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# MARICOPA COUNTY ADULT PROBATION

Nearly all come home.



Hanging it up for good.

## FY2011 ANNUAL REPORT

MARICOPA COUNTY ADULT PROBATION

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Dear Judge Davis,

The Adult Probation Department's fiscal year 2011 annual report shows continued progress on our crime reduction goal. Over the past few years, the Department has come a long way in reducing revocations to prison, reducing crime, and preventing victimization. These are significant contributions to public safety and the well-being of our communities.



Comparing the numbers in FY 2008 to the numbers in FY 2011 helps to illustrate how our successes impact human lives. Over 1,300 more probationers successfully completed probation in FY 2011. This is a positive achievement for each individual and indicates that prosocial attitudes and behaviors increased, restitution was paid, and responsibilities were met. Many of these individuals experienced improvements in relationships, employment/financial status, housing, physical health, and/or emotional health. More than 1,600 fewer probationers were revoked to prison in FY 2011. These individuals avoided many negative ramifications associated with serving time, including changes in how one sees him/herself and how one is perceived by others, reduced employability and earnings, and significant family disruption. Furthermore, for children, parental incarceration is a significant risk factor and we estimate that approximately 1,937 fewer children had a parent revoked to prison. In FY 2011, 885 fewer probationers had a new felony sentencing. These individuals rejected continued criminal behavior and did not create new victims or cause harm. Adult Probation's improved performance represents thousands of lives that were positively impacted in FY 2011.

Adult probation employees are to be congratulated for these accomplishments. Unwavering in their commitment, our employees remained focused and worked hard, achieving extraordinary results during the worst fiscal crisis in recent history. These dedicated men and women have assisted probationers with opportunities to change and fostered hope that they could change.

Many of our probationers reenter the community after serving a period of incarceration in jail or prison. Reintegration into the community presents many challenges for these individuals and historically, many have ended up back in custody. Our Department has been actively involved in both internal and collaborative efforts to develop reentry services, improve cross-agency coordination, and remove obstacles to community reintegration. Reentry is a critical intervention point in our continued efforts to reduce recidivism.

I sincerely appreciate all of the support that we have received from the Court and I look forward to our continued work in the interest of justice and community safety.

Sincerely,

*Barbara A. Broderick*

Barbara A. Broderick  
Chief Probation Officer

**A Force for Positive**



**CHANGE.**



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## VISION STATEMENT

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims and offenders.



Garfield Probation Center

## VALUES STATEMENT

We **BELIEVE** :

- ◆ People can change and that probation services are a viable means to affect positive change.
- ◆ Staff is the greatest resource in accomplishing our mission.
- ◆ In treating all people with dignity and respect.
- ◆ In promoting and maintaining a positive, safe, and healthy community environment.
- ◆ In the value of our positive relationships with our stakeholders.

## MISSION STATEMENT

To enhance the safety and well being of our neighborhoods.

We accomplish this through:

- ◆ Working in partnership with the community to provide research-based prevention and intervention services;
- ◆ Assessing offenders' risk/needs in order to help guide Court decisions and to apply the appropriate level of supervision;
- ◆ Managing offender risk by enforcing Court orders, affording opportunities for pro-social change and expecting law-abiding behavior and personal accountability;
- ◆ Facilitating victim involvement and restorative justice services;
- ◆ Recognizing and rewarding staff performance and achievement;
- ◆ Providing training to enhance our professional skill and build leadership.

## MARICOPA COUNTY ADULT PROBATION GENERAL INFORMATION - MARICOPA COUNTY AT A GLANCE FY2011

- Arizona has a population of over **6,392,017** people (2010).
- Maricopa County has a population of over **3,817,117** people (2010).
- It is the **fourth most populous county** in the nation and is home to more people than 23 states and the District of Columbia.
- Maricopa County has a land area of **9,226** square miles, of which 1,441 square miles are incorporated (16 %) and 7,785 square miles are unincorporated (84 %).
- It is the **largest** of Arizona's fifteen counties.
- The county measures **132 miles** from east to west and **103 miles** from north to south.
- **Twenty-four** cities and towns are located within Maricopa County's outer boundaries.



### MARICOPA COUNTY ADULT PROBATION

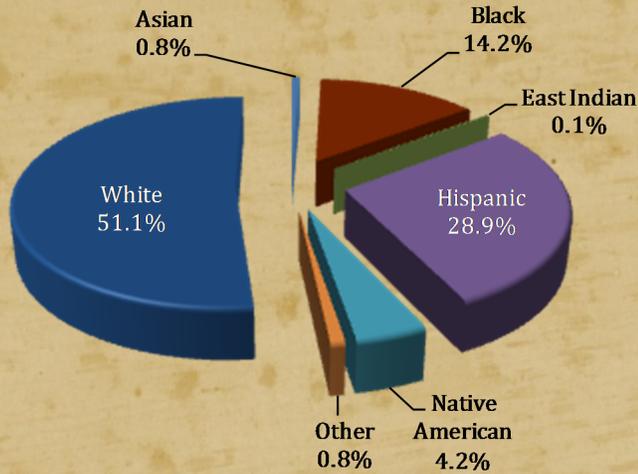
- Established in **1972**
- **\$ 77,749,253** Annual Budget
- **1,020** Employees
- **18** Regional and Area Offices
- Average of **1,668** offenders under pretrial supervision per month
- **2,449** direct arrests by Fugitive Apprehension Unit in FY2011
- **21,049** Standard Probationers
- **798** Intensive Probationers
- Average monthly total population of **57,396**

“The world is not moved along only by the mighty shoves of its heroes, but also by the aggregate of the tiny pushes of each **honest worker.**”

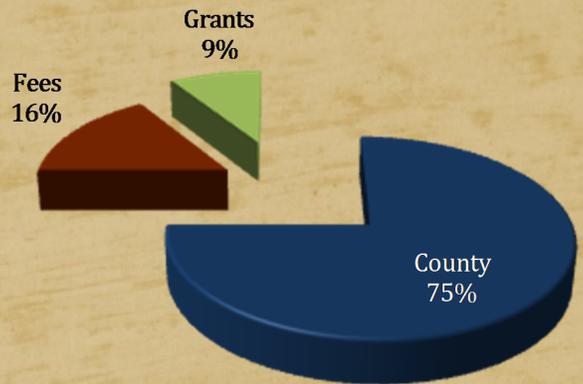
- Helen Keller

# MARICOPA COUNTY ADULT PROBATION FY2011

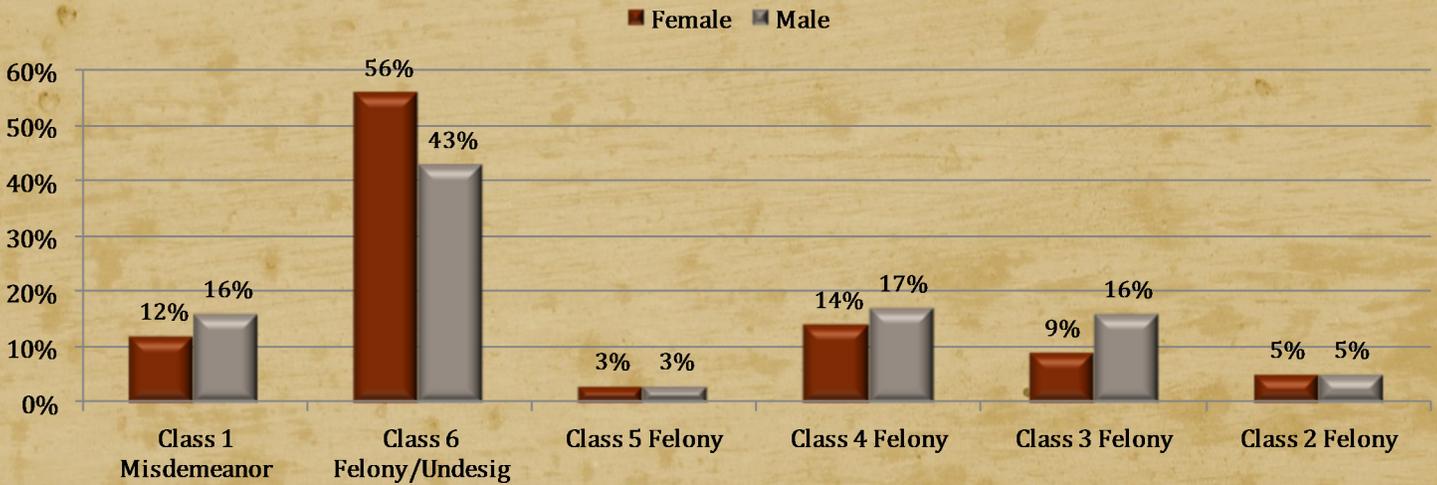
Maricopa County Adult Probationers' Race/Ethnicity



Maricopa County Adult Probation FY2011 Annual Budget - \$77,749,253



Maricopa County Adult Probation Population by Gender and Offense Category



Offenses by Category

Category	Total	Percentage
Class 1 Misdemeanor	3,707	15%
Class 6 Felony/ Undesignated	11,187	46%
Class 5 Felony	652	3%
Class 4 Felony	4,021	17%
Class 3 Felony	3,424	14%
Class 2 Felony	1,305	5%

Average Monthly Active Probation Population:

**31,073**

Average Monthly Total Population:

**57,396**

On probation for Felony Offenses

**82%**

## MARICOPA COUNTY ADULT PROBATION RISK ASSESSMENT FOR DOMESTIC VIOLENCE OFFENDERS: Predicting Probation Outcomes

In the National Institute of Corrections model of Evidence-Based Practice (EBP), the first evidence-based principle is to assess offender risk and needs. The Maricopa County Adult Probation Department (MCAPD) uses general risk and needs assessment tools, the Offender Screening Tool (OST) and the Field Reassessment of the Offender Screening Tool (FROST) to help determine supervision level and guide case plan strategies. While the OST and FROST assess factors relevant across offender groups, in 2006, the department implemented the Domestic Violence Screening Inventory (DVSI) as a tool to use with domestic violence offenders. The DVSI is used to identify those domestic violence offenders that should be supervised on specialized domestic violence caseloads.

In 2011, Jennifer Ferguson, a research analyst with the MCAPD, conducted a study investigating the use of the DVSI and the OST/FROST with a sample of 573 offenders convicted of domestic violence offenses and sentenced to supervised probation in Maricopa County, Arizona. The study had two purposes. The first was to assess the predictive validity of the assessment tools with a sample of domestic violence offenders, using probation outcomes. The second was to identify the most significant predictors of probation outcomes for domestic violence offenders.

### *Predictive Validity*

The probation outcomes in the study focused primarily on petitions to revoke (PTR), which were looked at in multiple ways based on the reason the PTR was filed. The reasons included: any PTR filed, PTR filed for technical violations, PTR filed for a new crime, PTR filed for violation of domestic violence conditions, PTR filed for victim contact, and PTR filed for a new domestic violence offense. An overall measure of probation status, as successful or unsuccessful, was also included in the study.

Multiple methods were used to assess the predictive validity of the assessments. For each method used, both the DVSI and the OST/FROST were found to be predictive of probation outcomes.

The DVSI uses cutoff scores identifying two categories: low risk and high risk. For each outcome, a higher percentage of individuals assessed as high risk failed compared to those assessed as low risk. For example, 41% of individuals assessed as low risk had a PTR filed, while 62% of individuals assessed as high risk had a PTR filed. However, the differences were not significant for outcomes related to new criminal behavior. The OST/FROST uses cutoff scores identifying four categories: low risk, medium-low risk, medium-high risk and high risk. For each outcome, the higher the risk category, the greater percentage of failures. For example, the percentage of individuals with a PTR filed were 16% low risk, 46% medium-low risk, 63% medium-high risk, 80% high risk. The differences were significant for all probation outcomes.

### *Significant Predictors*

In addition to the assessment scores, the study collected data on variables related to demographics, criminal history, the current offense, victim characteristics, probation supervision, contacts, and change in risk scores. Logistic regression models were created for each outcome variable to determine which factors are the best predictors of probation outcomes for domestic violence offenders. The dynamic variables found to be the most significant predictors included employment and substance abuse. In addition, variables related to supervision, including whether the person was supervised on a specialized domestic violence caseload, and changes in the type of supervision received were significant predictors.

## MARICOPA COUNTY ADULT PROBATION RISK ASSESSMENT FOR DOMESTIC VIOLENCE OFFENDERS: Predicting Probation Outcomes Continued

### *What does this tell us?*

The overall findings of the study provide support for the continued use of the DVSI and the OST/FROST to guide supervision decisions with domestic violence offenders. The DVSI will continue to be used to identify individuals who should be supervised on specialized domestic violence caseloads and the OST/FROST will continue to be used to determine supervision levels and guide case plan strategies. The results are also consistent with the literature on EBP which finds that dynamic variables are significant predictors of recidivism. It also provides support to a growing body of literature that identifies what takes place while on supervision matters. These results are encouraging for the department as it continues its commitment to using assessments and evidence-based practices to guide its supervision strategies.

## MARICOPA COUNTY ADULT PROBATION MANAGING FOR RESULTS

In Maricopa County, achieving positive results has been the mandate of county government for the past eleven years, with an initiative called ***Managing for Results (MfR)***. This is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of Maricopa County.

Performance measures are designed to monitor agency performance in mission-critical areas, and should yield the following benefits:

- Generate information that is meaningful to internal and external stakeholders
- Return results that are actionable by agency personnel
- Provide the public a window into County operations and performance

To accomplish its mission, the Maricopa County Adult Probation Department has established five MfR strategic goals: Crime Reduction, Retention and Compensation, Process Improvement, Customer Satisfaction, and Solid and Sound Infrastructure.

Adult Probation provides vital services that protect and enhance community safety and well-being. Employees' hard work and dedication are producing desired results, which are seen in positive performance results, but more importantly, in ***changed lives***.

Adult Probation's performance results for FY 2011 demonstrate that tremendous progress has been made on the crime reduction goal. Revocations to prison and new felony convictions have dropped significantly, while successful completions of probation have increased.

Step away from the business management perspective and reflect on the human impact of the Department's progress. Typically, performance results are reported as percentages. Of course, the percentages come from numbers and the numbers represent people; however a look at the actual numbers and reflection on the individual lives impacted, reveal that the results are ***EXTRAORDINARY***.

<b>MCAPD Crime Reduction Performance Results FY 2008 to FY 2011</b>			
<b>Performance Measures</b>	<b>FY 2008 Results</b>	<b>FY 2011 Results</b>	<b>Difference in number of Individuals</b>
Successful completion of probation	66%	80.32%	+1,340
Revoked to Department of Corrections	28%	18.41%	-1,601
New Felony Sentencing	8.0%	4.87%	-885

## MARICOPA COUNTY ADULT PROBATION MANAGING FOR RESULTS Continued

**1,340 more people** successfully completed probation last fiscal year than in FY 2008. This is a positive achievement for each individual. Prosocial attitudes and behaviors increased and better choices were made. Restitution was paid and obligations were fulfilled. Typically, lives stabilized, relationships improved, employment/financial status improved, and often, emotional and physical health improved too.

**1,601 fewer people** were revoked to prison this fiscal year. These are individuals who made positive choices for themselves, their families, and the community. As a result, they were able to avoid all the negative ramifications of serving time in prison.

**885 fewer probationers** had a new felony sentencing in FY 2011 compared to the number with a new felony sentencing in FY 2008. These are individuals who rejected continued criminal behavior and adopted positive behavior changes. Their actions were more in line with community standards and they did not create victims and cause harm to the community.

### MARICOPA COUNTY ADULT PROBATION PROJECT SAFE Transforming *HOPE* for Juvenile Probationers Sentenced as Adults

**M**aricopa County Adult Probation has a specialized unit that supervises youthful offenders under the age of 21. A subset of this population (approximately 75 probationers), the transferred youth, are juveniles (sentenced under the age of 18 years) that have been transferred to adult court for criminal prosecution. This determination is generally based upon the severity of the offense (e.g. aggravated assault, armed robbery, and burglary). Among transferred youth, drug and alcohol abuse are problematic behaviors. While they are held to the same conditions of probation as the adult offenders, the juvenile offenders are high risk and are known to exhibit low impulse control and poor decision-making skills, especially as it relates to choices regarding substance abuse.

In order to better meet the unique needs of this population, juvenile transfers participate in the Juvenile Transferred Offender Program (JTOP), a specialized court. The program was modified this year (August 2010) to include a new component, called Project SAFE (Swift Accountable Fair Enforcement), based upon Hawaii's successful Project HOPE. The goals of Project SAFE are based on the tenets of Project HOPE, which include swiftly addressing the target behaviors of drug and alcohol use with consistent but proportionate consequences to avoid a later petition to revoke containing a lengthy list of violations potentially extending over a period of months. An offender starts the program by appearing in court to attend a Project SAFE Orientation with the designated judge who explains the rules of the program. Probationers are advised that they are required to call their probation officer the next day after submitting to a drug test. If the results are positive, or they admit to drug or alcohol use, they are required to appear in court the next morning for a hearing. If the probationer misses a drug test, they are also required to follow the same procedure.

Project SAFE matters are heard at 8:30 a.m., Monday through Friday. A Public Defender is present to participate in the hearing. The probation officer may appear in person or telephonically. Generally, for the first positive or missed drug test, the Court will impose two days in jail. Each subsequent use may increase the time in similar increments. The Court may also reward honesty when a probationer voluntarily admits to drug use and impose a slightly reduced sanction. If a probationer fails to appear in court, a bench warrant is issued. That same day, the probation officer notifies the Adult Probation Fugitive Apprehension Unit, and an officer is immediately assigned to locate the probationer.

Apprehended probationers are required to appear before the judge, and will likely receive additional time in jail than they would have if they had appeared in court as required. Rewards, including gift cards to local merchants, can be earned in recognition of positive accomplishments such as earning a GED or high school diploma, completing treatment, and submitting negative drug tests.

“Destiny is not a matter of chance, it is a matter of **choice**; it is not a thing to be waited for, it is a thing to be **achieved**.”

- William Jennings Bryan

## MARICOPA COUNTY ADULT PROBATION PROJECT SAFE - Transforming *HOPE* for Juvenile Probationers Sentenced as Adults Continued

By the end of the fiscal year 2011, 143 transferred youth participated in Project SAFE. The Department has concentrated on ensuring the fidelity of SAFE to its original program HOPE tenets. Ideally, all negative target behaviors will be addressed by directing the probationer to a SAFE hearing the next day which should result in a sanction for the target behavior. Overall, the percent of probationers who fail to appear to a SAFE hearing is low (15%), although this fluctuates from month to month. By the end of the fiscal year (June) all target behaviors (100%) were being addressed immediately by probation officers directing their probationers to court. Also in June, of the 34 SAFE hearings, 81% (n=25) resulted in a Court sanction. Overall, Project SAFE is closely mirroring the consistency and timelines of its predecessor (Project HOPE).

Prior to Project SAFE, JTOP probationers were not regularly drug tested. For comparison, there were only 346 urinalysis tests performed on JTOP probationers in the previous time frame for FY2010. In the previous program less than half of the JTOP probationers were even tested during the fiscal year. Of those UA tests, 17% were positive for at least one drug, and marijuana accounted for 95% of the positive tests. Since Project SAFE was implemented, there is a high compliance rate for UA testing (90%). SAFE probationers submitted 1408 UA tests in FY11 (since August 2010). Of the tests submitted, 18% were positive for at least one drug. The most common positive drugs were marijuana (65%), amphetamine (14%), and spice (8%).

The Project SAFE Program provides an opportunity to provide graduated responses to negative behavior in a swift and consistent manner. While it is too early to show long-term outcomes, there are some positive results so far. Already 14 probationers have successfully completed the SAFE program. **Here is one success story:**

Mike has been on probation since March of 2009. Initially, he missed several drug tests and was placed on TASC Colors (a random urinalysis program) two times per month due to his suspected drug use. However, prior to starting in Project SAFE, the probationer had only submitted to two drug tests. Even though he participated in the previous JTOP Court, he was rarely sanctioned for these violations. Mike now admits that drug testing was not a priority for him and that he often used marijuana back then. Since beginning the new program, he has submitted to 25 drug tests. All but one of those drug tests were negative for all drugs. He did test positive for marijuana once. After serving a few days incarcerated, he came out with a new conclusion: Marijuana was not worth the jail time. He never tested positive again. Mike requested that he continue to drug test more frequently and although he was ready to graduate the program, he continued to ask to stay in Project SAFE. He felt that the program gave him the motivation he needed to maintain his sobriety. He said that he liked knowing that he could not get away with smoking one time without facing another jail sentence. His family started to notice the improvements he made in his life since his sobriety. He says it has made him feel better about himself; he never thought he could stop smoking marijuana before. He recently graduated from Project SAFE, but still drug tests on Colors at his request. Mike is one of three codefendants involved in his probation offense. He is the only one who has avoided a revocation to prison. He has obtained his GED, he is working full time, he is raising his daughter, and is sober.

## MARICOPA COUNTY ADULT PROBATION EDWARD BYRNE COMPETITIVE GRANT/PRISON REENTRY INITIATIVE

The percentage of probationers absconding upon release from prison has **decreased by 89%**.

A trend developed in Arizona whereby increasing numbers of offenders were sentenced to prison with a consecutive probation sentence. In 2009, the Arizona Department of Corrections (ADC) held 8,000 offenders with consecutive probation to be served in Maricopa County and these offenders were being released at a rate of 150 per month. Issues included inaccurate release dates and the absence of reentry planning and services. Twenty-three percent (23%) of the offenders absconded prior to contact with probation.

The Reentry Unit was created through the receipt of \$2 million dollars from the Recovery Act: Edward Byrne Memorial Competitive Grant from the U.S. Department of Justice. This grant provided two years of funding for the retention of seven positions and the creation of eight new positions and was awarded in September 2009. The goal of this unit is to reduce recidivism of individuals released from prison to probation, thereby increasing neighborhood safety and the efficiency of the criminal justice system.

The Reentry Unit is comprised of 14 officers: four pre-release officers, seven reentry officers, three reengagement officers. There is also one supervisor who oversees the unit and serves as the grant manager.

- ◆ Pre-release officers (4) establish pre-release contact with the offender, identify critical needs, and establish release goals. They contact family members, verify intended housing, and coordinate with other agencies. Triage identifies cases with acute psychiatric needs or other issues that require urgent attention upon release.
- ◆ Reentry officers (7) provide early intervention and evidence-based probation supervision. Located in high density/high crime areas with the largest concentration of ADC releases, reentry officers see offenders within 72 hours of release. Small caseloads enable the officers to address critical needs, such as housing, identification, transportation, employment, and treatment referrals. Their strategy is to engage the offender and quickly establish stability in the community. Officers conduct a risk assessment, develop a case plan, and utilize a network of agencies, treatment providers, emergency and transitional housing programs, and other resources. Most offenders are stable in 30 to 90 days and are then transitioned to a standard field caseload for supervision.
- ◆ Reengagement officers (3) locate missing offenders and encourage them to check in and cooperate with probation supervision. The officers are specially trained for fugitive apprehension and will arrest offenders when an arrest is warranted.
- ◆ A probation supervisor oversees the program and participates in higher-level collaboration with other agencies and community-based organizations.

In September 2010, the Maricopa County Adult Probation Department received a two-year, \$200,000 grant from the Bureau of Justice Assistance as part of the Justice and Mental Health Collaboration Program. One of only 14 expansion grants awarded across the country, this grant expands and compliments the existing Byrne reentry grant. The resources of the grant are dedicated to provide treatment and transitional living services for female offenders with co-occurring mental health and substance abuse disorders released from prison followed by probation. The goal is to fill the gap in services that is typically experienced upon release from prison to help provide immediate access to services and a seamless transition from prison to the community. The department is collaborating with a number of agencies to make this happen, including the Arizona Department of Corrections, Magellan, the National Council on Alcohol and Drug Dependency (NCADD), Community Bridges, and Crossroads for Women.

**MARICOPA COUNTY ADULT PROBATION  
EDWARD BYRNE COMPETITIVE GRANT/PRISON REENTRY INITIATIVE  
Continued**

Over the 2011 fiscal year, the Reentry Initiative has shown continued success. Based on the absconder rate prior to the grant, the reentry initiative engaged 232 additional probationers who would have absconded. Much of this success is attributed to initial contact with offenders while they are incarcerated, ensuring that they understand they must check in with their probation officer upon release from prison.

<b>Absconder Rate Prior to Grant</b>
<b>23%</b>
<b>FY2011 Absconder Rate</b>
<b>2.5%</b>

A group of prisoners released from prison to probation starting in January 2008 was used as a comparison group to the Reentry initiative (which started January 2010), paralleling the same time frames (e.g., performance during the FY2009 and FY2011 fiscal years, respectively). There were 1,786 offenders released to probation that participated in the Reentry Initiative from January 2010 to June 2011. This is slightly higher than the comparison group which had 1,682 offenders released in the equivalent time period prior to the grant (January 2008 to June 2009).

For the fiscal year 2011, the success rate of the probationers in the Reentry Initiative was greater than the rate for the comparison group of prisoners released to probation. Furthermore, the average number of petitions to revoke filed and the revocation rate were lower for the Reentry Initiative compared to those released prior to the grant initiative.

The ongoing success of the Reentry Initiative has led to an additional probation officer position and continued funding into 2012.



**PRISON REENTRY INITIATIVE SUCCESS**

One of the benefits of having a prison reentry unit is the ability to identify individuals with an undetected serious mental illness prior to their release. Earlier this year, one of the reentry unit's pre-release officers went to Perryville prison to conduct an interview with a 45-year old female who was in prison and then would be coming to probation. The probationer exhibited strange behaviors on two attempts to interview her, she spoke in different voices, and she was generally uncooperative. According to prison staff, she was not on medication and was not a disciplinary problem. However, eventually odd behaviors were observed by prison staff and she was housed apart from other inmates due to complaints.

Magellan was contacted and was able to provide some information regarding the probationer's background - she was seriously mentally ill. Magellan was not aware this female was in prison and there were serious concerns over her welfare as her release date approached because she did not have a place to live, appeared to be a vulnerable adult, was not rational, and was refusing to cooperate with probation. Through collaborative efforts on the behalf of the Arizona Department of Corrections, Adult Probation, and Magellan, the probation officer filed a petition for Court-ordered treatment in a psychiatric facility upon her release date. She stayed in the facility for six weeks to allow her to become stable on her medication and to provide time for her case management team to find a living environment for her in the community. Treatment was ordered to continue over the year.

Currently, this probationer is voluntarily taking her medications, participating in mental health classes, and complying with her probation. She has grown very close to her reentry officer whom she calls regularly. She still has a long road ahead of her, but her success to this point is much better than what would have happened to her if she had just been released onto the street with no release plan or probation involvement.

## MARICOPA COUNTY ADULT PROBATION EDUCATION

### FY2011

Successful Completion of  
Education Goals

**66%**

Average Student Population

**571**

Average Daily Cost Per Student

**\$ 3.52**

Annual Program Cost

**\$ 725,839**

During FY 2011 the Adult Probation Department's (APD) Education Program continued to provide exceptional educational services, assisting clients in becoming literate, obtaining knowledge and the skills necessary for employment, and gaining self-sufficiency, thereby contributing to reduced recidivism. The Program has been trimmed to six teachers and a data support staff person; however, they provided educational services to approximately 2,000 students. Teachers present morning, afternoon and night classes to accommodate most work schedules. The education centers are co-located at probation offices in Glendale, Mesa and at the Garfield office in central Phoenix; also special life-skills classes are provided by staff at the Maricopa County Homeless Shelter in Phoenix.

The Program provides Adult Basic Education reading, writing, math, social studies, and science classes, GED prep classes and English (ESOL) classes for probationers and community members. During the year, the Education Program made significant progress in implementing a probationer JOBS class that assists students in writing a resume, applying for jobs online, and preparing for job interviews, with special

emphasis on how to discuss felony convictions, appropriate attitude and presentation. In addition, the clients received a paper and electronic copy of their resumes. This class is conducted at Garfield and open to all probationers in the department.

The Education Program works closely with State and Federal Departments of Education and enjoys tremendous support from other State, County and local jurisdictions. APD was provided assistance with funding the Education Program through grants from the State Department of Education. The Department of Education monitors the APD Education Program for policy and regulation compliance and provides professional development training on a regular basis, assisting APD in providing the absolute highest quality of learner-centered adult literacy education.

A basis for the program's success can be attributed to the use of Evidence-Based Practices (EBP) and Managing for Results requirements. EBP principles are intertwined into the curriculum and assist the probationers/students in understanding and addressing their identified criminogenic needs, along with teaching them educational skills contributing to positive behavioral change. APD, the County and the Education Department regularly monitor the programs Managing for Results (MfR) data. The MfR and Department of Education data is impressive as a result of APD learners completing education programs with high rates of success and a large percentage acquiring a job and enrolling in college and technical schools. The students' progress in their studies, obtaining employment, obtaining a GED and entering post-secondary education or training was recognized in FY 2011. The Education program received special recognition from Arizona Department of Education for meeting or exceeding the State educational target goals.

Last year the education centers had numerous probationers/students turn around their negative lifestyles and advance into pro-social activities. Some enrolled in the University of Phoenix, Maricopa County Skills Centers, the Steiner Institute or one of three different community colleges. One probationer came to the Education Program with one goal in mind, and that was to pass her GED test and receive her GED diploma. However, she did not stop after achieving this goal; she proceeded to obtain employment and enrolled in a course of study at Mesa Community College. This probationer, like other successful probationers in the program, is in the process of breaking the cycle of crime and poverty.

The creativity, uniqueness, and pride each teacher demonstrates daily in the classroom is evident. The Adult Probation Department provides successful individualized programs of study to all adult learners, which in turn enables all to succeed and break the crime cycle!

"I don't believe you have to be better than everybody else. I believe **you** have to be better than you ever **thought** you could be."

- Ken Venturi

## MARICOPA COUNTY ADULT PROBATION ADULT TEACHER OF THE YEAR - EDUCATION

**K**risti Wimmer has the distinct honor of winning the 2011 AOC LEARN Adult Teacher of the Year. The award was presented in Tempe at the Arizona Correctional Education Association Inc. conference in May. Kristi has 11 years of teaching experience at Maricopa County Adult Probation Department's Education Program. Her classroom management skills are above reproach. Kristi fosters a relaxed learning atmosphere, whether she is assisting JOBS Education Program students or answering GED questions. Her working relationship with peers and administrators is also warm, friendly and professional.

Kristi's innovative work in developing the present day Maricopa County Adult Probation Department's JOBS Education Program has been outstanding. At this time JOBS classes are limited to returning (from prison) citizens and probationers. The clients/students with criminal histories learn how to improve their employment outcomes through strategies addressed in the curriculum. Clients attend classes on resume writing, how to apply for a job on-line, how to locate jobs on-line, proper interview attire and interview techniques, how to address their criminal history in resumes and at interviews. The students also establish an email address and have a copy of their resume electronically sent to their email. In addition, Kristi takes the entire class to a Maricopa Workforce Connection one-stop center where they can register to have access to the thousands of jobs available in Maricopa County.

Another innovative project that Kristi has advanced is Maricopa County Adult Probation's homeless classes. Kristi has taken her justice studies and adult education knowledge and applied it to the homeless students. Some of the lessons include: how to use the internet, how to apply for a job, unemployment benefits, housing and disability services available, social security benefits, and how to obtain and use an email account. The integration of these life-skill subjects definitely improves the quality of life for these students.

Kristi's positive attitude and educational knowledge is what allows her to assist offenders in obtaining better life opportunities through education. She also assists other educators who are new to teaching. Kristi's approach to teaching is progressive and flexible. She creatively adapts fundamental principles to the many different learning styles and educational levels of her students. Kristi volunteers for additional tasks, projects and committees. She is attending the Arizona Department of Education's Leadership Excellence Academy.

Kristi's educational background has been a great contributor to her success. Kristi has a Bachelor's and Master's degree in Justice Studies. Kristi couples her education with an undying commitment to assisting our students. Kristi spends hundreds of hours in professional development learning how to address issues such as: adult studies, learning challenged and learning disabled adults, head injury students, and teaching adult numeracy.



Front Row: Kathy Waters, Krista Chapman, Lindell W. Rhodes, Kristi Wimmer, Megan Weldon, Dan Rodgers and Sydney Moore.

Back Row: Mark Stodola, Justice Robert Brutinel, Dave Byers, Chief Justice Frank X. Gordon and Bill Pebler.

## MARICOPA COUNTY ADULT PROBATION DRUG TREATMENT AND EDUCATION FUND (DTEF)

### FY2011

DTEF Daily Population

223

Annual Treatment Cost

\$ 1,496,057

The Drug Treatment and Education Fund (DTEF) is a state program established to divert first and second time non-violent drug offenders from prison and provide substance abuse education or treatment services. DTEF funds are also used for substance abuse evaluations, cognitive-based curriculum and substance abuse counseling both in-house and in the community. DTEF Records consistently review and research Court, Probation and Program records to ensure current and accurate data substantiating accountable, cost effective, quality in-house and community-based education and treatment programs.

Maricopa County has initiated the implementation of electronic conversion of DTEF hard record files to manage accurate and complete information increasing the ability to measure short-term and intermediate goals, and conduct cost-benefit analysis. Maricopa successfully implemented electronic conversion of DTEF hard record files to manage accurate and complete information while reducing storage and material costs, and improved efficiency enabling manageable workloads for existing staff.

## MARICOPA COUNTY ADULT PROBATION GARFIELD PROBATION CENTER

The Garfield Probation Center, which is located in the historical Garfield neighborhood, provides several critical services to probationers and community members. The facility boasts a literacy lab, the community restitution program, and a transitional living program for probationers.

The literacy lab provides educational opportunities for probationers as well as community members from the neighborhood. Probationers can also complete required community restitution hours seven days a week at the center and participate in countless projects in the neighborhood in efforts to revitalize the community. In fact, probationers completed 26,435 hours of work in the community over the last year. These projects include completing work for non-profit agencies, alley and yard clean ups, and graffiti removal in the Garfield neighborhood. In addition to these services provided to the community, the Garfield Center hosts an annual "Turkey Feast" at Thanksgiving for the local residents and provides a delicious meal and holiday surprises for the children in an effort to strengthen the partnership between the surrounding community, law enforcement, and probation.

Within the Garfield Probation Center is a twenty-six (26) bed transitional living program that provides probationers in need with temporary, emergency housing in a safe, drug-free environment. Residents are expected to secure employment, remain drug free, and work towards case plan goals while participating in the program. They can complete education and/or community restitution goals on site which assists them in their success on probation. Once stable with employment, residents begin to focus on independent living. Garfield staff collaborates with the assigned probation officer of each resident to ensure release plans are being developed. The program has provided a residence, employment assistance, and other necessary referrals to 125 probationers during the past year.

The nine surveillance officers who provide coverage for the 24/7 program are an integral part of the success of the residential program. They monitor the facility and the residents and ensure a safe and clean environment. They are charged with motivating these probationers towards their goals and become their support system while at the same time monitoring their behaviors to ensure program compliance.

The Garfield Probation Center is a unique entity within the Adult Probation Department and is a positive environment that has greatly impacted staff, probationers, and community members who have walked through its doors.

## MARICOPA COUNTY ADULT PROBATION PRE-TRIAL SERVICES

### FY2011

Average Supervised Population

**1,668**

Average Cost Per  
Defendant Supervised

**\$5.60**

Annual Program Cost

**\$3,407,097**

Electronic Monitoring Officer  
Caseload

**1:30**

General/Intensive Officer  
Caseload

**1:77**

The Pretrial Services Division has five primary responsibilities with Adult Probation: Conduct background checks on arrested defendants, which involves interviewing and information verification for persons booked into the Maricopa County Jail System; provide standard, intensive, and electronic monitoring services for defendants released to Pretrial Services and secure that defendant's appearance in court; track defendants who fail to appear, and refer defendants to needed social services, including drug treatment; and they complete Bond Modification investigations and reports for the Court.

Pretrial Services Jail Unit conducted 45,150 interviews of arrested defendants in the Maricopa County Jail System in FY2011. There was an average of 748 referrals a month from the Maricopa County Initial Appearance (IA) Court to Pretrial release supervision.

The Pretrial Supervision Unit supervised an average of 1,668 defendants per month which equates to an average of 573 under general supervision, 894 under intensive supervision, and 201 under electronic monitoring supervision. The unit completed an average of 498 initial intakes and 1,996 office visits per month during this fiscal year. The Bond Report unit completed an average of 85 reports per month on in-custody defendants to assist the Court in determining the appropriateness of release modifications. As a result of Pretrial Services' efforts, the estimated

calculated jail time saved during FY2011 was 636,236 days in addition to \$46,788,795 in jail cost savings.

### *Major Events:*

- ◆ The Jail Unit adopted expanded jail interviewing and investigative duties to assure better-informed release decisions.
- ◆ The Pretrial Justice Institute conducted an evaluation of initial appearance decision-making and outcomes with regard to defendants' pretrial misconduct. They developed an evidence-based practices (EBP) risk assessment for use in assisting with recommendations for release determinations. Their research and recommendations were presented to judicial officers and court management in May 2011. Agreement was obtained on adoption of the newly revised Initial Arraignment (IA) Risk Assessment with a targeted implementation date of September 2011.
- ◆ Expanded and continued pretrial's role with the Seriously Mentally Ill (SMI) to identify cases in the Comprehensive Mental Health Court (CMHC) to ensure cases are appropriately tracked through the court process in an effort to maintain continuity of care and increase successful outcomes.
- ◆ Engaged in continued collaboration with Correctional Health Services (CHS) to identify, triage and assess those newly arrested who appear to be in need of CHS services for both medical and mental health needs.
- ◆ Expanded specialized pretrial SMI caseloads used to collaborate with the CMHC Continuity of Care to three caseloads.
- ◆ Conducted a scan and gap analysis of policy and procedures and formed a standing work group to update and craft all needed policies and procedures.
- ◆ Senate Bill 1023 passed giving probation departments in jurisdictions with populations of over two million the authority to apprehend defendants that abscond under pretrial supervision.

## MARICOPA COUNTY ADULT PROBATION PRESENTENCE INVESTIGATIONS

### FY2011

Number of Presentence Investigation Reports Completed

**14,768**

Average Cost Per Presentence Investigation Report

**\$560.01**

Annual Program Cost

**\$8,209,267**

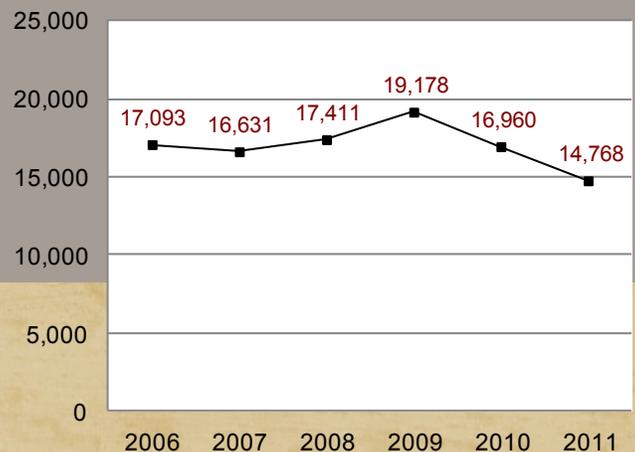
The Presentence Division prepares investigation reports upon the finding of guilt of an offender. The primary purpose of the report is to provide the Court with objective, pertinent information and an objective sentencing recommendation to assist the Court in sentencing the offender. Cases processed through the Regional Court Center (RCC) and Early Disposition Court (EDC) typically set sentencing for seven to fourteen days after the determination of guilt, and the Presentence Division provides the Court with an Expedited Report. Cases processed through the other divisions are provided a Standard Presentence Investigation report, typically set for sentencing 28 days after the determination of guilt. Probation officers and presentence screeners interview the offender and administer assessments that aid in determining the offender's risk and areas in need of intervention. Victims and other interested parties are also contacted for input in the report. Further, a criminal history record is also provided. This

information assists judges with sentencing decisions and is utilized by field officers in developing supervision strategies for those sentenced to terms of probation.

The incorporation of the Offender Screening Tool (OST) into the presentence report in 2010 has resulted in reports and recommendations being more evidence-based and focused on the offender's risks and needs. Because the results of the Offender Screening Tool have taken on a more significant role in the recommendations, the Division took steps to enhance quality assurance of the OST and the screening process. This year, the Division implemented a restructuring of the staffing units and created dedicated units of presentence screeners and dedicated units of presentence probation officers. Previously, the units consisted of both functions. This restructure allows the unit supervisors to focus on quality assurance of each function of the presentence process individually.

In FY2011, the Division completed 14,768 reports. Presentence continues to strive for excellence in the delivery of timely and thorough reports to the Court. There are currently 64 officers and 47 screeners operating at a success rate near 100% for on-time reporting, which contributes to swift delivery of justice and reduced costs.

Presentence Reports Completed



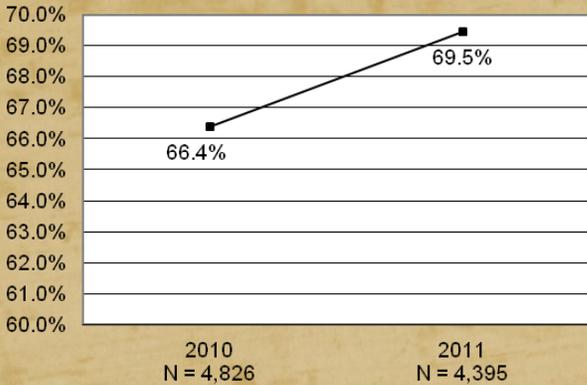
“The great thing is the world is not so much where we stand, as in what direction we are **moving.**”

- Oliver Wendell Holmes

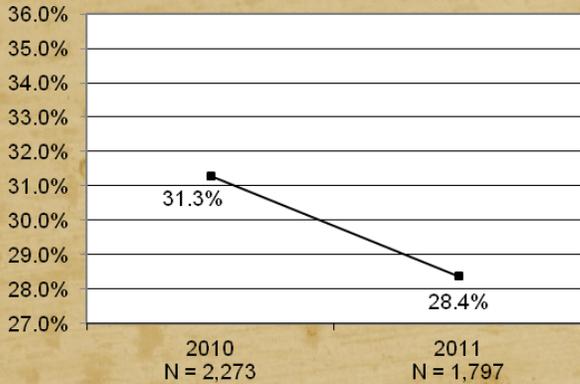
# MARICOPA COUNTY ADULT PROBATION STANDARD



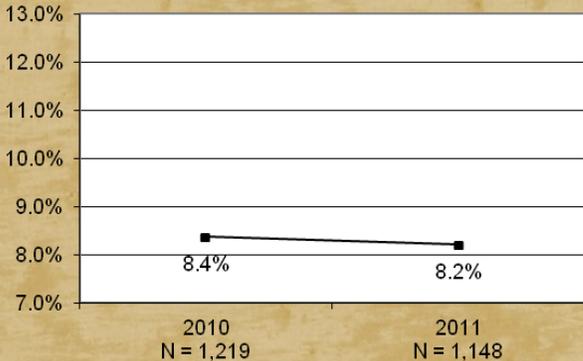
Standard Successful Completion



Standard Revoked to Department of Corrections



Standard New Felony Convictions



Maricopa County Adult Probation Department remains focused and committed to its mission of enhancing the safety and well-being of our neighborhoods. Guided by evidence-based principles, a commitment is made to support the programs that are proven to be effective, while allocating our resources to the most effective strategies and services to reduce crime. Field supervision focuses on the higher-risk probationers and utilizes data-driven decisions to ensure the implementation of evidence-based practices (EBP).

Standard Probation focuses on the eight principles of evidenced-based practices (assess offender risk/need, enhance offender motivation, target interventions, address cognitive-behavioral functioning, provide positive reinforcement, provide ongoing support, measure outcomes, provide quality assurance). Through application of these principles, the goals of Standard Probation are to encourage behavior change and reduce recidivism, thus making our communities safer.

During the past twelve-months, the utilization of evidenced-based practices has continued to show positive results. Successful completion of probation increased by over 3% and now stands at 69.45%. The revocation rate is now at 28.4%, which is nearly three percentage points lower than last year's number. The most telling of all, data shows that offenders on probation have a new felony conviction rate of 8.2%, which continues to show improvement. As indicated, EBP continues to be successful in making our communities a safer place to live.

FY2011	
Average Population	<b>14,729</b>
Average Daily Cost Per Probationer	<b>\$4.60</b>
Annual Program Cost	<b>\$23,663,971</b>
Average Caseload	<b>1:56</b>

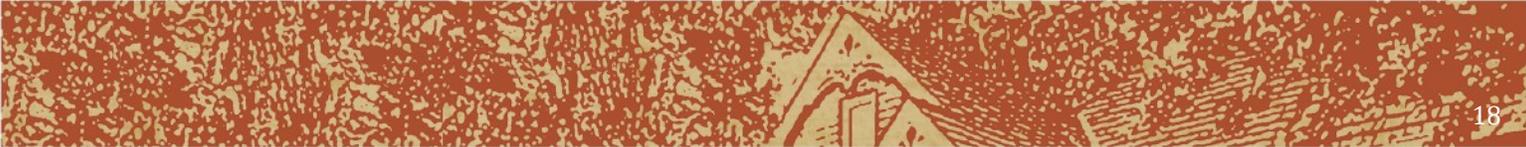
Drug monitoring results indicate 69% of Standard probationers were drug free during FY2011.

Community Restitution Hours Completed by Standard Probationers:

**219,626**

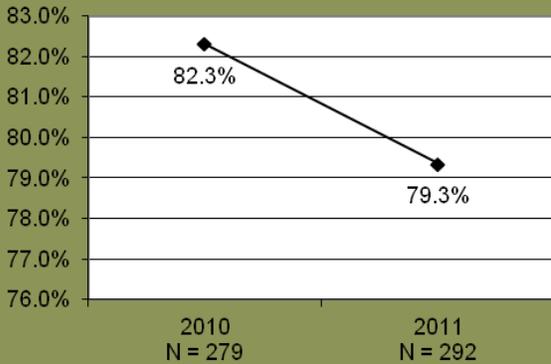
Victim Restitution Paid by Standard Probationers:

**\$ 10,953,887**

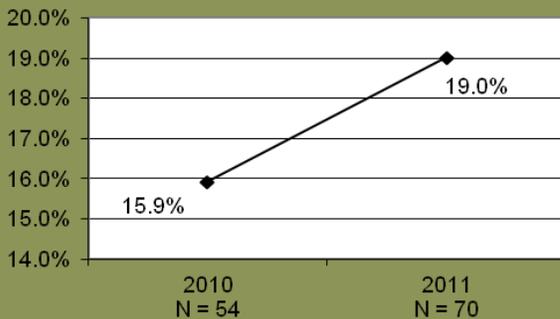


## MARICOPA COUNTY ADULT PROBATION SERIOUSLY MENTALLY ILL

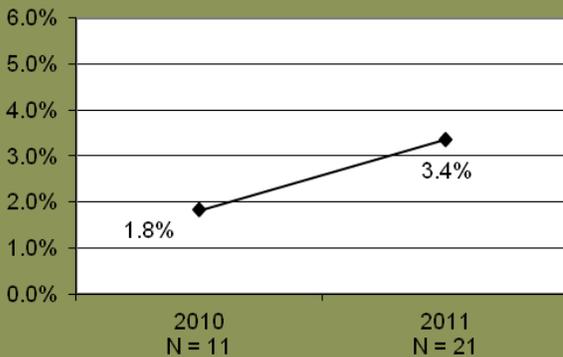
Seriously Mentally Ill  
Successful Completion



Seriously Mentally Ill  
Revoked to Department of Corrections



Seriously Mentally Ill  
New Felony Convictions



The purpose of the Specialized Mental Health Unit is to improve the Seriously Mentally Ill (SMI) offender's opportunities for success on probation through close supervision, timely case management, education and training, advocacy, and effective collaboration with community agencies.

Two supervisors and 17 specialized probation officers are located throughout Maricopa County and work with an average of 625 SMI offenders at a ratio of one officer to 40 SMI probationers. These officers have unique training and skills and provide specialized supervision, intensive monitoring, collaborative efforts and advocacy.

The Maricopa County Adult Probation Department's specialized SMI Unit has been recognized both nationally and locally for its work with the mentally ill. The SMI Unit has presented their model for specialized SMI supervision nationally at events in Austin, New York City, Boston, Phoenix, Las Vegas, Anaheim and Orlando.

### FY2011

Average Population

**680**

Average Daily Cost Per  
Probationer

**\$5.94**

Annual Program Cost

**\$ 1,356,135**

Average Caseload

**1:37**

Drug monitoring results indicate 58% of Seriously Mentally Ill probationers were drug free during FY2011.

# MARICOPA COUNTY ADULT PROBATION SEX OFFENDER

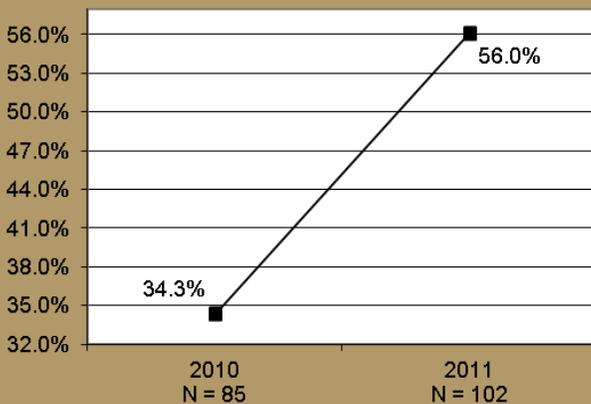
The Sex Offender Program includes five standard and two intensive probation supervision (IPS) sex offender units, which are managed by one division director and seven supervisors. Staff includes 31 standard probation officers, 26 standard surveillance officers, and 12 IPS probation officers, one residential coordinator, one contract oversight administrator and four monitoring analysts. The program utilizes the Dynamic Containment Model as a comprehensive approach to sex offender management that is assessment driven both in supervision and treatment.

The U.S. Bureau of Justice Assistance (BJA) enhancement grant began July 1, 2007, and included a long-term study of the original Positive Reentry Program (PRP) pilot group for an outcome assessment of offender performance on probation once released into the community. The final report included a marked difference in the first year of reentry for PRP participants in comparison to the control group. The grant ended on June 30, 2009, and due to the positive outcome, the PRP program continues under county funding.

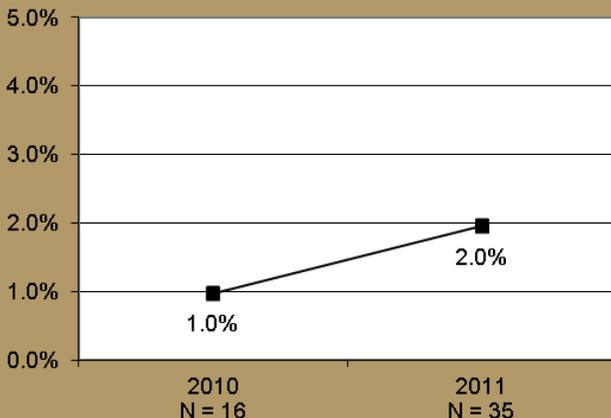
Probation staff in the Sex Offender Division continues to revise the polygraph testing process to best utilize that tool with the ultimate goal of community safety. The Division continues to utilize the revised sex history polygraph questionnaire that was developed and put into use in March of 2009.

The Superior Court in Maricopa County conducts an annual review hearing for juvenile sex offenders sentenced to probation in the adult criminal justice system. The annual review process recognizes that youthful sex offenders respond well to treatment, have low recidivism rates, and that their maturation and progress deserve individual review and recognition. The Annual Review of Juvenile Sex Offenders provides an incentive for youthful sex offenders to make progress in treatment and on probation. The Court is able to review all factors and determine what legal options are in the best interest of the offender and the community.

Sex Offender  
Revoked to Department of Correction



Sex Offender  
New Felony Convictions



## FY2011

Average Population

**1,790**

Average Daily Cost Per Probationer

**\$6.94**

Annual Program Cost

**\$ 4,550,152**

Average Caseload

**2:58**

Drug monitoring results indicate 90% of Sex Offender probationers were drug free during FY2011.

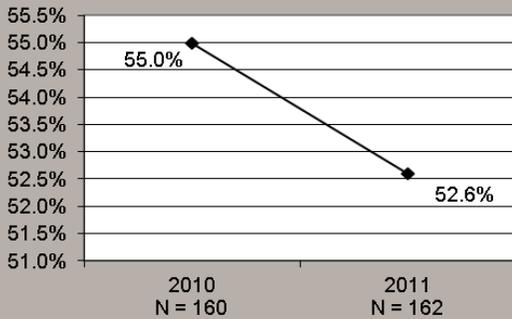
## MARICOPA COUNTY ADULT PROBATION DOMESTIC VIOLENCE

The Domestic Violence (DV) program currently has 11 probation officer (PO) and surveillance officer (SO) teams that supervise cases sentenced out of the Superior Court as well as the limited jurisdiction courts. The program is managed by one division director and two supervisors. Staying in line with the program philosophy that victim safety, community safety, and offender accountability are the main priorities in the enhanced supervision of violent offenders, officers made numerous residential contacts as well as conducted searches and arrests that had an immediate impact on victim safety.

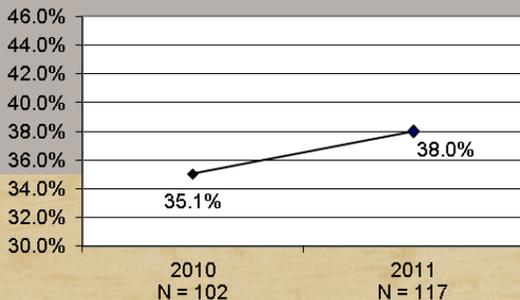
While the officers utilize many graduated response tools to encourage long-term behavioral change with the offenders, Domestic Violence Court is an integral component to the DV program. This court allows for a quick response to non-compliant behavior and encourages successful completion of probation including domestic violence treatment.

A joint grant with the Chrysalis DV shelter provides one full-time victim advocate who attends the Domestic Violence Court weekly in addition to providing services, individual counseling and tools for empowerment to the victims. This program assisted 292 victims during FY2011, receiving 541 new referrals from the probation teams.

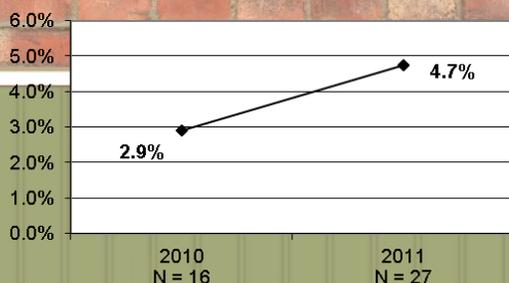
Domestic Violence  
Successful Completion



Domestic Violence  
Revoked to Department of Corrections



Domestic Violence  
New Felony Convictions



### FY2011

Average Population

**631**

Average Daily Cost Per Probationer

**\$ 5.70**

Annual Program Cost

**\$ 1,250,346**

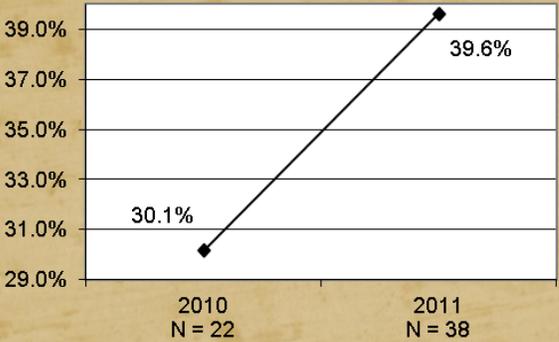
Average Caseload

**2:57**

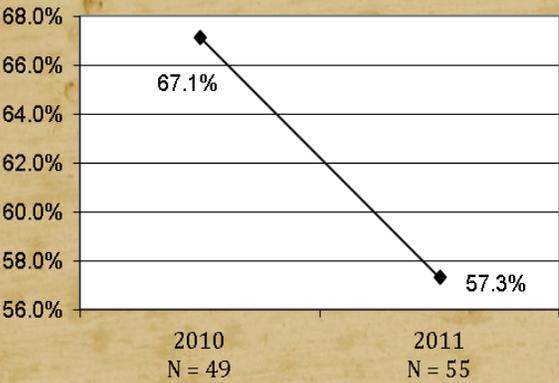
Drug monitoring results indicate 77% of Domestic Violence probationers were drug free during FY2011.

# MARICOPA COUNTY ADULT PROBATION TRANSFERRED YOUTH

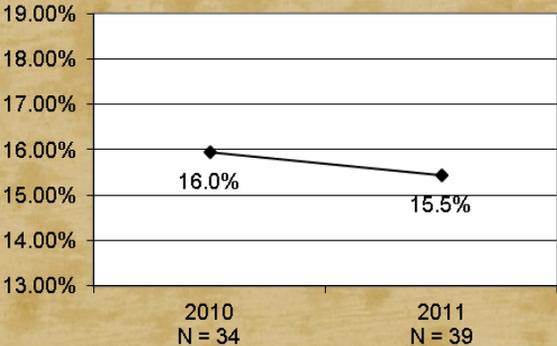
Transferred Youth  
Successful Completion



Transferred Youth  
Revoked to Department of Corrections



Transferred Youth  
New Felony Convictions



The purpose of the specialized Transferred Youth caseload is to provide the youthful probationer with an officer who possesses expertise in managing juveniles in the adult system and can coordinate the specialized services needed by this unique population. Because of the smaller caseload and the close working relationship with family, school, and the probationer's peers, the officers are able to provide for a higher level of community safety. Currently the Adult Probation Department has transferred youth offenders assigned to standard, intensive, and sex offender officers.

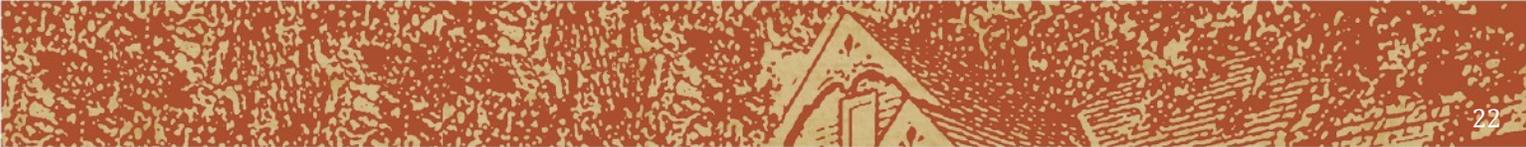
### Juvenile Transferred Offender Program (JTOP)

In order to better meet the unique needs of this population, juvenile transfers on standard probation are required to participate in the Juvenile Transferred Offender Program (JTOP), a specialized court. The program was modified this year to include a new component, called Project SAFE (Swift Accountable Fair Enforcement), based upon Hawaii's successful Project Hope.

The Project SAFE component addresses how terms of probation are enforced. The judge clearly articulates and applies sanctions in a manner that is certain, swift, and consistent. Maricopa County is the first jurisdiction in the U.S. to apply the program model with a transferred youth population.

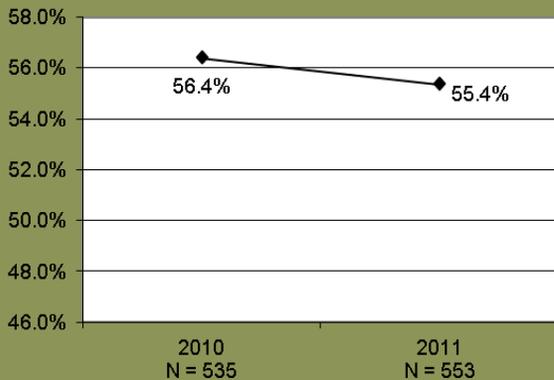
FY2011	
Average Population	<b>252</b>
Average Daily Cost Per Probationer	<b>\$ 6.28</b>
Annual Program Cost	<b>\$ 579,283</b>
Average Caseload	<b>1:36</b>

Drug monitoring results indicate 53% of Transferred Youth probationers were drug free during FY2011.

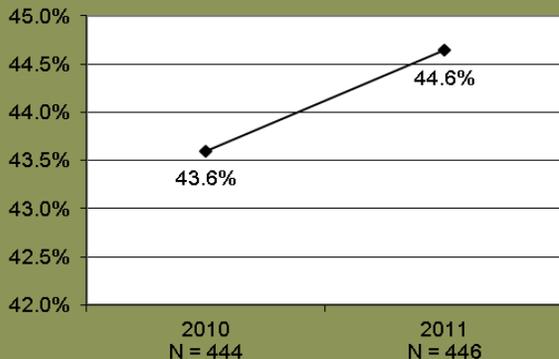


## MARICOPA COUNTY ADULT PROBATION INTENSIVE PROBATION

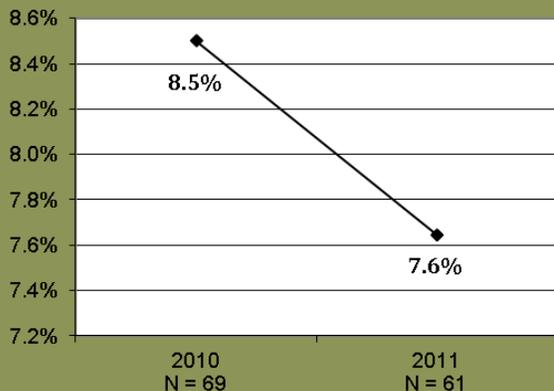
Intensive Probation Supervision  
Successful Completion



Intensive Probation Supervision  
Revoked to Department of Corrections



Intensive Probation Supervision  
New Felony Convictions



The Adult Intensive Probation Supervision program (IPS) is designed as a community supervision option for medium and high-risk offenders. Standardized risk assessments and screenings are utilized to determine appropriateness for the program, which offers a higher degree of accountability and structure than standard probation supervision, and allows for rehabilitation efforts in a community-based setting rather than one in the Department of Corrections.

The goal of this program is to reduce crime by assisting offenders in making and adhering to positive behavioral change. Evidence-based practices indicate higher-risk offenders require not only increased supervision, but also regular review of individualized case plans and a focus on matching appropriate interventions to the correlating risk and need.

Offenders under IPS are organized by risk into levels that range from highly restrictive at placement in IPS to less restrictive as progress is made and need for the program diminishes. Offenders who demonstrate a commitment to positive change, coupled with progress in both cognitive skills and requirements such as monthly community restitution hours and adhering to a set schedule, are submitted to the Court via Petition to Modify for "graduation" to standard probation.

### FY2011

Average Population

**798**

Average Daily Cost Per  
Probationer

**\$ 20.96**

Annual Program Cost

**\$ 6,117,363**

Average Caseload

**2:27**

Drug monitoring results  
indicate 67% of  
IPS probationers were drug  
free during FY2011.

Community Restitution Hours  
Completed by  
Intensive Probationers:

**108,632**

Victim Restitution  
Paid by  
Intensive Probationers:

**\$ 71,838**

## MARICOPA COUNTY ADULT PROBATION INDIRECT SERVICES

### FY2011

Average Population

**17,396**

Average Daily Cost Per  
Probationer

**\$ 0.14**

Annual Program Cost

**\$ 913,464**

Drug monitoring results indicate 72% of Indirect Incoming probationers were drug free during FY2011.

The Maricopa County Adult Probation Indirect Services Unit is the largest administrative unit in the state of Arizona. It is comprised of four caseloads: Arizona Department of Corrections (ADC) caseload, numbering approximately 8,000 cases, acts as a gatekeeper for those reentering the community from ADC, who are required to complete a probation term upon their release.

The Immigration and Customs Enforcement caseload (ICE), numbering approximately 8,000 cases, is comprised of those who are deported.

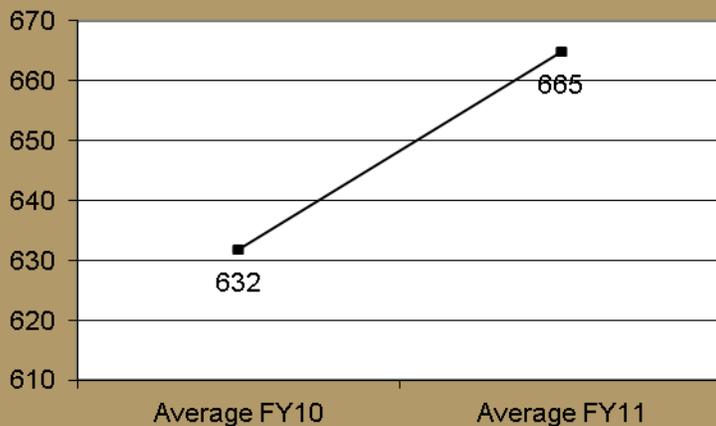
The Interstate Compact Outgoing caseload (ISC/O), numbering approximately 1,000 cases, is comprised of those who commit crimes within Maricopa County, but who are either legal residents of other states or who wish to apply to have their probation grants supervised by other states.

The Intercounty Outgoing Transfer caseload, numbering approximately 1,000 cases, is comprised of those who commit crimes within Maricopa County but who are either legal residents of another Arizona county or who wish to apply to have their probation grants supervised by another Arizona county.

The Indirect Services Out-of-State outgoing caseload started using the Interstate Compact Offender Tracking System (ICOTS), a nationwide electronic information system that facilitates the transfer of supervision for probationers and parolees from one state to another.

## MARICOPA COUNTY ADULT PROBATION INTERSTATE COMPACT

Interstate Compact Cases



Probationers who commit offenses in other states and reside in Maricopa County are supervised by probation officers assigned to the Interstate Compact Incoming Unit (ISC). Officers conduct investigations on incoming transfer requests. They are required to perform the same services for Interstate Compact Incoming probationers as they would for probationers sentenced in Maricopa County Superior Court.

During FY2011, the Interstate Compact Incoming Unit completed a total of 699 investigative reports. The on-time completion rate for the investigative reports averaged 97%. The number of investigation requests for Maricopa County continues to represent the vast majority of cases assigned to the state.

In September 2009, a MARS (minimum assessed risk supervision) caseload was created within the Interstate Incoming Unit. This caseload averages 240 and has enabled the ISC Incoming field officers more time to apply Evidenced-Based Practices on higher-risk offenders.

The national interstate offender database (ICOTS) continues to evolve as updates are needed. Interstate Compact incoming staff continue to attend mandatory rules training annually which enables them to keep up with compact rule changes.

## MARICOPA COUNTY ADULT PROBATION FUGITIVE APPREHENSION UNIT (FAU)

The Fugitive Apprehension Unit (FAU) is comprised of two supervisors, 16 probation officers, nine surveillance officers, and a caseload administrator. Five part-time probation officers are assigned to the unit for a special project (see below). A total of 4,700 probationers on warrant status were arrested during the fiscal year. FAU officers were involved in 2,698 of the arrests and other police agencies arrested an additional 2,002 probationers during this reporting period. An additional 2,601 cases were quashed, purged or transferred out during the fiscal year. At the end of fiscal year 2011, the number of outstanding warrants for Standard and Intensive Probation was 5,537. To put this number in perspective, at the end of fiscal year 2010, the total number of warrants outstanding was 7,145.

Of the 4,788 active warrants issued in FY2011, the Fugitive Apprehension Unit cleared 3,033 warrants within the same fiscal year, thus giving this unit a closure rate of 63%.

The Fugitive Apprehension Unit continues to have excellent working relationships with the Phoenix Police Department's Warrant Interdiction Squad, as well as the Major Offender Bureau and various Neighborhood Enforcement Teams. Officers also work with the Maricopa County Sheriff, and Gilbert, Mesa, Chandler and Glendale warrant units. Four officers in FAU are assigned to the U.S. Marshal AZ Wanted Task Force. These four officers also receive all sex offender cases in warrant status, which are then staffed with the Child Predator Apprehension Team (CPAT) from the Marshal Service for immediate investigation. Warrant roundups are routinely scheduled with the AZ Wanted Task Force and other various agencies.

The Fugitive Unit remains committed to the use of electronic intelligence gathering. Several officers have been granted access to the CLEAR (database) system through the U.S. Marshal's Service. In addition, this unit routinely utilizes Silent Witness, Rocky Mountain Information Network (RMIN), Entersect, E-Trace and Accurint. With regard to Rocky Mountain Information Network, Maricopa County Adult Probation has registered to comply with Regional Information Sharing System, an agency de-confliction program that promotes officer safety between agencies. FAU is also cooperating with the Phoenix Police Department in a federal grant known as the National Integrated Ballistic Information Network (NIBIN). This grant registers seized firearms for analysis and comparison when firearms are used in unsolved crimes across the nation. They are then entered in a national database for future reference.

## MARICOPA COUNTY ADULT PROBATION SOUTHERN BORDER GRANT UPDATE/FAU

The Adult Probation Department received an American Recovery and Reinvestment Act grant in 2009. Five officers have been assigned to FAU since September of 2009. The goal of this grant was to target drug-related warrants and attempt to directly apprehend 1,200 outstanding fugitives and to assist outside agencies in apprehending another 300 warrants over a two-year period. In FY2011, these officers exceeded the goals of the grant project. Since inception, these officers have been responsible for 1,367 direct and 620 indirect arrests. During the last fiscal year, these five officers conducted 69 searches that resulted in 40 seizures for drugs and 69 weapons.

In addition, the effectiveness of this grant was recognized by the Maricopa County Board of Supervisors in June of 2011. The overwhelming success of this grant convinced the Board to vote unanimously to permanently retain these five positions once the federal funds for the program are exhausted in the latter part of 2011. It should also be noted this project received recognition from the National Association of Counties (NACo) with an Achievement Award in 2011.

“We are made wise not by the recollection of our past, but by the **responsibility** for our future.”

- George Bernard Shaw

## MARICOPA COUNTY ADULT PROBATION PUBLIC SAFETY STABILIZATION/FAU

In October of 2010, the Maricopa County Adult Probation Department received a grant from the Governor's Office known as the Public Safety Stabilization Program. The grant allowed the agency to hire five part-time probation officer positions to investigate and address cold case warrants that were two years or older. A key element of the project was the hiring of recently retired officers, so the training aspect of working these older cases was minimized. The objective was to clear 525 warrants over the next twelve months by either apprehension, re-engagement back on supervision or other means. By the end of fiscal year 2011, these five officers had cleared 429 cases and were on track to exceed the project goal of clearing 525 warrants.

## MARICOPA COUNTY ADULT PROBATION GLOBAL POSITION SYSTEM MONITORING (GPS)

Global Positioning System (GPS) Monitoring is statutorily mandated for any person convicted of a dangerous crime against children after November 1, 2006. The monitoring continues for the duration of the individual's probation term. MCAPD Communications Center staff, along with five GPS monitoring analysts, manage a 24/7 operation to adequately monitor and respond to violation alerts. As increasing numbers of offenders are placed on GPS monitoring, MCAPD has seen a corresponding increase in the number of violation alerts. By the end of FY2011, MCAPD monitored an average of 146 GPS cases each month compared with an average of 137 GPS cases during that same period in FY2010. The GPS program receives an average of eight new cases per month via new sentencing, jail release or modification in addition to two a month from the Arizona Department of Corrections.

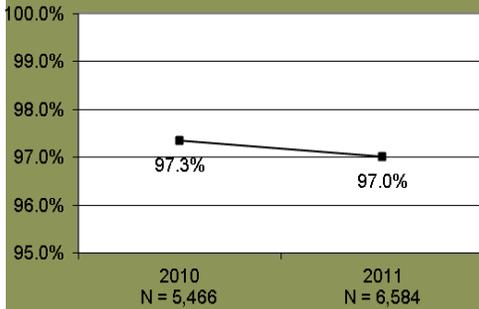
There is an average of four cases removed from the program through court order monthly. In addition, there is an average of five cases removed from the program either temporarily or permanently due to arrest. During FY2011, the GPS Monitoring Unit expanded to five analysts to accommodate the growth of the program.

## MARICOPA COUNTY ADULT PROBATION EARNED TIME CREDIT (ETC)

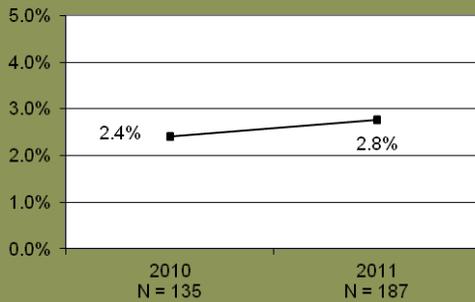
Effective January 1, 2009, the State of Arizona implemented Earned Time Credit (ETC), providing eligible offenders the opportunity to earn 20 days of credit for every 30 days that they are in compliance with their court-ordered financial obligations and community restitution hours and are making progress towards their case plan goals. The short-term goal is to reduce the length of time on probation while increasing the likelihood of successful completion of probation. The long-term goal is to reduce the likelihood of recidivism following termination from probation. An evaluation of the impact of the ETC legislation is currently underway; however, ETC is affecting terminations in Maricopa County. In FY 2011, on average, 137 supervised probationers per month received an early termination from probation. An additional 60 probationers per month specifically had a termination with ETC.

## MARICOPA COUNTY ADULT PROBATION COMPLIANCE MONITORING

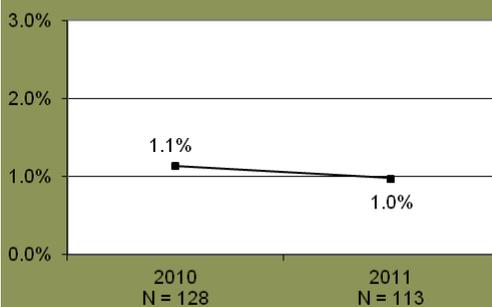
Compliance Monitoring Successful Completion



Compliance Monitoring Revoked to Department of Corrections



Compliance Monitoring New Felony Convictions



### FY2011

Average Population

**11,549**

Average Daily Cost Per Probationer

**\$ 0.93**

Annual Program Cost

**\$ 3,912,886**

Average Caseload

**2:462**

Compliance Monitoring provides case management for probationers who assess as minimum risk (low-risk) on the Offender Screening Tool (OST) or Field Reassessment Offender Screening Tool (FROST), have been on probation for a non-violent offense over an extended period of time and have successfully satisfied the conditions of their grant, or have been court-ordered to unsupervised probation.

### MINIMUM (ASSESSED) RISK SUPERVISION (MARS)

To improve probation supervision effectiveness, reduce recidivism, and enhance public safety, Maricopa County Adult Probation Department (MCAPD) adopted strategies and implemented a program that utilizes supervision practices that are based on evidence and supported by research to work. In developing the Minimum (Assessed) Risk Supervision (MARS) caseload, MCAPD has been able to successfully operationalize what works in community corrections to achieve positive results in crime reduction and offender behavioral change. Additionally, the implementation of MARS has enabled the department to address high workload volume and increased caseload size for field officers, while drastically reducing incarceration of low-risk offenders to jail and prison on technical violations. During FY2011 there were two supervisors, seven probation officers, and seven case administrators managing an average of 3,714 cases. MARS outcomes showed a 95.0% success rate.

### UNSUPERVISED

The Unsupervised Probation caseloads are monitored by a probation officer and case administrator team for completion of community restitution, financial responsibilities and any other special conditions ordered by the Court. Compliance strategies include an initial report to the probation department for a review and acknowledgement of conditions and provision of referrals to address criminogenic needs, including, but not limited to drug treatment or education, alcohol screening and treatment, and budget classes.

Additionally, some staff are trained and certified to facilitate an eight-hour Substance Abuse Cognitive Life Skills curriculum, which includes cognitive behavioral change content that is designed to impact cognitive thinking skills, living skills, and interpersonal skills while addressing substance abuse issues.

During FY2011, there were three supervisors, 16 probation officers, three intake officers, and 16 case administrators managing an average of 9,699 cases. Unsupervised outcomes showed a 97.6% successful completion rate.

## MARICOPA COUNTY ADULT PROBATION COMMUNITY REINTEGRATION UNIT (FKA: Custody Management Unit)

FY2011
Average CRU/Work Furlough Population
<b>790</b>
Average Cost Per Probationer Supervised
<b>\$5.22</b>
Annual Program Cost
<b>\$1,509,179</b>

The Custody Reintegration Unit (CRU) supervises probationers while they are in-custody as a condition of probation and helps these probationers prepare for reintegration into the community upon their release from jail. At the end of the fiscal year, CRU had six standard probation officers, four intensive probation (IPS) officers, and one caseload administrator. Specialized caseloads include domestic violence, sex offender, mental health, and Spanish-speaking.

CRU works as a liaison between the Maricopa County Sheriff's Office (MCSO) and the Adult Probation Department. CRU monitors the progress of probationers in MCSO's in-custody substance abuse treatment program known as ALPHA and makes presentations to each ALPHA class. In FY 2011, the Custody Reintegration Unit initiated the early jail release of 215 male and female ALPHA graduates. In addition, CRU made referrals to in-custody sex offender treatment, facilitated community treatment placements, provided six *Thinking for a Change* classes (an evidence-based cognitive

restructuring and social skills program), conducted a variety of administrative tasks, and provided assistance to field officers and the Court.

The entire unit participated in adopting consistent reentry procedures. A renaming contest resulted in the new name that emphasizes reentry services, the Custody Reintegration Unit.

The CRU IPS population grew from 60 to over 100 this fiscal year and CRU IPS officers continue to develop services for this population. CRU IPS officers facilitated a workshop at the American Probation and Parole Association conference in Orlando, Florida, where they described the CRU reentry services and the preliminary data which suggests that probationers going to a private residence and probationers who participate in an "exit interview" are more likely to succeed. An "exit interview" is held in the jail prior to release with the CRU IPS officer, the field IPS officer, and the probationer. At this time, the probationer's progress, program participation, and reentry plan are reviewed and the probationer meets his/her field IPS officer, which can reduce anxiety about the transition.

CRU staff developed an IPS workshop curriculum that includes topics about intensive probation, interviewing and job skills, as well as evidence-based group activities. CRU staff anticipates offering the workshop to IPS probationers in custody next fiscal year.

CRU participates in the Arizona Mental Health and Criminal Justice Coalition and actively collaborates with other probation staff and agencies to increase reentry services for probationers who have a serious mental illness. CRU submits applications for Arizona Health Care Cost Containment System (AHCCCS) so that benefits will be coordinated with probationers' jail release dates.

The CRU supervisor completed the 180-hour Offender Workforce Development Specialist (OWDS) training, developed by the National Institute of Corrections. CRU is part of a statewide collaboration of OWDS professionals whose goal is to educate the state in areas challenging offender employment. The team conducted six Offender Employment Specialist trainings (two to three days each) in the state and scheduled additional trainings for next fiscal year.

**"People**, even more than things, have to be restored, renewed, revived, reclaimed, and redeemed; never throw out anyone."

- Audrey Hepburn

## MARICOPA COUNTY ADULT PROBATION WORK FURLOUGH

FY2011  
Total Work Furlough  
Fees Collected  
  
\$ 660,197

Work Furlough (WF) is a collaborative effort between the Adult Probation Department, Maricopa County Sheriff's Office (MCSO), and the Courts. The Work Furlough Program gives participants the opportunity for supervised return into the community through employment. In addition, WF coordinates services with several community-based programs that assist participants with job-readiness, parenting classes, and budgeting. Court orders, the policies of MCSO, and the policies of Adult Probation all dictate the rules and regulations of the WF program.

Work Furlough officers supervised an average population of 183 probationers per month in FY 2011. The average total population is 198 cases per month, which includes probationers on job search, probationers serving less than 30 days in custody, individuals granted unsupervised probation, and individuals incarcerated for child support. During FY 2011, the Work Furlough Program received 1,096 new cases, of which 813 successfully secured or maintained employment. A total of 718 defendants completed participation in the WF program this fiscal year.

During FY 2011, WF collected \$660,197 in WF fees alone, and an additional \$39,237 in fines and restitution. Restitution collections increased from \$5,065 in FY 2010 to \$24,127 in FY 2011. It appears that the Courts ordered more probationers owing restitution into custody and ordered their restitution payments to begin upon securing employment. Work Furlough collected total monies of \$699,434 during FY 2011.

Of all non-IPS cases in work furlough, 80% on average successfully complete work furlough. Non-IPS cases include those participants on standard probation, unsupervised probation, and child support cases. On average, IPS probationers' success rate in work furlough was about 59%; however, the month to month variation ranged from 33% to 100%.

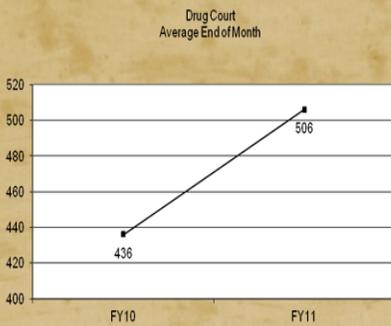
Work Furlough recently began tracking reasons for disciplinary removal from work furlough. About 40% of the WF participants removed from work furlough were removed because of behavior related to substance abuse and 26% were removed for going to an unauthorized location.

Eighty percent (80%) of the WF officers have completed the Offender Employment Specialist (OES) training offered through the National Institute of Corrections. OES training is an entry-level training for those who assist ex-offenders in securing and retaining employment. WF has begun to explore ways to incorporate the knowledge and skills learned from this training to better assist the work furlough population. OES training will result in additional efforts to assist probationers to increase job readiness and job search skills, before allowing WF participants to engage in job search.

“**Obstacles** are those frightful things you see when you take your eyes off your **goal.**”

- Henry Ford

## MARICOPA COUNTY ADULT PROBATION DRUG COURT



**D**rug Court is a non-adversarial program that utilizes a team approach to break the cycle of substance abuse and addiction. The Drug Court program is a minimum of one year in length. During the year clients are required to attend treatment, drug test randomly five to eight times each month, obtain work, complete community restitution hours, live in a sober environment, and pay treatment and probation fees. Through intensive treatment, drug testing, and frequent Court intervention, probationers are given the tools to lead a clean, sober, and crime-free lifestyle. The judge, defense attorney, probation officer, and treatment provider work together toward a goal of making the probationer successful in his or her recovery. Timely sanctions and motivational incentives assist in changing behavior, consistent with evidence-based practices. Four hundred and seventy-eight (478) new participants were admitted in the Drug Court program during the fiscal year and 101 probationers successfully graduated from the program.

**FY2011**  
Drug Court  
Average Monthly Population  
**506**  
Annual Treatment Cost  
**\$ 965,763**

Drug Court is also in its second year of participation in a Drug Court Opiate Treatment Enhancement Program grant which provides outpatient detox to opiate-addicted drug court participants (medically-assisted treatment), physician-based resources, a full continuum of treatment services, focused pain management treatment, and peer-to-peer services. During year two of the grant it has become apparent that in order to effectively supervise the opiate-addicted population, officers must increase monitoring including more frequent searches, close tracking of prescriptions, outpatient detox compliance oversight, and regular interaction with prescribing physicians. Preliminary data shows increases in reported abstinence and employment.

Drug monitoring results indicate that of the 21,402 samples, 18,631 (87%) samples were negative during FY2011.

Near the end of the fiscal year, Drug Court received funding for a Veterans Track within the Drug Court program. This grant provides funds for Drug Court-eligible clients who are also veterans. Services include increased supervision with the addition of a surveillance officer and more frequent contact with the judicial officer. This grant allows the Drug Court team the opportunity to collaborate with the Veterans Administration to address the needs of this special population. This includes coordinating and providing wrap-around services including medical and psychiatric care, job training, residential treatment, and other supportive services.

## MARICOPA COUNTY ADULT PROBATION DRIVING UNDER THE INFLUENCE (DUI) COURT

**D**riving Under the Influence (DUI) Court targets the goal of changing decisions regarding alcohol use, in addition to changing drinking and driving behaviors. In effect, this reduces the probationer's risk to the community.

Similar to the Drug Court model, probationers have monthly Court interaction, are monitored for alcohol use, and are expected to comply with probation directives and a treatment plan. Probationers attend a Mothers Against Drunk Drivers (MADD) Victim Impact Panel and report to the Court on their experience.

The DUI Court program utilizes a continuous alcohol monitoring device for the first 90 days of their program to help keep defendants sober while they are in treatment.

**FY2011**  
DUI Court  
Average Daily Population  
**330**  
Annual Treatment Cost  
**Probationer Self Pay**

Alcohol monitoring results indicate that of the probationers monitored (153), 69% were compliant during FY2011.

## MARICOPA COUNTY ADULT PROBATION DRIVING UNDER THE INFLUENCE (DUI) COURT Continued

Evidence-Based Practices indicate there is a higher success rate when a person is sober during the first six months of initial treatment. The DUI Court program also utilizes surveillance officers to assure court compliance and assistance to those in need.

In December 2002, a need was identified to add sub-specialty courts within the DUI Court to service the Spanish-speaking population and Native American probationers. Hence, the DUI Court introduced the Spanish-speaking and Native American DUI Courts. The Spanish-speaking DUI Court is convened once per month with a Spanish-speaking Judge, probation officer, and surveillance officer. The Spanish-speaking participants report an increased benefit in being able to communicate with the Judge in their native language. The Native American DUI Court was created specifically to embrace and recognize the culture and traditional lifestyle of the participants and address their unique issues.

## MARICOPA COUNTY ADULT PROBATION FINANCIAL COMPLIANCE (FINCOM)

The Financial Compliance program (FINCOM), which started in 1997, is a comprehensive, integrated approach to hold offenders accountable for their court-ordered financial sanctions including drug fines, probation service fees, and especially restitution. The goal of the program is to increase the payment of all financial sanctions, with special attention to restitution, while assisting offenders in completing probation.

The FINCOM program currently is composed of 14 full-time professional collectors and two supervisors. At least one collector is assigned to every probation department office and unit. The collector's primary function is to work with probationers who have fallen at least two months delinquent in restitution payments, or three months delinquent in other court-ordered financial sanctions. In cooperation with probation officers, FINCOM provides services such as coordinating job searches, providing budget classes, developing payment ability statements and repayment plans for probationers, conducting department-wide training for staff, and providing financial information to the Superior Court and probation department.

In the past year the department collected \$10.6 million in just restitution payments. Of that amount, FINCOM is directly responsible for \$1.3 million, or 12%. The money that FINCOM collects represents funds that likely would not have been received. This is done by focusing on 5 key points:

- ◆ Consistently applied system of payment monitoring and follow-up
- ◆ Use of assistance, graduated sanctions and rewards
- ◆ Alignment of staff skills with enforcement of financial conditions
- ◆ Ongoing information sharing and department-wide participation
- ◆ Team approach

Since September of 2008, FINCOM has played a critical role in the development and operation of Restitution Enforcement Court. This court is a cooperative effort of the Superior Court, FINCOM, and the Clerk of the Court. By using existing Arizona civil contempt statutes, probationers who are significantly delinquent and willfully non-compliant with the Court's criminal restitution orders are held accountable. During the past year, Restitution Enforcement Court collected \$267,333 in delinquent restitution for a total of \$567,000 collected since September of 2008. In 2011, the Restitution Enforcement Court received a National Association of Counties (NACo) Achievement Award.

## MARICOPA COUNTY ADULT PROBATION PROBATIONER SURVEY RESULTS

In FY 2011, the Policy, Planning and Analysis Division of the Maricopa County Adult Probation Department conducted a probationer survey. The primary purpose of the survey is to assess probationer satisfaction with the services provided by the MCAPD, which is one of the department's strategic goals. The survey also provides opportunities to assess the extent to which the Department's efforts to incorporate elements of Evidence-Based Practices into a probation officer's supervision strategies were recognized by probationers and to identify areas where services can be improved. Opportunities for probationers to complete the survey were provided at all ten field office locations. The survey was completed by 763 probationers.

Overall, 86% of survey respondents indicated they were satisfied or very satisfied with their experience with the adult probation department. These are the same results found in the last probationer survey conducted in FY 2007. The results are encouraging as the survey targeted those probationers who have the most contact with the adult probation department.

Nine out of ten survey respondents also indicated that the probation officer:

- ◆ Treats them with respect;
- ◆ Spends enough time with them;
- ◆ Listens to them
- ◆ Works with them to help them complete probation successfully;

- ◆ Lets them know how they are doing on probation;
- ◆ Asks for input when making plans for them;
- ◆ Compliments them for good behavior
- ◆ Would see them more often if they were having problems.

All of the above characteristics are reflective of elements of Evidence-Based Practices and indicate that these elements are being incorporated by officers into their supervision strategies.

While the survey results provide positive reinforcement to the job being done by probation officers, the MCAPD is committed to continually improving its services. Survey respondents indicated that they would like their probation officer to:

- ◆ Listen to them
- ◆ Treat them with respect
- ◆ Provide them with positive reinforcement
- ◆ Communicate with them and keep them informed about how they are doing
- ◆ Provide them with referrals/assistance, especially with employment
- ◆ Hold them accountable

**“Your life does not get better by chance, it gets better by change.”**

– Jim Rohn

## MARICOPA COUNTY ADULT PROBATION FISCAL YEAR 2011 ACHIEVEMENT AWARDS

Each year, the National Association of Counties (NACo) recognizes innovative county government programs with NACo Achievement Awards. The following MCAPD programs were selected to receive national recognition with a 2011 NACo Achievement Award:

### ***IMPROVING COMMUNITY SAFETY THROUGH THE APPREHENSION OF DRUG-RELATED OFFENDERS***

Just two years ago, the Fugitive Apprehension Unit had little opportunity to address outstanding drug-related probation violation warrants because available resources were prioritized to person and property crimes. With the receipt of federal stimulus funding to Combat Criminal Narcotics Activity Stemming from the Southern Border of the United States, five surveillance officers were assigned to work the drug-related probation violation warrants. Public safety was increased by apprehending these probationers and disrupting criminal narcotics activity. The officers collaborated with local law enforcement and have exceeded the project's apprehension goals. Congratulations to Division Director Wes Shipley, Supervisor Mark Bergmann, and Surveillance Officers Gary Burgett, Bob Sitnek, Steven Smith, Justin Scheidecker, and Greg Thiel.

### ***PROBATION REENTRY INITIATIVE: TRANSITIONING OFFENDERS FROM PRISON TO THE COMMUNITY***

From the very beginning, members of the Prison Reentry Unit believed that their program had the wrong name – the offenders were not *reentering prison*, they were reentering the community. Hence, the *Probation Reentry Initiative* reflects their focus - assisting offenders with their transition back into the community. The Probation Reentry Initiative established a new supervision model and involves close collaboration with the Arizona Department of Corrections and community-based service providers. The program has been very successful at engaging offenders and helping them establish stability in the community.

Absconding and recidivism have both been reduced. Congratulations to Division Director Jenifer Meiley, Supervisor Sherry Johnston, Probation Officers Beth Streeter, Jeff Lauer, Karen Spitler, Wayne Barrett, Stephanie Prince, McKenzie Holt-Synk, Scott Mortensen, and Surveillance Officers Chad Towe, Korik Anderssohn, David Silvas, Tamara McBride, Wynkesha McKnight, Laura Radcliffe, and Geneva Rodriguez.

### ***RESTITUTION COURT: A VICTIM-CENTERED APPROACH TO RESTITUTION COLLECTION***

Despite Adult Probation's comprehensive financial compliance program, there have been some probationers with the ability to pay restitution who just would not pay. Chronic delinquencies persisted even with the best efforts of probation officers and collectors. Restitution Court was created to hold the worst of the worst non-payers of restitution accountable. The Honorable Roland Steinle spearheaded the project for the Superior Court and has worked closely with Adult Probation to bring the non-payers into Court for civil contempt hearings. This innovative approach to restitution enforcement provides a welcome alternative to probation revocation proceedings. The Judge determines if the probationer is in contempt for nonpayment and may impose jail time for failure to pay the delinquency. Restitution Court has successfully collected hundreds of thousands of dollars for victims from probationers who otherwise just would not pay their restitution. The program has been expanded to include additional court calendars in Maricopa County and has been replicated in other counties. This program is a champion for victims. Congratulations to the Honorable Roland Steinle, Division Director Michael Cimino, Supervisors Stephen Hartley and Kendra Neal, and the collectors and officers who have made this program effective.

# Chief Probation Officer

*Barbara Broderick*



Administrative Services

*Deputy Chief  
Zach Dal Pra*

Policy, Planning & Analysis, Communication Center, Victim Services

*Mark Hendershot*

Staff Development

*Colleen Dorame*

Compliance Monitoring & Records

*Margaret Callaway*

Professional Conduct

*Robert Wilmarth*

Community Supervision

*Deputy Chief  
Saul Schoon*

Western Field Intensive Probation

*Pamela Morrow*

Eastern Field, Community Restitution & Fugitive Apprehension

*Wes Shipley*

Northern Field, Seriously Mentally Ill & Collections

*Mike Cimino*

Sex Offenders & Domestic Violence

*Donna Vittori*

Central Field, Reentry & Transferred Youth

*Jenifer Meiley*

Assessment & Development

*Deputy Chief  
Therese Wagner*

Presentence Investigations & Assignments

*Tom O'Connell*

Pretrial Services, Custody Management, Revocation Court & Work Furlough

*Penny Stinson*

Assessment, Drug Court, DUI Court, Garfield & Adult Education

*Steve Lessard*