

# Maricopa County Adult Probation

## 2014 Annual Report



2014

Make  
**BIG**  
Changes  
— in —  
**SMALL**  
Steps

A Force for Positive



CHANGE.

Dear Judge Davis:

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The fiscal year 2014 annual report of the Maricopa County Adult Probation Department reflects a productive year in which important initiatives moved forward and positive performance was maintained. Evidence-based practices continue to be our primary approach to enhance the safety and well-being of our neighborhoods.



At the front end, Pretrial Services and the Presentence Division implemented operational changes that align with evidence-based practices, better inform the court, promote community safety, and result in more effective use of resources. In part, these changes included growth and enhancement in the electronic monitoring component of Pretrial Services. They also included implementation of the Offender Screening Tool, replacing an abbreviated assessment in the presentence investigations completed for the Regional Court Center and Early Disposition Court.

With the full support of the Superior Court and partner agencies, the electronic filing of petitions to revoke probation (ePTR) was fully implemented in FY2014. ePTR greatly enhanced efficiency and timeliness in a significant business practice, while simultaneously increasing public safety by reducing the time to secure a warrant for a probation violator's arrest. Furthermore, an electronic pathway was developed that will enable Adult Probation to electronically file more documents with the Superior Court in the future.

Progress was made in multiple, ongoing collaborative initiatives to increase probationers' access to education and treatment services that research has demonstrated are effective in reducing recidivism. With tremendous support and commitment from Maricopa County and partner agencies, our department continued to coordinate and expand the cognitive-behavioral *Thinking for a Change* program. The Affordable Care Act and Arizona's participation in Medicaid expansion provided unprecedented opportunities for probationers to secure coverage for both primary healthcare and behavioral health services. Adult Probation partnered with community-based organizations that are assisting probationers with healthcare information and enrollment. We also continued to collaborate with

treatment providers to develop and increase information sharing and evidence-based protocols, cross-agency training, and reentry programming.

Internally, one of our strategic priorities is to build relationships and improve management's empathy and understanding of the problems faced by staff. We continued to address feedback received from Empathy and Understanding sessions. Ideas suggested by employees have been implemented across our department, improving and upgrading the working conditions for all staff as well as improving customer service. The results of the FY2014 employee satisfaction survey were positive and encouraging: the overall employee satisfaction rate was 87.4%, which significantly exceeded our Managing for Results goal (70%).

There is a strong relationship between achieving positive results and maintaining fidelity to evidence-based practices. We continued to emphasize existing quality assurance processes, such as the automated FROST refresher training. This training received national recognition in FY2014, while simultaneously developing and implementing additional methods to assure consistency and quality in our performance.

Innovation and strong strategic leadership set the course, while consistent, purposeful, and persistent steps, by management, employees, and partners, are essential to implement change and achieve desired outcomes. Your support is deeply appreciated and we are honored, as part of the Judicial Branch, to join with you in advancing justice.

Sincerely,

*Barbara A. Broderick*

Barbara A. Broderick  
Chief Probation Officer

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# VISION STATEMENT

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

# 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.

# VALUES STATEMENT

We **BELIEVE IN:**

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

# GOALS

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





Arizona has a population of over **6,626,624** people (2013).

Maricopa County has a population of over **3,942,169** people (2012).

It is the **fourth most populous county** in the nation and is home to more people than 23 states and the District of Columbia (2010 census).

Maricopa County has a land area of **9,200** square miles, of which 1,441 square miles are incorporated (16%) and 7,785 square miles are unincorporated (84%).

It is the **largest** of Arizona's fifteen counties.

The county measures **132 miles** from east to west and **103 miles** from north to south.

**Twenty-five** cities and towns are located within Maricopa County's outer boundaries.

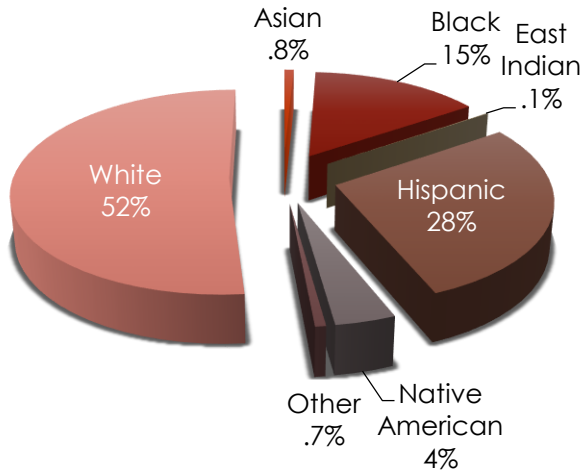
## MARICOPA COUNTY ADULT PROBATION

- Established in **1972**
- **\$ 89,750,984** annual budget
- **1,092** employees
- **19** regional and area offices
- Average of **2,574** defendants under pretrial supervision per month
- **2,851** arrests by Fugitive Apprehension Unit in FY2014
- **20,590** Standard probationers
- **871** Intensive probationers
- Average monthly probation population of **50,994**

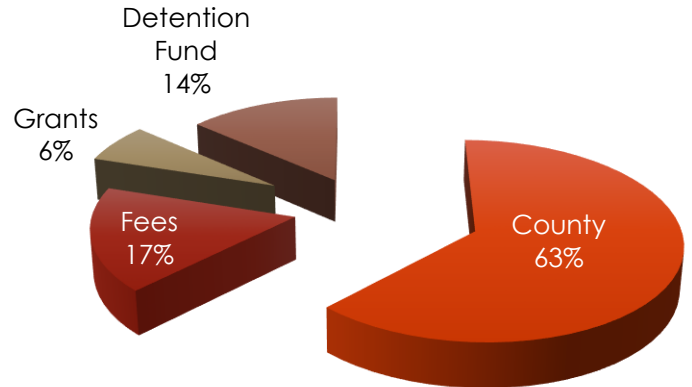


# GENERAL INFORMATION

Maricopa County Adult Probation Race/Ethnicity

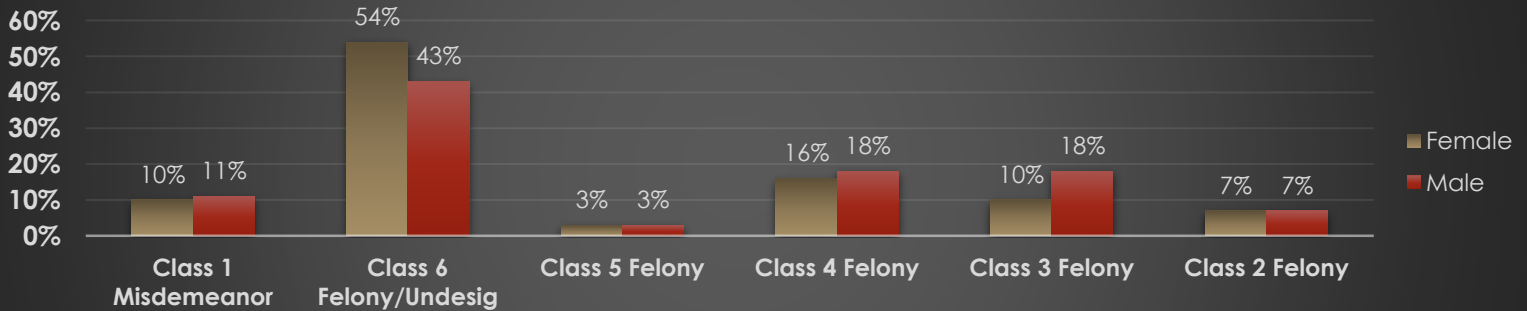


Maricopa County Adult Probation  
FY2014 Annual Budget - **\$89,750,984**



## PROBATION BY OFFENSE CATEGORY AND GENDER

GENDER



OFFENSE CATEGORY

Category	Total	Percentage
<b>Class 1 Misdemeanor</b>	2,700	11%
<b>Class 6 Felony/Undesignated</b>	11,286	45%
<b>Class 5 Felony</b>	845	3%
<b>Class 4 Felony</b>	4,381	18%
<b>Class 3 Felony</b>	4,010	16%
<b>Class 2 Felony</b>	1,664	7%

Average monthly active probation population 28,790.

Average monthly probation population 51,858.

On probation for felony offenses 89%.

# MANAGING FOR RESULTS

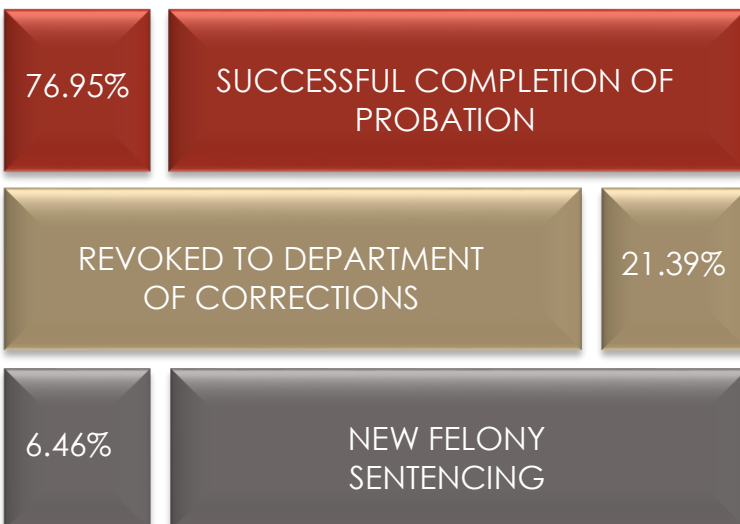
In Maricopa County, achieving positive results has been the mandate of county government for the past twelve (12) years, with an initiative called Managing for Results (MfR). This is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of Maricopa County.

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

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

**GOAL A. CRIME REDUCTION** - The Department's goal is to enhance public safety by maintaining the rate of **successful completions from probation at 60% or higher**, reducing the number of probationers committed to the **Department of Corrections to 33% or lower**, and reducing the number of probationers convicted of a **new felony offense to 8% or lower**. Adult Probation provides vital services that protect and enhance community safety and well-being. Employees' hard work and dedication are producing desired results which are

seen in positive performance results and, more importantly...



... **in changed lives.**



**GOAL B. RETENTION AND COMPENSATION** - The Department's goal is to recruit, hire, and retain a quality and diverse workforce and to improve employee satisfaction. Officers had an average of 11.12 years with the Department, exceeding the goal of 8.9 years. The Department has engaged in an Empathy and Understanding (E&U) project which has received recognition from the National Association of Counties (NACo). Over a two-year period, more than 1,000 employees were given the opportunity to participate in Appreciative Inquiry (AI) sessions to answer the question, "In a perfect world, what would it look like if management was empathetic and understanding of staff's needs?" Ideas suggested by employees have been implemented across the department, improving and upgrading the working conditions for all staff as well as improving customer service. (Please see National award on page 45.)

**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 being submitted to the Court within twenty-four (24) hours. In addition, the on-time rate for submitting Presentence Reports to the court without a continuance reached an impressive 98.4%. We have fallen below our departmental goal in the area of restitution collections, and continue to make process improvements that will result in more favorable outcomes.

**GOAL D. CUSTOMER SATISFACTION** - The Department's goal is to improve services to neighborhoods, courts, offenders, and victims. Three (3) surveys were conducted this fiscal year to obtain feedback regarding the Department's performance: Treatment Provider/Community Justice Partner Survey, Victim Survey, and Employee Satisfaction Survey. (Detailed results on pages 9-12) Results include; an increase in the Treatment Provider/Community Justice Partner satisfaction from 85% to 89.8%, victim satisfaction rates continue to meet the Department's goal of 60% or higher, ending at 63.9%, and employee satisfaction rates remain high at 87.4%.

**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.

# TREATMENT PROVIDER - COMMUNITY PARTNER SURVEY RESULTS

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One (1) of the five (5) primary goals within the Maricopa County Adult Probation Department's (MCAPD) strategic plan "Managing for Results" is Customer Satisfaction. The MCAPD works with, or provides services to its employees, victims, offenders, judges, and other community and criminal justice partners. Periodically, the MCAPD conducts surveys of its partners to assess satisfaction with the services provided by the MCAPD and to help identify ways that services can be improved. In June 2014, a survey was conducted of treatment providers and other community partners.

**SURVEY ADMINISTRATION** - The purpose of the survey is to assess the satisfaction of treatment providers and other community partners with the services provided by the MCAPD. The first step was to compile a list of individuals within these organizations that have routine contact with the MCAPD. To create the distribution list, an email was sent to staff members within the department that were likely to have routine contact with individuals from treatment providers and other community partners.

**RESULTS** - The following highlights the results of the survey.

- The majority of survey respondents were from treatment/service providers (n=25, 51.0%).
- Of those that responded to the survey, the majority of respondents (n=31, 63.2%) had at least weekly contact with the MCAPD. This increased to 89.7% (n=44) when looking at the percentage of respondents with at least monthly contact.
- The majority of survey respondents agreed or strongly agreed that they were satisfied with their organization's interaction with the Adult Probation Department (n=44, 89.8%).

- Of the five (5) that were not satisfied, three (3) were neutral, one (1) disagreed, and one (1) strongly disagreed.
- Overall, only 4% disagreed with the statement that they were satisfied with the services provided by the MCAPD.

**OPPORTUNITIES FOR IMPROVEMENT** - Survey respondents were also given an opportunity to provide suggestions or additional comments on how the MCAPD could improve its services, or provide additional comments. Most survey respondents provided at least some comment on the survey. Some offered positive comments about their experience with the Adult Probation Department and the services provided. Others provided concrete suggestions on how services, or relationships, could be improved.

**CONCLUSION** - Overall, the results of the FY2014 survey of treatment providers and community partners indicates that the MCAPD is maintaining its goal of 85% satisfaction among its partners with the services provided by the department. The survey does provide some suggestions on how to continue to improve the services provided in the areas of building partnerships, participation in case staffings, training, consistency, and community restitution projects. These comments will be shared with the MCAPD Executive Team to help support ongoing improvements.

## VICTIM SURVEY RESULTS

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In May of 2014, the Maricopa County Adult Probation Department (MCAPD) conducted its 16<sup>th</sup> 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 2014.

**SURVEY ADMINISTRATION** - 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 five (5) point scale that ranged from one (1) (never) to five (5) (always). A value

of three (3) would be considered neutral. Respondents were asked to rate their overall satisfaction on a scale from one (1) (unsatisfactory) to five (5) (satisfactory) with: 1) the criminal justice system, 2) the presentence PO, and 3) the post-sentence probation officer. A survey was administered to a random sample of 189 victims; however nineteen (19) were returned without forwarding addresses and one respondent was excluded because it only include a comment, "I have never been on probation I'm sorry." A total of sixty-three (63) opted-in victims responded, which is a response rate of 37% (higher than the expected response rate of 33.3%). The following is an overview of the survey results.

**RESULTS** - The following highlights the results of the survey:

- Satisfaction with the criminal justice system was 44% (M =3.23).
- Satisfaction with probation officer(s) at the presentence stage was 62% (M= 3.83).
- Satisfaction with probation officer(s) at the post-sentence stage was 46% (M= 3.38).
- The average of all 8 items was 3.3 indicating an overall positive evaluation. When including all respondents with a mean score of 3.5 or higher, 63.9% were satisfied or very satisfied with Adult Probation.

**CONCLUSION** - The annual survey of opted-in victims is conducted because of the commitment of the Maricopa County Adult Probation Department to customer satisfaction. Customer satisfaction is identified as one of five primary goals in the MCAPD's strategic plan. The results of the survey are used to help inform management and staff about the views of opted-in victims, to identify areas in need of improvement, and to help recognize the positive contributions of staff in helping victims.

When looking at the overall victims satisfied, the composite showed a large decrease from 70.3% in FY2013 to 63.9% this year which is still above our department goal of 60%. We saw decreases in a majority of items compared to the previous year. A major factor that affects victim satisfaction is the receipt of restitution. According to our FY2014 annual survey, there was a 38% decrease in the ordered restitution collected in FY2014 compared to FY2013. This may explain (at least in part) the significant decrease in victim satisfaction this year.

# EMPLOYEE SATISFACTION SURVEY RESULTS

Every other year a survey is conducted to gauge employee satisfaction and to help identify areas in need of improvement. Employee satisfaction is an important aspect of organizational success and is included in our strategic plan:

*Managing for Results Goal B – “Customer Satisfaction” – By the end of FY2015, MCAPD will recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction by achieving the following benchmarks:*

- *Increase the Employee Satisfaction Survey overall satisfaction score for MCAPD staff from 68.38% to 70%.*
- *Increase the average department years of service for badged staff retention rates from 8.55 to 8.9 years.*

**SURVEY ADMINISTRATION** - Previously, the survey was conducted by the Maricopa County Office of Research and Reporting and was administered via paper and pencil in various office locations. This year, employees took the survey online, which allowed staff to participate at a convenient time and location, without the need for travel.

The survey instrument was shorter this year. Adult Probation employees participated in the CourTools Performance Results – FY2014 Employee Survey with the rest of the Superior Court. The CourTools Performance Survey provides a standardized set of performance measures across court departments, and our participation in this survey is consistent with the Court Management Team's goal of a unified Judicial Branch. Our Department's participation also provided an opportunity to have some input into the questions on the survey. Some of the questions from previous employee satisfaction surveys were carried forward, and some of the questions changed. This year's survey had seventy-one (71) questions in nine (9) categories.

**RESULTS** - The following highlights the results of the survey:

- Over 65% of MCAPD employees participated in the survey.
- Overall employee satisfaction was 87.4%.
- The average years of service for badged staff for FY2014 was 11.12 years, which exceeds the departmental goal.

The following table displays our Department's ESS results in each of the nine survey categories.

<b>Survey Category</b>	<b>Percent of Employees Satisfied</b>
<i>Personnel and Communication</i>	83.9%
<i>Employee Satisfaction Survey Results</i>	84.7%
<i>Strategic Planning</i>	95.4%
<i>Performance Management</i>	87.6%
<i>Work Environment</i>	87.0%
<i>Training and Development</i>	89.6%
<i>Customer Service</i>	88.8%
<i>Workforce Diversity</i>	92.0%
<i>Continuous Improvement</i>	88.3%

**CONCLUSION** - We had hoped to satisfy MFR goal B with an overall employee satisfaction rate of 70% and have achieved a rate of 87.4%. Although we have areas in which to improve, it is important to note that the rate of dissatisfaction in these areas has gone down since the last survey. Our next steps are to align the ESS results with the results from the Empathy & Understanding forums and to work with the Court to tackle the identified items.



small  
things  
BIG  
DIFFERENCE



# THINKING FOR A CHANGE

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Research on effective correctional interventions tells us that resources should be targeted to the higher risk offenders, programs should target factors predictive of criminal behavior, and that the most effective programs incorporate cognitive behavioral approaches. *Thinking for a Change* (T4C) is a program that meets these criteria. T4C is an integrated, cognitive behavior change program designed for offenders that includes cognitive restructuring, expanding social skills, and building problem solving skills. It is an effective intervention for addressing the Big Four (4) criminogenic factors of anti-social behavior, anti-social personality, anti-social thinking, and anti-social companions among higher risk probationers.

In FY2014, the Maricopa County Adult Probation Department (MCAPD) along with the Maricopa County Sheriff's Office (MCSO), community treatment providers, and with significant support from the Maricopa County Smart Justice Council, successfully expanded its implementation of T4C. Over 100 staff from the MCAPD, MCSO, and community treatment providers have been trained as T4C facilitators, allowing T4C groups to be implemented in a coordinated cross-agency approach in the jail, several probation offices, and a few community provider locations. The increased number of facilitators has improved the ability to enroll individuals in the program sooner. It has also improved fidelity to the T4C model by ensuring groups are co-facilitated. As implementation continues, efforts are being made to identify strategies to effectively use the resources of the behavioral health system to provide T4C to qualified individuals. Data are being collected to assess the effectiveness of T4C implementation, and Maricopa County Justice System Planning and Information is conducting an evaluation. The Department looks forward to expanded implementation, and outcomes in FY2015.



CHANGE IS  
~~IM~~POSSIBLE.

# ADULT PROBATION AND ENROLL AMERICA

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In preparation for the changes to the healthcare landscape anticipated in the wake of the Patient Protection and Affordable Care Act, Adult Probation partnered with Enroll America to begin to prepare probationers for enrollment. Liaisons from each area office were identified and these individuals rolled out an initiative to have "Get Covered - Commit Cards" in every office along with a procedure to have every probationer who did not have healthcare coverage fill out a card. Completed cards allowed volunteers of Enroll America to contact probationers to provide information about the Act, to offer enrollment resources, and to foster motivation for enrollment. More than 4,700 cards have been collected. Enroll America reports that after a single contact, 42% of them report having enrolled in healthcare. The vast majority of them are Medicaid eligible and were not aware of the Medicaid expansion and their resulting eligibility.

In addition to the collection of the "Commit Cards", the Presentence Division's Assessment Center has partnered with two additional agencies that provide in person healthcare enrollment assistors. Keogh Healthcare Connections came on board with us in February and more recently Phoenix Day has joined in our enrollment efforts. Initially, we had an assistor one (1) day each week and currently have someone available to enroll probationers in the Assessment Center four days a week. The assistors stay very busy in the Assessment Center seeing six (6) to twelve (12) people a day, and have enrolled more than 300 people in healthcare, primarily Medicaid.

Over the next year, enrollment efforts will continue and Adult Probation will work with probationers to increase their utilization of healthcare, when needed, by providing opportunities to improve their healthcare literacy.

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

- Jim Rohn

# MARICOPA COUNTY JUSTICE AND HEALTH COLLABORATION PROJECT

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In October 2012, a collaborative project was undertaken with a Justice and Mental Health Collaboration Program (JMHCPC) grant received from the federal Bureau of Justice Assistance. The JMHCPC grant project is ongoing, but has already had some significant achievements. The overall goal of the project is to increase public safety by improving the effective supervision and treatment of female offenders with serious mental illness and/or co-occurring disorders that are multi-system involved. Collaborating partners in the development and implementation of the project are the Maricopa County Adult Probation Department, the People of Color Network, Arizona State University Center for Applied Behavioral Health Policy, Maricopa County Correctional Health Services (CHS), the Arizona Criminal Justice and Mental Health Coalition, David's Hope, the Regional Behavioral Health Authority, and Hope Lives – Vive la Esperanza.

The JMHCPC project set out to train 600 criminal justice and behavioral health personnel to deliver gender responsive, criminogenic responsive, and trauma-informed services for female offenders with serious mental illness and/or co-occurring disorders. The purpose of this first goal was to elevate the knowledge, skills, and abilities of probation officers, detention officers, correctional health staff, court and judicial staff, comprehensive community-based behavioral health services and case management staff. At the end of fiscal year 2014, over 729 unduplicated participants from criminal justice and behavioral health agencies had attended grant-sponsored trainings. National experts in trauma informed care and gender-responsive services for female offenders provided technical assistance and training in Maricopa County. Local experts also developed and provided training. In terms of sustainability, one of the project accomplishments was a 2.5-hour training for detention officers on working with offenders with behavioral health needs and cognitive impairments that incorporated trauma-informed and gender-responsive concepts. The class was provided in partnership by the Maricopa County Sheriff's Office and CHS and has been adopted as a refresher course that staff will retake every two (2) years.

A second project goal was to develop and implement a program of treatment and support services targeting justice-involved women with serious mental illness and/or co-occurring disorders that is gender specific, trauma informed, and criminogenic responsive. A pilot program has been developed that will serve approximately twenty (20) female probationers reentering the community from jail who qualify for Forensic Community Assertive Case Management services in the community. At the end of the fiscal year, the first nine (9) clients had received services in the newly developed reentry program. Multiple processes and services have been examined, developed, and refined, including cross-agency information sharing, referral, in-reach and re-entry planning, and community-based treatment and supervision, case management, bridge housing, and other support services.

A third goal of the grant project was to enhance the quality, impact, and reach of interagency collaboration among and between agencies involved with the target population. The Arizona Criminal Justice and Mental Health Coalition (AzMHCJC), an inter-agency coalition of criminal justice, behavioral health, and advocacy organizations, serves as an advisory committee for the grant project and has provided input on all aspects of the project. The grant project also provided resources to help strengthen the Coalition; the board for AzMHCJC recently participated in a strategic planning retreat conducted by Arizona State University's Lodestar Center for Philanthropy and Nonprofit Innovation.

## EMPATHY AND UNDERSTANDING

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As an agency, the Maricopa County Adult Probation Department (MCAPD) strives to create a more positive and productive work environment by building relationships within the organization and by improving management's empathy and understanding of the problems faced by staff. Empathy and understanding directly impact staff morale and motivation, improving staff's willingness to approach their duties with enthusiasm and to perform at higher levels. This translates into better relationships with probationers, treatment providers, and other stakeholders. In turn, all of these factors influence the ability of probationers to positively change behavior, which increases the safety of our community. Given the impact

of all these factors, we invested over two years seeking to understand what MCAPD would look like “in a perfect world” by providing over 1,000 employees the opportunity to participate in Appreciative Inquiry (AI) sessions to answer the question, “In a perfect world, what would it look like if management was empathetic and understanding of staff's needs?”

A total of forty-two (42) sessions were conducted between 2010 and 2013. Ideas suggested by employees have been implemented across our department, improving and upgrading the working conditions for all staff as well as improving customer service. In 2013 and 2014, MCAPD continued efforts to strategically address Empathy and Understanding (E&U) feedback. Change management teams, including employees who participated in the E&U sessions, were developed to continue providing improvements that would convey to staff that management values them, is listening to them, and is being empathetic to the challenges they face. Some of those projects included increasing Executive Team presence, reducing after-hours calls, clarifying random report assignments, enhancing consistency in division directors and supervisors, and working to improve internal communication.

One (1) of the five (5) primary goals within the Maricopa County Adult Probation Department's strategic plan, Managing for Results, is Customer Satisfaction. The MCAPD works with, or provides services to, its employees, victims, offenders, judges, and other community and criminal justice partners. The department goal is to increase overall employee satisfaction from 68.38% to 70% by FY2015. In FY2014, 66% of employees participated in the Employee Satisfaction Survey and the overall satisfaction rate shot up to 87.4%. This is the highest rating of employee satisfaction ever achieved as a department. These impressive results reflect the increased efforts of management to be more empathic and understanding toward staff. Through these efforts, the work environment has shifted to ensure staff feels more valued and involved in the decisions that impact their daily work. Additionally, by using the Appreciative Inquiry method to gather information directly from staff, we have created a method to identify issues that supports staff needs and facilitates their involvement in problem solving. (Please see Department Awards on page 45 for pictures.)

# PRETRIAL SERVICES DIVISION

ANNUAL DAILY SUPERVISED POPULATION **2,574** - AVERAGE DAILY COST PER DEFENDANT **\$6.37**  
ANNUAL PROGRAM COST **\$5,973,723**

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

The Pretrial Services Division is aligned with the Department's commitment to evidence-based practices (EBP) and its crime reduction strategy. This is demonstrated through the use of the validated Pretrial Risk Assessment which is routinely administered during the initial appearance interviews to help inform release recommendations. It is also used to provide differentiated case management to those on pretrial supervision.

In FY2014, the Pretrial Services Division experienced growth in both the services provided in jail and in pretrial supervision. The number of IA packets delivered increased from 50,003 in FY2013 to 52,090 in FY2014, an increase of 4.2%. The greatest supervision growth was in the use of electronic monitoring (EM). The average daily population for EM increased from 461 in FY2013 to 674 in FY2014, an increase of 46.2%.

The Pretrial Services Division engaged in a number of different projects in FY2014 to help enhance services for both pretrial defendants and the Department. Empathy and Understanding sessions held throughout the Department identified after hour calls for probation holds as an area impacting field probation officers. Beginning in November 2013, pretrial officers in the jail, who are already working, began taking these calls to help alleviate the overtime workload of field probation officers. Since inception, they have taken more than 1,200 calls, an average of over 150 calls per month. Officer safety and efficiency was also addressed by providing supervision staff tactical carrier hands-free radio devices and laptop computer mounts in officer vehicles.



Aligned with the commitment to enhance community safety, a pilot program was implemented in EM to “install before release.” This program allows certain high-risk defendants to have electronic monitoring equipment installed prior to release from custody. The goal of this program is to help increase the number of high risk individuals who appear for scheduled court hearings. Another pilot program was implemented to reduce lobby congestion. This program targeted low risk individuals released to pretrial supervision. Individuals who meet the program criteria receive an initial intake interview conducted in the jail and are assigned to a dedicated caseload administrator, eliminating the need for an additional visit to the pretrial office. Data are being tracked for both programs to determine their impact.

Increased collaboration with law enforcement also occurred in FY2014. The Superior Court of the State of Arizona in Maricopa County issued Administrative Order 2013-175 which allows for the release of Global Positioning System (GPS) data to assist law enforcement in establishing cause in offense behaviors.

## PRESENTENCE INVESTIGATION DIVISION

PRESENTENCE INVESTIGATION REPORTS COMPLETED **16,495** - AVERAGE COST PER PRESENTENCE INVESTIGATION REPORT **\$558.92** - ANNUAL PROGRAM COST **\$9,195,895**

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

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

In FY2014, the Presentence Division completed 16,495 reports with a 99.6% on-time rate. The entire Presentence Division remains committed to achieving the highest standards of

timeliness, accuracy, and impartiality, so as to increase Court efficiency and better carry out the goals of the Judicial Branch in serving the public.

A number of process changes occurred within the Presentence Division in FY2014 to improve the information provided to the Court and to improve enrollment in services. The Presentence Assessment Center represents the first point of contact for many defendants as they navigate the criminal justice system and begin a relationship with the Adult Probation Department. A key focus in FY2014 was providing assistance navigating the health care application process. To help facilitate this process, the Assessment Center collaborated with Keogh Health Connection to facilitate the healthcare application process for uninsured probationers and connect them to appropriate health care options. In early FY2015, an additional community provider, Phoenix Day, will join this collaboration of assisting defendants in the healthcare application process.

Presentence Units working in the Regional Court Center/Early Disposition Court (RCC/EDC) streamlined their eligibility criteria and formulated a reference guide for the Court for easy identification of RCC/EDC-appropriate cases. In addition, the Department engaged in a process improvement effort at RCC/EDC by modifying processes and restructuring staffing allowing for the Offender Screening Tool (OST) risk/needs assessment to be administered at the presentence stage, rather than post sentence. This has eliminated the need for an abbreviated assessment tool and allowed the RCC/EDC Units to provide the RCC/EDC Courts with a full OST assessment, which better informs the Court.

The Presentence Division continues to collaborate with Court Technology Services (CTS) to transition the presentence report from a word processing format to one which has been incorporated into the Integrated Court Information System Next Generation (iCISng). The Presentence Division also continues to work toward a paperless product, which fosters investigative practices consistent with an online resource-sensitive system. Officers have received specialized training and equipment and are actively implementing new business practices in support of what will be the paperless environment of iCISng. In fact, The Division has already eliminated a large amount of paper based on the implementation and revision of business practices.

# STANDARD

AVERAGE POPULATION **14,627** - AVERAGE DAILY COST PER PROBATIONER **\$5.70**  
ANNUAL PROGRAM COST **\$30,404,472** - AUTHORIZED CASELOAD RATIO **1:60** - SUCCESS RATE  
**65.9%** - DRUG MONITORING RESULTS INDICATE **72%** OF STANDARD PROBATIONERS WERE  
DRUG FREE IN FY2014 - VICTIM RESTITUTION PAID BY STANDARD PROBATIONERS **\$9,420,443** -  
COMMUNITY RESTITUTION HOURS COMPLETED BY STANDARD PROBATIONERS (INCLUDING  
ALL SPECIALIZED CASELOADS) **239,843** HOURS

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

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

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

The department continuously offers trainings related to EBP, and resources are made available to enhance officers' abilities to affect positive change in offender behavior and actions. This includes training on risk/needs assessment and case plans, stages of change, and cognitive behavioral programs, such as *Thinking for a Change*.

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

# SERIOUSLY MENTALLY ILL (SMI)

AVERAGE POPULATION **629** - AVERAGE DAILY COST PER PROBATIONER **\$7.20** ANNUAL PROGRAM COST **\$1,652,096** AUTHORIZED CASELOAD RATIO **1:40** - SUCCESS RATE **79.4%%** - DRUG MONITORING RESULTS INDICATE **65%** OF SERIOUSLY MENTALLY ILL PROBATIONERS WERE DRUG FREE IN FY2014

The purpose of the specialized Seriously Mentally Ill (SMI) caseload is to continuously enhance the chance of success for probationers designated by the Regional Behavioral Health Authority as SMI and probationers with traumatic brain injury, dementia, or a severe developmental disability.

To provide the best services possible, SMI probation officers partner with the Regional Behavioral Health Authority (RBHA), Court Liaison, provider networks, peer support specialists, and case managers within the community to support stability of the SMI probationer and reduce the likelihood of reoffending.

Since November 2013, the SMI Unit refined its entry criteria to better serve the SMI population by screening and accepting SMI probationers immediately upon sentencing. As a result, there is more effective discharge planning with the provider networks and fewer probationers with SMI being supervised in non-specialized caseloads. We are hopeful that this will increase probationer success. Since redefining criteria, 759 cases were screened before sentencing and 269 of those were designated SMI and appropriate for specialized supervision on a SMI caseload.

Mental Health Court is a problem solving/therapeutic court designed to assist clinical teams, stakeholders, and probationers in leveraging resources for SMI probationers and is often times used in lieu of filing a petition to revoke probation. This multi-disciplinary team effort includes the Public Defender's Office, the County Attorney's Office, the RBHA and its contracted providers, the Department of Developmental Disabilities, Child Welfare Services, Hope Lives (advocacy and peer support), treatment providers, probation officers and judicial officers. The Mental Health Court Team reviews cases and collectively addresses and

supports stability, sobriety, resilience and criminogenic need. The Mental Health Court calendars contain both probation violation matters and status review hearings. Both types of hearings utilize incentives and sanctions to reward compliance with treatment and court orders, and addresses behaviors that could pose a public safety risk or risk of self-harm.

The SMI Unit started educating probation staff about possible changes resulting from the latest version of the Diagnostic and Statistical Manual (DSM-V, published by the American Psychiatric Association and used by clinicians to diagnose mental health disorders) and will continue to do so in FY2015. In addition, the SMI Unit is in the process of determining the most important data elements to record from court hearings that will support data driven decision making for future direction.

## SEX OFFENDER

AVERAGE POPULATION STANDARD **2,084** - AVERAGE DAILY COST PER PROBATIONER **\$7.58**  
ANNUAL PROGRAM COST **\$5,730,784** AUTHORIZED CASELOAD RATIO **2:60** -  
DRUG MONITORING RESULTS INDICATE **90%** OF SEX OFFENDER PROBATIONERS WERE DRUG  
FREE IN FY2014

At the close of FY2014, there were 2,145 adult sex offenders under standard specialized supervision and 208 on intensive probation supervision. This represents an increase of 120 standard probation offenders compared to the close of FY2013. This is a unique population because 77% of sex offenders are on lifetime probation. However, this population has a very low recidivism rate with only 2.3% 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.

During this period, the program continued work on the Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking Office (SMART) grant, with probation and treatment staff collaborating to complete 341 Sex Offender Treatment Intervention and Progress Scale (SOTIPS) dynamic risk assessments on offenders. Robert McGrath and Georgia Cumming, co-authors of the SOTIPS, provided an onsite train-the-trainer session for

probation and treatment staff to assist with training of staff rotating into this specialized program.

### Global Position System Monitoring (GPS)

As of November 1, 2006, if a person is convicted of a dangerous crime against children as defined in statute, a term of probation is imposed, the person is required to register, and he or she is classified as a level three (3) offender. In this situation, the Court requires GPS or electronic monitoring for the duration of the term of probation. GPS monitoring analysts and field supervision teams, with support from the Maricopa County Adult Probation Department (MCAPD) Communications Center staff, manage a 24/7 operation to adequately monitor and respond to violation alerts. In FY2014, MCAPD monitored an average of 197 cases each month compared with an average of 175 cases during that same period in FY2013. An average of twenty (20) cases are deactivated per month due to arrests, jail or court order and an average of twenty-two (22) cases per month are enrolled via new sentencing and reinstatements.

## DOMESTIC VIOLENCE

AVERAGE POPULATION **758** - AVERAGE DAILY COST PER PROBATIONER **\$5.54** ANNUAL PROGRAM COST **\$1,531,488** AUTHORIZED CASELOAD RATIO **2:60** - SUCCESS RATE **47.2%** - DRUG MONITORING RESULTS INDICATE **77%** OF DOMESTIC VIOLENCE PROBATIONERS WERE DRUG FREE IN FY2014

At the close of FY2014, there were 770 adult offenders under supervision in the Domestic Violence (DV) Program, with growth of twenty-nine (29) cases compared to the end of the previous fiscal year. This total number includes cases sentenced by the Superior Court as well as limited jurisdiction courts. Staying in line with the program philosophy that victim safety, offender accountability, and enhanced monitoring are the main priorities, officers made numerous residential contacts as well as conducted searches and arrests that had an immediate impact on victim safety. As well, officers continued to collaborate with numerous law enforcement agencies to enhance victim safety and offender accountability.



The program's victim based supervision approach contributed to officers making 1,823 victim contacts and 323 victim referrals to domestic violence advocates. The Chrysalis Shelter provides two (2) full-time victim advocates who attended weekly Domestic Violence Court hearings to assist the victims with the court process. Additionally, the advocates offered services, individual counseling, and tools to enhance the empowerment of the victims and their families.

The Domestic Violence Court continues to be an integral part of the DV Program. The Court provides an orientation for newly sentenced DV probationers and allows for a swift response to non-compliant behavior. It also encourages successful completion of probation including domestic violence treatment. During this period, 378 probationers were referred to this orientation program which familiarizes the defendant with team supervision, the court process, treatment, victim issues, and special conditions of probation.

During this reporting period, the Maricopa County Adult Probation Department had the privilege of hosting Mr. Jung Mo Ku, a probation officer from the Republic of South Korea. After recent elections in South Korea, the administration determined one of four primary concerns was domestic violence. Mr. Ku remained in Arizona for six (6) months as he completed the academic portion of his research regarding the DV program.

## YOUTHFUL OFFENDER

AVERAGE POPULATION **204** - AVERAGE DAILY COST PER PROBATIONER **\$9.64** ANNUAL PROGRAM COST **\$714,803** AUTHORIZED CASELOAD RATIO **1:40** - SUCCESS RATE **56.7%** - DRUG MONITORING RESULTS INDICATE **47%** OF YOUTHFUL OFFENDER PROBATIONERS WERE DRUG FREE IN FY2014

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

There is an average of 204 probationers supervised per month by this unit. In addition to juveniles who have been prosecuted as adults, the unit also supervises high risk offenders under the age of twenty-one (21). Because of the smaller caseload size and the close working relationship with family, school, and the probationer's peers, the officers are able to provide for a higher level of community safety.

Juveniles sentenced under the age of eighteen (18) are also eligible for funding through the Administrative Office of the Court to cover the cost of such services as drug testing, home-based counseling, residential treatment, youth mentors, and psychological evaluations. In FY2014, an average of seventy-three (73) probationers participated in the Juvenile Transferred Offender Program (JTOP, formerly known as Project SAFE). JTOP addresses drug and alcohol use with immediate consequences in hopes of effecting behavioral change in lieu of a petition to revoke being filed months after the event has occurred. The judge clearly articulates and applies sanctions in a manner that is certain, swift, and consistent. Incentives are also earned for positive accomplishments promoting behavioral change. During the past fiscal year, 24 youth successfully completed the program by demonstrating sobriety and significant progress toward their case plan goals.

A clinical coordinator was added to the program in January, 2014. The role of this new position is to use a clinical approach to assist the JTOP team in making informed decisions regarding the appropriate level of care for probationers requiring treatment while taking into consideration their readiness for change. The program is also developing a formal treatment staffing process to more effectively utilize treatment resources to aid in probationer recovery.

Overall probation outcomes for the Youthful Offender Unit have improved. In FY2014, 56.7% successfully completed probation, which is an 8.2% increase compared to FY2013. The percent of probationers committed to the Arizona Department of Corrections due to probation revocation decreased to 41.7% compared to 47.6% in FY2013, a 12.4% decrease. The percentage of new felony sentences increased slightly to 20.2% (compared to 18.2% in FY2013). However, in real terms, only one (1) additional probationer was sentenced for a new felony compared to last year.

Other notable accomplishment during the course of the past year for the youthful offender population include the earning of fourteen (14) General Education Development (GED) certificates, up 50% from the previous year, and four (4) high school diplomas. One (1) youth successfully completed Youthbuild, a vocational program focusing on the construction trade and another earned a barber's license certification.

## MINIMUM (ASSESSED) RISK SUPERVISION (MARS)

AVERAGE POPULATION **2,431** - AUTHORIZED CASELOAD RATIO **2:350** - SUCCESS RATE **96.9%** - DRUG MONITORING RESULTS INDICATE **89%** OF MINIMUM (ASSESSED) RISK PROBATIONERS WERE DRUG FREE IN FY2014

The Minimum Assessed Risk Supervision (MARS) unit is comprised of standard probationers assessed as low risk on the validated Offender Screening Tool (OST) and the Field Reassessment Offender Screening Tool (FROST). In developing the MARS caseloads as part of standard probation, the department has been able to successfully assist low risk offenders to complete their probation terms.

MARS officers and case administrators assist low risk offenders to obtain an early termination through encouraging compliance with all conditions. MARS staff have increased their knowledge of the FROST and OST scoring guidelines and continue to attend trainings to enhance their knowledge of low risk offenders and the assessment process. Through utilizing budget classes, referrals to the Financial Compliance Unit (FINCOM), and Order to Show Cause hearings, the MARS teams are working to increase the amount of monies collected prior to expirations being submitted to Court.

MARS staff was recently tasked with creating a new process to determine which eligible probationers were in need of a screening. Also, a new set of attributes was added to APETS. Both of these were accomplished so that MARS staff could better communicate with standard field officers when a case was accepted or rejected and why. By easily

communicating what action is required by the field officer before screening for MARS it also eliminates rescreening clients that were found ineligible for static reasons.

## UNSUPERVISED

AVERAGE POPULATION **6,351** - AUTHORIZED CASELOAD RATIO **2:500** - SUCCESS RATE **96.7%**

Each Unsupervised Probation caseload is overseen by a probation officer and a caseload administrator team that monitors the completion of all court-ordered conditions including: drug education, community restitution, and financial responsibilities, including the repayment of restitution. Compliance strategies include an initial in-person interview so the conditions of probation may be reviewed and clarified with an officer. Additionally, periodic contacts are made by the team in order to monitor compliance, provide further referrals, and evaluate the client's eligibility for early termination from probation.

The Unsupervised program has experienced increased visibility and representation on many workgroups throughout not only MCAPD, but also as part of the County and Judicial branch initiatives. During FY2014, the staff worked to rewrite the policy for the Unsupervised Program making many comprehensive changes to clarify staff expectations. The policy is currently in the final stages of approval. A procedural change led to both process improvement and the reduction of reports sent to the field. The need for a probation violation report was eliminated by the Court in most cases. This change allowed for unsupervised officers to retain all combination reports generated from their caseloads and eliminated the need for field officers to handle many of these reports as random assignments. As a result, the unsupervised officers are better able to make informed recommendations to the Court.

”*Always remember that the future comes one day at a time.*

- Dean Acheson

# INTENSIVE PROBATION SUPERVISION

AVERAGE POPULATION **871** - AVERAGE DAILY COST PER PROBATIONER **\$20.23**  
ANNUAL PROGRAM COST **\$6,423,767** - AUTHORIZED CASELOAD RATIO **1:15** - SUCCESS RATE  
**52%** - DRUG MONITORING RESULTS INDICATE **69%** OF INTENSIVE PROBATIONERS WERE DRUG  
FREE IN FY2014 - VICTIM RESTITUTION PAID BY INTENSIVE PROBATIONERS **\$63,051** - COMMUNITY  
RESTITUTION HOURS COMPLETED BY INTENSIVE PROBATIONERS **125.875** HOURS

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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 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 that higher risk offenders require increased supervision with regular review of individualized case plans and focus on matching appropriate interventions to their individual risk and need.

Upon placement on IPS, offenders are categorized by risk into levels. IPS offenders start with highly restrictive requirements but as progress is made and the need for the program diminishes, the requirements become less restrictive. Offenders who demonstrate a commitment to positive change, coupled with progress in both cognitive skills and IPS requirements (e.g., completing monthly community restitution hours and adhering to a set schedule), are submitted to the Court via Petition to Modify for "graduation" to standard probation.

All IPS units are now utilizing a process improvement plan developed under a Criminal Justice Drug and Abuse Treatment Studies II (CJDATS II) grant. This program established a uniform referral and progress report which utilizes the Stages of Change Model as a common language. IPS supervisors and providers meet on a monthly basis to share data and provide

process improvement suggestions. Moving forward, IPS officers will continue to look for additional providers to fold into the program.

Another program being piloted by a select group of IPS officers is called Effective Practices in Correctional Settings-II (EPICS-II). EPICS II, considered “core correctional practices,” are cognitive-behavioral tools designed to reduce recidivism by helping officers build effective professional alliances with probationers, increase motivation to change, provide opportunity and skill building for change, and hold offenders accountable.

## COMMUNITY REINTEGRATION UNIT

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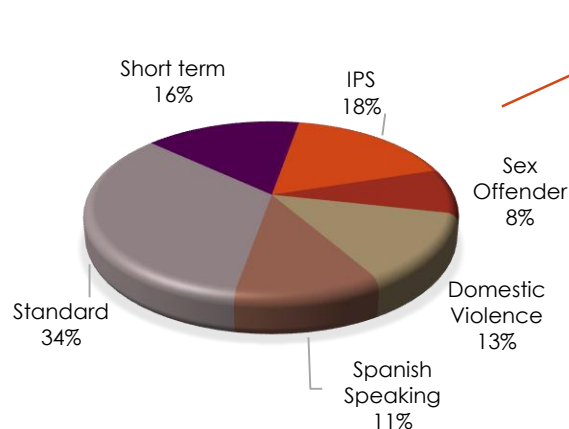
Officers in the Community Reintegration Unit (CRU) focus on risk to reoffend and reentry initiatives to assist jailed probationers transition back to the community after they are released from custody. CRU supervises probationers serving a jail term of sixty (60) days or more as a condition of probation. CRU officers work with jailed probationers to identify and address the most significant issues they face upon transition from jail to the community.

In an effort to reduce recidivism, CRU officers collaborate with multiple stakeholders. To enhance the Maricopa County Adult Probation Department's (MCAPD) partnership with the Maricopa County Sheriff's Office (MCSO), CRU created a special caseload to work with the probationers in MCSO's in-custody substance abuse treatment program known as ALPHA. The ALPHA officer works closely with probationers in ALPHA and MCSO ALPHA staff to craft meaningful transition plans for ALPHA graduates. CRU initiates the early jail release of all eligible ALPHA graduates. During this reporting period, 128 ALPHA graduates were released early from jail. This translates to a savings of 3,381 jail days and a financial savings of \$266,896.

CRU Intensive Probation Supervision (IPS) officers dedicate additional reentry services to the high risk population they supervise. Probation Officers conduct family orientations to encourage family involvement, buy-in, and family support. CRU IPS officers also conduct residence verifications and facilitate meetings between probationers and the field officer.



Research conducted during Fiscal Year 2014 indicates probationers on IPS are more successful if they are released to private residences versus transitional housing.



The graph reflects CRU's annual caseload averages for FY2014. Caseload types include: Standard, IPS, Short Term, Spanish-speaking, Domestic Violence, and Sex Offender.

CRU officers work with Reach Out (RO) to assist in the early release of probationers into residential substance abuse treatment and facilitate the transfer of jailed probationers into Work Furlough. The Sex Offender CRU officer monitors availability and refers probationers to the Positive Reentry Program, an in-custody sex offender treatment program. The CRU mental health officer helps arrange mental health evaluations for jailed probationers and assists other CRU officers, field officers, and the presentence division with updated mental health information.

In order to assist probationers with positive behavior change, officers use Motivational Interviewing techniques, Carey Guides, and the Merging Two (2) Worlds Curriculum (a cognitive intervention tool particularly relevant for the incarcerated population). CRU officers co-facilitate *Thinking for Change* in the jail with the Maricopa County Sheriff's Office and community partners.

## WORK FURLOUGH (WF) AND REACH OUT (RO)

Work Furlough (WF) and Reach Out (RO) address the significant dynamic criminogenic needs related to substance abuse and employment. Both programs collaborate with the Maricopa County Sheriff's Office (MCSO), the Courts, Correctional Health Services (CHS), and community providers. The WF program provides supervised reintegration into the community through job readiness, job search, and employment. The RO program provides

assessment and assistance with early release from jail to residential substance abuse treatment programs, as well as referrals for subsidized treatment in the community. WF officers successfully collaborated with community agencies such as Goodwill, the Job Center at the Ocotillo Library, Friendly House, Phoenix One Stop Center, Maximus, St. Joseph's the Worker, the East and West Maricopa Work Force, and the Fresh Start Women's Center. They actively engaged participants in job readiness classes including résumé writing, interviewing skills, Internet job applications, interpersonal skills, computer use, and General Equivalency Diploma (GED) preparation. In addition, the Adult Probation Department's two-day job readiness class at Garfield's Frank Gordon Literacy Center and Glendale's Literacy Center were also utilized and, when appropriate, participants attended the MADD Victim Impact Panel.

Officers supervised an average WF population of 189 participants per month in FY2014. During this time, 1,056 participants received an orientation into the program and 83.6% secured or maintained employment. There were 732 referrals made to outside agencies and WF collected \$795,485 in fees and Court ordered financial assessments.

A primary focus of WF and RO is the re-entry initiative. Therefore, when a small percentage (16%) of WF orientation participants were removed for disciplinary reasons, staff successfully worked with those probationers to reach case plan goals with allowed them to reenter the WF program.

Despite decreases in staffing and probationers eligible for funding, Reach Out screened 677 probationers for residential treatment and facilitated the early release of eighty (80) probationers into residential treatment programs. As a result, 2,520 jail days were eliminated equaling a financial savings of \$198,929 to the County. In total, 50% of the females and 64% of the males successfully completed treatment.

The goal in FY2015 will be to focus on ways to strengthen collaboration with our community partners and continue to use evidence-based practices (EBP) in supervision strategies.

# INDIRECT SERVICES & INTERSTATE COMPACT OUTGOING

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The Maricopa County Adult Probation Indirect Services Unit is comprised of four (4) caseloads and is the largest administrative probation unit in the state of Arizona.

The Arizona Department of Corrections (ADC) caseload included 10,179 cases at the end of FY2014. The ADC caseload serves as a gatekeeper for those who are required to complete a standard probation term upon their release from ADC. It has started to assume responsibility for nearly 800 intensive probation supervision cases which will be supervised by intensive probation supervision officers upon completion of their prison term.

At the end of FY2014, the Immigration and Customs Enforcement caseload (ICE) consisted of 2,512 cases and is comprised of probationers who are verified as deported. Recently, because an automated nationwide program has been installed, this team has the capacity to respond to law enforcement notifications regarding probationers who may have illegally reentered the United States and also make that information available to ICE.

The Interstate Compact Outgoing caseload ended FY2014 with 936 probationers and is comprised of those who commit crimes within Maricopa County, but who are either legal residents of other states or who wish to apply to have their probation grants supervised by other states. The supervision staff continues to use the Interstate Compact Offender Tracking System (ICOTS), a nationwide electronic information system that facilitates the transfer of supervision for probationers and parolees from one state to another.

The Inter-county Outgoing caseload ended FY2014 with 982 cases and is comprised of probationers who commit crimes within Maricopa County, but who are either legal residents of another Arizona county or who wish to apply to have their probation grants supervised by another Arizona county.

# INTERSTATE COMPACT INCOMING (ISC)

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Maricopa County Adult Probation Department (MCAPD) has a team of twelve (12) officers in the Interstate Compact Incoming Unit (ISC). This unit supervises offenders who were convicted in another state and reside in Arizona. The team is responsible for enforcing the standard terms and conditions as imposed in Maricopa County Superior Court, as well as any additional terms the sentencing state has ordered. The officers in the ISC incoming unit are responsible for all correspondence with the sentencing jurisdiction through the national compact database called Interstate Compact Offender Tracking System (ICOTS).

As of the end of FY2014, the ISC Incoming Unit supervised a total of 699 direct cases as well as ninety-seven (97) co-supervised with specialized officers including sex offender, domestic violence, and intensive probation supervision. Throughout the year, 585 transfer requests were received for investigation. Of these, 445 were accepted for supervision with an increased acceptance of approximately 76%, up from 73% in FY2013. ISC incoming monthly population average in FY2014 was 742.

The officers in the ISC Incoming Unit act as the compact liaison for MCAPD. They decipher complicated compact rules while advising specialized officers about the procedures for handling these cases.

## FUGITIVE APPREHENSION UNIT (FAU)

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Fugitive Apprehension Officers were involved, either directly or indirectly, in 2,290 standard probation arrests, 242 intensive probation arrests, and 319 unsupervised probation arrests over the last year. Over 3,000 additional probationers were arrested by various law enforcement agencies during this reporting period. In FY2014, the total number of outstanding warrants for standard, intensive, and unsupervised probation was 5,817. In

addition, during this fiscal year, 1,432 pretrial warrants have been cleared. These pretrial warrants are not included in any of the above statistics.

The Fugitive Apprehension Unit (FAU) continues to have excellent working relationships with the Phoenix Police Department's Warrant Interdiction Squad, as well as the Major Offender Bureau and various neighborhood enforcement teams. Officers also work with the Gilbert, Mesa, Chandler, and Glendale warrant units. Four (4) Fugitive Apprehension officers are assigned to the U.S. Marshal Arizona Wanted Task Force. Warrant roundups are routinely scheduled with the Arizona Wanted Task Force and other agencies. This year, a particular focus has been on violent gang offenders who used weapons in their criminal offenses.

FAU remains committed to the use of electronic intelligence gathering. During this reporting time, the unit had one (1) fugitive apprehension officer assigned to the Mesa Police Fusion Center. This allows the officer the ability to access additional databases and to have direct contact with police officers in the east valley. Several FAU officers have access to the Consolidated Lead Evaluation and Reporting (CLEAR) program through the U.S. Marshal's Service. Recently, a new position was added to the FAU in which an officer is specifically assigned to conduct cold case reviews in which the gathering of intelligence is an essential function.

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

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

# VETERAN'S COURT

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Maricopa County Veterans' Court continues to be a model for other jurisdictions throughout the state that are considering implementing such a program. This specialty court program has been in operation for more than three and one-half years and provides an opportunity for justice involved U.S. Military Veterans to work with the Veterans Administration (VA), community agencies, and the Superior Court, including Maricopa County Adult Probation (MCAPD), to obtain resources in order to complete probation successfully. Priority is given to combat veterans and those highly rated with a VA service connected disability. The need and importance of this program is supported by Labor Department statistics projecting, over the next five years, the United States plans on discharging 1.5 million service members.

During FY2014, a total of 340 Veterans were placed on probation and supervised by specialized officers, with a total of 425 hearings taking place throughout the year. A graduate from the program addressed fellow Veterans and the Court upon completion of the program and said,

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*"Every one of you can do this. I was homeless, addicted to methamphetamine and look at me now. I have an apartment, a job, and I get to see my kids five days a week. These people are here to help you; the judge, probation, the VA. All of them."*

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It is our goal that officers continue to build working relationships as a partnership with the VA to create a solid treatment plan where all participants are mutually involved. The MCAPD has worked extensively with Terros' "Military Navigator" (mentor) program to assist with supervision and treatment needs. In addition, we are working with a Provost Marshal from the Arizona National Guard to address active, guard, and reserve who are in the service and on probation at the same time, and we have also established a working relationship with MCSO detention officers and social workers to collaborate on release plans for Veterans coming out onto probation.

Some of the challenges we face are not having immediate identification of Veterans following their court sentencing, alcohol/drug monitoring pending disability claims with limited income, and Veterans who are not yet stable enough to become employed.

Our future plans for Veterans' Court include expanding the Terros Military Navigator program to provide support for high risk Veterans, introduce a Veterans' Court Participant Manual for each participant, and develop identification procedures to ensure appropriate Veterans enter this specialized unit immediately after sentencing/release from custody.

## DRUG COURT

DRUG COURT AVERAGE MONTHLY POPULATION **498** - ANNUAL PROGRAM COST **\$1,980,204**

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

In addition, participants complete community restitution hours, reside in a sober living environment, and pay treatment and probation fees. The Drug Court team, consisting of a judge, defense attorney, probation officer, and treatment provider, work together by providing the probationer with the tools and support needed to lead a clean, sober, and crime-free lifestyle. As supported by evidence-based practices, a balance of timely sanctions and motivational incentives are utilized to assist probationers in changing destructive behavior. In FY2014, 137 probationers graduated the Drug Court Program and 37% successfully completed probation. Drug monitoring results also indicated that of the 24,374 samples submitted in FY2014, 19,335 samples (79%) were negative (no drug use).

Based on the most recent publication of the National Drug Court Standards, a Drug Court work group was formed to develop new incentive/sanction guidelines that consider both proximal and distal goals. The work group developed guidelines that incorporate low,



moderate, and high Court responses to expected behaviors that lead to long term behavioral changes, ultimately improving success, and reducing recidivism. These new guidelines will go into effect on September 1, 2014. Drug Court is committed to utilizing the newly released national standards in order to provide the most effective supervision.

During FY2014, Drug Court launched an Alumni Group that is thriving. This group is led by a board consisting of Drug Court graduates as well as three probation officers. The goal of this group is to offer on-going support to not only Drug Court graduates but those currently in the later phases of the program. It is hoped this group will be a resource for clients as they graduate, to offer continued support in their sobriety and well-being. The Alumni Group has held several events that have included graduates and current participants along with their families. These events allow participation in pro-social events that are drug and alcohol free.

The Veteran's Drug Court track continues to thrive and is currently serving forty-five (45) Veterans. Collaboration with the Veterans Administration to address the needs of this special population remains in effect and includes coordinating and providing wrap-around services such as medical and psychiatric care, job training, residential treatment, and other supportive services.

Drug Court has a female-only caseload and offers gender specific treatment. Due to the increase in female participants, Drug Court now has three (3) treatment groups for women. However, this population has demonstrated a need for increased case management, supervision, and individual counseling. In order to better address these needs, Drug Court submitted a federal grant application requesting additional resources for increased case management and supervision.



# DUI COURT

DUI COURT AVERAGE DAILY POPULATION **271** - ANNUAL PROGRAM COST **\$819,089**

DUI Court is similar to Drug Court in many ways: probationers have monthly court interaction, are monitored for alcohol use, and are expected to comply with behavior agreements and treatment plans. Probationers are required to attend a “Mothers Against Drunk Driving” (MADD) Victim Impact Panel and report their experience to the court. In FY2014, DUI Court showed a 77% successful completion rate.

One important component of the DUI Court Program for new or relapsing probationers is continuous alcohol monitoring via an ankle bracelet. With new technology in this field, the DUI Court developed a new vendor contract and will soon be moving to “real-time” results via SoberLink. This device is a portable handheld breathalyzer that tells the probationer when to test (as many times throughout the day as deemed necessary to support sobriety and deter drinking events). When the probationer blows into the breathalyzer, a real time picture is taken to verify the tester is in fact the probationer and the device simultaneously sends a GPS signal and text immediately to the probation officer of a failure to test, or positive test, and the general location of the probationer. Alcohol monitoring will be required for the first ninety (90) to 180 days or more depending on the progress in treatment, compliance with alcohol testing, and behavioral change.

In addition to regular court attendance and alcohol monitoring, DUI Court uses surveillance officers to respond to drinking events by contacting probationers in the community at critical times in their recovery, targeting high risk probationers new to the program, and those that relapse. In FY2014, an average of seventy (70) DUI Court probationers were monitored with continuous transdermal alcohol monitoring (ankle bracelet) per month. Results indicated that less than 5% of the probationers monitored tested positive for alcohol use.

The DUI Court also serves Spanish-speaking and Native American probationers on special caseloads. The Spanish-speaking DUI Court is convened once per month with a Spanish-speaking judge, probation officer, and surveillance officer. Spanish-speaking participants

report an increased benefit in being able to communicate with the judge in their native language. DUI Court understands the importance of recognizing the culture and traditional lifestyles in the Native American community. As a result, Native American and Spanish speaking DUI Courts were created to address their unique challenges.

## FINANCIAL COMPLIANCE PROGRAM

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The Financial Compliance Program (FINCOM) provides a comprehensive integrated approach to the successful payment of Court ordered financial obligations by probationers. Through the combined efforts of fourteen (14) full time collectors working with probation officers and caseload administrators throughout the department, individual probationers who have fallen behind in restitution payments by two (2) full months and/or probation service fees and other fines and fees by six (6) months are identified.

Once the probationer has been identified, FINCOM begins the process of working with the probationer to provide the necessary assistance and education for the probationer to make an informed pro-social decision to meet their court ordered financial obligations. FINCOM offers many different services to probationers to achieve successful payment including: budget class, budget reviews including a payment ability evaluation, monitored job search, job leads, and information on the positive financial impact of payments, such as the ability to be eligible for Earned Time Credit. This could result in an early discharge from probation. Probationers are also informed of the long term negative impact of failing to comply, including the Court issuing a Criminal Restitution Order.

During the past year, FINCOM completed three (3) projects that will provide additional or improved services. First, FINCOM implemented a newly redesigned budget class curriculum which allows for more flexibility and reflects the many societal and financial changes that have occurred over the past five years. Second, additional assistance was provided in the collection of delinquent restitution by assisting a specialty court with civil contempt hearings for non-payment of restitution, commonly referred to as Restitution Court. Although these hearings are normally held before the original sentencing divisions, the specialty Court is

designed for the worst of the worst cases, and since it returned in October 2013, it has collected over \$50,000 in restitution. Third, FINCOM continues to provide additional services to probationers residing out of state under Interstate Compact Supervision who still have financial obligations to the Court which have become delinquent.

In FY2014, the Department collected a total of \$9,483,494 in restitution. Of that total, FINCOM collected \$1,366,082.

## **GARFIELD PROBATION CENTER**

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The Garfield Probation Center, which is located in the historical Garfield neighborhood, is a multi-purpose facility providing services to probationers and the Garfield community. The facility boasts a fully functioning field probation office, an adult education center, job skills program and lab, community restitution program, community garden, clothing closet, and twenty-six (26) bed transitional living program for homeless probationers.

The transitional living program provides probationers in need with food, shelter, and clothing in a safe, drug-free environment that operates 24/7. Residents take advantage of the Center's resources to enable them to work toward their case plan goals of sobriety, employment, and prosocial living. Once stable employment is obtained, residents begin to focus on independent living. During FY2014, Garfield provided a residence for 103 probationers. In addition, the program provides employment assistance and other necessary referrals to probationers and community members.

Probationers living at the facility and probationers throughout the department can complete community restitution hours in the Garfield community seven (7) days a week. Some of these projects include building renovations and grounds/landscaping improvements at the facility and other nonprofit agencies; park, alley, and yard clean ups; and graffiti removal in the Garfield neighborhood. Probationers take an active role in the neighborhood efforts to

revitalize the community as well as gain valuable skills. Last year, 3,115 probationers completed over 30,245 hours of work in the Garfield community.

Every year Garfield Center hosts an annual "Turkey Feast" around Thanksgiving for the local residents, police, judicial officers, and other dignitaries. The event includes Santa Claus giving holiday surprises to the children, a DJ (who happens to be a probation officer supervisor), and other activities, in an effort to strengthen the partnership between the surrounding community, law enforcement, and probation. Over 600 people were served last year with 250 children in attendance, and these numbers continue to increase every year.

### Garfield Community Garden

The Maricopa County Adult Probation Department (MCAPD) and the Garfield Community Association continue to maintain the community garden. MCAPD staff and Garfield community members prepared the garden beds and planted vegetables. Today, cucumbers, tomatoes, squash, basil, and corn all grow in the community garden. The number of Garfield neighborhood residents that are involved has increased to 20 and the garden is flourishing. A local diner has space in the garden for fresh vegetables used in their restaurant. Neighborhood children are working with adults and learning gardening and planting skills. The probation staff has taken a leadership role in this very successful project.





# EDUCATION CENTERS (LEARN CENTER)

Maricopa County Adult Probation Department's Frank X. Gordon Adult Education Program originated in 1989 and, at that time, served less than 100 students. Due to the ever growing number of adults needing Basic Education and English classes, the number of students served has grown dramatically to 1,437 students during FY2014.

MCAPD's Adult Education Program combines federal, state, and county funds to provide year-round General Education Development (GED) and English for Speakers of Other Languages (ESOL). The MCAPD also provides three fully equipped state-of-the-art educational computer labs for our students' use.



MCAPD's Adult Education Program demonstrates a high level of educational success serving at risk and in-need adults whether on probation or not. MCAPD continually exceeds the state and federal adult educational goals and gains. The Arizona Department of Education's Report Card evaluates all adult education programs in the state. Last year MCAPD was rated number three (3) in the state, as determined by student success.

The Adult Education Program has been successful in providing educationally disadvantaged adults with quality education programs and instruction. The program continues to assist adults in becoming literate and in obtaining the knowledge and skills necessary for employment and self-sufficiency. The Adult Education Program is a vital part of the probation department's mission of hope and public safety.

# AWARDS AND ACHIEVEMENTS

## NATIONAL ASSOCIATION OF COUNTIES (NACo) AWARD - FROST REFRESHER TRAINING

The Field Re-assessment Offender Screening Tool (FROST) Refresher Training Program received a 2014 National Association of Counties (NACo) Achievement Award. The NACo Achievement Award recognizes innovation and proven results in county government programs.

Given our knowledge about Evidence-Based Practices (EBP), we understand risk assessments play a critical role in key decisions. As a result, it is essential that assessments are scored accurately and consistently. In that vein, MCAPD developed an automated FROST refresher training program that provides effective methods to assess and monitor staff skills. The program creates personalized opportunities for skill enhancement via secondary classroom sessions and the availability of mentors. The training program, which has been in effect for approximately three (3) years, has demonstrated success in its ability to effectively and efficiently ensure the accuracy of assessment scores. The automated training program also provides convenience for staff and takes into consideration the workload of trainers expected to facilitate training for a large department.

The EBP Masters received invaluable assistance from the EBP trainers while creating this program. The trainers tested the automated FROST scenarios, as well as the automation itself, and assisted with the development and facilitation of "Mastering the FROST" classes. Their united effort has assisted the Department in providing effective training that not only meets, but exceeds, statewide requirements, and also has enhanced our ability to accurately assess the needs of our probationers.



**Pictured left to right, front row:** Julie George-Klein, Brandelyn Jackson, and Holly Burdine. **Back row:** Tricia O'Connor, Jennifer Ferguson, and Donna Vittori.  
**Not pictured:** Dana Shepherd.

**EBP Trainers (developed/facilitated "Mastering the FROST" classes :)** Raquel Gloden, Tracy Gorr, Brandelyn Jackson, and Jodie Rogan.

**EBP Trainers (tested the automated FROST):** Deneen Bertucci, Jamie Collins, Jolie DeLong, Jeanne Duncan, Heather Garcia, Raquel Gloden, Kenneth Gorr, Tracy Gorr, Brandelyn Jackson, Marie Long, Mark Pivonka, Lolita Rathburn, Jodie Rogan, and Dana Shepherd.

**EBP Masters:** Holly Burdine, Jennifer Ferguson, Julie George-Klein, Tricia O'Connor, and Donna Vittori.



## NATIONAL ASSOCIATION OF COUNTIES (NACo) AWARD - EMPATHY & UNDERSTANDING

The Empathy and Understanding (E&U) project received a 2014 National Association of Counties (NACo) Achievement Award.

Empathy and understanding directly impact staff morale and motivation, improving staff's willingness to approach their duties with enthusiasm and to perform at higher levels. Over a two-year period, more than 1,000 employees were given the opportunity to participate in Appreciative Inquiry (AI) sessions to answer the question, "In a perfect world, what would it look like if management was empathetic and understanding of staff's needs?" Ideas suggested by employees have been implemented across the department, improving and upgrading the working conditions for all staff, as well as improving customer service.

Upon receiving news of the NACo Achievement Award, Deputy Chief Therese Wagner expressed thanks to the E&U facilitators, "Many of you served as facilitators during the Appreciative Inquiry sessions, and then served as local champions to facilitate meaningful changes in your divisions. Additionally, we are still continuing to make departmental changes wherever we can. While this is an on-going journey, we wanted to take a moment and recognize all of you for your commitment to this project. It has been a great collective effort to improve our understanding of the problems faced by staff, and to actively address as many of their concerns as possible."



**Pictured left to right, front row:** Chief Barbara Broderick, Tricia O'Connor, Deputy Chief Therese Wagner, Manny Barron, and Kenneth Gorr. **Back row:** Board of Supervisor's Denny Barney, Marie Lopez Rogers, County Manager Tom Manos, Board of Supervisor's Steve Chucuri, and Clint Hickman.



**Pictured left to right, front row:** Marie Long, Melissa Froderman, Kathy Daniels, Taylor Pile, Chief Barbara Broderick, Jason Walker, Mark Pivonka, David Servilican, and Todd Bodin. **Back row:** Jamie Collins, Rebecca Britt, Alison Cook-Davis, Deputy Chief Therese Wagner, Juanita Gutierrez, Leslie Ebratt, Sherri Tucker, Jolie DeLong, Jaci Christensen, and Tricia O'Connor. **Not pictured:** Manny Barron, Deneen Bertucci, Norma Brasda, Holly Burdine, Jennifer Cooper, Bob DeMers, Morgan Dinovo-Stevenson, Trish Doktor, Colleen Dorame, Kenneth Gorr, Jennifer Lennox, Greg Miller, Jodie Rogan, Jean Scott, and Cynthia

## Kirsten Lewis Receives National Honor



Chief Barbara Broderick and  
Kirsten Lewis

Adult Probation Officer Kirsten Lewis was selected by the American Probation and Parole Association (APPA) to receive the distinguished APPA Sam Houston State University Award 2014. This award honors a practitioner who has published an article in a national or regional journal concerning probation, parole, or community corrections that provides new information and insight into the operation, effectiveness, or future of the community corrections profession.

Kirsten spear-headed a ground-breaking research study examining secondary traumatic stress in probation officers as a result of working with criminal offenders. The study provided significant new knowledge regarding job-related stress, specifically the impact of challenging caseload events, victimization, and longevity on levels of probation officer stress and burnout. Kirsten and her research partners presented this research in a professional article published in a peer-reviewed national journal. (Lewis, K., Lewis, L. & Garby, T. (2013) *Surviving the Trenches: The Personal Impact of the Job on Probation Officers. American Journal of Criminal Justice, 38(1), 67-84.*

In a second article published in a national journal in 2013, Kirsten informed the field about the impact of the job on probation officers, strategies to preserve the well-being, and effectiveness of community corrections officers. She wrote the lead article for APPA's Winter 2013 *Perspectives* on the topic of secondary trauma. As part of this article, Kirsten described MCAPD's Stress Management Program for Employees Exposed to Vicarious Trauma and recommended implementation strategies for the field of community corrections.

An excellent presenter, Kirsten provides numerous trainings in Arizona and around the country to inform the field of her research, to increase knowledge and awareness regarding traumatic stress from the job, and to teach about strategies to mitigate job stress and preserve officers' health and well-being. She has conducted at least seventeen (17) workshops at regional and national conferences, including six workshops at APPA conferences.

Through her research, articles, and popular trainings, Kirsten has provided the community corrections field with new information and greater awareness regarding the personal impact of working with criminal offenders, as well as useful strategies to preserve the well-being and effectiveness of community corrections officers.

## “OF THE YEAR” AWARDS



[Pictured from left to right: Jeffrey Fischer, Connie Sinsabaugh, Shelly Bodenmiller, Jaci Christenson, Chief Broderick]

### “OF THE YEAR AWARD” - PROBATION OFFICER JEFFREY FISCHER

Jeff Fischer is dedicated and extremely passionate when it comes to his work as the Fugitive Apprehension Officer (FAU) assigned to the apprehension of sex offenders. He accomplishes this through the partnerships he fosters throughout the community. His tireless effort was acknowledged when he was nominated for the NACo award. He wrote an article for the Rocky Mountain Information Network on the use of social media in the apprehension of sex offenders and created the FAU Facebook Most Wanted page which he currently maintains and monitors. He also monitors the Probation Fugitive Hotline. Jeff has partnered with Silent Witness, Monday Manhunt, America’s Most Wanted and is the liaison for the East Valley Fusion Center.

When executing an arrest, Jeff models the Department’s mission by treating all individuals with respect and dignity. You can often overhear Jeff encouraging behavior change and providing offenders with alternative options to their current situation.

Jeff is a member of the FAU training committee, which provides him an opportunity to be a voice for his fellow unit members. He is also a member of the Pride Committee. Jeff's high personal standards, determination and enthusiasm led to an impressive 94% closure rate among sex offender warrants in 2013.

#### **"OF THE YEAR AWARD" - SURVEILLANCE OFFICER CONNIE SINSABAUGH**

**Dedicated & Creative** - Connie Sinsabaugh has been a Surveillance Officer with Adult Probation for almost twenty-seven (27) years. In 2009, she became an integral part of the Community Restitution Program. She continually shares innovative ideas and helps create new projects for community restitution work. She developed the Cuddle Rug pet project for rescued animals and teaches a monthly training class for clients who have health challenges. Another project consists of making beautiful flannel quilts, which are donated to crisis centers and non-profits all over the valley.

**Helpful & Positive and going Above and Beyond** - Connie helps fellow officers complete weekend probationer contacts. She collects checks on Saturday mornings for IPS clients, helping them stay current with fee payments. Connie shares her positive attitude and work ethic with her Unit members and work crews. Her ideas help streamline the way our projects are completed, saving time and money. She always goes the extra mile as she supervises with focused enthusiasm!

**Valuable & Encouraging** - Connie's value is immeasurable! Comments from community agencies include: "APD has a treasure", "Connie is such a great help". She touches lives every day with a smile and encouraging words, motivating everyone to want to do better!

#### **"OF THE YEAR AWARD" - EMPLOYEE SHELLY BODENMILLER**

Shelly Bodenmiller is very deserving of the Employee of the Year 2013 Award. Throughout her twenty-eight (28) year career with Adult Probation, she has been the person to depend on. She stepped up and has been a great team player implementing the changes. She quickly overcame obstacles and has shown she is a real trooper. Although her job duties

have increased, she has managed to keep up with everything, always wearing a smile. She is the “go to” person and an integral part of Presentence RCC EDC at the Southeast Facility. The Courts and staff know she will get the job done or problem solved quickly. She is extremely concerned with doing the right thing, takes pride in her work, and makes process improvements as necessary.

She treats all she comes into contact with dignity, respect, and empathy, regardless if they are a co-worker, Court staff, or defendant. She is patient, kind, never judgmental, and a pleasure to work with. She is truly an asset to the department and we are glad she chose us for her career.

### **“OF THE YEAR AWARD” - PROBATION SUPERVISOR JACI CHRISTENSON**

- J** Jolly/fun to be around.
- A** Action/shared vision.
- C** Compassionate. She truly cares.
- I** Integrity. She is honest and trustworthy.

Although this is Jaci's first Supervisor assignment, you would never know it. She handled the transition with great leadership and grace. She leads by example and encompasses department values. When she doesn't know the answer, she always follows up and gets back to you. When staffing issues, she always considers what is best for the offender. She promotes a safe environment and staff feels safe speaking with her. She treats everyone with whom she comes in contact with respect and dignity. Jaci utilizes the skills she obtained in the leadership academy and encourages her staff to be better employees through her example and coaching/mentoring. She doesn't need to ask us to do our job or help others in our unit, because we want to do these things for Jaci as a way to thank her for being the fair and caring person she is. Jaci is the consummate team player. She is very clear in her expectations and confident in her decision making. She puts her leadership skills to use with each and every interaction she has with everyone.

# ORGANIZATIONAL CHART

