



Maricopa County Adult Probation FY2012 Annual Report

A FORCE FOR *POSITIVE* CHANGE

“ Without
continual *growth*
and progress, such
words as
improvement,
achievement, and
success have no
meaning.”

- Benjamin Franklin

Dear Judge Davis,

This FY 2012 annual report describes the varied activities and programs of the Adult Probation Department and reveals another year of positive performance results. We are extremely pleased to report that the percentage of probationers who successfully completed their probation increased, for the fourth year in a row. Furthermore, the percentage of probationers revoked to prison decreased for the fourth consecutive year and the percentage of probationers sentenced for a new felony conviction has remained at or below five percent for the past three years. The implications of these remarkable results are truly significant for our community: enhanced public safety, reduced victimization, improved lives, and substantial savings of public funds.



The theme for this year's annual report, growth and progress, reflects our continued development as an evidence-based organization. The implementation of a new risk assessment tool in Pretrial Services provides the Court with important predictive information regarding the likelihood that a defendant will fail to appear and/or be rearrested. The department's involvement in a Criminal Justice Drug Abuse Treatment Study funded by the National Institute of Drug Abuse has enabled us to identify specific needs related to treatment services and to work on process improvements in areas such as treatment referral, progress reports, communication, and trust. An ongoing Collaboration Workgroup with treatment providers has also been instrumental in advancing cross-agency understanding and our capacity to share information and to collaborate for improved outcomes of our mutual clients. As part of the Arizona Wanted Violent Offender Task Force, Child Predator Apprehension Team, our Department successfully located and apprehended a large percentage of the sex offenders with probation violation warrants. We are pleased to be working with many natural partners in a wide variety of projects to improve efficiency and effectiveness for the benefit of our clients and community.

Internally, we have completed a comprehensive training plan to ensure that employees receive the training needed to deliver evidence-based services. More than one-third of our managers have now completed the leadership academy that was developed to increase and sustain leadership skills in the organization. Borrowing a successful practice from the private sector, Adult Probation has adopted "appreciative inquiry" as an approach to increase management's empathy and understanding of the problems faced by staff. The practice has been implemented across most of the department, with the remaining divisions scheduled during the next few months, and has proven to be an extraordinary asset to enhanced communication, relationship building, and process improvements.

This is an exciting time in which the depth and breadth of our knowledge, skills, abilities and partnerships continues to expand. Our department has earned a positive reputation for excellence and innovation and we are committed to sustaining an organization with these attributes. The employee satisfaction survey completed this past year affirmed that our employees are purpose-driven and that we have a positive culture in our department. Of the 95 items on the satisfaction survey, employees scored only three items below 5 (i.e., a rating of satisfied). Not surprisingly, two out of the three items related to pay, an issue closely tied to the ongoing economic slowdown.

As always, it is an honor to serve the Court and we look forward to another year as a force for positive change.

Sincerely,

Barbara A. Broderick

Barbara A. Broderick
Chief Probation Officer



GOALS

Goal A:
Crime Reduction

Goal B:
Compensation and Retention

Goal C:
Process Improvement

Goal D:
Customer Satisfaction

Goal E:
Sound and Solid Infrastructure

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.

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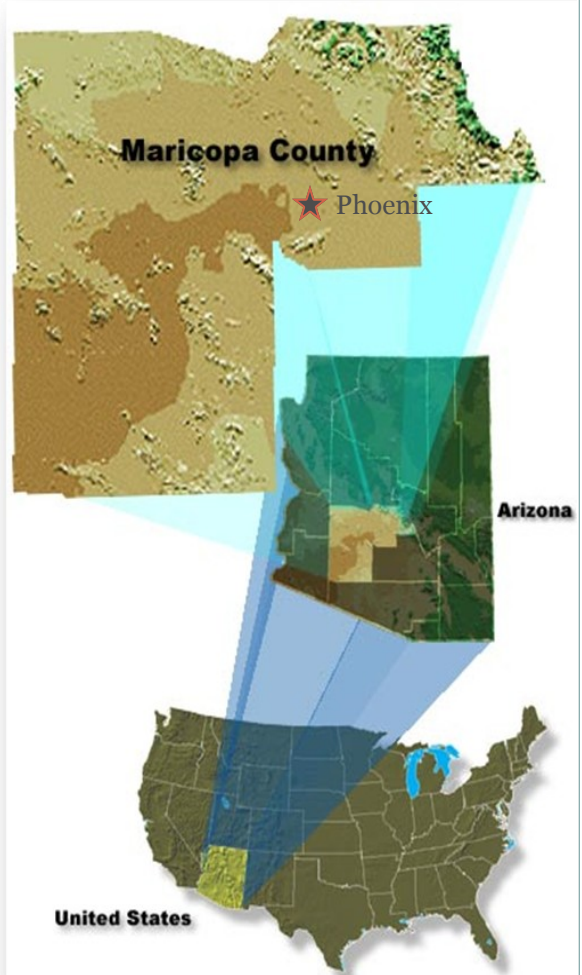


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GENERAL INFORMATION MARICOPA COUNTY AT A GLANCE FY2012



- Arizona has a population of over **6,482,505** people (2011).
- Maricopa County has a population of over **3,880,244** people (2011).
- It is the **fourth most populous county** in the nation and is home to more people than 21 states and the District of Columbia.
- Maricopa County has a land area of **9,226** square miles, of which 1,441 square miles are incorporated (16 %) and 7,785 square miles are unincorporated (84 %).
- It is the **largest** of Arizona's fifteen counties.
- The county measures **132 miles** from east to west and **103 miles** from north to south.
- **Twenty-four** cities and towns are located within Maricopa County's outer boundaries.

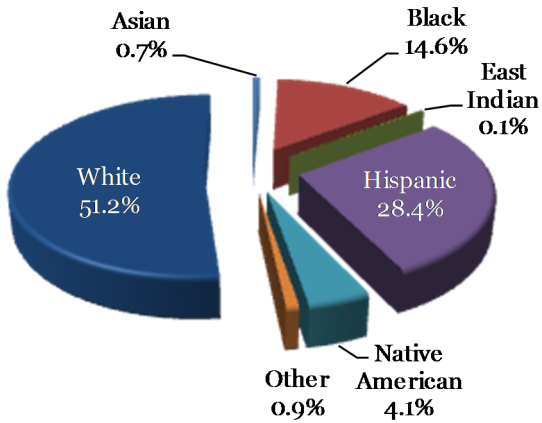


MARICOPA COUNTY ADULT PROBATION

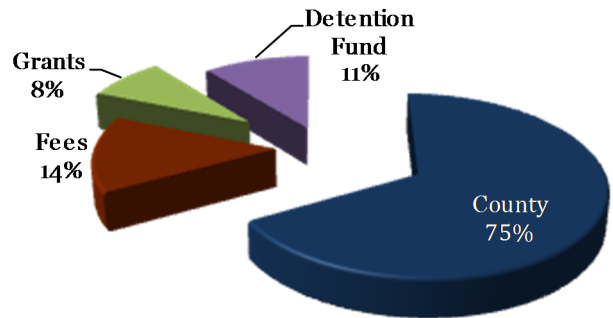
- Established in **1972**
- **\$ 78,821,127** annual budget
- **1,024** employees
- **19** regional and area offices
- Average of **2,138** defendants under pretrial supervision per month
- **2,704** arrests by Fugitive Apprehension Unit in FY2012
- **20,940** Standard probationers
- **732** Intensive probationers
- Average monthly probation population of **53,261**

GENERAL INFORMATION FY2012

Maricopa County Adult Probationers' Race/Ethnicity

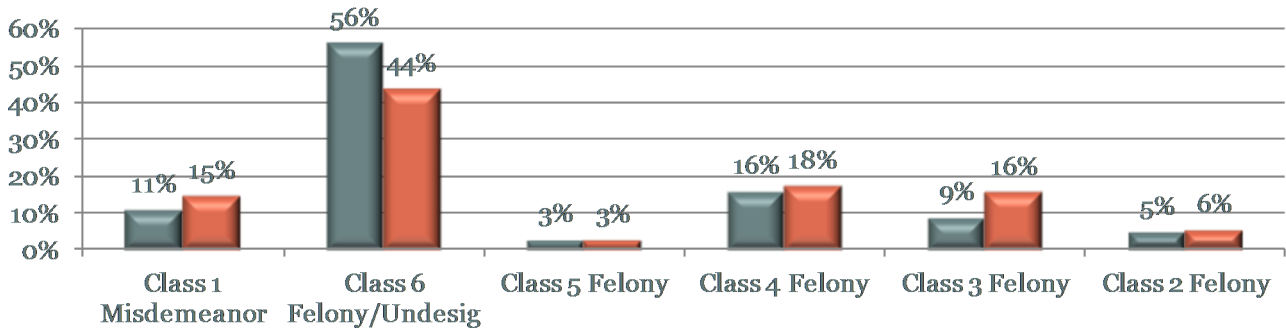


Maricopa County Adult Probation FY2012 Annual Budget - \$78,821,127



Maricopa County Adult Probation Population by Gender and Offense Category

■ Female ■ Male



Offenses by Category

Category	Total	Percentage
Class 1 Misdemeanor	3,884	14%
Class 6 Felony/Undesignated	13,124	46%
Class 5 Felony	806	3%
Class 4 Felony	4,841	17%
Class 3 Felony	4,018	14%
Class 2 Felony	1,564	6%

Average Monthly Active Probation Population: 29,887

Average Monthly Probation Population: 53,261

On Probation for Felony Offenses 86%

PRETRIAL SERVICE DIVISION

When people hear about the Maricopa County Adult Probation Department, the focus is often on the supervision of offenders in the community after they have been sentenced. However, since July 2003, a key component of the Maricopa County Adult Probation Department (MCAPD) is the Pretrial Services Division.

The purpose statement of the Pretrial Services Division states that the Pretrial Division is committed to providing a client-based pretrial services program, encompassing the needs of the jurisdiction, improving community safety, and reducing risk of flight. To achieve this purpose the Pretrial Services Division is comprised of two functions, the Jail Units and the Defendant Monitoring Units. The Jail Units provide information to assist judicial officers in release/detainment decisions during the Initial Appearance (IA) hearing. The Defendant Monitoring Units (DMU) provide supervision services to individuals placed on pretrial supervision. The DMU monitors defendant compliance with release conditions which may include urinalysis, field contacts, treatment assessments, or electronic monitoring. The Pretrial Services Division aims to provide timely information to the Court so judicial officers can make informed release decisions, and to provide supervision services that help defendants successfully complete release conditions, while minimizing the number of defendants who fail to appear to court.

Since FY2008, the Pretrial Services Division has maintained over 80% successful completions of release conditions without termination. The result for FY2012 was almost 90% (89.2%). There has been an increase in the percentage of defendants who have failed to appear for court over the past few years. In FY2008, 4.4% of pretrial defendants failed to appear. In FY2012, that percentage has increased to 10.6%.

In FY2012, Pretrial Services also collaborated with the Fugitive Apprehension Unit and developed processes to transfer pretrial bench warrant cases to them for apprehension as allowed under Senate Bill 1023. Since implementation, 462 pretrial warrants have been cleared.

Consistent with the rest of the Department, the Pretrial Services Division is committed to implementing evidence-based strategies for pretrial defendants. Over the past year, significant changes were made that demonstrate this ongoing commitment. These changes include the implementation of a new Pretrial Risk Assessment and the implementation of new Pretrial Caseload Management Standards. Significant changes were also made to the technology available in the IA court with the conversion to iCISng.

PRETRIAL SERVICE DIVISION CONTINUED

Pretrial Risk Assessment

In 2011, the Maricopa County Adult Probation Department (MCAPD) partnered with the Pretrial Justice Institute (PJI) to develop a new pretrial risk assessment instrument to be used by the Pretrial Services Division. The sample for the study to develop the new tool was drawn from all felony defendants assessed by the Pretrial Services Division between March and October 2010. The study was designed to identify risk factors predictive of failure to appear (FTA) and new criminal behavior while on pretrial supervision.

Of the 25,326 defendants processed through IA court between March and October 2010 who agreed to be part of the study, 12,116 were released from custody during the study period. These 12,116 defendants represent the sample that were at risk for pretrial misconduct during the study and were included in the validation study.

The pretrial misconduct outcomes for those released from custody are presented in Table 1. The outcomes include failure to appear, failure to remain crime free (new cases filed), or either (any pretrial misconduct). These outcomes represent the base rates of these behaviors in the sample.

Table 1: Pretrial Misconduct Outcomes (Base Rates) (N=12,116)

Outcome	# of Defendants	% of Defendants
Failed to appear	1,257	10.4
New case(s) filed	502	4.1
Any pretrial misconduct	1,574	13.0

The analysis conducted by PJI resulted in a set of factors that consistently predict failure to appear and new criminal behavior. The new pretrial risk assessment tool includes nine items and also makes adjustments for offense severity. The overall score on the tool places an individual into one of four risk categories. Table 2 shows the relationship between the risk categories and pretrial outcomes including failure to appear, new cases filed while on supervision and any pretrial misconduct, which includes either FTA or new cases filed. The results demonstrate that the assessment is doing what it is expected to do. Individuals assessed as low risk are less likely to have an FTA or a new case filed than those assessed as medium-low, etc.

PRETRIAL SERVICE DIVISION CONTINUED

Table 2: Pretrial risk assessment categories and outcome measures

	Outcome Measures		
Risk category	% Failure to Appear	% Rearrest	% Any Pretrial Misconduct
Category 1 (Low)	3.4	1.7	4.6
Category 2 (Medium-Low)	10.2	3.4	12.4
Category 3 (Medium-High)	14.4	6.4	18.0
Category 4 (High)	23.4	8.0	28.0

The new pretrial risk assessment tool was implemented in the jail through the IA process at the end of 2011. All staff in the Pretrial Services Division, including the Jail Units and the Defendant Monitoring Units, received training on the assessment to ensure consistency in scoring. The results of the assessment will help guide release recommendations and supervision strategies when released.

Pretrial Caseload Management Standards

The implementation of a new Pretrial Risk Assessment resulted in the development of new Pretrial Caseload Management Standards. The new standards incorporate the results of the new risk assessment and allow supervision in accordance with the risk principle of evidence-based practices. Increased resources and supervision are provided to those who are assessed as high risk. Training was provided to all DMU staff on the new caseload management standards prior to implementation.

Improved Technology

Significant changes in the technology used in the jail also occurred over the past year. The Pretrial IA Court re-engineered their data collection processes for migration from the electronic Jail Management System (JMS) to the Superior Court iCISng system. Pretrial staff also began using the JWI CHD criminal history format to prepare criminal history information for judicial officers. The result of these changes is a paperless process within the IA Court.

Next Steps

The significant changes that have occurred within Pretrial Services over the past year are reflective of the Department's ongoing commitment to implementing evidence-based practices and to being a learning organization. As use of the Pretrial Risk Assessment continues, its use will be monitored and the tool will be revalidated. Pretrial Services will also continue work with iCISng developers as they design the pretrial case management system for Pretrial Supervision.

MANAGING FOR RESULTS

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

Performance measures are designed to monitor agency performance in mission-critical areas, and should yield the following benefits: generate information that is meaningful to internal and external stakeholders, return results that are actionable by agency personnel, and provide the public a window into County operations and performance.

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

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

Goal A. Crime Reduction

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

MCAPD Crime Reduction Performance Results			
FY 2008 to FY 2012			
Performance Measures	FY 2008 Results	FY 2012 Results	Difference in Number of Individuals
Successful Completion of Probation	65.53%	81.69%	+1,009
Revoked to Department of Corrections	28.35%	16.75%	-1,961
New Felony Sentencing	7.97%	4.75%	-940

MANAGING FOR RESULTS

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.

Employees completed a bi-annual employee satisfaction survey in FY 2012, administered by Maricopa County's Research and Reporting Department. The overall employee satisfaction score of 5.7 exceeded the department's goal of 5.6. Employees' ratings on 92 of the 95 items on the survey instrument were in the satisfied to very satisfied range. Two of the three items on which employees were less than satisfied related to pay. It is noted that Maricopa County employees have not received a pay increase in five years.

Badged staff had an average of 10.7 years with the Department, exceeding the goal of 8.9 years.

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 97.5% to 97.9%. (Goal: 98% or higher).

The percentage of restitution ordered that was collected increased from 55.4% to 65.4%. (Goal: 65%).

Goal D. Customer Satisfaction

The Department's goal is to improve services to neighborhoods, courts, offenders, and victims. Two surveys were conducted this fiscal year to obtain feedback regarding the Department's performance, one with community providers and one with victims. (Results on pages 12 and 13)

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).

TREATMENT COMMUNITY SURVEY RESULTS

In FY 2012, the Policy, Planning and Analysis Division of the Maricopa County Adult Probation Department conducted a survey of treatment providers and other community partners. The primary purpose of the survey is to assess satisfaction with the services provided and to help identify ways that services can be improved. After compiling a list of treatment providers and other community partners who have routine contact with Adult Probation, an electronic survey was distributed to 135 individuals. Surveys were completed by 70 individuals for a response rate of 51.9%.

Previous surveys of treatment providers and other community partners found that 8 out of 10 people surveyed were satisfied with the services provided by the MCAPD. Based upon these results, the department set a goal to increase the satisfaction of community partners to 85%. In the current survey, 86% of survey respondents indicated they were satisfied with their organization's interaction with the Adult Probation Department, meeting the Department's goal.

In addition to the overall satisfaction, nine out of ten treatment providers or community partners surveyed indicated that the Adult Probation Department:

- Provides a valuable service to the community;
- Provides services that benefit their organization and/or community;
- Treats them or their staff with dignity and respect;
- Partners with them to enhance safety in communities.

Some of the words used to describe probation staff were, *“highly professional, effective, dedicated, committed, and go above and beyond to help the defendants they supervise”*.

One partner stated: ***MCAPD is a valuable partner to our organization. The past decade of work to implement EBP throughout the department has been an example of how vision and dedication of one agency can encourage and enable positive change throughout our community.***

The MCAPD also uses surveys as a tool to identify areas where services can be improved. A consistent theme throughout the comments on the surveys was improved communication. Treatment providers and community partners would like to see increased information sharing, more follow-up with services, more opportunities to interact with probation, and to continue to build collaborative relationships.

The results of this survey are encouraging to the MCAPD. In addition to meeting our MfR goal, the survey results reinforce our commitment to collaboration as part of our overall model of implementing evidence-based practices.

VICTIM SURVEY RESULTS

In May of 2012, the Maricopa County Adult Probation Department (MCAPD) conducted its 14th 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 2012.

The survey questions were identical to the FY2011 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 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 200 victims, however three (3) were returned without forwarding addresses, one (1) was returned explaining the victim was deceased, and three (3) additional survey respondents were excluded because their surveys only included comments that they were misidentified as victims. A total of fifty (50) opted-in victims responded, which is a response rate of 26%. The following is an overview of the survey results.

- The mean ratings for the 7 items pertaining to contact with APD ranged from 3.6 to 4.48. All mean ratings fell above the neutral rating of 3.0. The mean ratings on each of these items increased compared to the previous year.
- The highest rating (M = 4.48) was for the item "Probation staff treated you with respect."
- The lowest rating (M = 3.6) was for the item: "Probation Staff put you at ease with what to expect."

The overall percent satisfied were as follows:

- Criminal justice system was 44% (M= 3.15)
- Probation officer(s) at the presentence stage was 55% (M=3.68)
- Probation officer(s) at the post-sentence stage was 44% (M=3.36)
- The average of all 8 items was 3.9 indicating an overall positive evaluation. When including all respondents with a mean score of 3.5 or higher, 73% were satisfied or very satisfied with Adult Probation. This is an improvement from FY2011 which was 61%.
- From the victim comments, the greatest sources of frustration were not receiving restitution payments. However, other comments also praised Adult Probation staff for their help and support.

EVIDENCE-BASED PRACTICES

The Executive Team has committed to using evidence-based practice (EBP) as the Department's primary strategy to achieve positive results. Over the past eight years, the Department has undergone a virtual transformation, making evidence-based practice core to Departmental operations and organizational culture.

A significant part of this journey involved the Department's participation in a two-year project with the Crime and Justice Institute (CJI) and the National Institute of Corrections called *Implementing Effective Correctional Management of Offenders in the Community*. In 2008, MCAPD managers and staff completed organizational assessments, including the Likert Organizational Climate Survey and the Texas Christian University Survey of Organizational Functioning. CJI analyzed the survey results and prepared detailed reports that included recommendations for MCAPD's organizational development relevant to evidence-based practice. Using the results of the organizational assessments, along with the results of the employee satisfaction survey, the EBP Steering Committee developed strategic EBP organizational priorities. The priorities were updated after organizational reassessments were conducted by CJI in 2009.

The department's five EBP organizational priorities are:

1. **Improving** empathy and understanding
2. **Involving** staff in decision making
3. **Collaborating** with treatment providers
4. **Enhancing** consistent quality assurance among supervisors
5. **Developing** a comprehensive training plan

A number of significant events and projects have impacted these priority areas during the past year. Organizational development has continued to progress with internal initiatives to improve empathy and understanding and to enhance training and quality assurance with departmental supervisors. Through collaborations with treatment providers, cross-system understanding and effectiveness has been strengthened and continues to develop. The department has been building bridges with many natural partners in the community and is engaged in numerous productive collaborations serving special populations and communities.

IMPROVING EMPATHY AND UNDERSTANDING

The organizational assessments conducted by CJI revealed a gap in management's understanding of the problems faced by staff (empathy and understanding). In response, management established this goal: to implement and sustain new practices (individually and collectively) to improve management's empathy and understanding of the problems faced by staff which will build effective relationships, achieve positive outcomes with clients, customers, and stakeholders, positively impact staff motivation, and ultimately improve the delivery of services.

IMPROVING EMPATHY AND UNDERSTANDING CONTINUED

The Empathy and Understanding workgroup searched for a safe, productive way to have conversations that would lead to better understanding of staff's problems and that could be implemented in a large organization. They selected Appreciative Inquiry, an empathetic, relational approach that encourages everyone's involvement in the dialogue. Appreciative Inquiry focuses on what works in an organization and helps employees create a description of the organization "in a perfect world." Instead of looking for problems, the Appreciative Inquiry approach frees individuals to think more expansively and to develop a vision of the possible.

After piloting the Appreciative Inquiry approach in one division during fiscal year 2011, Appreciative Inquiry sessions were implemented in most divisions across the department during fiscal year 2012 and will have been held in all divisions by the end of the 2012 calendar year. A portion of the department's supervisors were trained as Appreciative Inquiry facilitators and they facilitated sessions in their respective divisions. The Appreciative Inquiry sessions have generated significant discussion and many employee suggestions. The results fall into three main categories: 1) Tangibles, as the department has been able to provide some equipment and facility upgrades to meet staffs' needs, 2) Process improvements, which have provided workload efficiencies and enhanced customer service, and 3) Relationships, as managers practice communication techniques that boost connection and staff establish methods for ongoing communication and interaction.

The plan is to schedule more Appreciative Inquiry sessions in the divisions and to build a sustainable Appreciative Inquiry process.

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 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.

SUPERVISOR LEADERSHIP ACADEMY CONTINUED

The Supervisor Leadership Academy was piloted with the Executive Team in January 2011, demonstrating the commitment of upper management to implementing EBP and to leading through example. During FY2012 three complete sessions of the Academy were held, producing 48 graduates among adult probation supervisors. In addition, two supervisors from the Juvenile Probation Department and one from the Administrative Office of the Courts have participated.

Academy participants have relayed positive feedback through the evaluations of each session. Some of the comments reflected that “learning was made fun” and highlighted certain workshops as “one of the best workshops I have attended.” The more telling success of the Academy is the practices that are now being used in the agency. One example, taught during the Academy, was an exercise in progressive recognition. A paper plate was used to record what team members see as a strength in each other. The paper plates are displayed proudly throughout the workplace. The lessons of the Academy are also reflected in conversations throughout the department as our leaders present new ideas, talk about being a learning organization, and use the language of the Academy.

It is the goal of the Department to have all first-line supervisors and mid-managers participate in the academy. Academy sessions continue to be ongoing.

COLLABORATION WITH TREATMENT PROVIDERS

A Collaboration Workgroup has been working on developing and augmenting our relationships with external partners for the past two years under the strategic guidance of the Evidence-based Practices (EBP) Steering Committee.

One of their 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 for:

- probationers that will enhance behavioral change
- treatment providers that will enhance their efforts in assisting probationers’ behavioral change efforts
- probation staff that will enhance their efforts at assisting probationers’ behavioral change efforts

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.

Over the past year, the chief executive officers of our contracted providers have been meeting with us quarterly to talk about current issues and shared concerns. Provider representatives meet regularly with

COLLABORATION WITH TREATMENT PROVIDERS CONTINUED

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 us about what actually happens in treatment. An effort is currently underway to explore the possibility of exchanging assessments, case plans, urinalysis results, and even presentence reports electronically. Providers are looking at electronic referrals from us, and we are hoping the data exchange will include electronic progress reports.

Recently, the Department instituted a new collaborative partnership with the Crisis Response Network (CRN). We provide the names of clients on 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. Cross training has begun between our agencies as we learn about each others' roles in the community.

Feedback from all the providers involved in these new collaboratives has been overwhelmingly positive. After the Department gave a presentation on how we change behaviors and about our reliance on evidence-based principles to guide our decisions, treatment providers had a new and refreshing perspective on our agency and our profession.

IMPROVING LINKAGES BETWEEN CRIMINAL JUSTICE AGENCIES AND TREATMENT PROVIDERS: CRIMINAL JUSTICE DRUG ABUSE TREATMENT STUDIES II (CJDATS II)

The Maricopa County Adult Probation Department (MCAPD) is committed to implementing Evidence-Based Practices (EBP) and to being a learning organization. This commitment includes seeking opportunities to participate in projects that will help advance the Department's mission of keeping the community safe and providing opportunities for offender behavior change; and that contribute to the existing research on effective interventions. One such project is Criminal Justice Drug Abuse Treatment Studies II (CJDATS II). CJDATS II is a 5-year research cooperative funded by the National Institutes of Health (NIH) and the National Institute of Drug Abuse (NIDA). CJDATS II began in 2008. Chief Barbara Broderick is a Co-Principal Investigator, representing criminal justice agencies.

The focus of CJDATS II is to conduct research studies on organizational and professional change strategies to implement evidence-based approaches to treating drug abuse within criminal justice settings or treatment settings serving offenders, to learn what is most effective.

The MCAPD is currently participating in two CJDATS II research studies. Both projects aim to help improve collaboration among criminal justice agencies and treatment providers. The first study is a Medication Assisted Treatment (MAT) Research Protocol. Within this study participating agencies are all provided with an educational intervention that provides information about MAT. Following the initial intervention, some sites will participate in a strategic planning process

IMPROVING LINKAGES BETWEEN CRIMINAL JUSTICE AGENCIES AND TREATMENT PROVIDERS: CRIMINAL JUSTICE DRUG ABUSE TREATMENT STUDIES II (CJDATS II) CONTINUED

aimed at increasing linkages and improving communication between criminal justice agencies and MAT providers. The study will help identify how improved connections between agencies and stronger communication impact the implementation of MAT and treatment outcomes. In this study, the MCAPD is part of the control group and will receive only the educational intervention.

The second study is part of an Assessment Protocol designed to look at the impact of process improvement strategies aimed at improving the assessment of offenders, the integration of assessment information into case plans, the transfer of information from criminal justice agencies to treatment providers and the delivery of services by treatment agencies. The Maricopa County Adult Probation Department is partnering with three local treatment agencies to develop a jurisdiction specific process improvement plan.

Both of these studies are ongoing and will continue into FY2013. The MCAPD is grateful to be part of the CJDATS II project and for the opportunity to continue to learn how collaboration contributes to the effectiveness of treatment for offender populations.

PRISON REENTRY INITIATIVE

The Reentry Unit was created through the receipt of a \$2 million Recovery Act: Edward Byrne Memorial Competitive Grant from the U.S. Department of Justice to improve the reentry of individuals released from prison with consecutive probation. This grant provided funding for the retention of seven positions and the creation of eight new positions and was awarded in September 2009. In July 2011, the Unit received national recognition for its hard work by receiving a National Association of Counties Achievement Award. By the end of the second year of the grant, the initial absconder rate was 2.5%, an 89% decrease compared to the absconder rate prior to the reentry initiative. Based on the success of the Unit, the Maricopa County Board of Supervisors permanently funded all the positions in the Unit plus some additional growth positions. 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.

The Reentry Unit is comprised of 15 officers: four pre-release officers, ten reentry officers, and one reengagement officer. There is also one supervisor who oversees the Unit, which has staff housed in six probation offices around Maricopa County.

Pre-release officers (4) establish pre-release contact with the offender, identify critical needs, and establish release goals. They contact family members, verify intended housing, and coordinate with other agencies. Triage identifies cases with acute psychiatric needs or other issues that require urgent attention upon release.

PRISON REENTRY INITIATIVE CONTINUED

Reentry officers (10) provide early intervention and evidence-based probation supervision. Located in high density/high crime areas with the largest concentration of prison releases, reentry officers see offenders within 72 hours of release. Small caseloads enable the officers to address critical needs, such as housing, identification, transportation, employment, and treatment referrals. Their strategy is to engage the offender and quickly establish stability in the community. Officers conduct a risk assessment, develop a case plan, and utilize a network of agencies, treatment providers, emergency and transitional housing programs, and other resources. Most critical needs are addressed in 30 to 90 days whereby offenders are then transitioned to a standard field or specialized caseload for supervision.

Reengagement officer (1) locates missing offenders and encourages them to check in and cooperate with probation supervision.

A probation supervisor oversees the program, daily supervision of staff, and participates in higher-level collaboration with other agencies and community-based organizations.

In September 2010, the Maricopa County Adult Probation Department received a two-year, \$200,000 grant from the Bureau of Justice Assistance as part of the Justice and Mental Health Collaboration Program. One of only 14 expansion grants awarded across the country, this grant expands and complements the existing reentry program. The resources of the grant are dedicated to providing treatment and transitional living services for female offenders with co-occurring mental health and substance abuse disorders released from prison followed by probation. The goal is to fill the gap in services that is typically experienced upon release from prison by providing immediate access to services and a seamless transition from prison to the community. The Department is collaborating with a number of agencies to make this happen, including the Arizona Department of Corrections, Magellan, the National Council on Alcohol and Drug Dependency (NCADD), Community Bridges, and Crossroads for Women. The grant has been extended until September 2013.

PRISON REENTRY INITIATIVE SUCCESS

Surprises can be good, and sometimes they can start out bad, but have a happy ending, such as the case of “Mary”. One afternoon, three months into starting our Reentry Unit, the Transport Unit from the Department of Corrections (DOC) called stating they had some concerns about a female they were releasing and dropping off at a bus depot in West Phoenix in approximately half an hour. Their concerns included the fact that Mary did not have any money, had a history of drug and prostitution arrests, and was trying to get to the East Valley. The Reentry Unit was unprepared for Mary’s release, because she was only in DOC for five days before being released due to all her pre-sentence incarceration time. She was in prison for prostitution and on

PRISION REENTRY INITIATIVE SUCCESS CONTINUED

probation for two prostitution cases, all felonies. Being that I was in my vehicle headed to my office in the West Valley, I told Transport that I would come to the bus stop, give Mary a bus ticket, and assign her to one of the reentry officers.

Upon arrival, I found Mary carrying a clear plastic bag containing all her worldly possessions standing in a light rain. After a few minutes of talking with her, I concluded that she was homeless, low functioning, and mentally ill. I later discovered from reviewing her criminal history that she never went more than three months without a new arrest.

Having small caseloads, collaborative partners, and the ability to react fast to critical needs of offenders makes the Reentry Unit unique. Not only did I give Mary a bus ticket, but I put her on the bus and told the driver where to have her get off the bus. I then raced back to the office and started making phone calls. Mary arrived at the probation office an hour later and we had Magellan fax her information to an East Valley residential program for women with mental health/substance abuse issues. That program agreed to take her that afternoon based on previous reentry collaboration. She arrived at 8 p.m. that night to a hot meal, clean clothes, and a warm bed.

Mary was a handful to supervise. She went through several residential programs, tested probation staff continually, and had some kind of drama going on in her life daily. She remained on a reentry caseload for six months before going to a specialized mental health caseload. Fast forward two years later and I find out that Mary recently completed probation. She did not incur any new arrests during her probation grant, which marked the longest period of time she had ever been arrest-free as an adult.

-- Reentry Unit Supervisor



MISSION OF VETERANS COURT

We unite through collaborative efforts; for Veterans in our criminal justice system; with conviction, compassion and deliberate justice; to address substance abuse, alcoholism and behavioral health issues endured by those who gave so dearly to protect our community.

GOALS OF VETERANS COURT

Early identification of veterans in the justice system.

Provide one integrated Veterans Court to address veteran's issues in the justice system.

Establish a collaboration of city, county, state, federal, and community stakeholders to foster effective sharing of information and collaborative decision-making.

Reduce veteran recidivism and increase the number of veterans receiving access to services.

Strengthen our community by engaging veterans in services.

Assist veterans/probationers to successfully complete probation.

VETERANS COURT

On April 16, 2012, the Maricopa County Superior Court celebrated the first anniversary of the Veterans Court. The Veterans Court is a problem-solving court designed to help those who have served our country to successfully complete probation. The Veterans Court is available for veterans currently on probation in Maricopa County and the target population is felony or misdemeanor high-risk veterans as determined by assessments.

Many of these veterans are returning from multiple deployments with mental health or substance abuse issues. The Veterans Court brings multiple resources together in one forum, allowing the veteran to more easily assess the appropriate services based on their needs. Furthermore, it also allows veterans to determine eligibility for services that they might not have known they were eligible to receive.

Representatives from the Public Defender's Office, Adult Probation, Magellan Health Services, the Arizona Department of Veterans Affairs, and the Arizona Department of Veterans Services come together to collectively develop a success plan for each individual. Additionally, a mentor program is currently being developed to guide probationers through the probation process with the help of a fellow veteran who may better understand their needs.

The hope is to give veterans an opportunity to actively participate in mental health and substance abuse rehabilitation, which provides the veteran the chance to regain normalcy to their life. The Veterans Court provides the veteran the tools for success in a more accessible way that may not have been available through standard probation. Finally, the Veterans Court promotes sobriety, recovery, and stability.

In September 2011, the Adult Probation Department designated four officers to work in the Veterans Court, later increasing that number to six adult probation officers. The established caseload ratio is an average of 60 veterans. The results in the first year of the Veterans Court are staggering. Already, the Veterans Court has a higher success rate (86.36%), lower Department of Corrections revocations (12.12%), and fewer felony convictions (.49%) than Standard Probation.

The Veterans Court helps veterans successfully complete probation through better access to resources and targeting their higher risk needs. The Court does not release the probationer from criminal responsibility, rather it holds the veteran accountable if he/she chooses not to take advantage of the opportunities provided to them to be a successful member of the community. The veterans all volunteered to serve this country knowing there was a possibility they could give up their life. We owe it to these veterans to allow them to be productive members of society and enjoy the freedoms they fought so hard to protect.

EDUCATION

The Education Program won a 2011 Arizona Quality Alliance (AQA) Award. For four and a half (4 1/2) months the APD Education Program was inspected, examined, and judged and at the end of the arduous process, the Program was awarded the AQA “Showcase In Excellence Award”. This award is based on the nationally-recognized Malcolm Baldrige criteria. A main goal of AQA is to assist organizations in finding and implementing proven best practices and to achieve a cost effective competitive advantage.

During FY 2012 the Adult Probation Department’s (APD) Education Program continued to provide exceptional educational services, assisting clients in becoming literate, obtaining knowledge and the skills necessary for employment, and gaining self-sufficiency, thereby contributing to reduced recidivism. The Program lost positions for the prior five years, but was able to hire a teacher and support staff last year bringing the staff to six teachers and a data support staff person. The Education program provided educational services to approximately 2,000 students. Teachers present morning, afternoon, and night classes to accommodate most work schedules. The education centers are co-located at probation offices in Glendale, Mesa, and at the Garfield office in central Phoenix; also special life-skills classes are provided by staff at the Maricopa County Homeless Shelter in Phoenix.

The Program provides Adult Basic Education reading, writing, math, social studies, science classes, GED prep classes, and English (ESOL) classes for probationers and community members. During the year, the Education Program made significant progress in implementing a probationer JOBS class that assists students in writing a resume, applying for jobs online, and preparing for job interviews, with special emphasis on how to discuss felony convictions, appropriate attitude, and presentation. In addition, the clients received a paper and electronic copy of their resumes. This class is conducted at Garfield and open to all probationers in the department.

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

A basis for the program’s success can be attributed to the use of Evidence-Based Practices (EBP) and Managing for Results requirements. EBP principles are intertwined into the curriculum and assist the probationers/students in understanding and addressing their identified criminogenic needs, along with teaching them educational skills that contribute to positive behavioral change. APD, the County and the Education Department regularly monitor the program’s Managing for Results (MfR) data. The MfR and Department of Education data is impressive as a result of APD learners completing education programs with high rates of success and a large percentage acquiring a job and enrolling in college and technical schools.

EDUCATION CONTINUED

The students' progress in their studies, obtaining employment, obtaining a GED and entering post-secondary education or training was recognized in FY 2012. The Education program received special recognition from Arizona Department of Education for meeting or exceeding the State educational target goals.

GED Completion FY2008-FY2012 Students with a GED Completion Goal who met the Goal*						
Measure	Goal/Outcome	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
GED Completion	State Goal	80%	80%	76%	62%	77%
	State Outcome	43%	58%	77%	76%	*
	MCAPD Outcome	92%	87%	99%	97%	98%

* State outcomes from the Arizona Department of Education were not available as of October 3, 2012.

Last year the education centers had numerous probationers/students turn around their negative lifestyles and advance into pro-social activities. Some enrolled in the University of Phoenix, Maricopa County Skills Centers, the Steiner Institute or one of three different community colleges.

One student, Leona, came to the APD Adult Education Program in 2009. During her time with the GED program she studied and continually asked for additional assignment materials so she could also study at home. She was finally able to pass her GED and has since gone on to enroll at the University of Phoenix majoring in Psychology. Leona wants to find a meaningful career in the medical field working with children and teen suicide victims where she can help others change their lives. This probationer, like other successful probationers in the program, is in the process of breaking the cycle of crime and poverty.

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

“There are no secrets to success. It is the result of preparation, hard work, and learning from failure.”

- Colin Powell



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.

The literacy lab provides educational opportunities for probationers as well as community members from the neighborhood. All are welcome to actively pursue their educational goals in a safe and positive environment. A monthly job skills class is offered that assists probationers with employment preparation including resume writing and interviewing skills. Probationers can also complete required community restitution hours seven days a week at the center and participate in countless projects in the neighborhood in efforts to revitalize the community. In fact, probationers completed 29,159 hours of work in the community over the last year. These projects include completing building renovations and grounds/landscaping improvements for non-profit agencies, alley and yard clean ups, and graffiti removal in the Garfield neighborhood. In addition to these services provided to the community, the Garfield Center hosts an annual “Turkey Feast” at Thanksgiving for the local residents and provides a delicious meal and holiday surprises for the children in an effort to strengthen the partnership between the surrounding community, law enforcement, and probation.

Within the Garfield Probation Center is a twenty-six (26) bed transitional living program that provides probationers in need with temporary housing in a safe, drug-free environment. Residents are expected to secure employment, remain drug free, and work towards case plan goals while participating in the program. They can complete education and/or community restitution goals on site which assists them in their success on probation. Once stable with employment, residents begin to focus on independent living. Garfield staff collaborates with the assigned probation officer of each resident to ensure release plans are being developed. The program provided a residence, employment assistance, and other necessary referrals to 100 probationers during the past year. All 26 beds remained full throughout the year and a waiting list was maintained.

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

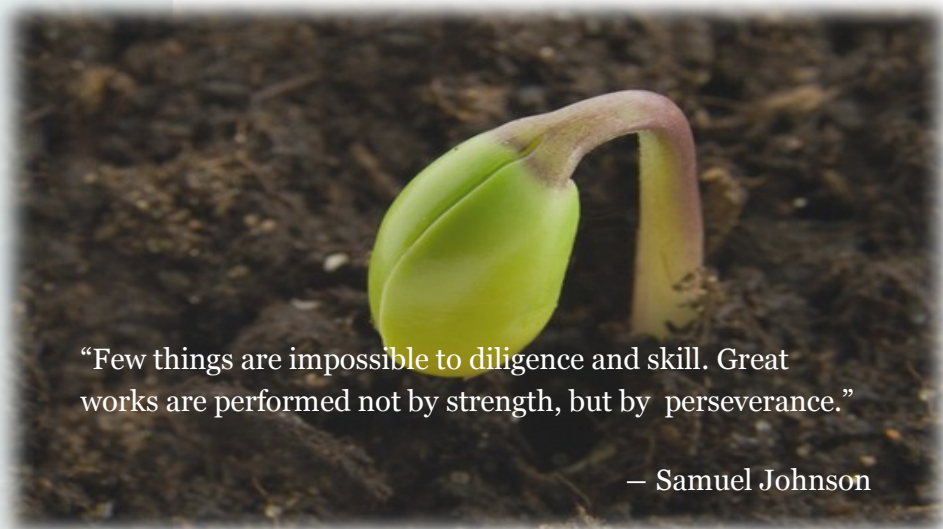
The Garfield Probation Center is a unique entity within the Adult Probation Department and is a positive environment that has greatly impacted staff, probationers, and community members who have walked through its doors.

GARFIELD PROBATION CENTER

The Adult Probation Department and the Garfield Community Association developed a community garden. The project began with composted soil being dropped at the Garfield Probation Center by Singh Farms. Adult Probation staff and Garfield community members prepared the garden beds and planted vegetables. Cucumbers, tomatoes, squash, basil, and corn were all grown in the community garden. Wildflowers border the land making it an inviting space in the neighborhood. This project is an effort to produce fresh vegetables for the Garfield community members to enjoy and share. The probation staff involved has been an integral part of this collaboration, which is making a positive impact in the neighborhood in which they work!



From left to right: Kris Gade, Julie Quiroz, Jack Dillon, Josh Watts



“Few things are impossible to diligence and skill. Great works are performed not by strength, but by perseverance.”

– Samuel Johnson



The Pretrial Services Division has five primary responsibilities:

1. **Conduct** background checks on arrested defendants, which involves interviewing and information verification for persons booked into the Maricopa County Jail System.
2. **Provide** standard, intensive, and electronic monitoring services for defendants released to Pretrial Services and secure that defendant's appearance in court.
3. **Track** 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.

Pretrial Services Jail Unit conducted 47,673 interviews of arrested defendants in the Maricopa County Jail System in FY2012. There was an average of 716 referrals a month from the Maricopa County Initial Appearance (IA) Court to Pretrial release supervision.

The Pretrial Supervision Unit supervised an average of 2,138 defendants per month which equates to an average of 1,825 under standard supervision and 314 under electronic monitoring supervision. The unit completed an average of 597 initial intakes and 2,205 office visits per month during this fiscal year. The Bond Report unit completed an average of 85 reports per month on in-custody defendants to assist the Court in determining the appropriateness of release modifications. As a result of Pretrial Services' efforts, the estimated calculated jail time saved during FY2012 was 796,340 days in addition to \$58,583,304 in jail cost savings.

FY2012
Average Supervised Population
2,138
Average Cost Per Defendant Supervised
\$4.78
Annual Program Cost
\$3,774,214
Electronic Monitoring Authorized Caseload Ratio
1:25
General/Intensive Authorized Caseload Ratio
1:75
Success Rate
89.2%



“A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more.”

- Rosabeth Moss Kanter



The Presentence Division prepares investigation reports upon the finding of guilt of an offender. The primary purpose of the report is to provide the Court with objective, pertinent information and an objective sentencing recommendation to assist the Court in sentencing the offender. Cases processed through the Regional Court Center (RCC) and Early Disposition Court (EDC) typically set sentencing for seven to fourteen days after the determination of guilt, and the Presentence Division provides the Court with an Expedited Report. Cases processed through the other divisions are provided a Standard Presentence Investigation report, typically set for sentencing 28 days after the determination of guilt.

Probation officers and presentence screeners interview the offender and administer assessments that aid in determining the offender's risk and areas in need of intervention. Victims and other interested parties are also contacted for input in the report. Further, a criminal history record is also provided. This information assists judges with sentencing decisions and is utilized by field officers in developing supervision strategies for those sentenced to terms of probation.

Another key component of the presentence report is the Offender Screening Tool (OST). The OST is the statewide, validated risk/needs assessment instrument used by all adult probation departments in Arizona. In 2010, the OST was incorporated into the presentence report, providing detailed information about an offender's risk and needs. The information is used to help inform presentence recommendations. Changes were made to the presentence process over the past year to help ensure the ongoing quality of the assessments conducted. One key change was creating presentence screener units to help manage screener workload and to minimize wait times for defendant interviews. Aligning the screeners together within the same units also provides opportunities for supervisors to enhance consistency in assessment practices.

In FY2012, the majority of offenders coming through PSI (62%) were assessed either medium-high (41%) or high (21%) risk. There were 27% assessed as medium risk and 11% assessed as low risk. Between January 1 and June 30, 2012, just over one-quarter (26%) of the offenders were sentenced directly to prison.

In FY2012, the Division completed 14,988 reports. Presentence continues to strive for excellence in the delivery of timely and thorough reports to the Court. There are currently 61 officers and 45 screeners operating at a success rate near 100% for on-time reporting, which contributes to swift delivery of justice and reduced costs.

FY2012
Presentence Investigation Reports Completed
14,988
Average Cost Per Presentence Investigation Report
\$553.42
Annual Program Cost
\$8,294,596



“Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.”

- Vince Lombardi



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

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

During the past twelve months, the utilization of evidenced-based practices has continued to show positive results. Successful completion of probation increased and now stands at 71.6%. The revocation rate is now at 25.7%, and the most telling of all, data shows that offenders on probation have a new felony conviction rate of 7.5%, which continues to show improvement. As indicated, EBP continues to be successful in making our communities a safer place to live.

Drug monitoring results indicate 69% of Standard probationers were drug free during FY2012.

FY2012
Average Population
14,723
Average Daily Cost Per Probationer
\$4.57
Annual Program Cost
\$24,562,502
Authorized Caseload Ratio
1:60
Success Rate
71.6%



Victim Restitution Paid by Standard Probationers:
\$10,085,542

Community Restitution Hours Completed by Standard Probationers:
209,296

“Never, never, never give up.

- Winston Churchill



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

Overall the performance results for the SMI Units are very high. In fact, 77.7% of the SMI probationers successfully completed probation, 20.4% were revoked to prison, and 5.7% of this population was sentenced for a new felony.

Two supervisors and 17 specialized probation officers are located throughout Maricopa County and work with an average of 634 SMI offenders at a ratio of one officer to 40 SMI probationers. These officers have unique training and skills and provide specialized supervision, intensive monitoring, collaborative efforts, and advocacy.

Collaborative efforts have recently expanded to include peer support services and mentoring through a partnership with Hope Lives Vive La Esperanza and probation officers in both the field and mental health court.

The development of a protocol with the Crisis Response Network ensures the specialized SMI officer is contacted 24/7 when a mobile crisis team is dispatched to a call regarding a SMI offender.

A partnership has begun with People of Color Network Cuminidad Clinic ACT (Assertive Community Treatment) teams where the mental health probation officers (both for sex offender and standard field specialized supervision areas) meet weekly, at the clinic site, with the mental health provider case managers and the case managed probationer to assist in decreasing jail days utilized and to share conditions of probation, case plans/interim service plans, and to share resources to assist with successful attainment of client goals.

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

Drug monitoring results indicate 63% of Seriously Mentally Ill probationers were drug free during FY2012.

FY2012
Average Population
634
Average Daily Cost Per Probationer
\$6.00
Annual Program Cost
\$1,435,345
Authorized Caseload Ratio
1:40
Success Rate
77.7%

“Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved.”

- Mattie Stepanek



SEX OFFENDER



The Sex Offender Program includes seven probation supervision units, which are managed by one division director and seven supervisors. Staff includes 42 probation officers, 29 surveillance officers, one residential coordinator, one contract oversight administrator, and 5 GPS monitoring analysts.

There are an average of 1,909 standard sex offenders supervised. This is a unique population because 78% of sex offenders are on lifetime probation. However, this population has a very low recidivism rate with 2.4% 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 Superior Court in Maricopa County conducts an annual review hearing for juvenile sex offenders sentenced to probation in the adult criminal justice system, which provides 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.

Drug monitoring results indicate 92% of Sex Offender probationers were drug free during FY2012.

FY2012
Average Population Standard Only
1,909
Average Daily Cost Per Probationer
\$6.63
Annual Program Cost
\$4,630,968
Authorized Caseload Ratio
2:60

GLOBAL POSITION SYSTEM MONITORING (GPS)



Global Positioning System (GPS) Monitoring is statutorily mandated for any person convicted of a dangerous crime against children after November 1, 2006. The monitoring continues for the duration of the individual's probation term. MCAPD Communications Center staff, along with the GPS monitoring analysts, manage a 24/7 operation to adequately monitor and respond to violation alerts. As increasing numbers of offenders are placed on GPS monitoring, MCAPD has seen a corresponding increase in the number of violation alerts. By the end of FY2012, MCAPD monitored an average of 175 GPS cases each month compared with an average of 146 GPS cases during that same period in FY2011. The GPS program receives an average of eleven new cases per month via new sentencing, jail release, or modification, in addition to four a month from the Arizona Department of Corrections.

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



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

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

The Domestic Violence probationers showed improved outcomes compared to the previous year (2011): 63.5% successfully completed probation (up from 52.6%), 23.5% were revoked to prison (down from 38%), and 3.0% were sentenced for a new felony (down from 4.7%).

Through a grant, the Chrysalis DV shelter provides two full-time victim advocates who attend the Domestic Violence Court weekly in addition to providing services, individual counseling, and tools for empowerment to the victims. This program assisted 135 victims during FY2012, receiving 209 new referrals from the probation teams.

Drug monitoring results indicate 75% of Domestic Violence probationers were drug free during FY2012.

FY2012
Average Population
679
Average Daily Cost Per Probationer
\$5.49
Annual Program Cost
\$1,252,201
Authorized Caseload Ratio
2:60
Success Rate
63.5%

“It takes a deep commitment to change and an even deeper commitment to grow.”

- Ralph Ellison





The purpose of the specialized Transferred Youth Unit is to provide the youthful probationer with an officer who possesses expertise in managing juveniles in the adult system and can coordinate the specialized services needed by this unique population. There is an average of 229 probationers supervised per month by this unit. Because of the smaller caseload and the close working relationship with family, school, and the probationer’s peers, the officers are able to provide for a higher level of community safety.

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.

Juvenile Transferred Offender Program (JTOP)

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

The Project SAFE component 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. Maricopa County is the first jurisdiction in the U.S. to apply the program model with a transferred youth population.

Given the youth of this population, drug experimentation appears to be somewhat prevalent. While the overall percentage of positive drug tests was 8.8% for FY2012, the increase in testing for synthetic drugs is likely to increase this average. Last year the majority of positive drug tests were for marijuana (66%). However, in FY2012 the increased ability to test for the synthetic drug “Spice” has shown this to be an increasingly popular drug of choice. By the end of the FY2012, 81% of the positive drug tests were for Spice. While the testing for another synthetic drug, “bath salts,” is just underway, it is suspected that it too, may be a popular drug among these probationers.

Overall probation outcomes have improved. In FY2012, 51.1% successfully completed probation, which is a 22.5% increase compared to FY2011. The percent of probationers revoked to prison also decreased at 48.9% compared to 57.3% in FY2011. In real terms, 14 fewer youth were sent to prison compared to last year. The percentage of new felony sentences increased slightly to 17% (compared to 15.5% in FY2011); however the actual number of probationers with a new felony remained the same while the population number decreased slightly.

Drug monitoring results indicate 59% of Transferred Youth probationers were drug free during FY2012.

FY2012
Average Population
229
Average Daily Cost Per Probationer
\$7.16
Annual Program Cost
\$599,388
Authorized Caseload Ratio
1:40
Success Rate
51.1%



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

The results in FY2012 were improved compared to last year. Fifty-nine percent (59%) successfully completed IPS compared to 55% last year. There were also fewer IPS probationers revoked to DOC (41%) compared to last year (45%). Finally, fewer IPS probationers were sentenced for a new felony (7.2%) compared to a year ago (7.6%).

Drug monitoring results indicate 64% of Intensive probationers were drug free during FY2012.



“There are no great limits to growth because there are no limits of human intelligence, imagination, and wonder.”

- Ronald Reagan

FY2012
Average Population
732
Average Daily Cost Per Probationer
\$22.43
Annual Program Cost
\$6,004,926
Authorized Caseload Ratio
1:15
Success Rate
59.4%

Victim Restitution Paid by Intensive Probationers:
\$62,988

Community Restitution Hours Completed by Intensive Probationers:
89,722

COMPLIANCE MONITORING



Compliance Monitoring includes two different types of caseloads. One is the Minimum Assessed Risk Supervision (MARS) caseloads. Individuals may be assigned to MARS caseloads if they are assessed as minimum (low) risk on either the Offender Screening Tool (OST) or Field Reassessment of the Offender Screening Tool (FROST). The second is Unsupervised Probation. Placement on Unsupervised Probation caseloads is a judicial determination resulting in a sentence of Unsupervised Probation. In both types of caseloads, probation officers and caseload administrators monitor compliance with the sentenced conditions.



“The secret of success is constancy to purpose.”

- Benjamin Disraeli

FY2012
Average Population
10,981
Average Daily Cost Per Probationer
\$1.09
Annual Program Cost
\$4,375,262

MINIMUM (ASSESSED) RISK SUPERVISION (MARS)



To improve probation supervision effectiveness, reduce recidivism, and enhance public safety, Maricopa County Adult Probation Department (MCAPD) adopted strategies and implemented a program that utilizes supervision practices that are supported by research. In developing the Minimum (Assessed) Risk Supervision (MARS) caseload, MCAPD has been able to successfully operationalize what works in community corrections by allocating resources by risk level. Lower risk offenders need a lower level of supervision to succeed. Additionally, the implementation of MARS has enabled the department to address high workload volume and increased caseload size for field officers, while drastically reducing incarceration of low-risk offenders to jail and prison on technical violations. During FY2012 a new electronic screening guide was created and implemented to assist field officers in identifying cases appropriate for transfer to the MARS caseload. During FY 2012 there were two supervisors, ten probation officers, and ten case administrators managing an average of 2,766 cases. MARS outcomes showed 96.4% successfully completed probation, 3.6% were revoked to prison, and 1.80% were sentenced for a new felony.

FY2012
Average Population
2,766
Authorized Caseload Ratio
2:350
Success Rate
96.4%

Drug monitoring results indicate 91% of Minimum (Assessed) Risk probationers were drug free during FY2012.



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

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

During FY2012, there were three supervisors, 18 probation officers, three intake officers, and 18 case administrators managing an average of 8,215 cases. Unsupervised outcomes showed 97.5% successfully completed probation, 2.2% were revoked to prison, and 1.6% were sentenced for a new felony.

The opening of the South Court Tower in February 2012 allowed the intake officers to relocate to the South Court Tower and provide easier access for probationers reporting to intake directly following court.

FY2012
Average Population
8,215
Authorized Caseload Ratio
2:500
Success Rate
97.5%



“Don’t go through life, *grow* through life.”

- Eric Butterworth

COMMUNITY REINTEGRATION UNIT (CRU)



The Community Reintegration Unit (CRU) supervises an average of 578 probationers while they are in custody as a condition of probation and helps these probationers prepare for reintegration into the community upon their release from jail. At the end of the fiscal year, CRU had six standard probation officers, three intensive probation (IPS) officers, and one caseload administrator.

CRU staff continues to focus on reentry initiatives that assist with the transition of inmates to their supervising probation officers and the community. CRU works as a liaison between the Maricopa County Sheriff's Office (MCSO) and the Adult Probation Department. CRU monitors the progress of probationers in MCSO's in-custody substance abuse treatment program known as ALPHA and makes presentations to each ALPHA class. In FY 2012, the Community Reintegration Unit initiated the early jail release of 204 male and female ALPHA graduates. In addition, CRU officers assisted Reach Out in getting additional offenders out of jail early into residential treatment and getting additional offenders into the Work Furlough Program.

In their commitment to reentry, IPS CRU officers attend field IPS unit meetings, maintain contact with unit liaisons, visit halfway houses, and connect with various community resources. Further, they began facilitating IPS Workshops in the jail including "How to Succeed on IPS" and "A Week in the Life of IPS," which teaches probationers how to prioritize and schedule their time. IPS officers also conduct family orientations to get family member support and buy in and familiarize them with the goals and processes of probation. In addition, officers conduct 5 to 15 residence verifications per month to make sure IPS probationers have appropriate housing upon release from jail. Finally an exit interview is conducted with the offender, the CRU officer, and the field officer to build a bridge of supervision and inform the probationer of supervision expectations.

WORK FURLOUGH (WF) AND REACH OUT (RO)



Work Furlough (WF) and Reach Out (RO) Units work collaboratively with the Maricopa County Sheriff's Office, the Courts, and community providers. WF provides an average of 192 participants per month supervised reintegration into the community through addressing job readiness and employment. The WF population is approximately 79% male and 21% female. The female population scores on average as medium-low risk. The male population scores on average as medium-high risk.

During FY 2012, 938 probationers went through WF orientation, 353 probationers participated in job readiness programs, and 693 probationers secured or maintained employment. WF officers collaborated with community programs such as Goodwill to engage participants in job readiness classes, résumé writing, and interview skills. Participants also have the opportunity to attend job skills class at the Garfield Frank Gordon Literacy Center, as well as the Fatherhood Matters Program (parenting), and the MADD Victim Impact Panel.

Reach Out assesses and assists probationers for early release to residential substance abuse treatment or a referral, when possible, to subsidized treatment in the community upon their release from custody. Despite decreases in funding for residential treatment in FY2012, RO assisted 54 probationers to be released early from custody into a residential treatment program. This translates to a savings of 1,694 jail days equaling \$127,050.

FY 2012 WF Collections
Fees \$672,957
Fines, Other Fees, Restitution \$21,727

INDIRECT SERVICES



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

- **Arizona Department of Corrections (ADC) caseload**, numbering approximately 9,100 cases, acts as a gatekeeper for those reentering the community from ADC, who are required to complete a probation term upon their release.
- **Immigration and Customs Enforcement caseload (ICE)**, numbering approximately 5,000 cases, is comprised of those who are deported.
- **Interstate Compact Outgoing caseload (ISC/O)**, numbering approximately 1,000 cases, is comprised of those who commit crimes within Maricopa County, but who are either legal residents of other states or who wish to apply to have their probation grants supervised by other states. 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.
- **Intercounty Outgoing Transfer caseload**, numbering approximately 1,000 cases, is comprised of those who commit crimes within Maricopa County but who are either legal residents of another Arizona county or who wish to apply to have their probation grants supervised by another Arizona county.

FY2012	
Average Population	
15,687	
Average Daily Cost Per Probationer	
\$0.18	
Annual Program Cost	
\$1,013,875	

Drug monitoring results indicate 86% of Incoming probationers were drug free during FY2012.

INTERSTATE COMPACT INCOMING



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

Interstate Compact Incoming Monthly Population Average	
FY2010	632
FY2011	665
FY2012	703

During FY2012, the Interstate Compact Incoming Unit completed a total of 676 investigative reports. The on-time completion rate for the investigative reports averaged 99%. The number of investigation requests for Maricopa County continues to represent the vast majority of cases assigned to the state.

In September 2009, a MARS (minimum assessed risk supervision) caseload was created within the Interstate Incoming Unit. This caseload averages 258 and has enabled the ISC incoming field officers more time to apply evidenced-based practices on higher-risk offenders.



The Fugitive Apprehension Unit (FAU) is comprised of two supervisors, twelve probation officers, five part-time probation officers from the Public Safety Stabilization grant, nine surveillance officers, and one caseload administrator. The officers were involved, either directly or indirectly, with 2,704 arrests during FY2012. An additional 1,075 probationers were arrested by various law enforcement agencies and 1,734 cases were cleared by purge, quash, or other administrative action. As of June 30, 2012, the total number of outstanding warrants was 4,969. Also, during this last year, FAU began serving Pretrial warrants. An additional 462 Pretrial warrants were also cleared during the fiscal year.

FAU was instrumental in the success of Maricopa County's Public Safety Stabilization Program. In the grant-funded project, four county agencies coordinated efforts to research and apprehend individuals with warrants. Adult Probation targeted warrant cases two years and older and involved five part-time officers. FAU's goal was to clear 525 cases in a one-year period ending September 2011. These five officers were able to clear 759 cases before the grant ran its course. Due to the overwhelming success of this project, the five part-time officers were retained until the end of June 2012. During the extension, they were responsible for clearing an additional 464 warrant cases.

FAU successfully completed a two-year federal grant project that funded five officers to combat criminal narcotics activity stemming from the Southern Border. The original goals of the grant were to directly arrest 1,200 individuals with drug-related probation warrants and to provide assistance to outside agencies to apprehend another 300 individuals with drug-related warrants. These five FAU officers exceeded the goals of the grant, netting 1,629 direct arrests and 701 indirect arrests. Furthermore, the officers conducted 152 searches and seizures. There were 106 seizures that were drug related and a total of 113 firearms were seized. Due to the effectiveness of this project, Maricopa County permanently retained all five positions when the federal grant ended in September 2011.

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. Four officers in the FAU are assigned to the U.S. Marshals Arizona Wanted Task Force. One additional probation officer was assigned to the U.S. Marshals Child Predator Apprehension Team (CPAT) which serves warrants on all sex offenders. In FY2012, MCAPD closed 89% of the probation warrants worked with CPAT, successfully apprehending 147 sex offenders. Warrant roundups are routinely scheduled with the Arizona Wanted Task Force and other various agencies.

The Fugitive Apprehension Unit remains committed to the use of electronic intelligence gathering. Two warrant officers were assigned as liaisons with the Mesa Police Fusion Center. This allows our officers to utilize additional databases and to have direct contact with the officers in the East Valley. Officers now have access to TLO which is a law enforcement search engine. This Unit also routinely utilizes Silent Witness, Entersect, E-Trace, Accurint, and Rocky Mountain Information Network (RMIN). With RMIN, the department has registered to comply with Regional Information Sharing System (RISS) Safe, an agency de-confliction program that promotes officer safety. 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 registers seized firearms for analysis and comparison when firearms are used in unsolved crimes across the nation and then enters them in a



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

FY2012
Drug Court
Average Monthly Population
643
Annual Program Cost
\$2,127,782

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

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

Drug monitoring results indicate that of the 34,682 samples, 29,310 (85%) samples were negative during FY2012.



“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

- Winston Churchill



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

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

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

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

Two sub-specialty courts within the DUI Court service the Spanish-speaking population and Native American probationers. 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 per month. The Spanish-speaking participants report an increased benefit in being able to communicate with the Judge in their native language. In addition, approximately 65 probationers participate per month in the Native American DUI Court which was created specifically to embrace and recognize the culture and traditional lifestyle of the participants and address their unique issues.

Alcohol monitoring results indicate that of the probationers monitored (255), 77% were compliant during FY2012.

FY2012
DUI Court
Average Daily Population
314
Annual Treatment Cost
Probationer Self Pay



“The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack in will.”

- Vince Lombardi Jr.



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

The FINCOM program is composed of 14 full-time professional collectors and two supervisors. At least one collector is assigned to every probation department office and unit. Our target group includes probationers who have fallen at least two months delinquent in restitution payments or three months delinquent in other court-ordered financial sanctions.

FINCOM provides educational opportunities for probationers and the probation staff with the ultimate goal of bringing the probationer into financial compliance. We spend a significant amount of time educating probationers on proper budgeting, decision making, and coordinating job searches. In addition, the FINCOM supervisors coordinate the longest-standing committee held by the department, whose purpose is to improve the collection rate of all staff. The committee is made of representatives from each of the Department's units and meets monthly to clarify financial information, policy, and to provide staff the answers to common questions.

During FY2012 the department collected \$10.1 million in just restitution payments. Of that amount, FINCOM is directly responsible for \$1.7 million, or approximately 17%. This represents funds that likely would not have been received as they are collected from individuals who are significantly delinquent in payments.

In April of 2012 as part of the National Victims Rights Week, the United States Department of Justice Office for Victims of Crime awarded the Crime Victims Financial Restoration Award to the FINCOM program. This award was in recognition of "Exceptional Innovation in Securing Financial Restoration for Crime Victims".

"Success is the doing, not the getting; in the trying, not the triumph. Success is a personal standard, reaching for the highest that is in us, becoming all that we can be. If we do our best, we are a success."

- Zig Ziglar



AWARDS AND ACHIEVEMENTS

“OF THE YEAR” AWARDS

Surveillance Officer of the Year: Michael Parham

Michael Parham is a surveillance officer for DUI Court. Michael has not only done an amazing job this past year, but has done so with a great attitude. There were periods of time when Michael juggled the workload of three surveillance officers. Any task asked of Michael could be considered done. He has an exceptional ability to interact with the defendants in a way that is non-threatening yet effective. He is always polite and professional when dealing with the defendants and never has negative comments regarding his interactions with them. He has on more than one occasion provided employment opportunities to defendants as he is made aware of them. Despite the large number of defendants he works with, he is able to remember which are unemployed and which would be best suited for a particular job. Although the unit now has all three surveillance officers, Michael still assists his fellow surveillance officers when there is a need. He truly goes above and beyond his job duties and our department is lucky to have him.



From left to right: Christina Burruel, Khameelah Shabazz, Chief Barbara Broderick, Michael Parham, and Holly Burdine

Probation Officer of the Year: Khameelah Shabazz

Khameelah Shabazz is a probation officer from the Seriously Mentally Ill (SMI) Unit. Adult Probation is committed to continuous improvement in the quality of our communities by offering hope to our neighborhoods, victims, and offenders. Probation Officer Khameelah Shabazz has been an exemplary model of our vision by working in partnership with community resources, reinforcing positive change, facilitating restorative justice, and enhancing staff development. Khameelah came to Adult Probation in 1986 and her personal growth has spanned through presentence investigations, field, work furlough, staff development, and the past seven years in her seriously mentally ill caseload. Khameelah is extremely respected because of her warm communication style, advocacy of resources, problem solving skills, and ability to generate behavior change in a very challenging client base. She genuinely understands the needs of her probationers and strives to be the most knowledgeable SMI officer through community networking and collaboration. Khameelah is active in the Diversity Council and was involved in the development and implementation of the Cognitive Intervention program. For 33 years, she has served as president of the United Parents & Youth League and she has impacted the lives of 45 children as a therapeutic foster parent. Through her professionalism, initiative, and experiences, Khameelah has been an invaluable inspiration and asset to the Southport Probation Office.

AWARDS AND ACHIEVEMENTS

2011 "OF THE YEAR" AWARDS

Supervisor of the Year: Holly Burdine

Holly Burdine is the supervisor of Staff Development. Holly is responsible for assuring staff receives necessary training while supporting over 245 adjunct faculty. She keeps staff updated on yearly requirements and patiently responds to hundreds of e-mails asking for clarification. She assisted in creating a more user-friendly APD Learning Management System (Pathlore) and searches for trainings that provide a wide variety of interesting learning options. Holly served on the Mid-Manager Committee, providing leadership to peers and resulting in work groups that are still providing positive change. Holly serves as an EBP Master Trainer, assisting in determining the direction our EBP/FROST/Case Plan training takes each year. She was key in working with Court Technology Services to automate the FROST training to address staff needs, eliminate travel, and implement new learning strategies. Holly shows great leadership in how she works with her unit, peers, and the Executive Team. Holly has the ability to find common purpose with all committees, focus groups, and outside entities, creating collaborative environments resulting in positive results.

Employee of the Year: Christina Burruel

Christina is the administrative assistant for the Programs Division. This past year she has worked tirelessly coordinating all services during the transition by the specialized DUI/Drug Court Teams, Support Staff, and Division Leadership to their new location at Luhrs APD. She was also responsible for the design and procurement of the new office space. Her efforts ensured there was a seamless transition so customer service and the high intensity Court schedule were not impacted. Christina ensured all office comfort features and break areas were supplied with vendor items and damaged office furniture was swiftly replaced. Her actions were greatly appreciated by the line officers whose time was saved so they were able to focus on probationers. Christina is instrumental in improving unit morale not only within the Programs Division but the entire Adult Probation Department, where she works as the program manager for the APD Pride Award Program. She ensures all of the Department's personnel who are nominated for going above and beyond are appropriately recognized. She single handedly makes the Programs Division a great place to work within the Department, where officers are proud to stay and serve.

ARIZONA SHOWCASE IN EXCELLENCE AWARD - ADULT EDUCATION

After almost five months of being inspected, examined, and judged, our APD Adult Education Program was awarded the Arizona Quality Alliance (AQA) Showcase In Excellence Award. This award is based on the nationally recognized Malcolm Baldrige criteria.

In the past, the APD Sex Offender, Financial Compliance, and SMI units won this award. A main goal of AQA is to assist organizations in finding and implementing proven best practices and to achieve a cost-effective competitive advantage.



From left to right: Cathy Wyse, Kristi Wimmer, Therese Wagner, Lindell Rhodes, Sydney Moore, Megan Weldon, Dan Rodgers, Bill Pebler, Dan Sitzler, and Steve Lessard.

AWARDS AND ACHIEVEMENTS

FINANCIAL COMPLIANCE RECEIVES NATIONAL AWARD

On April 20, 2012, United States Attorney General Eric Holder recognized our Financial Compliance Unit for their work with victims. FINCOM received the 2012 Crime Victims Financial Restoration Award, which recognizes individuals or programs that have developed innovative ways of funding services for crime victims or have instituted innovative approaches for securing financial restoration for crime victims.



From left to right: Acting Director, Office for Victims of Crime, Joye E. Frost, Acting Assistant Attorney General, Office of Justice Programs, Mary Lou Leary, FINCOM Supervisor Kendra Neal, Division Director Michael Cimino, Adult Probation Chief Barbara Broderick, FINCOM Supervisor Stephen Hartley, Attorney General Eric Holder



Standing left to right: Obenia Kingsby, Stephen Hartley, Brenda Jones, Kendra Neal, Michael Cimino, Kristin Agnetti, Judy Chacon, and John Helmrich;

Seated left to right: Oveta Sullivan, Sonia Cruz, Lorraine Guier, Kelly Sussex, Mike Shinault, and Marge Boyett. (Not pictured: Thea Burress and Rosa Barrio).

NATIONAL SAFETY COUNCIL AWARD

Best Performance – Emergency Care, First Aid, CPR and Automated External Defibrillator (AED)

The Maricopa County Adult and Juvenile Probation Departments were selected by the National Safety Council to receive a 2011 award for Best Performance - Emergency Care, First Aid, CPR and AED. In 2007 the Maricopa County Adult and Juvenile Probation Departments undertook the task of training staff in CPR and First Aid. To accomplish this, a cadre of instructors from both departments was trained by the National Safety Council to deliver the training. Each year since then, both departments have collaborated to offer classes to staff in all functional areas.

This training allows staff to become certified in CPR and First Aid in one day and receive their certification at the end of class.

In 2011, seven hundred sixty-eight (768) Adult and Juvenile Probation staff completed a CPR/First Aid class taught by our faculty.



From left to right: Trinket Clifford, Pam Lim, Gary Streeter, Margarete Cather, Alan Glickman, Marie Long

AWARDS AND ACHIEVEMENTS

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2012 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS

Field Probation Officer Performance Evaluation

Evidenced-based practices rely upon, among other principles, an ability to provide consistency in supervision and subsequent quality assurance. To achieve this goal of quality assurance, a group of managers worked to define specific and consistent criteria for performance evaluations where none existed before. This work led to the development of uniform measurement of essential case management, review of work product, and effective performance management. Defined manuals and supporting forms detailing measurement instructions, weights, and activities needed to achieve high ratings were developed and published on the Department's intranet providing employees specific answers related to achieving desired results. This type of consistency not only improved personnel management, but also improved existing county government programs in community supervision of probationers. A consistent evaluation process that reinforced research supported approaches to community supervision contributed to substantial improvement in strategic departmental outcomes with eighty percent (80%) of probationers leaving probation successfully in 2011.

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2012 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS

The Legacy Project: A Collaborative Approach to Reducing Recidivism

In order to address the high concentration of crime and criminal justice expenditures within South Phoenix, the Maricopa County Adult Probation Department and the Arizona Department of Corrections developed a collaborative model of offender supervision. The Legacy Project aligns and enhances supervision strategies between probation and parole. The Legacy Project improves the transition of offenders released from prison and addresses the barriers that greatly impact the successful reintegration of offenders into the community. It provides comprehensive training to program staff to increase knowledge and use of evidence-based supervision strategies with offenders in the area. The Legacy Project increases collaborative reentry efforts among stakeholders interested in reducing recidivism within the South Phoenix community, including local police, government agencies, faith-based organizations, treatment providers, service providers, neighborhood associations, and community members including ex-offenders. Adult Probation achieved its goals in the Legacy Project by improving the rate at which probationers successfully completed supervision and by reducing the number of probationers revoked to prison or jail. The Legacy Project increased public safety, reduced criminal justice system costs, improved collaborations among the agencies involved with the Maricopa County criminal justice system, and increased collaborative efforts among community stakeholders involved with offender reentry.

AWARDS AND ACHIEVEMENTS

MARICOPA COUNTY ADULT PROBATION DEPARTMENT'S 2012 NATIONAL ASSOCIATION OF COUNTIES (NACo) ACHIEVEMENT AWARDS

Project SAFE: Improving Outcomes of Transferred Juveniles on Adult Probation

The goal of Project SAFE (Swift Accountable Fair Enforcement) is to immediately address the target behaviors of drug and alcohol use by youthful probationers with consistent, but proportionate, consequences instead of waiting to file a petition to revoke probation once numerous violations have occurred. A lengthy petition to revoke can increase the likelihood of a prison term being imposed. Transferred youth attend a Project SAFE Orientation with the designated judge during which the rules of the program are explained. Probationers are placed on weekly random drug testing. They are required to call their probation officer the day after a drug test to find out the results. If they are positive, or admit to drug or alcohol use, they are required to appear in court the next morning for a hearing. If the probationer misses a drug test, they are also required to appear in court, following the same procedure. The Court imposes a brief jail term, usually two days. Each subsequent violation may increase the jail time in similar increments. After a year in operation, the program has accomplished decreases in the numbers of new arrests, petitions to revoke probation, and probationers revoked to prison.



“Alone we can do so little; but together we can do so much.”

- Helen Keller

**MARICOPA COUNTY ADULT PROBATION
ORGANIZATIONAL CHART**

