



LIVE.
LEARN.
GROW.

MARICOPA COUNTY ADULT PROBATION

A FORCE FOR POSITIVE CHANGE.

FY2013
ANNUAL REPORT

LETTER TO JUDGE DAVIS

Dear Judge Davis:

In FY 2013 the Maricopa County Adult Probation Department engaged in many new and continuing activities as a positive and vital force contributing to the safety and well-being of our neighborhoods. Of no surprise, the Department's performance results leveled off in FY 2013, following five years of progressive improvement in our crime reduction outcomes. I am pleased with this record of performance; the Department has again surpassed its public safety goals and achieved positive results for community safety.



At every level, this vibrant organization learns, implements, and grows. Important advances during the fiscal year were realized in process improvements, technology utilization, and professional development. With support from the Superior Court and a strong collaborative effort, the electronic filing of petitions to revoke probation and warrants was successfully piloted, paving the way for full implementation of this process as well as further e-filing with the Court. The significance of e-filing in terms of workload efficiency, cost savings, and increased public safety simply cannot be overstated.

Staff provided valuable feedback and input at Empathy and Understanding forums. The issues they identified were prioritized by managers and selected topics were developed into workgroup projects. As a result, we were able to accomplish a number of quick process improvements as well as to establish some longer-term projects important to staff. Most of our managers are now graduates of the Supervisor Leadership Academy, which we have incorporated into the training plan for all supervisors.

We are engaging our clients. Staff developed and refined effective communication skills through participation in our internally developed Carey Guide trainings, and a group of our intensive probation officers participated in an Administrative Office of the Courts sponsored training, *Effective Practices in Correctional Settings (EPICS-II)*.

Adult Probation provided training for staff from our department, the jail, and community organizations to become *Thinking for a Change* facilitators; we are collaborating with partner agencies to increase cross-agency capacity for this cognitive behavioral program that has proven effective with correctional populations. In collaboration with sex offender treatment providers, the Department implemented a dynamic sex offender risk assessment; this project is part of a five-year federally-funded replication study involving risk prediction.

This letter provides just a few highlights of our activities and achievements. In the annual report, there is a whole host of information. We learn, live, and grow. We are willing to take risks as an organization to make our community safer.

Sincerely,

Barbara A. Broderick

Barbara A. Broderick
Chief Probation Officer

VISION STATEMENT

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

MISSION STATEMENT

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;
- Building trust and empathy with victims and providing them with restorative services.
- Recognizing and rewarding staff performance and achievement;
- Creating a learning organization that enhances professional and leadership skills.

VALUE STATEMENT

We **BELIEVE IN:**

- Promoting and maintaining a safe and healthy community.
- Fostering productive relationships with our community partners.
- Our staff as the greatest resource in accomplishing our mission.
- Carrying out our duties in an ethical and empathetic way.
- Treating people with dignity and respect.
- The ability of clients to change and that the professional relationship between staff and client provides assistance, expects accountability, and can have a profound impact on successful outcomes.
- Using proven and promising methods and technologies to assess and assist clients in changing their behavior.
- Using strategies from established, as well as emerging research, to make strategic decisions.

GOALS

- Goal A** – Crime Reduction
- Goal B** – Compensation and Retention
- Goal C** – Process Improvement
- Goal D** – Customer Satisfaction
- Goal E** – Sound and Solid Infrastructure

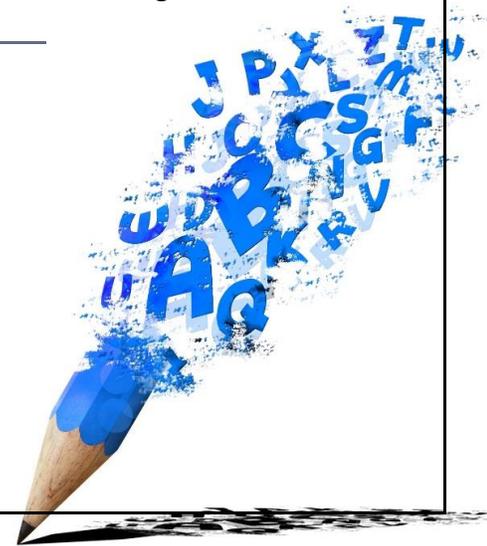


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GENERAL INFORMATION MARICOPA COUNTY AT A GLANCE FY2013



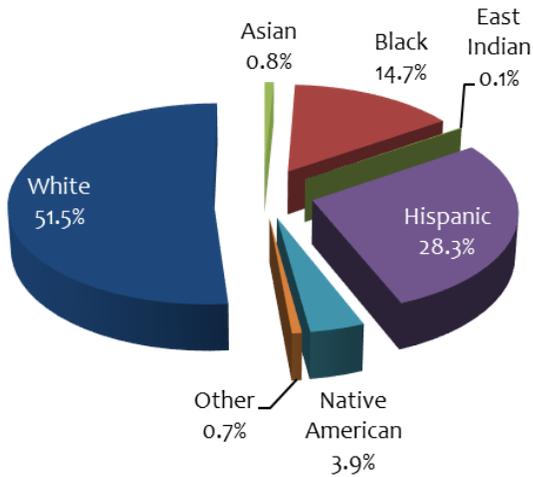
Arizona has a population of over **6,553,255** people (2012) • Maricopa County has a population of over **3,942,169** people (2012) • It is the **fourth most populous county** in the nation and is home to more people than 23 states and the District of Columbia (2010 census) • Maricopa County has a land area of **9,200** 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-five** cities and towns are located within Maricopa County's outer boundaries.

MARICOPA COUNTY ADULT PROBATION

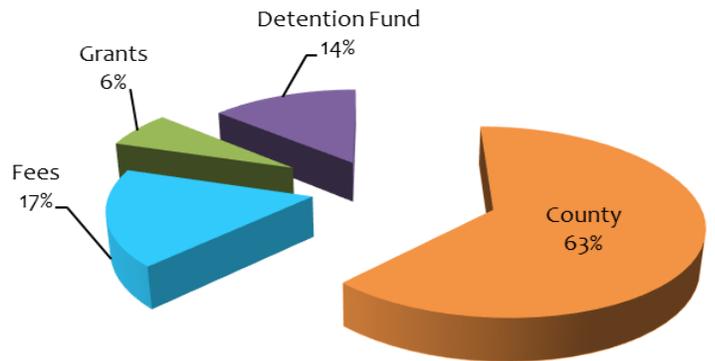
- Established in **1972**
- **\$ 81,111,430** annual budget
- **1,050** employees
- **19** regional and area offices
- Average of **2,274** defendants under pretrial supervision per month
- **3,018** arrests by Fugitive Apprehension Unit in FY2013
- **20,186** Standard probationers
- **709** Intensive probationers
- Average monthly probation population of **51,764**

GENERAL INFORMATION FY2013

Maricopa County Adult Probation
Race/Ethnicity

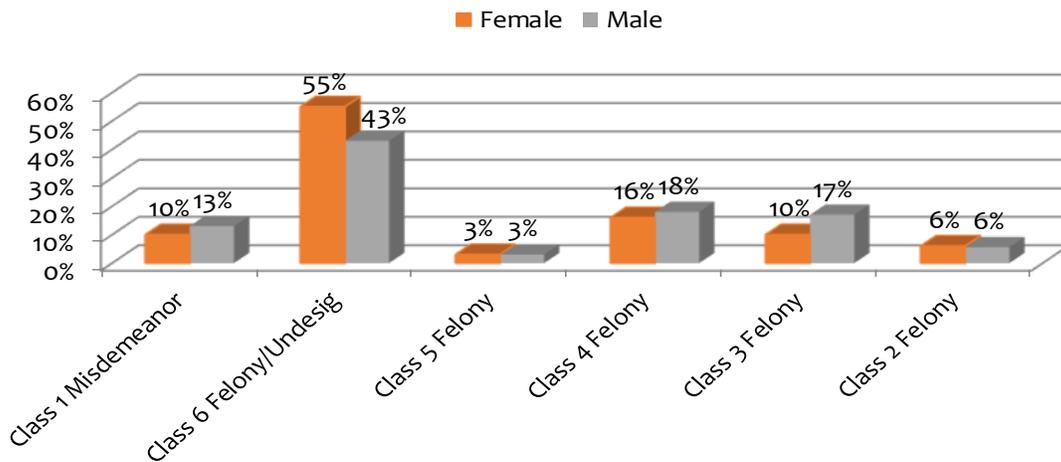


Maricopa County Adult Probation
FY2013 Annual Budget - \$81,111,430



MARICOPA COUNTY ADULT PROBATION – POPULATION BY GENDER AND OFFENSE CATEGORY

Population by Gender and Offense Category



Offenses by Category

Category	Total	Percentage
Class 1 Misdemeanor	2,946	12%
Class 6 Felony/Undesignated	11,346	46%
Class 5 Felony	732	3%
Class 4 Felony	4,334	18%
Class 3 Felony	3,760	15%
Class 2 Felony	1,559	6%

Average Monthly Active Probation Population **28,906** •
Average Monthly Probation Population **51,764** • On Probation for Felony Offenses **88%**

ELECTRONIC FILING (E-FILING)

Under the Leadership of Judge Davis, the Superior Court approved the technology project to electronically file petitions to revoke probation and warrants through its comprehensive court case management system (iCISng). E-filing had been the Maricopa County Adult Probation Department's (MCAPD) top technology strategic goal for many years.

The scope of the project was to automate the data entry and distribution of petitions and warrants across seven (7) agencies and departments. Included in this effort were the State Administrative Office of the Courts, MCAPD, Superior Court in Maricopa County, Clerk of the Court for Maricopa County, Maricopa County Sheriff's Office, and Integrated Criminal Justice Information Systems. Superior Court Technology Services led the effort.

The goal of the project was to create a paperless system to deliver documentation from the probation officer to the judicial officer informing of violation behaviors and to improve the time frame for posting arrest warrants. Public safety and officer safety were the most compelling reasons to expedite these processes. The manual process took an average of ten (10) to fourteen (14) business days for court processing.

This project replaced manual worksheets, word processing, and the need to pass paperwork through supervisory approval. Delivery of quadruplicated Petition to Revoke Probation (PTR) forms from MCAPD area offices across the county to the Superior Court was replaced with immediate electronic delivery to the judicial officer. Manual signatures were replaced with electronic signatures. One click approvals delivered the petitions and warrants from the judicial officer directly to the Clerk of Court, whose filing notified the Sheriff's Office that the warrant was ready to be entered into the state and national warrants databases.

The Adult Probation Department was responsible for the business analysis for this project. MCAPD assembled a team of approximately thirty staff from across the department to build the workflows, data dictionaries, and quality assurance measures for tracking progress and assuring delivery of quality documents.

The pilot began in January of 2013, five (5) months after programming started. By June 2013, 30% of the department was using the new web-based forms to create, approve, and send petitions and warrants to the court. Electronic delivery reduced court processing time to five (5) days. In one urgent instance, a case was clocked at two (2) hours from probation officer to court sign-off.

Many programming adjustments were made during the pilot period, through August 2013, to improve the user interfaces and data integration with justice partners. The MCAPD is now training the rest of the Department with a project completion date in early October 2013. At that time, the Department will electronically file PTRs and warrants with the Superior Court on an average 695 probationers per month with the Superior Court. This first step into the paperless business world has established a powerful information gateway. In the future, this gateway will transport all court documents filed with the Superior Court by MCAPD.

Some of the efficiencies that have resulted from this paperless system include:

- Elimination of paper for petitions to revoke, which average 825 filings per month in quadruplicate
- Reduction of filing time through electronic distribution
- Improved data quality
- Systemic data integration with criminal justice partners
- Elimination of “walk-through” warrants, which involve officer time and travel
- Reduced officer travel claims and air pollution
- Reduction of paper, ink, printers, and toner for copies, document logs, etc.
- Faster processing of warrants by MCAPD Fugitive Apprehension Unit
- Faster apprehension of probationers in violation of their conditions
- First step in creating all court forms from databases to eliminate templates and macros

MANAGING FOR RESULTS

In Maricopa County, achieving positive results has been the mandate of county government for the past eleven (11) 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 to yield the following benefits: generate information that is meaningful to internal and external stakeholders, return results that are actionable by agency personnel, and provide the public a window into County operations and performance.

To accomplish its mission, the Maricopa County Adult Probation Department has established five (5) MfR strategic goals:

GOAL A. CRIME REDUCTION

The Department’s goal is to enhance public safety by:

- Maintaining the rate of successful completions from probation at 60% or higher.
- Reducing the number of probationers committed to the Department of Corrections to 33% or lower.
- Reducing the number of probationers convicted of a new felony offense to 8% or lower.

Performance Measures	FY 2008	FY 2013	Difference in Number of Individuals
Successful Completion of Probation	70%	80.01%	289
Revoked to Department of Corrections	28%	18.18%	-1,864
New Felony Sentencing	8.0%	5.97%	-643

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 and, more importantly, in *changed lives*.

GOAL B. RETENTION AND COMPENSATION

The Department's goal is to recruit, hire, and retain a quality and diverse workforce and to improve employee satisfaction.

Officers had an average of 10.9 years with the Department, exceeding the goal of 8.9 years. Every year employees are encouraged to participate in the "Conversation with the Chief" sessions. A total of 17 sessions took place in FY2013 at area offices, with over 300 employees attending one of the sessions. In addition, through the Empathy and Understanding efforts, valuable feedback is gathered and used in making decisions within the organization.

GOAL C. PROCESS IMPROVEMENT

The Department's goal is for MCAPD stakeholders to benefit from improved case processing. Results include:

- 100% of Pretrial Initial Appearance packets were submitted to the Court within 24 hours.
- The on-time rate for submitting presentence reports to the court without a continuance improved slightly from 97.9% to 98.7%, just surpassing our goal of 98%.
- The percentage of ordered restitution that was collected increased from 65.4% to 87%. (Goal: 65%)

GOAL D. CUSTOMER SATISFACTION

The Department's goal is to improve services to neighborhoods, courts, offenders, and victims. Three surveys were conducted this fiscal year to obtain feedback regarding the Department's performance: Victim Survey, Probationer Survey, and Criminal Justice Partner (law enforcement) Survey. (Detailed results on pages 9-12) Results include:

- Increased victim satisfaction from 53% to 60%.
- Increased offender satisfaction from 86% to 89%.

GOAL E. SOLID AND SOUND INFRASTRUCTURE

In support of Goals A, B, C, and D, the Department's Infrastructure goal is to have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety.

Employee satisfaction survey results provide benchmarks for this goal. Employees' overall satisfaction with MCAPD equipment, facilities, and support services received a score of 6.08. (Goal: 5.96). Employees' satisfaction with MCAPD safety services received a score of 6.38. (Goal: 5.7).

VICTIM SURVEY RESULTS

In May of 2013, the Maricopa County Adult Probation Department (MCAPD) conducted its 15th annual survey of victims who have opted for post-conviction notification. Opted-in victims are those who wish to be kept informed of changes in probationers' status when certain events occur. The survey focused on opted-in victims whose cases required notification during the fiscal year 2013.

The survey questions were identical to the FY2012 survey. There were twelve (12) items. The first seven (7) items required respondents to rate their contact with the Adult Probation Department staff. Each item was rated on a 5-point scale that ranged from 1 (never) to 5 (always). Therefore, a value of three (3) would be considered neutral. Respondents were also asked to indicate the status of the defendant(s) in their case. Respondents were asked to rate their overall satisfaction on a scale from 1 (unsatisfactory) to 5 (satisfactory) with: 1) the criminal justice system, 2) the presentence probation officer, and 3) the post-sentence probation officer.

The paper survey was administered to a random sample of 219 victims; however twenty-two (22) were returned without forwarding addresses and a respondent was excluded because her survey only included a comment that she was misidentified as a victim. A total of sixty-six (66) opted-in victims responded, which is a response rate of 34%. The following is an overview of the survey results.

- The mean ratings for the seven (7) items pertaining to contact with MCAPD ranged from 3.81 to 4.30. All mean ratings fell above the neutral rating of 3.0. The mean ratings increased for four (4) of the seven (7) items compared to the previous year.
- The highest rating (M = 4.30) was for the item "Probation staff treated you with respect." However this item was rated slightly lower compared to FY2012 at M = 4.48.
- The lowest rating (M = 3.6) was for the item: "Probation staff was easy to contact."

Percent of victims satisfied with the following:

- Criminal justice system was 35% (M= 3.08).
- Probation officer(s) at the presentence stage was 60% (M=3.59).
- Probation officer(s) at the post-sentence stage was 52% (M=3.39).
- The average of all eight (8) items was 3.9 indicating an overall positive evaluation. When including all respondents with a mean score of 3.5 or higher, 70% were satisfied or very satisfied with Adult Probation. This is a decrease from FY2012 which was 73%.
- From the victim comments, the greatest sources of frustration were not receiving restitution payments and not being contacted. However, many comments also praised Adult Probation staff for their help and support.

LAW ENFORCEMENT AND CRIMINAL JUSTICE PARTNER SURVEY RESULTS

One of the five primary goals within the Maricopa County Adult Probation Department's (MCAPD) strategic plan "Managing for Results" is Customer Satisfaction. Periodically the MCAPD conducts surveys of its partners to assess satisfaction with the services provided by the MCAPD and to help identify ways that services can be improved. In June 2013, a survey of Law Enforcement and Criminal Justice Partners was conducted. The last survey of Law Enforcement and Criminal Justice partners was conducted in 2010 and found a satisfaction rate of 94%. It is the goal of the MCAPD to maintain a satisfaction level of 90% or higher among law enforcement and criminal justice partners.

SURVEY ADMINISTRATION

The intent is to survey individuals from law enforcement and criminal justice agencies that have routine contact with MCAPD staff. A contact list was developed that included representatives from various federal, state, and local criminal justice agencies. Surveys were distributed electronically to 192 individuals. Delivery failed for fourteen (14) surveys resulting in a total of 178 surveys distributed. Responses were obtained from sixty-two (62), resulting in a response rate of 34.8%.

RESULTS

The following highlights the results of the survey.

- The majority of the survey respondents were from law enforcement agencies (n=35, 57%).
- Survey respondents had regular contact with the MCAPD. The majority of respondents (n=47, 76%) had at least monthly contact.
- Survey respondents interacted most often with probation and surveillance officers (n=42, 68%).
- The majority of survey respondents agreed or strongly agreed that they were satisfied with their interaction with the MCAPD (n=55, 88.7%).
- At least 95% of survey respondents agreed that the Adult Probation Department:
 - Responds to needs and/or requests for service in a timely manner
 - Treats them with dignity and respect
 - Provides a valuable service to the community
 - Provides services that benefit their organization or the community
- 97% of survey respondents see themselves as partners with the MCAPD to enhance safety in communities.

OPPORTUNITIES FOR IMPROVEMENT

Survey respondents are also asked for suggestions on how services could be improved. While many surveys offered no suggestions or provided positive feedback to the Department, some suggestions were made. Many focused on the need for continued or enhanced collaboration with partner agencies. The importance of consistency was also highlighted.

CONCLUSION

Overall there continue to be high levels of satisfaction among law enforcement and criminal justice partners with the services provided by the MCAPD. While the satisfaction rate has decreased slightly since the last survey in 2010, it remains close to the goal of 90% satisfaction among law enforcement and criminal justice partners. The results of the survey also highlight the ongoing importance of collaboration to the goal of enhancing the safety and well-being of our neighborhoods.

PROBATIONER SURVEY RESULTS

In June 2013, probationers being actively supervised by the Maricopa County Adult Probation Department (MCAPD) had the opportunity to let the department know how satisfied they were with the services provided and to help identify ways that services can be improved. The probationer survey also helps the department assess the extent to which elements of Evidence-Based Practices have been incorporated into the probation officers' supervision strategies. Probationers were last surveyed in 2011. At that time, 86% were satisfied with the services provided by the MCAPD.

SURVEY ADMINISTRATION

Surveys were distributed at all area probation offices for three (3) weeks in June. When a probationer checked-in for an office visit, they were provided with a copy of the survey and an opportunity to participate. Participation was voluntary. The survey was completed by 797 probationers.

SURVEY RESULTS

Overall, 89% of the probationers indicated they were satisfied or very satisfied with their experience with the probation department. These results represent an increase in satisfaction from the previous survey. They also meet the strategic goal of the department to have 89% probationer satisfaction by 2015. The results continue to be encouraging as the survey targets those probationers who have the most contact with the probation department.

Survey results also indicated improvements from prior surveys on all questions asked including perceptions of initial office contact and interactions with their PO.

- Eight (8) out of ten (10) survey respondents indicated that the wait time in the lobby was reasonable and that they were greeted in a pleasant and professional manner.
- Nine (9) out of ten (10) survey respondents indicated that their 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.

These results reflect the importance of treating people with dignity and respect and the importance of the relationship between the probation officer and probationer.

The results also provide positive reinforcement to probation officers that their efforts are recognized by those they supervise.

Survey respondents also specified what they would like their probation officer to do. Probationers want their probation officer to:

- Treat them with respect by being patient, honest, fair, understanding, reasonable, supportive, helpful, a good listener, and non-judgmental.
- Communicate with them. Be available and discuss their behavior, both good and bad, with them.
- Provide them with referrals and assistance, especially for employment.

IMPROVING EMPATHY AND UNDERSTANDING

In 2010, our department established a goal to implement and sustain new practices to improve management's empathy and understanding of the problems faced by staff in order to ultimately improve the delivery of services.

In 2011, the Empathy and Understanding (E & U) Workgroup selected the Appreciative Inquiry (AI) approach to provide a safe, productive way to hold conversations around the question, "In a perfect world, what would it look like if management was empathetic and understanding of our needs?" Those sessions took place from April 2011 to November 2012. In April 2013, supervisors had an opportunity to answer this same question.

There were a total of 38 sessions for staff, with 426 participants and 31 facilitators. There were 4 sessions for supervisors, with 65 participants and 7 facilitators. The Appreciative Inquiry sessions generated significant discussion and many employee suggestions. From this, each division took some of the feedback and implemented changes at a local level to begin building positive relationships and improving outcomes. Some of the local level changes were categorized as tangible improvements, process improvements, or relational and communication improvements.

A few examples of tangible local change were:

- Painting, re-carpeting, new furniture and re-configuring of office space to improve staff safety and well-being (two (2) area offices)
- Installing an outer perimeter fence (one (1) area office)
- Reallocation of resources to replace old county vehicles that are shared and utilized by all of the field divisions with newer vehicles
- Purchasing safety items such as cargo vests for Pretrial Electronic Monitoring staff

A few examples of process improvement local change were:

- Developing policy for Unsupervised Probation

- Providing training on an updated voucher system and GPS protocol for the Sex Offender Division
- Changing work processes in both Presentence (PSI) and Pretrial to equalize workload and significantly decrease waiting times in both lobbies
- Collaborating with Superior Court to migrate from submitting paper warrants to electronic warrants for all probation staff.

A few examples of relationships/communication local change were:

- Directors increasing opportunities for line staff to engage and interact with them
- Division newsletters for two (2) of the area offices to communicate department initiatives and building issues
- A suggestion box to provide a quick way to get building issues addressed (Northern Division).

While all of these local changes were occurring, the management team still needed to address some of the significant challenges identified by line staff in the E & U feedback. The department applied for and was awarded a technical assistance grant from NIC to learn and implement the APEX (*Achieving Performance Excellence*) Model, a systems approach for change management projects.

Sixty managers were trained on APEX. As part of APEX, the E & U feedback was prioritized and change teams were formed to address the top four (4) change initiatives in order to improve management’s empathy and understanding of the problems faced by staff. The top four (4) priorities are:

1. Management Support: Executive Team Presence with Line Staff
2. Workload/Automation
 - a. After hours calls to probation officers
 - b. Random reports assignments
3. Consistency Among Supervisors
 - a. Division director consistency managing supervisors
 - b. Mentoring program for new supervisors
4. Internal Communication: Feedback Loop

Change management teams are using the APEX model to address the above priorities. Collectively, all four (4) priorities will provide sustainable tangible improvements, process improvements and relationship/communication improvements that will convey to line staff that we value them, we are listening to them, and we are being empathetic to the challenges they face. All of these projects will be completed in 2014.

“People grow through experience if they meet life honestly and courageously. This is how character is built.”

- Eleanor Roosevelt

SUPERVISOR LEADERSHIP ACADEMY

One element of the Department's comprehensive training plan includes the development of a Supervisor Leadership Academy. The goal of the Academy is to provide all first-line supervisors and mid-level managers the leadership knowledge and skills required to support the implementation of evidence-based practices.

The Academy is presented with a blended learning format utilizing adult-based learning theories, highly interactive activities, self-assessment and reflection, small group work, journaling, peer mentors, and workplace assignments between sessions. Participants are held responsible for their own learning. The presenters are a combination of our Executive Team, Judicial Branch, and Maricopa County adjunct faculty, as well as outside vendors. The Academy meets two consecutive days each month for six months. The sessions cover how to become a learning organization in order to support the continued implementation of evidence-based practices. We begin by looking at Culture and Climate as explained by Edgar Schien and then cover the Five Practices of Exemplary Leadership by James Kouzes and Barry Posner as well as Peter Senge's Five Disciplines.

The sessions continually build on these teachings, looking at communicating with value, progressive recognition, teams, adult learning principles, cultural competency, conflict management, emotional intelligence, wellness, and presentations from the participants. The Supervisor Leadership Academy was piloted with the Executive Team, demonstrating the commitment of upper management to implement EBP and to lead by example.

COLLABORATION WITH TREATMENT PROVIDERS

The Collaboration Workgroup continues its work on developing and augmenting relationships with external treatment providers, urinalysis provider, and alcohol monitoring partners under the strategic guidance of the Evidence-based Practices (EBP) Task Force and Steering Committee.

One of the goals is to implement a standardized collaboration process between MCAPD and treatment providers that will result in the development, enhancement, and sustainability of effective services and processes to facilitate behavioral change efforts of probationers.

Over the past year, the chief executive officers of contracted providers have met with the Collaboration Workgroup quarterly to talk about current issues and shared concerns. In addition, provider representatives meet regularly with the Collaboration Workgroup to identify how to change the culture, exchange data, and automate processes. Cross training has taken place. These efforts continue as we demystify probation for the treatment community and the treatment community educates MCAPD about what actually happens in treatment. Increased technology efforts are also underway to explore the how information may be shared more efficiently between treatment providers and MCAPD.

The Department continues to enjoy a collaborative partnership with the Crisis Response Network (CRN). MCAPD continues to provide the names of clients on specialized Seriously Mentally Ill (SMI)

caseloads every month and CRN notifies SMI officers when a crisis mobile team is dispatched to a probationer in crisis in the community. This provides for a team approach to problem solving when a shared client is in crisis.

The Department has developed and sustained a positive working relationship with law enforcement throughout the county. We share information and collaborate in sweeps and other initiatives to better serve and protect the community. The goal is to have a similar working relationship with other external stakeholders and to change the culture so we have routine conversations with providers that share in the goal of changing behaviors.

PRISON REENTRY INITIATIVE

The goal of this unit continues to revolve around reducing the number of initial absconders and reducing the recidivism of individuals released from prison to probation, thereby increasing neighborhood safety and the efficiency of the criminal justice system.

Reentry staff now consists of eighteen (18) officers: five (5) pre-release officers, twelve (12) reentry officers, one (1) re-engagement officer and two (2) unit supervisors. Reentry has seen significant growth in staff over the past year resulting in the need to split into two units: Reentry West & Reentry East.

Pre-release officers establish pre-release contact with the offender approximately thirty (30) days prior to release to 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.

Over the past year, pre-release officers started facilitating group orientations at various prisons aimed at inmates who will be released within six (6) months. They try to identify inmates wishing to go out-of-county, out-of-state, and those needing a mental health assessment prior to release. Informational folders are given to inmates during these orientations to help them understand what to expect upon their release and the opportunity to ask questions which helps to reduce their anxiety as their release dates near. Feedback from inmates attending these orientations has been very positive.

Reentry officers provide early intervention and evidence-based probation supervision. Located in high density/high crime areas with the largest concentration of Arizona Department of Corrections (ADC) releases, reentry officers see offenders within three (3) to five (5) days 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 quickly and get the probationer off to the best possible start on probation. Officers complete a risk assessment, develop a case plan, and utilize a network of agencies, treatment providers, emergency and transitional housing programs, and other resources. The most critical needs are addressed within the first thirty (30) to ninety (90) days. Offender are then transitioned to a standard field or specialized caseload for continued supervision.

In January 2013, the reentry unit conducted its first *Thinking for a Change* (T4C) cognitive course specifically for probationers recently released from prison who received reentry services. A total of 12 participants were registered to attend and a total of 5 participants completed the program in full. The probationers were provided reward incentives to encourage their participation in the program and these incentives were well received. The compliance of these five (5) graduates is being tracked to see how they do on probation. Overall, feedback received following the conclusion of the program was positive and additional courses are expected to be scheduled in the next fiscal year.

The re-engagement officer is also a vital part of the reentry team. The purpose of this position is to locate missing offenders and encourage them to check in and cooperate with probation supervision, thus avoiding a petition to revoke.

The two (2) probation supervisors oversee the program, daily supervision of staff, and participate in higher-level collaboration with other agencies and community-based organizations. Over the past year, they were instrumental in getting a reentry workshop approved to be presented at the American Probation & Parole Conference in Phoenix in January 2013, focusing on involving family in the reentry process.

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. With one (1) of only fourteen (14) expansion grants awarded across the country, this grant expanded and complimented the existing reentry program. The resources of the grant were 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 was to fill the gap in services that is typically experienced upon release from prison, to help provide immediate access to services, and to provide a seamless transition from prison to the community. The Department has collaborated with a number of agencies to make this happen, including the Arizona Department of Corrections, Magellan, the National Council on Alcohol and Drug Dependency, Community Bridges, and Crossroads for Women. The grant has been very successful with a 90% success rate thus far with this population. In April 2013, the grant manager partnered with Magellan to present a workshop at the National Council on Behavioral Health in Las Vegas, highlighting the grant and collaboration success. After receiving a one-year grant extension, this grant is due to end September 30, 2013. The joint collaboration on this grant has been outstanding. One of our female reentry initiative grant success stories follows:

PRISON REENTRY INITIATIVE SUCCESS

Clarity is what you need to make the right choices for yourself. Clarity is not what Jessica had when she was released from the Arizona Department of Corrections after serving five months. She returned to the community doing what she had done prior to incarceration, using illegal drugs and lying to her family. This included her father, who was taking care of her four-year-old son and providing her with a place to live.

The turning point for Jessica was when her father informed her he no longer wanted her to reside with him because of her destructive behavior. He told her if she did not get help for herself, he would take her son away from her. She had nowhere to go, as other family members also did not want her in their home.

The reentry officer appeared at Jessica's residence at the perfect time. Jessica had seen her moment of clarity and was ready for help. From there, the reentry officer was able to locate services through the Justice and Mental Health grant, which provides transitional housing and treatment for substance and mental health needs. This transition happened very quickly. As soon as Jessica committed to the change process, she was in the transitional housing program within one (1) day, and starting the substance abuse treatment she needed very shortly after that.

Eleven (11) months later and still in the program, Jessica is celebrating her sobriety and getting ready to graduate at a level three (3) tier through the substance abuse provider. She is also a mentor for new females who come through the transitional living center. Her relationship with her father and son are improving and she has even re-applied to finish college at Arizona State University.

Jessica's success can be attributed to her will and determination to change, as well as the immediate needed resources that were provided to her through reentry and the Justice and Mental Health grant.

VETERANS COURT

The initial Veteran's Court pilot started on January 20, 2011. Veteran's Court is an opportunity for U.S. Military Veteran Offenders to work with the Department of Veterans Affairs (VA), Court, and Adult Probation to obtain resources in order to complete probation successfully. It is also an opportunity for warrant status offenders to become compliant. Case staffing and calendars include representatives from Adult Probation, Magellan, Veterans Health Administration (VHA), the Veterans Benefits Administration (VBA), and the Public Defender's Office. The program's target population is U.S. Military Veterans that are HIGH or MED-HIGH risk as determined by their most recent risk assessment and priority is given to those who have completed at least one (1) year of military service.

In the estimation of some experts, up to 40% of returning service members have a diagnosable psychiatric condition such as depression or post-traumatic stress disorder (PTSD). Additionally, modern technology has made it possible for those in harm's way to survive their physical injuries in ways never before seen in war. This equates to greater numbers of returning combat veterans with injuries such as Traumatic Brain Injury (TBI) – a signature injury of our current conflicts. Usually, there are co-morbid conditions, or combinations of conditions like TBI and PTSD along with survivor's guilt. Without proper care, many veterans self-medicate with alcohol, illegal drugs, or misuse prescription medication, which ultimately leads to legal problems in some form.

VETERANS COURT GOALS

- To address veterans' issues in the justice system
- To establish a collaboration of City, County, State, Federal and Community stakeholders to foster effective sharing of information and collaboration

- To reduce veteran recidivism and Petitions to Revoke filed by MCAPD on veteran offenders by engaging them in appropriate services
- To strengthen our community by engaging veterans in services

During FY2013, Veterans Court heard a total of 721 hearings involving 145 veterans who are on supervised probation. Maricopa County Veterans Court continues to be a model for other jurisdictions considering implementing such a program.

There continues to be the same six (6) probation officers and one (1) supervisor in the unit since the unit's inception, which illustrates the dedication the unit has to addressing the needs of our veterans. The younger generation of veterans continues to be on the rise. During this fiscal year, the unit averages supervision of 300 cases and has recently shown the need to screen an additional 150 veterans on probation identified as MED-HIGH or HIGH by their most recent risk assessment.

During FY2013 the officers made tremendous strides in working as partners with the VA to create a solid treatment plan where all participants are mutually involved. In addition, MCAPD worked extensively with stakeholders in the community to develop a "System Navigator" (mentor) program to assist with supervision and treatment needs. The team established exceptional collaboration with Terros, who stepped forward and accepted the challenge of hiring a system navigator to work with the Veterans Court. We anticipate the program launching by Fall 2013.

Lastly, the Maricopa County Veterans Court was recently awarded the National Association of Counties (NACo) achievement award for 2013 (see page 43). All parties have played a crucial role in the partnership and continue to be a strong team of dedicated members accomplishing goals set forth by Veterans Court. The Veteran Court program continues to be a model for other agencies throughout the State and Nation as representatives of the program have made presentations at the American Probation and Probation Association meetings held in Phoenix, Arizona in January 2013 and Baltimore, Maryland in July 2013.

EDUCATION

Maricopa County Adult Probation Department (MCAPD) Education Program provided Adult Basic Education reading, writing, math, social studies, science classes, GED prep classes, and English as a Second Language (ESOL) classes for approximately 2000 probationers and community members. These classes are presented morning, afternoon, and night 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.

Direct support from the MCAPD Chief Probation Officer resulted in the Jobs Program receiving ten (10) new internet connected computers. The Education Program made significant progress in advancing their 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 is open to all probationers in the Department.

MCAPD Education Program has been recognized for its ability to successfully provide educationally challenged court clients and other educationally disadvantaged adults with quality education programs of instruction. In FY2013 the Education Program won the American Probation and Parole Association's (APPA) President's award (see page 42). APPA acknowledged the supportive nature of the Education Program and recognized the Program's positive impact on clients' lives. In addition, the MCAPD Education Program was recognized by Arizona Department of Education as the number one Adult Education Program in the State as determined by student outcomes.

The annual Department of Education Report Card documented students' progress in their studies, obtaining employment, obtaining a GED and entering post-secondary education or training. The Education Program works closely with State and Federal Departments of Education and enjoys tremendous support from other state, county and local jurisdictions. MCAPD was provided assistance with funding the Education Program through grants from the Federal Department of Education.

A foundation for the Education Program's success can be attributed to the use of Evidence-Based Practices (EBP) and Managing for Results (MFR) 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 that contribute to positive behavioral change. MCAPD, the County, and the Education Department regularly monitor the program's 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.

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. The MCAPD's Education Program is one of the many tools that are available for our clients to help them break the cycle of crime and poverty.

“Unless you try to do something beyond what you have already mastered, you will never grow.”

- Ralph Waldo Emerson



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, the community rehabilitation training program, a community garden, and a transitional living program for probationers.

Probationers can complete required community restitution hours seven days a week at the center and participate in the neighborhood efforts to revitalize the community as well as gain valuable skills. In fact, probationers completed 29,084 hours of work in the community over the last year. These projects include building renovations and grounds/landscaping improvements for non-profit agencies, park, 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 housing in a safe, drug-free environment. Residents can take advantage of the Center’s resources (e.g., job skills, education, community service opportunities) to enable them to work toward their case plan goals. Once stable employment is obtained, residents begin to focus on independent living. Garfield staff collaborates with the assigned probation officers to ensure release plans are being developed and implemented. During the past fiscal year, the program provided a residence, employment assistance, and other necessary referrals to 109 probationers.

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.

THE GARFIELD COMMUNITY GARDEN

The Maricopa County Adult Probation Department (MCAPD) and the Garfield Community Association continue to maintain the community garden. Adult probation staff and Garfield community members prepared the garden beds and planted vegetables. Today, cucumbers, tomatoes, squash, basil, and corn all grow in the community garden. Wildflowers border the land making it an inviting space in the neighborhood. The number of Garfield neighborhood residents that are involved has



Surveillance officers work in the community garden.

increased and the garden is flourishing. A local diner is utilizing space in the garden for fresh vegetables used in their restaurant. Neighborhood children are working with adults and learning gardening and planting skills. The probation staff involved are the leaders in this collaboration, which is making a positive impact in the neighborhood in which they work.

SECTION 2

LIVE
+
LEARN

PRETRIAL SERVICES

FY2013

Average Daily Supervised Population
2,274 • Average Daily Cost per
Defendant Supervised \$5.56 • Annual
Program Cost \$4,542,179

The mission of the Pretrial Services Division is to provide the Initial Appearance (IA) Court with timely and relevant information to assist judicial officers with making release/detain decisions and, for defendants released to pretrial supervision, to ensure a defendant's appearance in court and ensure that a defendant remains crime free while

in the community.

FIVE PRIMARY RESPONSIBILITIES ARE EMPLOYED TO ACHIEVE THE PRETRIAL MISSION

1. Conduct background/criminal history checks, interviews and a risk assessment on arrested defendants booked into the Maricopa County Jail System.
2. Provide standard and electronic monitoring supervision for defendants released to pretrial services and secure the defendant's court appearance and public safety.
3. Locate, re-engage or apprehend defendants who fail to appear.
4. Refer defendants to needed social services, including drug treatment.
5. Complete bond modification investigations and reports for the Court.

The Pretrial Services Jail Units provide 24/7 coverage for the Initial Appearance (IA) Court, which conducts eight IA calendars every 24 hours. In FY2013, pretrial jail staff conducted 54,330 interviews of arrested defendants (a 14% increase from FY2012) before their initial appearance hearing. Pretrial jail staff compile and provide comprehensive information to the IA Court to assist with release/detain decisions. In FY2013, there were 809 release orders per month from the IA Court to Pretrial release supervision (a 13% increase from FY2012).

The comprehensive information includes:

- A validated pretrial risk assessment (risk of failure to appear and risk of recidivism)
- A comprehensive criminal history
- Background information
- Financial assessment
- Status with the Regional Behavioral Health Authority

Consistent with the department's crime reduction strategy, the Pretrial Services Division is committed to implementing evidence-based practices for pretrial defendants. This is supported by the division's use of a validated pretrial risk assessment and the corresponding caseload management standards that use risk to inform supervision practices. Increased resources and supervision are provided to those who are assessed as high risk.

Pretrial supervision is provided by the Defendant Monitoring Units (DMU) and the Electronic Monitoring (EM) Units. These units supervised an average of 2,274 defendants per month, including an average of 1,834 under standard supervision and 440 under electronic monitoring supervision. The units completed an average of 620 initial intakes and 2,039 office visits per month during FY2013.

The Defendant Monitoring Units provide differential supervision services to individuals released to pretrial supervision. Supervision standards are determined by the defendant's risk level and the release conditions ordered by the Court. The DMU staff monitor the defendant's compliance with release conditions which includes ensuring their appearance at all court hearings and staying crime free. DMU conducts drug and alcohol testing, verifies residences and maintains contact with the defendant throughout their time on pretrial supervision. DMU staff provide status reports to the Court prior to their Court date or if there is significant violation behavior. DMU supervised an average of 1,834 defendants per month. Continued on page 23

In addition to providing supervision to pretrial defendants, the Pretrial Services Division engages in strategies to identify individuals appropriate for release and to help bring individuals back to court. In FY2013 the Bond Report Unit completed an average of 90 investigations and reports per month on in-custody defendants to assist the Court with considering a modification or exoneration of their Bond and an alternative form of release. Pretrial services staff successfully re-engaged 438 out of 608 referrals of defendants who failed to appear (via a summons) for their initial pre-trial conference hearing, a 72% appearance rate. The Pretrial Services Division collaborated with the Fugitive Apprehension Unit (FAU) of the Maricopa County Adult Probation Department (MCAPD) to clear 1,309 pretrial warrants.

Since FY2008, the Pretrial Services Division has maintained over 80% successful completion rate of release conditions, indicating that 80% of the defendants made all court appearances and stayed crime free until their pending case reached a disposition.

The Pretrial Service Division's efforts have resulted in an estimated jail days saving during FY2013 of 885,384 days. Jail days saved equates to a savings of \$76,063,339 (a 29.8% increase over FY2012) in jail costs.

PRETRIAL SERVICES DIVISION – ELECTRONIC MONITORING PROGRAM

In 1997, the Citizens' Advisory Committee on Jail Planning recommended that an Electronic Monitoring Program (EMP) be implemented under the Pretrial Services Agency (formerly a department under Superior Court Administration, in 2003, Pretrial Services was merged into a division under the Adult Probation Department). The EMP began to accept referrals in July 1999, providing another alternative to incarceration. The first monitoring system utilized was a traditional Radio Frequency home monitoring system. In 2002, the EMP expanded to include a Global Positioning Satellite system.

The Superior Court gradually started ordering electronic monitoring as a condition of release. The EMP was initially staffed with one supervisor and four officers in 1999. Pretrial Services' Electronic

Monitoring Program experienced significant growth (i.e., increase in the number of release orders with EM) over the past couple of years. Subsequently, the program's staff expanded from one (1) supervisor and eight (8) officers to current staffing that includes two (2) supervisors and eighteen (18) officers, with future growth anticipated.

The Electronic Monitoring Program currently uses both Radio Frequency (RF) and Global Positioning System (GPS) monitoring systems. A number of factors are taken into consideration when determining the type of monitoring system utilized in defendant supervision. Such factors include, but are not limited to, the nature of the pending charge/s, the defendant's release conditions, and the defendant's assessed risk level.

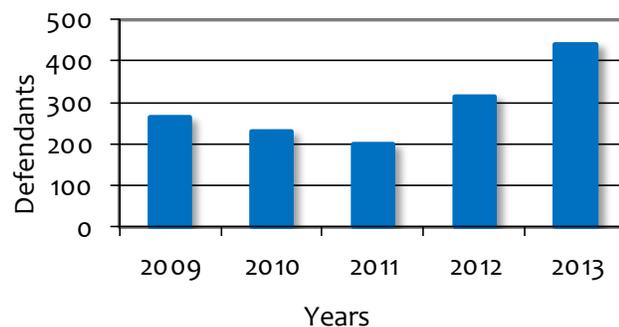
GPS monitoring is typically utilized to monitor defendants charged with sex offenses or domestic violence related offenses, high-profile cases, and defendants assessed high risk. Probation officers monitor a defendant's location in the community and regularly review the GPS maps on-line. On the other hand, RF monitoring is generally utilized to supervise defendants that are assessed at a lower risk level or for defendants on house arrest. RF informs probation officers whether or not the defendant is home.



The implementation of the validated pretrial risk assessment tool in November 2011 appears to be a key factor impacting EMP's growth. The results of the assessment help guide release recommendations as well as supervision strategies when released.

During 2014, electronic monitoring releases are projected to increase to a level never before seen in this jurisdiction. In anticipation of the program's continued growth during FY2014, staffing is projected to increase to a total of three (3) program supervisors and twenty-eight (28) officers. Aside from managing increasing numbers of electronic monitoring releases, the Pretrial Division's EMP will be looking at a number of program enhancements to possibly include installing EM equipment prior to, rather than after, release from custody of high-risk, high-profile, and other defendants mandated to electronic monitoring.

Electronic Monitoring Defendants



“It is not what we get. But who we become, what we contribute, that gives meaning to our lives.”

- Tony Robbins



PRESENTENCE INVESTIGATIONS

FY2013

Presentence Investigation
Reports Completed **15,353** •
Average Cost per
Presentence Investigation
Report **\$537.84** • Annual
Program Cost **\$8,257,457**

The role of the Presentence Division is to serve judicial stakeholders, victims, defendants, and the community by providing comprehensive, evidence-based investigation results for examination at the pre- and post-sentence levels.

In general, the presentence investigation and report itself is the culmination of effort from a variety of different probation staff members and incorporates information from other agencies as well as interested parties. The Presentence Division is comprised of the Assignment Unit, the Assessment Center, and Presentence Investigation Units.

The Presentence Investigations Units are staffed with a supervisor and probation officers. Presentence reports provide substantial detail regarding defendant conduct, criminal history, risk and needs, and input from those affected by the criminal behavior. Expedited reports are also provided for the Regional Court Centers (RCC) and Early Disposition Court (EDC).

The Presentence Assignment Unit employs a checks and balances system that ensures each report requested by the court is assigned to a screener and officer within 24 hours of receipt. This unit works diligently to route assigned sentencing investigations and reports to the appropriate personnel based on the specific circumstances surrounding an offender and the criminal case.

Presentence screeners and supervisors staff the Assessment Center. There, screeners assist the presentence officers by conducting initial interviews with defendants, administering the Offender Screening Tool (OST), and compiling relevant documents and source information. The OST is a validated risk and needs assessment tool used by all adult probation departments in the State of Arizona.

Following initiation of the investigation process by the screeners, the presentence officers conduct follow-up interviews, evaluate the information derived from the OST and other sources, assemble and decipher automated criminal history information, and create a comprehensive investigation report. The presentence officer is then able to combine their professional judgment with the quantitative analysis of the OST to formulate an unbiased, evidence-based sentencing recommendation.

In FY2013, the Presentence Division completed 15,353 reports with a 99.3% on-time rate. The entire Presentence Division remains committed to achieving the highest standards of timeliness, accuracy, and impartiality, so as to increase Court efficiency and better serve the interests of the Court family and the public.

The close relationship between the role of the Presentence Division and the court makes it essential that the Presentence Division operate in an effective and efficient manner. The Division has made some changes to help improve its operations. Presentence screener operations were streamlined by creating dedicated, screener-only units within the Assessment Center. As a result, quality assurance and consistency increased, training became more consistent, and customer-service improved, most

notably through reduced wait times. In addition, Assessment Center staff has a renewed focus on security and personal safety, introducing trainings addressing defensive tactics and communication skills. In recognition of the strides made in this reorganization, the National Association of Counties bestowed upon the Assessment Center one of their 2013 Achievement Awards in the category of Court Administration and Management.

Units working in the Regional Court Center/Early Disposition Court (RCC/EDC) aspect of Presentence expanded their eligibility criteria to assist the field, unsupervised probation and standard Presentence with workload issues. These changes allow for more reports to be completed through RCC/EDC, which in turn has reduced the number of continuances needed for standard presentence reports. Increasing the number of cases managed by RCC/EDC also expedites the Court process and allows for earlier disposition of in-custody cases, preventing unnecessary incarceration days and leading to cost savings.

The Presentence Division is also looking toward the future. During the next fiscal year, the Presentence Division is laying the foundation for two major projects. The Presentence Division, in collaboration with Court Technology Services (CTS), is transitioning the presentence report from a lower-tech, word processing format to one which has been incorporated into the Integrated Court Information System Next Generation (iCISng). This will allow not only for greater data sharing, accuracy, and user-friendliness, but also for instantaneous transmittal of the report to the court.

The second project involves the Presentence Division's continued evolution toward a paperless product and occurs simultaneously with the first. Officers have begun specialized training and are receiving additional equipment to enable them to conduct their investigations using a minimal amount of paper. The intent of this project is to bring the Division in line with cutting-edge business practices that maximize efficiency and effectiveness while reducing the negative impact of our process and product on the environment.

STANDARD PROBATION

FY2013

Average Population **14,794** •
Average Daily Cost per
Probationer **\$4.70** • Annual
Program Cost **\$25,340,040** •
Authorized Caseload Ratio
1:60 • Success Rate **69.41%** •
Drug monitoring results
indicate **69%** of Standard
probationers were drug free
in FY2013

The following section includes probationers who are sentenced to standard probation but are not assigned to specialized units or the Minimum Assessed Risk Supervision (MARS) units which are in separate sections of this report.

The Maricopa County Adult Probation Department (MCAPD) is committed to its mission and to the implementation of Evidenced Based Practices (EBP). In striving to enhance the safety and well-being of our neighborhoods, the department focuses on using strategies that research has demonstrated are most effective at reducing recidivism.

**Standard Probation
Restitution Paid/Hours
Completed**

Victim Restitution Paid by
Standard Probationers
\$8,813,238 • Community
Restitution Hours
Completed by Standard
Probations **195,868 hours**

Officers focus resources on the higher-risk population and provide opportunities for probationers to change their behavior. Key elements of supervision include conducting ongoing assessment of the individual's risk and needs and engaging the probationer in developing a case plan targeting appropriate risk factors.

The department continuously offers trainings related to EBP and resources are made available to enhance officers' abilities to affect positive change in offender behavior and actions.

Over the past year, the department continues to show positive progress. In FY2013, 69.41% of standard probationers successfully completed probation. The revocation rate is now at 27.79%, and the new felony conviction rate is 7.58%, which may be the most significant measure of community safety.

The continuous learning environment and focus on proven supervision strategies have shown to be effective and meaningful to lives of those we supervise and the betterment of the communities in which we live.

SERIOUSLY MENTALLY ILL

FY2013

Average Population **610** • Average
Daily Cost per Probationer **\$6.24** •
Annual Program Cost **\$1,387,992** •
Authorized Caseload Ratio • **1:40**
Success Rate **73.02%** • Drug
monitoring results indicate **66%** of
Seriously Mentally Ill probationers
were drug free in FY2013

The purpose of the specialized Mental Health Program is to enhance the opportunities for success on probation for those probationers diagnosed with a serious mental illness (SMI), traumatic brain injury (TBI), dementia, or a severe developmental disability.

SMI Unit officers work in close partnership with the Regional Behavioral Health Authority (RBHA) Court Liaison and Provider Network case managers toward the above goals to increase the probationers' stability in the community and reduce their risk to reoffend. The SMI unit currently consists of two (2) supervisors and seventeen (17) probation officers, all with specialized mental health training.

SMI UNIT GOALS

1. Accept all mentally ill probationers, screened as appropriate, onto a specialized caseload preferably at the time of sentencing.
2. Reduce the use of jail without compromising public safety.
3. Assure appropriate discharge plans are developed to assist in the successful community reintegration of the probationer.
4. Connect probationers to psychiatric treatment services, housing, and support through partnerships with community providers.

Performance results for the SMI Units are exceptional given the population. In FY 2013, 73.02% of the SMI probationers successfully completed probation, 25.51% committed to DOC due to probation revocation, and 7.05% of this population were sentenced for a new felony.

Officers in these units have the option of utilizing a specialized mental health problem-solving court in lieu of filing petitions to revoke probation and taking offenders into custody for noncompliance. This comprehensive and collaborative environment includes: the Public Defender's Office, the County Attorney's Office, the State's RBHA, the Department of Developmental Disabilities, Child Protective Services, treatment providers, probation officers, Hope Lives (peer-support agency), and a Judge to staff cases and develop strategies to enhance the motivation of the probationer to comply and secure treatment resources in the community. Mental Health Court calendars consist of both probation violation matters and status review hearings. The Court uses a graduated response approach, including the use of gift cards to reward positive behavioral changes.

Hope Lives, a peer mentor organization, remains involved in weekly staffings of the problem-solving Mental Health Court team and is assigned to assist probationers, when appropriate. Hope Lives currently facilitates *Thinking for a Change* program for SMI probationers at their facility.

In addition to the duties expected of the unit, the SMI Program has developed and implemented a communications protocol with the Crisis Response Network in crisis calls involving MCAPD SMI clients in order to achieve the best outcome for the client. To date, this protocol is working well for both agencies.

OPPORTUNITIES IN FY2014

- Establish a working partnership with the new Regional Behavioral Health Authority, as soon as the RBHA is determined.
- Increase awareness of the Affordable Health Care Act implementation and the impact this implementation may have on available services.
- Continue to educate staff regarding possible changes resulting from the implementation of the DSM-V (Diagnostic and Statistical Manual is published by the American Psychiatric Association and is used by clinicians to diagnose mental health disorders).

The Maricopa County Adult Probation Department, in collaboration with other agencies, was awarded a grant from the Bureau of Justice Assistance on October 1, 2012. The grant has three (3) objectives: train the collaborative agencies in trauma informed care, strengthen the existing structure and processes of the Arizona Mental Health and Criminal Justice Coalition, and provide housing and counseling services to approximately twenty (20) seriously mentally ill females. Services to these qualifying female probationers have been in effect as of July 1, 2013. Furthermore, nine (9) trainings on Trauma Informed Care have been conducted and 495 people have participated in the trainings.

SEX OFFENDER

FY2013

Average Population Standard Only
1,976 • Average Daily Cost per
Probationer **\$6.59** • Annual Program
Cost **\$4,753,340** • Authorized Caseload
Ratio **2:60** • Drug monitoring results
indicate **91%** of Sex Offender
probationers were drug free in FY2013

The Sex Offender Program includes five (5) Standard Probation and two (2) Intensive Probation Supervision Sex Offender Units which are managed by one (1) division director and seven (7) supervisors. Staff includes thirty four (34) standard probation officers, thirty (30) standard surveillance officers, twelve (12) IPS probation officers, one (1) Residential Coordinator, one (1) Contract Oversight Administrator, and five (5) GPS Monitoring Analysts. Subsets of the program include SMI, youthful offenders, and re-entry.

There are an average of 1,976 adult sex offenders under standard supervision and 184 on intensive probation supervision. This is a unique population because 77% of sex offenders are on lifetime probation. However, this population has a very low recidivism rate with 1.16% being sentenced for a new felony. 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 department was awarded a Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking Office (SMART) grant effective October 1, 2012, which includes implementation of a new dynamic risk assessment as a collaborative effort between probation and treatment. This assessment will be evaluated over the next five (5) years.

The Superior Court in Maricopa County conducts an Annual Review Hearing for youthful sex offenders granted probation in the adult criminal justice system. These hearings are a collaborative effort between MCAPD, the County Attorney's Office, the Public Defender's Office, and the Court. They provide an incentive for youthful sex offenders to make progress in treatment and on probation. The Court reviews all factors and determines what legal options are in the best interest of the offender and the community.

GLOBAL POSITION SYSTEM MONITORING (GPS)

As of November 1, 2006, if a person is convicted of a dangerous crime against children as defined in statute, a term of probation is imposed, the person is required to register, and is classified as a level three offender. In this situation, the Court requires global position system or electronic monitoring for the duration of the term of probation. GPS monitoring analysts and field supervision teams, with support from the MCAPD Communications Center staff, 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 FY2013, MCAPD monitored an average of 184 cases each month compared with an average of 175 cases during that same period in FY2012. An average of eighteen (18) cases are deactivated per month due to arrests, jail or court order and an average of sixteen (16) cases per month are enrolled via new sentencing and reinstatements.

DOMESTIC VIOLENCE

FY2013

Average Population **707** • Average Daily Cost per Probationer **\$4.86** • Annual Program Cost **\$1,249,393** • Authorized Caseload Ratio **2:60** • Success Rate **51.24%** • Drug monitoring results indicate **76%** of Domestic Violence probationers were drug free in FY2013

The Domestic Violence Program (DV), which includes two (2) standard units, is comprised of two (2) supervisors, twelve (12) probation officers and eleven (11) surveillance officers.

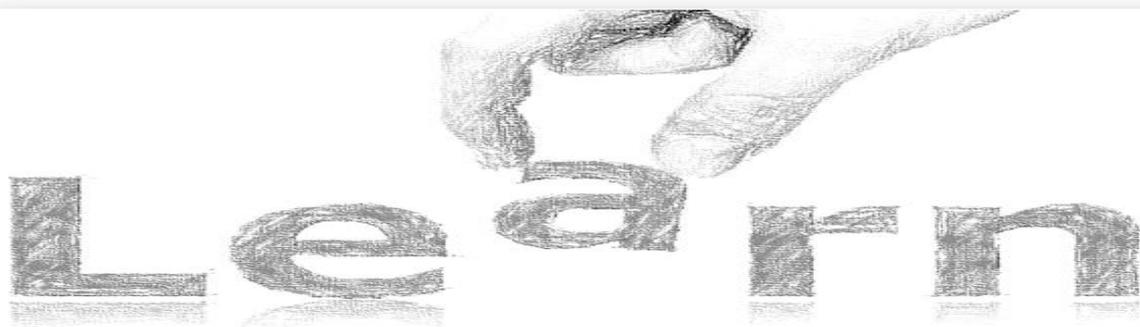
At the close of FY2013, there were 707 adult offenders under standard domestic violence program supervision. This number includes cases sentenced by the Superior Court as well as the limited jurisdiction courts. Staying in line with the program philosophy that victim safety, offender accountability, and enhanced monitoring are the main

priorities, officers made numerous residential contacts as well as conducted searches and arrests that had an immediate impact on victim safety. Officers collaborate with numerous law enforcement agencies to enhance victim safety and offender accountability.

The unit's victim based supervision approach contributed to officers making 876 victim contacts and 135 victim referrals to the domestic violence advocates. A joint grant with the Chrysalis Shelter provides two (2) full-time victim advocates who attend weekly Domestic Violence Court hearings to assist the victims with the court process. Additionally, the advocates offer services, individual counseling, and tools for empowerment to the victims.

The Domestic Violence Court continues to be an integral part of the DV Program. The Court provides an orientation for newly sentenced DV probationers and allows for a quick response to non-compliant behavior. It also encourages successful completion of probation including domestic violence treatment. During this period, 133 offenders were referred to this orientation program.

As a result of a Domestic Violence Strangulation Project launched by the Maricopa County Attorney's Office in 2011, officers received specialized training on this multi-disciplinary approach in October of 2012. The training included recognition and response to strangulation incidents. As the percentage of filings for prosecutions of strangulation cases rose due to the collaborative efforts, MCAPD saw an increase of cases being supervised by the Domestic Violence units.



YOUTHFUL OFFENDER UNIT

FY2013

Average Population **220** •
Average Daily Cost per
Probationer **\$7.49** • Annual
Program Cost **\$600,125** •
Authorized Caseload Ratio
1:40 • Success Rate **52.42%** •
Youthful Offender Unit **82.2%**
negative drug tests

The purpose of the specialized Youthful Offender Unit is to provide the youthful probationer with an officer who possesses expertise in managing juveniles in the adult system and is able to coordinate the specialized services needed by this unique population.

There is an average of 220 probationers supervised per month by this unit. In addition to juveniles who have been prosecuted as adults, the unit also supervises high risk offenders under the age of 21. Because of the smaller caseload size 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.

Juveniles sentenced under the age of 18 are also eligible for funding through the Administrative Office of the Court to cover the cost of such services as drug testing, home-based counseling, residential treatment, youth mentors, and psychological evaluations.

In FY2013, an average of fifty-nine (59) probationers participated in the specialty court program called Project SAFE (Swift Accountable Fair Enforcement). Project SAFE addresses drug and alcohol use with immediate consequences in hopes of effecting behavioral change in lieu of a petition to revoke being filed months after the event has occurred. The judge clearly articulates and applies sanctions in a manner that is certain, swift, and consistent. Incentives are also earned for positive accomplishments promoting behavioral change. During the past fiscal year, twenty-one (21) youth successfully completed the program by demonstrating sobriety and significant progress toward their case plan goals. Given the youthful age of this population, drug and alcohol experimentation appears to be somewhat prevalent. However, Project SAFE participants show a higher percentage of negative drug tests (84.3%) compared to Youthful Offenders who are not participating in Project SAFE (79.4%). This difference is even more impressive given that Project SAFE only comprises 27% of the unit but submits almost twice as many drug tests compared to the Youthful Offenders not participating in Project SAFE.

Overall probation outcomes for the Youthful Offender Unit have improved. In FY2013, 52.4% successfully completed probation, which is a 2.5% increase compared to FY2012. The percent of probationers committed to DOC due to probation revocation decreased to 47.6% compared to 48.9% in FY2012. The percentage of new felony sentences increased slightly to 18.2% (compared to 17.0% in FY2012). However, in real terms only one (1) additional probationer was sentenced for a new felony compared to last year. Other notable accomplishment during the course of the past year for the youthful offender population include the earning of seven (7) General Equivalency Diplomas, three (3) High School Diplomas, and one (1) youth making the Dean's List at Arizona State University.

INTENSIVE PROBATION

FY2013

Average Population **709** •
Average Daily Cost per
Probationer **\$21.94** • Annual
Program Cost **\$5,663,280** •
Authorized Caseload Ratio
1:15 • Success Rate **56.3%** •
Drug monitoring results
indicate **67%** of Intensive
probationers were drug free
in FY2013

FY2013

Victim Restitution Paid by
Intensive Probationers
\$47,883 • Community
Restitution Hours Completed
by Intensive Probations
94,782 hours

The Adult Intensive Probation Supervision Program (IPS) is designed as a community supervision option for medium-high 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 result in highly restrictive requirements upon placement on IPS to less restrictive requirements 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 completing monthly community restitution hours and adhering to a set schedule, are submitted to the Court via Petition to Modify for “graduation” to standard probation.

The Eastern IPS division piloted a process improvement plan developed under a Criminal Justice Drug Abuse Treatment Studies II (CJDATS II) grant and the division continues to implement the plan. The grant assisted with development and use of a uniform referral form as well as a uniform progress report which utilizes the stages of change model as a common language. In addition, the plan assisted in the implementation of using a single point of contact for referrals and progress reports, and the development of a protocol for exchanging time sensitive information. Early results from the study are confirming treatment providers and probation officers have increased their contact frequency and are sharing more information.

“The greatest discovery of all time is that a person can change his future by merely changing his attitude.”

- Oprah Winfrey



COMPLIANCE MONITORING

FY2013

Average Population **9,925** •
Average Daily Cost per
Probationer **\$1.23** • Annual
Program Cost **\$4,432,584**

The Compliance Monitoring Units include two (2) different types of caseloads; the Minimum Assessed Risk Supervision (MARS) caseload and the Unsupervised Probation caseload. Individuals may be assigned to a MARS caseload if they are assessed as minimum (low) risk on either the Offender Screening Tool or Field Reassessment of the Offender Screening Tool. Placement on Unsupervised Probation caseloads is a judicial decision resulting in a grant of Unsupervised Probation. In both types of caseloads, probation officers and caseload administrators monitor compliance with the conditions ordered by the Court.

MINIMUM (ASSESSED) RISK SUPERVISION (MARS)

FY2013

Average Population **2,596** •
Authorized Caseload Ratio
2:350 • Success Rate **97.6%** •
Drug monitoring results
indicate **90%** of MARS
probationers were drug free
in FY2013

The Minimum Assessed Risk Supervision (MARS) unit is comprised of standard probationers assessed as low risk on the validated Offender Screening Tool (OST). In developing the MARS caseloads as part of standard probation, the department has been able to successfully operationalize what works in community corrections by allocating resources according to risk level. Lower risk offenders require a lower level of supervision to succeed. Additionally, the implementation of MARS has enabled the department to decrease workload volume and caseload size for standard field officers while drastically reducing incarceration of low-risk offenders to jail and prison on technical violations. During FY2013, staff continued to utilize the electronic screening guide and MARS staff continued to engage standard field staff in the screening process in order to educate them as to which cases are appropriate for transfer to the MARS caseload.

Additionally, all cases screened and found ineligible for transfer are staffed with a MARS supervisor and the sending officer is provided with information as to why the case was not accepted as well as what can be done to increase the possibility of the case being accepted in the future. During FY2013, there were two (2) supervisors, ten (10) probation officers, and ten (10) case administrators managing an average of 2,596 cases. MARS outcomes showed that 97.6% probationers successfully completed probation, 2.4% were committed to DOC due to probation revocations, and 1.7% were sentenced for a new felony.

UNSUPERVISED

FY2013

Average Population **7,329** •
Authorized Caseload Ratio
2:500 • Success Rate **97.0%**

The Unsupervised Probation caseloads are overseen by a team consisting of a probation officer and a caseload administrator both of whom monitor completion of drug education, community restitution, financial responsibilities, including restitution, and other special conditions ordered by the Court. Compliance strategies include an

initial report to the MCAPD so that conditions of probation may be reviewed and clarified. Referrals to address court-ordered conditions, as well as any issues the probationer identifies as being in need of attention, are also made. Referrals include but are not limited to drug education or treatment, alcohol screening and treatment, and budget classes.

During FY2013, there were three (3) supervisors, eighteen (18) probation officers, eighteen (18) case administrators, and three (3) intake probation officers managing an average of 7,329 cases. Unsupervised outcomes showed 97% probationers successfully completed probation, 2.5% were committed to DOC due to probation revocation, and 4.9% were sentenced for a new felony.

The creation of a Spanish speaking caseload during FY2013 allowed staff to better serve Spanish speaking unsupervised probationers. In addition, Unsupervised Probation staff were instrumental in the success of the Second Chance Program, assisting unsupervised probationers in clearing their probation violation warrants and complying with their conditions so they could successfully complete Unsupervised Probation.

COMMUNITY REINTEGRATION UNIT (CRU)

The Community Reintegration Unit (CRU) supervises an average of 599 probationers while they are in custody as a condition of probation. The unit is comprised of six (6) standard probation officers, three (3) intensive probation officers, and one (1) caseload administrator.

Custody Reintegration officers primarily focus on reentry initiatives to assist with the transition of jailed probationers to their supervising field probation officers and the community. CRU serves as a liaison between the Maricopa County Sheriff's Office (MCSO) and the Adult Probation Department. The unit supports and monitors the progress of probationers in MCSO's in-custody substance abuse treatment program known as ALPHA. Officers conduct presentations for each ALPHA treatment group and participate in multi-agency transition staffings. These staffings ensure ALPHA participants receive comprehensive and coordinated transition planning prior to release from custody. CRU officers initiate the early jail release of all eligible ALPHA graduates. In FY2013, CRU initiated the early jail release of 176 male and female ALPHA graduates. This translates to a savings of 5,258 jail days and a financial savings of \$451,714.78.

In an effort to reduce recidivism, CRU officers collaborate with multiple stakeholders, target criminogenic needs, and focus reentry efforts on probationers who are at a medium-high or high risk to reoffend. CRU officers work with Reach Out to assist in the early release of probationers into residential treatment. In addition, CRU officers facilitate the transfer of jailed probationers into the Work Furlough Program and arrange for mental health evaluations for incarcerated probationers in need. Probationers with specialized conditions are assessed by CRU officers and transferred to appropriate caseloads upon release. The unit monitors availability of and refers probationers to the Positive Reentry Program (PRP), an in-custody sex offender treatment program. In order to assist probationers with positive behavior change, officers use motivational interviewing techniques, Carey Guides, Merging Two Worlds Curriculum (a cognitive activity tool particularly relevant for the incarcerated population), and evidenced-based practice tools with probationers.

CRU Intensive Probation Supervision (IPS) officers dedicate additional time to each case by attending field IPS unit meetings, maintaining contact with unit liaisons, visiting halfway houses, and connecting with various community resources. They facilitate IPS workshops in the jail which teach probationers how to prioritize and schedule their time once they are released from jail. Officers also conduct family orientations to encourage family involvement, buy-in, and support. In an effort to ensure a smooth transition from jail to the community, CRU IPS officers conduct a residence verification and facilitate a final transition meeting between the probationer and field officer prior to release.

WORK FURLOUGH (WF) AND REACH OUT (RO)

Work Furlough (WF) and Reach Out (RO) address dynamic criminogenic needs related to employment and substance abuse. Both programs work collaboratively with the Maricopa County Sheriff's Office (MCSO), the Courts, Correctional Health Services, and community providers. WF provides an average of 179 probationers per month supervised reintegration into the community through job readiness and employment. Reach Out identifies probationers in need of substance abuse treatment and when appropriate arranges for their early release from jail to residential treatment. Referrals are also made for subsidized treatment in the community upon the probationers' release from custody.

During FY2013, 731 probationers received an orientation into the WF Program and 614 participants (84%) secured or maintained employment. WF utilized multiple resources to include various work force centers, local job assistance programs as well as the Adult Probation Department's two-day job readiness class. In FY2013, WF officers made 319 referrals to community job readiness programs.

Seventy-nine percent (79%) of WF participants successfully completed the program. Twenty-one percent (21%) of the participants were removed for disciplinary reasons. The primary reasons for removal were attributed to substance abuse, possession of contraband, being in an unauthorized location, and escape (failure to return to the jail). For FY2013, WF fees and financial savings for jail days totaled \$880,681.63.

WF and RO staff successfully utilized evidence-based practices in case management plans when working with probationers who were removed from the WF program for minor infractions. After reaching the goals in their new case plans, these probationers were allowed to return to the WF Program. WF officers addressed substance abuse issues with the assistance of the RO counselors. RO counselors also assisted with DTEF referrals for eligible WF probationers assigned to the Community Reintegration Unit.

Despite decreases in funding for residential treatment in FY2013, RO assisted 108 probationers with early jail release and entry into residential treatment programs (a 30% increase from FY2012). As a result, 2,447 days were saved for a financial savings of \$210,221.77 (a 65% increase from FY2012).

INDIRECT SERVICES

FY2013

Average Population **14,785** •
Average Daily Cost per
Probationer **\$0.19** • Annual
Program Cost **\$1,030,648**

The Maricopa County Adult Probation Indirect Services Unit is comprised of four caseloads and is the largest administrative probation unit in the state of Arizona.

The Arizona Department of Corrections (ADC) caseload consists of approximately 9,100 cases and serves as a gatekeeper for those who are required to complete a probation term upon their release from ADC.

The Immigration and Customs Enforcement caseload (ICE) consists of approximately 5,000 cases and is comprised of probationers who are deported.

The Interstate Compact Outgoing caseload (ISC/O) consists of approximately 1,000 cases and 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. This caseload continues to use 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.

The Intercounty Outgoing Transfer caseload consists of approximately 1,000 cases and 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.

INTERSTATE COMPACT INCOMING

Interstate Compact Incoming Monthly Population Average

FY2010 **632** • FY2011 **665** •
FY2012 **703** • FY2013 **727**

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. The officers in this unit perform the same services for ISC probationers as they would for probationers sentenced in Maricopa County Superior Court.

During FY2013, the Interstate Compact Incoming Unit completed a total of 617 investigations. The on time completion rate for the investigations was above 99%. Of the 617 transfer request investigations completed, 72.9% were accepted for supervision in Maricopa County.

Maricopa County supervises a total of 798 probationers with at least one (1) ISC case as of the end of FY 2013. Of those, 118 are supervised by specialized units.

FUGITIVE APPREHENSION UNIT (FAU)

Fugitive Apprehension Officers were involved, either directly or indirectly, with 1,213 standard probation arrests, 110 intensive probation arrests, and 198 unsupervised probation arrests over the last year. It should also be noted that an additional 1,368 probationers were arrested by various law enforcement agencies during this reporting period. An additional 505 cases were cleared by purge, quash or other administrative action. As of June 30, 2013, the total number of outstanding warrants for Standard, Intensive and Unsupervised probation was 5,189. For this reporting period 1,309 Pretrial warrants have been cleared. These Pretrial warrants are not included in any of the above statistics.

The Fugitive Apprehension Unit (FAU) 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 Gilbert, Mesa, Chandler and Glendale warrant units. Three fugitive apprehension officers are assigned to the U.S. Marshal Arizona Wanted Task Force. One additional fugitive apprehension officer is assigned to the U.S. Marshal's Child Predator Apprehension Unit which serves warrants on all sex offenders. Warrant roundups are routinely scheduled with the Arizona Wanted Task Force and other various agencies.

FAU remains committed to the use of electronic intelligence gathering. During this reporting time, the unit had two (2) fugitive apprehension officers assigned to the Mesa Police Fusion Center. This allowed officers the ability to access additional databases and to have direct contact with police officers in the east valley. Several FAU officers have access to the Consolidated Lead Evaluation and Reporting (CLEAR) program through the U.S. Marshal's Service.

In addition, the unit routinely utilizes Silent Witness, Rocky Mountain Information Network (RMIN), Entersect, E-Trace, and Accurint. Officers now have access to TLO, which is a law enforcement search engine. With regard to RMIN, Maricopa County Adult Probation has registered to comply with Regional Information Sharing System Safe, an agency de-confliction program that promotes officer safety between agencies.

The Fugitive Apprehension Unit is also cooperating with the Phoenix Police Department in a federal grant known as the National Integrated Ballistic Information Network (NIBIN). This grant supports the registration of seized firearms for analysis and comparison when firearms are used in unsolved crimes across the nation. The registration information is then entered in a national database for future use.

Fugitive Apprehension staff continues to be recognized for their dedication to the safety of the communities they serve and their innovative approach to seeking persons who are missing from supervision. The unit was awarded a NACO Award for their continued collaboration with the Phoenix Police Department in the Hotel/Motel Program. This project involved FAU officers and Phoenix police officers using available tools to locate persons who frequent Hotel/Motels for illicit purposes.

DRUG COURT

FY2013

Drug Court Average Monthly
Population 645 • Annual
Program Cost \$2,180,659

Drug Court is a non-adversarial program that utilizes a team approach to break the cycle of substance abuse and addiction. During the year long program commitment, clients are required to attend treatment, submit to frequent drug testing, and obtain employment.

In addition, participants complete community restitution hours, reside in a sober environment, and pay treatment and probation fees. The team, consisting of a judge, defense attorney, probation officer and treatment provider, work together by providing the probationer with the tools and support needed to lead a clean, sober and crime-free lifestyle. As supported by evidence-based practices, a balance of timely sanctions and motivational incentives are utilized to assist probationers in changing destructive behavior. In FY2013, 140 probationers graduated the Drug Court Program and 40.11% successfully completed probation. Drug monitoring results also indicated that of the 34,606 samples submitted in FY2013, 28,400 samples (82%) were negative.

Recently, National Drug Court Standards were released. The Maricopa County Drug Court program is in the process of developing and implementing strategic changes based on these standards. The Drug Court entry criterion has been revised to ensure the appropriate target population of high risk/ high need offenders are being placed in the program. Drug Court understands the value of considering both proximal and distal goals when considering sanctions and incentives.

A workgroup is currently developing guidelines that will incorporate low, moderate, and high court responses to expected behaviors that lead to long term behavioral changes, ultimately improving success and reducing recidivism. Drug Court is committed to utilizing the newly released national standards in order to provide the most effective supervision.

Over the last several years, there has been an increase in the number of opiate dependent clients. Medication Assisted Treatment (MAT) has been identified as an emerging intervention. Drug Court is collaborating with Maricopa County MAT providers in order to integrate MAT into treatment plans for opiate dependent Drug Court participants.

While the BJA grant for the Veteran's Drug Court track ended in June 2013, the Veteran's track will still be offered. Collaboration with the Veterans Administration to address the needs of this special population remains in effect and includes coordinating and providing wrap-around services such as medical and psychiatric care, job training, residential treatment, and other supportive services.

Drug Court established a female only caseload and offers gender specific treatment. However, this population has demonstrated a need for increased case management, supervision, and individual counseling. In order to better address these needs, Drug Court submitted a BJA grant application requesting additional resources for increased case management and supervision.

DUI COURT

FY2013

DUI Court Average Daily Population **306** • Annual Program Cost **\$775,511**

Similar to the Drug Court model, probationers have monthly Court interaction, are monitored for alcohol use, and are expected to comply with behavior agreements and treatment plans. Probationers attend the Mothers Against Drunk Driving (MADD) Victim Impact Panel and report their experience to the Court. In FY2013, DUI Court showed an 89% successful completion rate which included 102 probationers graduating the program and completing probation.

In an effort to support sobriety in the first ninety (90) days of participation in the DUI Court program, probationers are placed on a continuous alcohol monitoring device. In addition, surveillance officers contact probationers in the community to ensure compliance while providing encouragement. In FY2013, an average of seventy (70) DUI Court Probationers were monitored with thermal tracking devices (TAD) per month. Results indicated that 97% of the probationers monitored were alcohol free. Evidence-based practices support a higher success rate when a participant is sober during the first six (6) months of initial treatment.

Two (2) sub-specialty courts within the DUI Court serve the Spanish-speaking and Native American populations. The Spanish-speaking DUI Court is convened once per month with a Spanish-speaking judge, probation officer, and surveillance officer and services 15-20 Spanish-speaking probationers. The Spanish-speaking participants report an increased benefit in being able to communicate with the Judge in their native language. DUI Court understands the importance of recognizing the culture and traditional lifestyles in the Native American community. As a result, Native American DUI Court was created to address their unique challenges. Approximately 65 probationers participate in the Native American DUI Court on a monthly basis.

FINANCIAL COMPLIANCE

The Financial Compliance Program (FINCOM) started in 1997 as 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.

FINCOM provides some very distinct functions. Collectors work in cooperation with the probation staff to encourage and educate probationers to make pro-social positive decisions to meet the court ordered financial obligations. This is an important step in the evolution of individuals who may have experienced limited positive successes in life. It also assists individuals who have had prior success in their life return to their previous positive decision-making after being placed on probation.

FINCOM is also the financial side of probation. The primary focus is the collection of delinquent restitution owed to victims. When the FINCOM collectors work with a probationer to educate the

individual on better financial decision-making and bring him/her into financial compliance, it benefits the victim as they receive the restitution to which they are entitled. This often positively impacts the public's view of the Judiciary.

In addition to victims benefiting from restitution being collected, the monies collected in various fines, fees, and Probation Service Fees assist in funding the ongoing operations of not only the probation department but numerous other governmental agencies. The monies collected by FINCOM are distributed via a formula created by the Arizona Office of the Courts (AOC) in which restitution is always the top priority.

In FY2013, the department collected \$27.1 million in court-ordered financial sanctions of which \$8.8 million was strictly restitution. The FINCOM Unit was responsible for approximately 11% (\$3 million) of this total.

keep
learning.

SECTION 3

Live Life

AWARDS AND ACHIEVEMENTS

“OF THE YEAR” AWARDS – PROBATION OFFICER OF THE YEAR: **BOYD FRICK**



Boyd Frick works with the specialized population of Intensive Probation Supervision (IPS) sex offenders and has been in this position for approximately three years. Boyd's nearly seventeen years with the Maricopa County Adult Probation Department (MCAPD) contributes to his knowledge of the mission of APD which he carries out daily in his interaction with his clients. His easy-going and laid-back personality allows his clients to feel comfortable talking with him, which in turn allows Boyd to address their needs appropriately. This leads to a high success rate among clients on his caseload graduating from IPS.

Boyd is a firearms instructor and he is president of the IPS Voice Committee, which has allowed him to assist his peers within IPS in making their jobs a bit easier in various capacities and their voices heard among upper-management. During the Adult Probation and Parole Association (APPA) Conference in January 2013, Boyd participated in showing our guests from out-of-town the field work we do, discussing MCAPD with his guests, learning about other organizations, and bringing back with him the knowledge he gained. Boyd is a dependable officer who serves the community and the department in an exceptional manner and for these reasons and more he deserves to be recognized as Probation Officer of the year.

“OF THE YEAR” AWARDS – SURVEILLANCE OFFICER TEAM OF THE YEAR:

JACK DILLON & JULIE QUIROZ



Jack and Julie are currently assigned as the community restitution coordinators for Garfield. Their work has a tremendous impact in the Garfield neighborhood as well as at the Garfield Center itself. Approximately 25,000 hours of community restitution work were completed by probationers over the last year under the supervision of these two officers.

They have developed partnerships with City of Phoenix Neighborhood Services, Youth at Risk, First Friday organizers, Neighborhood Housing Services, Tovrae Castle, Booker T. Washington School, and City of Phoenix Parks and Recreation. They coordinate and supervise weekly community projects at various locations such as parks, alleys, schools, and Garfield neighborhood residences. They have an ongoing relationship with Graffiti Busters through the City and are actively involved in neighborhood beautification.

Both of these officers are constantly proposing new ideas on how to improve the Garfield facility and the overall effectiveness and efficiency of the community restitution program. They continue to lead the effort in the Garfield recycling program and have transformed the building to “green”. They have refurbished resident rooms, started a vegetable garden on the grounds, and have reorganized tools and supplies. Finally, the two have been instrumental in the success of the Garfield Community Garden which is the most recent collaboration with the Garfield Community Organization. They are well deserving of recognition for their dedication and hard work!

“OF THE YEAR” AWARDS – SUPERVISOR OF THE YEAR:

BRANDELYN JACKSON



Brandelyn Jackson is a dynamo always looking for a challenge. Since coming to the Communication Center she has built a solid collaboration with her shift supervisors. Together they have worked with radio staff to instill trust and the knowledge that everyone’s voice is valuable when implementing change. Brandelyn has created an advisory board of her peers to improve services and recommend policy changes.

Brandelyn is always looking for ways to provide better, safer services to officers and the law enforcement community. She has helped to smooth the communication lines with the MCSO jail staff who manage holds and has trained her staff in after-hours monitoring of GPS alerts. She jumped

into action recently when the Communications Center was overwhelmed with toxic fumes. Under her leadership and with the help of MCSO, the entire operation was moved to the MCSO Communication Center without a single dropped radio communication.

Occasionally she can be heard backing up her staff on the radios. Needless to say, Brandelyn puts in a lot of “above and beyond” to cover this assignment. She serves as an EBP trainer, Super-Mom, and a long distance runner to boot. Every day she comes to work with a positive attitude and great sense of humor.

“OF THE YEAR” AWARDS – EMPLOYEE OF THE YEAR:

SHARI ANDERSEN-HEAD



Our department’s mission is to “offer hope” and Shari embodies this mission through her roles as Managing for Results (MFR) Coordinator, Victim Services Unit Supervisor, and overall Project Manager. Shari has a passion for building trust and empathy with victims and providing them with restorative services. As she recognized a gap in communication and services for victims, Shari collaborated with department managers and staff (through the Mid-Managers Committee) to develop the Victim Forum curriculum, to revise the victim policy, and to simplify victim letters. She personally trained over 1,000 staff. Her passion led her to coordinate the

APPA service project for the Phoenix Conference with StreetlightUSA to bring awareness to domestic human trafficking and the resources available to these victims.

Shari is a champion of Adult Probation. As co-chair of the EBP Task Force, she collaborates with community treatment providers to enhance communication with our department and improve services for probationers. Her work is often unrecognized because it represents the accomplishments of the entire department. Her creativity provides the mechanism to celebrate our accomplishments (e.g., Annual Reports) which are shared with stakeholders. Shari sets high performance standards for herself and inspires others to do the same.

AMERICAN PROBATION AND PAROLE ASSOCIATION PRESIDENT’S AWARD - **MARICOPA COUNTY ADULT PROBATION ADULT EDUCATION PROGRAM**



The Adult Education Program (AEP) of the Maricopa County Adult Probation Department operates out of three (3) adult education centers co-located in regional probation offices. As part of the Adult Probation Department, AEP teachers are trained in evidence-based correctional practices and are committed to working in concert with other probation staff to accomplish positive probationer outcomes and reduced recidivism.

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2013 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS – **STRESS MANAGEMENT FOR EMPLOYEES EXPOSED TO VICARIOUS TRAUMA**

Research has consistently demonstrated that professionals who work in human service occupations are impacted by the traumatic experiences of those they serve and recent research on probation employees suggests challenging caseload events, officer victimization, and longevity were associated with higher reports of traumatic stress and burnout. Maricopa County Adult Probation Department (MCAPD) is the first probation department to develop an employee stress management program that specifically targets the impact of vicarious trauma. Primary prevention strategies include staff education and pre-incident preparedness with specific trainings designed for officers, supervisors, and executive management. Interactive response technology is utilized, which allows participants to anonymously respond on keypads to questions in the PowerPoint presentation; their collective responses become visible in the PowerPoint slide. This safe, anonymous method of disclosure is both entertaining and allows individuals who may have felt alone to see that others are also suffering. The program measures the frequency of incidents and severity of symptoms in staff and uses the data outcomes to guide program content. Furthermore, the training curriculum offers protective coping strategies to better prepare staff for the emotional challenges of probation work.

With 368 employees having received the stress management training, program evaluations suggest that it has been well received. Eighty-six percent (86%) of those employees reported that they had experienced three or more symptoms of vicarious trauma and 68% indicated that their current stress level could not continue without significant cost to their bodies. Kirsten Lewis has presented the results of the data collected from the stress management program at workshops and conferences and recently had an article published in the American Probation and Parole Association journal, *Perspectives*. MCAPD's stress management program also includes secondary prevention strategies that include Critical Incident Stress Management (CISM) Team, Individual Crisis Intervention/Decompression (ICI), group crisis interventions, and stress assessments. NACo selected the Stress Management Program for Employees Exposed to Vicarious Trauma for the additional honor of **Best in Category** due to its exceptional results and unique innovations. To our knowledge, this is the first MCAPD program to receive the **Best in Category** distinction. Kirsten Lewis is to be commended for her ground-breaking research and training, which has helped employees and the organization to recognize and better manage the impact of vicarious trauma on probation employees.

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2013 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS – **VETERANS COURT**

The Superior Court of Arizona in Maricopa County and Maricopa County Adult Probation Department (MCAPD) collaborated to establish the Veterans Court and have partnered with the Veterans Administration (VA), Magellan, and other partners to provide very specific, individualized treatment and services for veterans who now find themselves under court supervision. The Veterans Court is a problem-solving court designed to help those who have served our country to successfully complete probation. The program targets veterans who are assessed as medium to high risk. Six specialized

probation officers and one supervisor have been appointed to supervise up to 300 veterans on probation by working closely with the Court and VA. In addition, one officer was assigned to locate and re-engage veterans who had absconded and were in warrant status. The Veterans Court brings multiple resources together in one forum, allowing the veteran to more easily access the appropriate services, including services they had not known they were eligible to receive.

Collaboration is key to the program's success and none is more significant than the close, committed working relationship with the Veteran Justice Outreach Specialist from the VA. FY2012 outcomes for Veterans Court compared with standard probation show that Veterans Court had a higher rate of successful probation completion (82.4% vs. 73.62%), a lower rate of revocation to prison (17.6% vs. 23.69%), and a lower rate of new felony convictions (0.7% vs. 3.82%). The program also significantly reduced the number of veterans in warrant status from 275 at program inception to 102 approximately two years later. Of the veterans re-engaged, only one person had to be taken into custody in the more than two years of operation. Congratulations to the Veterans Court team: Commissioner Michael Hintze; Division Director Wes Shipley; members of the Vet Unit: Supervisor Tiffany Grissom, Kevin Bishop, Tameka Loyd, Chad Beeman, Gerrick Hyde, Beth Cervantes, and Bobbie Stumper; Penny Miller, Veteran Affairs Healthcare; Anthony Irby, Veteran Affairs Regional Office; John Houston, Public Defender's Office; Frankie Jones, County Attorney's Office; Khonsavanh Silivongxay, Magellan; and the Arizona Coalition for Military Families.

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2013 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS – **ASSESSMENT CENTER**

The reorganization of the Assessment Center in the Presentence Division has increased the efficiency of the division, distributed workload more equitably, increased quality assurance, and improved customer service. Historically, the screener's job description was based on whether the screener conducted pre-sentence or post-sentence screenings. The pre-sentence screeners were supervised in six (6) different units consisting of both probation officers and screeners, and the post-sentence screeners were supervised in a separate unit by one supervisor. This arrangement resulted in inconsistency in supervision, including how screeners' work was reviewed and assessed and how they were told to do their job. Furthermore, screeners were on different floors with no central hub; some were in cubicles that were not conducive to interviews and there was no emergency notification system in place.

The screener position also had a 25% turnover rate, largely because it is an entry level position from which many individuals seek advancement. Inequities in screeners' workloads resulted in long wait times for clients, with an average wait of fifty-five minutes. A group of presentence supervisors decided to tackle these problems and, at their recommendation, the screeners were pulled from the existing probation officer/screener units and four units of screeners were created, with four supervisors committed to working as a team. Each supervisor took responsibility for one of four vital aspects of the Assessment Center: training, jail screenings, DTEF and grant funding, and hiring. The office space for screeners was remodeled for efficiency and safety.

Screeners were cross-trained to assess both pre- and post-sentence cases, and job duties have been re-organized to establish one efficient, centralized Assessment Center. This change required screeners to give up some of their independence and more emphasis has been placed on teamwork. The jail screeners were placed in one unit to increase focus on the unique issues they face. The processes for assigning cases to screeners have been changed to keep workloads manageable and equitable and to alert supervisors when overtime is needed.

With a shared commitment of the supervisors, quality assurance tools were developed and implemented: a screener checklist was developed as a guide for screener work tasks as well as a review tool for supervisors; training issues and common trends were identified; statistical reporting was revised and automated; and a fair and equitable performance evaluation was developed and automated. Furthermore, an Offender Screening Tool (OST) assessment refresher was developed and delivered to all presentence staff. Frequent turnover in the screener position was also addressed such that vacancies are filled more quickly and on-the-job training and coaching are accomplished in a shorter timeframe. In addition to the many internal benefits from these changes, average client wait times have been reduced by more than twenty-one minutes. Supervisors Paula Krasselt, Jennifer Lennox, and Todd Bodin are to be commended for this successful project. In addition, the input and flexibility of the screeners, the support of the Assignments Unit, and the vision and support of the executive managers all contributed to the project's success.

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2013 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS – **APPREHENSION IN PHOENIX HOTELS**

A special unit consisting of Phoenix Police and Adult Probation Fugitive Apprehension Unit (FAU) officers was formed to locate and apprehend criminal offenders from hotels, motels, and apartment complexes located in an area with a high number of service calls to police. It was determined that probation absconders and other individuals on probation were often in this area called the "I-17 Corridor". It was too cumbersome for police to contact each and every supervising probation officer for the individuals on probation that police came into contact with during their investigations in the area; therefore, a partnership between agencies developed. One FAU officer is assigned to work with the Phoenix Police Warrant Interdiction Squad. Early each day, the special unit obtains guest lists from the hotels and motels in the I-17 Corridor and police perform record checks on all of the listed individuals to determine if they have active warrants, are currently being investigated for criminal activity, or are targeted for surveillance. The FAU officer checks the registration lists to identify individuals who are currently on probation or who have absconded from probation. Individuals with probation warrants are identified for contact.

The FAU officer checks probation case notes and attempts to contact supervising officers to determine the status of the individuals who are currently on probation. After the registration lists have been checked, the unit cross-references the individuals that each department identified and prioritizes the offenders based on their risk to the community. The unit then assigns each officer's tasks and they go out to make the contacts. The unit makes an average of twelve to fifteen contacts per day. Five or six officers knock on a hotel room door and, when an occupant responds, officers

ask to step inside. Officers then verify the identification of the individuals present and scan the room for drugs, fraudulent documents, and weapons. The room is cleared to check for any individuals that may be hiding. If an individual registered to the room is on probation, the FAU officer has the authority to search the room.

When contraband is found, police typically conduct an investigation for new charges. Individuals with warrants are arrested and other individuals involved in criminal activity may be arrested. The unit rarely gets resistance when they knock on a hotel room door. As a whole, the special unit has arrested approximately 8,000 offenders. The FAU officer averages 20.5 arrests monthly of probationers with warrants. In addition, the FAU officer assists field officers by arresting individuals who do not have a probation warrant but are found to be in significant violation of their conditions of probation.

Probation searches have resulted in seizures of drugs, weapons, and stolen property. The special unit has intervened in offenders' commission of fraud-related activities such as stolen checks, credit cards, and identification, and the production of counterfeit currency. This partnership serves the community by providing a safer, more enjoyable experience for citizens who wish to utilize the services provided by the hotel, motel, and apartment industries. Congratulations to FAU Officer Brian Armbruster and Phoenix Police Lieutenant Dibenideto, Sergeant Dillon, and Detectives Jones, Turner, Razon, Coda, and Gilbertson.

These programs reflect the best of what we do at Maricopa County Adult Probation Department (MCAPD) and our commitments to performance excellence, working in partnership, and fulfilling our mission to enhance the safety and well-being of our neighborhoods.



Back Row from left to right: Board of Supervisors Denny Barney, Andy Kunasek, Mary Rose Wilcox, County Manager Tom Manos, and Board of Supervisor Steve Chucri
Front Row from left to right: Probation Supervisor Bob DeMers, Probation Officer Brian Armbruster, Division Director Wes Shipley

ORGANIZATIONAL CHART

