



MARICOPA COUNTY  
ADULT PROBATION  
ANNUAL REPORT  
2008

*Developing Strategic Moves Towards  
Evidence-Based Practices*

Dear Judge Mundell:

The past year has been an exciting one, filled with hard work, steady progress, and promising indicators. I am extremely proud of our managers and staff, who have enthusiastically stepped up to accept and create, both personal and organizational change in support of the department's goals. With assistance from the Crime and Justice Institute, we have been immersed in organizational change as part of our evidence-based practices initiative. Our optimal contribution to public safety will be realized by working with probationers, community partners, and each other in ways that are known to reduce crime.



At every level, Adult Probation is progressing steadily with the implementation of evidence-based practices. At the same time, we are developing the organization's future leaders, as many of our supervisors have recently retired or are nearing retirement. New structures for communication and decision-making have been established to develop capacity with our mid-managers, fortify the organization's commitment to evidence-based practices, and improve multi-directional information flow. The Quality Assurance supervisors have provided training, resources, and outstanding support to staff with assessment skills, effective communication strategies, and meaningful case planning. Contingency management in the Drug Court has been a wonderful demonstration of the gains to be made with evidence-based practices.

Positive results from the employee satisfaction survey and improvement in the fiscal year 2008 results on our crime reduction measures indicate that we are moving in the right direction. It is a pleasure to report these encouraging results. As a department, our dedication to continuous improvement in the services to our clients, the Court and the community is steadfast.

During these difficult economic times, we are critically aware of the responsibility to manage with maximum efficiency. The support of the Court, as well as county management, is appreciated as we maintain our focus on delivering services that are vital to public safety.

Sincerely,

*Barbara Broderick*

Barbara A. Broderick  
Chief Probation Officer



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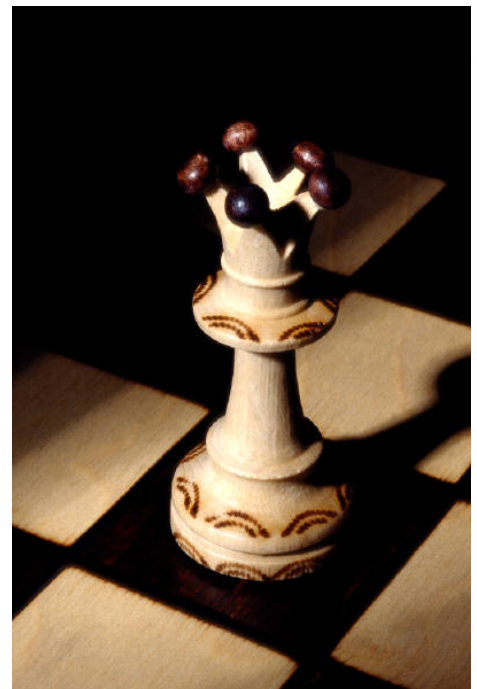
# OUR VISION



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

“Vision without action is a dream. Action without vision is simply passing the time. Action with Vision is making a positive difference.”

- Joel Barker



# OUR VALUES

**W**e believe:

*In treating all people with dignity and respect.*

*People can change and that probation services are a viable means to affect positive change.*

*In promoting and maintaining a positive, safe, and healthy community environment.*

*In the value of our positive relationships with our stakeholders.*

*Staff is the greatest resource in accomplishing our mission.*





# OUR MISSION

**T**o enhance the safety and well being of our neighborhoods. We accomplish this through:

*Working in partnership with the community to provide research based prevention and intervention services;*

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



**L to R: Surveillance Officer of the Year; Barbara Goree, Employee of the Year; Bob Kaliszczjk, Supervisor of the Year; Melissa Filas; Employee of the Year, Jason Overmyer**

*Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome.*

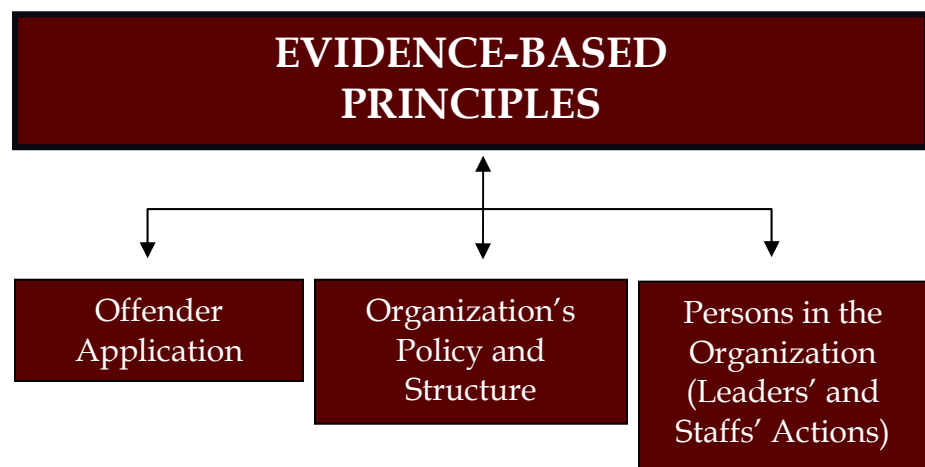
*- Booker T. Washington*

# EVIDENCE-BASED PRACTICES

In keeping with Evidence-Based Practices (EBP), the Department requested and received funding for three Quality Assurance Supervisor positions; the positions were approved for up to three years. During the past reporting period, the supervisors began working in the Planning and Research Unit, with the main goal of assisting the Department with its Evidence-Based Initiative. The initial priority of the Quality Assurance Supervisors has been to develop and provide refresher training courses to field officers on assessment accuracy (inter-rater reliability), effective case management planning, and the enhancement of offender motivation via effective communication. The Quality Assurance Supervisors have also created an EBP web site and are working with staff Development on Curriculum Development.

During the past reporting period, the Crime and Justice Institute announced that the Department was one of two agencies chosen nationally to participate in the Implementing Effective Correctional Management of Offenders in the Community project. The Department, along with the Los Angeles, California, Orange County Probation Department, has begun working on a two-year project with the National Institute of Corrections and the Crime and Justice Institute. The goal of the project is to assist these two agencies that have implemented an evidence-based initiative and to further advance the integrated model endorsed by the National Institute of Corrections, which combines the use of evidence-based principles, collaboration, and organizational development. During this past rating period, the Department had the opportunity to assess the organizational climate. As a result, the Department is utilizing the technical support from the grant to engage mid-managers in the decision-making process and improve the communication flow. It is believed this will help increase capacity of mid-managers and ownership of achieving organizational goals at all levels of the Department. A mid-manger committee co-chaired by two mid-managers (three Directors serve in a consultant role) will assume responsibility for increasing buy-in of Evidenced-Based Practices and developing the knowledge and skill level of all supervisors. Existing committees will increase mid-manager and line staff involvement and responsibility. The current committees are working on Graduated Responses, Curriculum Development, Performance Appraisals, and Communication.

In July 2007, the Department developed and began implementation of a new appraisal system. The appraisal system centers around the monthly caseload reviews conducted by supervisors and the staffs' input provided on their monthly reports, which identifies any extra curricular activity that merits mentioning. The appraisal system was recently automated to allow for more objective scoring, provide for weighting of the most critical evaluation areas, and ensure consistency department-wide. During this past reporting period, the new performance appraisal system began expansion to include supervisors and support staff.



In October of 2006, the Maricopa County Adult Probation Department (MCAPD) implemented a contingency management component to its Drug Court Program for those participating in Intensive Outpatient Treatment (IOP). Prior to implementation, it was anticipated that the addition of rewards administered through a contingency management approach would have a positive impact on the attendance and drug tests of the participants in IOP.

In order to determine if the contingency management component was having an effect on attendance and drug tests, client records for a three-month period prior to implementation (June 1, 2006 through August 31, 2006) were reviewed. Data was collected on all IOP participants during that time period. There were 133 active participants in the IOP program during that time. Attendance data was provided on all individuals. Of the 133 active participants, 109 were identified as being assigned to report to TASC. Data on drug tests conducted was provided for 108 of those individuals.

As the contingency management component was implemented into IOP, Drug Court staff maintained attendance and UA records. A second set of data was reviewed for a three-month period after implementation (January 1, 2007 through March 31, 2007). The original data provided identified 262 individuals. However, fifteen were excluded because they exited the program prior to January 1, 2007. Another eighteen individuals were excluded because they were considered inactive for the entire three-month period. A final individual was excluded because that person was considered inappropriate for Drug Court. In the end, there were 228 individuals who actively participated in IOP between January 1, 2007 and March 31, 2007. Complete attendance data was available for 220 individuals. Urinalysis data was also provided. The data did not indicate specifically who was assigned to report to TASC. Drug testing data was provided for ninety-eight individuals.

Tables 1 and 2 below provide a comparison of attendance and drug testing data from the IOP of the MCAPD Drug Court for a three-month period prior to the implementation of contingency management and for a three-month period after the implementation of contingency management.

**Table 1: Comparison of IOP Attendance Prior to and After the Implementation of Contingency Management**

	Prior to Contingency Management (June - August 2006), n=133	After Contingency Management Implemented (January - March 2007), n = 220
% Sessions Attended - Mean	64.4	84.2
% Sessions Attended - Median	69.0	100.0
Standard Deviation	28.3	25.6

Table 1 indicates that prior to the implementation of contingency management, IOP participants attended, on average, 64% of the required sessions. After the implementation of contingency management, IOP participants attended, on average, 84% of the required sessions. More noticeable is that, when looking at the median, once contingency management had been implemented, half of the participants attended all of the required sessions while prior to the implementation of contingency management, the median was only 69%.

**Table 2: Comparison of Drug Testing of IOP Participants Prior to and After the Implementation of Contingency Management**

	Prior to Contingency Management (June - August 2006), n = 108	After Contingency Management Implemented (January - March 2007), n = 98
% of Clients with Positive Drug Test	45.0	12.3
% Negative Tests	59.5	73.8
% Positive Tests*	13.5	9.8
% Missed Tests	27.0	16.4

\*Diluted tests were considered positive and were included in this category.

Table 2 reveals that, prior to the implementation of contingency management, a greater percentage of participants in IOP had a positive drug test (45% vs. 12%). After the implementation of contingency management, fewer individuals tested positive for drugs. In addition, the overall percentage of negative tests increased while the percentage of positive and missed tests decreased.

While these results are preliminary, they do suggest that the contingency management approach is having a positive impact on the attendance and drug testing of participants in the IOP component of the Maricopa County Adult Probation Drug Court Program.



# MANAGING FOR RESULTS

In Maricopa County, achieving positive results has been the mandate of county government for the past seven 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.

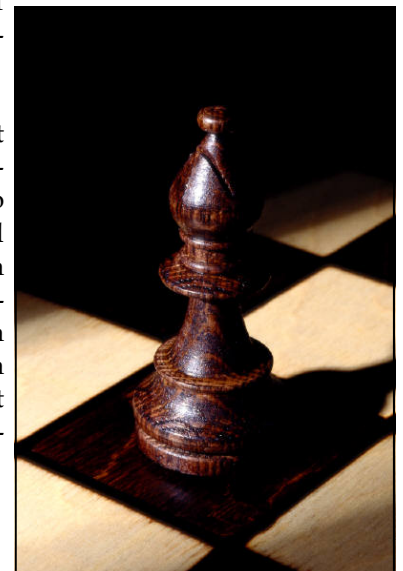
To accomplish its mission, the Maricopa County Adult Probation Department has established five MFR strategic goals. The first is **Goal A: Crime Reduction**. The department has developed targets over the next several years to measure achievement in this goal. Key indicators include reducing the rate probationers commit new felony offenses, reducing the rate probationers are committed to the Department of Corrections, and improving the rate probationers and pretrial defendants successfully complete supervision. The other four strategic goals support Goal A (see pages 14 through 19).

The second is **Goal B: Retention and Compensation**. A qualified and diverse workforce is an essential ingredient for an agency to be successful. The department holds focus groups and forums to develop strategies in order to achieve this goal. It also routinely measures staff satisfaction on a variety of subjects that range from pay and benefits to management practices. In the last survey conducted by county government, the department achieved its highest rating ever (see page 26).

The third is **Goal C: Process Improvement**. Making improvements to the way we conduct business and provide services is the focus of this goal. It includes how well the department collects victim restitution and delivers reports to the court. Since 2004, "Process Improvement" has also included *evidence-based practices (EBP)*. EBP are those practices and processes that are scientifically proven to have the greatest impact on reducing recidivism. EBP has become the department's primary strategy to achieve "Goal A: Crime Reduction." Over the past few years, the department's EBP initiative has concentrated on accurate assessments of the probationer's risk to reoffend and addressing the needs the probationer has to change from criminal to law-abiding behavior. Because MCAPD has been successful in integrating results driven management (MFR) and evidence-based practices, it was selected this fiscal year to participate in an National Institute of Corrections (NIC) funded grant to further advance efforts to achieve "Goal C: Process Improvement".

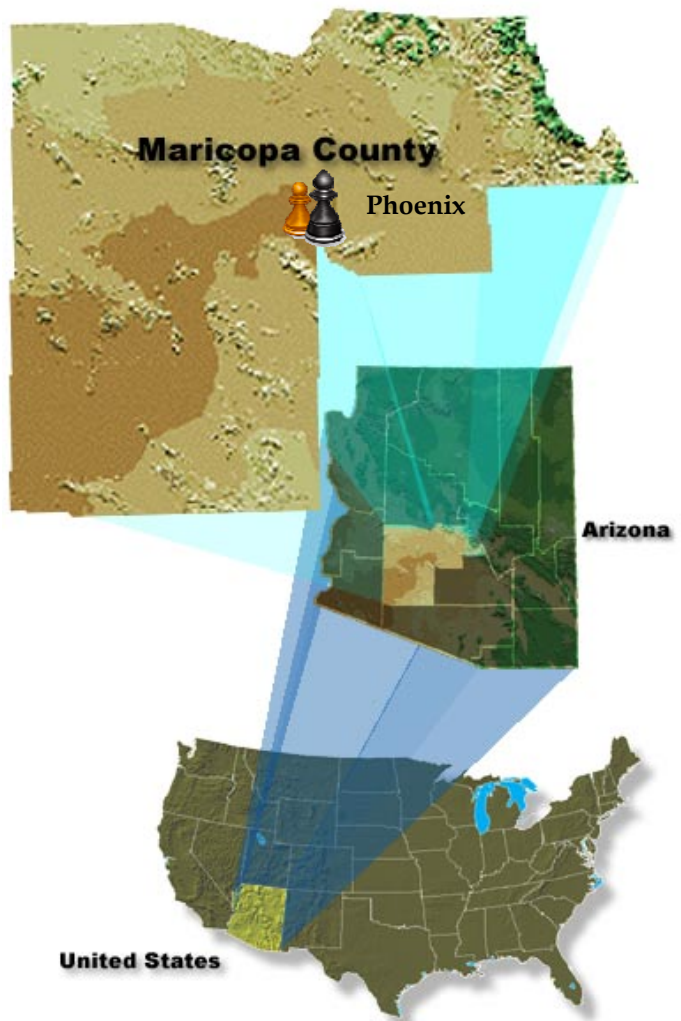
The fourth is **Goal D: Customer Satisfaction**. The department routinely seeks feedback from a variety of customers and stakeholders in order to evaluate the quality of its services and collaborative efforts. The information is then used to devise strategies for making improvements. Victims are surveyed annually while judges, community partners, criminal justice agencies, probationers and pretrial defendants are surveyed biennially. This year's Community Partner Survey results indicated that 81% of those surveyed were satisfied with their organization's interaction with Maricopa County Adult Probation.

The fifth is **Goal E: Infrastructure**. The department cannot conduct business unless it has the necessary facilities, equipment, and safety practices available. It also needs the training to make the best use of staff talents and develop their abilities. For an agency that has embarked on an evidence-based initiative, training is a key organizational development component. EBP research has shown that the skills staff possess can have the greatest impact on helping offenders change behavior and can have the most significant impact on achieving "Goal A: Crime Reduction."



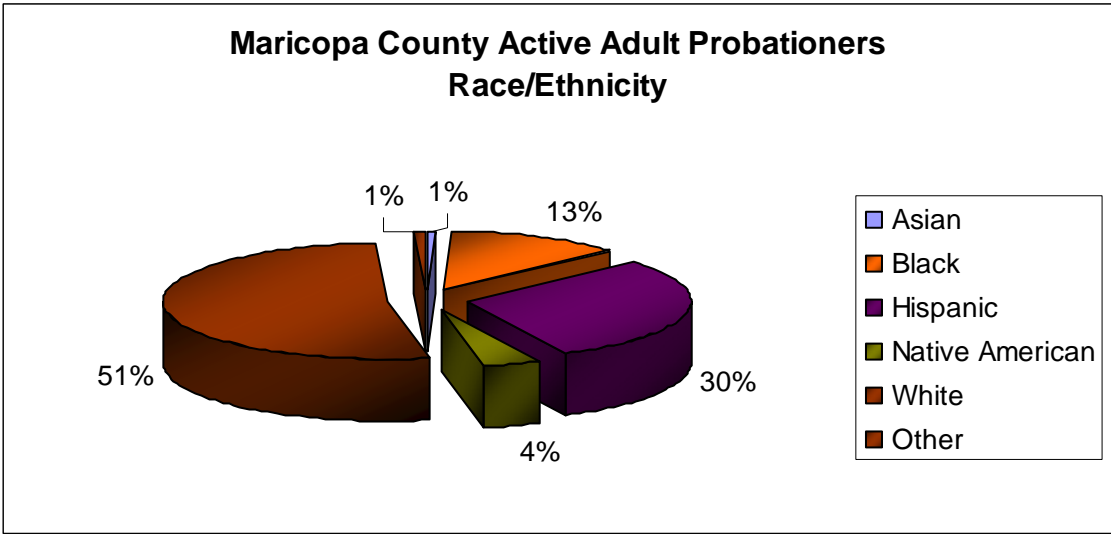
# GENERAL INFORMATION - MARICOPA COUNTY AT A GLANCE


- Maricopa County has a population of over **3,200,000 people** (2002). It is the fourth most populous county in the nation and is home to more people than **twenty-one 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 (15.6 percent) and **7,785 square miles** are unincorporated (84.4 percent).
- It is the fifth largest of Arizona's **fifteen counties**, and the **fourteenth largest county** in the United States. Maricopa County is larger than seven states and the District of Columbia.
- 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

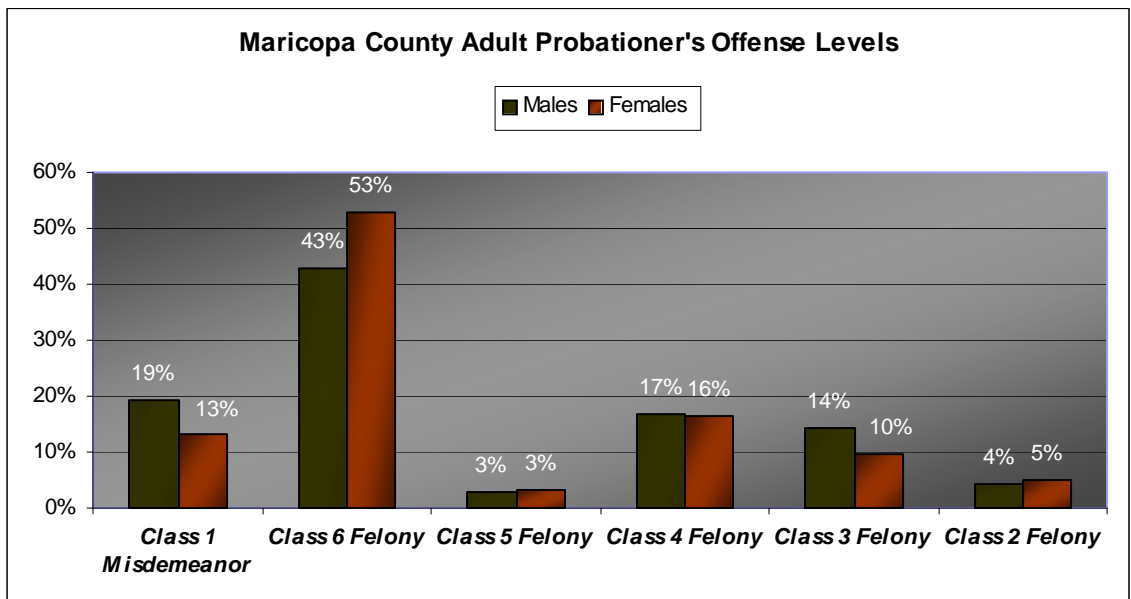
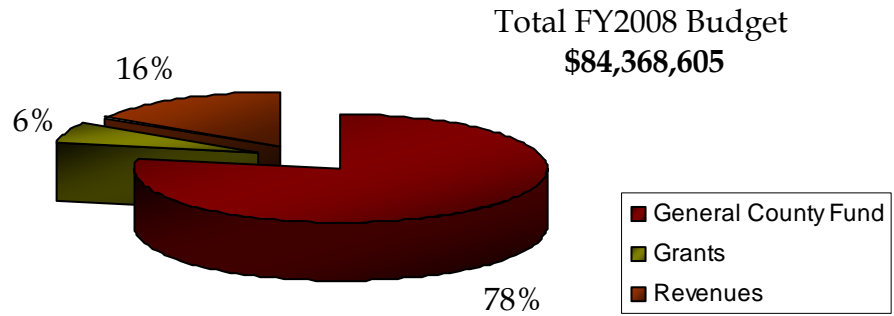
- Maricopa County Adult Probation was established in 1972
- \$84,368,605 Annual Budget
- 1,244 Employees
- 17 Regional and Area Offices
- Average of 2,144 offenders under pretrial supervision per month
- 2,741 direct arrests by Fugitive Apprehension Unit in FY2008
- 23,966 Standard Probationers
- 1,093 Intensive Probationers



 Average Monthly Active Probation Population: **30,984**

 Average Monthly Total Probation Population: **57,471**

 Eighty-two percentage on Probation for Felony Offenses



# PRETRIAL SERVICES

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

Pretrial Services Jail Unit conducted 56,438 interviews of arrested defendants in the Maricopa County Jail System in FY 2008.

There were an average of 1388 referrals a month from the Maricopa County Initial Appearance Court to Pretrial release supervision.

The Pretrial Supervision Unit supervised an average of 2,317 defendants per month with a breakdown of averages of 772 under general supervision, 1,290 under intensive supervision, and 255 under electronic monitoring supervision. The unit completed an average of 641 Initial Intakes and 1,833 office visits per month during this fiscal year.

The Bond Report unit completed an average of eighty-two reports per month on in-custody defendants to assist the Court in determining the appropriateness of release modifications.

As a result of Pretrial Service's efforts, the estimated calculated jail days saved during this period has been 842,531 days and \$59,465,838 in jail costs.

## Major Events

- Expanded jail interviewing and investigative duties to assure better-informed release decisions.
- Continued to collaborate with the City of Phoenix on a Domestic Violence project to assess for risk behavior and make informed release decisions.
- Expanded and enhanced the case management program in the court-wide iCIS automated system to provide for a more integrated system.
- Transitioned to the JWI masks in the Jail Management System for better and more efficient access to the State DPS database containing criminal history information.
- Obtained a data link to determine if newly arrested defendants had ever been evaluated for SMI services, if they were actively participating in the RHBA system, and if it was possible to expedite to treatment prior to loss of services.
- Modified policies and procedures, as well as internal forms, to conform to best practices.

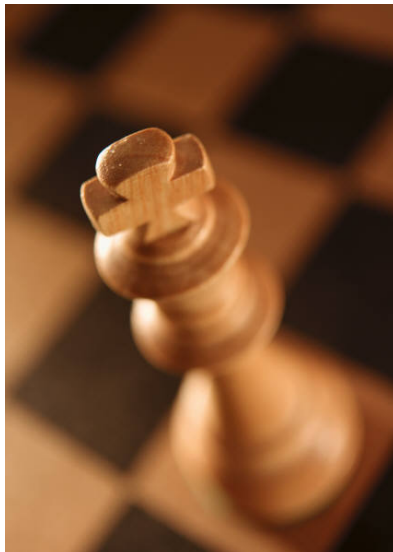
Average Daily Population FY2008:	<b>2,317</b> (MFR Data)
Average Cost Per Defendant Supervised	<b>\$4.24</b>
Annual Program Cost FY2008	<b>\$3,582,820</b>
Electronic Monitoring Officer Caseload	<b>1:26</b>
General/Intensive Officer Caseload	<b>1:84</b>



# PRESENTENCE INVESTIGATION

The Presentence Division prepares reports on defendants who enter a guilty plea or are found guilty by a jury. These requests originate from the traditional Superior Court or from specialized sites including the Regional Court Center (RCC) and the Early Disposition Court (EDC). The primary purpose of the report is to provide the Court with objective, pertinent information to assist in sentencing the defendant. Cases processed through the EDC and RCC are typically set for sentencing seven to ten days after a determination of guilt. Standard reports are usually set for sentencing twenty-eight days after a finding of guilt. Officers and screeners administer assessments that determine offender risk and areas of needed intervention, compile criminal history information, and interview defendants, victims and other parties. This information assists judges with sentencing decisions and is utilized by field officers in developing supervision strategies for those sentenced to terms of probation.

The Division successfully incorporated a new method of compiling criminal histories in FY 2008. The Criminal History Worksheet Project was the recipient of a NACo award. This portion of a presentence report is critical to sentencing. Another vital tool of assessing defendant risk and need is the Offender Screening Tool (OST). The OST is a key component of the department's Evidence-Based Practices initiative. All defendants sentenced to probation are administered this tool, which forms the basis of the case management plan utilized in supervising defendants and addressing their criminogenic needs. Other administered assessments gauge alcohol and substance use and abuse and reading ability.



In FY 2008, the Division completed 17, 411 reports. Presentence continues to strive for excellence in the delivery of timely reports to the Court. There are currently 64 officers and 47 screeners operating at a success rate of 99.2% for on-time reporting, which contributes to reduced costs and the swift delivery of justice.

Number of Presentence Investigation Reports Completed in FY2008
<b>21,223</b>
(Monthly Statistical Data)
Average Cost Per Presentence Investigation Report
<b>\$398.85</b>
Annual Program Cost FY2008
<b>\$8,464,815</b>



# STANDARD PROBATION

Standard Field Operations coordinate the case management of standard probationers throughout the county in six field divisions. The centralized community supervision services are Community Restitution, Fugitive Apprehension, Court Liaison, Communication Center, Collections, Work Furlough, and Custody Management. Specialized caseloads include Seriously Mentally Ill and Transferred Youth supervised at a caseload average of forty. Additionally, Sex Offender and Domestic Violence caseloads are supervised using a team approach.

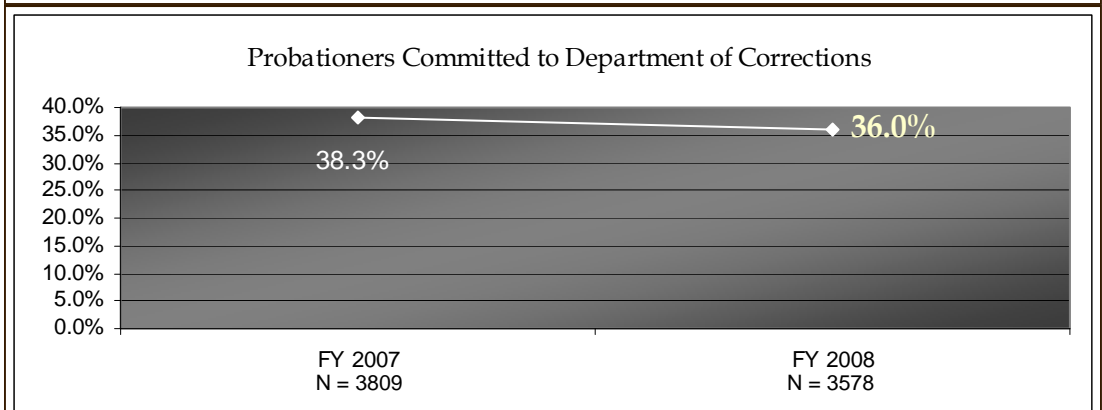
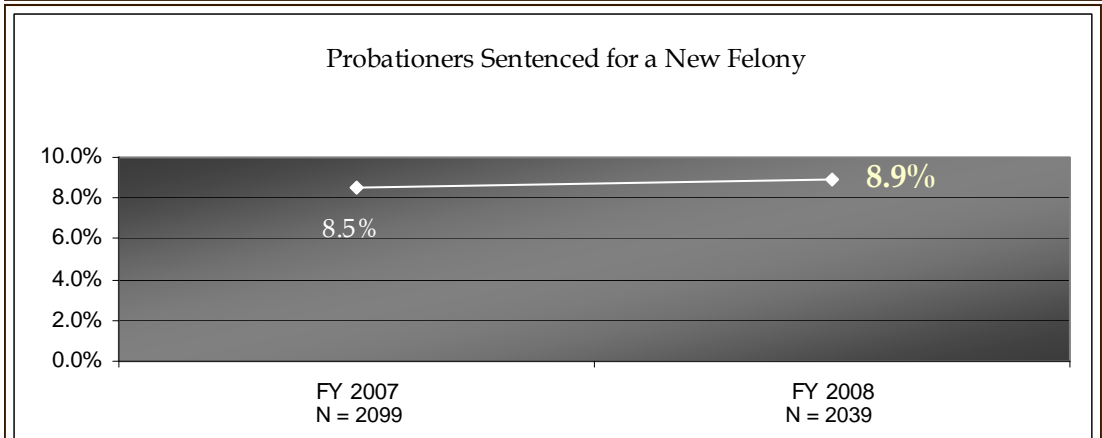
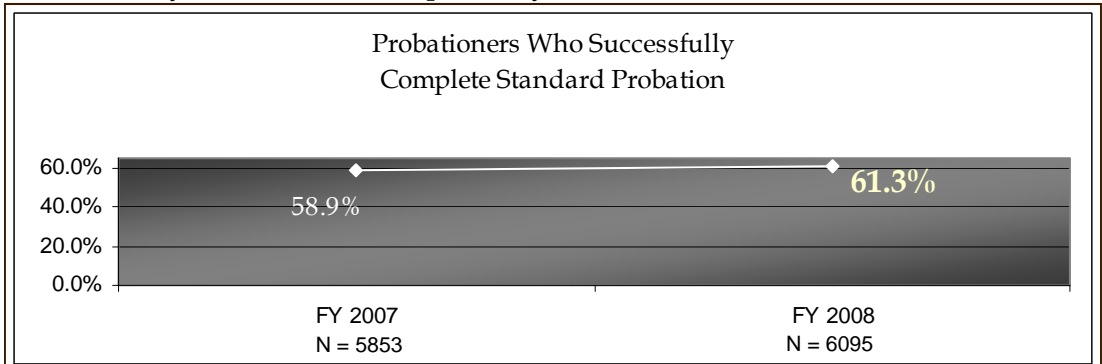
Standard Probation supervision consists of assessing criminogenic factors, aligning case plans with results, and assisting in behavioral change.

 Drug monitoring results indicate **87%** of probationers were drug free during FY 2008.

 Restitution Paid by Standard Probationers: \$ 9,467,475

 Community Work Hours Completed by Standard Probationers: 327,536

Average Daily Population FY2008:	<b>23,966</b> <small>(Monthly Statistical Data)</small>
Average Daily Cost Per Probationer	<b>\$3.31</b>
Annual Program Cost FY2008	<b>\$28,946,266</b>
Average Caseload	<b>1:59</b>




# SEX OFFENDER DIVISION

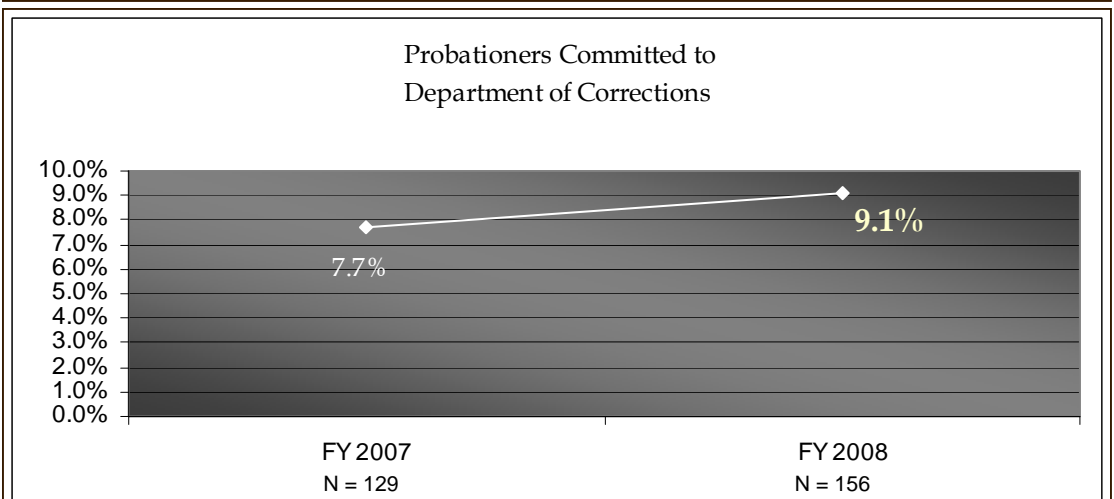
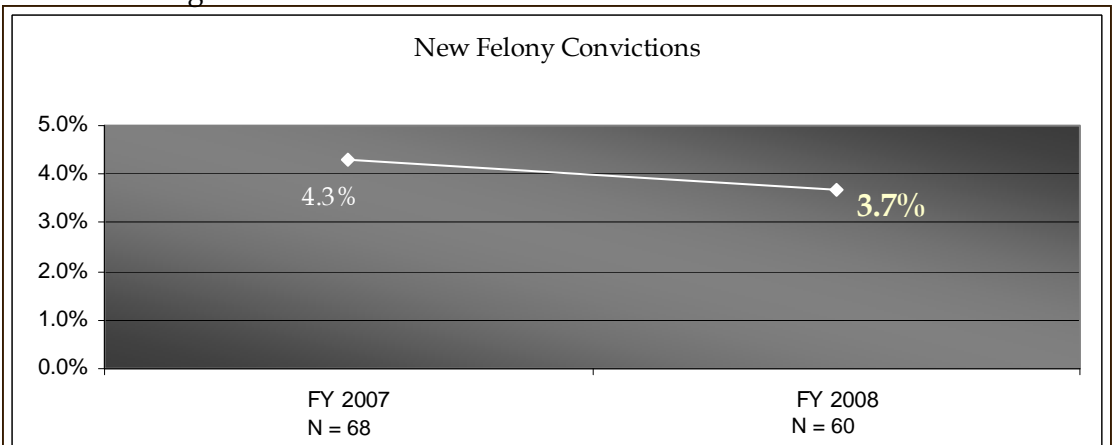
The purpose of the Sex Offender Program is to provide enhanced management of the sex offender population utilizing evidence-based practices to manage and decrease risk, prevent further victims, and protect the community. Treatment and probation supervision collaborate to promote positive behavioral change by regularly assessing sex offenders to determine and target treatment interventions and supervision strategies and measure progress. Research has shown that close collaboration allows for enhancement of the offender's protective factors and development of a prosocial support system while simultaneously placing accountability on the probationer.

Because most sex offenders are on lifetime probation, their success rate is calculated by the number of the active population *not* committed to the Department of Corrections.

The Department began monitoring certain offenders utilizing a Global Positioning System (GPS) after the legislature passed SB 1371. The new law indicates that persons sentenced on or after November 1, 2006, for a Dangerous Crime Against Children (DCAC) pursuant to ARS 13-604.01 "shall be monitored by GPS for the duration of the term of probation." At the end of FY 2008, there were 77 cases utilizing GPS.

 Drug monitoring results indicate **96%** of sex offender probationers were drug free during FY 2008.


Average Daily Population FY2008	<b>1631</b> <small>(Monthly Statistical Data)</small>
Average Daily Cost Per Probationer	<b>\$6.20</b>
Average Annual Program Cost	<b>\$3,693,419</b> <small>(w/o Treatment)</small>
Officer's Average Caseload	<b>2:61</b>

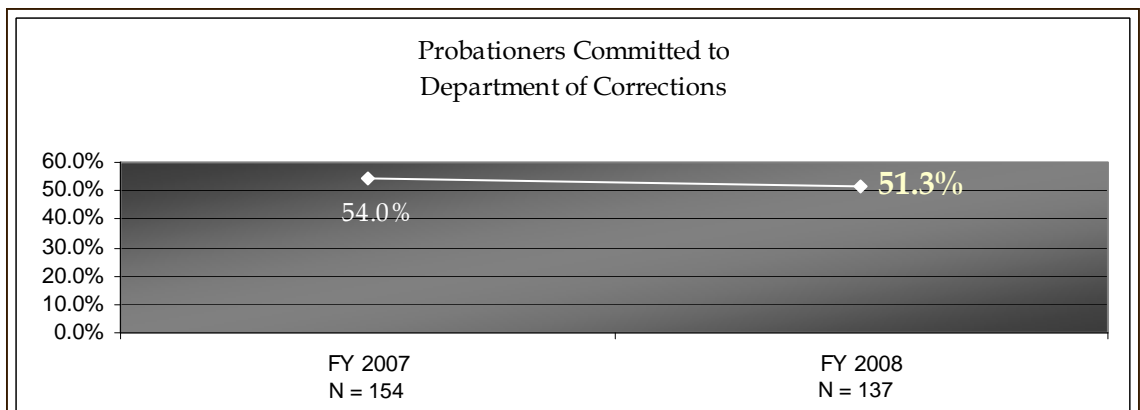
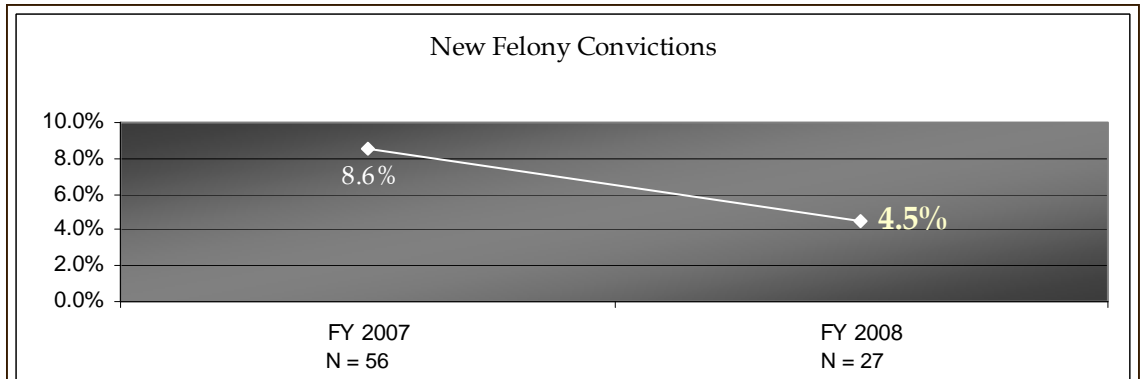
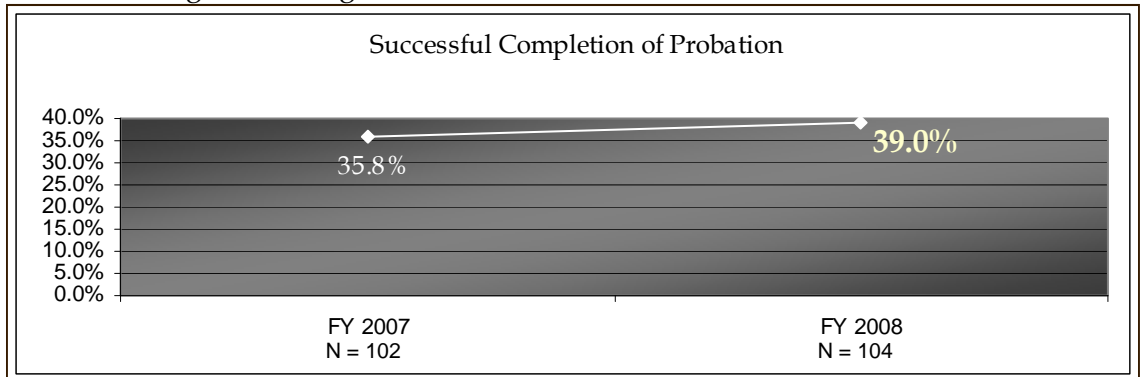


# DOMESTIC VIOLENCE

**D**omestic Violence supervision is a collaborative and enhanced supervision approach to stop the abuse (physical, emotional, and sexual) and replace it with effective thinking and appropriate behaviors, which will lead to healthy relationships. Emphasis is placed on assessing offender risk factors, referral to Domestic Violence counseling, and victim safety. Managing offender accountability is accomplished through enhanced team approach monitoring and victim intervention with the assistance of the Court, victim advocates, treatment providers, and law enforcement partnerships. The collaborative approach includes domestic violence orientation, review hearings in the Domestic Violence Court, and supervision of offenders sentenced by the limited jurisdiction courts including the City Courts.

Average Daily Population FY2008
<b>605</b> <small>(Monthly Statistical Data)</small>
Average Daily Cost Per Probationer
<b>\$5.48</b>
Average Annual Program Cost
<b>\$1,211,106</b>
Officer's Average Caseload
<b>2:55</b>

 Drug monitoring results indicate **89%** of domestic violence probationers were drug free during FY 2008.



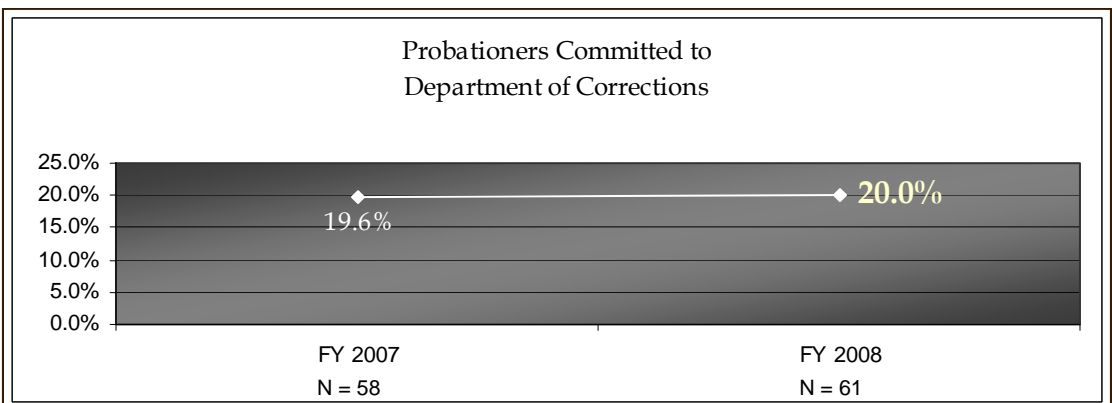
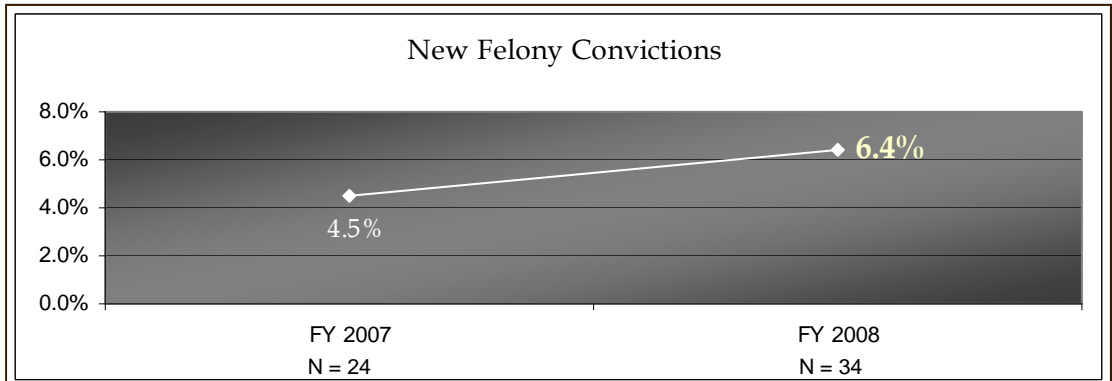
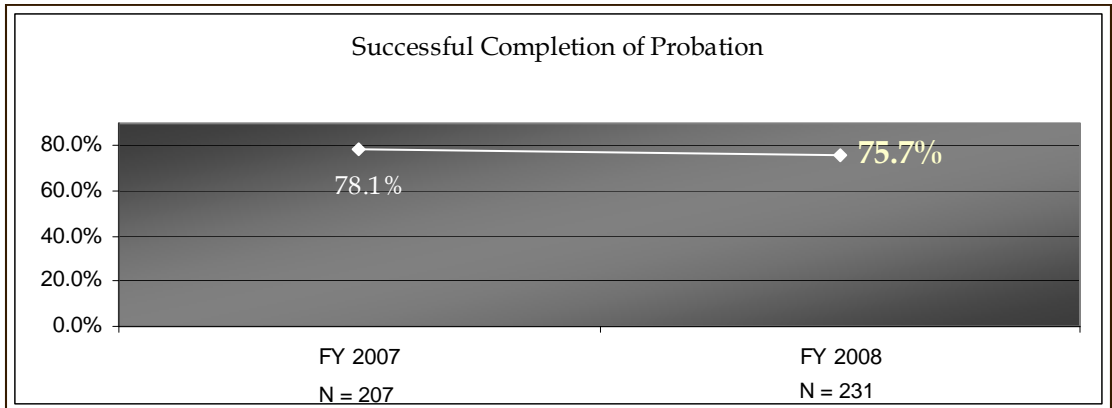
# SERIOUSLY MENTALLY ILL

The purpose of the specialized Mental Health Unit is to monitor seriously mentally ill probationers while providing enhanced opportunities for change through close supervision, timely case management, education, training, advocacy, and effective collaboration with community agencies. Motivational interviewing and other evidence-based practices are key strategies utilized by officers in the specialized unit. In addition, officers in the specialized Mental Health Unit utilize the Comprehensive Mental Health Court as a therapeutic forum for advanced problem solving for probationers in non-compliance. A team approach consisting of judges, prosecutors, defense counsel, case managers, court liaisons, Correctional Health staff, and Adult Probation is used.

Average Daily Population FY2008:	<b>532</b> <small>(Monthly Statistical Data)</small>
Average Daily Cost Per Probationer	<b>\$6.76</b>
Annual Program Cost FY2008	<b>\$1,313,229</b>
Officers Average Caseload	<b>1:38</b>




Drug monitoring results indicate **86%** of seriously mentally ill probationers were drug free during FY 2008.

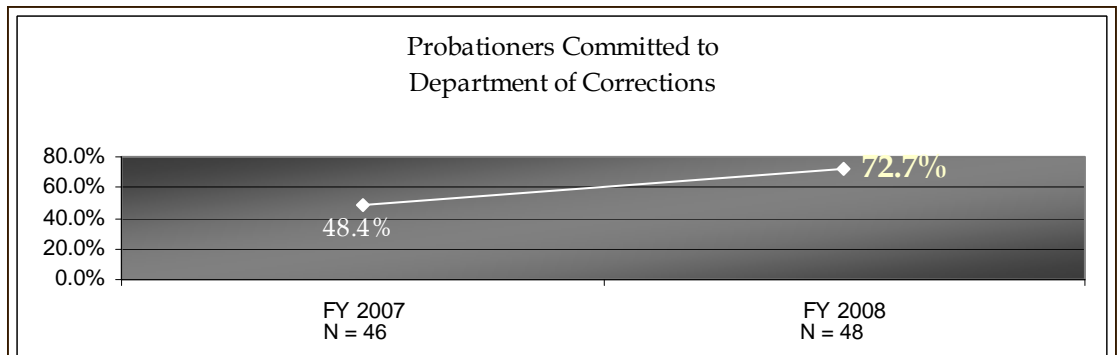
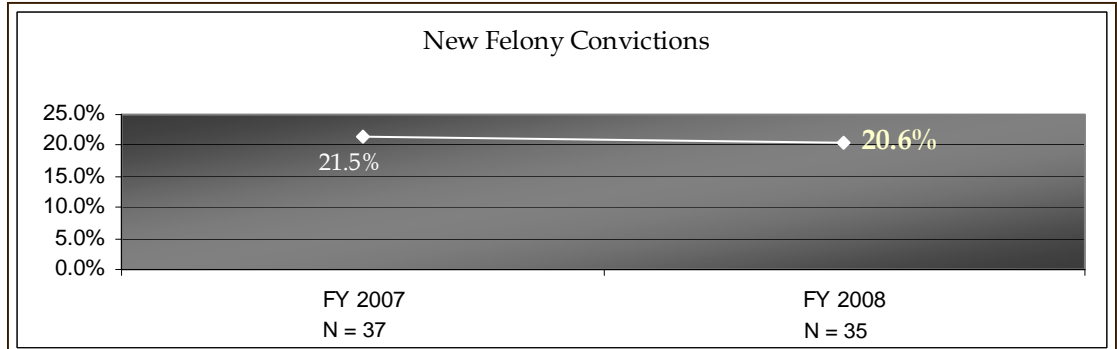
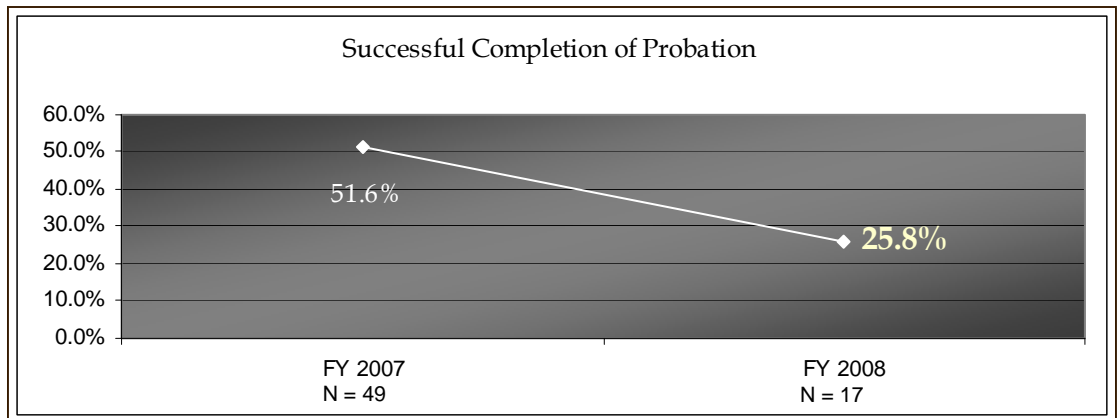


# TRANSFERRED YOUTH

The purpose of the specialized Transferred Youth caseload is to provide the probationer with an officer who possesses expertise in merging the juvenile into the adult system and can coordinate the specialized services needed by this unique population. Because of the smaller caseload, the probation officer can develop a close working relationship with family, schools, and the probationer's peers. Currently, the Adult Probation Department has assigned standard and intensive probation officers to the Transferred Youth Caseload. In addition to involvement in educational programs and treatment services, many of the probationers also participate in the Juvenile Transferred Offender Program Court. These probationers attend monthly sessions before a Superior Court Judge during which their progress on probation is reviewed. Probationers can obtain rewards for positive accomplishments, or they can receive consequences such as community restitution hours or a short jail term for negative behavior.

Average Daily Population FY2008
<b>170</b> <small>(Monthly Statistical Data)</small>
Average Daily Cost Per Probationer
<b>\$5.60</b>
Average Annual Program Cost
<b>\$347,625</b>
Officer's Average Caseload
<b>1:43</b>

 Drug monitoring results indicate **95%** of transferred youth probationers were drug free during FY 2008.





# INTENSIVE PROBATION

**I**ntensive Probation Supervision (IPS) is conducted throughout the six community supervision field divisions in addition to ancillary operations in the Fugitive Apprehension and Court Liaison programs. Intensive Probation teams incorporate a number of assessments in aligning risk scores and criminogenic needs with case plans. The screening tool has been expanded to include assessment results and specifically targets family and peer relationships, attitude, and criminal behavior at both the pre-sentence and community supervision stages.

The focus on these targeted areas has assisted in evidence-based case management and accountability of this inherently higher-risk population.

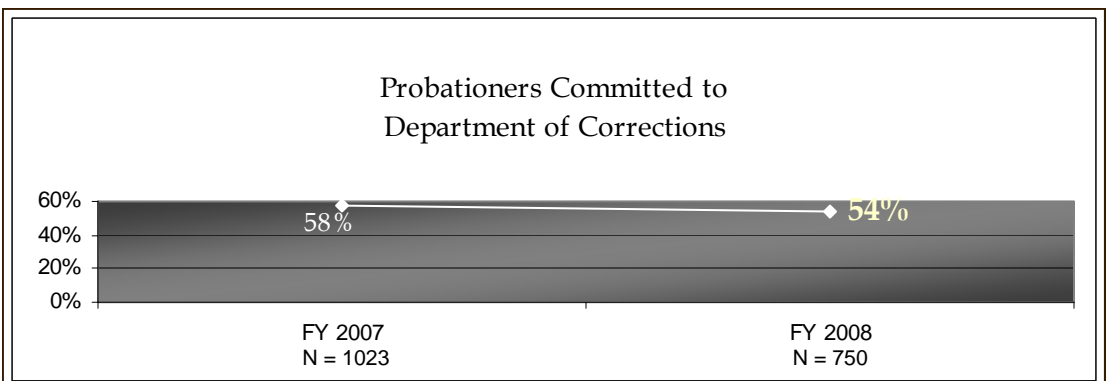
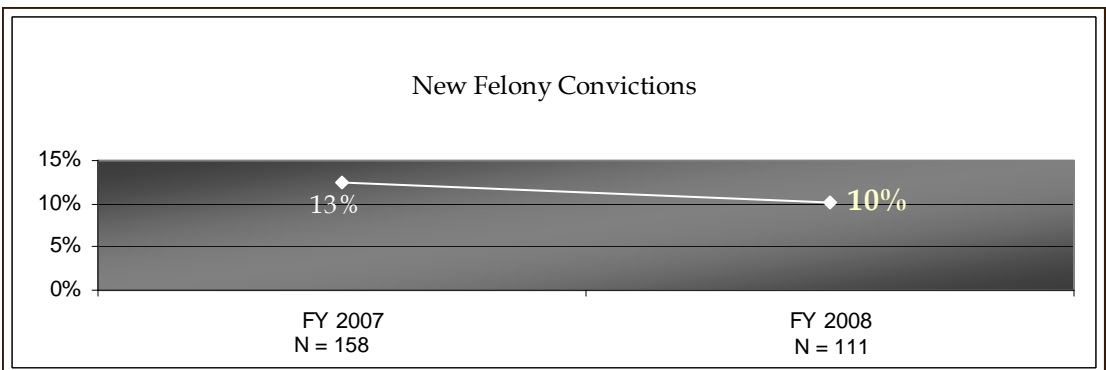
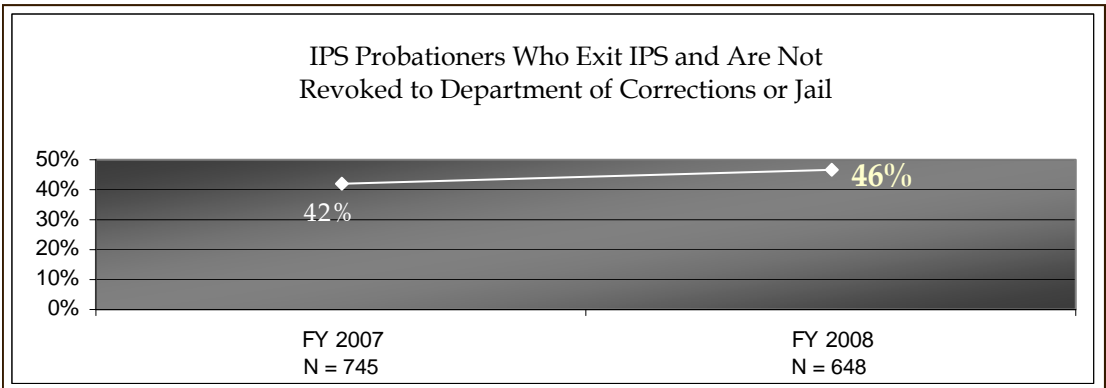
Average Daily Population FY2008
<b>1093</b> (Monthly Statistical Data)
Average Daily Cost Per Probationer
<b>\$25.54</b>
Average Annual Program Cost
<b>\$10,187,117</b>
Officer's Average Caseload
<b>2:17</b>



Drug monitoring results indicate **83%** of IPS probationers were drug free during FY 2008.

Restitution Paid by IPS Probationers: \$ 212,620

Community Restitution Hours Completed by IPS Probationers: 244,997



# INTERSTATE COMPACT IN-COMING & INDIRECT SERVICES

**P**roboners who commit offenses in other states and reside in Maricopa County are supervised by probation officers assigned to the Interstate Compact In-Coming Unit. Officers conduct investigations on incoming transfer requests. They are required to perform the same services for Interstate Compact In-Coming probationers as they would for Maricopa County Superior Court.

During FY 2008, the Interstate Compact In-Coming Division completed a total of 715 investigative reports, with an on-time rate of 96%. The number of investigation requests for Maricopa County to complete continues to represent the vast majority of cases assigned to the state.

Average Daily  
Population  
FY2008

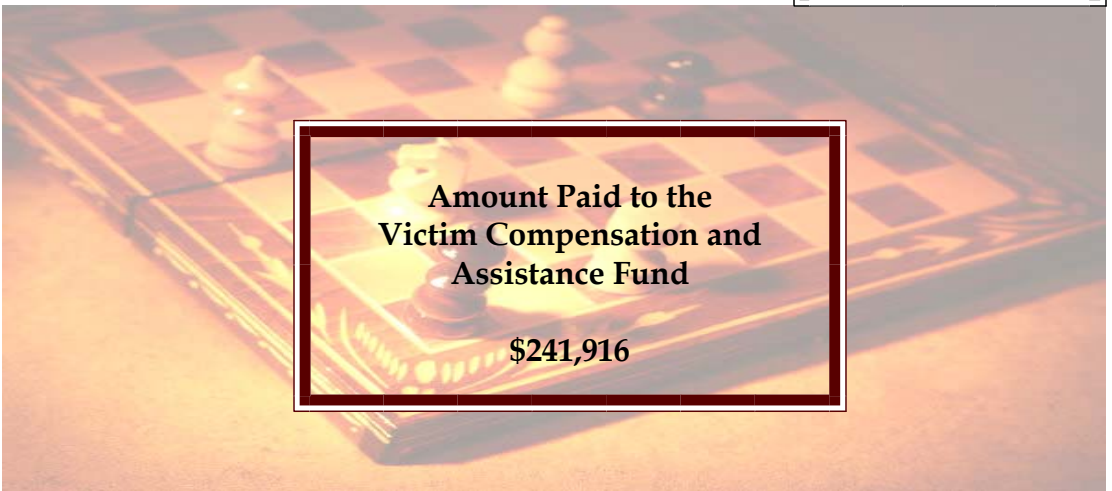
**754**  
(Monthly Statistical Data)

Average Daily Cost  
Per Probationer

**\$3.31**

Average Annual  
Program Cost

**\$910,945**



**Amount Paid to the  
Victim Compensation and  
Assistance Fund**

**\$241,916**

Average Daily  
Number of Probation-  
ers Monitored  
Through  
Indirect Services  
FY2008

**15,811**  
(MFR Statistical Data)

Average Daily Cost  
Per Probationer to be  
Monitored by Indirect  
Services

**\$0.16**

Average Annual  
Program Cost

**\$899,659**

Officer's Average  
Caseload

**1:55**

**T**he Maricopa County Adult Probation Indirect Services Unit is the largest administrative unit in the State of Arizona. It is comprised of four teams: (1) the ADC caseload, numbering approximately 8,000 cases, which acts as a gatekeeper for those re-entering the community from the Arizona Department of Corrections (ADC) and who are required to complete a probation grant upon their release; (2) the Immigration & Customs Enforcement caseload (ICE), numbering approximately 8,000 cases, which is comprised of those who are either deported or in the process of deportation; (3) the Interstate Compact Outgoing caseload, numbering approximately 1,200 cases, which is comprised of those who commit crimes within Maricopa County but who either are legal residents of other states or who wish to apply to have their probation grants supervised by other states; and (4) the InterCounty Outgoing Transfer caseload, numbering approximately 1,200 cases, which is comprised of those who commit crimes within Maricopa County but who either are legal residents of another Arizona county or who wish to apply to have their probation grants supervised by another Arizona county.

# FUGITIVE APPREHENSION

The unit now has seventeen officers who are assigned to locate the most serious probation absconders. Officers prioritize the assigned cases and dedicate most of their time and effort to class 2, 3, and 4 felonies, persons and property crimes, and all sex offenders. This year additional probation officers were deputized as U.S. Marshals (United States Marshall Service – USMS) who can serve on their task force. The USMS sponsored two major round ups this year: the third annual national "Falcon" round up that targeted felons with a violent history and "Operation Justice" that also targeted violent felons. Operation Justice was held during National Victim Awareness Week and focused on obtaining justice for victims of violent crimes. The unit also assisted in an FBI sponsored round up, "Sidewinder," which focused on violent gang members. The roundup was enacted in response to gang related killings in central Phoenix. Phoenix Police also asked the unit to participate in a Robbery Suppression round up "Earth Quake" targeting the west Phoenix area in response to numerous home invasions and armed robberies. The unit also participated in an East Valley gang suppression round up, "City Limits," that was created to target the 10% of the subjects who do 90% of the crimes.

Total Number of New Warrant Cases Received in FY2008
7,228
Total Number of Warrants Cleared in FY2008
8,428
<small>(MFR Data)</small>
Administratively Absolved Warrants FY2008
294

In May of this year we started working with the newly formed D.P.S. Violent Crimes Apprehension Team (V-CAT). This resulted in a major increase in arrests in the smaller outlying jurisdictions. We have two officers who work the Weed and Seed Project, which pays for officers to make enhanced contacts and arrests on probationers in the Capitol area of Phoenix.

In addition to these activities, the unit also routinely meets with specialized police units to arrest probationers and collaborates with Immigration and Customs Enforcement (ICE). Additionally, one officer has been dedicated to working full time on cold case sex offenders. This has resulted in locating subjects both out of state and out of the country.

As a result of the efforts of the Fugitive Apprehension Unit, 2,741 probationers were arrested and held accountable for their behavior.

Of the 7,228 active warrants issued in FY 2008, the FAU cleared a total of 6,229 warrants within the same fiscal year. Thus giving this unit a closure rate of 86%.



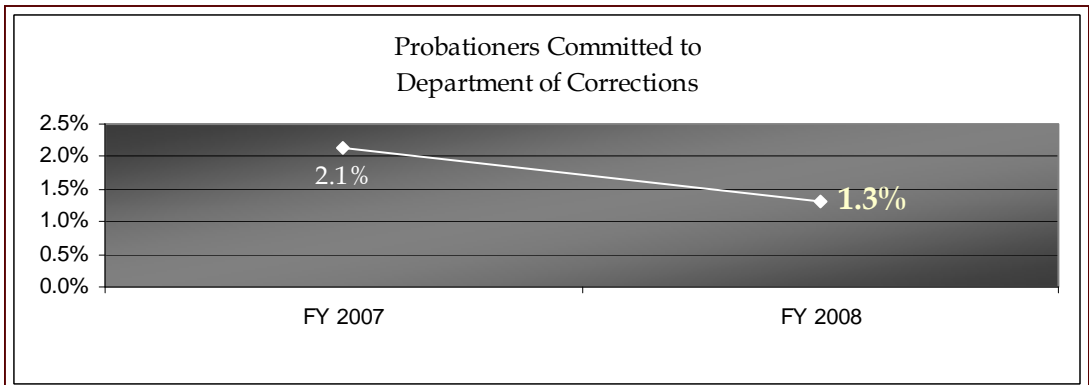
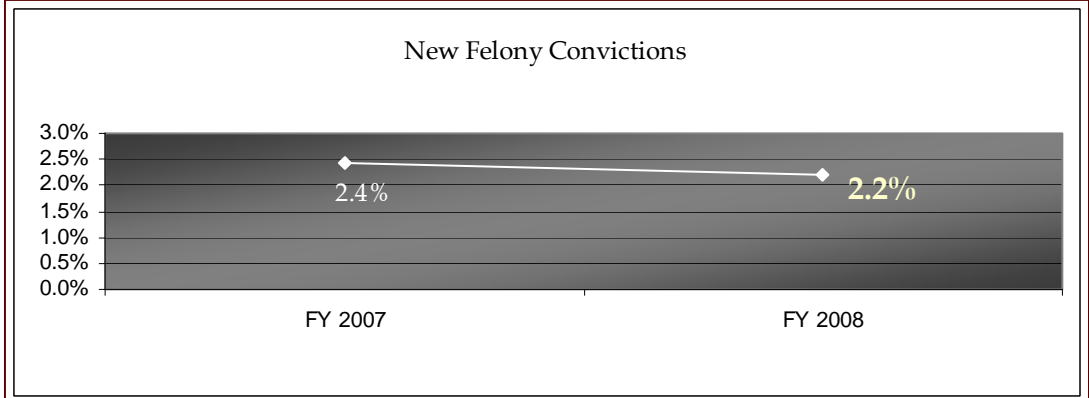
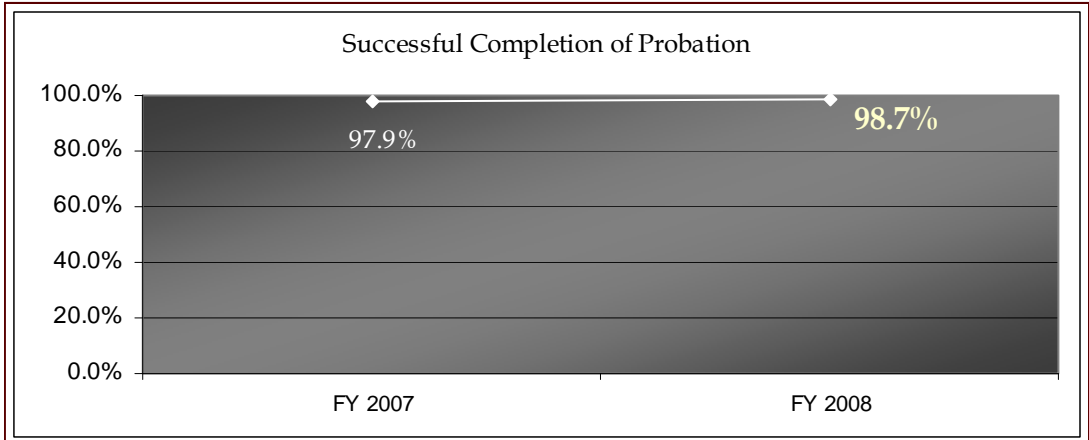
# COMPLIANCE MONITORING

Compliance Monitoring provides case management for probationers who are on unsupervised probation or are low-risk and have obeyed their Conditions of probation.

As of June 30, 2008, there were three Supervisors, twenty-two Probation Officers, twenty-two Case Administrators, one Judicial Clerk Associate, and one Office Assistant managing a total of 7,074 cases.

As we continue to move into the 21<sup>st</sup> century, Compliance Monitoring is proactive in increasing efficiencies and effectiveness within the division. New and improved business practices are being explored that may include the incorporation of technology and automation. Such practices are designed to better serve our clients, victims and community without compromising community safety and the department's mission and vision.

Average Daily Population FY2008
<b>6,149</b> <small>(Monthly Statistical Data)</small>
Average Daily Cost Per Probationer
<b>\$1.15</b>
Average Annual Program Cost
<b>\$2,579,228</b>
Officer's Average Caseload
<b>2:280</b>



# CUSTODY MANAGEMENT UNIT & WORK FURLOUGH PROGRAM

## CUSTODY MANAGEMENT UNIT

**D**uring FY 2008, the Custody Management Unit (CMU) supervised an average of 701 in-custody probationers (standard and IPS) per month. The unit is comprised of eight probation officers (including four specialized caseloads; domestic violence, mental health, Spanish speaking, and sex offender), two IPS surveillance officers (excluding aforementioned specialized caseloads), and one caseload administrator who supervises short-term jail cases (less than thirty days).

In addition to monitoring participants in the ALPHA program, CMU officers facilitate community treatment placements through the Reach Out program and liaison between the Maricopa County Sheriff's Office and Adult Probation.

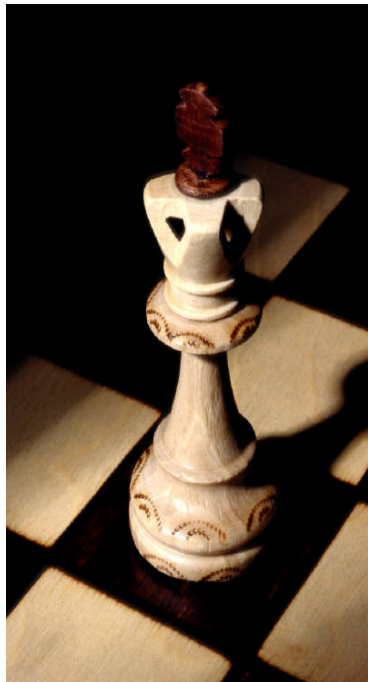
Average Daily Population FY2008
<b>1,112</b> (Monthly Statistical Data)
Average Daily Cost Per Probationer
<b>\$5.05</b>
Average Annual Program Cost
<b>\$2,050,733</b>

## WORK FURLOUGH

**T**he Work Furlough Program is staffed with five probation officers and five surveillance officers. The focus of the program continues to be on the supervision of probationers who are allowed to work in the community while serving a jail sentence.

Work Furlough probation officers have supervised an average of 146 probationers per month. Surveillance officers made over 2,240 client and employer contacts. During this period, 435 unemployed probationers obtained employment through the five-day Job Search portion of Work Furlough, 317 probationers successfully completed the Work Furlough program, eleven child support cases were supervised by Work Furlough for Domestic Relations courts, and \$3,111.67 was collected in child support.

Total Work Furlough Fees Collected FY2008
<b>\$885,067</b>





# TREATMENT & EDUCATION

**D**rug Court is a non-adversarial program that utilizes a team approach to break the cycle of substance abuse and addiction. 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, prosecutor, 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 and while utilizing evidence-based practices.

Average Daily Population
<b>469</b> <small>(Monthly Statistical Data)</small>
Annual Treatment Cost FY2008
<b>\$446,862</b>

Average Daily Population
<b>215</b> <small>(Monthly Statistical Data)</small>
Annual Treatment Cost FY2008
<b>Probationer Self-Pay</b>

**D**riving Under the Influence (DUI) Court targets the goal of changing decisions regarding alcohol use, in addition to drinking and driving behaviors. In effect, this reduces the probationer's risk to the community. Similar to the Drug Court model, probationers have monthly Court interaction, are monitored for alcohol use, and are expected to comply with probation directives and a treatment plan. Probationers attend a Mothers Against Drunk Drivers (MADD) impact panel and report to the Court on their experience. DUI Court includes both English and Spanish-speaking Courts.

**T**he Drug Treatment and Education Fund (DTEF) is a state program established to divert first and second time non-violent drug offenders from prison and provide substance abuse education or treatment services. DTEF funds are also used for substance abuse assessments, cognitive skills classes, and substance abuse counseling both in-house and in the community.

Average Daily Population
<b>630</b> <small>(MFR Data)</small>
Annual Treatment Cost FY2008
State Total
<b>\$486,849</b>
Grand Total
<b>\$1,346,213</b>

Successful Completion of Education Goals
<b>67%</b> <small>(MFR Data)</small>
Average Student Population FY2008
<b>444</b>
Average Daily Cost Per Student
<b>\$4.93</b>
Annual Program Cost
<b>\$799,456</b>

The Education Program has several locations including Central Phoenix, Glendale, Mesa, and at the downtown homeless shelter. In FY 2008, 259 students, both probationers and other community members, received their GED certificates through the program.



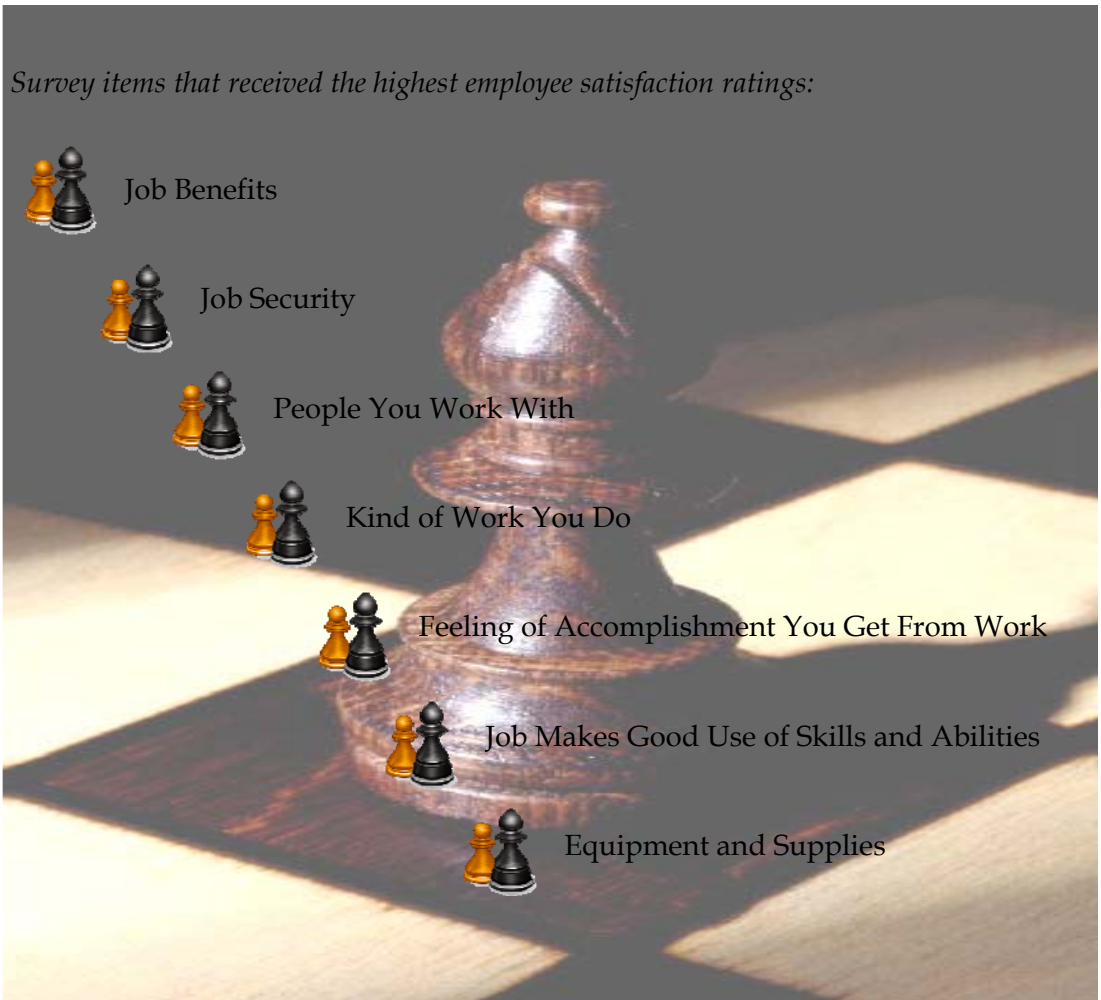
# EMPLOYEE SATISFACTION SURVEY

Every two years, Adult Probation employees participate in an Employee Satisfaction Survey conducted by Maricopa County Research and Reporting. Ninety-six percent of Adult Probation staff participated in the fiscal year 2008 Employee Satisfaction Survey, providing a very creditable report on the overall satisfaction of the workforce at Adult Probation.

The results of the fiscal year 2008 Employee Satisfaction Survey were notably positive. First, employees' overall satisfaction score was higher than in previous surveys, showing steady progress over the surveys taken in fiscal years 2004 and 2006. Second, the overall satisfaction score of Adult Probation employees was higher than the overall employee satisfaction scores of Court employees and, for the first time, county employees as a whole. Third, department-wide scores on every single one of the eighty-three scaled items on the survey revealed a satisfied rating by Adult Probation employees (5.0 or higher).

Consistently, employees rate some of the same items, survey after survey, as being areas that provide the highest level of satisfaction. The level of satisfaction on these items increased over the last survey, indicating that areas of strength grew even stronger.

Employee satisfaction is significant to employee retention rates, performance, and customer service. Communication with employees about the performance results provides opportunities for department-wide involvement in continuous improvement of departmental operations and services to the public.



## Maricopa County Adult Probation

The Automated Criminal History received a 2008 NACo Achievement Award from the National Association of Counties.



(Pictured left to right) Don Stapley, NACo President and Supervisor, District 2, Barbara Broderick, Adult Probation Chief, Mark Hendershot, Adult Probation, Andy Kunasek, Maricopa County Board of Supervisors Chairman, Max Wilson, Supervisor, District 4 and David Smith, County Manager.

Contingency Management in Drug Court was recognized by the National Association of Counties with a 2008 NACo Achievement Award.

(Pictured left to right) Don Stapley, NACo President and Supervisor, District 2, Barbara Broderick, Adult Probation Chief, Vicki Biro, Adult Probation, Karen Barnes, Adult Probation, Andy Kunasek, Maricopa County Board of Supervisors Chairman, Max Wilson, Supervisor, District 4 and David Smith, County Manager.



Tabletop Exercises were selected for a 2008 NACo Achievement Award from the National Association of Counties.



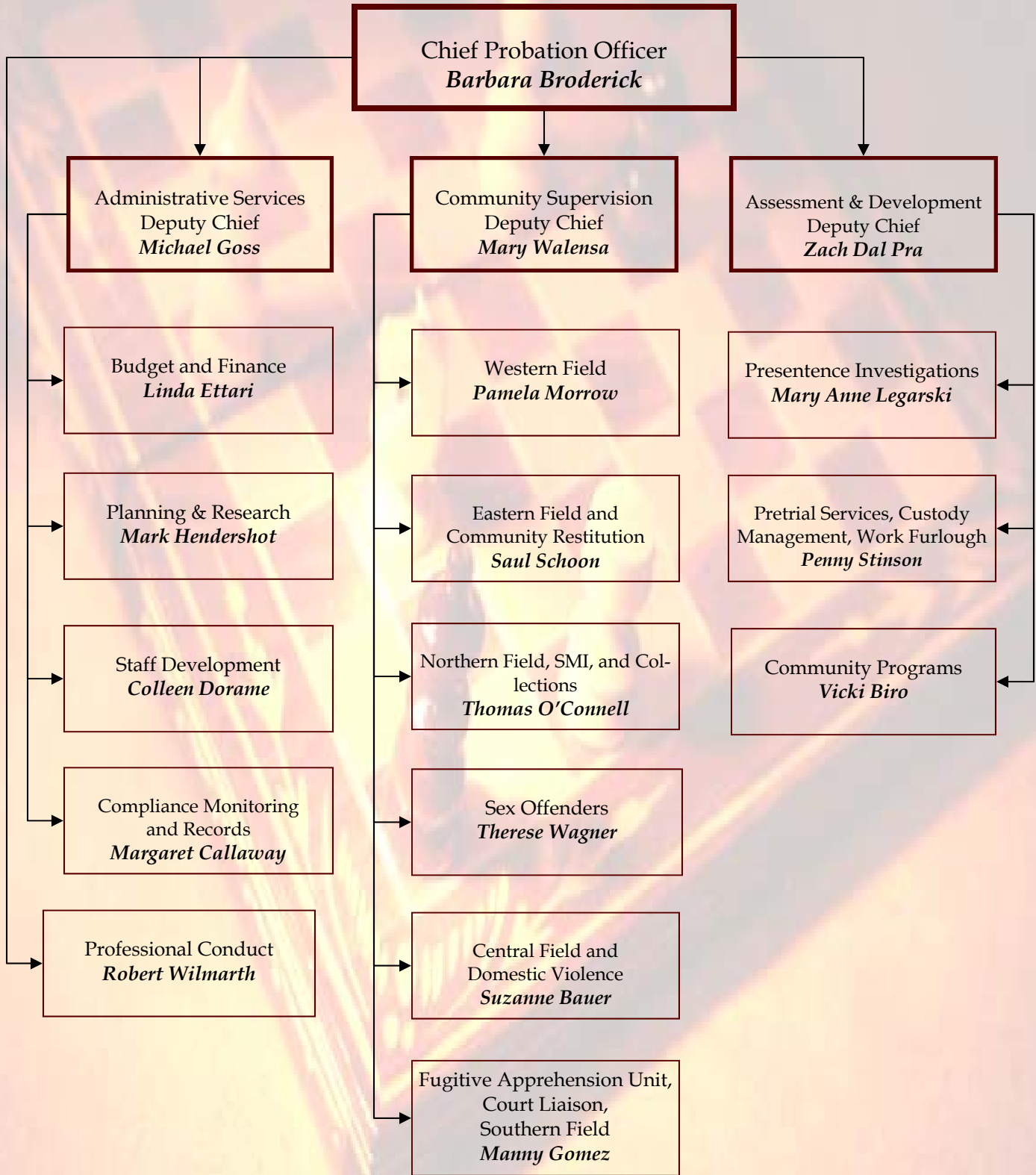
(Pictured left to right) Barbara Broderick, Adult Probation Chief, Don Stapley, NACo President and Supervisor, District 2, Zach Dal Pra, Adult Probation, Gary Streeter, Adult Probation, Andy Kunasek, Maricopa County Board of Supervisors Chairman, Max Wilson, Supervisor, District 4 and David Smith, County Manager.

Lindell W. Rhodes received the Arizona Department of Education's "Adult Education Administrator of the Year" award.



FISCAL YEAR 2008 AWARDS

# Maricopa County Adult Probation Organizational Chart







**Maricopa County Adult Probation  
620 W. Jackson Street  
Phoenix, AZ 85003  
(602) 506-7249**

**<http://www.superiorcourt.maricopa.gov/AdultProbation>**