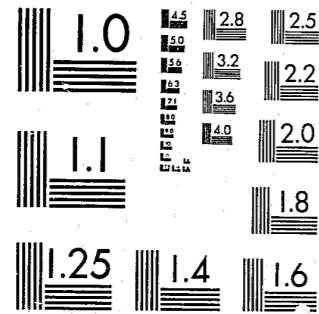


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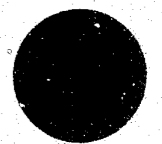
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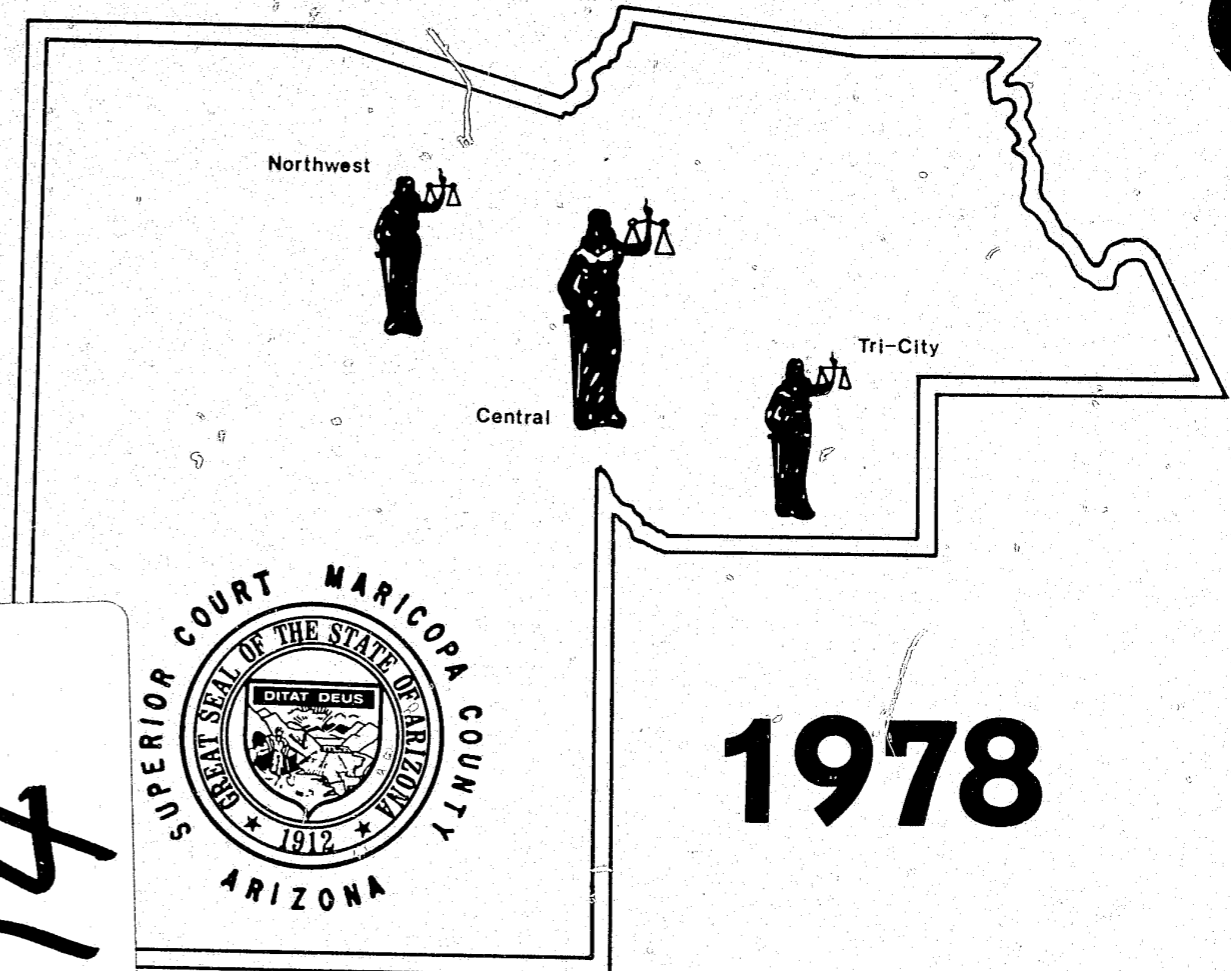
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1978

ANNUAL REPORT

Adult Probation Department
Superior Court Maricopa County

We wish to acknowledge the Maricopa County
Highway Department for their assistance in
the cover design.

NCJRS

SEP 22 1981

ACQUISITION

ANNUAL REPORT

1978

ADULT PROBATION DEPARTMENT
SUPERIOR COURT MARICOPA COUNTY

HENRY C. DUFFIE
CHIEF PROBATION OFFICER

U.S. Department of Justice
National Institute of Justice

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ADULT PROBATION DEPARTMENT



SUPERIOR COURT OF ARIZONA
MARICOPA COUNTY

500 SOUTH THIRD AVENUE PHOENIX, ARIZONA 85003 602-262-3871
HENRY C. DUFFIE, Chief Probation Officer

March 14, 1979

The Honorable Robert C. Broomfield
Presiding Judge
Maricopa County Superior Court
Phoenix, Arizona

Dear Judge Broomfield:

This year's Annual Report attempts to highlight the activities of the department during calendar year 1978. You will note that as a result of the Management Study in 1977, and subsequent recommendations of the Criminal Division of the Court, administration of the department accepted the challenge of change and implemented a year-long effort in organizational development/team building. The results have been positive, and we look forward to expanding the training experience to all levels of staff during this year.

1978 brought closure to a long-standing goal of the department to open community-based area offices. With the assistance of LEAA funding, the first community-based office opened in Tempe on September 5, to serve the area of Tempe, Mesa, Scottsdale, Chandler, etc. We opened our second office on October 16 in Glendale to service the western part of metropolitan Phoenix as well as the cities in that area of the county.

In October of 1978, I was appointed Work Furlough Administrator by the Board of Supervisors, thus allowing the department to create a new innovative service for the courts, the community, and our clients. We agreed to begin a pilot program with no new staff to experiment with allowing county jail inmates under our jurisdiction to maintain employment in the community while serving a court-ordered custodial sentence. Early indicators of the program are all positive, and we look forward to the expansion this year as resources are made available.

Further highlights of 1978 indicate a trend in presentence investigation of complicated cases. Staff indicate a steady increase in investigation workload, particularly in the area of "white collar crime."

Honorable Robert C. Broomfield
March 14, 1979
Page Two

A review of people terminated from probation during the year indicates that we continue to terminate worthy probationers early. This allows us to control our caseload growth, but equally important is the ability to reward an individual who has satisfied his probation officer and the court that there need no longer be judicial control over his life. Forty-six percent of those individuals leaving our jurisdiction during the year were in this category.

As you review this report, I feel it will become obvious that your Adult Probation Department has become a large, complex, sophisticated organization, comprised of very skilled and talented individuals.

During the forthcoming year, we look forward to our new State Aid to Probation Program, expansion of our team building efforts, Work Furlough growth, and our decentralized concept will become totally institutionalized. With prevailing space problems, we may well consider opening another area office. With regard to space planning, it is my hope that a decision will be made that will satisfy our needs for the next ten years, and that steps will begin to implement these decisions.

I would be remiss if I did not personally thank you for your continuing support and assistance during 1978. I would also make specific note of Judge Goodfarb's role as Presiding Criminal Division Judge during the past year. I have found him to be pleasant to work with and feel his support and council have helped the department to move forward.

Sincerely,

Henry C. Duffie
Chief Probation Officer

HCD:sc

Honorable Robert C. Broomfield
 Presiding Judge
 Superior Court Maricopa County



Honorable Stanley Z. Goodfarb
 Presiding Criminal Judge
 Superior Court Maricopa County



CRIMINAL JUDGES--SUPERIOR COURT MARICOPA COUNTY

- Honorable Dorothy Carson
- Honorable Thomas Kleinschmidt
- Honorable James Moeller
- Honorable Yale McFate
- Honorable Robert E. Corcoran

- Honorable A. Melvin McDonald, Jr.
- Honorable Stanley Z. Goodfarb
- Honorable Val Cordova
- Honorable Sandra O'Connor
- Honorable Howard F. Thompson

PROBATION IN MARICOPA COUNTY

The Maricopa County Adult Probation Department was founded in December, 1971 when Henry C. Duffie was appointed Chief Probation Officer and was charged with the responsibility of developing a unified probation system to deliver professional probation services to the Maricopa County Superior Court. Investigation and supervision, the two requisite services were then, as now, vital to the mission of the Adult Probation Department.

The mission of the department is based on the philosophy which emphasizes the protection and safety of the community as its primary objective. Of secondary importance, but of equal concern is the rehabilitation of the offender and his reintegration into the community as a law-abiding, taxpaying and productive citizen. In practice, the mission of the department is to protect the community from further crime by identifying convicted offenders not considered deserving of, or amenable to, probation, and assisting those others who are deserving of probation.

Identification of those convicted offenders occurs as a result of the Adult Probation Department's presentence investigations, the primary purpose of which is to provide the courts with timely, relevant and accurate data about the offenders and the nature of the offenses so that the court may select the most appropriate sentencing alternatives and correctional dispositions.

MANAGEMENT TEAM



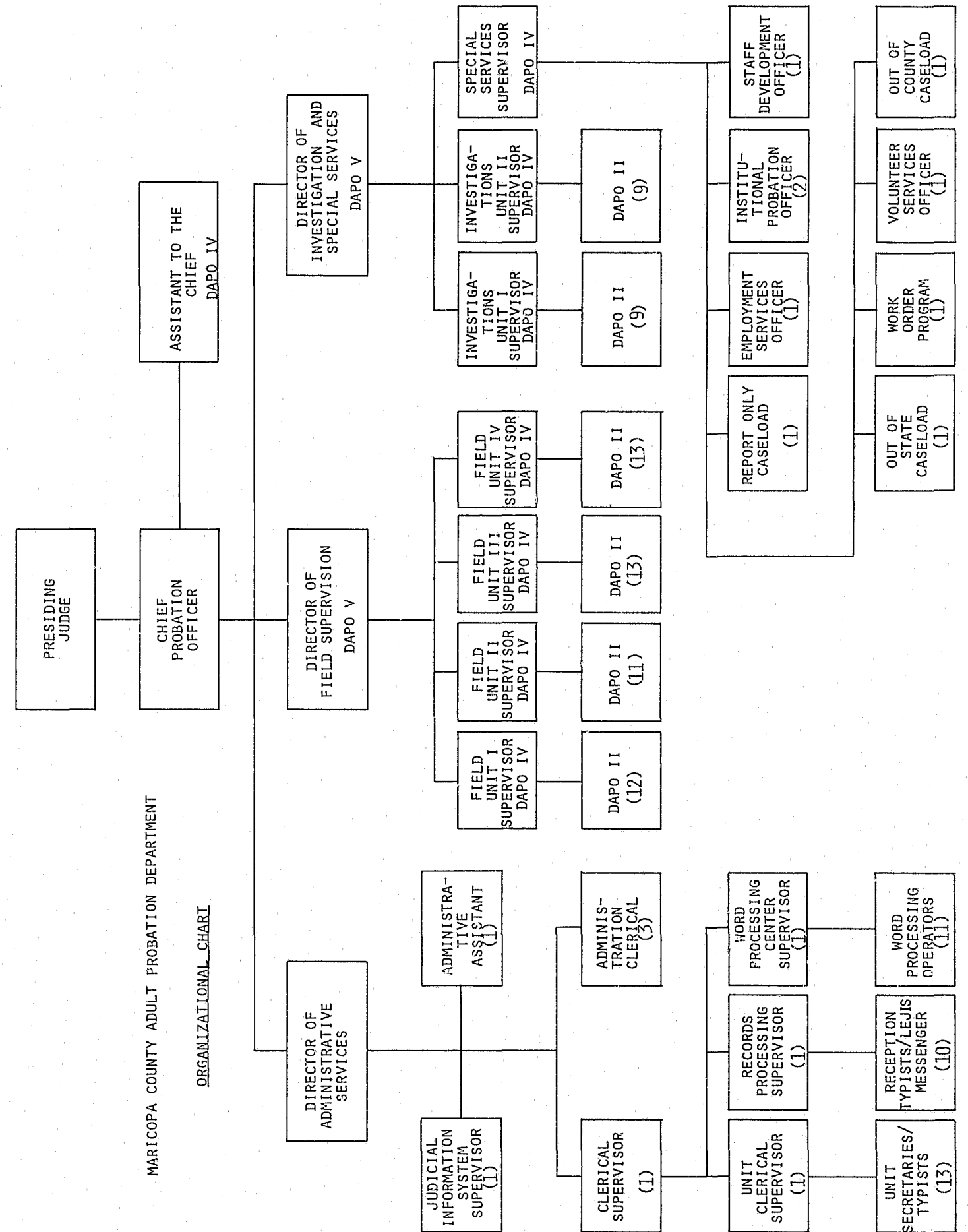
Back row: Henry C. Duffie, Wayne Johnson
 Front row: John Tremaine, Gary Graham, Sal Fiore

For those who do not pose a threat to society, rehabilitation is considered a realistic goal, and supervision and surveillance of those granted probation effectively serve to reduce the probability of continued criminal behavior. Supervision is designed to provide effective assistance and service to offenders, while ensuring public safety. The types and intensities of supervision to provide community protection are tailored, as are the utilization of community resources, to meet offender needs and prevent recidivism. Provision of assistance and services to the offender may hold the most promise for ensuring public protection. The Adult Probation Department recognizes that crime is expensive, and the public has a right to expect to be protected from crime in their community.

Those who the courts feel can remain in the community while "paying their debt to society", without posing a serious threat, are placed on probation with specific terms and conditions to uphold. Probation may and frequently does include a period of jail time, up to one year. The word itself, "probation," is derived from the Latin word "probare" which means "to prove," and the probationer is literally ordered to prove himself by adhering to the terms and conditions of his probation while remaining in the community under the supervision of his probation officer. Failure to do so results in revocation of probation with the alternative of imprisonment or jail.

The Adult Probation Department is committed to the furtherance of justice and the prevention and control of crime, and views probation as a cost-effective sentencing alternative, which, not unlike other criminal justice sanctions, has achieved purposes of retribution, deterrence, rehabilitation and restitution. It has also demonstrated that a more humane and decent system of punishment does work for over 80% of the convicted offenders who successfully complete their probation.

Offenders granted probation have been taught accountability, discipline, and responsibility by repaying the costs of their crimes through restitution payments to victims, fines and reimbursement for legal services. Probationers, working in the community, have contributed to the tax base, instead of being dependent on it and have supported families and dependents who otherwise would have been on public assistance. Where used appropriately, probation has proven its benefit and worth to all taxpaying citizens, many of whom have come to realize its contribution. For this reason, the Adult Probation Department remains committed to its principles and objectives, and is ever cognizant of the need for more citizen understanding, support and involvement in the criminal justice process for the continued development of effective community-based corrections.



ORGANIZATIONAL DEVELOPMENT

Since the creation of the Adult Probation Department in 1971, the department has grown to the point that it is today, a highly complex and diversified organization. With the growth experienced, there developed a need for innovative means by which the organization and its resources could most effectively be managed. A management study conducted in late 1977 included a recommendation that the department engage in an Organizational Development process known as Team Building. The design of this process was to create an organizational atmosphere of openness, trust and participation that would facilitate involvement of all staff in the pursuit of the department's goals and objectives.

In response to the recommendation cited above, and in accordance with the commitment to positive growth, the administration of the department accepted the challenge of change and actively solicited resources to introduce Team Building to the organization. Through diligent efforts, funding was procured to engage Training Associates, Inc., a highly respected professional consulting firm, to teach and train the concept of team building to the management staff. During 1978, the management staff in the organization participated in ongoing training experiences, while other staff have received introductory training to the concept and its potential for growth. The commitment to this concept evidenced by the Chief Probation Officer, Mr. Duffie, has given the impetus to all staff to work collectively for the betterment of the organization.

In assessing the impact of the Team Building experiences during the past year, it is felt that the opportunity for the management staff's in-depth involvement has culminated in increased openness and communication on all issues, which has allowed for more sound decisions affecting the organization. It is the intent that during the coming year, the Team Building training will be expanded to all levels of staff, as well as the courts, with the ultimate goal of a more participative, productive and proficient organization.

INVESTIGATION AND SPECIAL SERVICES DIVISION

INTRODUCTION

The two components of this organizational division play critical roles in the effective accomplishment of the department's objectives: Protection of the community, and rehabilitation of the offender. The Investigation units provide information to the Court to assist in sentencing and identifying those persons posing threats to the community's safety and well being, as well as those persons whose retention in the community would be most beneficial. The services provided by the programs of the Special Services section include specialized areas of probation supervision as well as supportive functions that facilitate a greater and more diversified range of probation service delivery.

There exists a singular purpose among all staff within the Investigation and Special Services Division: The provision of a level of service to the probationer and the community commensurate with the integrity of the Court which this department serves.

* * *

Gary Graham, Director, Investigation and Special Services

Investigation Unit I	Investigation Unit II	Special Services Unit
Edna Alfred, Supervisor	Neal Nicolay, Supervisor	James Ponczak, Supervisor
Larry Binkley Tom Green Joanne Hester Richard Rodgers Tom Peterson Jim O'Shersky Thomas Turk Roger Vallie Ron Watkins Pam Boyle	Bruce Atkinson Armando Gandarilla Amanda Herman John Jacobs Darby Jones Bill Roberson Stan Rykowski Randy Walker Buff Young	Colleen Sealock - Staff Development Tom Casebeer - Out-of-State Mike Wilson - Volunteer Serv. Preston Parker - Report Only Von Jackson - Employment Serv. Terry Ray - Institutional PO Milton Hargis - IPO/WFC Sarah Recoskie - Work Order Prog. Jack Watson - Out-of-County

PRESENTENCE INVESTIGATIONS

The Adult Probation Department provides an invaluable service to the Superior Court of Maricopa County in its function of sentencing persons adjudged guilty of commission of crimes. In accordance with the Courts Rules of Criminal Procedure, a presentence investigation and report is ordered by the Court for every felony offender, and a large number of misdemeanor offenders, for consideration prior to sentencing. In a period of less than thirty days, as granted by the Court, staff of the Adult Probation Department are charged with the responsibility of conducting an in-depth investigation of the circumstances of the offense and the status of the offender and developing a comprehensive written report for presentation to the court. The investigative process includes ascertaining the offender's involvement and culpability in the offense, as well as initiating contact with appropriate law enforcement agencies.



Presentence Investigating Officer Joyce Lange interviews defendant prior to sentencing

Further, where appropriate, victims are contacted to determine losses for restitution consideration, as well as input directly to the court regarding their feelings and opinions concerning sentencing.

In addition to the above information, probation officers compile information regarding a person's prior criminal record, social and educational development, alcohol and drug abuse. The officer then prepares a presentence report which provides an analysis of the factors presented and submits a recommended sentence based upon this analysis. The courts, through their review of this report, have the opportunity to consider a number of significant issues in determining the most appropriate sentence to impose.

During 1978, the most appreciable trend noted was the increase in complexity of the cases assigned and attendant need for more time in which to complete an accurate and comprehensive report. The impact of the new Criminal Code effective October 1, 1978, was not fully recognized during 1978; however,

the staff of the Adult Probation Department worked diligently to increase the accuracy and utility of the presentence investigation report for the court. The staff's commitment in this regard was hopefully responsible for a more efficient and effective court function.

A total of 3,634 presentence reports were prepared by departmental staff during 1978 for an average of over 300 reports per month. The full range of criminal offenses were included, with an appreciable increase in the areas of "White Collar" crimes involving fraud and related activities. In review of the year, the staff responsible for the preparation of these reports recognized the importance of their work and assumed the responsibilities with a collective commitment to excellence!

SPECIAL SERVICES UNIT

INTRODUCTION

The Special Services Unit maintains eight separate functions, of those eight positions, four provide ancillary services to the department: Staff Development, Work Order Program, Volunteer Services, and Employment Services. The remaining four positions provide supervision of probationers whose circumstances require special services: Out-Of-State, Out-Of-County, Report Only, and Institutional Probation. A brief synopsis of each of these areas follows.

STAFF DEVELOPMENT SERVICES

Dedicated to increased professional excellence, the Adult Probation Department encourages all staff to increase their job related skills. In addition to encouraging individual training at colleges and universities, there is a newly initiated department requirement that all officers must complete a minimum of 40 hours of training each year. The staff development officer provides, develops, and establishes ongoing



Staff Development Officer, Colleen Sealock, holds training session with probation officers

professional training for all employees within the department. During the past year, 141 hours of in-house training were presented for officers to participate in. These training sessions included the New Criminal Code, "Operation Thunderbolt," interviewing techniques, Organizational Development, and a score of other topics designed to help staff increase their job skills. Also available were numerous educational and professional conferences and seminars held outside of the department. In the past year, 97% of the staff completed the minimum requirement, with the majority of the staff each filing over 100 hours of training.

In addition to ongoing training, each new officer is given an intensive two week training session prior to his actual assignment. During this training each new officer learns an overview of the department, meets and talks with his supervisor, learns about court procedures, reviews forms and policies, and is introduced to many of the various community services, etc., so that, in general he is ready to assume his full load when the two week training is completed.

Another important part of ongoing training is ready access to a high quality library. The department's library presently has 500 volumes and journals. With professional journal subscriptions, and with an acquisition budget, the library is building into a more adequate and useful resource.

Public awareness and knowledge of the department's role in the criminal justice system and in the community is of vital importance. Part of the staff development officer's responsibilities is the coordination of the Department's Speakers Bureau. The Speakers Bureau is made up of eleven officers who volunteer to give talks and speeches to schools, community organizations, and various groups. During the past year, members of the Speakers Bureau made appearances before audiences totalling over 1700 people.

WORK ORDER PROGRAM

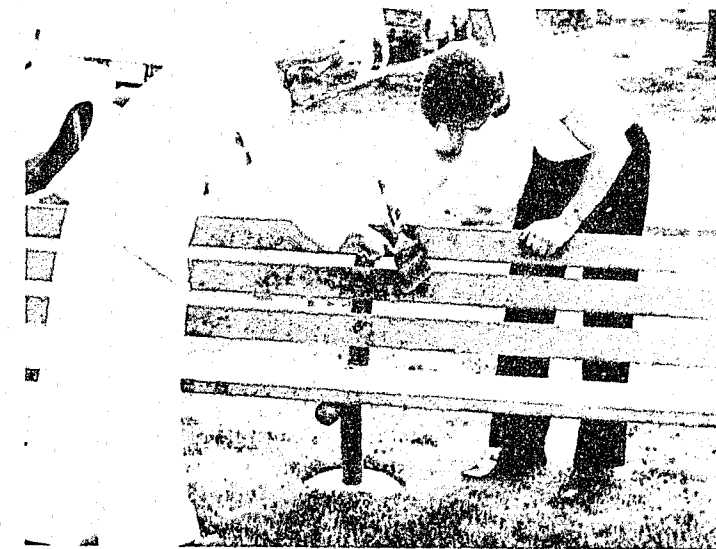
The Work Order Program is a viable sentencing tool used by the Courts which enables them to order a probationer to work in a non-profit community agency or charitable organization for a specified period of time without remuneration.

The philosophical reasoning underlying the Work Order Program is that it is a sentencing alternative which is felt to be rehabilitative, practical and functional. Its rehabilitative aspects are demonstrated in the program's ability to provide the offender and the community a vehicle in which both parties may become reciprocally involved and reconciled, which is one of the ideals of the rehabilitative process.

The program's practical and functional aspects lie in the fact that there are individuals who commit crimes where restitution is desirable yet, because of the defendant's financial status, restitution is unfeasible.

The Work Order Program provides the offender an opportunity to make restitution for his crime by performing services for nonprofit community agencies, so that the community may have the satisfaction that "justice is done." The offender is usually ordered to work in a community agency for a specified period of time, without remuneration.

During 1978, 498 probationers were ordered into the Work Order Program by the Courts, and contributed 34,299 hours of unpaid services to 73 charitable and nonprofit organizations. Based on the minimum wage rate of \$2.65 per hour, this was a saving of \$90,892.35 to the agencies participating in the program in Maricopa County.



Work Order Administrator, Sarah Recoskie, supervises probationer in painting park benches

VOLUNTEER SERVICES

A valuable service provided to the department is the immeasurable aid rendered by nearly one hundred volunteers. Many of the services provided by volunteers includes the following: counseling, probation aides, Spanish-English interpreters, participation in Speakers Bureau, presentence aides, clerical assistants, resource developers, and training consultants. In 1978, the volunteers collectively reported a total of 4,927 hours of service, 2,229 direct contacts with probationers, and 672 initial interviews. At an approximate value of five dollars an hour, this service represents a contribution of \$24,631.00 to the department.

In addition to the above mentioned services, a Volunteer Services Committee met regularly throughout the year to plan and organize projects and events. Some of the projects this committee planned and helped see to fruition were a tutoring program in the northwest section of the county, use of local army reservists, employment counselors for area offices, and food and toys for indigent probationers' families.

EMPLOYMENT SERVICES

One of the major problems of probationers is lack of adequate jobs and/or lack of adequate job skills. The primary objectives of the Employment Services Officer are to help chronically unemployed or underemployed probationers by directing them toward vocational training, meaningful long term employment, and counseling toward realistic vocational goals. To help in accomplishing these objectives, the following tasks have been implemented:

1. Use of volunteers as counselors, orientation specialists, advisors, etc.
2. Scheduling of appointments and reviewing probationer's file prior to interview.
3. Counseling probationers and urging them to set long term goals.
4. Developing new employment and training resources in both the public and private sectors.
5. Use of a Citizen's Advisory Committee for input and to act as advocates in the community.
6. Use of the DES job bank and employment announcements sent by other agencies.

The effectiveness of this service is demonstrated by the fact that during 1978, there were a total of 418 applications, of which 97 received jobs, and 33 were placed in training programs. The value of these data is increased by the fact that the typical probationer referred to the ESO for help generally has very few, if any, job skills; placing 23% of these probationers is quite an accomplishment.

OUT-OF-STATE CASELOADS

The Out-of-State Caseload provides probation services to those individuals granted probation in the jurisdiction of Maricopa County yet who reside out of the State of Arizona.

Supervision of these individuals is maintained through the use of the Interstate Compact Agreement. This Compact, an agreement with receiving states to provide supervision for probationers placed on probation in Maricopa County, is recognized throughout the country, thereby facilitating supervision of probationers who reside in other locales outside Arizona. The coordination of probation services requires the assigned probation officer to establish professional relationships with not only local Interstate Compact Officers but also Parole and Probation agencies throughout the United States.

To qualify for this caseload and to receive permission to reside out of the State of Arizona, a probationer must meet certain requirements. These requisites include verifiable employment and confirmed familial relationships in the receiving state. Because of the high numbers assigned to this caseload and the voluminous amounts of correspondence needed to be done on a daily basis, clerical support and assistance from volunteers have been found to be necessary so that meaningful probationary services to clients can be maintained.

As of December 31, 1978, 350 probationers were assigned to the Out-Of-State Caseload. While the majority of these received direct supervision by probation staff in their state of residence under the auspices of the Interstate Compact Agreement, some maintained direct contact with this department. Whichever type of supervision is provided, the probationer still remains under the jurisdiction of the Maricopa County Superior Court and is accountable to the Court for any actions not in compliance with the terms and conditions of probation.

OUT-OF-COUNTY CASELOAD

The Out-Of-County Caseload is responsible for conducting supervision and providing probationary services for those persons sentenced in Maricopa County, residing outside of Maricopa County, but within the State of Arizona.

During the past year, this caseload has averaged approximately 131 probationers. Courtesy supervision has been provided in a majority of the cases by the county probation departments wherein they reside. If a probationer violates the terms of probation while being supervised in another county, he or she is returned to Maricopa County for revocation proceedings.

Supervision services and treatment programs available in other counties, in most instances, are similar to those available in Maricopa County, thereby providing probationers every opportunity for successful completion of probation.

REPORT ONLY CASELOAD

The Report Only Caseload was created as a means of monitoring probationers who have established a pattern of stability within the community. The majority of the probationers assigned to this caseload have completed an initial period of time under supervised probation and are felt to no longer require constant, active supervision. The remaining portion of clients assigned to the Report Only Caseload are assigned directly from the Court by reason of the short period of time during which they will be on probation or because their prior lifestyle indicates that they do not require active supervision. The Report Only Caseload offers selective supervision to each probationer. The

Report Only Officer has one initial personal contact with each probationer to review the terms and conditions of probation and explain responsibilities of the probationer while under Report Only supervision. The probationer's activities from that point forward are monitored by means of written, monthly reports submitted by each probationer. Personal contact is limited to those instances in which the probationer has matters to be discussed or when the Report Only Officer feels that the actions of the client may be placing his probationary status in jeopardy.

At the beginning of 1978, there were 454 cases assigned to the Report Only Caseload. At the close of the year in December, the caseload was 349. During the last year, 127 cases were assigned directly from Court and 248 cases were received from other officers. There were 201 early terminations, 207 expirations, 39 cases returned to field officers, 5 probationers whose probation was revoked, and 24 cases in which warrants were issued. While the overall numbers for the year 1978 reflected a large decrease over the year, much of the decrease can be explained by the number of people who are being early terminated or who are expiring from probation supervision, thus demonstrating the effectiveness of the screening process through which cases are accepted into the Report Only Caseload.

The screening process for Report Only took on a larger meaning during the past year with the opening of two area offices in Tempe and Glendale. The Report Only Officer now visits on a twice-monthly basis with these offices to review and screen cases for acceptance into the Report Only Caseload. The Report Only Officer is also able to maintain closer contact with the field officers in each of the Department's three offices. The Report Only Caseload is proving to be a successful tool to help alleviate the high numbers of probationers under active supervision by allowing those cases that do not require more than minimal supervision to be transferred out of active supervision caseloads, enabling field officers to provide more quality services to those on their caseloads who require active supervision.

INSTITUTIONAL PROBATION OFFICER

The philosophical basis both in law and the social sciences for incarcerating offenders is drawn from a multitude of theories such as punishment for punishment's sake, punishment as a deterrent, and punishment as a rehabilitative tool. Whatever the discipline, it is a known fact that some offenders will be incarcerated.

Serving jail time as a term and condition of probation has proven to be a valuable sentencing tool in the rehabilitative process. The reasons for incarcerating offenders may be varied and multi purposed. Whether it is used to facilitate a period of abstinence from drug or alcohol, or a specific period of time to allow an offender the opportunity to gain some type of vocational skill or to reinforce negative consequences of the person's behavior, incarceration has been found to be an effective tool for probation officers to use when attempting to resocialize offenders.

During the year 1978, the Maricopa County Superior Court granted probation to 2,604 offenders. Of this number, 1,196 (46%) were ordered to serve a specified amount of time in custody as a term and condition of probation.

Prior to the establishment of the Institutional Probation Officer's position, offenders ordered to serve time in jail as a term and condition of probation had minimal contacts with their assigned probation officer due to the officer's large caseload and excessive work-load demands. For this reason the Institutional Probation Officer position was established. This officer's responsibilities are varied and complex, but his main function is to provide probation services to those offenders ordered to serve jail time as a condition of their probation.

In addition to providing services, the Institutional Probation Officer is also responsible for:

1. Serving as a liaison with a program staff at the jail;
2. Serving on the jail Classification Committee operated by jail personnel;
3. Assisting jail personnel in issues concerning all probationers in custody.

Because the Court opted for more jail sentences for offenders in 1978 and in light of rulings from the Arizona Supreme Court regarding time credits for offenders, the Institutional Probation Officer caseload escalated to a point that it was necessary to commit a second deputy to the position.

On October 16, 1978, the Maricopa County Board of Supervisors appointed Mr. Henry Duffie, Chief Adult Probation Officer as the Work Furlough Administrator for the County. As a result of this appointment a Work Furlough Program was developed through the auspices of the Special Services Unit and an extension from the Institutional Probation Officer's caseload. This program is now functioning in a pilot stage; however, plans for expansion are under consideration. The program is felt to be of great value to the department and to the taxpayers of Maricopa County as it will produce revenue for the county while giving incarcerated offenders an opportunity to maintain employment out in the community while serving their Court ordered jail sentence. This will enable them to provide financially for their family, pay restitution, and have a solid financial base to work from upon their release, hopefully paving the way for a more successful adjustment in the community.

In summary, the Institutional Probation Officer has continued to be instrumental in helping to alleviate the heavy-work load of field officers by providing services to offenders serving time in jail as a condition of probation thereby enabling field officers to provide more quality services to probationers who reside in the community.

FIELD SERVICES DIVISION

INTRODUCTORY COMMENTS

The work of the Field Services Division is performed by 50 dedicated probation officers who expend energies and resources in protecting the community and rehabilitating the probationer. The officers are committed to: Enforcing all orders of the court, removing the dangerous probationers from the community setting as early as possible, and, rehabilitating those amenable so that their life styles can be successfully integrated into existing community standards.

The field officers are responsible for enforcing all orders of the court. This includes Work Order Program, wherein the offender provides a predetermined number of hours of community service. Field officers coordinate with the Work Order Administrator, the private nonprofit community agency, and the probationer. Another responsibility is the

* * *

John Tremaine, Director, Field Services Division

Supervision Unit I	Supervision Unit II	Supervision Unit III	Supervision Unit IV
Basil Weiderkehr, Supervisor	Frank Vitaro, Supervisor	Tom Breidenbach, Supervisor	Gael Parks, Supervisor
Don Baker Max Bessler John Black Gerald Duncan Jim Ernst Sam Hanna Mike Hodge Wade Hoffman Joyce Lange Wayne Scamuffa Mike Schallmann Bill McNab	Ed Delci Bill Fitzgerald Barbara Glessner Mike Goss Jim Hanosh Phil Havens Mike Jones Barry Norris Bob Van Luchene Steve Weil Ruben Young	Elizabeth Barkley Nancy Brenfleck Jeff Brown Tim Brown Otto Carrillo Nancy Chaikowski Jean Chechak Ted Compoc Paul Cooley Chuck Knutesen Tad Roberts Gloria Washington Jay Yerman	Rich Bertoli Al DuFaux Ken Groom Pat Gupton Pat Healy Bob Loyd Rupert Loza Tom Oliver Dana Peters Charles Samuels Bob Tomten Ed Vall Dennis Watterson

enforcement of restitution and reimbursement to victims of crimes. A third responsibility deals with time in the county jail. Frequently, probationers are ordered to serve time in the Maricopa County Jail. This may be a straight sentence or a combination of a number of weekends. The field officer is responsible for enforcing these weekend jail term orders as determined by the court. Probationers are frequently placed on probation under a condition that they support their dependents and pay their debts. This condition then becomes a major goal for the probationer to accomplish, and another responsibility of the field officer to enforce. Employment is seen as a key factor in the overall rehabilitation of the offender. Probationers that are functionally employed generally meet the rest of their terms and conditions. Therefore, another of the field officers responsibilities is to ensure employment and employment skills of the probationer.

The probation officer is charged with the responsibility of identifying and removing the dangerous probationer from society as soon as possible. This is done in order to protect the community from individuals who present a high degree of risk to the community.

Rehabilitation of the probationer is the most difficult task which faces the probation officer. This involves identifying the needs of the probationer, and coordinating with existing community services to help meet those needs. When this is successfully accomplished the probation officer becomes "a broker of community resources". The process of identifying the probationer's needs occurs each time an individual is placed on probation. At the initial interview, the probation officer begins to probe for information which, when compiled with the presentence investigation, reveals specific needs which may be provided by community agencies. The probation officer then, with a sound knowledge of existing community resources, coordinates the offender with his needs and a community resource which was designed to fulfill that specific need.

When the above mentioned factors are combined in an appropriate manner, the successful reintegration of the probationer occurs. Probation is a very cost effective alternative criminal disposition and also has an extremely high success rate.



Field Officer - Tad Roberts (right) talks to probationer outside of his home

DECENTRALIZATION

This year brought closure to a long standing goal of the Maricopa County Adult Probation Department, the opening of two decentralized community based area offices (see pictures on next page). On September 5, 1978, the first decentralized office opened at 1521 S. Indian Bend Frontage Road, Tempe, Arizona. This office, the Tri-City office, provides probation supervision services to probationers living in Tempe, Mesa, Scottsdale, Chandler, Guadalupe, and Paradise Valley. Eleven probation officers, two support service staff, and one supervising probation officer constitute the staff assigned to the Tri-City office.

The second office opened on October 16, 1978. This office is located at 5322 N. 59th Avenue, Glendale, Arizona. The Westside office provides supervision services to probationers who reside in the Northwest section of Metropolitan Phoenix and Maricopa County, including individuals who reside in Sun City, El Mirage, Glendale, Peoria, Wickenburg, Youngtown, Maryvale, Moon Valley, Wittman, Sunnyslope and Aguila. Thirteen probation officers, two clerical support staff, and one supervising probation officer provide all the services at this office.

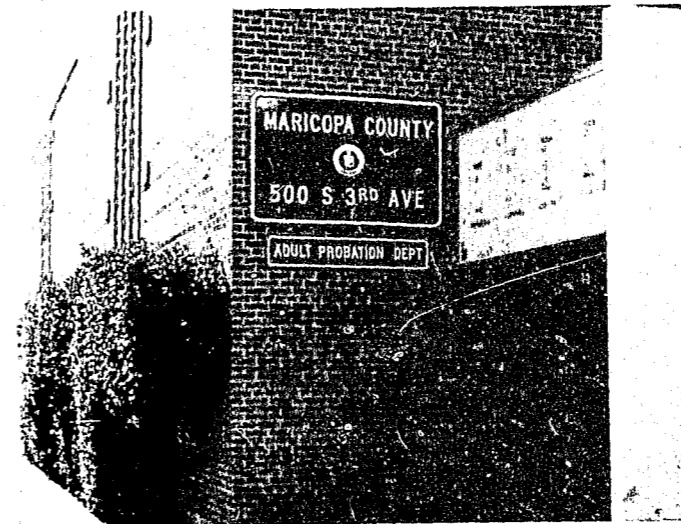
Decentralization of the department occurred extremely smooth as a result of detailed planning for the implementation of this project. A small committee of staff comprised the planning component which methodically analyzed each geographic area, established preferred alternatives, and set time tables for implementation. Each office opened smoothly and on time. All of the staff who were involved in the initial decentralization report, the plan for implementation, carrying out that plan, and now working in one of the decentralized offices are to be highly commended for their dedication to the department.

This project is now funded with \$39,607 from the Federal Government and \$4,401 in State funds. Our sincere appreciation is expressed to the Law Enforcement Assistance Administration, the Arizona Justice Planning Agency, and the Maricopa County Board of Supervisors who made this project become a reality.

INTENSIVE SUPERVISION

Specialized caseloads were designed for working with probationers who have been identified as being chronic abusers of alcohol, narcotics, or individuals who have a history of severe emotional disabilities or handicaps. From past experience, these individuals have been recognized by the department as having a greater propensity towards recidivism and present a higher degree of danger to the community. Therefore, the department has created specialized caseloads which are smaller than a standard caseload to provide more intensive supervision to selected probationers. The intensive supervision caseloads are only available at this time in the central corridor area which is south of Camelback, between 43rd Avenue and 40th Street.

DECENTRALIZATION



Central Office
Adult Probation
Department



Kathy Tussing, Secretary
Westside Office
Adult Probation Department



Tri-City Office
Adult
Probation
Department

Two officers are assigned to work with the severe alcoholics. These officers have established positive relationships with all community agencies which provide services to the alcoholic. With reduced caseloads, these officers are capable of more effectively coordinating activities between community services and the offender. An additional two officers are assigned to work with the hard-core drug addicts. Likewise, these officers have established positive relationships with all agencies which provide services to substance abusers. A fifth officer is assigned the responsibility of providing intensive supervision for individuals who are emotionally unstable or mentally handicapped. This officer utilizes community services which are available for all individuals in Maricopa County to receive appropriate counseling services.

In order to most appropriately manage these types of offenders effectively and meet each individual's specific needs, these caseloads have been reduced to a maximum of fifty probationers. In this way, the officer can: implement more individualized treatment modalities; utilize extensively the human resource agencies in the Phoenix Metropolitan area; confirm the participation in each program as designed; monitor cooperation with the community program, and provide greater surveillance of these types of offenders, resulting in a higher level of community protection.

CONTINUING PROBATION POPULATION

During 1978, the total number of persons on probation to the Maricopa County Adult Probation Department continued to increase. As of December 31, 1978, the department was responsible for 4,839 persons on probation. The in-county caseload of 3,855 probationers as of December 31, 1978 represents those individuals who reside within Maricopa County and are under active supervision by the Adult Probation Department.

The last portion of the probation population consists of probationers, 515 of them, for whom probation violation warrants have been issued by the Superior Court for their arrests. Warrant cases are retained until subsequent action is taken by the court. In previous years, this figure was included in the total probation population. However, this year that figure has been removed, as these individuals are not receiving any services from our department.

PROBATION TERMINATIONS

There are generally three categories of termination from probation: Early Terminations, Expirations, and Revocations. Letter N, Table I in Appendix A presents a comparison of these categories.

Early termination of probation is defined as termination of probation before the expiration of the assigned length of the term. At the time of sentencing, it is difficult to determine the required length of supervision. Some individuals, when placed on probation, appropriately

restructure their life style in a manner which no longer requires continued supervision. There is no functional reason for this individual to remain on supervision, thus, the individual's probation is terminated early. This type of termination is given to those individuals who display exceptional behavior and abide by the rules of their probation, or to individuals sentenced to prison terms. For 1978, 982 individuals, or 46% of the total probation terminations within the department, received an early termination of probation from the Maricopa County Superior Court.

Expiration of probation occurs when an individual's term is completed in full, and the probation period is finished on the date specified by the court. The department had 833 expirations in 1978, 39% of the total probation terminations for the year.

Probation is revoked by the court when the defendant has not complied with the terms of probation. An example of the terms of probation which are currently utilized by the department is included as Appendix "B". Last year, the court revoked probation for 326 individuals, 15% of the total terminations within the department. Of the probationers revoked, 261 or 80% were sentenced to the Arizona State Prison. Sixty-one persons (19%) were revoked to the Maricopa County Jail and 4 persons (1%) were revoked and sentenced to time served.

The department's violation rate was obtained by taking the beginning probation figure of 4,529 for December 31, 1977, and adding the total new cases assigned for supervision during 1978 calendar year, which was 2,604, for a total of 7,133. This represents the number of individuals supervised during the 1978 calendar year. By taking the 1,170 petitions for revocations submitted to the court in 1978 and dividing that figure by the total number of probationers supervised, a violation rate of 16% was determined. During calendar year 1978, 780 individuals were found to be in violation of probation, this represents 11% of the total cases supervised by the department.

Of the 780 probationers who were found to be in violation of probation, 326 defendants were found in violation and revoked by the court. The remaining 455 persons had their probation continued. Two hundred eighty-one were continued with county jail or other added conditions and 174 were continued on probation with the original conditions.

DIRECTIONS

The Director of Field Services, the four supervising probation officers, and the 50 field officers are committed to first, protecting the community, and second, rehabilitating the offender. The staff of the field division will continue to identify the dangerous individual and remove that danger from society at the earliest possible time. The staff will also continue to utilize all community resources to successfully rehabilitate the offender and reintegrate that individual and his family into mainstream society so that they are law abiding citizens, paying their debts, and not constituting a liability to society.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division of the Adult Probation Department provides numerous support services to the probation staff.

* * *

Wayne Johnson, Director, Administrative Services

Robert Payne, Judicial Information System Supervisor

Henry Anderson, Administrative Assistant

Sara Carey, Administrative Secretary

Ruth Peters, Secretary

Jane Miller, Administrative Assistant

Lois Gugel-Aronson, Supervisor of Clerical Services

Marty Burke,
Unit Clerical Supervisor

Georgia Levario,
Records Processing Supervisor

Joanie Potter
Assistant Supervisor

Cecilia Alvarado
Sara Beltran
Maria Castillo
Elaine Hart
Lyle Judd
Janice Krause
Gloria Kulwin

Regina Frank
JoAnne Ondrejch
Vickie Rhodes
Roberta Rovers
Pat Titgen
Kathy Tussing
Carol Yates

Veronica Barbee
Marian Coleman
Sharon Gamblin
Celeste Gragnani
Judy Lopez

Dora Macklin
Rich Mosley
Donna Myers
Carol Quinlan
Marcia Tumlinson

Louann Eginton, Word Processing Center Supervisor

Laura Pearson, Assistant Supervisor

Zana Alfieri
Jackie Burkholder
Shan Ingwerson

Cheryl Kirk
Karen Lockett
Joan Meltz

Joan Miller
Leasha Ratliff
Marie Schlutow

Carlota Young

The services of the Administrative Services Division include the following:

Typing of presentence court reports and other court documents.

Secretarial duties to the various specialized areas within the department.

Requisitioning and distribution of various supplies.

Preparation of payrolls and maintenance of payroll records.

Maintenance of buildings and equipment.

Records processing and maintenance.

Budget preparation and control.

Accounting functions.

Data processing.

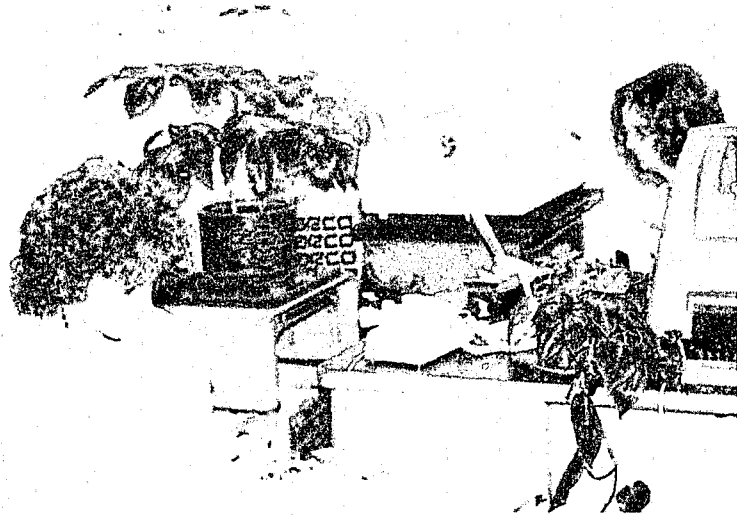
Research, statistics, and management of the computer information system.

All of these functions and many others performed by this division allow the probation officers to operate effectively and efficiently.

The Administrative Services Division is divided into four primary units. They are: (1) word processing; (2) records processing; (3) secretarial support; and (4) payroll, accounting and maintenance.

The word processing unit types all presentence court reports. This unit uses highly specialized word processing equipment. The equipment combines the memory of a computer with a typewriter keyboard and high speed printers. One operator of each of these machines is capable of producing as much work as two to three typists on regular electric typewriters. The department presently has eight of these machines in operation.

The record processing unit is charged with maintaining records on all persons referred to the department. Besides maintaining files on thousands of probationers, the data processing section of this unit is responsible for entering, updating, and correcting all relevant computerized information into the Law Enforcement Judicial Information System of Maricopa County. This system also ties into the state and national Criminal History System.



Data Processing Center

The secretarial support unit provides secretaries and typists to the two satellite offices, as well as to all special services areas, such as Volunteer Services, Work Order Program, Work Furlough Program, etc. The persons working in this unit are skilled secretaries and typists with a thorough working knowledge of the entire department.



Word Processing Center

The payroll, accounting and maintenance unit keeps all accounting and payroll records, prepares payrolls, orders and distributes supplies, prepares budgets, maintains personnel records and coordinates the repairs of all buildings and equipment.

The primary goals of Administrative Services for 1979 is to provide more efficient and faster support to the probation staff, with a minimum increase in number of employees.

The Administrative Division also provides research, statistics, and management information system.

PROBATION OFFICER AND CLERICAL PERSON OF THE YEAR AWARDS

Don Baker
Probation Officer
Of The Year



Jane Miller
Clerical Person
Of The Year



Each year at the Adult Probation's Annual Party, the Adult Probation Officer Of The Year, and the Clerical Person Of The Year are selected. These highly prestigious awards come by nomination of peers and are kept secret until the night of the party.

APPENDICES

Appendix A

Statistical Tables

TABLE I

1977-78 Calendar Year Comparisons

	<u>1977</u>	<u>1978</u>	<u>Percent Change</u>
A. PSI Reports Submitted	3,787	3,634	- 4.0
B. Defendants Sentenced			
Felony	2,587	2,715	+ 4.9
Misdemeanor	<u>1,135</u>	<u>855</u>	-24.7
Total	3,722	3,583	+ 3.7
C. Probation Grants			
Felony	1,854	1,963	+ 5.9
Misdemeanor	<u>795</u>	<u>641</u>	-19.4
Total	2,649	2,604	- 1.7
D. Number Given Jail as a Condition of Probation	1,112	1,196	+7.6
E. Probation Alternatives			
Prison	659	733	+11.2
County Jail	169	114	-32.5
Others	<u>188</u>	<u>132</u>	-29.8
Total	1,016	979	-3.6
F. *Supervision Caseload			
In-County	3,571	3,855	+ 7.95
Out-of-County	150	119	-26.1
Out-of-State	329	350	+ 6.4
Active Warrants	<u>479</u>	<u>515</u>	+ 7.5
Total Caseload	4,529	4,839	+ 6.85
G. Type Offense of Probationers			
Felony	3,905	4,200	+ 7.6
Misdemeanor	<u>624</u>	<u>639</u>	+ 2.4
Total	4,529	4,839	+ 6.85
H. Monies Collected			
Restitution Paid	\$210,401	\$316,290	+50.3
Fines Paid	<u>153,987</u>	<u>166,756</u>	+ 8.3
Total	364,388	483,046	+32.6

	1977	1978	Percent Change
I. Revocation Requests	1,124	1,170	+ 4.1
J. Violation Hearings Completed	753	780	+3.6
K. Number Revoked			
Revoked to ASP	263	261	- 0.8
Revoked with jail	35	61	+74.3
Revoked other	2	4	+100.0
Total revoked	300	326	+ 8.7
L. Number Reinstated on Probation			
Reinstated with jail	336	281	-16.4
Reinstated - no new terms	117	174	+48.7
Total continued	453	455	+ 0.4
M. Terminations			
Early Terminations	962	982	+2.1
Expirations	660	833	+26.2
Revocations	300	326	+8.7
Total	1,922	2,141	+11.4
N. Number of Client Contacts by Officers			
Number of probationers contacted	35,362	38,428	+ 8.7
Number of collateral contacts	10,818	11,839	+ 9.4
Total number of contacts	46,180	50,480	+ 9.3
O. *Caseload Averages			
Active In-County	94	85.7	
Active In-County and OOC	95	86.4	
Active In-County, OOC, and OOS	101	92.0	
Active In-County, OOC, OOS, and warrants	113	102.9	

* As of December 31, 1977 or December 31, 1978

TABLE II
SOCIAL CHARACTERISTICS OF PROBATION POPULATION

A. Age	New Probationers in 1978		Total Probation Population	
	N	%	N	%
Under 18	17	.6	25	.5
18-21	1,001	38.4	1,818	37.6
22-24	467	18.0	914	18.9
25-27	320	12.3	637	13.2
28-35	433	16.7	815	16.9
36-40	139	5.3	250	5.1
41-45	78	3.0	147	3.0
46 and over	149	5.7	233	4.8
Total	2,604	100.0	4,839	100.0

B. New probationers in 1978 average age at time placed on probation 26.3.

C. Total probationer population average age at time placed on probation 26.1.

D. Sex	New Probationers in 1978		Total Probation Population	
	N	%	N	%
Male	2,285	87.7	4,195	86.7
Female	319	12.3	644	13.3
Total	2,604	100.0	4,839	100.0

E. Ethnicity	New Probationers in 1978		Total Probation Population	
	N	%	N	%
White	1,716	66.0	3,202	66.2
Black	300	11.5	570	11.8
Mex-Am	527	20.3	957	19.8
Indian	54	2.0	94	1.9
Other	7	.2	16	.3
Total	2,604	100.0	4,839	100.0

TABLE III
Breakdown of Crime *Categories for Probationers

	New Probationers Charges in 1978		Total Probationers Charges As Of 12-31-78	
	N	%	N	%
Property Crimes				
Grand Theft - Stolen Vehicle	272	9.4	488	8.3
Burglary	528	18.3	1,154	19.7
Fraud, Bad Checks, Forgery	171	5.9	382	6.5
Petty Theft	94	3.3	94	1.6
Stolen Property	120	4.2	121	2.1
Persons Crimes				
Assault and/or Battery	215	7.4	377	6.4
Robbery	132	4.6	1,041	17.8
Child Abuse, Contribute to	14	.5	16	.3
Homicide, Manslaughter	57	2.0	89	1.5
Sex Related	40	1.4	97	1.7
Rape	13	.5	42	.7
Kidnap	6	.2	14	.2
Other Crimes				
Escape - Flight	36	1.2	49	.8
Firearms	125	4.3	166	2.8
Conspiracy	75	2.6	113	1.9
Hard Drugs	242	8.4	640	10.9
Marijuana	412	14.3	611	10.4
Obstructing Justice	128	4.4	146	2.5
Traffic	134	5.0	128	2.2
Other	72	2.5	90	1.5
TOTAL	2,886	**100.4	5,858	** 99.8
Caseload Total	-2,604	----	-4,839	----
Multiple Charges	282	9.8	1,019	17.4

*Categories may include related crimes, e.g., burglary, attempted burglary, conspiracy to commit burglary, etc.

**Does not add to 100% due to rounding errors

APPENDIX B THE SUPERIOR COURT OF ARIZONA
TERMS AND CONDITIONS OF PROBATION MARICOPA COUNTY
THE STATE OF ARIZONA

CR _____
JUDGMENT AND ORDER SUSPENDING SENTENCE AND
IMPOSING TERMS OF PROBATION
 CONCURRENT WITH CR _____

IT IS THE JUDGMENT OF THIS COURT THAT DEFENDANT IS GUILTY OF _____

ORDERED suspending imposition of sentence for a period of _____ [year(s) month(s)] from this date and placing Defendant on probation under the supervision of the Adult Probation Department of this Court.

ORDERED imposition of sentence is suspended on those terms and regulations of probation which are checked below, and therefore AS STANDARD TERMS DEFENDANT SHALL:

- 1. At all times be a law-abiding citizen.
- 2. Report to the probation officer at least once each month in writing and either in person or in writing at all other such times as directed by the probation officer.
- 3. Participate and cooperate fully in any program of assistance and counseling, whether vocational, medical, psychological or financial, as directed by the probation officer.
- 4. Remain gainfully employed or enrolled as a student at all times and shall keep the probation officer advised of such employment or schooling and progress therein.
- 5. Support all dependents and pay all debts and obligations contracted or ordered by Court.
- 6. Submit to search and seizure of person or property at any time by any probation officer without the benefit of a search warrant.
- 7. Not leave the State of Arizona without prior written approval of the probation officer, nor change place of residence without approval of the probation officer.
- 8. Not drink intoxicating and/or alcoholic beverages.
- 9. Not knowingly associate with any person of lawless reputation nor with any person who has a criminal record or who is on probation or parole without approval of the probation officer.
- 10. Not possess or use any drug or narcotic including marijuana or dangerous drugs in violation of any law.

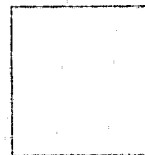
AND AS SPECIAL TERMS DEFENDANT SHALL:

- 11. Participate and cooperate in any specified drug or alcohol rehabilitative program, either residential or out-patient, as directed by the probation officer.
- 12. Not possess or control any deadly weapon or firearm.
- 13. Submit to urinalysis testing as directed by the probation officer.
- 14. Make and pay restitution through the Clerk of the Superior Court of Maricopa County in the total amount of \$ _____ in regular monthly payments of \$ _____ each month beginning on _____ and on the _____ day of each month thereafter until paid in full.
- 15. Pay a fine to the Clerk of the Superior Court of Maricopa County in the amount of \$ _____ on or before _____, or in regular monthly payments of \$ _____ each month beginning on _____ and on the _____ day of each month thereafter until paid in full.
- 16. Pay a reimbursement to the Clerk of the Superior Court of Maricopa County in the amount of \$ _____ on or before _____, or in regular monthly payments of \$ _____ each month beginning on _____ and on the _____ day of each month thereafter until paid in full.
- 17. Be confined in the Maricopa County Jail in accordance with A.R.S. Sec. 13-901 for a period of _____ weekend(s), month(s), year beginning _____ . (Weekends begin at 6:00 p.m. on Friday and end at 6:00 p.m. on Sunday.)
- 18. Be committed to the Arizona Department of Corrections for a period of _____ days to date from _____, and Defendant is to report in person to the Adult Probation Department in not more than 72 hours after release.
- 19. Not contract any new major financial obligations without permission of the probation officer.
- 20. Special conditions:

DATED _____ Judge of the Superior Court

RECEIPT AND ACKNOWLEDGMENT

I HEREBY ACKNOWLEDGE RECEIPT OF A COPY OF THE FOREGOING TERMS AND REGULATIONS OF PROBATION. I UNDERSTAND THAT IF I VIOLATE ANY TERM OR CONDITION, THE COURT MAY REVOKE AND TERMINATE MY PROBATION AND IMPOSE A MAXIMUM SENTENCE ON ME IN ACCORDANCE WITH THE LAW. I AGREE TO WAIVE EXTRADITION FOR ANY PROBATION REVOCATION PROCEEDINGS WHICH OCCUR WITH REFERENCE TO PROBATION HEREIN GRANTED.



DATED _____ Defendant _____ Right Thumb _____

END