

**Administrative Office of the Courts
Adult Probation Services Division**



**Annual Report
FY 2020**

This Report Published By

**ARIZONA SUPREME COURT
ADMINISTRATIVE OFFICE OF THE COURTS (AOC)
ADULT PROBATION SERVICES DIVISION (APSD)**

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For additional information about the Arizona adult probation population, or for clarification of any information contained in this report, please contact the Arizona Supreme Court, Administrative Office of the Courts, Adult Probation Services Division Operations and Research Unit at (602) 452-3460.

This report is available on the APSD website at:

<http://www.azcourts.gov/apsd/AnnualReports.aspx>

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Mission

The Adult Probation Services Division promotes and supports an effective probation system through the use of evidence-based practices that advances the protection of the community, safety of staff, and accountability of offenders.

Vision

A Division of professionals who promote a positive probation environment advocating for continuous improvements, advancing technologies, and research driven practices in the field of probation.

Values

Our actions reflect our values.

Accountability and integrity are demonstrated in everything we do.

Treat people with dignity and respect.

It is an honor to work for the Adult Probation Services Division.

Individuals are provided the opportunity to embrace leadership roles.

Collaboration is the key to success.

Provide quality services and work products.

DIRECTOR'S MESSAGE

As another year has come and gone, this year has brought many unexpected changes to our world. Not only working for reforms and improvements in the criminal justice world but the entire world.

Our ongoing commitment to CQI, Continuous Quality Improvement, has not lost any momentum as alternative methods of our work and lives took place. In fact, as this pandemic goes on, things may never go back to the way they were as we have learned better and more efficient ways to work. Many changes are proving to enhance our mission while continuing to provide quality services and assisting probationers with their success and public safety.

As I had it on my agenda to visit each of the fifteen county probation departments for a farewell tour before my retirement, this plan provided us the perfect agenda opportunity for a much-needed statewide training. We named this training as the "Revalidation Tour" as it contained several components to include a historic overview of Evidence Based Practices over the past almost 20 years of Adult Probation in Arizona, data from the validation of the statewide risk assessment with the new cut-off scores, re-entry efforts, ACJA and statutory updates and the use of the new case plan in the upcoming APETS build which includes risk, needs and responsibility.

The APSD staff team of six had scheduled a statewide training calendar which would begin in late January 2020 and end in April 2020 in preparation for the new case plan build rollout. Staff had successfully completed training in 8 of the 15 counties when the pandemic occurred and stay at home orders shortly would follow. As has come to be expected, the APSD staff quickly adjusted and moved to the recording studio to prepare for completing the remaining counties' training virtually. The remainder of the counties were able to



complete the training and additional preparation for the case plan deployment.

The importance of this summary is to make a point. When the world suddenly changed, responsibilities did not. The entire court system which is responsible for the supervision remained diligent and all levels of operation continued to perform at the highest level with integrity and commitment to staff safety while not compromising public safety. Probation departments across the state made needed adjustments to continue to meet all standards of supervision using alternative methods. As Adult Probation in Arizona has always done, they continued to serve the courts and the public with the highest level of integrity. It has been an honor and privilege to lead the probation system in Arizona for close to 20 years. We have much to be proud of and the vision of CQI, Continuous Quality Improvement will live on beyond my tenor. I would hope that the much-needed financial support for probation can be accomplished as it continues to be the best option a court has for holding persons accountable while safely protecting the public and changing lives for the better.

I appreciate all the support I have received from so many people over the years. My challenge to you and all involved in the criminal justice system is that we always seek to improve what we do, how we do it and who we are. In the words of Elijah Cummings, “The cost of doing nothing is not nothing.” My best to you all. Kathy Waters



MEET THE ADULT PROBATION SERVICES DIVISION

APSD Management Team

From left:

Jane Price, Operations and Research Manager
Paula Taylor, APETS Manager
Shanda Breed, Programs Manager
Kathy Waters, Division Director
Dori Littler, ISC & Administration Manager.

Not pictured:

Tom O'Connell, Pretrial Manager
Judge Ron Reinstein, Special Projects Judicial Consultant





Adult Probation Enterprise Tracking System (APETS)

From left:

- Kristen Koon, APETS Specialist
- Andy Williams, APETS Specialist
- Paula Taylor, APETS Manager



Interstate Compact (ISC) & Administration

From left:

- Dori Littler, ISC & Administration Manager
- Carissa Moore, Fleet and Drug, Gang and Violent Crime Control Specialist
- Bryan Ethington, ISC
- Travis Baker, ISC



Operations & Research

From left:

Carol Banegas-Stankus, Operational Review Specialist

Matias Nevarez, Data Statistical Specialist

Riane Meister, Operational Review Specialist

Jane Price, Operations & Research Manager

Sacha D. Brown, Ph.D., Research Analyst



Programs

From left:

Krista Forster, Program Specialist

Shanda Breed, Programs Manager

Jennifer Flannery, AmeriCorps Grant Program Specialist

Guillermo Peña, EPICS-II Grant Program Specialist

Amy Champeau, Program Specialist



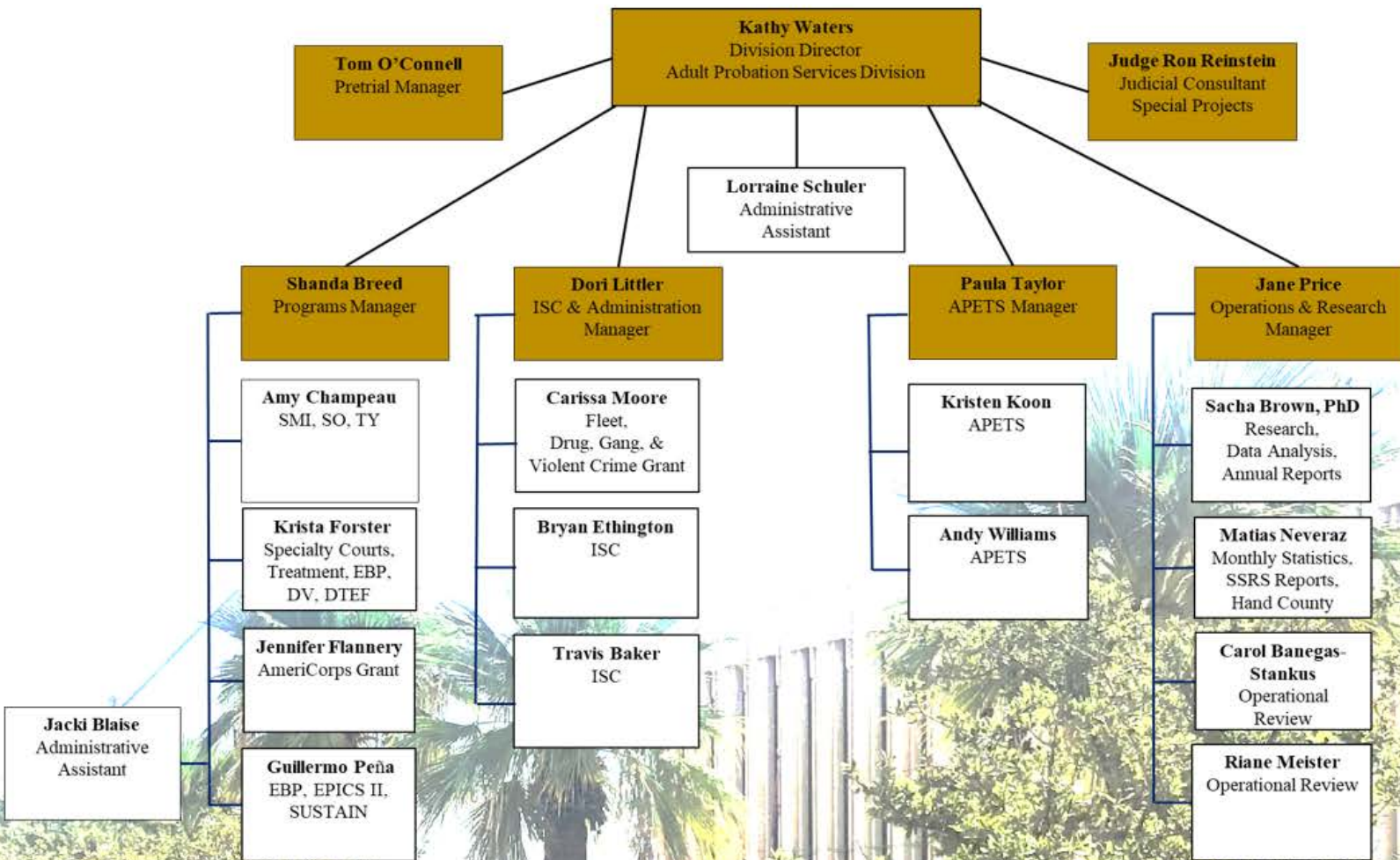
Support Services

From left:

Jacquelyn (Jacki) Blaise: Administrative Assistant to the Programs Manager, additional key duties include providing administrative support to the division, assisting with data collection and data entry, and Committee on Probation staffing and minutes.

Lorraine Schuler: Assistant to the Division Director, additional key duties include providing administrative support to the division; assisting with Adult Management Meeting, Pretrial Services Committee, and Staff Safety Advisory Committee staffing and minutes; maintaining statewide probation personnel badges; maintaining the APSD website.

APSD ORGANIZATIONAL CHART



INTRODUCTION

The Administrative Office of the Courts (AOC), Adult Probation Services Division (APSD) oversees the statewide administration of adult probation programs and services in accordance with the statutory and administrative guidelines in Arizona. The APSD interacts with the courts, adult probation departments, and a variety of non-court agencies and organizations throughout the state. The division also administers several major program funds and oversees the Adult Probation Enterprise Tracking System (APETS). The APSD consists of four primary units (APETS, Interstate Compact and Administration, Operations and Research, and Programs) and has 22 employees.

The APSD Annual Report is intended to provide members of the public, county adult probation departments, applicable government agencies and legislature, and other interested parties with a status update about adult probation in Arizona and specific APSD initiatives. As such, three primary areas are addressed within this report:

1. Statewide adult probation statistics
2. APSD endeavors and accomplishments
3. Empirical outcomes regarding APSD programs

The information presented in this report characterizes the adult probation population statewide and initiatives enacted or in progress during FY 2020. When relevant, the present fiscal year is interpreted considering outcomes from prior fiscal years. Data¹ contained in this report are drawn from the APETS and monthly statistical reports.

¹ Please contact the AOC, APSD Operations and Research Unit with any questions regarding data or statistical outcomes presented in this report.

STATEWIDE ADULT PROBATION STATISTICS

Arizona Probation Supervision²

The 15 county adult probation departments in Arizona are: Apache, Cochise, Coconino, Gila, Graham, Greenlee, La Paz, Maricopa, Mohave, Navajo, Pima, Pinal, Santa Cruz, Yavapai, and Yuma. Seven are combined adult and juvenile departments and eight are bifurcated with separate adult and juvenile departments. Adult probation departments oversee intensive probation supervision (IPS), standard probation supervision (SPS), and administrative supervision populations.

Costs and Personnel

On July 1, 2003, Maricopa County began funding the Maricopa County Adult Probation Department's personnel. The AOC funds the remaining 14 county adult probation departments in Arizona and other Maricopa County costs.

Probation "slots" refer to the number of directly supervised probationers who could be served during a fiscal year. Annual funding requests consider that probationers may enter and exit supervision at any time, meaning probation population capacity must be fluid. The cost per slot in a fiscal year is calculated by dividing expenditures by the slot capacity of the IPS or SPS program. Funding comes directly from IPS, State Aid Enhancement (SAE)³, and the Judicial Collection Enhancement Fund (JCEF). In FY 2020, cost per slot⁴ when including all funding sources was:

- \$8,306 per IPS slot
- \$1,394 per SPS slot

State funding for probation staff covers a variety of full-time equivalent (FTE) personnel positions. These include: probation officers (POs); surveillance officers (SOs); supervisors; and administrative, management, support, and treatment and education staff. In FY 2020 the average⁵ available probation personnel funding⁶ could cover:

- 443.59 FTE personnel total
- 163.56 FTE IPS personnel
- 280.03 FTE SPS personnel

² Figures regarding IPS and SPS only include data for directly supervised probationers. A directly supervised probationer is defined as a probationer who is directly supervised by an adult probation officer.

³ The State Aid Enhancement (SAE) fund was established in 1978 to augment county funding to maintain the statutory (A.R.S. § 12-251(A)) caseload average of 65 adult probationers per probation officer (65:1) for direct SPS. The funding must be used primarily for payment of probation officer salaries to attain that caseload average.

⁴ These figures do not include funding for Maricopa County.

⁵ Personnel figures presented throughout this report represent an average of the monthly personnel numbers for each of the months in the current fiscal year.

⁶ These figures do not include funding for Maricopa County.

Restitution and Fees⁷

Fees collected, restitution collected, and hours of community restitution performed are three indicators of probationer involvement and compliance with conditions. The data provided here are estimates as not all county adult probation departments are able to consistently report information regarding these variables. In FY 2020, county adult probation departments reported:

- Fees collected: \$12,174,740
- Restitution collected: \$11,276,095
- Community restitution hours performed: 685,021

Probationer Population⁸

For purposes of funding and caseload ratios of 65:1 that are reported to the Joint Legislative Budget Committee, the AOC categorizes a subset of probationers on SPS and IPS as “direct supervision” cases. Probationers who are not included in the direct supervision count include individuals categorized as being on administrative and indirect supervision. At the end⁹ of FY 2020, the direct supervision population consisted of:

- 43,916 probationers total¹⁰
- 2,635 probationers on IPS
- 41,281 probationers on SPS

⁷ Pursuant to A.R.S. § 13-901(A), SPS probationers must pay probation fees of not less than sixty-five dollars per month unless, after determining the inability of the offender to pay the fee, the court assesses a lesser fee. Pursuant to A.R.S. § 13-914(E)(2), IPS probationers must pay restitution and probation fees of not less than seventy-five dollars per month unless, after determining the inability of the offender to pay the fee, the court assesses a lesser fee.

⁸ Beginning in FY 2008, a 3:1 credit for probationers is included in population counts. To qualify for the 3:1 credit the probationer must be under SPS, classified as DCAC (Dangerous Crimes Against Children) with GPS, and have their primary address in the community in which they are serving probation. Additionally, effective January 2020, individuals who are incarcerated in the ADCRR, who have 90 days or less to serve before being released, and who are to be directly supervised at the SPS or IPS level upon release qualify to be included in each county’s total population at a rate of 1:1 from FY 2020 onward. Probationer populations presented throughout this report reflect these policies.

⁹ All figures referring to “at the end of” a fiscal year are based solely on June of that fiscal year.

¹⁰ This number was amended on August 5, 2021 to reflect the exclusion of indirect probationers from the population total. Funding is not awarded based on indirect probationers, and they have been removed.

In addition to IPS and SPS directly supervised probationers, there are many individuals supervised in an administrative capacity¹¹. Shortly following the end of FY 2020, these included¹²:

- 34,449 individuals total¹³
- 15,359 individuals incarcerated in prison
- 11,919 individuals absconded (cumulative warrants open in Arizona)
- 3,091 individuals unsupervised
- 2,610 individuals deported
- 1,137 individuals incarcerated in jail
- 333 individuals in federal custody

¹¹ Please note, both DOC and jail figures include individuals incarcerated in jail or prison in Arizona and in other states. The DOC figure includes individuals who currently incarcerated that have a pending probation grant.

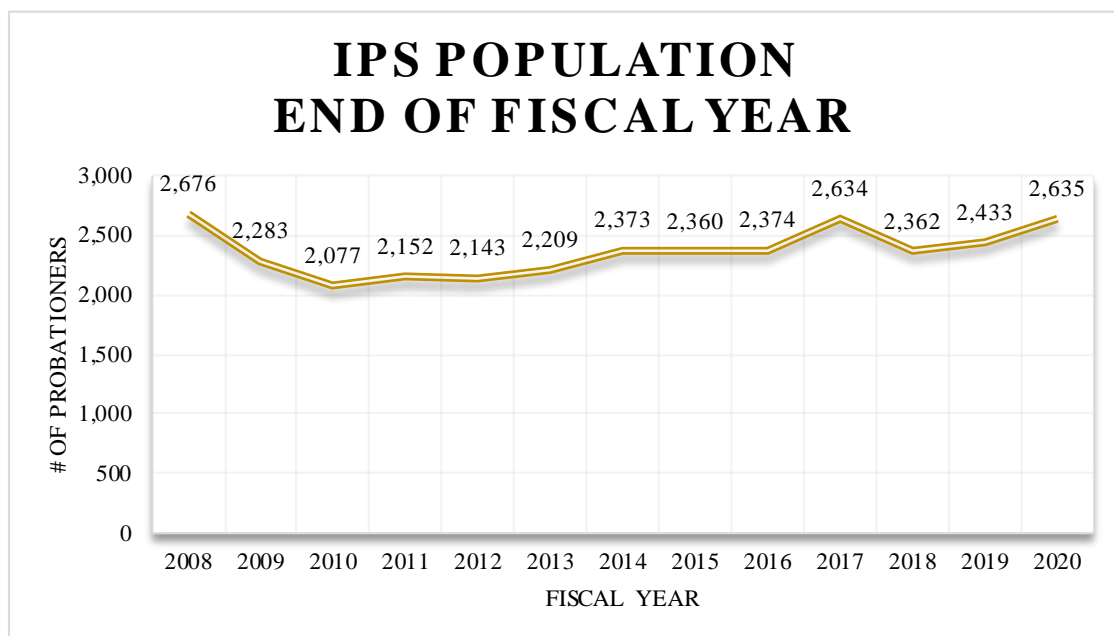
¹² The values presented here are housed in APETS and can be accessed by running a report after the fiscal year has ended. The numbers generated by this report are not static in nature and are constantly being updated to reflect the number of individuals in each category. For this annual report, these numbers were extracted from APETS on 7/31/2020, meaning that these values represent the number of individuals in each category on 7/31/2020 as opposed to the FY 2020 year end on 6/30/2020. This is because historical data for individuals supervised in a administrative capacity is not available since the APETS report generating these values only reflects information at the time the report is captured.

¹³ This figure is an approximation and is an overestimation of the total administrative population. Within the APETS system, an individual may have more than one administrative supervision attributes tagged. For example, an individual may be flagged as both absconded and unsupervised.

Intensive Probation Supervision (IPS)

Intensive probation supervision (IPS) went into effect in Arizona on July 1, 1985. IPS is a sentencing alternative which provides surveillance, control, and intervention to justice involved individuals who would otherwise be incarcerated in prison at initial sentencing or as a result of a technical violation of standard probation (see A.R.S. § 13-914). Supervision teams¹⁴ of one PO and one SO can supervise a maximum of 25 intensive probationers; a team consisting of two POs and one SO or one PO and two SOs can supervise no more than 40 probationers. Supervision caseload ratios may be different in counties with populations of two million or more people¹⁵ (i.e., 15:1; Maricopa County).

At the end of FY 2020, there were 2,635 probationers on direct IPS (+202 probationers from FY 2019). This population has ranged from 2,077 to 2,676 probationers (M=2,362; SD¹⁶=195) from FY 2008 to 2020.



¹⁷, ¹⁸

¹⁴ See A.R.S. § 13-916 and § 13-919.

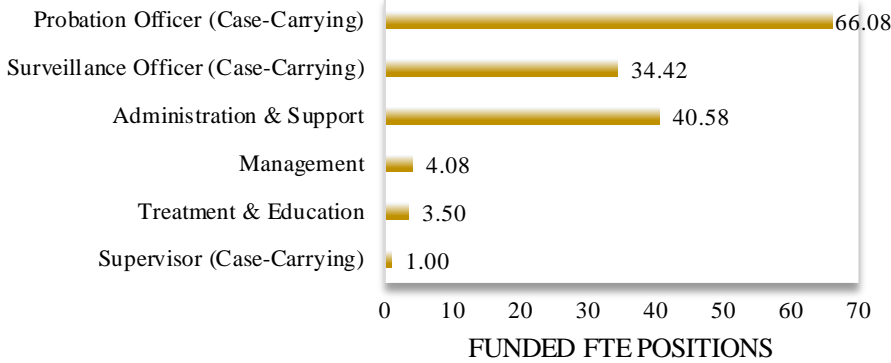
¹⁵ See A.R.S. § 12-269.

¹⁶ SD= indicates standard deviation of a group of data. Standard deviation is a measure of the variance around the mean (M, i.e., average) of multiple observation points, in this case fiscal years. More variance, a greater SD, indicates greater differences among observation points.

¹⁷ In FY 2019 the IPS population at the end of the fiscal year was incorrectly reported as 2,433. The correct IPS population at June 30, 2019 was 2,418. To maintain consistency across reporting years, the 2,433 has been carried forward.

¹⁸ The number of IPS probationers was previously incorrectly stated as being 2,846.

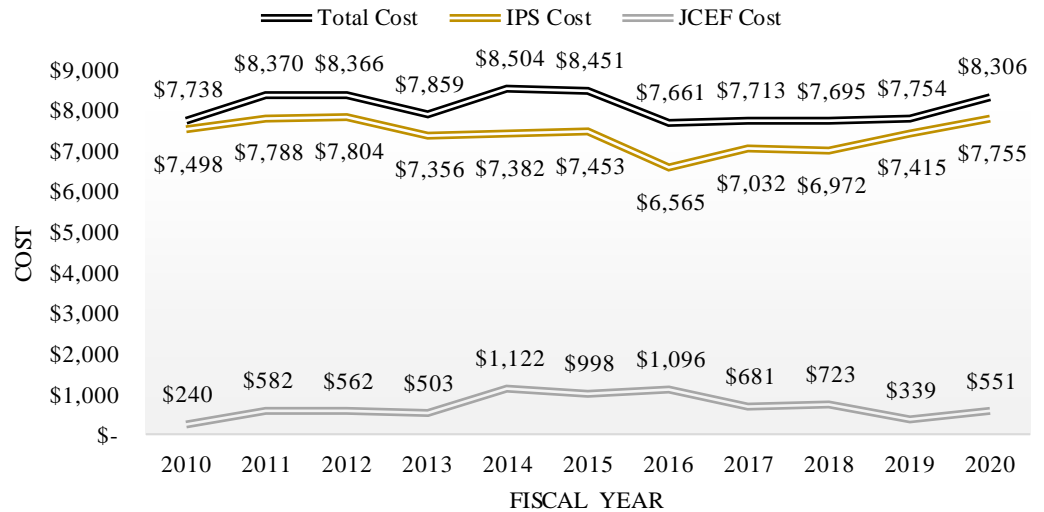
IPS Funded Personnel Positions



During FY 2020, state funding¹⁹ was available for an average of 163.56 FTE positions in IPS; on average, 151.76 FTE positions were filled throughout the year. Please note, the chart to the left only includes funding for case-carrying POs and SOs, and supervisors; and administrative, support, management, and treatment and education staff (funding for 149.66 FTE positions; 137.86 filled).

In FY 2020 total IPS annual cost per slot²⁰ was \$8,306 (\$7,755 in IPS funds, \$551 in JCEF IPS funds; +\$552 overall from FY 2019). From FY 2010²¹ to 2020, the average annual cost per IPS probation slot was \$8,038 (SD=\$353) and ranged from \$7,661 to \$8,504.

IPS Annual Cost Per Slot



¹⁹ State funded IPS positions include case carrying and non-case carrying positions. These figures do not include funding for Maricopa County.

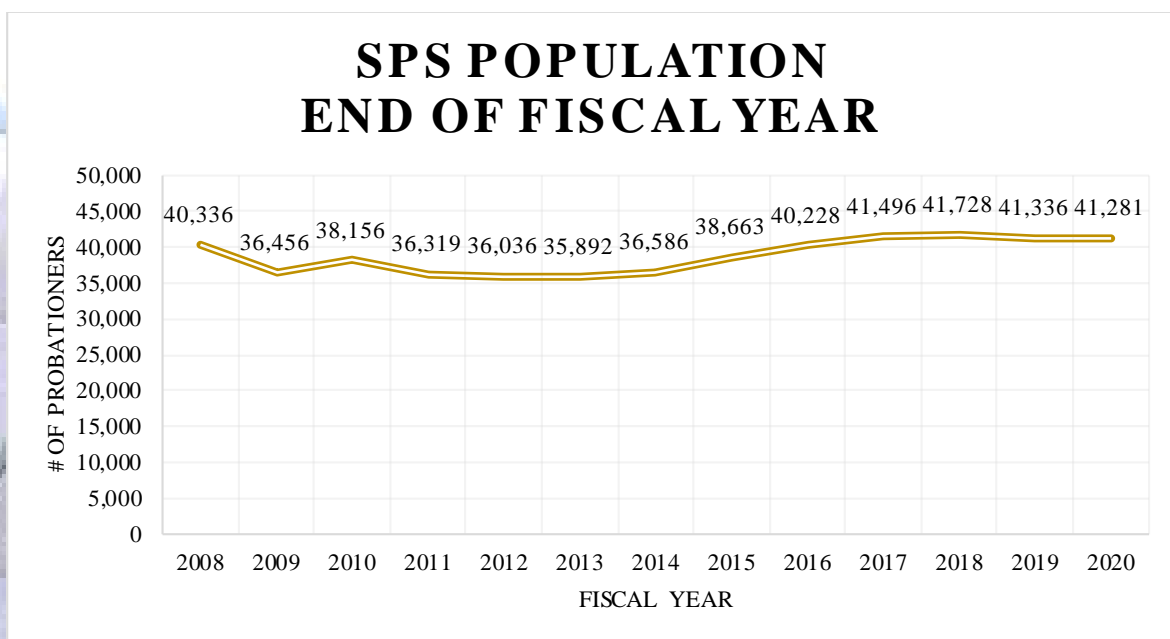
²⁰ These figures do not include funding for Maricopa County.

²¹ At time of writing, cost per slot figures prior to FY 2010 were unavailable to the author. Within this report, data are provided for FY 2008-2020 when available.

Standard Probation Supervision (SPS)²²

The purpose of standard probation supervision in Arizona is to provide the highest quality service to the court, community, and justice involved individuals. This is accomplished by promoting public safety through effective supervision and services, offering accurate and reliable information, and affording justice involved individuals opportunities to be accountable and initiate positive changes.

At the end of FY 2020, there were 41,281 probationers on direct SPS (-55 probationers from FY 2019). This has ranged from 35,892 to 41,728 probationers (M=38,809, SD=2,344) from FY 2008 to 2020.

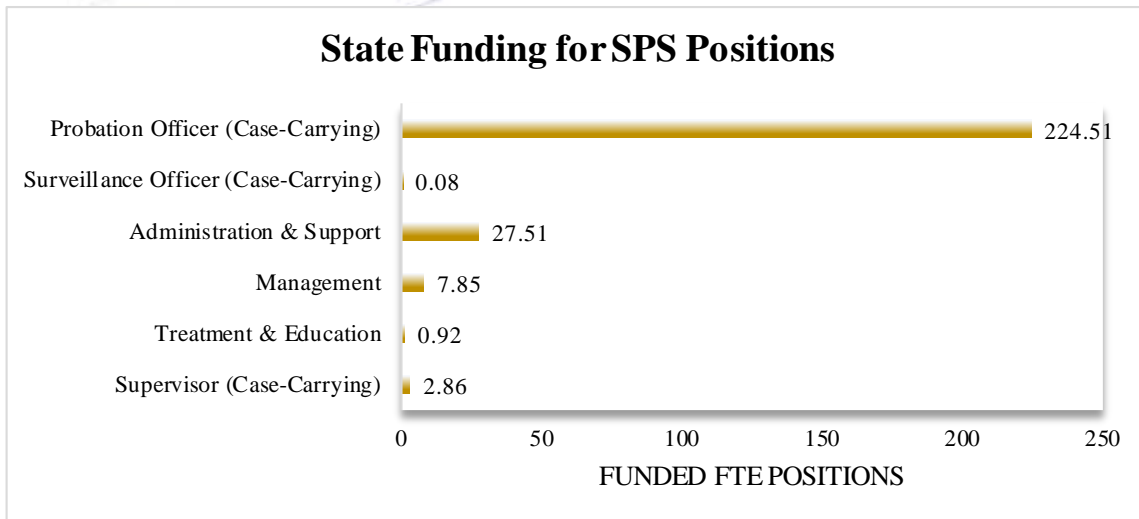


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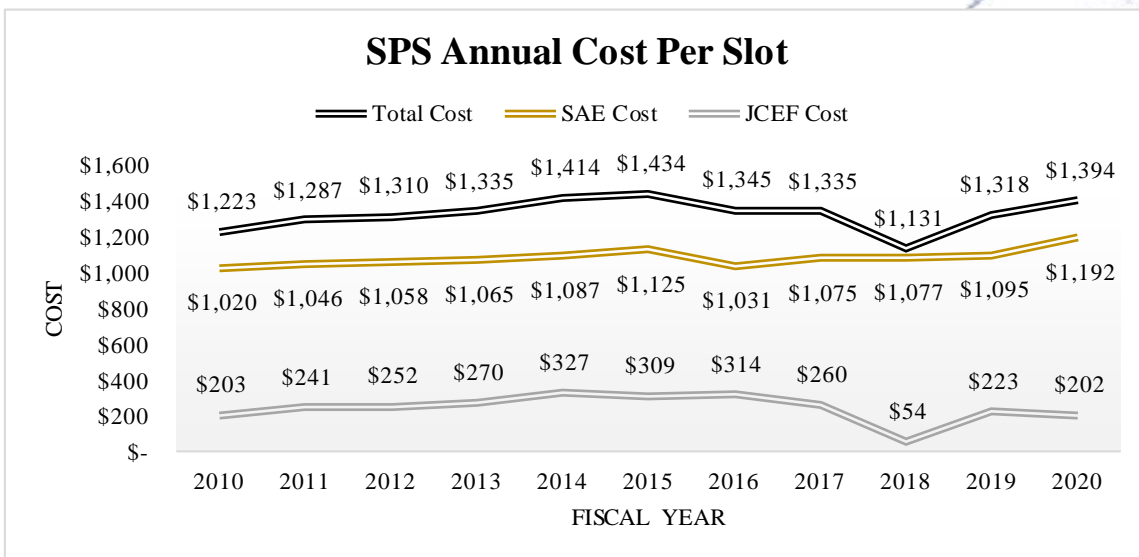
²² Figures regarding the SPS population only include data for directly supervised probationers

²³ The number of SPS probationers was previously incorrectly stated as being 47,892.

During FY 2020 state funding²⁴ was available for an average of 280.03 FTE positions in SPS; on average 258.68 FTE positions were filled throughout the year. Please note, the chart to the right includes only case-carrying POs, SOs and supervisors, and administrative, support, management, and treatment and education staff (funding for 263.73 FTE positions; 244.44 filled).



In FY 2020, total SPS annual cost per slot²⁵ was \$1,394 (\$1,192 in SAE funds, \$202 in JCEF SAE funds; +\$76 overall from FY 2019). From FY 2010²⁶ to 2020, the average annual cost per SPS probation slot was \$1,321 (SD=\$86) and ranged from \$1,131²⁷ to \$1,434.



²⁴ State funded SPS positions include case carrying and non-case carrying positions. These figures do not include funding for Maricopa County.

²⁵ These figures do not include funding for Maricopa County.

²⁶ At time of writing, cost per slot figures prior to FY 2010 were unavailable to the author. Within this report, data are provided for FY 2008-2020 when available.

²⁷ In FY 2018 the Total Cost for SPS was incorrectly reported as \$1,131. The correct Total Cost was \$1,331. To maintain consistency across reporting years, the \$1,131 has been carried forward.

APSD INITIATIVES AND ACHIEVEMENTS FY 2020

Adult Probation Enterprise Tracking System (APETS)

- Implemented APETS SQL 2017 Build, migrating APETS from SQL 2008 to SQL 2017
- Performed extensive testing of APETS SQL 2017, ensuring performance and data integrity
- Began development of dynamic probation case plan in APETS application
- Implemented Maricopa's new urinalysis testing vendor (averhealth)
- Incorporated the revised OST/FROST assessment cutoff scores in April 2020
- Supported the Prison Re-Entry initiative by creating new Prison Re-Entry Client Special Attributes and by modifying Prison Re-Entry reports
- Addressed over 1,100 remedy requests.

Interstate Compact (ISC) and Administration

- Oversaw monthly average of 1,468 incoming and 2,534 outgoing interstate compact offenders
- Reviewed Arizona Code of Justice Administration (ACJA) section changes
- Provided Interstate Compact for Adult Offender Supervision (ICAOS) database trainings
- Arizona State Council Meeting.

Operations and Research

- Provided operational review training to two county adult probation departments
- Conducted four county operational reviews
- Created and/or modified several new APETS reports
- Resolved numerous county adult probation departments' remedy requests
- Participated in AOC, APSD research initiatives

Pretrial

- 21,128 Public Safety Assessments (PSA) completed
- Continued to enhance the Justice Web Interface (JWI) to automate answering of 9 PSA questions

Programs

- AmeriCorps Program: Since 2016, 139 Members served in 7 sites, completing approximately 45,000 hours, valued at over \$1,350,000 in savings to local counties.
- EPICS II Program continues statewide enhancements: 31 new SUSTAIN coaches, 12 counties complete eLearning, 26 officers trained in Coaching to Skill Level, development of the new curricula for Probation Officer Academy.
- 4,158 probationers received DTEF funded treatment and essential services.
- Programs Unit successfully delivered 93 trainings to officers and staff statewide.
- The Enhanced Case Plan was created collaboratively by AOC staff and a Case Plan Work group, which focuses on officer responses, changes in behavior, EPICS II skills.

Adult Probation Enterprise Tracking System

The Adult Probation Enterprise Tracking System (APETS) is Arizona's statewide automated case management system for adult probation. All 15 county adult probation departments are on this application and database. APETS contains more than 509,000 historical probationer records, 82,861 open probationer governing supervision records, and 37.5 million probationer contact case note entries. It serves 2,180 users statewide. Specific to the Pretrial Services area, APETS holds more than 104,900 historical pretrial defendant records. Thirteen counties use APETS for Pretrial: Apache, Cochise, Coconino, Gila, Graham, Greenlee, La Paz, Mohave, Navajo, Pinal, Santa Cruz, Yavapai, and Yuma.

The APETS Unit maintains and facilitates APETS use throughout the state of Arizona by:

- 1) Providing 'train the trainer' sessions to APETS County Coordinators and Super Users
- 2) Creating and maintaining a library of training documentation available on the APETS website
- 3) Advancing county use of EBP by providing support for officer use of assessments, case plans, contact requirements, specialty courts, and other management and tracking features
- 4) Ensuring APETS reflects code, legislative, and policy changes and state and local business practices

The APETS Business unit handles over 1,100 remedy tickets annually, provides daily technical support to APETS County Coordinators, creates business requirements for APETS enhancements, conducts application and system testing, and provides needed information to integrate APETS with other court and criminal justice agency applications.

In July 2019, the APETS project implemented the APETS SQL 2017 Build, which migrated the application from a SQL 2008 to a SQL 2017 platform for housing the application's database. Preparing for this transition required extensive testing of the application and associated service applications to address compatibility issues as well as ensure reliable performance and data integrity.

After the August 2019 announcement that AOC is partnering with Maricopa County to pursue an outside vendor for a future statewide application, the project team shifted from its work creating a web-based application to developing a dynamic probationer case plan into the APETS application. The reformatted Case Plan, along with a dozen other features, was originally scheduled for a late April 2020 implementation, however, due to COVID-19, the project team moved implementation to July 2020 to accommodate deploying a build when the majority of officers/staff statewide are working remotely.

Other APETS development and support during the fiscal year includes: implemented Maricopa's new urinalysis testing vendor (averhealth), which expands the number of alcohol/drug testing vendors to three, whose testing results are auto populated into APETS on a daily basis; incorporated the revised OST/FROST assessment cutoff scores in April 2020, based on a recent re-validation of the assessments; and supported the Prison Re-Entry initiative by creating new Prison Re-Entry Client Special Attributes, along with modified Prison Re-Entry reports, so counties can better track, manage, and report out on Re-Entry populations and clients.

The eCPSR (Convicted Persons on Supervised Release) is a daily electronic feed that is an interface between the APETS, the Justice Web Interface (JWI), and the Arizona Criminal Justice Information System (ACJIS). eCPSR transmits timely and accurate APETS information regarding deported and intensive probation populations, eliminating the need for adult probation department staff to manually enter information into the ACJIS and increasing public safety.

Interstate Compact and Administration

Effective October 25, 1995, the AOC handles the probation administration and supervision of offenders under the Compact. The Interstate Compact for Adult Offender Supervision (ICAOS) monitors probationers transferred to other states, supervises probationers transferred to Arizona, and investigates requests of probationers to transfer probation to Arizona after being sentenced in other states. Local probation departments supervise accepted transferred probationers and collect a statutorily prescribed monthly assessment to the Victim Compensation and Assistance Fund.

The unit provides daily technical assistance to probation staff statewide regarding the Interstate Compact, the statewide probation fleet, and the Drug, Gang and Violent Crime Control Grant. The unit also offers onsite database training to all new database users and provides annual training on interstate compact rules to probation departments, attorneys, and judicial staff. Trainings are also available on demand via web-based modules.

Code Revisions

Arizona Code of Justice Administration (ACJA) sections regarding adult intensive and standard probation were revised to include procedures to bolster compliance with statutory requirements regarding the collection, transmission, and verification of DNA samples from probationers. These revisions went into effect on January 15, 2020.

Annual Arizona State Council Meeting

The ICAOS rules require the state council to meet annually. The council consists of Arizona criminal justice agencies, victim representatives, and legislative representatives who meet to create local policy, discuss federal rule proposals, and discuss arising issues and practices that impact the operation of the Compact in Arizona and nationwide. The council met on September 24, 2019.

ISC Population

At the end of FY 2020, there were 1,392 probationers from other states being supervised in Arizona and 2,646 Arizona offenders under compact supervision in other states. Arizona's average monthly incoming interstate compact offender population in FY 2020 was 1,468 and the average monthly outgoing interstate compact offender population was 2,534.

Drug Grant and Fleet Management

The Arizona Criminal Justice Commission's (ACJC) Drug, Gang, and Violent Crime Control Program provided just over \$1,000,000 in grant funding to support 10 adult probation departments, 3 drug court programs, and Maricopa County's Office of Public Defense Services. Activities related to the grant included: drug defendants were represented by indigent defense; pre-trial services were provided; drug offenders participated in drug court program services; absconded drug offenders were located; and presentence investigation reports for drug defendants were completed.

Operations and Research

The Operations and Research Unit is committed to collaborating with the 15 county adult probation departments and serving with excellence, transparency, and inclusion. The Operations and Research Unit is responsible for statistical reporting, data analysis, research, operational reviews, and annual report preparation and publication. The Operations and Research Manager is directly involved in strategic planning, developing, and implementing division policies.

Operational Review Brochure

The brochure was developed in FY 2016 and continues to be utilized to assist the Arizona county adult probation departments with planning and preparing for an operational review. The brochure outlines the phases of the operational review process and serves as an excellent resource.

Fiscal Year (FY) - Operational Review Findings Report

The FY Operational Review Findings Report was developed in FY 2016. This report identifies and addresses common areas of non-compliance identified during operational review. This resource document contains pertinent data regarding outcomes of operational reviews and recommendations for improvement to assist county adult probation departments in meeting compliance standards. The Operational Review Findings Report is published once each fiscal year.

Operating Procedures

The Operations and Research Unit continued to develop comprehensive operating procedures to assist staff in the performance of their duties. The operating procedures provide instruction and guidance regarding how to perform tasks to minimize mistakes, reduce training costs, save time, and ensure consistency.

Operational Review Training

During FY 2020, the Operational Review team provided training to two of the county adult probation departments. The training helps to prepare departments for operational review, improve overall compliance/performance, and foster transparency about the operational review process.

Operational Reviews Completed

The Operational Review team conducted three operational reviews in FY 2020; specifically, Maricopa, Santa Cruz, and Yuma County's Adult Probation Departments. Yavapai County Adult Probation Department's operational review was slated to be conducted in FY 2020 but due to the COVID-19 pandemic was rescheduled to FY 2021.

Operational Review – Options for file reviews

Several options for reviews are available to the county adult probation departments. Voluntary options include: Personnel, Warrant, Closed, GPS, and ISC Outgoing case types. Departments participating in the options respond electronically on the Data Collection Sheet to questions the Operational Review team could not answer from APETS data. These options aim to lessen the departmental burden and promote overall efficiency and cost-effectiveness.

Operation Review Compliance Snapshot

Randomly selected compliance snapshots regarding various areas examined during operational review are periodically provided to departments throughout the year. The purpose of these snapshots

is to keep the departments informed concerning their compliance standing and to serve as training and continuous quality improvement tools.

Research

In FY 2020 the research analyst participated in many research projects and completed numerous reports and Ad hoc Query Reports such as: Calculated Appropriations Report; Annual Population Projections; ADOC Revocation Cost Avoidance Report; Annual FY Safe Communities Report; Adult Probation Fact Sheet – Data Queries. Additionally, the researcher analyst completed the Annual Bureau of Justice Statistics (BJS) Probation Survey and distributed the Adult Probation Chief Feedback Survey and completed analysis.

Data and Statistics

In FY 2020 the Data Statistical Specialist developed and enhanced SSRS Reports for users at the county level through APETS; submitted the FY 2020 Annual Report to Court Services Division; completed several Ad hoc Query Reports and deployment of numerous SSRS Reports; resolved numerous Remedy Tickets; completed Monthly Statistic, participated in the 2020 annual Hand Count and facilitated the 2020 annual Statistical Coordinators' meeting.



Pretrial

In Arizona, anyone charged “with a public offense that is bailable as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer” (A.R.S. § 13-3967). Bail may be a monetary amount in the form of a secure or unsecured bond, but it also includes release under certain conditions, including supervision by Pretrial Services or release on a promise to appear. Superior Courts in Arizona provide pretrial supervision and risk assessment services, conducted by adult probation officers or pretrial officers working for court administration.

Pretrial Expansion in Arizona

In 2013, the Adult Probation Services Division (APSD) began its journey of pretrial reform in Arizona. The work of pretrial within APSD is performed by Tom O’Connell (Manager) and Kathy Waters (Division Director). In 2013, when the APSD began to expand pretrial services statewide, five counties (Coconino, Maricopa, Pima, Pinal, and Yuma) were offering pretrial services. The Laura and John Arnold Foundation (now named Arnold Ventures) provided technical assistance and training resources in 2014 to pilot the Public Safety Assessment (PSA), a pretrial risk assessment tool developed by Arnold Ventures. After successful implementation in 4 pilot counties, Arnold Ventures funded technical assistance and training through Justice System Partners to implement the PSA in the remaining 11 Arizona counties. By September 2016 the PSA was in use in all 15 Arizona counties. Ongoing work with pretrial in Arizona includes refresher training and technical assistance for implementation of pretrial services as well as continued training for stakeholders. Expanding the use of the PSA into the limited jurisdiction courts in Arizona continues to be a priority for the AOC, APSD.

Public Safety Assessment

Arizona Code of Judicial Administration § 5-201 requires that courts using pretrial services use a validated risk assessment tool approved by the Arizona Judicial Council. Effective September 2016, all 15 Superior Courts use the PSA as the approved pretrial risk assessment tool. This assessment is prepared by pretrial service officers for the judge to assist in determining the release conditions for persons at initial appearance. It is generally provided to the court within 24 hours of the arrest for use at the initial appearance or subsequent hearings for reconsideration of release conditions. The PSA score also guides the supervision level provided by pretrial services. By September of 2016, all Superior Courts in Arizona were using the PSA and each county had its own Pretrial Unit. All felony cases are provided the PSA at initial appearance along with some misdemeanor cases. The APSD's goal is to expand the availability of the PSA to limited jurisdiction courts in Arizona.

PSA Training

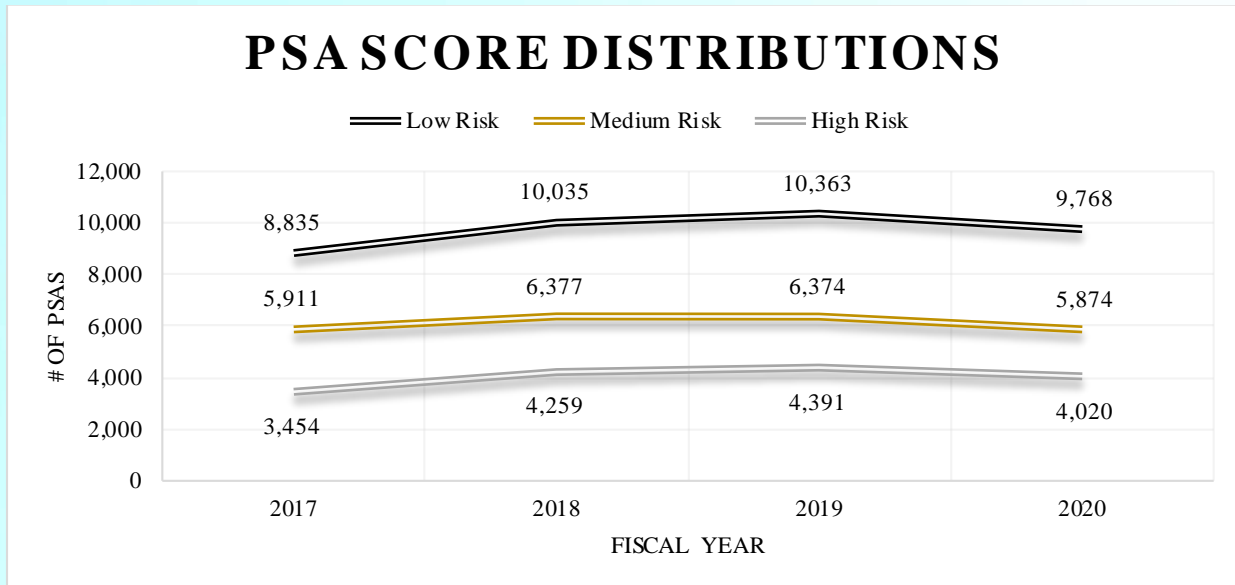
During FY 2020, training related to pretrial services and pretrial reform was conducted for staff and stakeholders, including presentations during the Court Leadership Conference, Arizona Courts Association, and the annual Judicial Conference.

PSA Automation Project

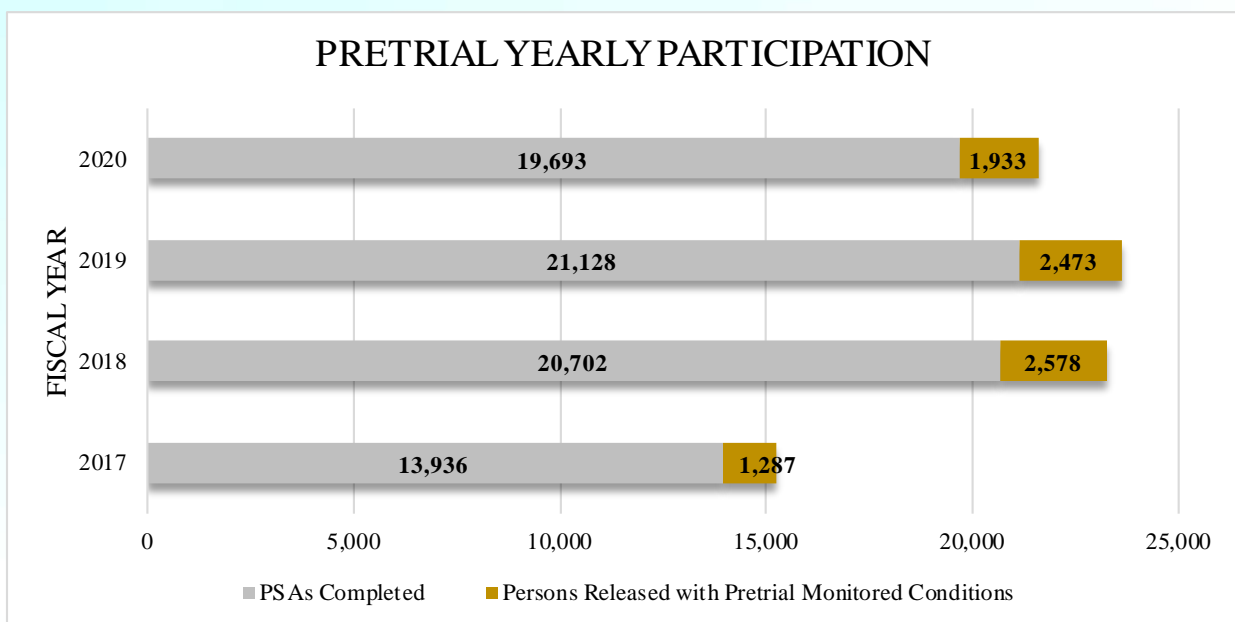
The APSD and the Information Technology Division (ITD) continue to work on enhancements to the Justice Web Interface (JWI) criminal history records system to automatically identify the data contained in criminal history records and the courts public access records to assist with answering the 9 questions of the PSA. In FY 2019 the second phase of this was completed which included building the infrastructure within JWI to calculate the PSA risk scores and produce a PSA report for the court. This phase also included auto-scoring several of the PSA questions. During FY 2020, an enhancement project was initiated to improve the information provided for assessing each case, anticipated to be completed in FY 2021. A long term-goal is to have the PSA risk assessment process automatically initiated upon a person's arrest or at the time they are booked into a jail. This will allow pretrial officers to more efficiently score the assessments and for limited jurisdiction courts to have access to the PSA for misdemeanor cases with minimal involvement by staff.

Outcome Data

PSA Distribution: In FY 2020, most PSA scores fell in the low (9,768; 50% of all scores) and medium (5,874; 30% of all scores) ranges. Twenty percent of scores were in the high range (4,020). Data excludes Pima and Maricopa Counties.



PSA Completion & Persons Released: Completion of PSAs decreased by 1,489 in FY 2020 as compared to FY 2019. There was also a decrease in the number of persons released with pretrial monitoring (-540) in the current year relative to the previous year. Data reported excludes Maricopa and Pima counties. It represents total number of PSA assessments completed in FY 2020. Some clients may have more than one PSA completed during the fiscal year.



Programs

The Programs Unit is dedicated to strengthening Arizona's statewide probation system by working together with county probation departments to advance programs, encourage best practices, and improve policies based on relevant data. Relationships are key for the Programs Unit as it engages in partnerships with stakeholders to minimize the duplication of efforts and to enhance the services and resources for those in the system. By pursuing research proven methods from around the nation and collecting specific statewide data, the unit develops standards, guidelines, and trainings to ensure probation departments are provided the valuable working tools to perform their duties most efficiently. **This past year alone, the Programs Unit successfully delivered 93 trainings to officer and staff statewide.** Through these joint efforts, along with the focus on reducing recidivism for those involved in the probation system, the Programs Unit will continue to respond to the everchanging needs and growth of Arizona's statewide adult probation system.

Continuous Quality Improvement

With all the Continuous Quality Improvements (CQI) the staff of APSD have accomplished this fiscal year, a full training day was developed to personally deliver to each county. The training included the third Revalidation of our risk assessment (OST/FROST), the history of the evidence-based tool and explanation of our evidenced based practices, the research outcomes and recommendations for improved measures, and the updated assessment scoring guides and training on delivering the instrument. The training also included code updates, modified statues, an overview of the Reentry Program established in 2019, and the enhanced Case Plan. **The enhanced Case Plan was created** by APSD staff and a Case Plan Work group, who diligently tested the new tool and ensured its benefits to staff and probationers, all while focusing on officer responses, change in behaviors and other EPICS II skills.

EPICS-II

The EPICS II (Effective Practices in Community Supervision II) institutionalization into our Arizona Probation System has been very successful. With research underway by our grant's partner, American Probation and Parole Association (APPA), early analysis is suggesting impactful findings on the utilization of EPICS II by probation officers.

Foundational aspects of the Smart Supervision grant were implemented and enhanced throughout the year. George Mason University (GMU), Center for Advancing Excellence staff assisted 12 counties in kicking off the eLearning modules. Additionally, 31 new Staff Undertaking Skills to Advance Innovation (SUSTAIN) Coaches were trained in October 2019. Throughout the eLearning process, GMU staff met with trained coaches to assist with facilitation and provide ongoing discussion on key learning concepts.

EPICS-II training was provided in new virtual and in-person formats. Core Correctional Solutions (CCS) provided numerous webinar sessions including: Stages of Change, Cognitive Model, Role of the Supervisor in Supporting EPICS II, Case Staffing around RNR (for supervisors), Motivational Enhancement Skills (OARS, EUR, EUD, etc.), Problem Solving, Coaching to Skill Level – Effective Use of Reinforcement (3 sessions), Coaching to Skill Level – Effective Use of Disapproval. CCS also provided an in-person training in March 2020 for initial training on Coaching to Skill Level to 26 probation staff.

The grant program specialist assisted in the facilitation of a three-day EPICS II Skill Review Session. Additionally, training sessions were provided for the following topics: Drivers of Criminogenic Needs, Problem Solving, and EPICS II Booster Sessions around the state. The grant program specialist worked with coaches statewide to provide feedback as they developed their own county booster sessions. Grading SUSTAIN eLearning advanced modules was also performed by our in-house talent.

The statewide EPICS II Stakeholders group focused on their goal of curricula development with foundational EPICS II class sessions that will be incorporated into the Probation Officer Certification Academy next fiscal year. EPICS II Stakeholders were also a vital part of integrating assessment results, risk, need, responsivity (RNR) principles and key core correctional practice (CCP) concepts into case planning. The revised case plan will be released early next fiscal year.

AmeriCorps Program

Since 2016, the Adult Probation Support Services AmeriCorps Grant Program (APSS) Program and its APSS AmeriCorps Members have been one of only a handful of National Service programs that focuses on aiding in the reduction of recidivism. The Programs Unit works hard to continually recruit APSS AmeriCorps Members that serve to enhance services to those in community supervision and aid in fulfilling the Arizona Supreme Court's strategic agenda, [Justice for the Future: Planning for Excellence](#). APSS AmeriCorps Members not only aid in the increase of access to resources for those in community supervision, but they also aid in fulfilling the goal of increasing public awareness for all Arizonans, to educate and demonstrate how courts and probation operate and how they aid in the goal of protecting children, families and communities here in Arizona. **From the program's inception in 2016 to 2020, 139 APSS AmeriCorps Members have been enrolled and served in seven (7) local County Host Sites, completing approximately 45,000 service hours, valued at over \$1,350,000* in savings to local counties.** To date, several APSS AmeriCorps Members Alum have been hired on as Probation Officers here in Arizona and in other public service positions locally and across the country.

*[2019 Independent Sector Rate](#) for the Value of a Volunteer Hour in Arizona is \$25.43

Community Punishment Program (CPP)

Community Punishment Program (CPP) The Community Punishment Program (CPP) was established with the goal to promote victim and community restoration and hold adult probationers accountable for their actions. It also provides opportunities for behavioral change consistent with the needs of public safety. **In FY2020, approximately 1,505 probationers received CPP funded services. This number does not account for numerous probationers positively impacted by the CPP funded officers and staff providing essential probation services.**

DTEF

The Drug Treatment and Education Fund (DTEF) helps to cover the cost of placing persons in substance abuse education and treatment programs. **In FY2020, 4,158 probationers received DTEF funded treatment. This number does not account for the numerous probationers positively impacted by the numerous DTEF funded assessment staff and counselors providing probation services and treatment.**

ACKNOWLEDGMENTS

The AOC, APSD congratulates the 15 Arizona county adult probation departments on another year of exemplary service and looks forward to continued collaboration.





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