



P I N A L • C O U N T Y

Wide open opportunity

Pinal County Adult Probation

Strategic Business Plan Alignment Maps

July 1, 2008

Adult Probation Mission

The Mission of the Adult Probation Department is to provide assessment and supervision services for offenders so they can experience positive behavior change leading to the restoration of victims and safer communities.



Pinal County Adult Probation

Strategic Business Plan Alignment Map 1 of 3

Issue 1 – Increased Demand/Mandates for Service

The increasing population growth in Pinal County correlates to more crimes being committed, requiring a higher demand for probation services. In addition, there is a continuation of legislative mandates and administrative requirements without the appropriate increases in resources to meet these changes. If these issues are not addressed, the following will result:

- An increase in crimes committed by probationers
- A decrease in public safety
- An increase in the prison population

Issue 2 – Specialized Supervision

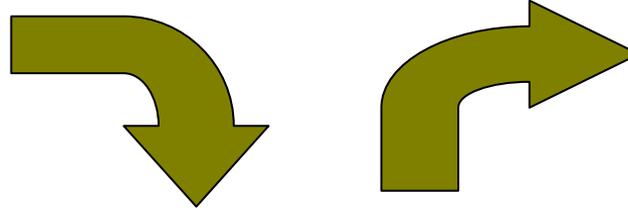
There is an increased expectation from the courts and the public for specialized supervision of sex offenders, domestic violence offenders, drug offenders, and those with mental health issues. If these expectations are not met the following will result:

- An increase in probation violations
- A decrease in public safety
- An increase in victimization rates

Issue 4 – Evidenced Based Practices

There is a growing professional expectation and requirement to implement evidence based practices with consistency and fidelity in probation services. If these expectations and requirements are not met, the following will occur:

- The number of probationers provided ineffective and inadequate supervision will increase
- An increase in probationers who commit additional crimes while on probation (recidivism)



ADULT PROBATION DEPARTMENT

STRATEGIC GOAL #1:

Reduce Recidivism Rates

The residents of Pinal County will benefit from public safety being enhanced through a reduction in recidivism as evidenced by:

- By 2012, 70% of probationers successfully completing probation
- By 2014, a 10% reduction of supervised probationers committed to prison during their probationary period (from 222 to 200)
- By 2014, 95% of supervised probationers not convicted of a new felony during their probation

The purpose of the **Supervision Activity** is to provide probation supervision services to offenders so they can make positive behavior changes and be productive members of the community.

1. 86% of probationers will not be committed to prison during their probationary period
2. 92% of probationers will not be convicted of a new felony during probationary period
3. 66% of probationers will successfully complete their probation

The purpose of the **Specialty Court (Domestic Violence and Drug) Activity** is to provide specialized treatment and enhanced supervision services to specialized court participants so they can positively change their behavior leading to a safer community.

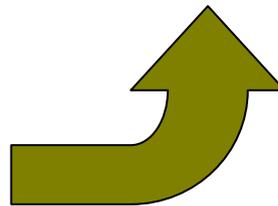
1. 73% of exiting program participants will successfully complete the Domestic Violence Court program

The purpose of the **Treatment Activity** is to provide referral, rehabilitation, monitoring, and evidence based counseling services to offenders so they can successfully complete treatment and avoid re-offending in their treatment behavior while on probation.

4. 63% of probationers will successfully complete treatment

Pinal County Strategic Priorities

- By 2010, an Adult Drug Court will be formed
 - Increase Probation Officer presence
 - Decrease Crime Rate





Pinal County Adult Probation

Strategic Business Plan Alignment Map 2 of 3

Issue 2 – Specialized Supervision

There is an increased expectation from the courts and the public for specialized supervision of sex offenders, domestic violence offenders, drug offenders, and those with mental health issues. If these expectations are not met, the following will result:

- An increase in probation violations
- A decrease in public safety
- An increase in victimization rates

Issue 3

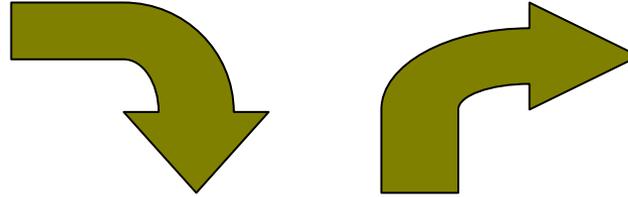
The continuing lack of appropriate levels of community infrastructure to support probationer rehabilitation which includes: treatment resources, halfway houses, educational services, public transportation, employment resources, and community restitution providers will result in:

- A decreased likelihood that probationers will be re-integrated into society
- An increased likelihood that probationers will not complete probation successfully
- An increased inability to enforce court orders
- An increase in the likelihood of community restitution not being completed

Issue 4

There is a growing professional expectation and requirement to implement evidence based practices with consistency and fidelity in probation services. If these expectations and requirements are not met, the following will occur:

- The number of probationers provided ineffective and inadequate supervision will increase
- An increase in probationers who commit additional crimes while on probation (recidivism)



ADULT PROBATION DEPARTMENT

STRATEGIC GOAL #2:

Increase Effectiveness of Probation Services

Pinal County probationers will benefit from more effective probation services by receiving appropriate evidenced based interventions resulting in positive behavior changes as demonstrated by:

- By 2011, 65% of probationers will successfully complete financial restitution to victims
- By 2011, 75% of defendants will successfully complete pretrial services
- By 2012, *XX% of high risk offenders will have reduction in crime risk assessment scores** by the end of their probationary period

* Data does not currently exist

**Crime Risk Assessment Scores are used to predict a person's likelihood to commit additional crimes

The purpose of the **Supervision Activity** is to provide probation supervision services to offenders so they can make positive behavior changes and be productive members of the community.

4. *XX% of high risk offenders will have reduction in their crime risk assessment score by the end of their probationary period

* This data does not current exist and will need to be gathered over the next six months.

The purpose of the **Victim Services Activity** is to provide information and representation services to victims so they can have their input heard, feel safe and be made whole.

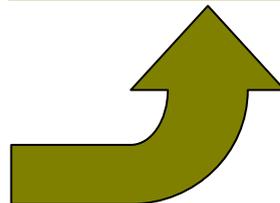
1. 62% of probationers will successfully complete financial restitution to victims

The purpose of the **Court Services Activity** is to provide information services to Pinal County Courts so they can make informed decisions in a timely manner regarding the release of offenders, disposition of cases and conditions of probation.

3. 71% of defendants will successfully complete pretrial services

Pinal County Strategic Priorities

- By 2010, an Adult Drug Court will be formed
 - Increase Probation Officer presence
 - Decrease Crime Rate





Pinal County Adult Probation

Strategic Business Plan Alignment Map 3 of 3

Issue 1 – Increased Demand/Mandates for Service

The increasing population growth in Pinal County correlates to more crimes being committed, requiring a higher demand for probation services. In addition, there is a continuation of legislative mandates and administrative requirements without the appropriate increases in resources to meet these changes. If these issues are not addressed, the following will result:

- An increase in crimes committed by probationers
- A decrease in public safety
- An increase in the prison population

Issue 3

The continuing lack of appropriate levels of community infrastructure to support probationer rehabilitation which includes: treatment resources, halfway houses, educational services, public transportation, employment resources, and community restitution providers will result in:

- A decreased likelihood that probationers will be re-integrated into society
- An increased likelihood that probationers will not complete probation successfully
- An increased inability to enforce court orders
- An increase in the likelihood of community restitution not being completed

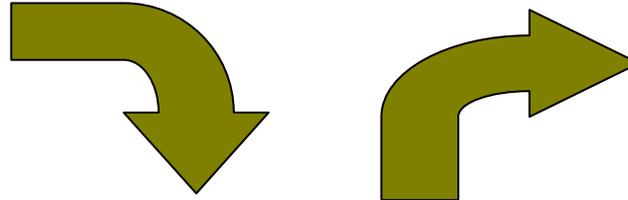
Issue 4

There is a growing professional expectation and requirement to implement evidence based practices with consistency and fidelity in probation services. If these expectations and requirements are not met, the following will occur:

- The number of probationers provided ineffective and inadequate supervision will increase
- An increase in probationers who commit additional crimes while on probation (recidivism)

Pinal County Strategic Priorities

- By 2010, an Adult Drug Court will be formed
 - Increase Probation Officer presence
 - Reduce Methamphetamine Use



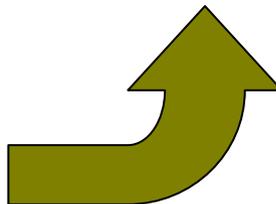
ADULT PROBATION DEPARTMENT

STRATEGIC GOAL #3:

Probationer Treatment and Education

The Pinal County probationers will benefit by receiving timely treatment and educational services that meet their needs, as evidenced by:

- By 2011, 90% of probationers will be referred within 60 days after the identification of need
- By 2013, 63% of probationers will participate in evidence based treatment
- By 2013, 65% of probationers will successfully complete treatment



The purpose of the **Treatment Activity** is to provide referral, rehabilitation, monitoring, and evidence based counseling services to offenders so they can successfully complete treatment and avoid re-offending in their treatment behavior while on probation.

1. 80% of probationers will be referred to treatment within 60 days of identification of need
2. 55% of probationers will participate in evidence based treatment
3. 63% of offenders will successfully complete treatment

The purpose of the **Education Activity** is to provide educational services to adult offenders and juvenile participants so they can enhance their educational levels in order to successfully complete probation and lead productive lives.

1. 22% of adult offenders in the LEARN Center will increase their assessment scores by one level as defined by the National Reporting System
2. 12% of offenders will obtain their G.E.D. or High School Diploma while on probation

The purpose of the **Quality Assurance Activity** is to provide monitoring, evaluation and coaching services to Adult Probation staff so they can provide effective and appropriate supervision to offenders.

1. 85% of case files reviewed met minimum quality standards in the initial review



Pinal County Adult Probation Department

Cross Cutting Issues

Issue Statement #1: Increased Demands/Mandates for Services

Strategic Goal #1: Reduce Recidivism Rates

Cross Cutting with: Arizona Department of Public Safety, Federal Bureau of Investigation

Needs: Special authority to access criminal history information needed to calculate recidivism rates for individuals who are no longer on probation so that intervention outcomes can be measured and assessed.

Issue Statement: N/A

Strategic Goal #1: Reduce Recidivism Rates

Cross Cutting with: Clerk of the Superior Court

Needs: There is a lack of coordination between the probation department and the Clerk of the Superior Court regarding streamlined access to accurate probationer financial restitution information. Time spent researching these issues takes away from field officer's ability to supervise clients. Accurate calculation of probationer financial information in the Clerk of the Superior Court's financial tracking system is needed to resolve this issue. Additionally, a streamlined means of obtaining financial information for groups of probationers is needed.

Issue Statement: N/A

Strategic Goal #1: Reduce Recidivism Rates

Cross Cutting with: Clerk of the Superior Court, County Attorney, Pinal County Sheriff Office

Needs: There is a lack of coordination between the probation department and the aforementioned agencies regarding streamlined access to accurate defendant status information and timely receipt of orders from the Court. Delays in obtaining accurate and timely information has resulted in officers tracking down the required information and/or allocating time to sit in court to record court orders personally in order to respond in a timely manner. Full participation in the Pinal County Justice Integrated Systems project by the Adult Probation Department is needed to mitigate this issue.

Issue Statement: N/A

Strategic Goal #1: Reduce Recidivism Rates

Cross Cutting with: Information Technology Department

Needs: Access is needed to gain remote computer access to the applications, services, and data currently available in the employee's office setting in order to allow officers to work more productively from both a field operations setting as well as responding to probationer alerts from home.

Issue Statement: N/A

Strategic Goal #1: Reduce Recidivism Rates

Cross Cutting with: Pinal County Sheriff Office, County Attorney Victim/Witness Program.

Needs: Victim notifications are being sent by up to three different departments, often resulting in repeated notification to victims for the same event. Cooperation and collaboration is needed to develop an efficient shared victim notification protocol.