

# Adult Probation Department Strategic Business Plan

## Vision

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

### COUNTY MISSION

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

### DEPARTMENT 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.

### ISSUE STATEMENTS

#### **Issue 1 – Increased Demands/Mandates for Services**

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 3 - Probationer Rehabilitation Infrastructure**

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 – 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).

## STRATEGIC GOALS

### **Strategic Goal 1 - Reduce Recidivism Rates** (Issues #1, 2, 4)

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 probationary period

### **Strategic Goal 2 – Increase Effectiveness of Probation Services** (Issues #2, 3, 4)

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 successfully complete financial restitution to victims.
- By 2011, 75% of defendants successfully completing pretrial services.
- By 2012, \*XX% of high-risk offenders will have a reduction in crime risk assessment scores<sup>1</sup> by the end of probationary period.

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

### **Strategic Goal 3 – Probationer Treatment and Education** (Issues #1, 3, 4)

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

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

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<sup>1</sup> Crime Risk Assessment Scores are used to predict a person's likelihood to commit additional crimes.

## CROSS CUTTING

**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.

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 9
- 1.2. Reserved, page 9
- 1.3. Training Activity, page 10
- 1.4. Record Management Activity, page 11
- 1.5. Vehicle Management Activity, page 12
- 1.6. Financial Services Activity, page 13
- 1.7. Department Director Activity, page 14

### **2. Community Justice Program**

- 2.1. Supervision Activity, page 15
- 2.2. Probationer Non-Compliance Activity, page 17
- 2.3. Probationer Case Transfer Activity, page 18
- 2.4. Specialty Court Activity, page 19
- 2.5. Victim Services Activity, page 20
- 2.6. Quality Assurance Activity, page 21

### **3. Assessment and Behavioral Change Program**

- 3.1. Assessment Activity, page 22
- 3.2. Educational Resource Activity, page 24
- 3.3. Treatment Activity, page 25
- 3.4. Court Services Activity, page 26

## PROGRAMS

### *Administrative Program*

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

- Key Results**
- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
  - 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation
  - 100% of records managed in compliance with legal and policy requirements
  - 95% of department vehicles with preventative maintenance performed as scheduled
  - 95% of department vehicles operated more than 10,000 miles per year
  - 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
  - 100% of Key Results achieved
  - 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Adult Probation Department.

### ***Community Justice Program***

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be productive members of the community.

- Key Results**
- 66% of probationers successfully completing their probation
  - 55% of probationers arrested within 90 days of the issue date of the warrant
  - 82% of transfer investigations completed within 30 days
  - 73% of exiting program participants will successfully complete the Domestic Violence Court program
  - 62% of probationers who successfully complete financial restitution to victims
  - 70% of onsite assessment reports reviewed that met minimum quality standards

### ***Assessment and Behavioral Change Program***

**Purpose Statement** The purpose of the Assessment and Behavioral Change Program is to provide evaluation, education and treatment services to offenders so they can make positive behavior changes.

- Key Results**
- 18% of probationers who complete probation earlier than the terms of probation
  - 63% of offenders who successfully complete treatment
  - 12% of offenders who obtain their Graduate Equivalency Degree (G.E.D). or High School Diploma while on probation
  - 85% of Judges who stated the information they were provided allowed them to make informed decisions regarding releases of offenders, disposition of cases, and conditions of probation
  - 71% of defendants successfully completing pretrial services

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.1: Human Resources Activity***

**Activity Purpose Statement** The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Candidate Selection Recommendations</li><li>• Job Postings</li><li>• Policy Interpretations</li><li>• Employee Relations Management</li><li>• Employee Interviews</li><li>• Grievance hearings</li><li>• Employee Inquiry Responses</li></ul>	<ul style="list-style-type: none"><li>• Performance Appraisals/ Evaluations</li><li>• Employee Assistance Referrals</li><li>• Employee Orientation Sessions</li><li>• Exit Interviews</li><li>• Personnel Reports</li><li>• Policy and Procedure Updates</li><li>• Employee Awards</li><li>• “Silent Whistle” Investigations</li></ul>
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#### **Family of Measures**

**Results**

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date  
(# of employee appraisals submitted by due date / total # of appraisals)

**Outputs**

1. 74 employee appraisals submitted on/by due date

**Demands**

1. 75 employee appraisals anticipated to be submitted

**Efficiencies**

N/A

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**Activity Manager(s)** • **Brian Finucane**

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**Activity Budget** \$x,xxx,xxx

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### ***Section 1.2: Reserved***

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.3: Training Activity***

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li></ul>	<ul style="list-style-type: none"><li>• Training Assessments</li><li>• Training Records</li><li>• Training Schedules/Arrangements</li></ul>
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**Family of Measures** *Results*  
1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation  
(# of trained employees that demonstrate improved skill knowledge / total number of employees trained)

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*Outputs*  
1. 64 training sessions attended

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*Demands*  
1. 72 training sessions anticipated to be required

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*Efficiencies*  
1. \$ Training Activity expenditures per training session attended

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**Activity Manager(s)**

- **Becky Ballesteros**

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**Activity Budget** \$X,XXX,XXX

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.4: Records Management Activity***

**Activity Purpose Statement** The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

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**Activity Services**

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

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**Family of Measures**

**Results**

1. 100% of records managed in compliance with legal and policy requirements  
( # of records managed in compliance with legal and policy requirements / total # of records managed)

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**Outputs**

1. \*10,000 records in compliance with legal and policy requirements

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**Demands**

1. \*10,000 records anticipated to be in compliance

\* This is a rough estimate of all records having legal and/or policy requirements

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**Efficiencies**

1. \$ Records Management Activity expenditure per record in compliance

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**Activity Manager(s)**

- Mary O'Neal

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**Activity Budget** \$X,XXX,XXX

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.5: Vehicle Management Activity***

**Activity Purpose Statement** The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

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**Activity Services**

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

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**Family of Measures**

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled  
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year  
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

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Outputs

1. 20 department vehicles operated

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Demands

1. 20 department vehicles anticipated to be operated
2. \*10 department vehicles operated more than 10000 miles a year

\* Data is rough estimate; data only exists for FY2009

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Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

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**Activity Manager(s)** • Mary O'Neil

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**Activity Budget** \$x,xxx,xxx

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.6: Financial Services Activity***

**Activity Purpose Statement** The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul>	<ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports Polygraph Contracts</li><li>• Drug Treatment Education Fund (DTEF) Contracts</li></ul>
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**Family of Measures** Results  
1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.  
(# of payment authorizations entered on the date of receipt of goods / total payment authorizations)

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Outputs  
1. 30 payment authorizations received within three business days of physical receipt of item(s)

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Demands  
1. 151 payment authorizations anticipated to be entered into the system

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Efficiencies  
1. \$ Financial Services Activity per payment authorization entered within three business days

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**Activity Manager(s)** • **Mary O'Neil**

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**Activity Budget** \$X,XXX,XXX

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.7: Department Director Activity**

**Activity Purpose Statement** The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Reports</li><li>• Direction</li><li>• Employee Supervision Meeting</li><li>• Inquiry Responses</li><li>• Strategic Business Plans</li><li>• Issue Resolutions</li><li>• Special Projects</li></ul>	<ul style="list-style-type: none"><li>• Budgets</li><li>• Department Structures</li><li>• Policies/Procedures</li><li>• Employee Evaluations</li><li>• Program Evaluations</li><li>• Recommendations</li><li>• Leadership</li></ul>
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**Family of Measures**

Results

1. 100% of Key Results achieved  
(# of key results achieved / total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Adult Probation Department.  
(# of respondents who state they are satisfied or very satisfied with the departments services / total # of respondents)

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Outputs

1. \* # of customers responding to the department survey

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Demands

1. \* # of customers expected to respond to the survey

\* Data does not currently exist

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Efficiencies

1. \$ Department expenditures per customer served

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**Activity Manager(s)** • **Todd Zweig**

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**Activity Budget** \$x,xxx,xxx

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## **2. Community Justice Program**

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be productive members of the community.

### **Section 2.1: Supervision Activity**

**Activity Purpose Statement** 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.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Initial Intakes / photographs</li><li>• Violation reports</li><li>• Collateral Background Checks (Post Sentencing)</li><li>• Global Positioning System (GPS) Monitors</li><li>• Contacts/Consultations<ul style="list-style-type: none"><li>○ Office</li><li>○ Field</li><li>○ Pre-trial</li></ul></li><li>• Curfews</li><li>• Supervision Financial Collection Receipts</li><li>• Intensive Probation Supervision House Arrest (IPS) Schedules</li><li>• Sex Offender Drivers License Directives</li><li>• Employer/Family Contacts</li><li>• Incident Reports</li><li>• Breath Analysis Test Responses</li><li>• Case Notes</li><li>• Adult Probation Enterprise Tracking System (APETS) Data Reports</li><li>• DNA Testing Identification Samples</li><li>• Arizona Department of Corrections (ADC) notifications</li><li>• Administrative Office of the Courts (AOC) Global Positioning System (GPS) Responses</li></ul>	<ul style="list-style-type: none"><li>• Job Search Verifications</li><li>• Financial Contacts and Collections</li><li>• Community Restitution Project enrollments</li><li>• Adult Probation Community Restitution Projects Sessions?</li><li>• Sex Offender Registrations</li><li>• Modification Petitions to<ul style="list-style-type: none"><li>○ Extend probation</li><li>○ Discharge early Termination</li><li>○ Change Intensive Probation Supervision (IPS) Supervision Levels</li><li>○ Change Probation Conditions</li><li>○ Change Custody Status</li><li>○ Order the Transport of an offender</li></ul></li><li>• Monitoring Violation Responses</li><li>• Arizona Criminal Justice Information Systems (ACJIS) Hits Alert Responses</li><li>• Urinalysis Drug Testing Results<ul style="list-style-type: none"><li>○ Standard</li><li>○ Pre-Trial</li><li>○ Intensive Probation</li><li>○ Drug Court</li><li>○ Domestic Violence</li><li>○ SMI</li></ul></li></ul>
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## Family of Measures

### Results

1. 86% of probationers not committed to prison during their probationary period  
(# of probationers not committed to prison during their probationary period / Total # of probationers completing probation during the reporting period)
2. 92% of probationers not convicted of a new felony during probationary period  
(# of probationers who did not commit a new felony while on probation / Average # of probationers supervised during the reporting period)
3. 66% of probationers successfully completing their probation  
(# of probationers successfully completing their probation / Total # of probationers discharged during the reporting period)
4. \*XX% of high risk offenders who have a reduction in their crime risk assessment score by the end of their probationary period  
(# of high risk offenders who reduced their crime risk assessment score at the end of their probationary period / Total # of high risk offenders discharged during the reporting period)

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

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### Outputs

1. 2611 probationers supervised
2. Contacts/consultations provided
  - 19,968 Office Supervision
  - 5,928 Field Supervision

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### Demands

1. 2,872 probationers expected to be supervised
2. 28,486 contacts/consultations anticipated

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### Efficiencies

1. Total Supervision Activity \$ expenditure per probationer supervised
  - \$ per Standard
  - \$ per Intensive Probation
  - \$ per Sex Offender
  - \$ per Drug Court
  - \$ per Domestic Violence

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**Activity Manager(s)**

- **Jon Thompson**
- **Brian Finucane**

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**Activity Budget**

\$x,xxx,xxx

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## 2. Community Justice Program

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be a productive member of the community.

### Section 2.2: Probationer Non-Compliance Activity

**Activity Purpose Statement** The purpose of the Probation Non-Compliance Activity is to provide probation violation petition services to the sentencing court so they can hold offenders accountable leading to a safer community.

**Activity Services**

- Evidence Packets
- Fugitive Briefings
- Probation Violation Petitions
- Arrest Warrant Filings
- Summons Filings
- Arrest Transports

#### Family of Measures

Results

1. 55% of probationers arrested within 90 days of the issue date of the warrant (# of probationers arrested within 90 days of the issue date of the warrant / Total # warrants served)

Outputs

1. 564 probation violation petitions filed
2. 322 probation violators arrested

Demands

1. 620 probation violation petitions expected to be filed
2. 354 probation violations arrests anticipated to be made

Efficiencies

1. Total Probationer Non-Compliance Activity \$ expenditure per probationer violation petition filed

**Activity Manager(s)**

- Jon Thompson

**Activity Budget** \$x,xxx,xxx

## 2. Community Justice Program

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be a productive member of the community.

### Section 2.3: Probationer Case Transfer Activity

**Activity Purpose Statement** The purpose of the Probationer Case Transfer Activity is to provide inter-jurisdictional transfer services for probationers to county and state probation departments so they can have the information necessary to ensure the continuity of probation supervision.

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**Activity Services**

- Intrastate Courtesy Acceptance Letters
- Jurisdiction Case Transfers
- Interstate Compact Action Reports
- Intrastate Courtesy Transfer Investigations
- Notice of Arrivals
- Travel Permits
- Notice of Departures
- Interstate Compact Reconciliation Reports
- Intrastate Courtesy Denial Letters
- Interstate Compact Progress Reports
- Outgoing Case Transfer Documents
- Interstate Compact Fingerprint Cards
- Interstate Compact Investigation Findings

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**Family of Measures**

Results

1. 97% transferred probationers monitored in compliance with departmental standards (# of transferred probationers monitored in compliance with departmental standards / total # of transferred probationers)
2. 82% of transfer investigations completed within 30 days (# of transfer investigations completed in 30 days / Total # of transfer investigations)

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Outputs

1. 685 incoming transfer investigations conducted
2. 240 outgoing defendants transferred

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Demands

1. 753 incoming transfer investigations anticipated to be conducted
2. 264 outgoing defendants anticipated to be transferred

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Efficiencies

1. Total Probation Case Transfer Activity \$ expenditure per transfer investigation conducted
2. Total Probation Case Transfer Activity \$ expenditure per outgoing defendant transferred

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**Activity Manager(s)**

- **Jon Thompson**
- **Becky Ruiz**

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**Activity Budget** \$x,xxx,xxx

## 2. Community Justice Program

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be a productive member of the community.

### Section 2.4: Specialty Courts Activity

**Activity Purpose Statement** The purpose of the Specialty Courts (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

**Activity Services**

- Specialty Court Status Review Reports
- Specialty Court judicial consultations
- Domestic Violence and Drug Court Policies and Procedures
- Specialty Courts Printed Probation Conditions
- Specialized Domestic Violence (DV) Treatment Sessions
- Specialized Drug Treatment Sessions
- Enhanced Probation Supervision assignments

**Family of Measures**

Results

1. 73% of exiting program participants will successfully complete the Domestic Violence Court program  
(# of people who successfully complete the Domestic Violence Court program / total # of people who enter the Domestic Violence Court program)
2. \*XX% of exiting program participants will successfully complete the Drug Court program  
(# of people who successfully complete the Drug Court program / total # of people who enter the Drug Court program)

Outputs

1. # participants that were provided enhanced probation services (supervision and treatment)
  - 131 Domestic Violence Court
  - \* Drug Court

Demands

1. # offenders expected to be sentenced to enhanced probation services
  - 144 Domestic Violence Court
  - \* Drug Court

Efficiencies

1. Total Specialty Court Activity expenditure per specialized court participant
  - Domestic Violence Court
  - \*Drug Court

**\* Drug Court program does not currently exist**

**Activity Manager(s)**

- **Brian Finucane**
- **Jon Thompson**

**Activity Budget** \$x,xxx,xxx

## 2. Community Justice Program

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be a productive member of the community.

### Section 2.5: Victim Services Activity

**Activity Purpose Statement** 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.

**Activity Services**

- Victim Contacts
- Victim Service Activities Coordinations
- Victim Representations
- Delinquent Restitution Notifications

#### Family of Measures

##### Results

1. 62% of probationers who successfully complete financial restitution to victims by the termination of their probation  
(# of probationers who complete financial restitution to victims by the termination of their probation / Total # of probationers terminated from probation that owed restitution)
2. 60% of victims who stated that they felt safer due to services provided by Adult Probation  
(# of victims responding they feel safer through a survey / Total # of victims responding to the survey)
3. 70% of victims who felt they had the opportunity to be heard  
(# of victims surveyed who stated they felt they had an opportunity to be heard / Total # of victims responding to the survey)

##### Outputs

1. Number of victim contacts provided
  - 511 Pre-Trial
  - 1,478 Pre-Sentence
  - \*1,400 Post Sentence (\*Rough Estimate)

##### Demands

1. # of victim contacts expected to be provided
  - 562 Pre-Trial
  - 1,630 Pre-Sentence
  - \*1,540 Post Sentence (\*Rough Estimate)

##### Efficiencies

1. Total Victim Service Activity \$ expenditure per victim contact provided

**Activity Manager(s)** • Jon Thompson

**Activity Budget** \$x,xxx,xxx

## 2. Community Justice Program

**Purpose Statement** The purpose of the Community Justice program is to provide supervision services to offenders so they can be held accountable, restore victims, and be productive members of the community.

### Section 2.6: Quality Assurance Activity

**Activity Purpose Statement** 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.

**Activity Services**

- Quality Assurance (QA) Reports
- “What’s Due” (deadline tracking) reports
- Adult Probation Enterprise Tracking System (APETS) quality assurance reports
- Search plans approvals
- Minimum caseload assessment results
- Case file review reports
- Discovery review approvals
- Contract monitoring reports
- Supervisor onsite assessment reports
- Supervisor petition approvals
- Supervisor verification/approval for sentencing reports
- Customer Satisfaction Survey results
  - Victims
  - Judges
  - Community restitution providers
  - Law enforcement
  - Attorney
- Interstate Compact Audit Documents
- Supervisor Review for Pre-Trial Reports
- Employee Quality Assurance Consultations
- Case Transfer Deadline Reviews

**Family of Measures**

Results

1. 85% of case files reviewed which met minimum quality standards on the initial review  
(#of case files reviewed that met minimum quality standards on first review / Total # of case files reviewed)
2. 70% of onsite assessment reports reviewed that met minimum quality standards  
(# of onsite assessments meeting minimum quality standards / Total # of onsite assessments)
3. \*X% of offenders who stated they were satisfied with probation services  
(# of offenders surveyed who stated they were satisfied with services / Total # of offenders completing the survey)

Outputs

1. 720 case files reviewed
2. \*X onsite assessment reports completed

Demands

1. 828 case files required to be reviewed
2. \*X of onsite assessment reports expected to be completed  
\* No data available as this process has not been implemented yet

Efficiencies

1. Total Quality Assurance Activity \$ expenditure per case file reviewed
2. Total Quality Assurance Activity \$ expenditure per onsite assessment completed

**Activity Manager(s)**

- **Brian Finucane**

**Activity Budget** \$x,xxx,xxx

### 3. Assessment and Behavioral Change Program

**Purpose Statement** The purpose of the Assessment and Behavioral Change Program is to provide evaluation, education and treatment services to offenders so they can make positive behavior changes.

#### Section 3.1: Assessment Activity

**Activity Purpose Statement** The purpose of the Assessment Activity is to provide evaluation services to offenders so they can receive appropriate treatment and effective supervision.

**Activity Services**

- Offender review sessions
- Polygraph Testing Results
- Sex Offender Assessments
- Adult Substance Use Survey (ASUS) Assessment Results
- Full Pre-Sentence Investigation Reports Incorporating Assessment Results
- Wide Range Assessment Tool Assessment Results
- Case Plans
- Offender Screening Tool (OST) Assessment Reports
- Pretrial Defendant Financial Statements
- Intensive Probation Supervision (IPS) screening reports
- Probationer financial assessment reports (future)
- Field Reassessment of the Offender Screening Tool (FROST) Reports
- Pretrial Assessment Findings
- Sex Offender Global Positioning System (GPS) Residence Investigation Findings
- Arizona Criminal Justice Information System (ACJIS) Generated Reports

#### Family of Measures

##### Results

1. 80% of Pre-Sentence reports that incorporate assessment results that lead to informed sentencing decisions (evidence based practices)  
(# of pre-sentence reports that contain assessment results / Total # of pre-sentence reports)
2. 90% of sentencing recommendations that are followed by the court  
(# of recommendations offered to the courts that are followed / Total # of recommendations made)
3. 90% of Offender Screening Tool (OST)/Field Reassessment Offender Screening Tool (FROST) assessments are administered pursuant to department timeframe standards  
(# of OST/FROST assessments administered within timeframes established by departmental policy / total number of OST/FROST assessments administered within the reporting period)
4. 90% of case plans which accurately address OST/FROST results leading to appropriate treatment and effective supervision  
(# of case plans reviewed which accurately address OST/FROST results / Total # of case plans reviewed)
5. 18% of probationers who complete probation earlier than the terms of probation  
(# of probationers completing probation early / Total # of probationers completing probation)

**Outputs**

1. Number of assessments provided
  - \*1400 Offender Screening Tool (OST)
  - \*4,416 Field Reassessment Offender Screening Tool (FROST)
  - 1,968 Pre-Trial
2. \*4,416 case plans completed

(\* Rough estimate)

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**Demands**

1. Number of assessments anticipated to be provided
  - \*1,540 OST
  - \*4,858 FROST
  - 2,165 Pre-Trial
2. \*4,858 case plans anticipated to be completed

(\* Rough estimate)

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**Efficiencies**

1. Total Evaluation Activity \$ expenditure per assessment provided
  - OST
  - FROST
  - Pre-Trial

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**Activity** • **Jon Thompson**

**Manager(s)** • **Becky Ruiz**

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**Activity Budget** \$x,xxx,xxx

### 3. Assessment and Behavioral Change Program

**Purpose Statement** The purpose of the Assessment and Behavioral Change Program is to provide evaluation, education and treatment services to offenders so they can make positive behavior changes.

#### Section 3.2: Educational Resource Activity

**Activity Purpose Statement** The purpose of the Educational Resource 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.

**Activity Services**

- Educational Sessions - Literacy, Education And Resource Network (LEARN) Center
- Educational Referrals
- Drug Education Classes
- Budget Class Sessions

**Family of Measures**

Results

1. 22% of adult offenders in the Literacy, Education And Resource Network (LEARN) Center who increase their assessment scores by one level as defined by the National Reporting System  
(# of adult offenders in the LEARN Center who increase assessment score by one grade level / Total # of adult offenders in the LEARN Center)
2. 12% of offenders who obtain their Graduate Equivalency Degree (G.E.D.) or High School Diploma while on probation  
(# who obtained a G.E.D. or High School Diploma while on probation / # of offenders referred to obtain G.E.D. of High School Diploma)
3. 40% of juveniles in the LEARN Center who increased their educational assessment scores  
(# of Juvenile offenders with an increased score / Total # juvenile offenders in the LEARN Center program)

Outputs

1. 160 students enrolled
2. 350 educational sessions provided

Demands

1. 176 students anticipated
2. 385 educational sessions anticipated

Efficiencies

1. Total Education Resource Activity \$ expenditures per student enrolled

**Activity Manager(s)** • **Becky Ruiz**

**Activity Budget** \$x,xxx,xxx

### 3. Assessment and Behavioral Change Program

**Purpose Statement** The purpose of the Assessment and Behavioral Change Program is to provide evaluation, education and treatment services to offenders so they can make positive behavior changes.

#### Section 3.3: Treatment Activity

**Activity Purpose Statement** 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.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Seriously Mentally Ill (SMI) Physician Referrals</li> <li>• Monitoring Medication Results</li> <li>• Batterers Intervention Program</li> <li>• Sex Offender Consultations</li> <li>• Domestic Violence Impact Panel Certifications</li> <li>• Anger Management Referrals</li> <li>• In-House Treatment Counseling Sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Treatment Referrals               <ul style="list-style-type: none"> <li>○ Drug</li> <li>○ Mental Health</li> <li>○ Sex Offender</li> </ul> </li> <li>• Residential Treatment Contacts</li> <li>• Mothers Against Drunk Driving (MADD) Impact Panel Certificates</li> <li>• Arizona Health Care Cost Containment System (AHCCCS) Referrals</li> </ul>
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**Family of Measures**

Results

1. 80% probationers referred to treatment within 60 days of identification of need  
(# of probationers referred to treatment within 60 days of identification of need / # of probationers referred to treatment)
2. 55% of probationers who participate in evidence based treatment  
(# of probationers who participate in evidence based treatment / # of probationers referred)
3. 63% of probationers successfully complete treatment  
(# of probationers who successfully complete treatment / # of probationers discharged)

Outputs

1. 1,200 referrals made
2. 2,400 case management consultations provided

Demands

1. 1,320 referrals anticipated to be made
2. 2,640 case management consultations expected to be provided

Efficiencies

1. Total Treatment Activity \$ expenditure per offenders who successfully complete treatment

**Activity Manager(s)** • **Becky Ruiz**

**Activity Budget** \$x,xxx,xxx

### 3. Assessment and Behavioral Change Program

**Purpose Statement** The purpose of the Assessment and Behavioral Change Program is to provide evaluation, education and treatment services to offenders so they can make positive behavior changes.

#### Section 3.4: Court Services Activity

**Activity Purpose Statement** 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.

**Activity Services**

- Case information sheets
- Judicial Jail Review Reports
- Petition to Revoke Review Reports
- Judicial Consultations
- Unsupervised discharge Orders
- Unsupervised case review Reports
- Criminal History Reports
- Pre-disposition Reports
- Pre-Trial Reports
- Immigration Notification Forms
- Restoration of Civil Rights Documents
- Printed Probation Conditions
- External Agency Distribution Notifications
- Pre-sentence Reports
- Warrant Check Review Reports
- Clerk Problem Resolutions
- Court Liaison Sessions

#### Family of Measures

##### Results

1. 100% of presentence reports filed with the court within 2 business days prior to the hearing date without a continuance requested by the Adult Probation Department  
(# of presentence reports filed with the court within 2 business days prior to the hearing date without a continuance requested by the Adult Probation Department / # of presentence reports filed with the court)
2. 100% of predisposition reports filed with the court within 2 business days prior to the hearing date  
(# of predisposition reports filed with the court within 2 business days prior to the hearing date / # of predisposition reports filed with the court)
3. 100% of pretrial reports filed with the court within 1 hour prior to the hearing (# of pretrial reports filed with the court within 1 hour prior to the hearing / # of pretrial reports filed with the court)
4. 85% of Judges who stated the information they were provided allowed them to make informed decisions regarding releases of offenders, disposition of cases, and conditions of probation  
(# of Judges who stated the information they were provided allowed them to make informed decisions regarding releases of offenders, disposition of cases, and conditions of probation / # of judges surveyed)
5. 71% of defendants successfully completing pretrial services  
(# of defendants successfully completing pretrial services / # of defendants released to pretrial services supervision)

##### Outputs

1. # of reports filed to the Court
  - 1817 Pre-Sentence
  - 2615 Pre-Trial
  - 600 Disposition
2. 2,392 Pre-Trial contacts/consultations

**Demands**

1. # of reports expected to be ordered
  - 1999 Pre-Sentence
  - 2876 Pre-Trial
  - 660 Disposition
2. 2,392 Pre-Trial contacts/consultations

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**Efficiencies**

1. Total Court Service Activity \$ expenditure per report filed to the Court

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**Activity  
Manager(s)**

- **Becky Ruiz**

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**Activity  
Budget**

\$x,xxx,xxx

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