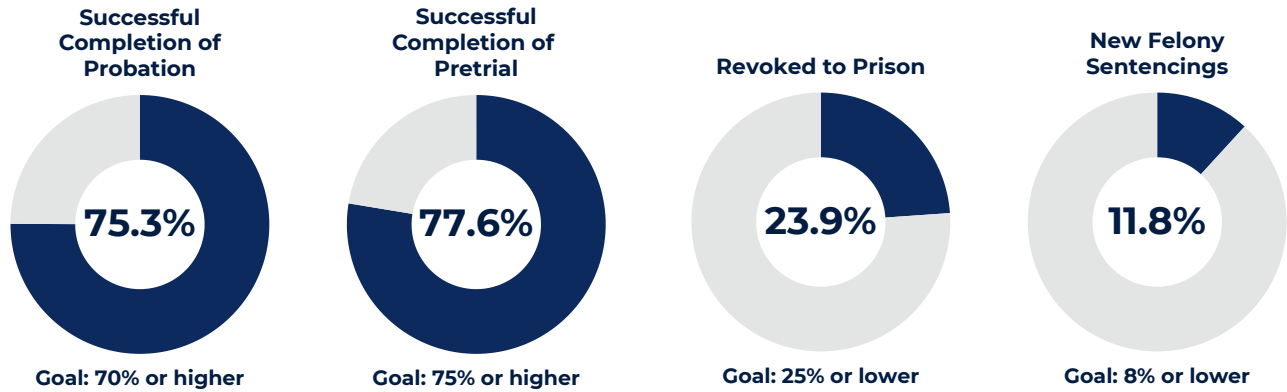
Probation Population
by Age



Probation Population
by Race/Ethnicity



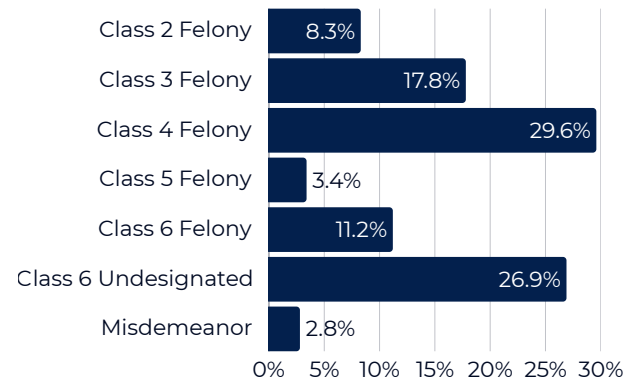
Crime Reduction Results



Probation Population by Supervision Type

	Standard Probation Supervision	Intensive Probation Supervision	Unsupervised Probation
Successful Completion Rate	77.2%	58.6%	99.0%
New Felony Conviction Rate	11.3%	29.5%	1.6%
Revoked to Prison	22.0%	40.3%	1.0%
Population	27,047	1,143	976

Probation Population by Offense Category



Reports Produced & Submitted to the Court

Program	Production Unit	Total Count	Annual Program Cost	Cost per Unit
Pretrial	Initial Appearance Packets	48,812	\$3,982,827	\$81.84
Presentence Investigations	Presentence Reports Completed	17,507	\$15,248,859	\$873.52

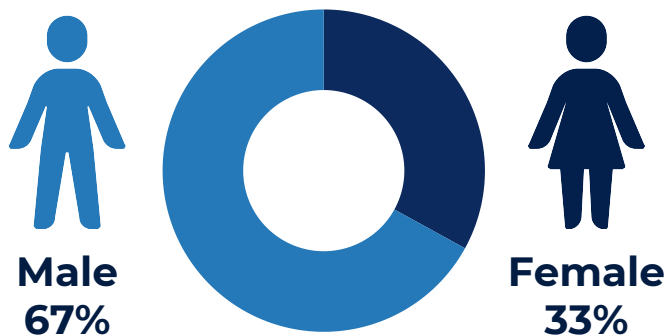
Community Supervision Populations

Program	Population	Caseload Ratio	Annual Program Cost	Daily Cost per Individual
Pretrial				
General	325	1:75	\$9,708,406	\$11.24
Low-Risk	1,057	2:350		
Electronic Monitoring	896	1:25		
Total Unsupervised Probation Supervision	976	2:500	\$659,223	\$1.80
Total Standard Probation Supervision	27,047	1:60	\$68,897,306	\$7.17
Standard (Excluding Specialized)	16,184	1:60	\$35,433,862	\$6.05
Sex Offender	3,588	2:60	\$15,218,398	\$11.89
Minimum Assessed Risk Supervision (MARS)	2,587	2:350	\$1,746,726	\$1.89
Seriously Mentally Ill (SMI)	941	1:40	\$3,108,141	\$9.03
Domestic Violence	1,095	2:60	\$4,165,310	\$10.63
Reentry	287	1:20	\$3,707,099	\$34.34
Drug Court	254	1:40	\$1,682,118	\$18.44
Supervised Youth	258	1:40	\$826,299	\$8.92
Veterans Unit	164	1:60	\$654,310	\$8.70
DUI Court	168	1:40	\$550,903	\$8.04
Total Intensive Probation Supervision	1,143	1:15	\$11,767,075	\$26.80
Intensive Probation Supervision Field	928	1:15	\$11,767,075	\$26.80
Intensive Probation Supervision Sex Offender	215	1:15		

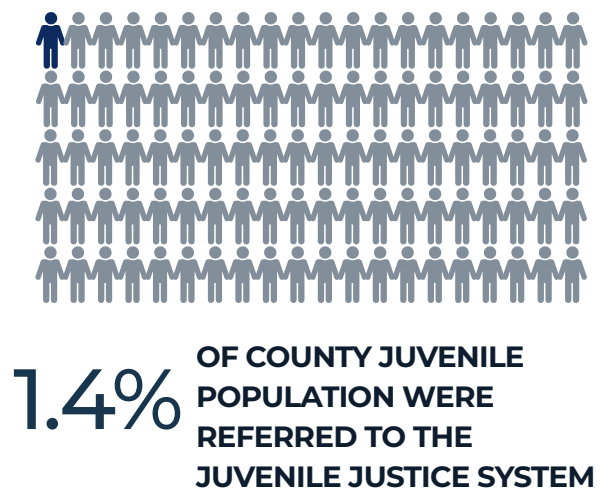
Juvenile Probation Department

The Juvenile Probation Department works with youth from their initial referral for alleged delinquency through outcomes such as diversion, detention, or probation supervision. This section provides FY2025 demographics of juveniles referred to the Maricopa County juvenile justice system and an overview of diversion, detention, and probation.

Probation Population by Gender



Juvenile Referrals Among County Youth

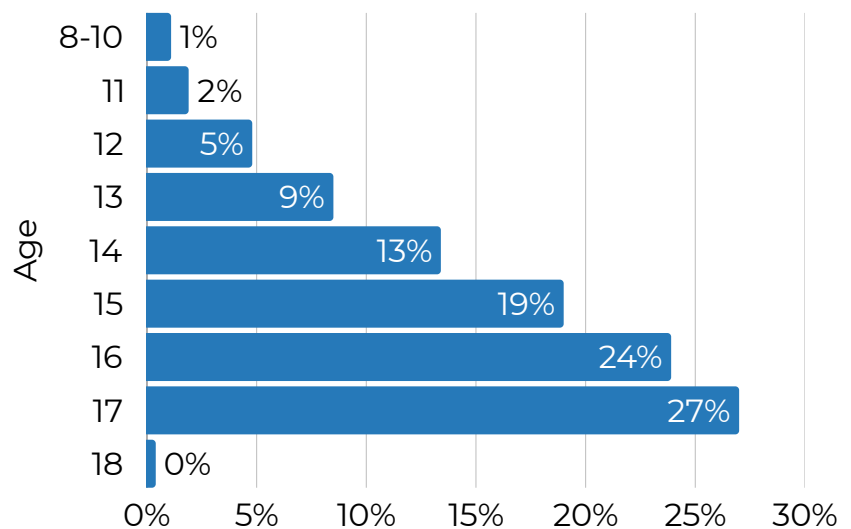


597,360
2023 TOTAL ESTIMATED
MARICOPA COUNTY
JUVENILE POPULATION*

10,691
TOTAL REFERRALS

8,084
TOTAL JUVENILES

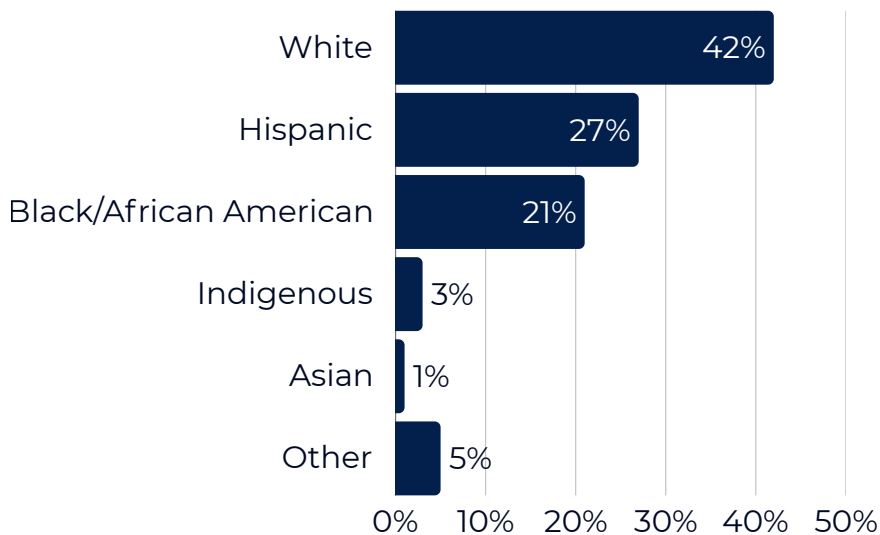
Probation Population by Age



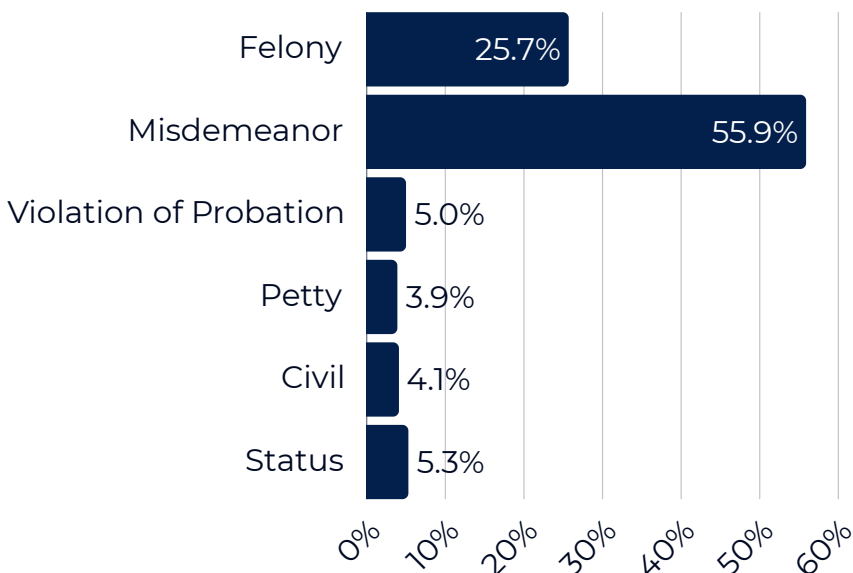
*Source:
<https://www.ojjdp.gov/ojstatbb/ezapop/>

18-year-olds include juveniles who were 17 at the time the offense was allegedly committed, youth with violations of probation and those who fall under extended jurisdiction

Probation Population by Race/Ethnicity



Probation Population by Offense Category



5,870
TOTAL DIVERSIONS

55%
OVERALL REFERRALS
DIVERTED

8,401
DIVERSION
CONSEQUENCES
COMPLETED

96%
CONSEQUENCES
COMPLETED SUCCESSFULLY

2,558
PLACED ON
STANDARD PROBATION

308
PLACED ON
INTENSIVE PROBATION

89
COMMITTED TO STATE
JUVENILE CORRECTIONS



Juvenile Detention Activity Summary

Admissions & Screening

Juveniles Screened for Detention	3,855
Juveniles Admitted to Detention	2,300
Percent of Juveniles Admitted to Detention	60%

Population Measures

Average Overall Daily Population	158
Delinquency Matters	122
Criminal Matters	37

Length of Stay

Average Length of Stay	25 days
Length of Stay for Delinquency Matters	19 days
Length of Stay for Criminal Matters	201 days

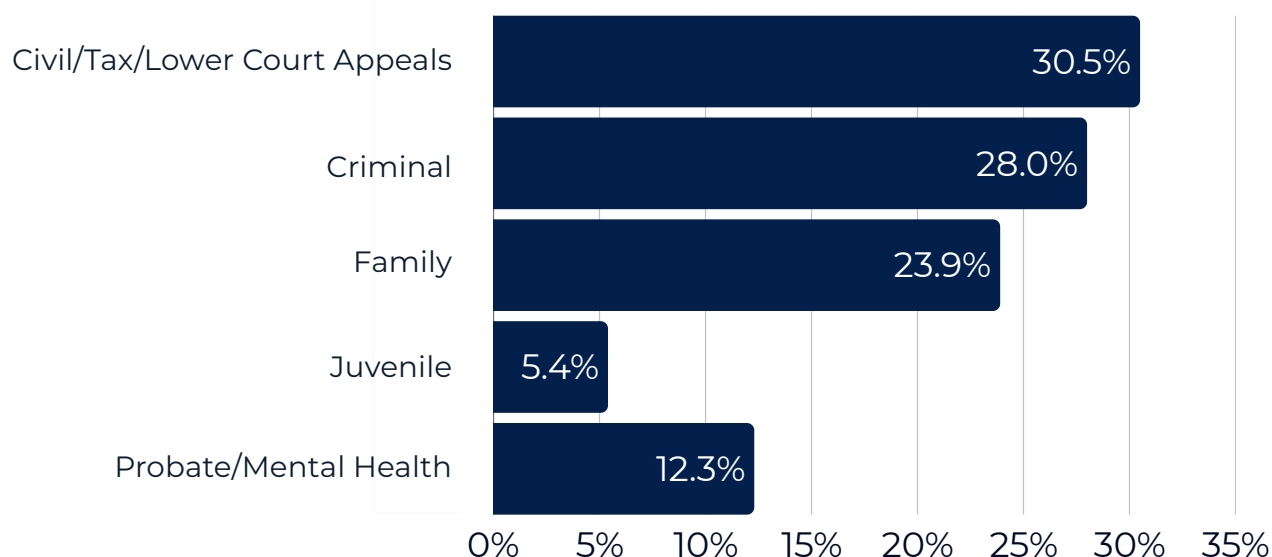
Outcomes of Diversion and Probation Programs

Program Type	No New Referrals	No New Felony Referrals
Diversion	84.2%	94.4%
Probation	71.7%	84.0%

Superior Court

The Superior Court data detail the filings, terminations, pending cases, and clearance rates for the five court departments: Civil, Criminal, Family, Juvenile, and Probate and Mental Health.

Superior Court Filings



Jury and Court Support Services

	FY2024 Totals	FY2025 Totals	% Change
Summoned Jurors	446,003	411,570	-7.7%
Juror Pay Includes pay, mileage, and trial funds	\$2,765,754.53	\$2,573,712.58	-6.9%
Court Interpretation & Translation Events	27,742	27,899	0.6%

*Arbitration is a subset of Civil Cases

**An overall clearance rate across all civil court filings is not provided as terminations and are not captured across all filing types.

***Rule 11 cases are a subset of criminal cases. The Rule 11 change is based on an adjusted number for FY2024 of 1,633

"Filings" refers to the number of cases that were initiated within FY2025. "Terminations" refers to the number of cases that received a final decision within FY2025, so that no further court oversight is necessary unless a post-judgment or post-decree petition or motion is filed by one of the parties. "Clearance rate" refers to the comparison of filings to the number of terminations, such that a clearance rate over 100% shows that more cases were terminated than filed, and a clearance rate under 100% shows that more cases were filed than terminated. "Pending" refers to cases that are awaiting disposition at the end of FY2025.

Superior Court Filings by Case Type

Program	Filings	Terminations	Clearance Rate	Pending	% Change
Civil, Tax, and Lower Court of Appeals					
Total Cases	54,359	43,531	**	26,476	19%
Civil Cases	42,722	40,554	94.9%	25,798	23%
Injunction Against Harassment/ Workplace Harassment Cases	2,123	2,133	100.5%	26	7%
Lower Court Appeals	422	419	99.3%	166	-11%
Tax & Small Claims Cases	482	425	88.2%	486	22%
Post Judgement	8,610	-	-	-	7%
Arbitration*	19,426	15,474	79.7%	10,967	20%
Criminal					
All Filings	49,943	43,018	86.1%	22,428	-6%
Cases	23,658	28,363	1119.9%	10,540	-12%
Post-Conviction Relief Petitions	81	217	267.9%	122	-21%
Probation Violation Petitions	26,204	14,438	55.1%	11,766	0%
Rule 11 - Mental Competency***	1,608	-	-	-	-2%
Family					
Total Cases & Petitions	42,608	42,134	98.9%	17,307	0%
Pre-Decree Cases	20,052	20,109	100.3%	11,113	-3%
Order of Protection Cases	8,006	7,888	98.5%	191	3%
Post-Decree Petitions	14,550	14,137	97.2%	6,003	3%
Juvenile					
All Petitions Filings	9,676	10,200	105.4%	5,299	0%
Delinquency	4,012	3,976	99.1%	1,109	6%
Dependency	2,273	2,813	123.8%	3,477	-6%
Other Case Types	3,391	3,411	100.6%	713	-3%
All Children Count	9,806	10,255	104.6%	6,797	4%
Delinquency	2,800	2,713	96.9%	920	4%
Dependency	3,348	3,969	118.5%	5,016	6%
Other Case Types	3,658	3,573	97.7%	861	-3%
Probate/Mental Health					
All Cases	21,904	16,732	76.4%	46,544	3%
Probate Court Cases	9,654	5,038	52.2%	41,765	1%
Mental Health Cases	12,250	11,694	95.5%	4,779	4%

Communications



17M

AVERAGE WEBSITE HITS
PER MONTH



1.6M

UNIQUE WEBSITE
VISITORS



5,644

FACEBOOK FOLLOWERS



2,199

LINKEDIN FOLLOWERS



943

INSTAGRAM FOLLOWERS



2.43K

YOUTUBE SUBSCRIBERS



753

**PUBLIC INFORMATION
REQUESTS FROM MEDIA**

Formal request for access to government records made under public records laws used to gather information to inform the public.

1,095

FORM IV REQUESTS

Report from law enforcement to a judge at an initial appearance to determine if probable cause exists for an arrest and appropriate release conditions for a defendant.

44

NEWS RELEASES

Public announcement made by a court to inform the media and the public about important legal news, such as a significant court decision, a high-profile case, or an upcoming event.

1,210

**COURTHOUSE
EXPERIENCE STUDENTS**

Program for middle and high school students that includes guided tours of the courthouse, observation of court hearings and trials, and opportunities to meet with judicial officers and court personnel.

154

CAMERA REQUESTS

Media outlets request permission to use cameras, audio recorders, and photography equipment in courtrooms to allow for public and media coverage of court cases.

576

ONLINE INQUIRIES RESOLVED

Through an online customer service form, the public submits questions and staff respond to provide accurate information and direction to appropriate resources.

