

Accessible
Fair
Safe



FY2024

July 1, 2023 - June 30, 2024

Annual Report

Judicial Branch of Arizona in Maricopa County



JUDICIAL BRANCH OF ARIZONA IN MARICOPA COUNTY

Fiscal Year 2024
July 1, 2023 - June 30, 2024

Annual Report of Operations



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ACCESSIBLE | FAIR | SAFE



On behalf of the nearly 3,200 judicial officers and Branch employees, we are proud to present our Annual Report of Operations for fiscal year (FY) 2024, July 1, 2023 - June 30, 2024.

As an organization dedicated to continuous improvement and innovation in the pursuit of justice for our community members, a years-long effort was launched to identify our biggest priorities and how to achieve them. From that effort, 14 strategic initiatives were identified, which are outlined in the pages that follow.

Looking ahead, assessing our performance, seeking improvement, and working to do better for our community are not just exercises – they are deeply embedded beliefs that drive our organization. Indeed, we have an obligation to perform such an assessment, and we are committed to following the data, listening to our communities, and hearing how we can better uphold the values of the Judicial Branch.

The Judicial Branch of Arizona in Maricopa County – collectively, the Adult Probation Department, the Juvenile Probation Department, and the Superior Court – is dedicated to protecting democracy, resolving disputes in a fair and equitable manner, and supporting public safety. That’s what has driven the theme of this year’s report: “Accessible, Fair, and Safe.”

We consider those three ideals to be foundational to our existence as an organization. In this report, we document how our programs, services, and innovations have bolstered connections with the community and support meaningful programming and behavioral change in juveniles and adults involved with the justice system. These achievements are not one-off accomplishments. They are reflective of the everyday efforts of our nearly 3,200 judicial officers and Branch employees to serve the nearly 4.5 million residents of Maricopa County.

The justice system functions well because the people behind the scenes function as a unified team, with a mission that has purpose and clarity. Our hope is that, through the 14 strategic initiatives we have identified, our mission will become even more clear, more unified, and more defined as we continue progressing forward in service to our community.

We are grateful for the support and cooperation of many, including the Maricopa County Board of Supervisors, the Supreme Court of Arizona, and the 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 of the community we serve. We thank you.

Hon. Joseph C. Welty
Presiding Judge

Raymond L. Billotte
Judicial Branch Administrator

Michael Cimino
Chief Probation Officer
Adult Probation Department

Eric Meaux
Chief Probation Officer
Juvenile Probation Department

MISSION, VISION, AND VALUES



JUDICIAL BRANCH

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



HON. JOSEPH C. WELTY
PRESIDING JUDGE



RAYMOND BILLOTTE
JUDICIAL BRANCH
ADMINISTRATOR



MICHAEL CIMINO
CHIEF PROBATION OFFICER
ADULT PROBATION
DEPARTMENT



ERIC MEAUX
CHIEF PROBATION OFFICER
JUVENILE PROBATION
DEPARTMENT

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.

VALUES

We achieve both our mission and vision through the equitable application of our values:

-  FAIRNESS
-  RESPECT
-  INTEGRITY
-  INNOVATION
-  SAFETY

JUVENILE PROBATION DEPARTMENT

MISSION

Promote public safety through positive change.

VISION

We envision a future where all youth are connected to the community, contributing members of society, and accountable for their behavior.

VALUES

We believe,

CHANGE: All youth and families have the capacity for change. All interactions with our youth and families are an opportunity to support change.

HOPE: All youth need caring and responsible adults in their lives who can assist in seeing a future with hope.

INNOVATION: Excellence results from continuous improvement and learning informed by quality information, good data, and applicable science.

EMPATHY: The best interests of youth, families, victims, and communities are met by being empathetic, objective, and purposeful in our daily work.

FAIRNESS: Our youth and communities are best served through processes and opportunities that are delivered with fairness, dignity, and respect.

SAFETY: Safety is a fundamental part of our practice.

STRONG FOUNDATIONS: Staff are our greatest resource. Diversity and inclusiveness enrich our organization, work, and partnerships. Partnerships are critical to our success.

DEPARTMENT OVERVIEWS

The Judicial Branch of Arizona in Maricopa County is the fourth largest trial court system in the United States, delivering probation and court services through the Adult Probation Department, Juvenile Probation Department, and the Superior Court. The Branch consists of 98 judges, 65 commissioners, and staff of nearly 3,000 (across all departments) to support its mission. Additionally, many other divisions provide specialized support to the entire Branch, including Finance, Procurement, Human Resources, Communication, Data Integrity and Analytics, Security, and Court Technology Services.

The FY2024 Annual Report highlights the significant work, progress, and achievements done across the Adult Probation, Juvenile Probation, and Superior Court Departments to advance their missions. Additional information about their programs, operations and impacts can be found on the Judicial Branch website (<https://superiorcourt.maricopa.gov>).

ADULT PROBATION

The Adult Probation Department's 1,200-member staff serves the Criminal Bench of the fourth largest trial court in the United States in a variety of critical areas.

Adult Probation provides information to the Court to inform and support decisions. In the past year this included over 50,000 initial appearance decisions through the completion of interviews, criminal histories, and risk assessments. Approximately 20,000 comprehensive presentence reports were also prepared, which serve as a tool for the Court's review prior to sentencing. Throughout the year, the Department typically supervised 2,600 individuals on pretrial supervision while their cases moved through the system. Adult Probation also supervised approximately 25,000 individuals under active probation supervision in Maricopa County.

The Adult Probation Department exists to enhance community safety. It does so by addressing the root cause of criminal behavior, assessing the drivers of future risk, and crafting responsive interventions to correct those issues using evidence-based approaches. The Department also enhances safety by removing risk, when necessary, through searches and by returning individuals to appear before the Court.

JUVENILE PROBATION

The Juvenile Probation Department is committed to promoting public safety by holding youth accountable through professional and objective needs assessments, coordinated case planning, comprehensive supervision driven by assessed risk, and engagement with evidence-based services that support positive youth development. The dedicated team of juvenile justice professionals strive to create an environment where all juveniles can learn from past mistakes, develop positively, and thrive within their communities while being held accountable for their actions.

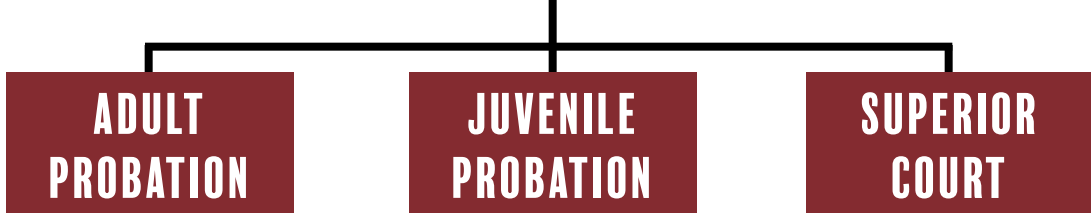
In FY2024, the Department successfully managed over 5,600 juveniles through diversion programs, supervised more than 2,600 youth on probation, and was responsible to oversee the secure care of an average of 158 juveniles daily in detention. Additionally, the Department provides critical support to the Juvenile Bench by completing juvenile assessments, reports, and recommendations during delinquency proceedings, helping to responsibly minimize the use of detention before adjudication. The Department maintained an average daily caseload of over 600 juveniles awaiting court resolution.

SUPERIOR COURT

The Maricopa County Superior Court employs nearly 1,300 staff and houses the general jurisdiction trial-based courts for Maricopa County. The Court has five operational departments, including Civil, Criminal, Family, Juvenile, and Probate/Mental Health. It also hears appeals from lower and administrative court decisions. In FY2024, there were 164,838 new cases filed across all operational departments.

To enhance the accessibility of the Court and its services, Law Library Resource Centers are available at multiple locations to assist with forms and navigating the complexities of court processes. Court interpreters and translation services and alternative dispute resolution are available where needed and appropriate. Jury service is also managed by the Court, with just under 450,000 jurors summoned over FY2024.

THE JUDICIAL BRANCH OF ARIZONA IN MARICOPA COUNTY



STRATEGIC INITIATIVES

In 2022, members of Judicial Branch Leadership convened over the course of a year to evaluate the Branch's current mission, vision, and values. This comprehensive review integrated past planning endeavors with extensive data from Adult Probation, Juvenile Probation, and the Superior Court. The outcome was the formulation of the 2023-2026 Strategic Plan: *Building on the Past, Designing for the Future*, comprising 14 strategic initiatives spread across five key focus areas: Equal Access for All, Branch Excellence and Innovation, Workforce of the Future, Infrastructure for the Future, and Public Understanding and Trust. Administrative and judicial leaders, along with selected committee members, volunteered their time, expertise, and passion to achieve the goals established by the Strategic Planning Committee. Committee members contributed their ideas and visions for the future trajectory of the Branch.

In January of 2024, members of all 14 committees convened for a 6-Month Celebration of Progress. Representatives from each Initiative presented their objectives, achievements to date, and forthcoming goals. This gathering not only served as a platform for progress reporting but also as a tribute to the collective accomplishments of the committees.

Judicial Branch Leadership was encouraged by their collective action on the 2023-2026 Strategic Plan and noted how these efforts have already begun to shape the future of organization.

1) IMPROVE NAVIGATIONAL RESOURCES

Evaluate, improve, and enhance education for Branch users (e.g., resources, videos, etc.) about how to navigate Branch experiences such as parking, jury service, Law Library Resource Center, security screening process, etc.

2) CULTIVATE A CUSTOMER-ORIENTED “HOW CAN I HELP” CULTURE

Develop a training curriculum based on proven practices and customer feedback to enhance service levels and improve the customer experience, including an "Immersive Experience" to help employees understand business challenges in the Branch. This will provide staff with skills and resources, and recommend methods for continuous assessment of the customer experience.

3) CREATE COMMUNITY ACCESS POINTS

Study, evaluate, and recommend how to expand services in communities, including through partnerships with libraries, community centers, and shelters, by providing designated access points for Branch information, remote hearings, virtual assistance, and other services. Explore the feasibility of a mobile unit to reach populations with limited access to court locations or Wi-Fi, e.g. mobile Law Library Resource Center.

4) IMPROVE DATA INTEGRITY

Evaluate and recommend approaches for improving data integrity across the Branch. This includes defining key metrics, adopting best practices to improve performance; improving measurement tools and reports; and improving data entry, accuracy, collection, and analysis.

5) JUDICIAL RESOURCES ALLOCATION

Conduct judicial resources allocation study to assign judicial resources and align administrative resources more effectively. Implementing the study recommendations will help ensure judicial and administrative resources are effectively and efficiently allocated and aligned with needs and priorities.

6) EVALUATE AND STRENGTHEN JUDICIAL OFFICER TRAINING

Provide recommendations to the Presiding Judge for updating educational materials for Judicial Officers, focusing on efficient case management practices, onboarding and training of new judicial officers, and rotating to new assignments.

7) IDENTIFY, ASSESS, AND RECOMMEND INITIATIVES TO PROMOTE INCREASED DIVERSITY, EQUITY, AND INCLUSION IN THE JUDICIAL BRANCH

Coordinate and complete the National Center for State Courts Racial Justice Organization Assessment Tool and use the findings along with the Branch's Equality Task Force to recommend internal and external strategies to enhance the Branch's diverse, equitable, and inclusive environment.

8) INCREASE AND IMPROVE COMMUNICATION BETWEEN LEADERSHIP AND EMPLOYEES

Develop an Employee Engagement Program that facilitates regular meeting across the Branch with Judicial and Executive leadership and Branch employees. Develop an agenda and schedule that allows for the discussion of timely issues, future direction, priorities, and promotes employee feedback.

9) EXPAND THE ESSENTIAL MANAGERIAL BASICS & RESOURCE KIT (EMBARK)

Develop and implement additional EMBARK training modules to include employee onboarding and effective leadership for Branch supervisors and managers. The onboarding module should reinforce the welcome and orientation message provided to all employees by Executive Leadership and the leadership module should teach and reinforce the new skills needed to lead effectively in contemporary times.

10) DEVELOP A FIVE-YEAR BRANCH FACILITIES PLAN

Conduct a comprehensive analysis of existing space and identify needs, threats, and opportunities (e.g., virtual courtrooms/offices) over the next five years. Recommend strategies to address and resolve.

11) PHYSICAL AND CYBER SECURITY

Develop and disseminate Branch security materials and conduct annual training for all employees incorporating cyber and physical safety tips, threat management process, social media use, and other safety measures.

12) DEVELOP A CYBER SECURITY TRAINING AND ASSET MANAGEMENT POLICY AND PLAN

Recommend and, when approved, implement a policy and plan to strengthen the Branch's cybersecurity, promote a culture of cyber safety awareness, train Branch employees on cyber safety and security, and continually assess new technologies to mitigate risks and protect IT assets.

13) DEVELOP AND IMPLEMENT A BRANCH MARKETING AND COMMUNICATIONS PLAN

Create and implement a Branch marketing strategy and communication plan to connect and engage the public and Branch employees about the duties and responsibilities of the Branch that support the safety, well-being, and rights of all those within our community.

14) IMPROVE THE BRANCH'S WEBSITE INCLUDING ACCESS TO RELIABLE INFORMATION

Conduct a comprehensive analysis of the Branch's website including content management, user experience, search engine optimization, technical needs, overall management, and provide recommendations for improving the website's effectiveness, public accessibility, and information reliability for Branch customers.

INTRODUCTION

LOCATIONS

	Adult Probation	Juvenile Probation	Superior Court
Black Canyon Building 2445 W. Indianola Ave., Phoenix, AZ	X		
Central Court Building 201 W. Jefferson St., Phoenix, AZ			X
Cradle to Crayons West 3445 W. Durango St., Phoenix, AZ		X	
Communications Center 550 W. Jackson St., Phoenix, AZ	X		
Custody Service Center 3220 W. Gibson Ln., Phoenix, AZ	X		
Downtown Justice Center 620 W. Jackson St., Phoenix, AZ	X	X	X
Durango Information Center 3355 W. Durango St., Phoenix, AZ	X		
Durango Juvenile Court Center/Juvenile Detention 3131 W. Durango St., Phoenix, AZ		X	X
East Court Building 101 W. Jefferson St., Phoenix, AZ			X
Intake, Transfer, and Release 2670 S. 28th Dr., Phoenix, AZ	X		X
Juvenile Probation Durango/Administration 3125 W. Durango St., Phoenix, AZ		X	
Juvenile Probation Southeast/Cradles to Crayons East 1810 S. Lewis St., Mesa, AZ		X	
Luhrs Tower 125 S. 1st Ave., Phoenix, AZ	X		
Northeast Regional Court Center 18380 N. 40th St., Phoenix, AZ			X
Northwest Regional Court Center 14264 W. Tierra Buena Ln., Surprise, AZ			X
Old Courthouse 125 W. Washington St., Phoenix, AZ			X
Scottsdale Probation 8230 E. Butherus Dr., Scottsdale, AZ	X		
South Court Tower 175 W. Madison St., Phoenix, AZ			X
Southeast Justice Center 222 E. Javelina Ave., Mesa, AZ	X		X
Southport Probation 3535 S. 7th St., Phoenix, AZ	X		
Southwest Regional Court Center 10420 W. Van Buren St., Avondale, AZ	X		
Sunnyslope 333 W. Hatcher Rd., Phoenix, AZ	X		
West Court Building 111 S. 3rd Ave., Phoenix, AZ	X		X
Western Regional Court Center 6655 W. Glendale Ave., Glendale, AZ	X		

FIVE COMPELLING REASONS TO WORK FOR THE JUDICIAL BRANCH

#1: BE A PART OF THE NATION'S FOURTH-LARGEST TRIAL COURT

With a population exceeding 4.4 million spread across 9,200 square miles, the Judicial Branch of Arizona in Maricopa County stands as the nation's fourth-largest trial court. Spanning over multiple locations, the court system in Maricopa County is full of activity, comprised of almost 3,200 dedicated employees and judicial officers committed to upholding the law.

#2: JOIN A VISION TO SERVE

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

#3: PERFORM WITH EMPLOYEES ON A MISSION

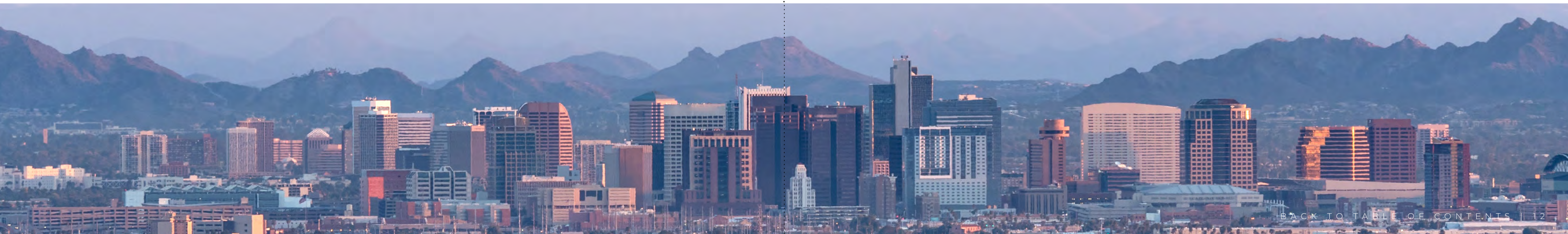
In pursuit of this mission, Judicial Branch employees are reminded to keep this vision as part of their daily work—committing themselves to excellence and the principles inherent in the Rule of Law ... every person, every day, every time.

#4: COMMIT TO VALUES THAT MAKE A DIFFERENCE

The Judicial Branch achieves both our mission and vision through the application of its values: Fairness, Respect, Integrity, Innovation, and Safety.

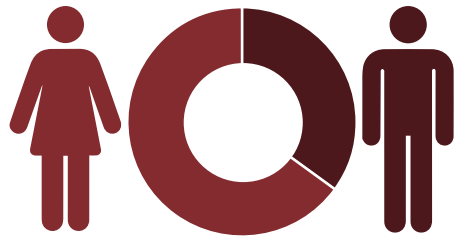
#5: ENJOY LIVING IN PHOENIX

Phoenix, Arizona is a gateway to endless sunshine and opportunity. As America's fifth-largest city, and the vibrant heart of the Southwest, the Greater Phoenix area has much to offer: sunny skies, a thriving economy, nature's playground, culture and entertainment, culinary delights, and a family-friendly environment.



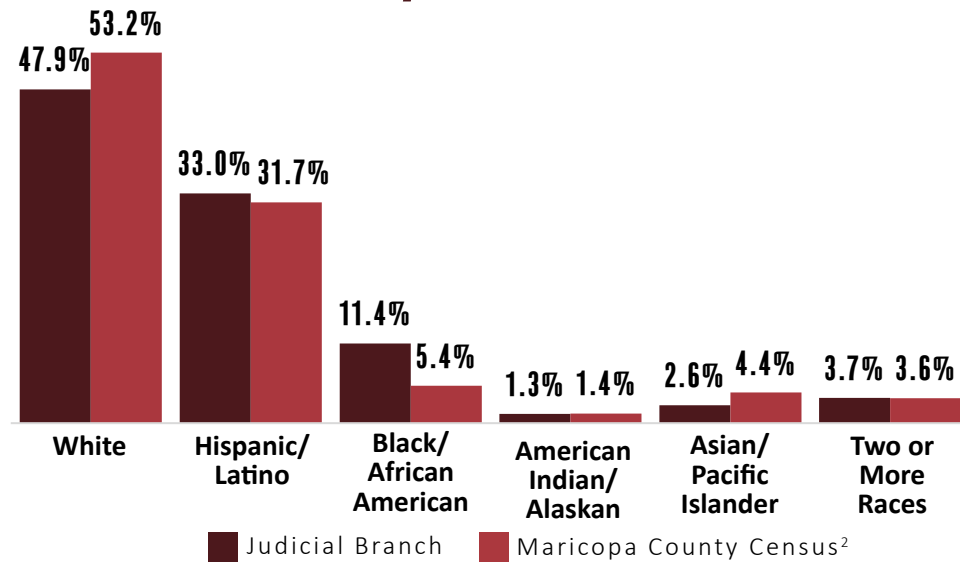
INTRODUCTION | OUR WORKFORCE

GENDER



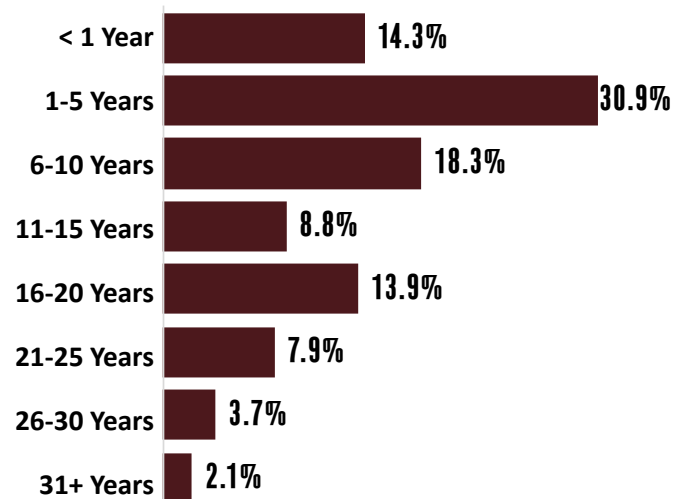
65% FEMALE | 35% MALE
 Maricopa County Population
 50% FEMALE | 50% MALE

RACE/ETHNICITY



²2022 Maricopa County Census reports 0.4% "undisclosed"

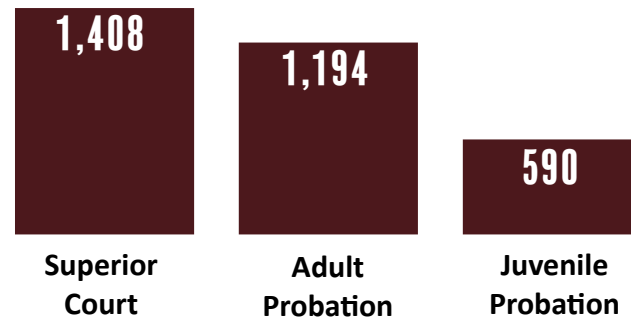
YEARS OF SERVICE



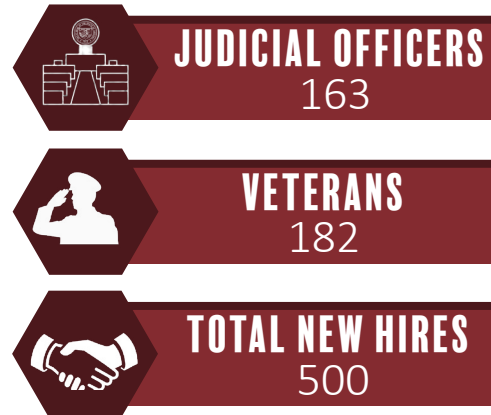
LONGEST TENURE: 47 YEARS

BRANCH EMPLOYEES

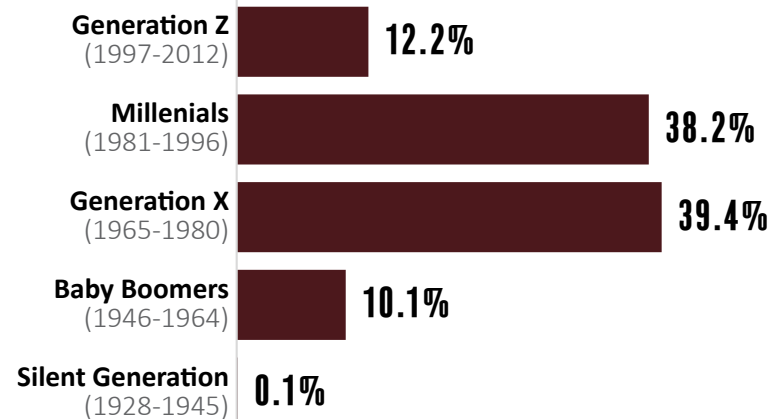
TOTAL: 3,192¹



¹Branch positions include all regular status budgeted full-time-equivalent positions at fiscal year-end. Temporary positions are excluded.



GENERATIONS



^{*}Demographics are provided based on the 2,956 filled positions at fiscal year end.

OUR LEADERSHIP



DEPARTMENT PRESIDING JUDGES

[Back] Hon. Sara Agne, Tax Department; Hon. Jennifer Green, Criminal Department; Hon. Barbara Spencer, Criminal Department/Presiding Commissioner; Hon. Dean Fink, Probate and Mental Health Department; Hon. Danielle Viola, Civil Department.

[Front] Hon. Lori Bustamante, Juvenile Department; Hon. Joseph Welty, Presiding Judge; Hon. Ronda Fisk, Family Department; Hon. Pamela Gates, Juvenile Department/Associate Presiding Judge.

JUDICIAL BRANCH EXECUTIVE TEAM



[Back] Dennis Carpenter, General Counsel; Bob James, Deputy Court Administrator; Sean Gibbs, Security Director; Rachel Cameron, Chief Information Officer.

[Middle] Cheri Clark, Deputy Court Administrator; Jennifer Fish, Human Resources Director; Shawn Friend, Deputy Court Administrator; Frances Dairman, Budget and Finance Director.

[Front] Eric Meaux, Chief Probation Officer, Juvenile Probation Department; Ray Billotte, Judicial Branch Administrator; Michael Cimino, Chief Probation Officer, Adult Probation Department.

INTRODUCTION

OUR JUDGES AND COMMISSIONERS



Selecting Maricopa County Superior Court judges through the merit selection process results in judges who are highly qualified and experienced. This practice also increases diversity within the Bench, supports a fair and impartial court, and enhances access to justice for all residents of Maricopa County.

MERIT SELECTION

The 98 Superior Court judges in Maricopa County do not run for office in partisan elections. The judges are appointed to the Bench by the Governor through the merit selection process and remain accountable to the public through retention elections, occurring every four years. Every two years the Judicial Performance Commission, a 34-member panel consisting of mostly public members, conducts surveys of attorneys, litigants, and members of the public concerning each judge's skills, judicial temperament, and administrative performance. These results are made available to the public and allow voters to make informed decisions before casting their ballot.

SUPERIOR COURT COMMISSIONERS

At the end of FY2024, the Superior Court in Maricopa County had more than 60 commissioners who performed a variety of judicial duties and responsibilities and were vital to the success of the Court. Commissioner candidates must submit an extensive application. The minimum qualifications for application include being a United States citizen, a resident of Maricopa County at the time of appointment, of good moral character, a licensed member of the State Bar of Arizona, and a resident of the State of Arizona for at least the five years preceding appointment. All qualified applications are reviewed by the Superior Court's Commissioner Nomination Committee chaired by the Court's Associate Presiding Judge. Following initial Committee due diligence review, candidates may be invited to interview before the Nomination Committee. A second level of due diligence review is completed, and then a list of potential candidates is forwarded to the Presiding Judge for consideration of appointment as a Superior Court Commissioner.

LEGACY OF JUSTICE SANDRA DAY O'CONNOR



Justice Sandra Day O'Connor passed away on December 1, 2023 at age 93. Justice O'Connor was a towering Arizona figure, even before she was appointed as the first female Associate Justice of the U.S. Supreme Court. From her formative days on the Lazy B Ranch in southeastern Arizona to her time at Stanford University, to her relentless public service at the state and national levels, Justice O'Connor was a leader among her peers, a legacy that will live on through her institute dedicated to promoting the ideals of civil discourse and civics education.

In Arizona, she has the distinction of serving in each branch of government. After working in private practice for a number of years in Phoenix, she became an assistant attorney general at the Arizona Attorney General's Office. In 1969, she was appointed to a vacancy in the Arizona Senate; she won election to the seat in 1970 and was named as majority leader in 1973, the first woman to hold such a role in any state's upper legislative chamber. In 1974, she left the legislature to pursue her career as a jurist, first at the Superior Court in Maricopa County (1975-1979) and then as a judge on the Arizona Court of Appeals (1979-1981). Justice O'Connor was a founder of both the Arizona Women Lawyers Association and the National Association of Women Judges. She was nominated to the U.S. Supreme Court in 1981 where she served until her retirement in 2006. When nominated by President Ronald Reagan, she was the first person appointed to the nation's Court in 24 years who had state court experience and the first justice in 32 years with lawmaking experience.

Justice O'Connor's impact is still felt today. Her legacy lives large for the more than 160 judicial officers and nearly 3,000 employees of the Judicial Branch of Arizona in Maricopa County.

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SUPPORTING FAMILIES: CELEBRATING REUNIFICATION AND ADOPTION IN MARICOPA COUNTY

June is a significant month for families in Maricopa County, marking a celebration of reunification for parents who have dedicated themselves to overcoming challenges to reunite with their children. Over the past decade, partners across the county have celebrated over 46,490 children in Arizona who have successfully reunited with their families.

On June 15, 2024, families came together virtually for the Rally to Reunify, a heartwarming event where they shared their journeys and inspired hope for others navigating similar paths within the child welfare system. Presiding Juvenile Department Judge Lori Bustamante emphasized the importance of this process, stating, “Children want to be with their parents, so we want to do our part in assisting families through the reunification process so children can safely be with their parents for the long term. Any day a family reunifies is a great day!”



The journey to reunification involves navigating complex systems and working closely with caseworkers, attorneys, parent allies, Court Appointed Special Advocate (CASA) volunteers, and other members of the support community.

In November 2024, Maricopa County also celebrated National Adoption Day, a poignant event that highlights the importance of finding permanent homes for children in foster care. During a three-hour event, 27 volunteer judicial officers finalized the adoptions of nearly 80 children through 65 hearings. Judge Bustamante remarked, “National Adoption Day, which is always held the Saturday before Thanksgiving, is an exciting day to celebrate the families who are willing to provide permanent, loving homes for children.”

This annual event is part of a broader national effort to raise awareness for the more than 113,000 children in foster care awaiting their forever families. The stories of these children, who range in age from newborns to teenagers, are filled with resilience and hope.

Maricopa County has been a pioneer in celebrating National Adoption Day since 2000, hosting one of the largest events in the United States each year. Through these initiatives, the community not only supports families in reunification but also fosters a loving environment for children seeking permanent homes, ensuring that every child has the opportunity for a bright future.



JUDICIAL OFFICERS, COURT STAFF SUPPORT KIDS AGING OUT OF FOSTER CARE

Since FY2016, the Superior Court in Maricopa County’s Juvenile Department has partnered with the Arizona Department of Child Safety to purchase gifts for young adults who are a part of the Young Adult Program.

Superior Court judges, court commissioners, and court staff members, in what has become an annual tradition, collected gifts and cash to support holiday wishlists submitted by young adults who are aging out of the state’s foster care system.

In FY2024, a record-setting 150 young adults had their wishes sponsored by the judicial officers and staff from the Judicial Branch of Arizona in Maricopa County. Additionally, judicial officers raised nearly \$4,000 to cover the cost of big-ticket wishes submitted by some of the participants.

BRIDGING THE BENCH AND COMMUNITY: R.O.B.E.S. PROGRAM STRENGTHENS JUDICIAL TIES TO COMMUNITY

Judicial officers – the judges and court commissioners of the Superior Court of Arizona in Maricopa County – are taking steps to strengthen connections between the Bench and the communities they serve.

Through R.O.B.E.S. (Reaching Out and Building Engagement Through Service), the Judicial Branch of Arizona in Maricopa County helps those in need and establishes valuable connections.

Commissioner Elizabeth Bingert, along with Judge Joseph Kreamer, Judge Robert Brooks, and Commissioner Joshua Boyle, are spearheading the R.O.B.E.S. Program. Since its creation more than a year ago, the program has cooked dinner for families with sick children at Phoenix Children’s Hospital through the Ronald McDonald House; collected hundreds of gifts and several thousand dollars for children aging out of the foster care system; prepared sack lunches for the Honor Flight Network (a group that sends Veterans to Washington, D.C.); and spent a Saturday with the Tempe Community Action Agency at Dia de los Ninos hosting a carnival for children whose families are experiencing food or housing insecurity.



R.O.B.E.S. members at the Tempe Community Action Alliance El Dia Del Nino (International Children’s Day.)

R.O.B.E.S allows us to make a difference in our community. Behind the robes and the rulings, we are individuals committed to justice and to the well-being of those we serve. These experiences enrich our understanding and empathy, allowing us to bring not just legal expertise but also a deeper human insight into our courtrooms.

Commissioner Elizabeth Bingert

THE DECISION POINTS PROGRAM: ENHANCING ACCESSIBILITY TO COGNITIVE RESOURCES

The Decision Points Program, launched in 2022, provides juveniles on probation with cognitive behavioral interventions aimed at addressing their thinking patterns and behavior. By FY2024, the program expanded to include virtual opportunities, increasing accessibility for those facing participation barriers.

Decision Points uses an evidence-based curriculum to help juveniles explore alternative thinking patterns and address risk factors for reoffending. The program's open-entry design allows flexible participation, either as an independent program or alongside other interventions. Virtual groups ensure that those without reliable transportation can benefit from the program.

To date, 76 juveniles graduated from the Decision Points Program, reflecting its success in reducing recidivism and equipping juveniles with the skills needed for a successful future. This expansion emphasizes the Department’s commitment to making valuable resources accessible to all juveniles, supporting their journey toward positive change.



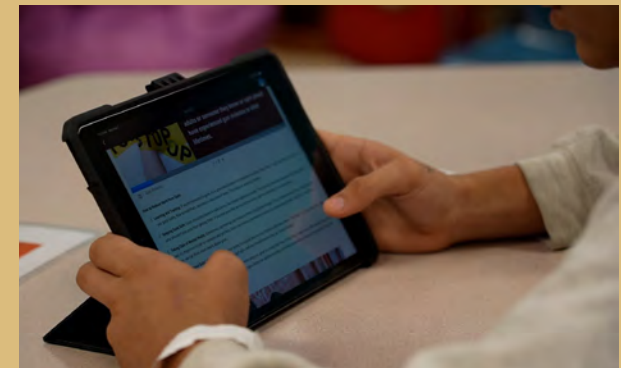
The Decision Points Program won a NACo Award! Go to page 54 for more information.

JCORPS PARTNERS WITH JOURNEY.DO: EXPANDING ACCESSIBILITY IN COMMUNITY SERVICE

The Juvenile Community Offender Restitution and Public Service (JCORPS) Program offers juveniles opportunities to complete court-ordered or diversion-directed community service. With JCORPS, juveniles can earn restitution hours through community service or strategic cognitive enrichment activities.

To increase accessibility, JCORPS has partnered with Journey.do, a platform that allows juveniles to complete community service assignments online. This partnership addresses barriers such as the lack of transportation and physical limitations, enabling juveniles to earn up to 15.5 hours of community service through engaging "Journeys." These assignments focus on personal growth, reflection, and connecting with others.

By integrating Journey.do into the program, JCORPS provides more juveniles with different types of opportunities to fulfill their community service requirements and contribute positively to their communities.



BRANCH STAFF SUPPORT JUSTICE-INVOLVED INDIVIDUALS THROUGH ACCESS TO CLOSETS

Both Juvenile and Adult Probation Departments work to help make clothing and hygiene products accessible to those involved in the justice system. These programs are supported by leadership to offer this valuable resource to justice-involved individuals in Maricopa County. Judicial Branch staff donate items throughout the year. Items include backpacks, clothing items, toiletries, shoes, and other necessities for youth. Every year, judicial officers contribute to the closets during Judicial Education Day.

In addition, both the Hope Closet and Helping Hands Closet coordinate with local agencies within Maricopa County. Partners include the Maricopa County Sheriff's Office for people who are releasing into the community, Smart Justice (a Workforce Development team from Maricopa County Human Services), and the Maricopa County School Superintendent's Office.

HOPE CLOSET (JPD)

The Hope Closet, established by the Juvenile Probation Department, addresses the critical need for essential resources such as clothing and hygiene items among justice-involved juveniles and their families. Previously, juveniles entering secure care or transitioning to new placements had limited clothing options, often only the clothes they arrived in or detention garments.

The Hope Closet provides a "shopping-like" experience, allowing juveniles to select clothing and items that suit their needs. This service extends to those in the community who lack appropriate clothing for school, work, or court. The initiative, supported by donations from Judicial Branch employees and the annual Judicial Education Day, helps ensure that every juvenile has access to the essential resources needed for a dignified transition back into the community.



HELPING HANDS CLOSET (APD)

Modeled after Juvenile Probation's Hope Closet and with their support, guidance, and donations, the Adult Probation Department started the Helping Hands Closet. This program was initiated by probation officers and adult education staff who saw a specific need in their caseloads for interview clothing and hygiene items in order to assist and support individuals in re-entering the workforce and society.

Adult probation and surveillance officers can refer individuals on probation to the closets or bring them to the closet locations and have them pick out clothing and hygiene items they need.



TURKEY FEAST EVENT PROVIDES CONNECTIONS TO COMMUNITY

The Adult Probation Department's 28th Annual Turkey Feast was held on November 16, 2023. To continue building relationships with the Garfield neighborhood and to enhance resource accessibility, the 2023 Turkey Feast was held at the City of Phoenix's Eastlake Park.

Adult Probation volunteers filled toy bags for the kids and assembled sack lunches containing gourmet turkey sandwiches, homemade pumpkin cookies, chips, and water bottles. St. Mary's Community Kitchen, which offers free culinary training for justice-involved individuals, provided the food. Santa and Mrs. Claus returned this year, thanks to Bryan and Jessica Ethington of the Department. With help from their elves, they handed out toy bags to children, took photos with families, and listened to many Christmas wishes.

Over 300 Thanksgiving meals were distributed and volunteers handed out bags with toys and books to 176 children in the community. In addition to their gift bags, each child was given a stuffed animal donated by retired Adult Probation Officer Terry Lee through the Who I Am Foundation. Firefighters from the Phoenix Fire Department attended the Turkey Feast and distributed stuffed animals to kids and teens throughout the event.

Over 30 APD volunteers spent the entire day at the Turkey Feast, setting up, transporting items, preparing food and toy bags, decorating the park ramadas, welcoming guests, and ensuring the event ran smoothly. The event could not have succeeded without the volunteers' hard work!

Each year, APD invites various agencies to the Turkey Feast to provide important resources and information to the community. For the 2023 Turkey Feast, Terros Health provided COVID-19 at-home tests, had a doctor on-site to see patients, and provided many other healthcare services at the event. The Arizona@Work Smart Justice Team was also present, sharing vocational training opportunities with attendees. The Arizona Probation Officers Association gave out books and frisbees. The Phoenix Police Department, Phoenix Neighborhood Services, and Phoenix Fire Department also participated in this community event.

Turkey Feast is a one-day event but takes numerous people, countless hours, and generous donations to make it happen each year. The Department thanks every staff member who contributed through donations, volunteering, or both. Our Department makes a difference in the lives of children and the community! Volunteering for this event is such a privilege; seeing the children's faces and hearing "thank you" from their families makes every minute of work worth it.

**Adult Probation Supervisor
Kristi Wimmer**



ENHANCING ACCESS TO JUSTICE: LAW LIBRARY RESOURCE CENTER PROGRAMS

The Law Library Resource Center (LLRC) is dedicated to making the justice system more accessible to self-represented litigants through a variety of innovative programs and services. Among its offerings are bilingual court forms, workshops, recorded tutorials, self-help tools, and the Legal Information and Navigation Clinic (LINC). These resources empower individuals to navigate the court system confidently.

LINC is a key outreach initiative that partners with public libraries throughout Maricopa County. Since its launch in 2019, LINC has hosted events in locations such as Tolleson, Mesa, and Buckeye, with recent expansions to the Southeast Regional Library in Gilbert and the Southwest Regional Court Center in Avondale. This initiative helps extend LLRC's expertise to those who may find it difficult to travel to a law library.

The LLRC also offers the Forms Assistance Program, where legal forms specialists and court guides help self-represented litigants review their court forms for completeness. This program has proven effective, completing over 700 appointments in FY2024 alone. By reducing the rejection rate of forms and providing personalized assistance, the program builds confidence among users, enabling them to engage with the legal system without an attorney.

In addition to these programs, the LLRC actively participated in community events like the Veterans StandDown and the Stand Up Behavioral Health Expo, offering support for child support modifications, sealing of criminal records, and expungement processes. Collaborations with organizations such as the Arizona Paralegal Association and the Arizona Department of Economic Services further enhance the resources available to the public.

In FY2024, the LLRC introduced the Family Forms Clinic, sponsored by the Arizona Legal Center and ASU's Sandra Day O'Connor College of Law. This clinic provides free legal advice from volunteer law students, helping customers complete Family Department forms. The addition of a workshop on "The Sealing of Criminal Court Records" offers participants essential information on navigating these processes.

Through its diverse programs and community engagement, the LLRC continues to break down barriers to justice, ensuring that all individuals have the tools and support needed to take charge of their legal journeys.

THREE DECADES OF JUSTICE: ENSURING FAIR ACCESS FOR INDIVIDUALS WITH DISABILITIES

The Superior Court strives to provide reasonable accommodations to individuals with qualified disabilities pursuant to Title II of the Americans with Disabilities Act (ADA). Shortly after the enactment of the ADA in 1990, the Judicial Branch of Arizona in Maricopa County took steps to ensure that individuals with disabilities had fair and equal access to the courts. This not only meant working to ensure that each of the court's facilities was accessible pursuant to the ADA's Standards for Accessible Design, but that each request for accommodations was evaluated and responded to in such a way to ensure that people with disabilities would have equal access to the court's services, programs, and activities.

More than 30 years later, the Court continues in its commitment to provide accommodations that are necessary to support fair and equal access for all individuals with disabilities. In addition to routinely providing auxiliary services such as American Sign Language, Computer-Aided Real-Time Translation, assistive listening devices, or readers for blind individuals or individuals with low vision, the Court has granted requests to assist those with cognitive disabilities.

In FY2024, the Court received an increased number of requests from individuals who have intellectual disabilities or who may suffer from post-traumatic stress disorder. The requests for accommodation for these disabilities have varied. Some requests can be as simple as providing assistance to complete forms. Others have required that the Court make reasonable modifications to procedures. These types of accommodations can vary from allowing more time during courtroom proceedings for the person with the disability to be able to process what is taking place to allowing a support person to sit with a self-represented litigant. Providing these types of accommodations allow individuals with cognitive disabilities to effectively participate in the judicial process.

In the 30 plus years since the court first evaluated its facilities, changes have been made and new projects have incorporated accessible design to comply with the ADA. On occasion, a court visitor or staff member may encounter a physical barrier to access that had been overlooked. In these instances, the Court has taken action to remedy the problem. The Court continues to provide necessary auxiliary aids and makes reasonable modifications to courtroom procedures for people with cognitive disabilities to ensure equal access to the judicial process for individuals with disabilities.



Americans with Disabilities Act Coordinator Norma Quiroz and Chief Justice Robert Brutinel at the Strategic Agenda Awards. See page 57 for more details on the award.

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RETHINKING JUVENILE PROBATION CONDITIONS: ENSURING FAIRNESS AND DEVELOPMENTAL APPROPRIATENESS



The Juvenile Probation Department, in collaboration with three other Arizona counties, the Arizona Administrative Office of the Courts (AOC), and the Council of State Governments, embarked on a 12-month project to reassess and refine probation conditions and enforcement practices.

This initiative was driven by findings that probation conditions were often overwhelming and not tailored to the individual risks and needs of juveniles. To address this, a stakeholder workgroup was formed within the Juvenile Court, bringing together court partners, Juvenile Court Administration, the County Attorney’s Office, and other key stakeholders. The group’s goal was to create a more streamlined and fair set of probation conditions that are developmentally appropriate while maintaining a focus on public safety.

One significant outcome was the revision of the Standard Probation Conditions. Previously written at a 12th-grade reading level, the new proposed Rules of Probation were rewritten at a 6th-grade level to ensure accessibility and fairness. The proposed rules are more visually engaging and reduce the number of terms and conditions, making them easier for juveniles to understand and follow.

The proposed rules, which emphasize fairness and developmental appropriateness, are set to be considered by the AOC and other juvenile courts in FY2025. This effort represents a significant step toward creating a probation system that is both just and effective, ensuring that juveniles are given clear, reasonable expectations that support their rehabilitation.



“PROJECT RESTORE: MY RECORDS, MY RIGHTS” PROMOTES SECOND CHANCES

Project Restore: My Records, My Rights is a collaborative initiative by justice system partners aimed at improving access to justice for individuals previously involved in the juvenile justice system. The project seeks to make processes such as applying for the destruction of juvenile records, restoration of civil rights following a juvenile offense, setting aside juvenile adjudications, and expunging juvenile marijuana offenses more accessible.

On November 4, 2023, the Judicial Branch of Arizona in Maricopa County hosted its inaugural in-person event. Attendees received guidance on navigating these processes, including live access to court records, assistance with completing and filing applications, and the chance to meet with a judge on-site.



Family Court Commissioner Wendy Morton congratulates youth on restoring their rights.

The laws governing the destruction of records and restoration of civil rights following a juvenile adjudication are complex. Although the Court provided a guidance document to help navigate the process, many found it difficult to understand. Oftentimes, young individuals who have aged out of the juvenile justice system are unaware of the process or the benefits it offers. A juvenile record can affect future employment, education, military service, and housing opportunities. The juvenile justice system is intended to be rehabilitative, enabling youth to learn from their experiences and develop into productive adults.

Destruction of records and the setting aside of adjudications can be important to establish a new start for justice-involved community members. Due to its success, the Court plans to hold this event annually to further promote the process and enhance public accessibility of the Court. Beyond the event, Project Restore continues its efforts through community outreach and online resources, providing ongoing access to information and tools.

Project Restore: My Record, My Rights won a NACo Award! Go to page 55 for more information.

We hope to provide anyone involved in the juvenile justice system as a youth with the opportunity to put their mistakes behind them and move forward with plans for their future. We are grateful our partners are making it possible for those eligible to do everything in one day and take steps toward achieving success in whatever career they choose without the negative impact of a juvenile record.

Hon. Lori Bustamante, Presiding Juvenile Department Judge



STRENGTH COURT HELPS SEX-TRAFFICKED YOUTH

Nearly 300 children in Arizona were confirmed victims of sex trafficking between 2017 and 2020, according to a report by the Arizona State University Office of Sex Trafficking Intervention Research. Many of those victims had a runaway history.

In Maricopa County, an entire team that consists of the Juvenile Probation Department, Juvenile Court judges, Court Appointed Special Advocate (CASA) of Maricopa County volunteers, Mercy Care, the McCain Institute, Arizona State University’s Sex Trafficking Intervention Research Program, survivor advocates and other stakeholders work together to help trafficked youth go from victims to survivors.

Succeed Through Resilience Empower New Growth Through Hope (STRENGTH) Court was first introduced in the Judicial Branch of Arizona in Maricopa County in 2018 and has since evolved to help victims of sex trafficking using a victim-centered trauma approach, building trust with each juvenile that the program encounters. The STRENGTH Court judges see youth who have a delinquency and/or dependency case.

During hearings, participants include juvenile probation officers, attorneys, an Arizona Department of Child Safety case manager, a high-needs case manager, CASA volunteers, and a survivor mentor all work together to address all aspects of the case including counseling, safe and appropriate housing, education, and any other barriers to success.

The Juvenile Probation Department implemented a specific STRENGTH Court Unit consisting of probation and surveillance officers to specialize in working with victims of sex trafficking and to take a more active role in the STRENGTH problem-solving court. Because success might look different for different youth, the team behind STRENGTH Court works to encourage youth every step of the way.

One of the key components of the court was the formation of a strong collaboration with the youth’s supportive team to ensure optimal decision-making, timely support as needed, identifying gaps in services, and referring the youth to appropriate resources to support their success.

STRENGTH Unit Supervisor Paula Coe, juvenile probation officer



Success is staying away from trafficking, not going back to the life and staying off the streets. It’s getting an education and finding a healthy career. It is helping them overcome their trauma and any substance abuse issues they may have.

Success is seeing them go from just surviving to thriving.

Maricopa County Superior Court Judge Pamela Dunne

SUPERVISION OF WOMEN: JUSTICE-INVOLVED WOMEN SUCCESSES

The Adult Probation Department's Justice-Involved Women's Initiative was established to provide gender-responsive and trauma-informed supervision to women on probation. The goal of this specialized caseload is to support justice-involved women who face unique challenges related to gender-specific issues, including parenting roles, health, and trauma. These obstacles impact not only the women directly but also their loved ones, the community, and their overall success on probation supervision. Changing the focus of supervision helps these women achieve stability by addressing their individual needs and underlying behaviors, thereby increasing their overall success on probation.

The Adult Probation Department's Justice-Involved Women's Initiative provides training and resources departmentwide to support the women in the program and any woman on probation supervision. The Justice-Involved Women's Program staff received trauma-informed care training, which was then extended to all staff within the Adult Probation Department. Probation officers overseeing justice-involved women's caseloads were trained in the Women's Risk Needs Assessment, a gender-specific tool that identifies risks and drivers of negative behavior unique to women. This has allowed officers to use gender-specific supervision strategies to address criminogenic risk factors and high-needs areas that affect criminal behavior and stability. This unique assessment assists in creating an in-depth case plan for supervision that fosters a strong rapport, which provides equity and ensures fairness in supervision.

In FY2024, the Justice-Involved Women Initiative continued to expand. A record 1,007 women were screened for placement on a justice-involved women caseload, and of those screened, 577 were found eligible, and 383 were placed. In FY2024, the number of justice-involved women caseloads increased from 9 to 17. The program continues to expand to ensure all women have the tools to thrive on probation.

The Justice-involved Women Initiative won a NACo Award! Go to page 55 for more information.

As a result of the officers focusing not only on monitoring compliance with probation conditions but addressing other barriers in their lives, women have found more stability and success on probation. The women have reported that having an officer trained in female-centric needs helps them to improve their lives. An example of this comes from a woman who recently graduated from the justice-involved women's intensive probation supervision caseload to a standard caseload. Upon graduation, she told the Department that she believed her justice-involved women probation officer was a fantastic woman and advocate and felt they had built a great rapport. She championed the probation officer's professionalism and willingness to go above and beyond for her, which she felt was part of her thriving. She acknowledged that she had not been able to achieve sustained success in the past, as her involvement with the criminal justice system dates back to the mid-2000s. She felt that her officer's willingness to supervise her as a whole person and support her in addressing her gender-specific needs and trauma was the catalyst for her success. Ultimately, this approach helped motivate her to make significant and sustainable changes in her life to benefit not only herself but her family as well.



FY2024 Adult Probation Fairness and Equity Team.

ADULT PROBATION FAIRNESS AND EQUITY INITIATIVE

The first of five core values for the Judicial Branch is fairness, and a key requirement of fairness is equity. Given the size of the Adult Probation Department, fairness and equity are of particular importance. In July 2021, Adult Probation launched its Fairness and Equity Initiative by creating a team to focus specifically on matters of fairness and equity. This team has two primary purposes: first, it is tasked with leading implementation at APD of any Branchwide efforts related to fairness and equity; and second, the group assesses, through the lens of fairness, Department practices related to hiring, management of staff performance, how the Department uses authority in the populations it supervises, how APD staff relate to one another, and how to enhance the organizational culture of Adult Probation.

In FY2024, the APD team added significant definition and structure as to how it operates and the focus of its work. This has been critical to the team's success, given the size and scope of the Department and the breadth of services offered. The team identified four key focus areas for its work within APD: operations, organizational culture, training, and communication. The team implemented fairness and equity training for all new APD employees, including 156 new hires, in FY2024. Resources and communications promoting fairness and awareness were distributed to staff, and the 2023 Branch Employee Engagement Survey results were used to develop strategies for improving organizational culture. The team aims to integrate fairness and equity content into existing management and leadership training programs. The Branch anticipates significant progress in this critical initiative in FY2025.

CRIMINAL, FAMILY COURT, ADULT PROBATION READY TO SERVE THOSE WHO SERVED

The Judicial Branch of Arizona in Maricopa County participated in Veterans StandDown at the Arizona State Fairgrounds in Phoenix. The criminal and family court departments, in addition to the Law Library Resource Center and the Adult Probation Department, were present to provide expedited services for those in attendance.

More than 125 Superior Court criminal cases were heard at the event, which was designed to provide one-stop services for veterans and their families from across Maricopa County who are experiencing homelessness or housing instability.

Adult Probation Department staff were also present at the StandDown event, assisting with resolving payment delinquencies and helping individuals reengage with their probation grants.

When I reflect on the history of a 'standdown' from a military perspective and it being a time for those exhausted from combat to be able to recover and rest in a safe and secure place, it is a privilege to be able to help those still exhausted from their time serving our country and facing the many challenges of daily life post-service. The array of services is truly amazing, from help with legal issues, to haircuts to help preparing for job interviews, job referrals, medical services including mental healthcare and drug-rehabilitation services, housing/shelter assistance, and even veterinary services. It is humbling to see the community coming together to help those who served our country.

Superior Court Judge Kerstin LeMaire



ART INSTALLATION HIGHLIGHTS COURT VALUES: FAIRNESS THROUGH CREATIVE EXPRESSION

At the Durango Detention Center, a unique art project has allowed juveniles to engage with the core values of the Superior Court — Safety, Innovation, Integrity, Respect, and Fairness. Guided by artist and credible messenger Adrian Garcia, juveniles created artwork that visually represents these values, crafting playing cards on canvas that now adorn the Juvenile Court building in Durango.

The project, which emphasizes the importance of fairness and inclusivity, provided juveniles with a platform to express themselves creatively while internalizing the values that underpin the court's mission. During the unveiling ceremony, Chief Juvenile Probation Officer Eric Meaux highlighted that this initiative was not just about art but about fostering a sense of community and self-worth among the participants.

Adrian Garcia's mentorship played a crucial role in this project. As a credible messenger, he shared his personal story of overcoming challenges, inspiring the juveniles to see themselves as capable of change and growth. His involvement underscores the importance of positive role models in promoting fairness and opportunity within the juvenile justice system.

This art installation is a testament to the department's commitment to creating a fair and supportive environment where juveniles can explore their potential and contribute to their community in meaningful ways.



REMOTE JURY QUESTIONNAIRES MAKE EFFICIENT USE OF POTENTIAL JURORS' TIME

In direct response to feedback from the community, the Jury Office began using Remote Case-Specific Questionnaires to streamline jury selection and make best use of prospective juror time. Without traveling to the courthouse, prospective jurors can now answer preliminary questions regarding jury service via a remote questionnaire link sent by email or text message. Once juror responses are submitted, judicial officers and parties review the answers and either strike or call back jurors for in-person selection. Jurors called back for in-person selection are brought to the courtroom after checking in to continue with *voir dire* (when judges and attorneys question potential jurors), limiting the amount of time they are waiting in the Jury Assembly Room. Additionally, jurors have a better sense of their jury service because they learn about the schedule and nature of the trial before they arrive at the courthouse.

The Remote Case-Specific Questionnaire process has been used in 35% of trials since it began in November of 2023 with nearly 4,000 jurors across Maricopa completing the questionnaire remotely. In the courtroom, implementation of the remote questionnaire process has allowed for shorter *voir dire* times in criminal and civil cases and given the parties more time to fully review juror responses.

Since the process started, more than 2,500 jurors have been struck using a remote case-specific questionnaire, with over 60% struck remotely and not needing to appear in person.

NATIONAL CRIME VICTIMS' RIGHTS WEEK HIGHLIGHTS SUPPORT FOR THOSE IMPACTED

National Crime Victims' Rights Week is a weeklong annual commemoration that started 43 years ago and is overseen by the Office for Victims of Crime, which is part of the U.S. Department of Justice. This week is dedicated to promoting both services and the rights of victims and urges the nation to confront and remove barriers to achieving justice for all victims of crime. National Crime Victims' Rights Week took place April 21, 2024 - April 27, 2024, and the theme was "How would you help? Options, services, and hope for crime survivors."

The Adult Probation Department held a celebratory event on April 24, 2024, to honor and recognize staff for their hard work and commitment to assisting victims and helping to achieve the Department's vision of supporting those impacted by crime. A total of 61 recipients were nominated, who individually received recognition and an award certificate from Adult Probation Chief Michael Cimino.

In addition to honoring staff for their achievements, two survivors from the Arizona Coalition to End Sexual and Domestic Violence were invited to the event to share their personal and powerful stories. The experiences and words they shared were a powerful reminder of the importance of the work the Adult Probation Department does to effect change for justice-involved individuals and support victims' matters. The call-to-action with this year's theme encourages everyone to ask how they can help create safe environments for victims of crime to share their experiences. In doing so, they can offer suggestions for resources and options for life-saving services and, most importantly, hope to the victims served.

The Juvenile Probation Department joined in the celebration as well by distributing purple ribbons to all staff. The purple ribbons served as a visible sign of support and a reminder of the ongoing efforts to uphold victims' rights in Maricopa County. In addition, Juvenile Probation Victims' Rights staff participated in the annual Arizona Attorney General's Victims' Rights Week Ceremony, which highlighted its commitment to providing victims with options, services and hope.



NEW DETENTION PROGRAMS PROMOTE FAIRNESS

The Juvenile Probation Department introduced a Jobs Program within the Juvenile Detention facility to address the interest among detained juveniles in making meaningful contributions during their stay. Supported by the Youth Development Coordinator team and Juvenile Detention Officers, the program provides fair opportunities for juveniles to develop job skills, foster personal growth, and build responsibility.

Those interested attended a resume-writing class, where they received instruction on creating resumes and preparing for job interviews. After submitting their resumes, attendees participated in panel interviews conducted by detention staff from the facility's Culture and Community Unit. Successful candidates were offered positions as Juvenile Associates and signed a contract outlining behavioral expectations. They committed to working for a three-month term, with the option to reapply.

This program not only teaches valuable job skills but also promotes a sense of fairness by offering structured, meaningful work opportunities to all qualified juveniles. By contributing to a positive culture within the detention center, it ensures that every juvenile has an equitable chance to build protective factors that support their development and future success.

In addition to the jobs program, a new library was opened aimed at enriching the educational experience of detained juveniles. This initiative allows juveniles to check out books and enjoy a conventional library experience, with access to a broader selection of reading materials. The library features books on topics that resonate with the juveniles, such as overcoming challenges, with popular requests including titles like "Diary of a Wimpy Kid."

The library ensures that all juveniles have equal access to educational resources despite their legal status. The library's creation was a collaborative effort involving the Innovations and Communications Team, Detention staff, and Behavioral Health staff, underscoring the department's commitment to a fair and supportive environment for all.

The new library further supported the hosting of the Summer Reading Program in partnership with the Maricopa County Library District. This initiative, which ran from June 1 through August 1, 2024, encouraged literacy, personal growth, and academic achievement by providing juveniles with fair access to books and reading incentives. A total of 86 juveniles participated, with a challenge to read 1,000 minutes. Participants received small prizes such as bookmarks and certificates, and top readers were awarded a book to keep.

Collectively, the juveniles logged 118,118 reading minutes. Beyond enhancing literacy, the program instilled a sense of fairness and accomplishment, as all juveniles were given equal opportunities to participate and earn rewards.

These programs—whether through jobs, educational resources, or reading initiatives—not only support the positive development of juveniles but also reflect a commitment to fairness in providing equitable opportunities for personal growth and success within the detention facility.



I was motivated to keep reading, especially when I was so close to reaching 1,000 minutes—I knew I could do this, and I did!

Summer Reading Program Participant

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HEALTHY BOUNDARIES COURT

In July 2023, Presiding Juvenile Judge Lori Bustamante approved a proposal to begin a specialized court, Healthy Boundaries Court, for youth charged with or adjudicated for a sexual offense. All eligible youth in the program are pending a post-filing dismissal agreement, with adjudications and post-filing dismissal agreements entered after September 1, 2023. The first court hearing was held in October 2023. Juvenile Court Commissioner Nicole Hartley agreed to take on the challenge of being the Judicial Officer for this specialized court. Court hearings are currently held once a month. Each youth will have a hearing every 60 to 90 days, depending on their risk, needs, and current placement situation.

Healthy Boundaries Court provides a safe, collaborative setting for youth, families, and a multidisciplinary team to discuss treatment objectives, needs, and progress. The multidisciplinary team, which consists of the youth's attorney, the county attorney, probation and surveillance officers, the therapist or treating clinician, community treatment stakeholders, and the judicial officer, meets prior to the hearings to staff each case on the calendar for that day. Discussions focus on progress, barriers, and solutions for successful outcomes. Following the staffing, each youth meets with their attorney individually to discuss what was covered and the recommendations from the probation officer and therapist. After the youth meets with their attorney, all the youth and families attend the court hearing together. The goal of these hearings is to promote safety by reducing recidivism and assisting youth and their families in

healing and recovering from the sexually abusive behavior that led to court involvement. Another goal is to support victims and their right to be heard during the process. Healthy Boundaries Court utilizes more frequent hearings, rewards, and consequences during the program to assist the youth and their families in meeting personal and treatment goals.

The overall response from the families and youth has been positive. Parents appreciate seeing other people in similar situations facing some of the same challenges they are experiencing. Oftentimes, juveniles who engage in sexually abusive behaviors, as well as their families, feel a sense of shame, anger, guilt, loneliness, and embarrassment. This court setting provides an opportunity for families to see different perspectives on how to deal with challenging situations, as well as to celebrate successful outcomes. Since the inception of this formal program, three youth have successfully completed their court-ordered treatment and have been released from probation. It is anticipated that many more youth will successfully complete the program as the first year of this specialty court approaches. Not only does this court formally recognize large accomplishments, but the multidisciplinary team also focuses on small successes. Commissioner Hartley starts each hearing by saying to everyone, "I am looking for progress, not perfection." Youth and families are reassured that although their path may be challenging, consistent progress, even if it is small, can produce positive outcomes.



JUVENILE DETENTION REFOCUS UNIT: ENHANCING SAFETY AND POSITIVE BEHAVIOR

The Refocus Unit was created to address the safety and security risks posed by some juveniles in detention. This specialized unit provides alternative housing, structure, and coping tools for those who have been identified as threats to the safety of others. In this unit, juveniles learn the importance of structure, positive interactions, and how to manage anger and change negative behaviors, both within the facility and in their communities.

Each referral to the Refocus Unit is carefully evaluated to ensure suitability. The program focuses on behavior change and life skills over a four-week period. During this time, juveniles engage in anger management, conflict resolution, decision-making, peer pressure, and leadership skills. They maintain their regular school and gym schedules and receive therapeutic services from a clinician three times a week.

Since its launch in FY2024, the Refocus Unit has significantly enhanced safety. Detention staff report a greater sense of security, and juveniles who complete the program show reduced assaultive behavior after returning to standard units. The goal is to expand the program's support by holding effective interventions, addressing unmet needs, correcting thinking errors, and building coping skills. These efforts are essential in promoting safer behaviors within the facility and the broader community.



DRUG COURT ALUMNI ASSOCIATION PROVIDES PEER-SUPPORT NETWORK

The Maricopa County Drug Court strives to hold justice-involved individuals accountable for their behavior while also influencing positive behavioral change. The Drug Court Program takes a holistic approach, where probation officers, treatment providers, attorneys, law enforcement, judicial officers, and community partners collaborate to serve participants' best interests. The Adult Probation Drug Court Team utilizes a continuum of evidence-based incentives to reward and encourage positive, prosocial behaviors while discouraging antisocial and unhealthy behaviors.

Drug Court has an alumni association that holds events to assist current and former participants with maintaining their recovery from substance abuse. Participants can engage with graduates for mentoring, networking, and valuable feedback from those who have completed the program. Connecting with these supportive individuals helps reduce substance use and contributes to a safer community.

In FY2024, alumni events included an art event to promote entry into the Arizona Association of Drug Court Professionals statewide annual art contest and a support group meeting with several engaging guest speakers. These events provided an opportunity for current participants to interact with alums who have experienced continued success after graduating from the Drug Court Program and other guests from the recovery community. These alumni events aim to offer safe, inclusive, and enjoyable sober activities that support all attendees.

Hearing from other people gave me hope. So many people have made it through the Drug Court process. It may seem impossible at times but it's not! They gave me hope. I have one quote that I got from an event, 'Contrary to popular opinion, quitting IS for winners'. Alumni events are an added support to Drug Court, and everyone should take advantage of every aspect of Drug Court. Everyone there is there to help you succeed.

Drug Court Alumni Association participant





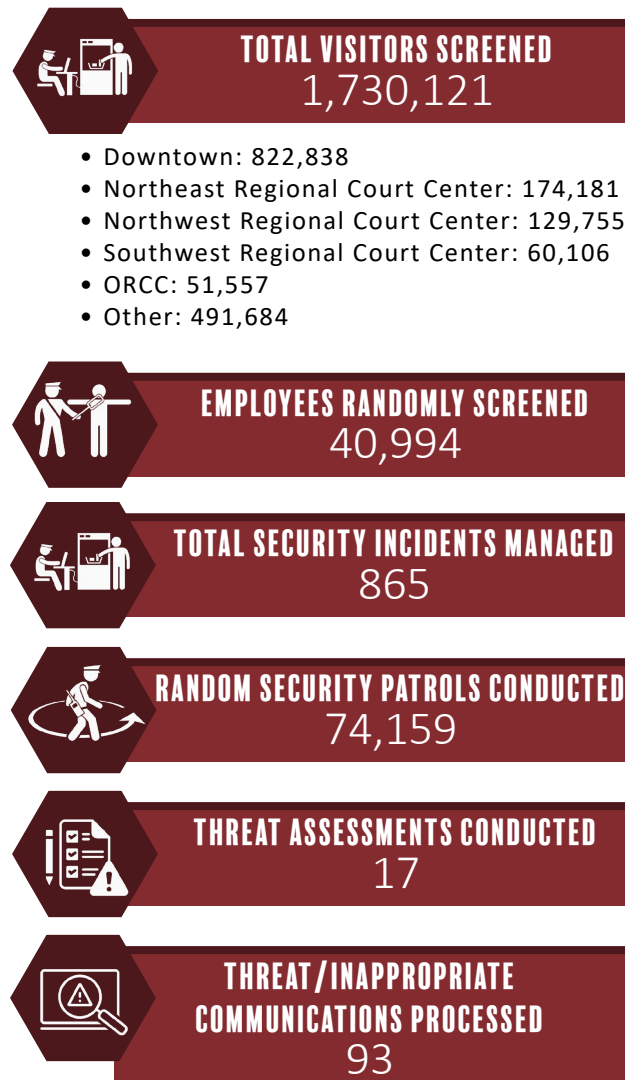
JUDICIAL BRANCH SECURITY DEPARTMENT LEADS MULTI-PHASE SECURITY ENHANCEMENTS ACROSS JUDICIAL BRANCH FACILITIES

The Judicial Branch Security Department launched a multi-year safety initiative aimed at upgrading camera systems and duress alarms.

Following the annual Security and Emergency Preparedness Committee meetings, Judicial Branch Security developed a plan to enhance surveillance system infrastructure. This plan included upgrades to the Closed Circuit Television (CCTV) systems, facility intrusion, and duress alarms across the Superior Court, Adult and Juvenile Probation Departments, and Maricopa County Justice Court facilities.

Using a three-phase approach, the Judicial Branch Security Department conducted assessments of Branch facilities and began designing and prioritizing the recommended improvements. Work at the Northeast Regional Court Center, Southeast Regional Court Center (main side), Old Courthouse, and West Regional Court Center Adult Probation Office was completed with upgraded duress systems and a total of 491 cameras installed. Projects at the Southport Adult Probation Office, Northeast Regional Court Center, and Central Court Building are currently in progress, with construction at the Downtown Justice Court and East Court Building set to kickoff in FY2025.

When completed, the Judicial Branch Security Department CCTV Initiative will improve the safety and security of many Branch facilities for patrons, employees, and judicial officers.



CONTINUOUS IMPROVEMENT

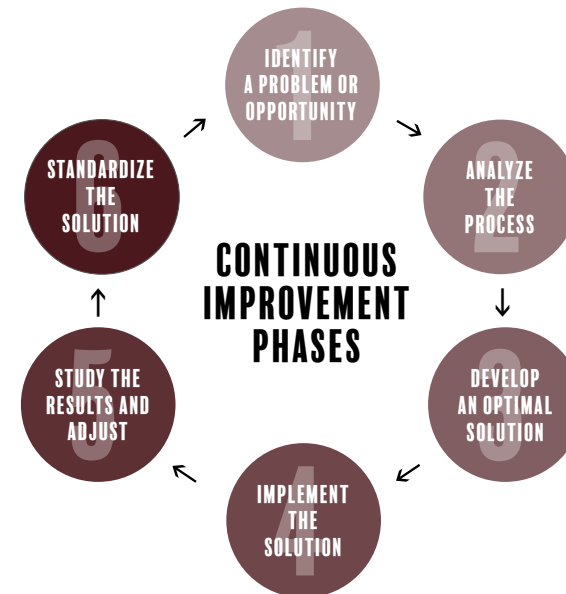
Community supervision is a dynamic and ever-evolving field. Adult Probation's Continuous Improvement Initiative is used to meet the growing needs and adapt to the shifting challenges of the Department. The Department uses continuous improvement as a strategic approach to address those needs by embracing advancements, streamlining processes, and fostering collaboration. The initiative enables any staff member to submit suggestions for improving existing programs or processes, providing a framework and team to explore and implement solutions. Since its adoption by Adult Probation in 2021, the initiative has played a crucial role in enhancing fairness, accessibility, and safety, along with the Department's other values of respect, integrity, and innovation.

The initiative involves four parts:

1. Alignment with the Department's mission, vision, and values;
2. Performance measurements for accountability;
3. Innovation to increase efficiency and effectiveness; and
4. Objective decision-making using a standardized framework.

In FY2024, the Adult Probation Continuous Improvement Team evaluated dozens of improvement opportunities submitted by staff. These submissions have resulted in several completed innovative projects, with progress and results posted on the Department's internal site for accountability. For example, a FY2024 project improved vehicle reservations by centralizing the process on a web-based platform, replacing the outdated manual system. Another innovative QR Code project has made referrals for treatment, helpful resources, and other documents easier for staff to access. In addition, several projects that were open at the end of FY2024 focused on providing training to increase the safety of adult probation officers in the community.

The Continuous Improvement initiative continues to offer staff a platform to propose innovations, leading to safer communities, better outcomes, and cost savings for the Department. It has helped refine community supervision practices and encouraged staff to be innovative in their suggestions.



E-WARRANTS SUPPORT SAFER, FASTER COMMUNICATION WITH LAW ENFORCEMENT

Juvenile Probation implemented a juvenile electronic warrants (eWarrants) process on June 7, 2024. In collaboration with the Branch Court Technology Services Department, the Integrated Criminal Justice Information System (iCJIS), Pragmatica, Clerk of Court (COC), Maricopa County Sheriff's Office (MCSO), Data Integrity and Analytics Department, and law enforcement, juvenile warrants are now processed electronically instead of manually. This new digital process enables the COC to eFile three types of warrants in the Court's information system: Bench Warrant for Arrest, Temporary Custody Warrant for Arrest, and Non-Mandatory Warrant for Arrest.

Through eWarrants, law enforcement now has more access to data regarding apprehending juveniles. MCSO now receives warrant information faster and directly from iCJIS through a data feed. The eWarrant process has reduced the amount of work time required for juvenile probation officers and probation administrative assistants and includes various streamlined features. Some of the new features include:

- New functionality to enter gang affiliation information, allowing for officers to be aware of any community safety matters related to possible gang involvement.
- Indicators to identify extended jurisdiction juveniles over the age of 18.
- A new next generation screen to identify victims of sex trafficking.
- A new next generation screen where probation staff can enter warrant safety concerns and suggest alternative methods of warrant execution that do not require detention.
- Email notifications automatically sent to juvenile probation and surveillance officers when warrants are issued.
- Revisions to warrant documents content and updating to an SSRS format allowing for eFiling by the COC, including eSignature capabilities for the clerk submitting the warrant information.
- Adding MCSO's ability to print a Warrant Supplement for internal use.

The eWarrant process also incorporates the ability to provide warrant information for Non-Mandatory Warrants, allowing law enforcement to obtain a Call-In Warrant hearing date. This aids in reducing the number of juveniles coming into the detention facility unnecessarily.



THE SPARK PROGRAM: ADDRESSING SUBSTANCE USE IN JUVENILE DETENTION

As substance use, especially fentanyl use and overdose, rises among adolescents, many juveniles entering the Durango Juvenile Detention Center report substance use. This use can often be linked to delinquency or other risk factors. This escalates high-risk behaviors and hinders their ability to lead safe, successful lives. To address this issue, the Detention Integrated Health Services team launched the Supportive Program for Adolescent Resilience and Knowledge (SPARK) in June 2023, providing comprehensive evaluation and targeted interventions for these juveniles.

Upon admission, juveniles with recent substance use are assessed for medical stability and potential withdrawal symptoms. After three days in detention, a clinician conducts a mental health assessment that includes a detailed substance use history. Those who have used substances within the past year undergo further evaluation using the Car, Relax, Alone, Forget, Friends, Trouble (C.R.A.F.F.T.) screening tool to determine the need for a brief intervention. If required, they receive substance use counseling twice weekly for three to four weeks, employing the Teen Intervene curriculum, cognitive behavioral therapy, and motivational interviewing. In addition, participants attend three health education sessions tailored to their specific substance use. The success of the intervention is evaluated using a self-reported pre- and post-intervention tool.



Juvenile Probation Department Registered Nurse Terry Holiday.



From June 2022 to December 2023, the SPARK Program conducted 892 substance use evaluations, with 196 juveniles completing brief interventions. Additionally, 142 juveniles received Narcan upon release after reporting opioid use within the past year. Data analysis reveals a significant positive shift in behavior and motivation, with an improvement in the stages of change model from Contemplation (3.03) to Action (4.12).

The SPARK Program offers a safe space for juveniles to address their substance use disorders while in detention. By identifying those with significant substance use histories and engaging them in motivation-based services, the juveniles are empowered to lead safer, more successful lives upon returning to their communities.

The SPARK Program won a NACo Award! Go to page 56 for more information.

I learned new coping skills, things to do instead of drugs, to think about the consequences and the pros and cons, and how to stop and think before I do something.

SPARK Program Participant

NEW CASE MANAGEMENT SYSTEM

March 21, 2023, marked the kickoff of the Maricopa phase of the statewide project to replace the adult probation case management system with a new application called the Arizona Probation Reporting and Operations System (AZPROS). This project is a joint effort among the Administrative Office of the Courts, probation department leaders statewide, and Tyler Technologies, the AZPROS vendor.

The new system offers several exciting features:

- Accessibility to officers both in the office and in the field.
- A web-based interface that can be used on computers and mobile devices.
- Enhanced tools for probation officers supervising caseloads.
- Analytics for senior leaders measuring the Department's effectiveness.

In FY2024, the project team collaborated with Tyler Technologies to transfer data from the old system to AZPROS, a complex process requiring several rounds of quality assurance testing. Additionally, Maricopa's project team worked alongside state leaders and technical experts to integrate AZPROS with several external applications, enabling communication with systems that track jail management, court information, and third-party lab testing. These conversions and integrations will enhance user experience and efficiency while supporting the transition to a paperless environment.

The Maricopa project team also assisted four other Arizona counties that launched a pilot of AZPROS in April 2024 by testing and refining the system and providing feedback on associated business processes. The pilot launch was successful, and these counties are currently utilizing AZPROS in daily operations. As Maricopa and other counties refine the system, these improvements will also be extended to the pilot counties.

AZPROS will enhance staff capabilities, aligning with the Department's mission of creating safer communities through service, accountability, and influencing change. It will also allow the Department to utilize enhanced tools, new technologies, and more efficient ways to serve the Court, the community, and the Department's staff.



JUVENILE DETENTION OFFICER RECRUITMENT DAY INITIATIVE: ENSURING SAFETY THROUGH EFFECTIVE HIRING

The Juvenile Probation Department's Juvenile Detention Officer Recruitment and Assessment Day is a vital initiative aimed at addressing the department's hiring needs for its detention facility. This program offers prospective candidates an in-depth look at the department, the detention facility, and the juvenile detention officer role. Through facility tours, presentations, and interactions with various department staff, candidates gain valuable insights into the responsibilities and expectations associated with the position.

On Recruitment Day, candidates participate in panel interviews conducted by supervisory staff and complete validated employment screening tools designed to identify those best suited for the role. Hiring qualified and engaged juvenile detention officers is essential for maintaining the safety of both staff and juveniles within the facility.

The initiative, which began in June 2023, has been held two to three times per month. Prospective recruits are contacted within a few business days of their application and are invited to spend a day at the Juvenile Probation Department. The event emphasizes a comprehensive approach to understanding the juvenile detention officer role, including orientation sessions, a facility tour, and interactions with detention and background investigation staff for questions and guidance.

Over the past year, the Juvenile Detention Officer Recruitment Day initiative has made significant strides. The department has achieved a remarkable reduction in detention officer vacancies, cutting them by over 50% from June 2023 to June 2024. Increased staffing levels have improved access to programming and ensured consistent use of non-living unit program spaces, contributing to a safer working environment. Additionally, innovative recruitment efforts and training from the Detention Officer Academy have led to a more than 70% reduction in juvenile detention officer attrition rates compared to the previous fiscal year.

This program underscores the importance of maintaining a safe and supportive environment for both staff and juveniles. By focusing on rigorous screening and comprehensive training, the department continues to enhance safety and well-being for everyone involved.

Juvenile Detention Officer Recruitment Day won a NACo Award! Go to page 55 for more information.



Juvenile Probation Staff at the Detention Officer Recruitment Day event.

AWARDS & RECOGNITION

- 48 | Presiding Judge Joseph C. Welty Wins the State Bar of Arizona's Diversity and Inclusion Leadership Award
- 49 | Performance Excellence of the Year Awards
- 51 | Adult Probation, Juvenile Probation, and Statewide Excellence Annual Awards
- 53 | National Association of Counties (NACo) Awards
- 57 | Judicial Branch Recognized with Strategic Agenda Awards
- 58 | Arizona Supreme Court Excellence in Education Award
- 58 | Nicole Garcia Elected to NACM Board
- 59 | PBS Announced "Kids Got Talent" Award Winners
- 59 | Judge Pamela Dunne | AZ Anti-Trafficking Network Game Changer
- 60 | Associate Presiding Judge Pamela Gates Recognized with the NCSC Thomas Munsterman Award
- 60 | Judge Peter Thompson | ABTA Judge of the Year

PRESIDING JUDGE JOSEPH C. WELTY WINS THE STATE BAR OF ARIZONA'S DIVERSITY & INCLUSION LEADERSHIP AWARD

The State Bar of Arizona has named Presiding Judge Joseph Welty as the recipient of the 2024 Diversity and Inclusion Leadership Award for his substantial contributions to advancing diversity and inclusion within the Arizona legal community through innovative and strategic efforts.

Judge Welty's leadership at the Maricopa County Superior Court has been instrumental in advancing the court's commitment to diversity, equity, and inclusion. Since joining the bench in 2007 and assuming leadership roles in 2013, he has worked tirelessly to create a judiciary that is both representative and inclusive. His efforts include fostering diversity through the State Bar's Leadership Institute, increasing the appointment of diverse candidates to the bench, and establishing an Equality Task Force to drive fundamental change. These efforts have significantly improved court operations, from recruitment practices to community engagement, ensuring that both court users and judicial officers feel represented and supported.

Since his appointment as Presiding Judge in 2019, Judge Welty has appointed a record number of women as presiding judges and selected diverse, highly qualified lawyers as Superior Court Commissioners. He also updated the court's imagery to reflect inclusivity by showcasing the judicial portraits of trailblazing women judges. Judge Welty's dedication to unify the judiciary and emphasize equality among judicial officers further demonstrates his commitment to create a more inclusive legal environment.

Judge Welty was appointed to the Superior Court in 2007 and has served on the Family, Criminal, Juvenile, and Civil benches in Maricopa County. He was the Presiding Criminal Department Judge from 2012-2015 and was the Associate Presiding Judge of the Judicial Branch from 2015-2019. In August of 2019, he was appointed Presiding Judge by the Arizona Supreme Court.



Photo courtesy of Kelsey Lang / Mark Skalny Photography

AWARDS & RECOGNITION

PERFORMANCE EXCELLENCE OF THE YEAR WINNERS

The Judicial Branch Performance Excellence Awards is a quarterly awards program that rolls up into an employee of the year program. Nominations are gathered in categories of Teamwork, Customer Service, Innovation, Leadership, and Group Collaboration and are reviewed on a quarterly basis. Quarterly winners are selected in each category and recognized in front of the Bench, featured in the monthly newsletter, issued eight hours of recognition leave, granted a one-time monetary award, and are evaluated for recognition as employee of the year in the category in which they were nominated. Annual winners are recognized in a ceremony including Branch leadership from all departments.



GROUP COLLABORATION | KARINA GOVEA, TRACY NADZIEJA, & TOMI COTA
Judicial Branch Administrator Ray Billotte, Criminal Department Administrator Nicole Garcia, Courtroom Assistant Karina Govea, Commissioner Tracy Nadzieja, Courtroom Assistant Tomi Cota, and Presiding Judge Joseph C. Welty.



INNOVATION | NICHOLE CODRINGTON
Presiding Judge Joseph C. Welty, Judge Bruce R. Cohen, Instructional Developer Nichole Codrington, and Judicial Branch Administrator Ray Billotte.



TEAMWORK | JOANNA SMITH
Judicial Branch Administrator Ray Billotte, Judicial Assistant Joanna Smith, Judge Kerstin LeMaire, and Presiding Judge Joseph C. Welty.



LEADERSHIP | CHLOE PECK
Judicial Branch Administrator Ray Billotte, Administrative Assistant Chloe Peck, Civil Department Deputy Administrator Melanie Simmons, and Presiding Judge Joseph C. Welty.



CUSTOMER SERVICE | KERI MADRID
Adult Probation Chief Michael Cimino, Judicial Branch Administrator Ray Billotte, Adult Probation Officer Keri Madrid, Division Manager Amy Taylor, and Presiding Judge Joseph C. Welty.

ADULT PROBATION



EMPLOYEE OF THE YEAR
Lorraine Mathews
Adult Probation Dispatcher



SUPERVISOR OF THE YEAR
Melissa Boudreau
Adult Probation Officer Supervisor



PROBATION OFFICER OF THE YEAR
Gaby Perez
Adult Probation Officer



SURVEILLANCE OFFICER OF THE YEAR
Anjela Crudup
Adult Surveillance Officer

JUVENILE PROBATION



EMPLOYEE OF THE YEAR
Kimberly Lopez
Probation Administration Assistant



DETENTION OFFICER OF THE YEAR
David O'Roark
Juvenile Detention Officer



PROBATION OFFICER OF THE YEAR
Carrie Berger
Juvenile Probation Officer



SUPERVISOR OF THE YEAR
Cipriana Rosales
Project Lead Senior

2023 STATEWIDE AWARDS IN EXCELLENCE

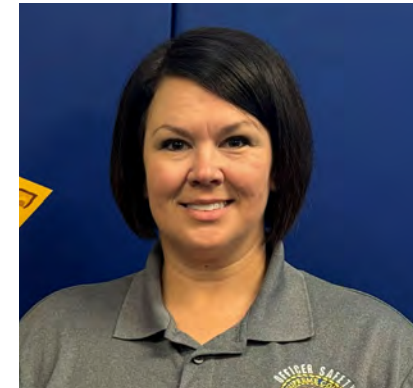
FIREARMS EXCELLENCE IN EDUCATION



Kyle Miller
Adult Probation Lead Firearms Instructor



Charles Counts
Lead Juvenile Probation Officer Safety Instructor



Kate Skelton
Adult Probation Officer



Jessa Moore
Adult Probation Officer

ADULT PROBATION EXCELLENCE IN EDUCATION



Arielle Santacruz
Adult Probation Officer



Jessa Moore
Adult Probation Officer

NATIONAL ASSOCIATION OF COUNTY AWARDS

The Judicial Branch of Arizona in Maricopa County earned 13 National Association of Counties (NACo) Achievement Awards for the development and implementation of innovative programs. The awards recognized programs in a wide variety of categories, including programs that support youth by providing care for substance use and alternative solutions to anti-social thinking, programs that reach justice-involved women, and programs that make departmental processes more efficient and sustainable.



These awards serve as a strong reminder of the Juvenile Probation Department's history in adapting and innovating to meet the changing needs of our youth and community. More importantly, the awards shine a light of recognition on the challenging and critical work carried out by juvenile probation officers and staff. Their commitment to excellence and serving our community cannot be overstated.

Chief of Juvenile Probation Eric Meaux

We are very proud of the staff at the Adult Probation Department, and all that they have accomplished. Due to their dedication and commitment, the department received all eight NACo awards it nominated. The NACo awards are just a small representation of the hard work that went into every program that was nominated. These programs come to life through ideas submitted from across the department, and it goes to show how staff are constantly working to find ways to enhance community safety through service, accountability, and influencing change. They improve services to victims, justice-involved individuals, the community, APD staff, and Judicial Branch employees. The teams on each project pour their heart into their work and receiving national recognition is a great feeling of accomplishment. Special thanks to everyone who worked on these, and we cannot wait to see what new programs come to life in 2025.

Chief of Adult Probation Michael Cimino

AN UPDATED AND REFRESHED LOOK FOR DEPARTMENTAL RESOURCES

Category: Information Technology

A team of Adult Probation Department staff replaced the outdated intranet page with a professional Microsoft SharePoint site that gives staff easily accessible, updated, and valuable information pertaining to their daily job duties, the Department, and the Judicial Branch of Arizona in Maricopa County. Department staff analyzed data and visits from the previous Intranet page to determine what links, documents, and resources should be included or highlighted. The team collaborated with staff throughout the department to ensure current and up-to-date resources were published on the new SharePoint site, which was named 'APD Connect.'

DECISION POINTS

Category: Children and Youth

The Decision Points Program equips participants with alternative ways to examine their thinking and the related actions that lead them into trouble. The program consists of four core skills and is offered both in-person and virtually and can be completed in 12-16 sessions.

FUGITIVE APPREHENSION UNIT'S WARRANT FILELESS STREAMLINING

Category: County Administration and Management

During the 2020 pandemic, there was an increase in the volume of requests due to the length of time attorneys were requesting to move cases through the system and other new community factors, and several dozens of physical files were being delivered to the Fugitive Apprehension Unit office per day. Fugitive Apprehension Unit support staff developed and created a program for the Department to streamline the warrant and case assignment processes.

INITIAL ABSCONDER PROBATION VIOLATION REPORT PROGRAM

Category: County Administration and Management

There is a subset of individuals who, after being sentenced or reinstated to probation, never report to the department or their probation officer as directed. The probation officer assigned to these 'initial absconders' would attempt to locate them, and if they were still unable to, would then be required to complete a full Probation Violation Report despite having very little to report about. To alleviate the time and resources spent on the reports for these types of cases, an abbreviated probation violation template was created by the department's Court Liaison Unit.

INNOVATIVE PROBATION ASSESSMENT AND CASE PLAN REFRESHER PROGRAM

Category: Personnel Management, Employment, and Training

The newly established Assessment and Case Plan Refresher Program utilized existing staff to analyze staff feedback on previous refresher training formats, craft an enhanced curriculum tailored to the feedback, and include additional resources and guides. The program restructures the training format to fit into the regularly occurring unit meetings and prompts open discussions and real examples to have the most effectiveness and relevance to staff. This new refresher program started in January 2023, with approximately 600 probation staff completing all six sessions for this refresher.

JUSTICE-INVOLVED INDIVIDUALS AND ENVIRONMENTAL SUSTAINABILITY

Category: County Resiliency: Infrastructure, Energy, and Sustainability

The Adult Probation Department and the Maricopa County Facility Management Department launched a collaborative initiative called the Maricopa County Probation and Recycling Program, which focuses on giving recycling and sustainability-based tasks to justice-involved individuals. The program assists the Facility Management Department with the workload associated with these recycling standards. This collaboration addressed the need for special accommodations that some individuals on probation require while promoting environmental sustainability through proper recycling practices that Maricopa County prioritizes.

JUSTICE-INVOLVED WOMEN PROGRAM: GENDER-SPECIFIC COMMUNITY SUPERVISION AND SERVICES

Category: Criminal Justice and Public Safety

The Justice-Involved Women Program, while ensuring compliance and accountability on probation, provides gender-responsive probation supervision to women through a trauma-informed lens to improve their overall stability, safety, self-esteem, and probation outcomes. The program also aims to reduce the risk of reoffending by providing resources and assistance targeted to unique female-centric needs. Officers supervising justice-involved women caseloads develop more tailored and detailed case plans based on the results of the Women's Risk Needs Assessment, a nationally recognized and validated risk-assessment specific to women on probation supervision.

JUVENILE DETENTION OFFICER RECRUITMENT DAYS

Category: Children and Youth

Juvenile Detention Officer Recruitment Days provide a multifaceted approach for candidates to learn about the department, the detention facility, and the role of a juvenile detention officer through facility tours, presentations, and access to a variety of department staff throughout the day. In addition, potential candidates participate in panel interviews and risk-management screening tools designed to identify candidates suitable for the juvenile detention officer position.

PROJECT RESTORE: MY RECORDS, MY RIGHTS

Category: Civic Education and Public Information

The initiative "Project Restore: My Records, My Rights" gave those who were once involved in the juvenile justice system the opportunity to remove social and economic barriers by applying for the destruction of their juvenile records. The Judicial Branch of Arizona in Maricopa County hosted this inaugural event last November.

"Project Restore: My Records, My Rights" is a collaborative effort by justice system partners to enhance access to justice for citizens who were once involved in the juvenile justice system. This initiative makes applying for destruction of juvenile records, restoring civil rights after a juvenile offense, setting aside of juvenile adjudications, and/or expunging of juvenile marijuana offenses more accessible.

The Juvenile Department and the many involved system partners are pleased to be recognized with a NACo award for Project Restore. It was a collaborative effort that shows how we can have great impact in our community when we work together to serve the public. We look forward to many future Project Restore events.

Juvenile Department
Administrator Carma
Umpleby

PROBATION AND RECYCLING PROGRAM: A COLLABORATIVE INITIATIVE FOR SAVING TREES BY REINVENTING ELECTRONICALLY (STRIVE) PROGRAM

Category: County Administration and Management

The STRIVE Program created a systematic process for reviewing regularly printed documents across all areas of the Adult Probation Department and established a paperless solution, where appropriate. At the time of the award submission in early 2024, the STRIVE Program identified 34 regularly printed documents that no longer need to be printed which has since resulted in cost savings, reduced paper use, and increased efficiency.

SPARK

Category: Children and Youth

Supportive Program for Adolescent Resilience and Knowledge (SPARK) begins with screening and supportive care for substance use upon admission to the juvenile detention center, followed by a more detailed substance use history during the mental health assessment, brief intervention, and a preventive medical visit on substance use education including Narcan use. Eligible youths for the brief intervention are between ages 12-16 and voluntarily participate in a three-week program using Teen Intervene worksheets and multiple health education sessions on the specific drugs that the youth has used.

STAND UP BEHAVIORAL HEALTH EXPO

Category: Civic Education and Public Information

For the first time, the Judicial Branch of Arizona in Maricopa County partnered with more than 30 vendors to offer an inaugural event during Mental Health Awareness Month that aimed at connecting individuals to appropriate services.

The purpose of this event was to connect individuals to services that meet the needs of vulnerable populations and their families. The goal was to reach traditionally underserved populations, such as communities of color and the LGBTQIA+ community. This event brought the community and service providers together to gain awareness and increase connections to resources. More than 30 vendors were present at the event, and provided information on mental health services, physical wellness, justice services, and more.

WARRANT RESOLUTION STREAMLINING FOR INDIVIDUALS IN CUSTODY

Category: Criminal Justice and Public Safety

The Warrant Resolution Streamlining Program consolidated and simplified the existing warrant resolution process. This program freed the probation officers and clinicians from the complex resolution process, allowing them to focus on their primary duties of transition services and treatment placement. As a result, this program led to an increase in resolved warrants and individuals placed in treatment, which saves resources and translates into more positive outcomes for the individuals on probation.

Our team receiving the NACo Award in Civic Education and Public Information is an honor that emphasizes the importance of our work in bringing critical information about justice and mental health services to the public. It highlights our commitment to fostering informed communities and inspires us to continue our collaborative efforts in making resources more accessible. I am proud to have worked with this team of agencies that came together to make an impact.

Community Services Supervisor
Chelsea Heintz

AWARDS & RECOGNITION

JUDICIAL BRANCH RECOGNIZED WITH STRATEGIC AGENDA AWARDS

Each year, court programs and outstanding individuals from across Arizona are nominated for their achievements in line with the Arizona Supreme Court's strategic agenda. From numerous deserving nominees, winners in six categories were selected for their innovative contributions to advancing the state's courts and their dedication to excellence. The Judicial Branch of Arizona in Maricopa County led all counties by securing two awards, showcasing the commitment of Branch employees at every level who are innovative, driven, and dedicated to achieving the goals set forth in the Chief Justice's strategic agenda.

NORMA QUIROZ

Norma Quiroz, the Americans with Disabilities Act Coordinator, won for her efforts in promoting access to justice, the first goal in the Chief Justice's strategic agenda.

Norma is a passionate advocate for those with disabilities seeking accommodations to participate in court programs, services, and activities. She handles daily requests for assistance from litigants, lawyers, jurors, and other court users. Norma has assessed accessibility issues and initiated improvements in courtroom layouts, parking and accessibility ramp configurations, and has coordinated the acquisition of modern court-listening devices. In FY2024, Norma collaborated with Judge Suzanne Marwil of the Superior Court and Judge Randall Howe of the Court of Appeals, Division One to develop in-person training for judicial officers, administrators, and other stakeholders. They have presented at various conferences and most recently, the Arizona State Bar Convention. Additionally, Norma has created and delivered in-person training sessions for court departments and the judiciary.

Norma's commitment to ensuring the Judicial Branch of Arizona is as accessible as possible to people with disabilities is not only an important aspect of promoting access to justice, but also essential in maintaining the Judicial Branch's compliance with the Americans with Disabilities Act.

ESSENTIAL MANAGERIAL BASICS AND RESOURCE KIT (EMBARK)

The Judicial Branch's EMBARK Program was recognized with the Arizona Supreme Court's goal of enhancing professionalism within Arizona's Courts.

The Branch developed a new supervisor training program to equip managers and supervisors with the introductory and foundational tools needed to navigate the challenges of day-to-day personnel supervision. First-time supervisors learn managerial basics, and more seasoned supervisors receive a refresher on critical topics. EMBARK includes specific coursework on various supervisory topics including hiring, leave management, payroll, discrimination and harassment, understanding federal employment laws, mentoring and coaching, progressive discipline, and performance feedback/evaluation.

Since November 2022, over 140 participants have completed the program. The program's content and structure were highly praised, with participants valuing the interactive, computer-based courses that provided essential information for the capstone. The opportunity to connect with colleagues across departments and share common challenges was also highlighted as a key benefit. The program represents an innovative approach to developing critical supervisory skills through engaging and interactive training.

Enhancing supervisors' confidence in handling personnel issues through a better grasp of complex topics increased the efficiency of workforce management within the Branch. This program has improved working conditions, prepared future leaders, and further positioned the Branch as an employer of choice.

ARIZONA SUPREME COURT EXCELLENCE IN EDUCATION AWARD

In an effort to recognize outstanding trainers and curriculum developers for Arizona's judicial employees, the Arizona Supreme Court's Committee on Judicial Education and Training (COJET) sponsors the Excellence in Education program to honor faculty and curriculum developers who have demonstrated dedication and commitment to excellence in promoting judicial staff continuing education in Arizona. This prestigious award recognizes the recipient for the primary target audience they reach. The awards are presented to recipients by three COJET subcommittees: the Judicial College of Arizona, the Committee on Probation Education, and the Committee on Leadership and Workforce Excellence.

This year, the Maricopa County Adult Probation Department's Jonelle Acosta, a supervisor dedicated to staff development, received the award. Jonelle was recognized for her significant contributions to the Exploring Leadership and Management Program. The Exploring Leadership and Management Program is a four-session initiative for Adult Probation staff, aimed at enhancing leadership and management capabilities. This training program emphasized interactive learning and encompassed many global leadership and management principles while providing valuable insights into the specific supervisor competencies pertinent to the Department. Jonelle's role in developing the Exploring Leadership and Management Program has provided dedicated staff with an invaluable resource. Jonelle was presented with the award by the Adult Probation Executive Team in February 2024 on behalf of the Arizona Supreme Court.



Adult Probation Chief of Pre-Disposition and Administrative Services Brandelyn Jackson, Division Manager Ryan Valley, Supervisor Jonelle Acosta, and Adult Probation Chief Michael Cimino.

NICOLE GARCIA ELECTED TO NACM BOARD

The National Association for Court Management (NACM) elected Criminal Court Administrator Nicole Garcia, a member of NACM since 2017, to serve as one of nine board of director positions. As a new board member, she will be serving as co-chair of the governance committee and will continue to contribute to the Diversity, Equity, and Inclusion Committee - a group that makes recommendations for revisions to the NACM Operations Manual and the Bylaws, and any resolutions or proclamations the organization issues.

NACM is a member organization dedicated to educating court professionals, providing a network of support, sharing information, and advocating on important court and justice system topics. As the largest organization for court management professionals, NACM has over 1,500 members, including people from the United States, Canada, Australia, and other countries.



NACM Board Members Creadell Webb, Criminal Court Administrator Nicole Garcia, and Nathaniel Mingo.

AWARDS & RECOGNITION

PBS ANNOUNCED 'KIDS GOT TALENT' AWARD WINNERS



Chief Probation Officer Eric Meaux, Juvenile Probation Officer Ethan Erickson, Youth Development Coordinator Alex Lopez, Juvenile Detention Officer Supervisor Mark Eastin, and Juvenile Probation Officer Brian Long.

Juvenile Probation continues its partnership with the Center for Improving Youth Justice by providing opportunities for detained youth to display their talents.

This year was another success, as the 1st place winner was selected from the Durango Juvenile Detention facility for the "PBS Kids Got Talent" nationwide contest, along with three other youth who placed in the top 10. The Center for Improving Youth Justice assembles a selection panel that assesses contestants' overall performance, presence, and originality to select a nationwide winner. The winner is then invited to the annual Center for Improving Youth Justice national award ceremony to perform live.

All youth in the facility are given the opportunity to participate, as information flyers advertising the contest are viewable throughout the facility. With its continued partnership with the Center for Improving Youth Justice, the Durango Juvenile Detention facility motivates and inspires youth to express themselves in a positive way.

The dedication of the Juvenile Detention Culture and Community Unit, in collaboration with the internal communications team and the Maricopa County Regional School District, is key to making this program a success year after year. The Youth Development Coordinator Team is instrumental in helping youth fine-tune their talents prior to recording by giving them the additional time to practice and offering the encouragement they need to succeed. Detention unit staff also play a vital role in supporting the youth by giving them time to practice, providing positive reinforcement, and giving reassurance they can succeed.

JUDGE PAMELA DUNNE: AZ ANTI-TRAFFICKING NETWORK GAME CHANGER



Judge Pamela Dunne (Svoboda), assigned to the Juvenile Department, was honored with the "Game Changer Award" from the Arizona Anti-Trafficking Network.

Judge Dunne was recognized for her empathic, trauma-informed, and victim-centered approach in STRENGTH Court, a specialty program which stands for Succeed Through Resilience Empower New Growth Through Hope.

In Arizona, 300 children were confirmed victims of sex trafficking between 2017 and 2020, according to a report by the Arizona State University Office of Sex Trafficking Intervention Research.

"I am deeply honored to receive this award," said Judge Dunne, who joined the Bench in 2005 as a commissioner and was appointed as a judge in 2012. "Helping these trafficked youth go from merely surviving to thriving is one of the greatest joys of my career."

ASSOCIATE PRESIDING JUDGE PAMELA GATES RECOGNIZED WITH THE NCSC THOMAS MUNSTERMAN AWARD

Judge Pamela Gates was named the recipient of the 2023 G. Thomas Munsterman Award for Jury Innovation from the National Center for State Courts (NCSC).

Judge Gates earned the award for her efforts to improve the jury experience for citizens and reducing financial barriers to jury service. Named for the founder and former director of the National Center for State Courts Center for Jury Studies, the award recognizes states, local courts, organizations, and individuals who have made significant improvements or innovations in jury procedures, operations, and practices. Judge Gates was honored for her work on Arizona's "Plan B" Workgroup, which provided guidance to the state's trial courts for resuming jury trials during the pandemic, and for chairing Arizona's Task Force on Jury Data Collection, Policies, and Procedures. Her efforts with the task force included working with judges, lawyers, court staff, and researchers to modify jury selection practices following the elimination of peremptory challenges in Arizona courts by the Arizona Supreme Court. Nominators recognized Judge Gates' thoughtful leadership style, especially during contentious policy discussions while chairing workgroups, and her commitment to bringing together diverse viewpoints.

Judge Gates was appointed to the Bench in 2009. She previously served as the Presiding Judge in the Civil Department and the Associate Presiding Criminal Judge.



JUDGE PETER THOMPSON: ABOTA JUDGE OF THE YEAR



Judge Peter Thompson, assigned to the Civil Department, has been recognized as Judge of the Year by the Phoenix Chapter of the American Board of Trial Advocates (ABOTA), an invitation-only national association of trial lawyers and judges dedicated to the preservation and promotion of the Seventh Amendment of the U.S. Constitution.

"A core part of that mission is to ensure independence of the judicial branch. Our organization seeks to ensure that the Courts remain fair and impartial, accountable to the Constitution and laws of the various states, and not to politicians, ideologies, or special interests. The truly independent judiciary best safeguards individual rights and liberties," said the chapter's president, Chris Hanlon.

"I am honored and humbled to receive this recognition from such a highly regarded and prestigious organization committed to the preservation of judicial independence," Judge Thompson said.

Judge Thompson has been on the Bench since 2007 when he was appointed as a commissioner. He was appointed as a judge in 2010.

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DISCLAIMER

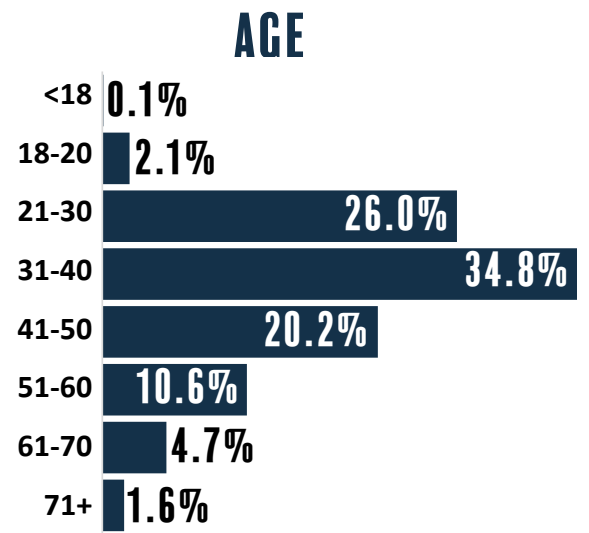
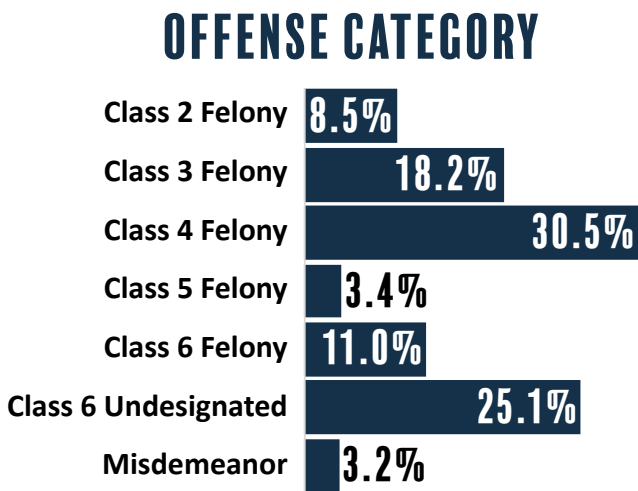
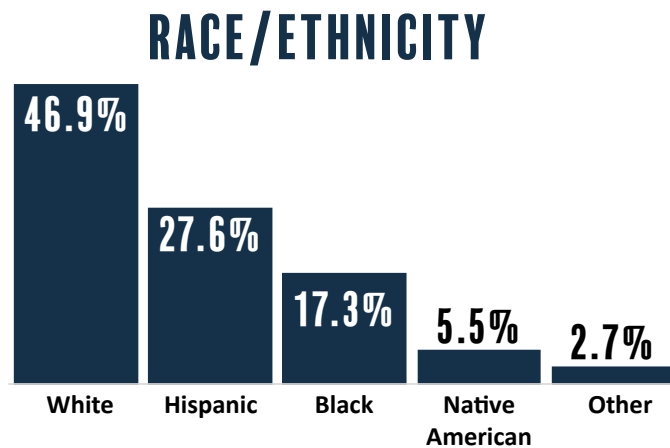
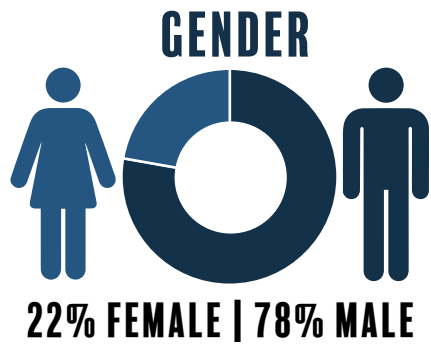
Judicial Branch employees and partners enter data into various case management systems, 24 hours a day, 365 days per year. While the statistics presented in the FY2024 Annual Report accurately reflect the data available at the time of production, it must be noted, as with many information systems, data entry is sometimes delayed or corrected. Consequently, updated totals may slightly differ from those totals reported in prior or subsequent publications. Due to rounding, all percentages may not equal 100%.

BY THE NUMBERS | ADULT PROBATION

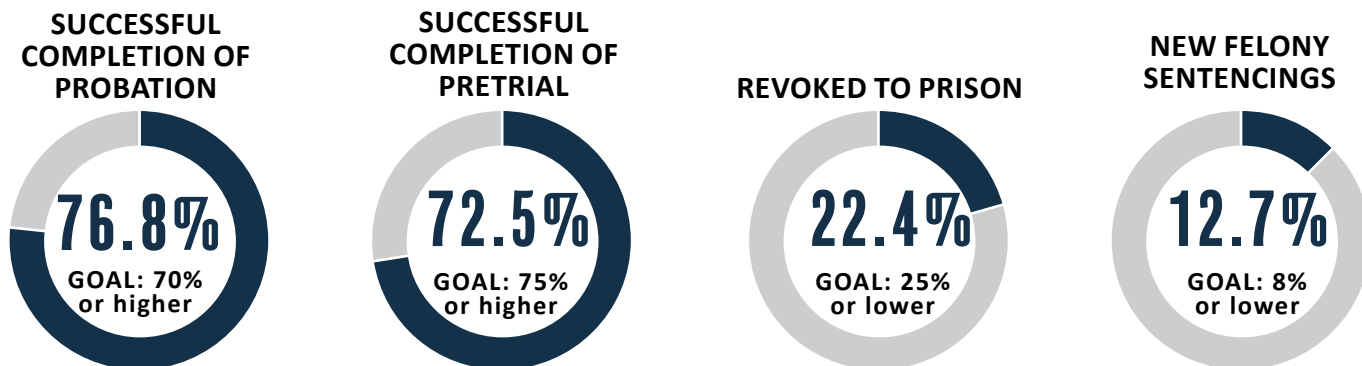
The Adult Probation Department provides community supervision to individuals on probation and pretrial and produces reports to the Court that recommend appropriate sentencing and release decisions based on offense details and criminal history. The information on the following two pages provides the demographics for the active probation population and reports outcomes. The demographics and population numbers reflect the populations on the last day of the fiscal year, June 30, 2024. The total probation population was 53,284, which includes 28,384 individuals on active probation supervision. An additional 2,595 individuals were on pretrial supervision.



PROBATION POPULATION



FY2024 CRIME REDUCTION RESULTS



PROBATION POPULATION INFORMATION BY SUPERVISION TYPE

	Standard Probation Supervision	Intensive Probation Supervision	Unsupervised Probation
Successful Completion Rate	78.5%	60.4%	98.3%
New Felony Conviction Rate	12.2%	30.7%	2.2%
Revoked to Prison	20.6%	38.6%	1.4%
Population	26,029	1,274	1,081

COMMUNITY SUPERVISION POPULATIONS

Program	Population	Caseload Ratio	Annual Program Cost	Daily Cost per Individual
Total Standard Probation Supervision	26,029	1 to 60	\$73,055,002	\$8.12
Standard (Excluding Specialized)	15,381	1 to 60	\$32,031,488	\$5.98
Sex Offender	3,410	2 to 60	\$14,168,995	\$11.63
Minimum Assessed Risk Supervision (MARS)	2,506	2 to 350	\$1,916,577	\$1.96
Seriously Mentally Ill (SMI)	878	1 to 40	\$2,892,347	\$9.32
Domestic Violence	863	2 to 60	\$3,871,915	\$10.74
Reentry	279	1 to 20	\$3,932,891	\$37.97
Drug Court	256	1 to 40	\$1,853,050	\$18.29
Supervised Youth	251	1 to 40	\$932,827	\$10.85
Veterans Unit	241	1 to 60	\$816,705	\$8.72
DUI Court	212	1 to 40	\$501,465	\$6.96
Total Intensive Probation Supervision	1,274	1 to 15	\$12,273,272	\$24.85
Intensive Probation Supervision Field	1,070	1 to 15	\$12,273,272	\$24.85
Intensive Probation Supervision Sex Offender	204	1 to 15		
Total Unsupervised Probation Supervision	1,081	2 to 500	\$723,075	\$1.71

PRETRIAL

Program	Population	Caseload Ratio	Annual Program Cost	Daily Cost per Individual
General	1,622	1 to 75	\$10,699,231	\$5.02
Electronic Monitoring	973	1 to 25		\$20.83

REPORTS PRODUCED AND SUBMITTED TO THE COURT

Program	Production Unit	Total FY2024 Count	Annual Program Cost	Cost per Unit
Pretrial	Initial Appearance Packets	53,127	\$3,991,938	\$75.23
Presentence Investigations	Presentence Reports Completed	18,987	\$14,621,283	\$771.28

FY2024 PROBATION WARRANTS

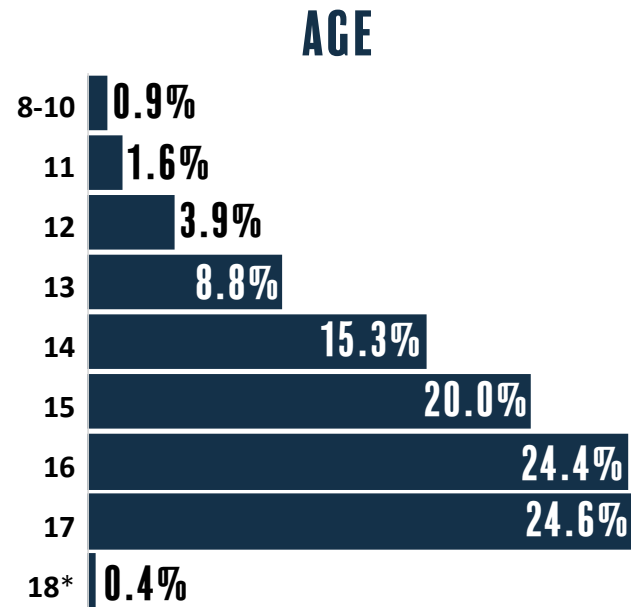
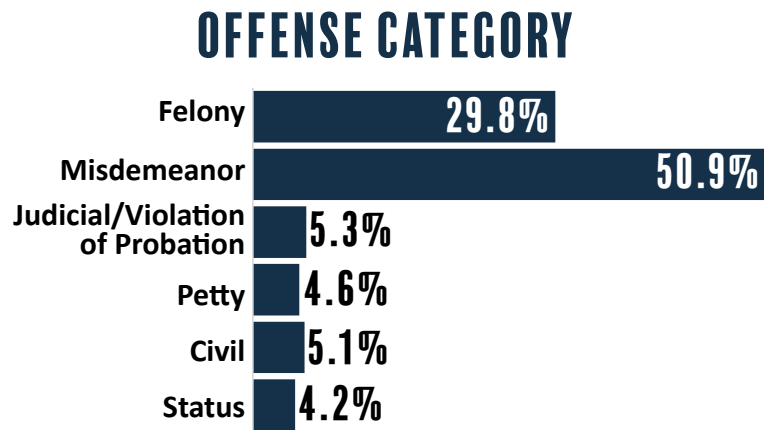
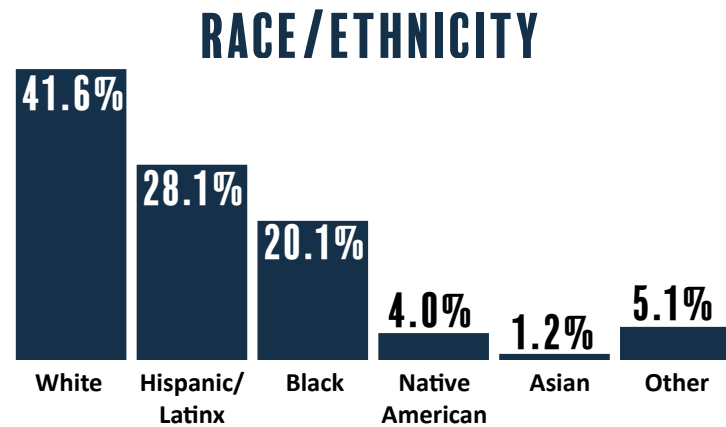
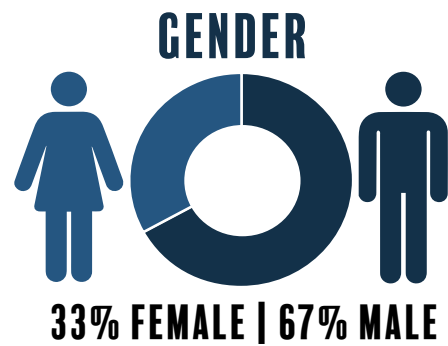
Program	Total New Warrants	New Warrants per Month
Probation	14,249	1,187

BY THE NUMBERS | JUVENILE PROBATION

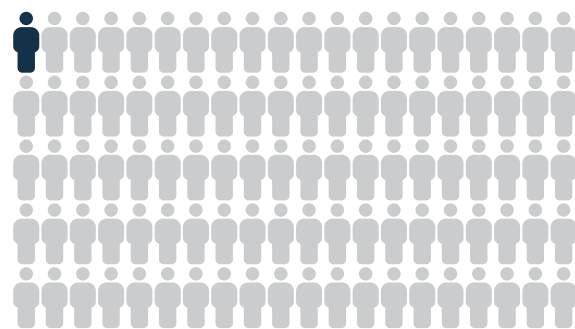
The Juvenile Probation Department works with juveniles from the time of a referral for an alleged delinquency through supervision on probation. Referrals represent the initial contact with the juvenile justice system. From the point of a referral, juveniles may go through diversion, be taken into custody in detention, or ultimately be supervised on probation. The information on the following two pages provides the demographics of the distinct juveniles referred to the Maricopa County juvenile justice system in FY2024 and a high-level overview of diversion, detention, and probation throughout the fiscal year. In FY2024, there were **10,189 total referrals** and **7,709 distinct juveniles referred**.



JUVENILES REFERRED



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



MARICOPA COUNTY JUVENILE POPULATION

	2020 (latest available)
Estimate of Maricopa County Population, 8-17 years old*	607,758

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

DIVERSION

	FY2024
Diversions	5,669
Percent of Overall Referrals Diverted	55.6%
Consequences Completed	7,426
Percent Completed Successfully	95.3%

PROBATION

	FY2024
Standard Probation	2,312
Intensive Probation	291
Commitments to State Juvenile Corrections	91

DETENTION

	FY2024
Juveniles Screened for Detention	3,617
Juveniles Admitted	2,059
Percent Admitted	57.0%
Average Daily Population	158
Delinquency Matters	117
Criminal Matters	41
Average Length of Stay (Days)	28.6
Delinquency Matters	20.7
Criminal Matters	177.8

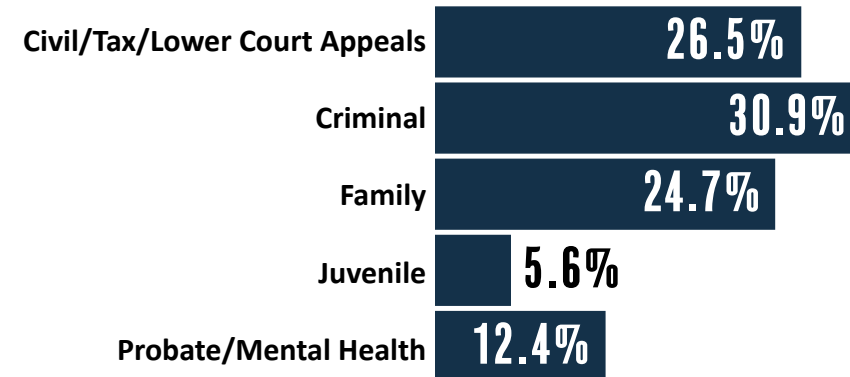
SUCCESS RATES

No New Referral 365 Days After End of:	FY2024	
Diversion	No Referrals	83.7%
	No Felony Referrals	93.2%
Probation	No Referrals	74.7%
	No Felony Referrals	84.2%

BY THE NUMBERS | SUPERIOR COURT

The Superior Court data details the filings, terminations, pending cases, and clearance rates for the five court departments: Civil, Criminal, Family, Juvenile, and Probate and Mental Health. Filings refers to the number of cases that were initiated within FY2024. Terminations refers to the number of cases that received a final decision within FY2024, 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 FY2024

FY2024 SUPERIOR COURT FILINGS



	FY2024 Filings	Terminations	Clearance Rate	Pending at End of FY2024	FY23-FY24 Filings % Change
CIVIL, TAX, AND LOWER COURT APPEALS					
Total Cases	45,605	34,415	**	23,800	+13.4%
Civil Cases	34,685	31,523	90.9%	23,186	+21.0%
Injunction Against Harrassment/Injunctions Against Workplace Harrassment Cases	1,980	2,040	103.0%	31	+0.8%
Lower Court Appeals	473	475	100.4%	164	+1.5%
Tax & Small Claims Cases	396	377	95.2%	419	-0.8%
Post Judgment	8,071	N/A	N/A	N/A	-7.5%
Arbitration*	16,240	9,685	59.6%	9,726	+39.5%

* Arbitration is a subset of Civil Cases

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

CRIMINAL					
All Filings	53,163	45,486	85.6%	23,641	+8.6%
Cases	26,804	30,520	113.9%	11,845	-6.3%
Post-Conviction Relief Petitions	103	304	295.1%	140	+102.0%
Probation Violation Petitions	26,256	14,662	55.8%	11,656	+29.2%
Rule 11 - Mental Competency*	1,190	N/A	N/A	N/A	+6.3%

*Rule 11 cases are a subset of Criminal Cases

	FY2024 Filings	Terminations	Clearance Rate	Pending at End of FY2024	FY23-FY24 Filings % Change
FAMILY					
Total Cases & Petitions	42,510	43,755	102.9%	18,050	-0.2%
Pre-Decree Cases	20,589	21,109	102.5%	11,705	-6.7%
Order of Protection Cases	7,770	7,808	100.5%	70	+3.2%
Post-Decree Petitions	14,151	14,838	104.9%	6,275	+8.6%
JUVENILE					
All Petition Filings	9,691	10,299	106.3%	5,412	+1.5%
Delinquency	3,778	3,839	101.6%	1,133	+15.7%
Dependency	2,419	2,800	115.8%	3,574	-0.7%
Other Case Types	3,494	3,660	104.8%	705	-9.2%
All Children Count	9,420	10,290	108.3%	6,786	-3.1%
Delinquency	2,682	2,616	97.5%	945	+15.6%
Dependency	3,162	3,963	125.3%	5,003	-3.1%
Other Case Types	3,576	3,711	101.4%	838	-15.4%
Existing Guardianships				13,473	
PROBATE / MENTAL HEALTH					
All Cases	21,291	19,075	89.6%	42,661	3.0%
Probate Court Cases	9,520	8,078	84.9%	37,316	-0.2%
Mental Health Cases	11,771	10,997	93.4%	5,345	+5.8%

	FY2023 Totals	FY2024 Totals	FY23-FY24 % Change
JURY			
Summoned Jurors	468,798	446,006	-4.9%
Juror Pay (includes pay, mileage, and trial funds.)	\$2,163,656	\$2,765,755	+27.8%
COURT INTERPRETATION & TRANSLATION			
Interpretation Events	26,792	27,742	+3.5%

BY THE NUMBERS | SURVEYS

Over the last 10 years, surveys have increasingly become an integral tool the Judicial Branch uses to connect with employees, justice-involved individuals, and stakeholders. Surveys procure an incredible wealth of information in understanding experiences, perceptions, and overall satisfaction with the Branch’s services. Important feedback is used in support of the Judicial Branch’s mission to hold itself accountable and strive to ensure the public’s trust and confidence.

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

Sample Likert scale:



The data collected is analyzed and most often scored on a 100% scale. Percents offer the most widely understood concept of how much people agree or disagree with a statement. The Judicial Branch uses the data to look for opportunities to improve accessibility, fairness, safety, connection, engagement, and to continuously improve the quality of services provided.

COMMUNITY PARTNER/TREATMENT PROVIDER SURVEY

In May 2024, the Adult Probation Department conducted a satisfaction survey of treatment providers and other community partners that staff have regular contact with. Overall, 89.1% of survey respondents agreed or strongly agreed that they were satisfied with their interaction with Adult Probation, which is a 7.3% increase from the previous survey in FY2022.

Nearly all respondents, 96.5%, indicated they have at least monthly contact with Adult Probation staff. The majority of respondents, 85.5%, reported having contact with adult probation and/or surveillance officers.



9/10
RESPONDENTS WERE SATISFIED WITH THEIR INTERACTIONS WITH ADULT PROBATION

SURVEY STATEMENTS

AGREEMENT RATE



ACCESS TO JUSTICE SURVEY

In February 2024, the Judicial Branch conducted its biennial survey of court visitors to measure their perspectives on the Court’s accessibility and how they were treated. There are many reasons why people attend court. The most common reasons identified were to file papers (27.2%) and to attend a hearing or trial (18.3%).

Overall, both the Court’s accessibility and how it treated court users were perceived favorably. Among survey respondents, 86% strongly or somewhat agreed with statements related to access and 81% strongly or somewhat agreed with the statements related to the fairness of treatment.



8.5/10
RESPONDENTS AGREED WITH THE ACCESS AND FAIRNESS STATEMENTS PRESENTED

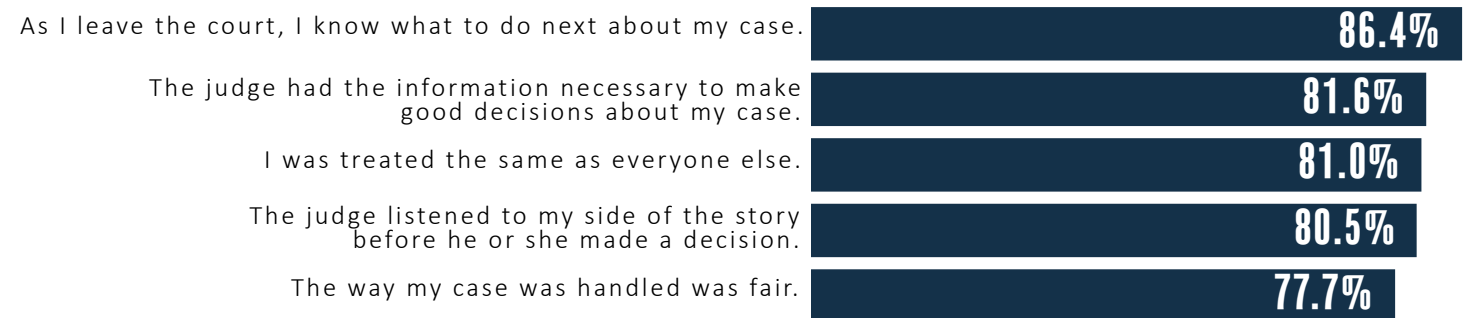
ACCESS STATEMENTS

AGREEMENT RATE



FAIRNESS STATEMENTS

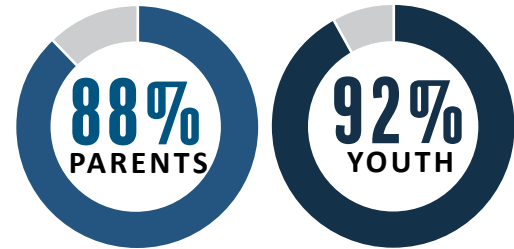
AGREEMENT RATE



YOUTH AND FAMILY ENGAGEMENT SURVEY

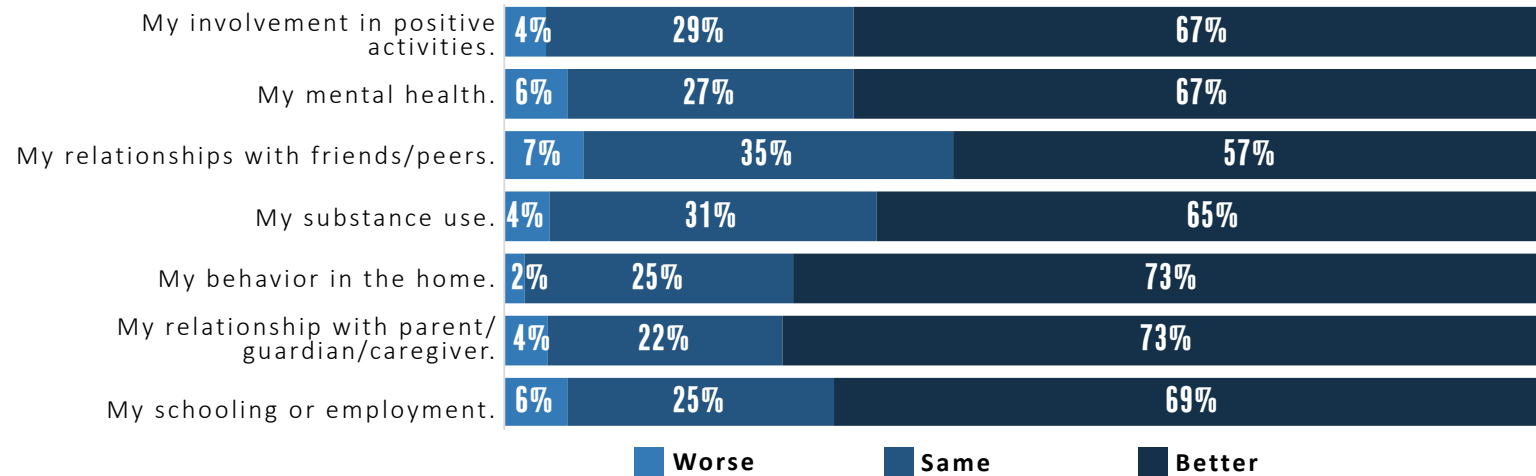
The Youth and Family Engagement (YFE) Survey is a monthly, voluntary survey conducted by the Juvenile Probation Department, providing youth on juvenile probation and their parents/caregivers an opportunity to share their experience during and after probation. There are two parts to the YFE Survey: an 'Experiences' survey sent to youth on probation or just released, and an 'Outcomes' survey sent to youth three and six months after their release from probation. In the Outcomes survey, most youth reported improvement in key life domains that can have an impact on future re-offending.

The results presented are based on responses received during FY2024.



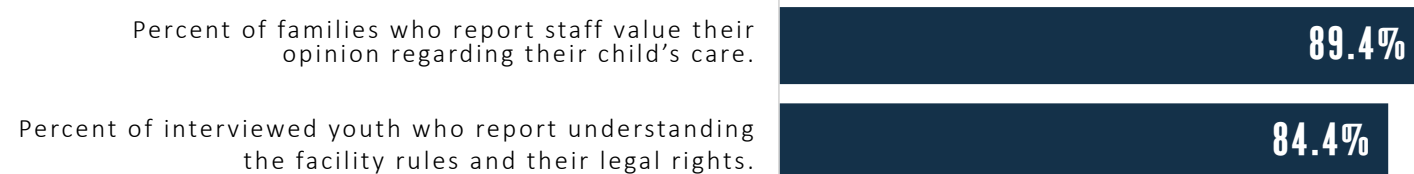
AGREE THAT PROBATION OFFICER CHECKS WITH THE FAMILY ABOUT YOUTH'S PROGRESS ON PROBATION

COMPARED TO WHEN YOU STARTED PROBATION, HOW ARE THINGS GOING IN EACH OF THESE AREAS?



PERFORMANCE-BASED STANDARDS

The Juvenile Probation Department collects bi-annual outcome measures with the support of Performance-based Standards (PbS). The information, a combination of data and survey collections, is designed to assess performance and practices in key areas important to secure juvenile facilities. One component of the data collection involves surveys of families and youth. The results of the April 2024 collection highlight two outcome measures related to family involvement, fairness, and safety.



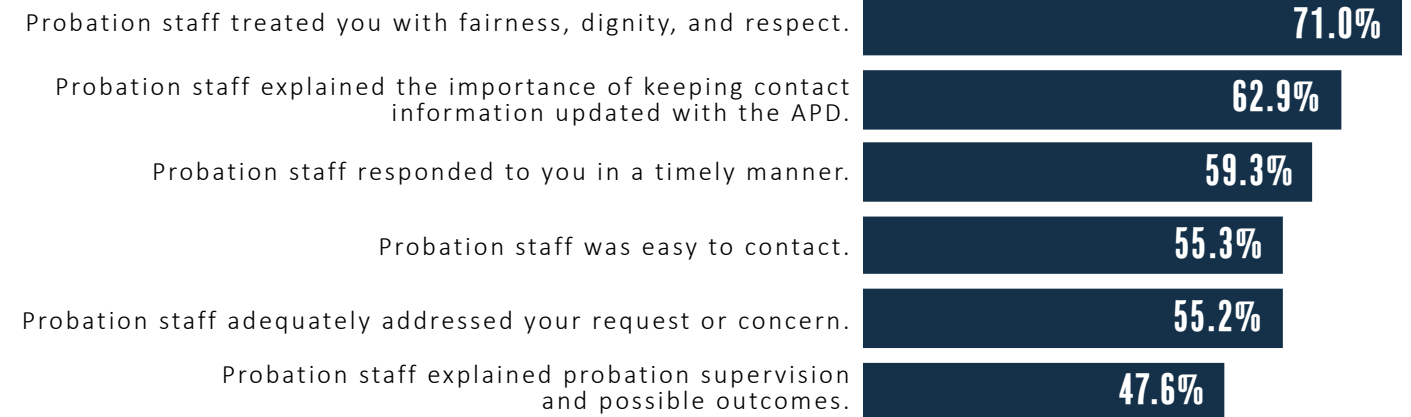
OPTED-IN VICTIMS SURVEY

The Adult Probation Department conducted its annual Victim Satisfaction Survey in April and May of 2024. This survey assesses victim satisfaction with the notification services provided by the Department. The survey also tracked whether restitution was ordered in their cases and if they received restitution payments. Overall, 59.4% of the survey respondents were somewhat satisfied or satisfied with their interactions with Adult Probation Staff.



VICTIMS WERE SATISFIED WITH THEIR INTERACTIONS WITH PROBATION STAFF

SURVEY STATEMENTS



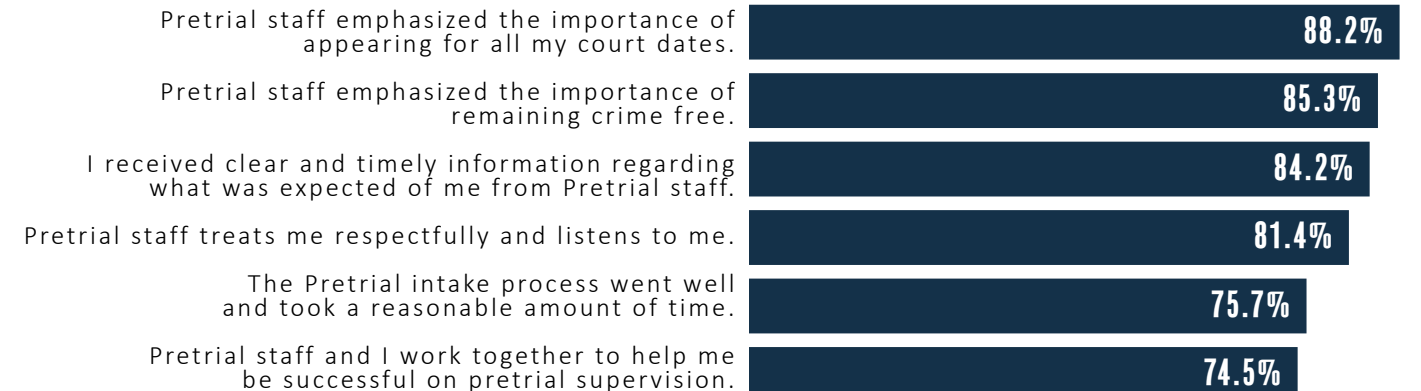
INDIVIDUALS ON PRETRIAL SUPERVISION SURVEY

In June 2024, the Adult Probation Department conducted a satisfaction survey of individuals on pretrial supervision. In FY2024, a 'neutral' option was added for the first time to the possible answers. Overall, the satisfaction score (which includes satisfied, very satisfied, and neutral responses) was 100%, with no responses (0%) indicating they were dissatisfied or very dissatisfied. Respondents identified the main obstacles or challenges for appearing for court dates as 'lack of transportation' (31.4%) and 'work schedule, or issues with taking time off' (31.4%).



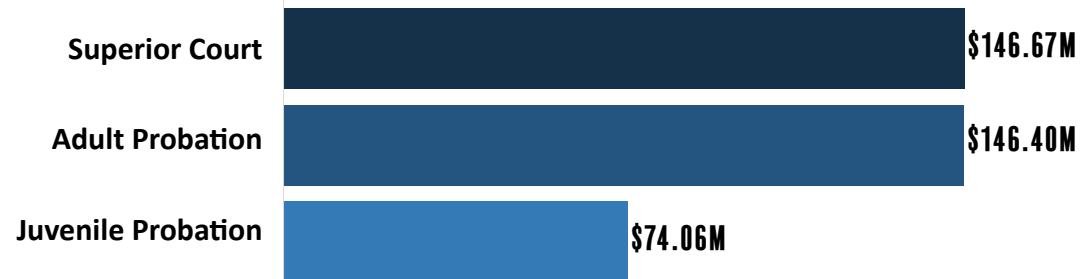
RESPONDENTS WERE SATISFIED WITH PRETRIAL STAFF

SURVEY STATEMENTS

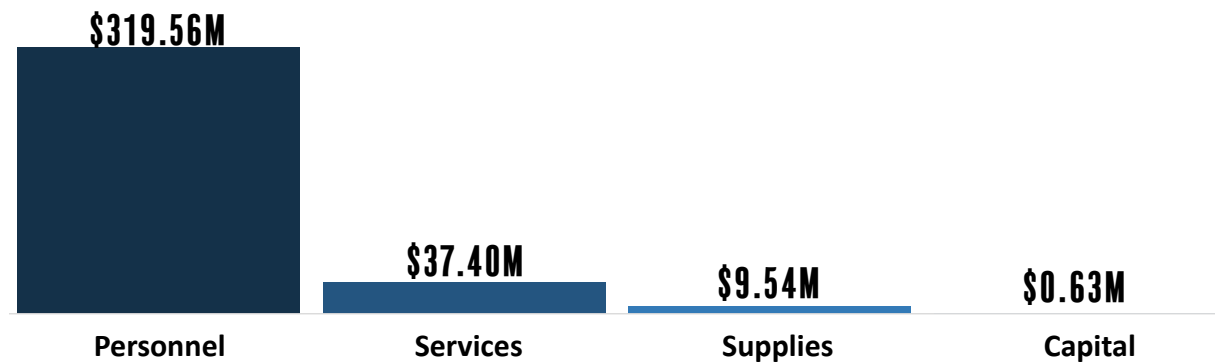


EXPENSES BY DEPARTMENT

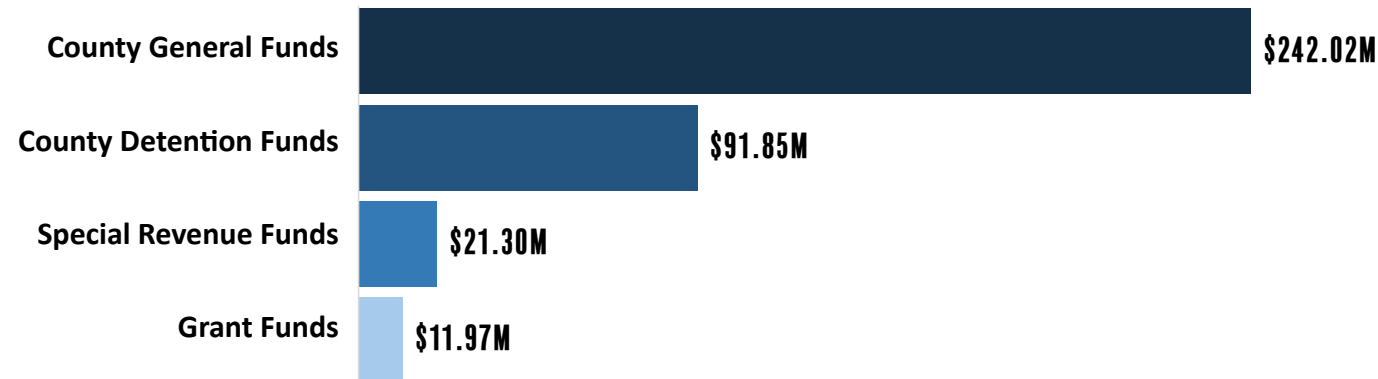
TOTAL: 367.1M



EXPENSES BY CATEGORY



EXPENSES BY FUND TYPE



EXPENSES BY FUND TYPE - BREAKDOWN

	Superior Court	Adult Probation	Juvenile Probation	TOTAL
County General Funds	\$129.59M	\$86.23M	\$26.20M	\$242.02M
County Detention Funds	-	\$49.79M	\$42.06M	\$91.85M
Special Revenue Funds	\$11.54M	\$7.89M	\$1.87M	\$21.30M
Grant Funds	\$5.53M	\$2.50M	\$3.94M	\$11.97M
Totals	\$146.67M	\$146.40M	\$74.06M	\$367.1M

*Finance data for FY2024 reflects transactions processed through 8/26/2024.

JUDICIAL BRANCH COMMUNICATIONS DEPARTMENT

	FY2024
Fulfilled Public Information Requests	1,005
Fulfilled Document Requests	10,244
Press Releases to the Media	59
Media Coverage Clips of Court Operations	50
Courthouse Experience Attendees	1,123
Courthouse Experience Volunteer Guides	55





ACKNOWLEDGEMENTS

Special thanks to: Savanna Hopp, Laura Eller, Marcie Kanefield, Dennis Carpenter, Vincent Funari, Clara Colemenero, Jim Bednarz, Al Titkemeyer, Emily Vance, Jennifer Ferguson, the Data Integrity and Analytics Department, court executives, and department administrators for contributions to the design, production, and content of this report.

