

Adult Probation

**30 Full Years of Service
1972-2002**



Maricopa
County

Superior Court
of
Arizona

2001-2002
Annual Report

Vision

An Agency of Professionals
Committed to
Continuous Improvement
in the Quality
of Community Life by
Offering Hope
to Neighborhoods,
Victims
and Offenders.



Table of Contents

Letter from the Chief Probation Officer.....1

Introduction

Justice For a Better Arizona2
30 Full Years of Service.....2

Agenda 1: Protecting Children, Families and Communities

Supervision Facts

Active Probation Population3
Community Service and Collections4
Probation Completions5

Special Populations

Domestic Violence Unit6
The Sex Offender Program 7-9

Education and Treatment

Seriously Mentally Ill 9-11
Frank X. Gordon Learning Centers 11-12
Case Management Planning12
Drug Court 13-14
Staff Safety14

Agenda 2: Providing Access to Swift, Fair Justice

Presentence Investigation15

Criminal Case Processing

Early Disposition Court16
Regional Court Centers 16-17
Victim Rights17

Agenda 3: Connecting with the Community

Community Service Program 18-19

Community Partnerships

Special Events 19-20
Customer Satisfaction21

Agenda 4: Being Accountable

Managing For Results.....22

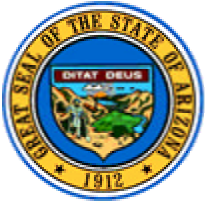
Recruitment And Retention

Spanish Speaking Internship Program23
Employee Satisfaction24

Financial Information

FY 2001 Revenues and Expenditures25
FY 2002 Revenues and Expenditures26
Mission Statement27

Maricopa County Adult Probation Department



Justice For A Better Arizona

A Strategic Agenda for Arizona's
Courts 2002-2005



Chief Barbara Broderick

Dear Judge Campbell:

I am pleased to present our 2001 – 2002 Annual Report. This two-year annual report reflects our ongoing commitment to restorative justice principles and the priorities established in the Arizona Judicial Department's Justice 2002 and 2005 Strategic Agendas. It is with great pride in our dedicated staff that I report our achievements for 2001 and 2002.

We have maintained focus on the key areas of public safety, offender accountability and opportunities for change. We have also worked to improve our service to the Court and to assist with expedited case processing. The numbers and success stories presented in this report reflect the positive impact made by Adult Probation in our community. Successful collaboration with the Court and our community partners has been instrumental to the progress made in several areas.

We have continued to make gains in the area of Accountability. Adult Probation's strategic plan has been successfully implemented as a beneficial and creditable management tool. Our performance in key areas is regularly reported to the Court and made available to citizens.

Staff safety has been a most pressing issue. Following the Court's approval of a continuum of force, significant attention has been directed toward policy development and training needs. Along with the Administrative Office of the Courts and the Juvenile Probation Department, we will be continuing our efforts to enhance staff safety. As we continue to move forward, a balance will be sought to ensure that our energy is directed to both saving lives and changing lives.

I sincerely appreciate all of the support that we have received from the Court and I look forward to working together as we continue to pursue our goals.

Respectfully,

A handwritten signature in black ink that reads "Barbara A. Broderick".

Barbara A. Broderick
Chief Probation Officer

Maricopa County Adult Probation Department



Justice For A Better Arizona

A Strategic Agenda
for Arizona's Courts 2002-2005

The articles in this report attest that the Maricopa County Adult Probation Department actively supports four of the goals outlined in the strategic agenda for Arizona's Courts. These are:

✓ **Protecting Children,
Families & Communities**

✓ **Connecting with the
Community**

✓ **Providing Access to
Swift, Fair Justice**

✓ **Being Accountable**

The principles of community and restorative justice guide the work of the Maricopa County Adult Probation Department (MCAPD). The Department is proud to have many positive and productive relationships with criminal justice agencies and community members. Nationally known as a leader in the community corrections field, the MCAPD is an innovative, progressive organization dedicated to quality service.

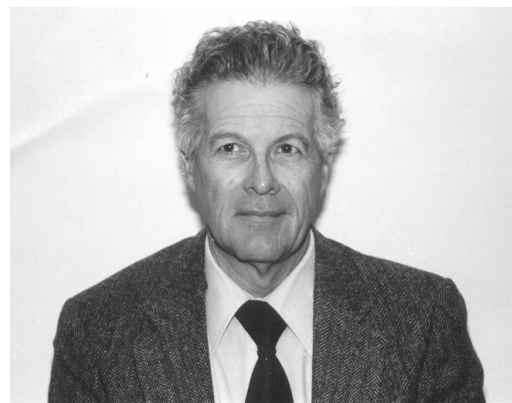
30 Full Years of Service

Created in December 1971, the Maricopa County Adult Probation Department celebrates 30 full years of quality service. The following employees have been an important part of the Department's history and success. These Departmental pioneers started working with Adult Probation in its first year and stayed to provide 30 years of service. Their contributions and dedication to probation in Maricopa County are saluted.

Jean Fox
Probation Officer, Supervisor



John Black
Probation Officer, Supervisor



Maricopa County Adult Probation Department

✓ *Agenda 1: Protecting Children, Families & Communities*

The justice system exists, in substantial part, to protect children, families and the communities in which we live. The Court's strategic agenda includes the following Initiative:

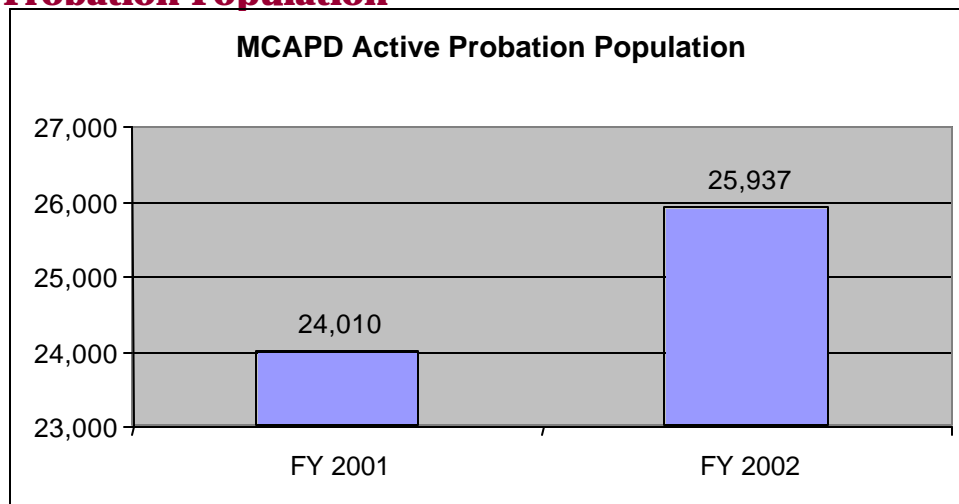
Provide a balanced approach to probation that focuses on holding probationers accountable, keeping communities safe, and providing treatment and rehabilitation services to offenders.

The Maricopa County Adult Probation Department supports this strategic goal through supervision strategies, treatment opportunities, and other services that address public safety, assist victims, hold probationers accountable, and promote probationers' rehabilitation.

SUPERVISION FACTS

As the population of Maricopa County continues to grow, so does the active probation population. The agency has maintained solid performance in holding probationers accountable for the payment of restitution and probation fees, as well as the completion of community service work. The majority of probationers successfully complete probation under our supervision.

Active Probation Population



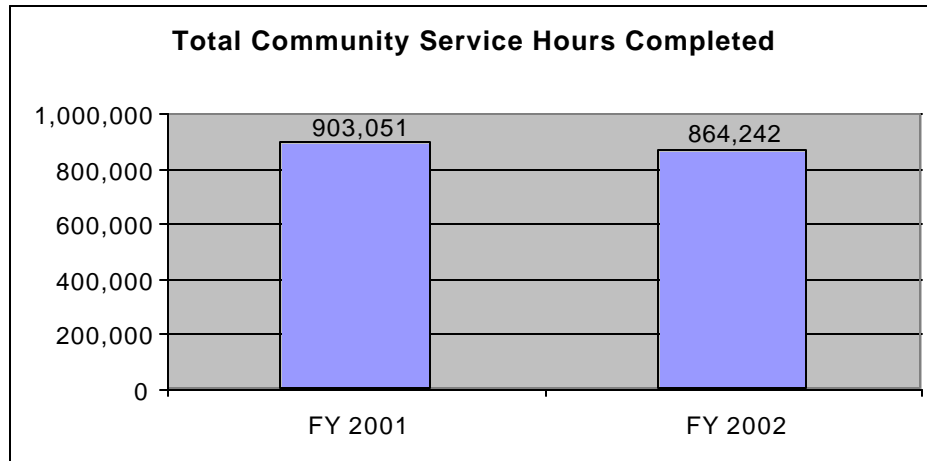
MCAPD's active probation population grew from 24,010 at the end of FY 2001 to 25,937 at the end of FY 2002. The growth represented an 8% increase from 2001 to 2002.

Maricopa County Adult Probation Department

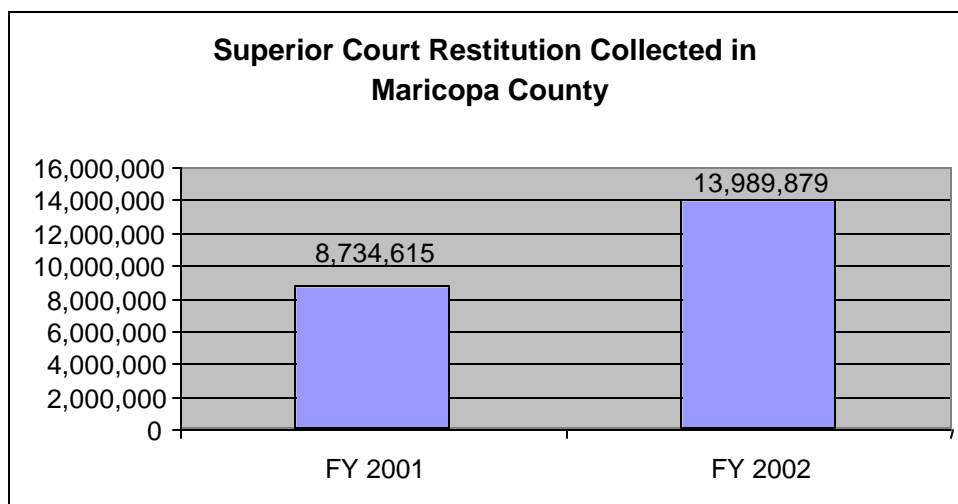
Community Service and Collections

Probationers were held accountable for the performance of community service and the payment of restitution and fees ordered by the Court.

- Probationers completed roughly 900,000 hours of community service per year.
- \$22.7 million in restitution was collected during the 2-year period.
- Probationers paid \$13.1 million in probation service fees during the 2-year period.

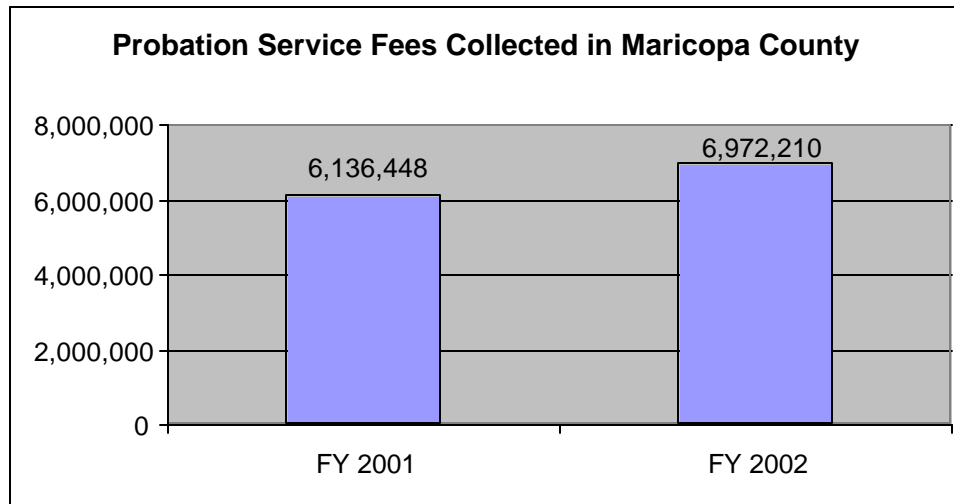


The number of community service hours completed decreased from 903,051 during FY 2001 to 864,242 during FY 2002. The dollar equivalent for the community service hours was \$9,030,510 for FY 2001 and \$8,642,420 for FY 2002.



The amount of restitution collected in Maricopa County increased from \$8,734,615 from FY 2001 to \$13,989,879 in FY 2002 due in part to large corporate restitution payments.

Maricopa County Adult Probation Department



The amount of probation service fees collected in Maricopa County increased from \$6,136,448 during FY 2001 to \$6,972,210 during FY 2002. The growth represented a 14% increase from 2001 to 2002.

Probation Completions

Three out of five probationers successfully completed probation. To accomplish this, they had to remain law-abiding, and quite frequently, they had to make significant changes in their lives. Along the way, many people were there to help make a difference for these individuals.

It often takes a partnership to help a probationer make positive changes. An example can be found with the Juvenile Transferred Offender Program (JTOP). JTOP is based on a team approach with the Court, Adult Probation, and TASC which provides case management. The program deals with offenders who committed their crime before their 18th birthday and were convicted as adults. In probationer Ezacky's case, the team of *Commissioner Wotruba*, probation officer *David Pixley* and case manager *Barbara Backyard* played an important role in



helping him find success.

When Ezacky's case manager first saw him in jail, he appeared to be apathetic, unmotivated and headed for more trouble. His probation officer and case manager saw him as soon as he was released and referred him for employment as a vendor at Bank One Ballpark. Ezacky got the job and proved to be a natural salesman. Soon, he was earning one of the highest commissions. He maintained steady employment and was able to provide a home for himself and his new family. When Ezacky was told he was ready to graduate from JTOP Court, he refused. He felt that appearing before the Court, his probation officer and case manager on a regular basis motivated him to continue with his success and provide an example to others in the program.

Another indicator of the Department's success in reducing crime and promoting public safety is the number of probationers who avoid being sent to prison. Three out of four probationers avoided commitment to the Department of Corrections for either a new crime or a technical violation of probation.

Maricopa County Adult Probation Department

SPECIAL POPULATIONS

Probationers who present a higher risk to the community and/or who have special needs are placed on specialized caseloads so that they can be supervised more closely by officers with specialized training. Examples of populations that MCAPD places under specialized probation supervision include:

- Domestic violence offenders
- Sex offenders
- Seriously mentally ill offenders

Domestic Violence Unit

One of the most critical aspects of public safety for Maricopa County Adult Probation is the protection of domestic violence victims. There is a serious risk of further injury and even death for domestic violence victims, many of whom continue to reside with their abuser. In order to supervise domestic violence offenders most effectively, the Department operates a specialized Domestic Violence Unit. During most of 2001 and 2002, the Department's Domestic Violence Unit had eleven probation officers and three surveillance officers supervising an ongoing caseload of approximately 500 domestic violence offenders. The unit received cases from 26 limited jurisdiction courts in Maricopa County as well as from the Superior Court.

The style and philosophy of the Domestic Violence Unit is victim-based. The safety of victims and their children is the probation officer's number one concern. All case management decisions are made with this in mind. Field supervision is the cornerstone of victim protection and offender accountability. The unit makes a high number of offender contacts. Victim contacts are also a requirement and priority for unit staff. During the past two years, thousands of victim contacts were made and hundreds of victims were referred to other agencies for treatment and services. Supervising officers made over 135 arrests with an immediate impact on protecting victim safety.

Supervision strategies include continually reinforcing an offender's sole responsibility for their coercive and violent behaviors, expecting behavioral change, and referring offenders to long-term domestic violence counseling. Abusers participate in a special domestic violence intervention program called PEACE, which focuses on power and control issues. Two out of three probationers complete treatment.

In addition to providing close supervision of their domestic violence cases, staff in the Domestic Violence Unit helped protect the community from a broader perspective. They coordinated their efforts with other domestic violence professionals, provided input to policy makers, conducted training for other probation staff, and offered public education to the community. During 2001 and 2002, unit staff worked closely with specialized domestic violence prosecutors, police units and victim advocates, and served on seven domestic violence committees and task forces.



Cell Phones Enhance Victim Safety



With a cell phone, a victim can immediately summon help. This simple communication device enhances a victim's safety and can save a life. The Domestic Violence Unit coordinated a cell phone drive within the Department by asking fellow employees for any cell phones that they could donate. Over 200 cell phones were collected and then donated to the Arizona Women's Foundation. The foundation converts the phones into emergency 911 phones and disperses them to domestic violence victims throughout the State.

Maricopa County Adult Probation Department



Service To Victims Recognized

One way that the Maricopa County Adult Probation Department commemorates National Crime Victims' Rights Week is by recognizing one of our employees for outstanding service to crime victims. In 2001, Domestic Violence Probation Officer Christina Ralls was presented with a Certificate of Appreciation and a plaque in recognition of her outstanding and endless hours of service to crime victims. Part of Christina's commitment to enhancing victims' safety included responding to pages from victims during late night hours.

The Sex Offender Program

During 2001 and 2002, the Maricopa County Adult Probation Department was supervising approximately 1,500 sex offenders at any given time. The majority were convicted of crimes against children. The Department's nationally renowned Sex Offender Program is based on a comprehensive, collaborative approach that includes specialized psychological and physiological testing; specialized conditions of probation; close, specialized supervision by probation officer/surveillance officer teams; long-term cognitive-behavioral sex offender treatment; and victim and family treatment. Supervising probation staff work closely with the offender's counselor, and strive to educate and assist the offender's spouse, victim and other family members. The highest priority of the Sex Offender Program is to pro-

tect the victim and prevent any new victimizations. Public safety is paramount in all case management decisions.

During 2000, the Department had three standard field units that specialized in the supervision of sex offenders; a fourth unit was created in November 2001. There were four subspecialty caseloads in the Sex Offender Program -- two probation officers supervised juvenile sex offenders, one officer supervised mentally ill sex offenders and two officers supervised the lower-risk sex offenders who had graduated to maintenance level. The Intensive Probation Program also had four probation officers who provided specialized supervision of the sex offenders on intensive probation.

The MCAPD supervised approximately 90 juvenile sex offenders at any given time during 2002.

These youth were under 18 when their crimes were committed and the offenses were adjudicated in adult criminal court. Due to their status as minors, different resources and treatment programs are utilized with this population, and their living circumstances and developmental needs are generally quite different from adult offenders. Juvenile sex offenders often require very restrictive and expensive treatment services, but some of them have made tremendous progress in the residential treatment programs. The Adult Probation Department has worked extensively to develop coordination and linkages with Child Protective Services, the health and behavioral health systems, schools, treatment providers and others in order to effectively address the unique risks and needs presented by these juveniles.

Maricopa County Adult Probation Department

The Story of Levon Yazzie

Levon Yazzie had a difficult childhood. His parents were unable to care for him and died while he was young. He was sent to live with various relatives and at one point lived in a foster home. Relatives discouraged him from completing his basic education.

Levon was fifteen years old when he was convicted of a sexual offense and placed on probation. He was one of the first juvenile sex offenders placed in the adult system. Initially, Levon was placed in outpatient treatment and directed to attend GED classes. Before long, Levon disclosed that family members were bringing children around him. His home life quickly deteriorated and he had to be removed. Due to his age, legal status, and the nature of his offense, there were many obstacles in securing housing. For a period of time, it was a night here, a night there -- whatever arrange-

ments could be made for food and shelter. Eventually Child Protective Services placed Levon into a group home. He did poorly there and became involved in drugs. The probation team then placed Levon into residential treatment at Youth Development Institute.

Today, Levon is a graduate of both Youth Development Institute and the Maricopa Skills Center. He is a nineteen-year-old man with his own apartment. Levon is finishing his GED and taking additional vocational training. He attends outpatient treatment once a week. Levon has maintained a great attitude despite a lifetime of adversity, rejection, and disappointment. He has also discovered his own interests and personality, and he is no longer shy and reclusive. His progress, despite tremendous challenges, is recognized.

85 to 90% of the sex offenders we supervise received a sentence that included lifetime probation.

During 2001, the Sex Offender Program developed the Forensic Examination Team. The purpose of the Forensic Examination Team is to provide the Adult Probation Department the ability to investigate and examine high technology equipment and develop interagency collaboration in the interest of enhancing community safety. The officers on the team were trained to conduct computer searches and seizures using specialized equipment and skills in basic data recovery and analysis. This specialized forensic capability allows for the investigation of offenders' abuse of technology that may include child pornography, fraudulent schemes, and white-collar crimes. The Arizona Regional Computer Forensic Laboratory, managed through the Arizona Department of Public Safety provided the specialized training and acts as a resource for the investigation of suspect technology. The Forensic Examination Team has worked closely with a variety of law enforcement agencies, including Federal Probation, the Attorney General's Office, the Inspector General's Office, and local police jurisdictions.



Back Row: **Wes Zuber, Karl Kasowski, and Tiffany Grissom** Front Row: **Jeff Lauer and Bob Sitnek**

Maricopa County Adult Probation Department

The MCAPD, in partnership with Dr. John Hepburn, and with support from the National Institute of Justice, conducted a three-year study to examine sex offender risk factors. The research report was completed in fiscal year 2002. The study found that:

- 98% of the sex offenders were not arrested for a new sexual offense while under supervision
- 87% of the sex offenders were not arrested for a new criminal offense while under supervision
- 73% of the sex offenders did not abscond or were not revoked to prison

The MCAPD is committed to continuously aligning its practices with the most current research results from this study are being used to update the Sex Offender Program's supervision manual.

Outstanding Sexual Assault Professional

Erin Cacciatore, a probation officer supervising a specialized sex offender caseload, was recognized as "Outstanding Sexual Assault Professional" by the Arizona Office of the Attorney General for her work with sexual abuse victims in fiscal year 2002. A grateful mother wrote that Erin was very instrumental in the healing of a family. Erin provided information, practical assistance with Court matters, and emotional support to a mother who was experiencing "daily fear, terror and panic" following the sexual assault of her 13-year-old daughter. The juvenile sex offender who committed this crime was unsuccessfully discharged from a residential sex offender treatment program, was returned to court for probation violation, was reinstated on intensive probation, was returned to court for a second probation violation, and was eventually revoked to prison. Referring to this course of events, the mother wrote "there was no greater advocate for us at that time than Erin Cacciatore."

Seriously Mentally III

Mental illness is a significant factor in certain individuals' criminal justice system involvement and the unique risks and needs they present under probation supervision. The purpose of MCAPD's SMI Unit is to enhance community safety and encourage successful supervision by assisting Seriously Mentally III (SMI) offenders in their efforts towards probation compliance, self-advocacy, and successful independent living. Approximately 85 percent of the 400+ probationers supervised by the SMI Unit were dual-diagnosed with both a mental illness and a substance abuse disorder. The probation officers in the SMI Unit supervised reduced caseloads of approximately 40 probationers. They directed the probationers to appropriate treatment and support systems; assisted them in reducing and eliminating relapses and periods of crises; encouraged their participation in lawful, prosocial, meaningful pursuits; and closely monitored their compliance. The officers maintained regular contact with the community agencies that assist these probationers.

The Conditional Community Release Program (CCRP) was implemented in February 2001 to expedite release from jail and facilitate community re-entry for probationers with co-occurring psychiatric and substance abuse disorders. The program provides screening and assessment, individualized release planning, psychiatric services, housing, other community-based treatment and support services, and specialized supervision by a probation team. In the program's first year, 60 probationers were released into the program, saving 2,774 jail days.

Maricopa County Adult Probation Department



Pictured at the Morten Apartments from left to right are Jeneen Phoenix (specialty case manager, Value Options), Michael Edmead (resident), Randall Baker (resident), Michael Snyder (resident), Matthew Hill (resident), Leslie Wiloughby (probation officer), Eddie Gating (resident), Kirsten Holland (housing coordinator, Presbyterian Service Agency), Diana Lomeli (resident), and Alan Ketterlong (counselor, Presbyterian Service Agency).

Confronting the shortage of suitable housing options for this population, the MCAPD and Value Options (the Regional Behavioral Health Authority) entered into a successful new venture to provide housing specifically for SMI probationers. The Morten apartments opened in November 2001 providing six two-bedroom units. The MCAPD and Value Options work together to screen, place, assist and monitor the residents of these apartments. The probationers have done well there -- maintaining sobriety and attending counseling and vocational groups. Morten is an example of collaboration at its very best!

It Just Keeps Getting Better

Ms. S. came to the Conditional Community Release Program after failing her first two attempts on probation. She was highly addicted to methamphetamine and had co-occurring mental health issues. CCRP placed Ms. S. in intensive outpatient dual-diagnosis group counseling and coordinated with a local treatment agency to provide psychiatric evaluation and continued care. Ms. S. successfully completed treatment and her probation. She continued to attend and chair Twelve-Step meetings daily. Ms. S. graduated from the paralegal program at a local college and gained employment in this field, doing remarkably well. She is engaged to be married, and is excited and happy about what the future will bring. Ms. S's family is extremely proud of her and relieved that she has turned the corner, putting the past behind her.

L.C.'s Success Includes Helping Others

When L.C. entered the Conditional Community Release Program, she reported a long history of drug addiction and untreated mental health concerns. Initially, she was unwilling to admit that she needed help; but eventually, she began to gain insight into her condition and accepted the help she needed. From that point on, she progressed rapidly and within a few months signed up as a volunteer Peer Mentoring/WRAP (Wellness Recovery Action Plan) group facilitator. L.C. successfully completed training and began working for a local treatment program, helping others overcome the obstacles she had encountered for so long.

Maricopa County Adult Probation Department

Taking Steps and Finding Success

K.S. is a young woman diagnosed with Borderline Personality Disorder. She successfully completed a one-year program for individuals who suffer from this debilitating illness. K.S. previously had poor impulse control and became frustrated easily. Her attention span was poor. She progressed from living in a residential treatment program to living with a roommate. When that did not work out, she moved in with her parents. She applied for a housing program, but her application was denied due to her felony conviction. K.S. was able to advocate for herself and was successful in getting the decision overturned. She is currently awaiting her housing voucher to move into her own apartment. K.S. has completed all of her community service hours by working on sewing projects and learning to crochet -- activities that greatly improved her self-esteem. She has also taken self-improvement classes such as a reading course and a piano course through a community college.

EDUCATION AND TREATMENT

"Best practices" research in the field of community corrections has found that education and treatment programs reduce recidivism and augment successful completion of probation. We conducted an internal study to examine probationers' participation in education and treatment services in relation to their probation outcomes. The study yielded valuable information about our performance and supplied data for future planning.

Frank X. Gordon Learning Centers

- 61% of probationers participated in a treatment program while on probation
- 3 out of 4 probationers who participated in treatment successfully completed treatment
- 92% of the probationers who successfully completed a treatment program did not go to prison



Retired Arizona Supreme Court Justice Frank X. Gordon awards a GED diploma to a probationer.

In FY 2001, MCAPD assisted approximately 550 probationers, and another 490 members of the community, toward their educational/employment goals. More than 34% of the probationers who attended our Frank X. Gordon Learning Centers to increase their basic literacy skills made educational gains greater than two (2) years of public school instruction.

- 41% of probationers attempting to obtain their GED diplomas were successful
- 67% of probationers who participated in the JOBS Preparation classes obtained a job
- 52% of the probationers who successfully completed an education program did not go to prison

Maricopa County Adult Probation Department

The Frank X. Gordon Learning Centers reported higher success rates on each measure the following year. In FY 2002, MCAPD assisted approximately 600 probationers, and another 500 members of the community, toward their educational/employment goals. More than 50% of the probationers who attended our Frank X. Gordon Learning Centers to increase their basic literacy skills made educational gains greater than two (2) years of public school instruction.

- 82% of probationers attempting to obtain their GED diplomas were successful
- 80% of probationers who participated in the JOBS Preparation classes obtained a job
- 88% of the probationers who successfully completed an education program did not go to prison

Case Management Planning

Correctional research has identified key elements of effective correctional treatment that lead to reductions in recidivism. Some of these elements clearly indicate the importance of adequate assessment.

The level of treatment provided, or the treatment intensity, should be matched to the offender's risk level. The most intense treatment services should be delivered to the highest risk offenders.

Treatment should target factors that are known to contribute to criminal behavior and that can be changed through treatment or intervention, such as substance abuse and anti-social attitudes.

The MCAPD assesses a probationer's risks and needs using the Offender Screening Tool (OST). This assessment determines the individual's risk to re-offend and points to areas in which the individual may need services. MCAPD staff have administered the OST during the presentence investigation or at the beginning of field supervision.

The risk score from the OST sets the level of probation supervision that will be provided. Individuals with a high risk score have more frequent contact with their probation officer than individuals with a low risk score. A case management plan is developed that addresses the individual's identified need areas. For example, a probationer with a high score in the alcohol and/or drug abuse categories is referred to substance abuse treatment services and directed to participate in treatment programming.

In 2001, a short version of the OST, called the Mini Offender Screening Tool or MOST, was developed. Items selected for the MOST include those items from the OST that are both statistically and practically relevant. The MOST was developed for use in the Early Disposition Court and other areas where rapid case processing prohibits use of the full OST.



Dr. David Simourd, a forensic consultant, helped develop the OST and the MOST.

Maricopa County Adult Probation Department

Drug Court

The court's strategic agenda includes the following initiative:

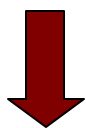
Develop innovative, effective methods to assist substance abusing offenders, including the continued expansion of drug courts, to prevent additional contact with the justice system and ensure community safety.

Maricopa County's Drug Court is a nonadversarial partnership between the Court, probation officers, counselors and attorneys with a focus on substance abuse treatment issues. Completion of the Drug Court program takes approximately one year. During that time, offenders participate in substance abuse treatment and other rehabilitative services, and comply with drug testing and other requirements, such as community service work. Participants appear in Drug Court approximately once per month for progress reviews. In FY 2001, the average monthly caseload of the Drug Court was 432 participants. In FY 2002, it increased to a monthly average of 459 participants.

The Adult Probation Department administers the (post-adjudication) Drug Court program in Maricopa County and provides probation supervision, substance abuse treatment services and case management for the program participants. Average staffing during 2001 and 2002 included nine probation officers, eight counselors, one and a half supervisors and three support staff.

Maricopa County's Drug Court, which opened in 1992, encountered significant challenge and change as it approached its 10th anniversary. Traditional drug courts use jail time as a sanction for noncompliant behavior. The passage of Proposition 200 brought a new law contrary to this practice -- jail time was prohibited for first-time drug possession cases. The Drug Court team quickly developed new approaches so that drug court would remain a viable option for substance abusers being sentenced under the new law. On behalf of the court, the Adult Probation Department applied for and received a grant from the U.S. Department of Justice to help develop a separate drug court track and to study its success.

The Drug Court has remained an effective program through this period of change, ensuring that drug offenders receive substance abuse treatment and are held accountable through drug testing and monitoring of their progress.



During 2001 and 2002, there was a 12 percent reduction in the number of drug tests that were positive for drug use.



In FY 2002, the successful completion rate increased 13% over the previous year.

Program fees collected from probationers in Drug Court

FY 2001	\$195,246
FY 2002	\$222,979

**244 probationers successfully completed Drug Court
during FY 2001 and FY 2002.**

Maricopa County Adult Probation Department



Tom successfully graduated from Drug Court in May 2001. Since entering the Drug Court program not only has Tom maintained his own sobriety for over 2 years but he has also been a catalyst in other people's recovery. Tom manages a halfway house in central Phoenix that has housed many probationers during the past few years. Tom facilitates a support group for probationers that is an alternative to 12-Step. He has spoken at the legislature in support of drug reform and has shared his story of recovery at community events such as Recovery Month and Drug Court Month. Before entering Drug Court, Tom had used drugs for 20 years and was arrested more than 10 times. Tom is truly a Drug Court success story who in turn helps others in the program and in the community to succeed in their recovery.

STAFF SAFETY

The Court's strategic agenda includes the following Initiative:

Develop and implement a comprehensive officer safety program in order to ensure the safety of officers and staff, thereby enhancing the effectiveness of probation in protecting the community

Staff safety was a major issue that required heightened efforts towards development of comprehensive safety policies, procedures and training. During FY 2002, Arizona Supreme Court Chief Justice Jones, issued Administrative Orders addressing the *Use of Force, Safety Training, and Firearms Standards*.

In response, the department began efforts to comply with the Administrative Orders. Forty-three MCAPD staff received 40 hours of prerequisite training in order to become Defensive Tactics or Firearms Instructors. The agency also began working collaboratively with the Maricopa County Juvenile Court Center and the Administrative Office of the Courts on several safety projects including the development of policies and procedures that align with the Administrative Orders and address the issues regarding arming officers.

The department's *Safety Committee* worked to enhance staff safety through numerous projects including establishing building safety procedures, training for search and seizures, and development of a field safety alert system. In addition, 457 officers were custom fitted for bulletproof vests by the end of fiscal year 2002.



Safety Committee members (from left) Robert Villaseñor, Chris Currie, co-chair Richard Breed and co-chair Saul Schoon stand in front of lockers designated for temporary storage of property seized during probation searches. Similar lockers installed at each area office provide for overnight storage of seized items pending property transfer to MCSO Property and Evidence. Breed and Villaseñor hold examples of recently acquired safety equipment including body armor, expandable baton and handcuffs.

Maricopa County Adult Probation Department

✓ Agenda 2: Providing Access to Swift, Fair Justice

This strategic goal focuses on the following areas of importance: addressing bias in the judicial system; ensuring the rights of victims are enforced; providing meaningful assistance to self-represented litigants; and, creating user-friendly courts that effectively utilize technology and efficiently process and manage cases to resolve disputes in a fair and timely manner.

PRESENTENCE INVESTIGATION



Sharon Osboe reviews an OST questionnaire during the presentence process.

Major services of the MCAPD include conducting investigations and providing information to the Court. During FY 2001 and FY 2002, MCAPD completed 38,235 Presentence reports. The primary customer of these services is the Court. Two major objectives for FY 2002 were to improve the on-time rate for submitting court reports and to reduce the number of sentencing continuances requested by the MCAPD. For FY 2002, MCAPD exceeded expectations:

- 98.7% on-time completion rate for Presentence reports (73% fewer late reports -- 252 late reports in FY 2002 compared to 944 in FY 2001)
- 98.5% of Presentence reports were submitted without a continuance

From FY 2001 through FY 2002, MCAPD completed 28,235 Presentence Reports.

Maricopa County Adult Probation Department

CRIMINAL CASE PROCESSING

The Court's strategic goal includes the following Initiative:

Continue the re-engineering of criminal case processing to ensure expeditious resolution fairly and timely.

The MCAPD has made a substantial contribution to the re-engineered court processes that promote efficient disposition of criminal cases.

Early Disposition Court (EDC)

In June of 2000, the Early Disposition Court (EDC) program was a "Justice 2002 Award Winner," recognized by the Supreme Court of Arizona for "Providing Swift, Fair Justice". After just a few years, the EDC has grown and proven to be a viable and efficient system of handling low level drug offenders. This has been especially important with the emergence of Proposition 200 legislation mandating probation for first and second time drug offenders. Most offenders who came through the EDC in FY2001 and FY2002 were sentenced in an average of 18 days as opposed to 100 days for other types of cases. Defendants in the EDC typically go from arraignment to plea to sentencing all in the same day. It is not uncommon for an offender to commit his first drug offense on a Monday and be sentenced in the EDC by the end of the week or early the next week. Two probation officers wrote approximately 96 reports a month. An average of 1,150 reports were written per fiscal year and approximately 18,000 jail days were saved. Incarcerated defendants in EDC served an average of 40 fewer jail days than non-EDC sentenced defendants. This translates to a savings of approximately \$750,000 per year as a result of jail days saved.

EDC provides sentencing options besides placement on probation. Drug Diversion gives defendants an opportunity to avoid criminal prosecution, and some offenders plea to misdemeanors and are placed on unsupervised probation. The remaining felony pleas are set for an EDC report and most are placed into the Drug Court Program. The expedited case processing of the EDC provides benefits beyond cost savings. Defendants are more likely to succeed in treatment if intervention is provided quickly and defendants are placed into treatment within a shorter period of time following arrest. Clearly EDC has been a tremendous success in reducing backlog in the court, saving resources for the MCAPD, and allowing 1st and 2nd strike drug offenders to be processed quickly through the justice system and to enter treatment sooner.

Regional Court Center (RCC)

The Regional Court Center (RCC) was modeled under the same concept as the Early Disposition Court (EDC). It is a system of bringing multiple agencies together to provide swift, fair justice. There is shared responsibility for felony processing at regional sites in the Superior Court instead of Justice Courts throughout Maricopa County. RCC began at the downtown East Court Building in August of 2001. The Southeast Court facility began RCC operation in November of 2001. The Glendale RCC began operation in February, 2002. Adult Probation processes reports in the RCC in 7 to 10 days. Low level offenders are identified in the RCC by the Commissioner and set for a 7 to 10 day "expedited" report. Probation staff are housed in the RCC locations and interview defendants immediately after pleas are taken, regardless of whether they are in-custody or out-of-custody. Unlike the traditional presentence process, officers are no longer required to drive out to the jails to interview defendants for presentence reports. Defendants are made available to probation staff immediately. Over 400 reports were written monthly in the RCC's with a staff of 7 officers, one officer floater and two screeners.

Maricopa County Adult Probation Department

The RCC's are getting busier and there are no signs of slowing. As with the EDC system, there are many benefits to the swift, fair justice provided in these expedited courts. As stated, defendants are sentenced within 7 to 10 days of plea instead of the traditional 28 to 30 days. For in-custody defendants, this translates to huge cost savings in jail days. In FY2002, 10,336 jail days were saved translating to an approximate cost savings to the jail of \$433,000. The RCC's also eliminate the 10-day delay for cases to transfer from Justice Court to Superior Court. The new Direct Complaint process eliminates the paperwork duplication between the Justice Courts and Superior Court by allowing the County Attorney to file complaints directly with Superior Court. Again, this swift process allows the Probation Department to intervene quickly, shortening the time between the date of the offense and the defendant's entry into treatment, cognitive restructuring, job search, and other services.

Swift, fair justice is provided to criminal defendants in the EDC and RCC. Criminal defendants are being placed into treatment programs quickly, with a higher degree of success and lower recidivism. Taxpayers benefit from the millions of dollars saved through reduced usage of the jail. The success of these programs and the cooperation among the numerous agencies to make them work, truly speaks volumes as to the importance of looking for better, more efficient ways to dispense justice to benefit all.

VICTIM RIGHTS

Courts must ensure that victims are treated with respect and are provided with the opportunity to exercise the rights granted to them. One of the Initiatives included in the Court's strategic goal is:

Ensure that the rights afforded victims of crime are enforced and that victims are informed and treated with dignity and respect.

The MCAPD recognizes victims of crime as an important group of customers receiving services from the Department. MCAPD's Victim Services Unit conducts an annual survey of opted-in victims. Our objective for FY 2002 was to improve opted-in victim satisfaction by 5%, which we were able to achieve. Additionally, MCAPD received local and national recognition for our services to victims.

- Victim and Community Help Line Coordinator *Maria Amaya* was honored nationally in 2001 by the American Probation and Parole Association for "exemplary services to victims of crime"
- MCAPD received a National Association of Counties Award for the Victim and Community Help Line
- Probation officer *Erin Cacciatore* was recognized by the Office of the Attorney General in 2002 as "Outstanding Sexual Assault Professional" for her work with victims
- \$13.8 million for victim restitution was collected by MCAPD staff in FY 2002



Gwen Ruiz, Veronica Lopez and Maria Amaya are members of the Victim Services Unit.

Maricopa County Adult Probation Department

✓ Agenda 3: Connecting with the Community

This strategic goal focuses on communication with the public and the other branches of government, as well as fostering public understanding of the role of the judiciary and how it functions through educational initiatives. Maricopa County Adult Probation is playing its part in meeting this strategic goal with various initiatives and programs:

Community Service Program

One of the most important ways MCAPD connects with the community is through the Community Service Program. There are over 10,000 probationers supervised by MCAPD that have been ordered to complete community service work as part of their terms of probation. To assist these probationers in meeting this obligation, the agency has created partnerships with over 1,200 non-profit community agencies that need laborers. MCAPD staff match probationers to the needs and circumstances of the community agencies and probationers are then ordered to complete their hours at the assigned agency. The community service program helps non-profit organizations stretch limited financial resources by providing skilled and semi-skilled workers at no cost. Taxpayers receive a break by providing government agencies with manpower to complete labor intensive projects. The community benefits through the coordination and completion of neighborhood clean up and remodeling projects, beautification programs, and the ongoing removal of graffiti.



Community service workers spruce up a neighborhood office.
May 2002



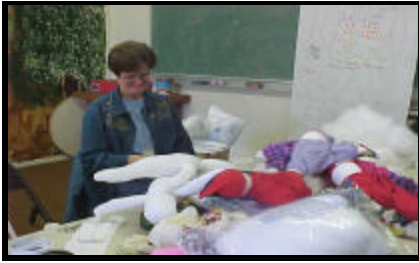
One of the 4 full dumpsters of trash collected by probationers and probation staff during a Community Service project to clean up a South Mountain neighborhood. April 2002.



The Wesley Community Center

From FY 2001 through FY 2002 nearly 1.8 million community service hours were worked by probationers supervised by MCAPD.

Maricopa County Adult Probation Department



APD's Judi Fuller has developed several sewing projects for clients. As a result, they are able to contribute to the community while completing community service hours.

There are many ways for probationers to give back to the community. MCAPD's Judi Fuller developed an innovative sewing project for probationers completing community service. Several organizations stepped forward with requests. The American Cancer Society received caps, bags and pillows. Receiving blankets were provided to the John C. Lincoln Hospital Birth Unit. The children at the New North Town After School Program received clown dolls for Christmas.



The children were pleased with their new clown dolls!

COMMUNITY PARTNERSHIPS

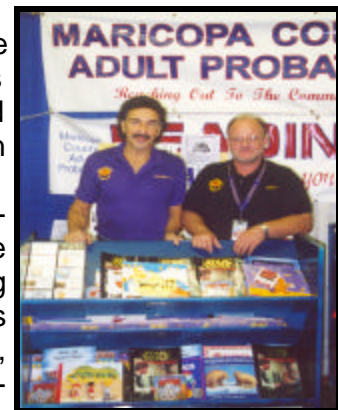
Probation officers regularly promote and support various public safety efforts in cooperation with neighborhood organizations, law enforcement and community members. MCAPD and its Marketing Committee also participate in large public events where educational brochures are distributed.

Special Events

The State Fair is a great place to promote literacy and distribute information about Adult Probation. As they had in previous years, the Marketing Committee and numerous volunteers manned a booth at the fair in the fall of 2001. Over 18,000 books were given away to adults and children to promote literacy. Thousands of brochures were also distributed, informing the public about victim's rights, domestic violence, literacy lab hours and locations, and the Adult Probation Department's mission, vision, programs, and employment opportunities.



The Probation Free Book booth at the State Fair.



MCAPD's Manny Athans and John Helmrich at the Probation booth at the State Fair. October 2001.

Maricopa County Adult Probation Department

MCAPD assists neighborhood groups and local police in a variety of special projects and events, such as the annual Getting Arizona Involved in Neighborhoods (GAIN) events.

The MCAPD participated in at least three large GAIN celebrations in October 2001. Probationers and officers alike helped unload trucks, set up tables and awnings, cook and serve, as well as clean up and tear down. In the South Mountain Village area, probation staff gave away over 1,500 children's books and distributed victim handbooks, domestic violence pamphlets, Night Hoops flyers, and information about MCAPD's literacy program.



MCAPD's Stacey Montonaro and Lynzie Euchner work the Probation booth at the Hermosa Park GAIN event.



MCAPD's Yvonne West and Lara Laubie work the Probation booth at the South Mountain Park GAIN event.



The Hernandez family visit the Probation booth at the Hermosa Park GAIN event.

Maricopa County Adult Probation Department

Customer Satisfaction

The MCAPD seeks to improve the satisfaction of our community partners, criminal justice partners, and victims.

The MCAPD sent out more than 1,100 surveys to our community and criminal justice partners in FY 2002. The results were very positive and we were able to obtain valuable information for enhancing customer satisfaction.

- 94% of our partners thought we helped make the community safer
- 93% of our partners were satisfied or very satisfied with the services we provide
- 87% of our partners stated we responded in a timely manner

From time to time, community partners honor MCAPD staff with formal recognition for their efforts in the community.

The City of Phoenix Police Department gave individual certificates of appreciation to probation staff at a special ceremony in March 2001. The certificates were presented in appreciation of their service to the community and in recognition of their successful partnership with police in the Central Precinct.



Front row: APO Fred Wilhalme, APO Lolita Rathburn, Lieutenant Settembre, Officer Jim Jarvis, Jackie Byrd, and APO Pedro Corrales

Back row: APO Brandi Strieter, Officer Don Cedardahl, Officer Dave Elting, Officer Ty Cathers, Officer Mike Rogers, and APO Supervisor Donna Vittori

Probation staff were instrumental in the clean up of a probationer's residence which had become a magnet for unsavory characters and questionable activities while the probationer was serving a jail sentence. MCAPD staff worked in collaboration with Phoenix Police, Phoenix Neighborhood Services, Councilman Gordon's office and neighborhood members to clean up the residence before and after the probationer's release from jail. City of Phoenix Councilman Phil Gordon recognized their efforts with a certificate naming them a "Friend of Phoenix."



Sally Maurizi, Ryan Czekalski, Councilman Phil Gordon, Robert Villasenor and Elijah Wong. August 2001

Maricopa County Adult Probation Department

✓ Agenda 4: Being Accountable

This strategic goal focuses on the obligation of the judiciary to ensure staff at all levels are competent, professional, and customer service oriented, to keep all branches of government and the public informed of court operations, programs and initiatives, and the development of a clear, strategic agenda for the judiciary of Arizona which fosters public trust and confidence.

MANAGING FOR RESULTS

During FY 2001, the MCAPD developed its strategic plan that is based on the “Managing for Results” (MFR) principles. Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments accountable for results. All Maricopa County departments developed a Managing for Results plan that was implemented July 1, 2001.



Chief Broderick discusses the importance of the strategic planning process.

Managing for Results Principles

- *Accountable to tax payers and customers*
- *Result/Outcome driven*
- *Reliable and accurate information*
- *Fiscally responsible*

Staff representing a cross section of the entire department, joined the Executive Team to help in the development of the MFR plan. The plan was given its first department-wide presentation at the July 2001 Managers' Forum. Addressing the group were Presiding Judge Colin Campbell, Maricopa County Administrator David Smith and Chief Barbara Broderick.

The MFR plan contains five major goals along with corresponding objectives and outcome measures. The goals are:

1. **Crime Reduction:** enhance public safety by reducing the number of probationers committed to the Department of Corrections and reducing the number of probationers convicted of a new felony offense
2. **Staff Compensation and Retention:** reduce employee resignations because of pay
3. **Process Improvement:** enhance the efficiency and effectiveness of probation services
4. **Customer Satisfaction:** provide excellence in customer service
5. **Department Infrastructure:** have the equipment, facilities, support services and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff safety

Maricopa County Adult Probation Department

RECRUITMENT AND RETENTION

The Court's strategic goal includes the following Initiative:

Recruit and retain a professional, well-trained, customer service oriented workforce to better serve the needs of the public

MCAPD developed an exciting new internship program to recruit Spanish speaking employees and took important steps to improve staff retention.

Spanish Speaking Internship Program

The Department recognized that there was an increasing demand for Spanish Speaking officers and support staff. The Spanish Speaking Internship Program was prepared and presented to County Supervisor Mary Rose Wilcox in February 2002. This program allows the Department to recruit and hire Spanish Speaking College students who have selected Justice Studies, Social Work, Political Science or an equivalent curriculum as their degree major. A recruitment network was established with all Community Colleges in Maricopa County to assist our agency in identifying good candidates for this two-semester internship program.

The purpose of the program is to encourage first year college students to work with a Mentor and learn more about a career in probation. This paid, hands-on work experience enhances our ability to recruit and hire a better-trained and experienced Spanish speaking probation officer candidate.

Supervisor Wilcox felt if we "grow our own" probation officers, we could be more effective in the retention of our Spanish speaking officers in Maricopa County. Adult Probation is extremely grateful for Supervisor Wilcox' support and encouragement for this program.



Maricopa County Adult Probation Department

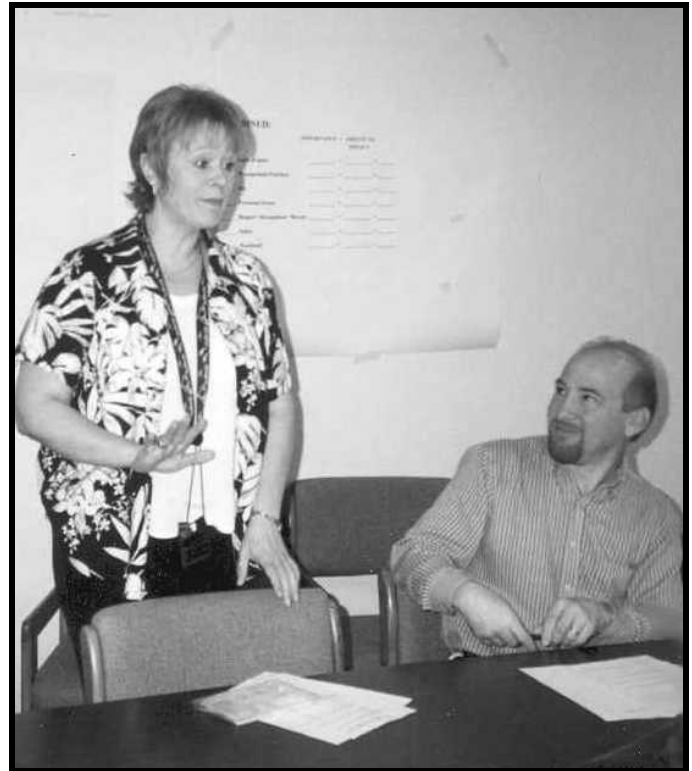
Employee Satisfaction

An objective that the MCAPD achieved in FY 2002 was an 85% staff participation rate in the County's Employee Satisfaction Survey. In order to review the results of the survey and obtain additional feedback from staff, the department held a series of 10 *Employee Satisfaction Survey Forums* at regional and area offices. Staff clearly identified "pay" as their number one concern.

As one means to address the issue of pay, MCAPD participated in a *market study* that revealed new probation officer salaries were 19% below fair market value. Additionally, analysis of staff exit interviews showed that MCAPD turnover due to pay was nearly twice that of the county average. The market study provided essential information for the Department to advocate for fair market value and other benefits that will aid in recruitment and retention of staff.



APO Supervisor Tricia Doktor reports the suggestions from her group at an Employee Satisfaction Survey Forum in May 2002 .



Pam Morrow and John Wertsching discuss the issues.

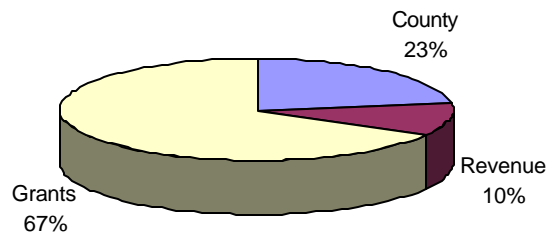
Maricopa County Adult Probation Department

FINANCIAL INFORMATION

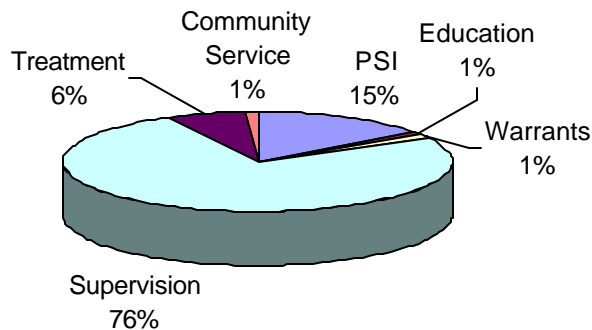
FY 2001 REVENUES AND EXPENDITURES

The MCAPD received funding in the total amount of \$50,997,122 for fiscal year 2001. Funds were received in three categories: County funding, Revenues, and Grants. Total expenditures in fiscal year 2001 were \$50,997,122. Probation officers received an average pay increase of 6.9 percent and surveillance officers received an average pay increase of 8.6% in 2001.

Funding Sources



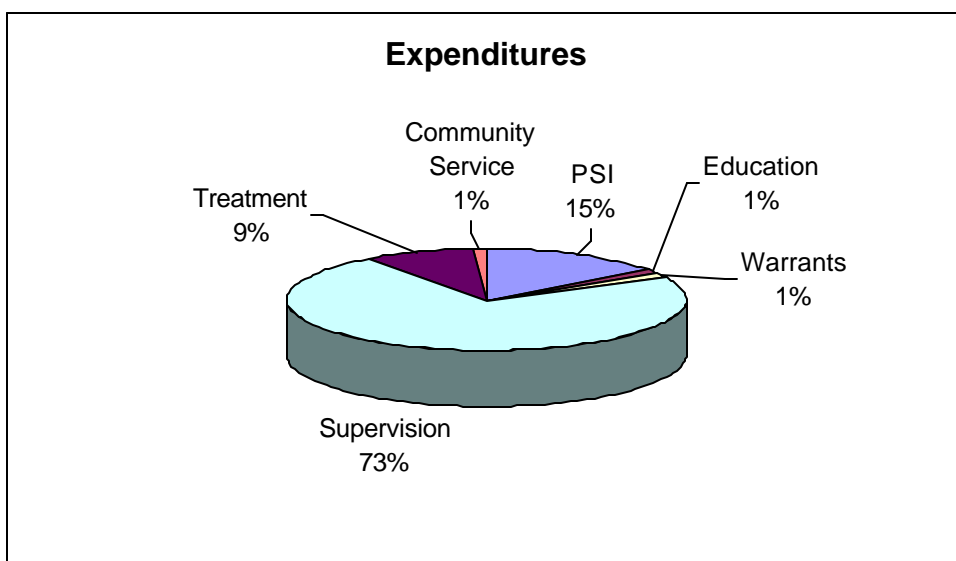
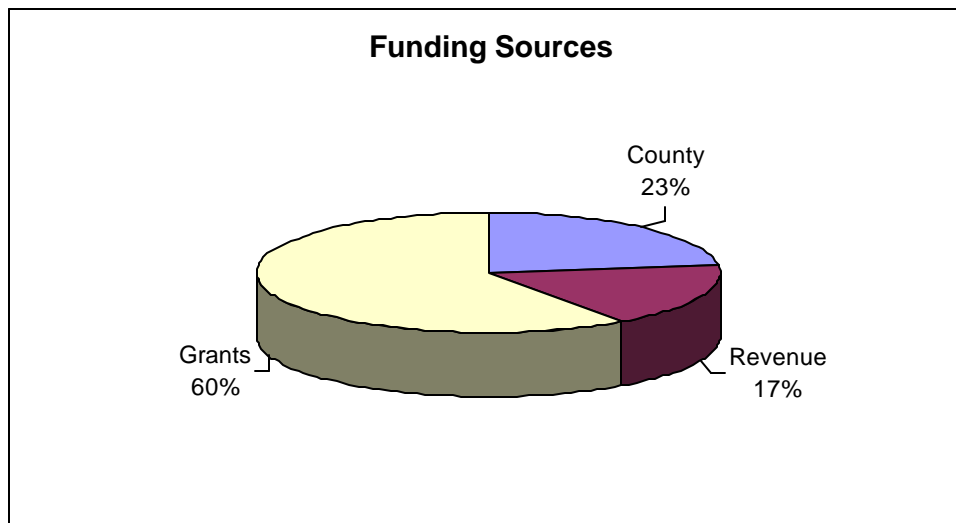
Expenditures



Maricopa County Adult Probation Department

FY 2002 REVENUES AND EXPENDITURES

The MCAPD received funding in the total amount of \$52,650,917 in fiscal year 2002. Probation officers and surveillance officers received an average pay increase of 4.5 percent during the year. Total expenditures for the Department totaled \$52,650,917.



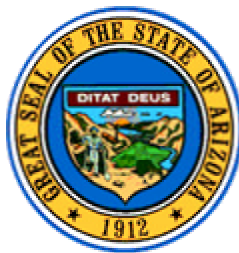
Maricopa County Adult Probation Department

Mission

***To Enhance the Safety and Well
Being of Our Neighborhoods.***

We accomplish this through:

- ◆ Working in partnerships 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 services;
- ◆ 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; and
- ◆ Providing training to enhance our professional skill and build leadership.



Maricopa County Adult Probation Department

Information: (602) 506-7249

Internet Address: www.superiorcourt.maricopa.gov
(On Site Index, click on Adult Probation)