

**Arizona Supreme Court  
Administrative Office of the Courts  
Adult Probation Services Division  
Kathy Waters, Division Director**



**FY 2017 APSD Annual Report**

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# Vision, Mission, & Values

## 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 a 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

Reflecting on the 16 plus years as the Director of Adult Probation Services Division, it gives me great pride in realizing the accomplishments and progress that

have been made. These accomplishments and goals were possible because of the commitment and ongoing support of many people in the probation departments and courts for which we serve. The ongoing work of the APSD staff has been stellar as they are always ready to work on projects and goals.

One of the first orders of business in 2001 was to coordinate and chair the Ad Hoc Committee on officer safety. After nine months of meetings, the report, "Ad Hoc Committee on Officer Safety" made recommendations which were adopted by the Arizona Judicial Council. To date, this statewide officer safety program has been accredited and is recognized nationally as a model program.

The work on evidence-based practices (EBP) for the state began in 2001. Maricopa County had already begun work in adopting a new risk assessment which had been validated for that county. The national initiatives guiding the EBP principles were being marketed and Arizona quickly became a leader in adopting these principles and following the research to guide our practices. The Chief Probation Officers were in full support of these changes and showed strong leadership early in the efforts which assisted in persuading the courts of the changes in policy that would be necessary.

Changing the focus of supervision to a risk and needs based method to promote behavior change would quickly show results once

implemented. Using data to measure a starting point assisted in acknowledging the necessary changes and how outcomes could be improved. The data proved to leadership that this was the correct direction to go in and to expand on these efforts. Policy overhaul began and an implementation strategy assisted in the statewide rollout.

The evidence-based principles and the use of research has been the guiding strategy outlined in three Chief Justices Strategic Agendas. Since 2005, the champions supporting the use of research in probation and pretrial have been the top leaders of the Supreme Court. Without this support, we would not be where we are today.

The need for a statewide automated case management system was quickly realized and became reality in 2005. This occurred through training and implementation county by county. In time, all statistical reports required from the counties were automated which took this burden off them. The Adult Probation Enterprise Tracking System continues to provide data and case management to enhance all aspects of probation and pretrial, from outcome measures, monthly statistics, research, and budget projections.

Probation work is ever evolving and new projects continue to emerge that improve our approaches and success. The expanded use of Motivational Interviewing, EPICS II, the revalidation of risk assessments, and a statewide reentry plan are just a few additional projects that will have significant impacts. Although we have so much to be proud of, we still have so much to do. I look forward to our continued success. We will ensure the Arizona probation system is recognized as one of the best in the country and we look forward to celebrating our improvements and successes and in recognizing staff for their outstanding performance.

# APSD Management Team



Kathy Waters  
Division Director



Jane Price  
Operations & Research Manager



Dori Littler  
Interstate Compact & Administration  
Manager



Shanda Breed  
Programs Manager



Paula Taylor  
APETS Manager



Tom O'Connell  
Pretrial Manager



Judge Ron Reinstein  
Judicial Consultant  
Special Projects

# Introduction

There are 15 county adult probation departments in Arizona as follows: Apache, Cochise, Coconino, Gila, Graham, Greenlee, La Paz, Maricopa, Mohave, Navajo, Pima, Pinal, Santa Cruz, Yavapai, and Yuma. Of the 15 departments, seven are combined adult and juvenile departments and eight are bifurcated departments. All 15 departments offer pretrial services. The Administrative Office of the Courts funds 14 of the 15 county adult probation departments in Arizona. In July 1, 2003, the Maricopa County Adult Probation Department became funded by Maricopa County.

The APSD oversees the statewide administration of the adult probation programs and services in accordance with statutory and administrative guidelines. The APSD interacts with the courts, probation departments, and a variety of non-court agencies and organizations throughout Arizona and administers several major program funds. The APSD consists of four units (Operations and Research, APETS, Programs, Interstate Compact) and has 21 employees.

The information presented in this report characterizes the adult probation population statewide during FY 2017. Data contained in this report are drawn from the statewide adult probation enterprise tracking system (APETS) and monthly statistical reports, as reported by county adult probation departments and highlights the fiscal year accomplishments of the various units of the APSD.



# Director Kathy Waters Spotlight

Kathy Waters has served as the division director of the Adult Probation Services Division for nearly 17 years. During her years of service Ms. Waters has effected change within the field of community supervision in Arizona. Ms. Waters has more than 33 years of criminal justice experience and is as dedicated today as when she began her career. During her years of service in the criminal justice arena, Ms. Waters has served as a Criminal Justice Instructor at Northeastern State University, past president of the American Probation and Parole Association (APPA), and past president of the Association of women Executives in Corrections (AWEC). Ms. Waters is a nationally renowned speaker. She currently serves as a consultant to the National Institute of Corrections, auditor with the American Correctional Association, and Chairman of the AWEC National Voice Committee.

Undoubtedly, throughout her years of service Ms. Waters has accomplished significant change within the field of community supervision. Some of her greatest accomplishments include: effecting evidence-based practices statewide, implementation of a statewide officer safety program, overseeing the rollout of the Adult Probation Enterprise Tracking System (APETS), and spearheading the implementation of evidence-based pretrial services. Ms. Waters' hard work, dedication, and loyalty has been recognized nationally with various service awards. Her goal is to continue moving Arizona forward with best practices for offenders to reduce recidivism thereby, increasing public safety.

## **Evidence-based Practices and Probation**

Over the last 16 years, under the guidance and direction of the APSD, Arizona has been, and continues to be on a journey with evidence-based practices. This journey has involved a great deal of time and true commitment to change. The research effort shows that successful outcomes can be

achieved by doing business differently; those successful outcomes have been seen in Arizona.

During this journey, some of the biggest challenges Ms. Waters had to overcome was to ensure the roll out of EBP was a success statewide, to ensure the process and principles of EBP became institutionalized and that the quality and fidelity to EBP remain strong. Change is difficult and when you do business in a very different manner by changing the whole system, change becomes even more difficult. Ms. Waters wanted to follow the EBP approach which moved away from a "gotcha" and very directive way of business where you try to catch someone doing something wrong to a very collaborative and relational way of conducting business where you coach and assist in positive behavior change.

One of Ms. Waters' greatest successes with rolling out EBP was seeing the results and knowing the outcomes were truly changing behaviors. This success was evident when the results of the 2015 Probation Violator Study were compared to the 2005 Probation Violator Study. The findings from the 2015 study showed that 46% of probationers who were revoked to prison were revoked for a technical violation in comparison to the 2005 study which showed that 83% of probationers revoked to prison were technical violators.

## **APETS**

During the last 19 years the APSD has been involved in the development of one automated system which stores all probationer data statewide. The automated system in Arizona which stores all probationer data is the APETS which originated in Maricopa in 1999. By the end of 2005 half of the adult probation departments were utilizing APETS and by the end of 2006 all 15 adult probation departments were using APETS.

Automation assists probation officers with their case management duties and assists management and the APSD as the oversight agency to capture data that is critical to our business. Having the ability to analyze data from one unified automated system is crucial to the success of evidence-based practices. EBP Principle #8: Provide measurement feedback outlines the importance of how data must be used to guide actions. Over the years the data from APETS has been used to validate the Offender Screening Tool and the Field Reassessment Offender Screening Tool and to analyze data for funding, research, and evaluation.

### **Evidence-based Practices and Pretrial**

Based on research and direction from the medical field, research directs us on what to do and even more important, what not to do for successful supervision of offenders. Knowing this, we must do what the research instructs us to do. In 2013 the APSD began its journey of pretrial reform in Arizona. When the APSD began to expand pretrial services to all 15 counties, Coconino, Maricopa, Pima, Pinal, and Yuma were already offering pretrial services. By 2015 all 15 counties were providing pretrial services and by September of 2016 all counties in Arizona were using the Public Safety Assessment (PSA) and each county had its own Pretrial Unit providing pretrial services.

### **National Contributions**

Nationally, Ms. Waters has been able to share the results with other states the outcomes of EBP and successful probation exits. Following the principles set out by the National Institute of Corrections has proven effective for Arizona. Some of Ms. Waters' noteworthy accomplishments nationally include being a nationally renowned speaker and being able to share the story of what changes Arizona has made and its results coupled with Ms. Waters' involvement in leadership development programs with APPA and AWEC.

### **Service Awards**

Over the course of her service one word comes to mind when describing Ms. Waters, dedicated. Ms. Waters' dedication has been

recognized locally and nationally through various awards she has received such as the APPA Walter Dunbar Award in 2009 for services and contribution to the organization and field, the Supreme Court's Strategic Agenda Award in 2015 for her efforts in implementing evidence-based pretrial services in Arizona, the Administration of Justice Award in 2016 for her professional contribution, and the George Keiser Award in 2017 for exceptional leadership from the National Association of Probation Executives.



### **The Future of Probation in Arizona**

Ms. Waters plans to continue improving all aspects of the work the APSD is engaged in. The data will be better, improvements in automation and integrated systems for data sharing will become a goal, and establishing a strong reentry initiative statewide to prepare offenders for probation supervision. The APSD staff in collaboration with the adult probation departments will carry out the vision to continue moving Arizona forward when it comes to community supervision.

### **Final Remarks**

Ms. Waters believes it is very important for probation leaders to be well informed on matters affecting the probation community and for leaders to be able to persuade others as to what the research tells us. Ms. Waters is known for her dedication and diligence in advocating that community supervision is the best option for courts to use rather than incarceration when possible to ensure public safety because punishment alone has proven ineffective in changing behavior. She believes it is important to stay true to the principles of what the research tells us and what we know works. Ms. Waters believes practitioners should stay current in the business of community supervision no matter what position they hold. Most importantly, she believes it is vital to never stop working to improve the work that is being done in community supervision.

# Pretrial

In Arizona anyone charged with a crime is “bailable as a matter of right and 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 may also include 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 to the court by adult probation officers or by 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 to all 15 counties, five counties (Coconino, Maricopa, Pima, Pinal, and Yuma) were already offering pretrial services. The Laura and John Arnold Foundation (LJAF) provided funding for training resources in 2014 for the pilot sites and in 2015 Justice System Partners provided subsequent implementation training for the remaining 11 counties. Ongoing work with pretrial in Arizona includes providing on demand WebEx training on an as needed basis, being available to other states who request technical assistance for pretrial implementation.

## **Public Safety Assessment**

Arizona Code of Judicial Administration 5-201 requires that courts operating pretrial services use a risk assessment tool that is approved by the Arizona Judicial Council (AJC). Effective September 2016, all Arizona pretrial service agencies use the

Public Safety Assessment (PSA) as the approved pretrial risk assessment tool. This assessment is prepared by pretrial service officers for use by the judge in determining the release conditions for persons arrested for crime. This assessment is generally provided to the court within 24 hours of the arrest for use at the initial appearance or at subsequent hearings for reconsideration of release conditions. The PSA score is also used to guide the supervision level provided by pretrial services. By September of 2016 all counties in Arizona were using the Public Safety Assessment and each county had its own Pretrial Unit. All felony cases are provided the PSA at initial appearance along with some misdemeanor cases. APSD’s goal is to expand the availability of the PSA to all lower jurisdiction courts in Arizona.

## **PSA Training**

During FY 2017 PSA onsite training was conducted for six counties. With the completion of the trainings all 15 counties in Arizona now use the PSA for pretrial appearances. The assessment is scored by the officer based on criminal history and court records. The PSA is available to pretrial officers via APETS. Thirteen counties use the APETS system for pretrial case management; Maricopa and Pima Counties use local pretrial case management systems.

## **Quality Assurance Reviews**

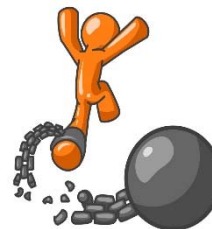
As part of any good business practice for implementing new processes, quality assurance is critical. In FY 2017 quality assurance was implemented statewide based on random selection of cases to ensure fidelity of the PSA scoring. The quality assurance also included recommendations for improvements.

## Data



**13,936**

PSAs Completed in APETS<sup>1</sup>



**1,287**

Persons Released to  
Pretrial Supervision<sup>2</sup>

<sup>1</sup> Data reported excludes Maricopa and Pima counties. Data is reported from October 1, 2016 – June 30, 2017).

<sup>2</sup> Data reported excludes Maricopa and Pima counties. Data is reported from October 1, 2016 – June 30, 2017).

# Intensive Probation Supervision

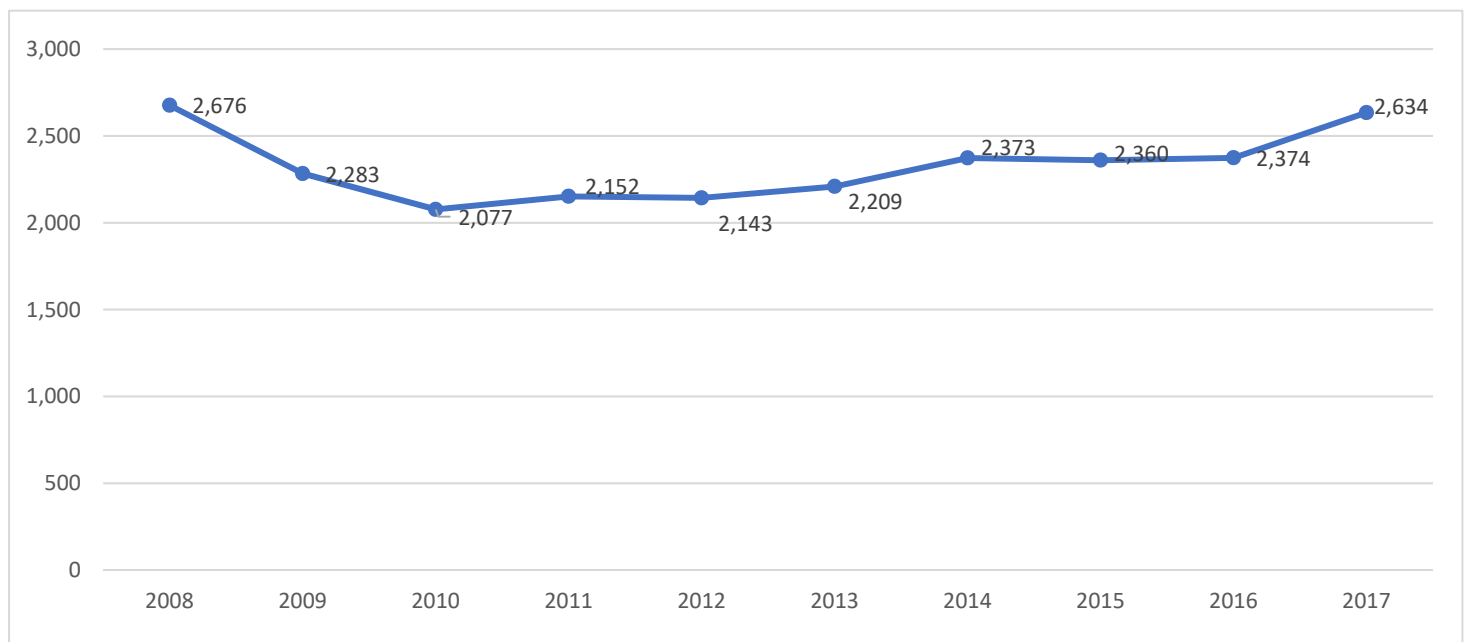
Intensive probation supervision (IPS) has been in effect in Arizona since July 1, 1985. Pursuant to A.R.S. § 13-913, IPS is a sentencing alternative which provides surveillance, control and intervention to probationers who would otherwise be incarcerated in the Department of Corrections at initial sentencing or as a result of a technical violation of standard probation. IPS is provided through the use of probation officer/surveillance officer teams.

Pursuant to statute, supervision teams of one probation officer and one surveillance officer can supervise a maximum of 25 intensive probationers and a team consisting of one

probation officer and two surveillance officers can supervise no more than 40 probationers. At the end of FY 2017 there were 167.44 state-funded<sup>3</sup> full-time employees working in the IPS program statewide.

Over the course of 10 years, the IPS population has fluctuated from a population of 2,676 at the end of FY 2008 to a low of 2,077 in FY 2010. At the end of FY 2017, the IPS population has increased to nearly that of what it was in 2008. At the end of FY 2017, the IPS population was 2,634. The following graph reflects the IPS population during the last 10 years.

**Ten Year IPS Population Trend**



<sup>3</sup> State funded IPS positions include case carrying and non-case carrying positions.

## Statistics & Facts



**\$7,032**

Cost Per Slot



**2,634**

Population



**67%**

Successful Exits



**49%**

Not Revoked  
To Jail or Prison

**172**

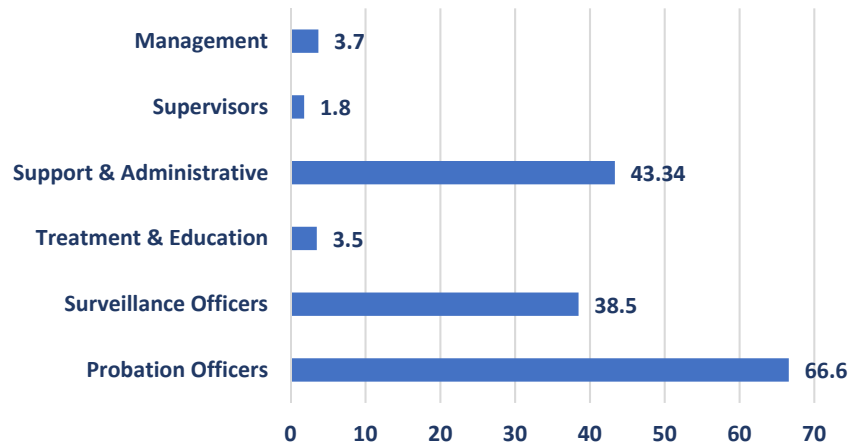
Indirect Population

## Personnel



**167.44**

State Funded Employees



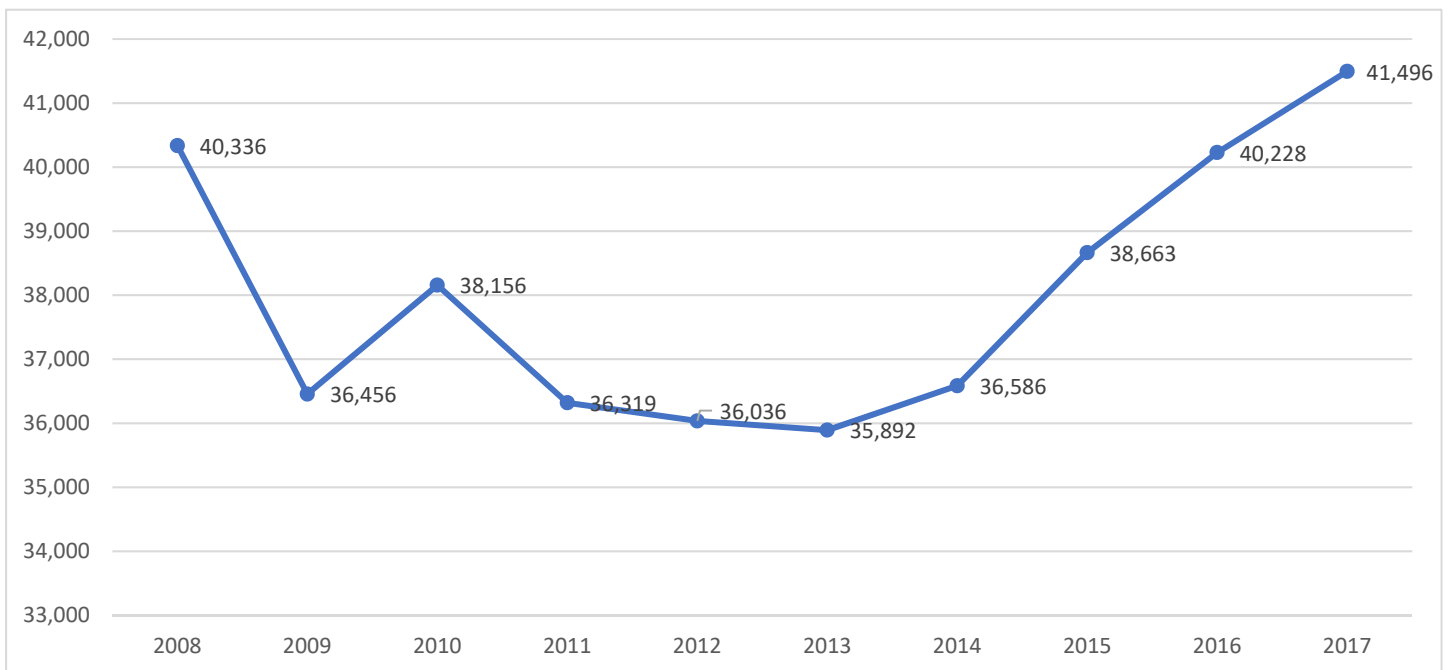
# Standard Probation Supervision

The purpose of standard probation supervision in Arizona is to provide the highest quality service to the court, community, and offenders. This is accomplished by promoting public safety through effective offering accurate and reliable information and affording offenders opportunities to be accountable and initiate positive changes. The State Aid Enhancement (SAE) fund was established in 1978 to augment county funding in order to maintain the statutory (A.R. S. § 12-251) caseload average of 65 adult probationers per probation officer (65:1). The funding must be used

primarily for the payment of probation officer salaries to attain the caseload average. At the end of FY 2017 there were 261.15 SAE<sup>4</sup> funded full-time employees statewide.

Over the course of eight years, the standard population remained below the FY 2008 population of 40,336. At the end of FY 2017 the standard population surpassed the FY 2008 population by 2.88%. The end of FY 2017 standard population was 41,496.

## Ten Year SPS Population Trend



<sup>4</sup> State funded standard positions include case carrying and non-case carrying positions.

## Statistics & Facts



**\$1,075**

Cost Per Slot



**41,496**

Direct Population



**76%**

Successful Exits



**80%**

Not Revoked  
To Jail or Prison

**5,974**

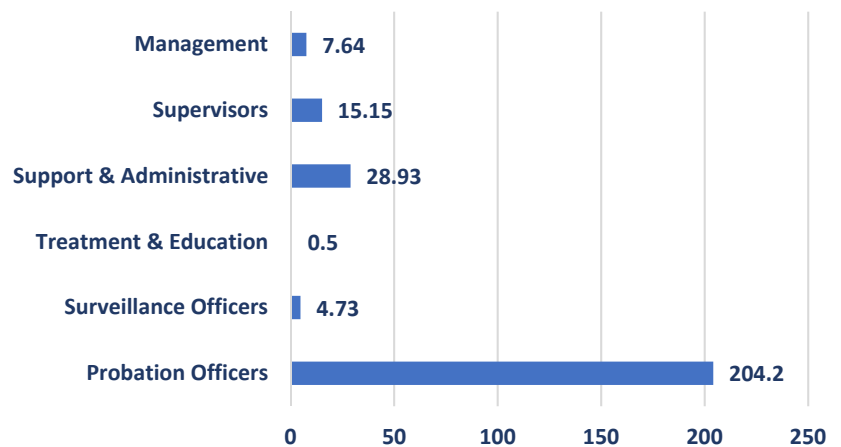
Indirect Population

## Personnel



**261.15**

State Funded Employees



# More Probation Statistics & Facts

## Activity



**\$16,064,542**

Restitution Collected



**\$14,043,600**

Fees Collected



**852,971**

Community Restitution  
Hours Completed<sup>5</sup>

## Revocations



**3,946**

SPS Revocations  
To Jail/Prison



**1,392**

IPS Absconders  
To Jail/Prison

## DTEF & CPP



**1,854**

Probationers Receiving  
DTEF Funded  
Treatment



**2,743**

Probationers Receiving  
CPP Funded  
Treatment

<sup>5</sup> The 852,971 hours of community restitution completed represents approximately \$8,529,710 in unpaid labor. The dollar amount is calculated at \$10 per hour multiplied by the number of hours completed.

# Administrative Supervision

In addition to the 2,634 IPS and 41,496 probationers who were directly supervised by probation officers at the end of the fiscal year, probation departments are also responsible for the supervision of probationers who fall into an administrative or indirect category. Those probationers who are not included in the direct supervision category are accounted for in

administrative supervision, which includes: incarcerated (jail or prison), supervised by another state, absconders, and deported. At the end of FY 2017, there were 36,249 individuals on an administrative caseload. The following figures highlight the administrative population as of the end of the fiscal year.

## Population



**2,138**

In Jail



**15,912**

In Prison



**10,803**

Absconders



**469**

Federal Custody



**2,610**

Deported



**4,317**

Unsupervised

# Interstate Compact & Administration

Effective October 25, 1995, the Administrative Office of the Courts became responsible for the probation administration and supervision of offenders under the Compact. The Interstate Compact (ISC) for adult offender supervision, as established by A.R.S. § 31-467 monitors probationers transferred to other states from Arizona and provides supervision to probationers transferring to Arizona. In these instances, local probation departments investigate requests of probationers sentenced in other states who request to transfer their probation supervision to Arizona. After investigation, these requests are either denied or accepted based on acceptance criteria. If accepted, local probation departments provide supervision for these transferred probationers. Probation officers must also collect a statutorily prescribed monthly assessment to the Victim Compensation and Assistance Fund.



Left to Right: Bryan Ethington, Paula Soelle, Dori Littler, & Carissa Moore

## Unit Growth

In August 2016, the Interstate Compact Unit was reorganized to include the duties of interstate compact, code oversight, AJCA revisions, drug grant, and fleet management. The Interstate Compact Unit is now the Interstate Compact and Administration Unit. The team consists of one manager (Dori Littler) two specialists and one administrative assistant who provide daily technical assistance to probation staff statewide, offer AOC onsite ICAOS database training to all new database users, provide annual training on interstate compact rules and upon request from the field and at statewide conferences. Trainings are also made available on demand via modules that are web based. The ISC and Administration Unit examine, on an ongoing basis, how to revise the rules, policy, and procedures to coincide with the direction of EBP. At the state level recommendations to the national commission are also proposed. The team includes:

- Dori Littler – ISC, Intercounty Transfers, Fleet, ACJA, and Legislative Review
- Carissa Moore – Fleet and the Drug, Gang and Violent Crime Control Grant
- Paula Soelle – ISC
- Bryan Ethington – ISC

## Code Revisions

Code revision were completed and approved on § 6-201.01 and § 6-202.01. The revisions were made in order to align with the ongoing changes of EBP which focuses on treating the probationer's needs first as opposed to immediate incarceration for relapse during treatment.

### Annual Arizona State Council Meeting

The ICAOS rules require the council to meet annually. The council consists of all criminal justice agencies, victim representatives, and legislative representatives who meet to create local policy if necessary, discuss rule proposals, discuss arising issues and practices of the compact in Arizona and nationwide.



**1,352**

Incoming Active

### ISC Population

At the end of FY 2017 there were 1,352 probationers from other states being supervised in Arizona and 2,592 Arizona offenders under compact supervision in other states. Arizona's average monthly incoming interstate compact offender population in FY 2017 was 1,365 and the average monthly outgoing interstate compact offender population was 2,569.



**2,592**

Outgoing Active

**FY End Population**



# Programs

The Programs Unit is committed to supporting the Arizona's statewide probation system by working together with county probation departments to advance programs, policy, and business practices. By pursuing research proven methods from around the nation, the unit develops standards and training to ensure probation departments are provided the most effective working tools to perform their work efficiently. Collaboration is 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. Through these combined efforts, along with the focus on reducing recidivism for those involved in the probation system, the Programs Team will continue to respond to the everchanging needs and growth of the Arizona's statewide probation system.

## **The Programs Unit Expands**

In August of 2016 the Programs Unit expanded to include the AmeriCorps Grant oversight, Reentry program efforts, the Revalidation Project for the risk/needs revalidation. The Programs team consists of one manager (Shanda Breed) and three specialists who provide support on program issues, provide technical assistance with developing policy and procedures, provide resolutions to improve systems, and provide training to adult probation departments in the following areas:

Shanda Breed – CPP, Reentry, GPS, Sex Offenders, Foreign Born, Program Plans, Domestic Violence, and IPS

- Susan Alameda – DTEF, Drug Court, Specialty Courts, SMI, Drug Testing, and Treatment
- Jennifer Flannery – AmeriCorps grant, recruitment, and maintenance of the program.

✚ Krista Forster – Transferred Youth, EPICS, EBP, Motivational Interviewing, and LEARN, Case Plans, MI, OST/FROST, Supervision Training, Job Programs, and GPS



Left to Right: Susan Alameda, Jennifer Flannery, Shanda Breed, & Krista Forster

## **AmeriCorps**

In a partnership with the Governor's Office of Youth, Faith and Family, the Arizona Supreme Court, the Programs Unit launched the AmeriCorps Probation Support Services Program (APSS) in the fall of 2016. As of June 2017, the program recruited and trained 17 AmeriCorps members that were assigned to five pilot counties: Coconino, Maricopa, Pima, Pinal and Yavapai. AmeriCorps Members provided essential support to probation officers and staff in enhancing critical services and supporting programmatic expansion which eventually leads to the reduction of recidivism of probationers. AmeriCorps members placed throughout the state provide support services in one or more of the following areas:

- Education and Workforce Development Programs
- Cognitive Behavior Intervention Programs
- Community Restitution Programs

- Peer Support to Probationers and Specialty Courts Programs

### **Drug Testing**

In September of 2016, the Programs team provided a one-day Best Practices in Drug Testing training to over 120 attendees. The training targeted adult probation officers throughout the state and included local treatment providers interested in learning about the latest research and evidence-based practices in drug and alcohol testing. The training emphasized focusing not only on the adequate responses for positive drug tests, but responding to each clean drug test as well, as each clean drug test demonstrates and instills hope in probationers that with their short-term successes can come long-term successes and sobriety. The training was facilitated by nationally renowned expert Paul Carey, faculty with the National Association of Drug Court Professionals, and Carey Heck, Chief Probation Officer for the Denver Adult Probation Department.

### **Drug Court**

This year's Arizona Association of Drug Court Professionals Problem Solving Court Conference held in Prescott, Arizona, and co-hosted by the Programs Unit and co-sponsored by the Governor's Office of Youth, Faith and Family, marked the 7<sup>th</sup> annual conference of its kind in the state. The theme of the conference was "Paving the Pathway to Transformation," which emphasized the role of being a resource to offenders in the system and motivating them toward life-long change and rehabilitation. Session topics, facilitated by local and national experts in the field, included:

- Tribal and State collaborations
- Healing to Wellness Courts
- Education on the Opioid Epidemic and Overdose Prevention
- Recovery in specialty Courts and Relapse Prevention
- Alternatives to Detention and Effects of Juvenile Trauma
- The focuses within Successful Veteran and Domestic Violence Courts

- The utilization of Volunteers and Forensic Peer Supports in Treatment.

Approximately 400 were in attendance, consisting of judges, probation and surveillance officers, court personnel, statewide treatment providers, prosecuting and defense council and public leaders. The conference was a success as it served as a platform to discuss the latest evidence-based research and best practice standards related to treatment and the community supervision needs of participants in drug court, mental health court, veterans' treatment court, domestic violence court, wellness court, and juvenile drug court programs.

### **EPICS-II**

In May 2017, Programs team facilitated, in partnership with the Arizona District of the U.S. Probation Office, the Effective Practices in Correctional Settings (EPICS II) training, with national trainer and consultant Melanie Lowenkamp. The in-person training consisted of instructing four regional groups, for two days each, at multiple sites around the state, on the evidence-based EPICS II skills. Recent research has proven that when the daily interactive techniques of EPICS II are delivered by community supervision members, these skills can reduce recidivism as they build therapeutic alliances with the offenders, shape offenders behaviors, and develop individualized plans to manage high risk behavior and build self-efficacy. The skill training resulted in over 300 officers being trained in the basic EPICS-II skills of:

- Relationship Skills
- Assessment Skills
- Bridging Skills
- Intervention Skills

Participants were also provided with an updated EPICS-II Participant Guide and the coaches were provided a new Peer Coaching Handbook. Also provided in each region, was a one (1) day training for those regional supervisors and trained coaches as they focused on completing the implementation within each county. The one-day implementation training included 77 staff from all

15 county probation departments, and included a Supervisor's Planning guide to assist in the execution of the training.

### **Staff Spotlight**

During FY 2017, Krista Forster graduated and received her certification from the APPA Leadership Institute. Susan Alameda was selected by the NADCP international program to serve as a consultant and trainer in Mexico for Mexico's drug court program. Kudos to Krista and Susan for doing an outstanding job!



# APETS

In December 2016, APETS (Adult Probation Enterprise Tracking System) celebrated its 10-year Anniversary of being Arizona's statewide probation automation system. With all 15 county adult probation departments on a single application and database, APETS now holds more than 461,000 historical probationer records; has over 85,000 probationers with open governing supervision records; over 30 million probationer contact records; and approximately 2,150 users statewide. With regard to the Pretrial Services area, APETS now holds more than 67,700 historical pretrial defendant records. Thirteen counties now use APETS for Pretrial: Apache, Cochise, Coconino, Gila, Graham, Greenlee, La Paz, Mohave, Navajo, Pinal, Santa Cruz, Yavapai, and Yuma.

The APETS Unit provides train the trainer sessions to APETS County Coordinators and county super users. The unit creates and maintains an extensive library of training documentation that is available to users via the APETS website. The APETS application plays a critical role advancing counties use of EBP by providing support for officers' use of assessments, case plans, contact requirements, specialty courts and numerous other management and tracking features. The APETS Unit ensures the application reflects code and policy changes, as well as state and local business practices, in order to support probation staff's use of APETS.

## The APETS Team

The APETS Team consists of one manager (Paula Taylor) and three specialists (Kristen Koon, Lauryn Mooney, and Andy Williams) who assist in ensuring that the functional elements of APETS operate as designed and to meet the users' needs. The unit maintains the APETS website, develops screen training documents, and

creates/maintains user tree view groups. They handle over 700 remedy tickets annually, provide support to the APETS county coordinators, create business requirements to enhance the APETS application, and provide the necessary information to integrate APETS with other criminal justice agency applications.



Back Row: Andrew Williams

Front Row: Kristen Koon, Lauryn Mooney, & Paula Taylor

## C# Project

Beginning in early FY 2017, the APETS team began a five-year project to rewrite the APETS application from its original programming language PowerBuilder to C#. As such, the APETS unit produced functional flowcharts, conversional analyses, and business requirements so that programmers could begin developing the first group of screens that will be created in C#. Upon completion of the project, all APETS Power Builder screens will be replaced with C# screens.

## eCPSR

The eCPSR (convicted persons on supervised release) is a daily electronic feed that is an interface

between APETS, JWI, and ACJIS. eCPSR transmits timely and accurate APETS information on deportation and intensive probation populations, eliminating adult probation departments from manually entering information into ACJIS and increasing public safety. During FY 2017 the feed was expanded from Maricopa's Deported caseload to include all 15 counties Deported and intensive probation populations.

### **Probation Tails Build**

The APETS Unit implemented the Probation Tail Build in January 2017. The Probation Tail Build provides users with a comprehensive understanding of who is in prison to better understand who is coming out of prison for reentry services or direct supervision. Along with enhancing several APETS screens and processes, the APETS Unit performed extensive data cleaning of more than 80,000 client records to ensure updated information can be extracted to project future probation supervision needs.



# Operations & Research

In August of 2016 the Administrative Services Unit was restructured and renamed Operations and Research. The Operations and Research Unit is responsible for statistical reporting, data analysis, operational reviews, and the annual report preparation and publication. The Operations and Research Manager is directly involved in strategic planning, developing and implementing division policies. The Operations and Research team consists of one manager (Jane Price) and four specialists as follows:

- Dr. Maria Aguilar-Amaya – Research, APSD Annual Report, Safer Communities Report, and BJS Annual Survey
- Joshua Welker – Monthly Statistics, Performance Measures, Key Numbers, and Hand Counts
- DeAnna Faltz – Operational Reviews
- Carol Banegas-Stankus – Operational Reviews



Left to Right: Dr. Maria Aguilar-Amaya, Carol Banegas-Stankus, DeAnna Faltz, Jane Price, & Joshua Welker

The Operations and Research Unit is totally committed to serving the 15 adult county probation departments with excellence and transparency. The Operations and Research Team firmly believes transparency not only improves productivity, but also promotes better engagement and partnerships. Therefore, the Operations and Research Team is not only dedicated to providing excellent service to the adult county probation departments, but also boosting transparency.

## **FY 2017 Operations & Research Unit Noteworthy Accomplishments**

**Operational Review Brochure:** The purpose of the Operational Review Brochure is to assist the adult county probation departments with planning and preparing for an operational review. The Operational Review Brochure thoroughly explains each phase of the operational review process, and is an excellent resource for the adult county probation departments.

## **Fiscal Year Operational Review Findings Report:**

The primary purpose of providing fiscal year operational review findings to adult county probation departments is to improve performance state-wide. The Arizona Office of the Auditor General and Chief Probation Officer, Tivo Romero (Santa Cruz County), recommended the Adult Probation Services Division develop a formal process for identifying and addressing common areas of noncompliance with operational reviews and distribute the resource document to the adult county probation departments. Accordingly, the Operations and Research Team created the report which contains pertinent data regarding outcomes of operational reviews conducted in FY 2016 and recommendations for improvement. The Operations and Research Unit will publish this resource document once per fiscal year.

**Operating Procedures:** The Operations and Research Team developed comprehensive operating procedures to assist team members in the performance of their duties. The Operations and Research Team believes operating procedures are essential as they provide instruction on how to perform job duties in order to save time, minimize mistakes, reduce training costs, and ensure consistency. Operation Procedures were developed for Performance Measures, Hand Count, Key Numbers, and Operational Review.



# Support Services

Support staff play a key role within organizations. Seamless service is valued within the APSD which requires support staff to wear many hats. Often-times, support staff are the agency's first line of contact with the public which means they must be receptive, respectful, professional. In addition to being receptive, respectful, and professional, the APSD support staff must be adaptable, proactive, and have a positive attitude to seamlessly meet the needs of the division. The APSD is supported by two administrative assistants, Lorraine Schuler and Jacquelyn Blaise.

## Lorraine Schuler

Lorraine Schuler has been with the APSD for 17 years. In addition to being the Assistant to the Division Director, some of Lorraine's key duties include:

- Assisting with staffing the Adult Management Meeting and producing minutes;
- Assisting with staffing the Pretrial Services Committee and producing minutes;
- Assists with staffing the Staff Safety Advisory Committee and producing minutes;
- Providing administrative support to the division;
- Providing administrative support to Pretrial and special projects;
- Maintains and coordinates the statewide probation personnel badges; and
- Serves as the Page Keeper for the division.



## Jacquelyn Blaise

Jacquelyn Blaise (Jacki) has been with the APSD for 10 years. In addition to being the Administrative Assistant for the Programs Manager, some of Jacki's key duties include:

- Providing administrative support for operational reviews;
- Assisting with data collection and data entry for research studies;
- Providing administrative support to the division;
- Assisting with staffing the Committee on Probation and producing minutes; and
- Providing administrative support for monthly statistics.



## Migration Project

During FY 2017, the APSD engaged in an agency-wide migration project, which was coordinated for the division by Jacki, Lorraine, and Carol. The migration project is ongoing and involved migrating to the following programs:

- Office 365
- One Drive for Business
- SharePoint
- Windows 10



# Special Projects

The practice of evidence-based sentencing involves incorporating the basic principles of evidence-based practices into sentencing policy and practice; utilizing scientific research and data, in order, to be effective in managing and reducing the risk of recidivism. The benefits of evidence-based sentencing are: lower recidivism rates, successful outcomes, reducing victimization, increase safety to the community, and reducing incarceration rates by creating opportunities for offenders to effect positive behavioral change. As the Judicial Consultant of Special Projects, Judge Reinstein serves as the Director of the Center for Evidence Based Sentencing which requires him to serve in a variety of roles which include:

- Act as the liaison to all judicial officers on matters pertaining to probation, sentencing, and APSD issues;
- Chair the Supreme Court Commission on Victims in the Courts and represent the Supreme Court and the AOC on Victims' Rights issues and on various committees;
- Interact with victims' rights groups;
- Conduct judicial education on victims' rights;
- Act as the judicial liaison for any victims' rights complaints received by the Attorney General's Victims' Rights Compliance Division;
- Chair the Supreme Court Capital Case Oversight Committee;
- Chair the Arizona Forensic Science Advisory Committee;
- Assist with the Criminal sessions of New Judge Orientation; and
- Serve on various criminal justice related AOC committees.

## **Staff Spotlight**

During FY 2017 Judge Reinstein was a recipient of the Chief Justice Outstanding Contribution to the Arizona Courts Award. He was selected as a Distinguished Fellow of the ASU Morrison Institute for Public Policy, and received the US Department of Justice Distinguished Service Recognition for the Multi-Disciplinary Protocol for Sexual Assault Forensic Evidence Reporting Act. Job well done!

## **Accomplishments**

During FY 2017, the following accomplishments were achieved:

- Co-Presented at the APPA summer Institute in New York City on Pretrial Justice Reform and Reducing the Impact of Fines, Fees, and Assessments; Participated in the "Ask the Judge" session and the Judicial Roundtable;
- Spoke at national forensic science trainings;
- Spoke at the National Crime Victims Law Institute conference in Portland, Oregon on the Commission on Victims in the Courts;
- Served on a Judicial Panel for Parents of Murdered Children;
- Served as co-chair and faculty for the Supreme Court Forensic Science Education training for judges;
- Served as co-chair and faculty for the Supreme Court Capital litigation training for judges;
- Served as faculty for the State Bar Leadership Institute, State Bar Minorities and the Law conference, and County Bar Association Judicial Selection seminar; and
- Named to the Boards of the Justice Management Institute and Justice Solutions Partners.

# Organizational Chart

