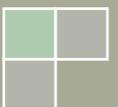


FY14

# Justice System Planning and Information

## Annual Report

This report covers Justice System information for Maricopa County, including system-level perspective and programming. The work of MCJustice Council and the Smart Justice (formerly Reentry) Council is highlighted. As the annual report for Justice System Planning and Information (JSPI), the focus of this report is to inform the audience of our projects and programming. Justice agencies and County departments have contact information and hyperlinks available, as their considerable accomplishments are available to the public in a variety of formats.



## Maricopa County Board of Supervisors FY14



District 1  
Denny  
Barney,  
Chair



District 2  
Steve  
Chucri



District 3  
Andy  
Kunasek



District 4  
Clint  
Hickman



District 5  
Mary  
Rose  
Wilcox

## County Manager



Tom Manos



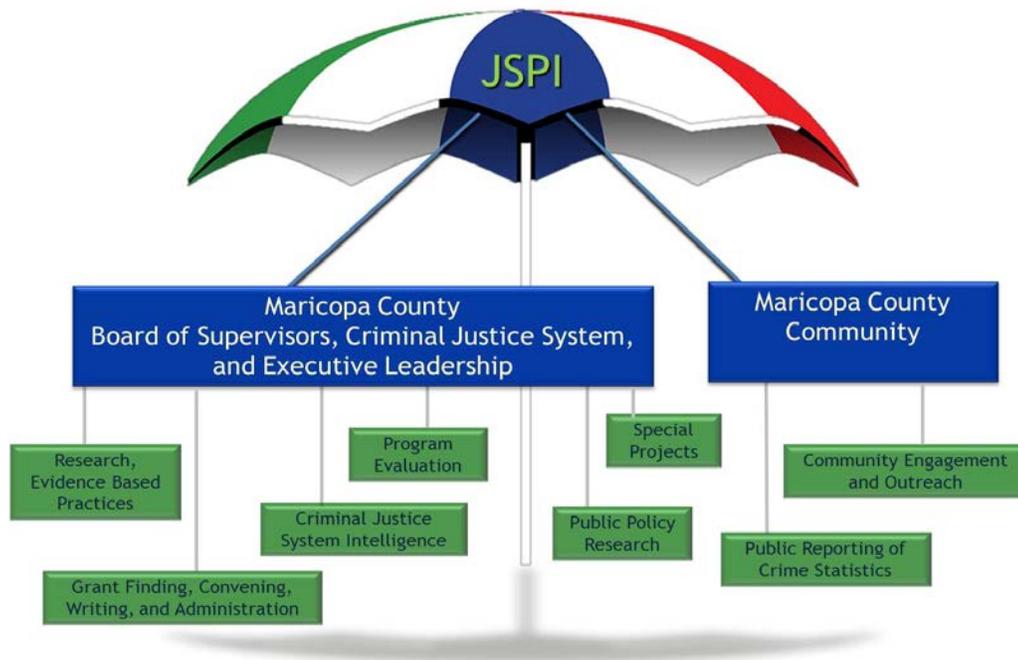
[www.maricopa.gov](http://www.maricopa.gov)

## Table of Contents

Maricopa County Board of Supervisors FY14 .....	1
County Manager .....	1
Justice System Planning and Information .....	3
Grant Administration .....	3
Juvenile Justice .....	4
Research and Evaluation .....	4
Innovation .....	5
Typical Workday in Maricopa County’s Criminal Justice System.....	6
Maricopa County Justice System Budget .....	7
FY14 Budget .....	7
FY13 Budget .....	7
Maricopa County Justice Council (MCJustice) .....	8
MCJustice Mission .....	8
.....	8
.....	8
MCJustice Operating Guidelines .....	9
MCJustice Issues & Goals.....	9
Smart Justice (formerly Reentry Council) .....	10
Reentry/Smart Justice Council Mission .....	10
Smart Justice Council Accomplishments in FY14.....	10
Risk to Reoffend Scale (Proxy).....	10
System Services Matrix Development .....	10
Program Expansion.....	11
Thinking for a Change (T4C).....	11
Expanded Use of Data Informed Decision Making.....	11
Seriously Mentally Ill/General Mental Health Jail Population:.....	12
MCJustice Alignment and Support:.....	12
Elected Officials of Maricopa County Justice Agencies .....	13
Judicial Branch of Arizona in Maricopa County.....	13
Directory .....	14

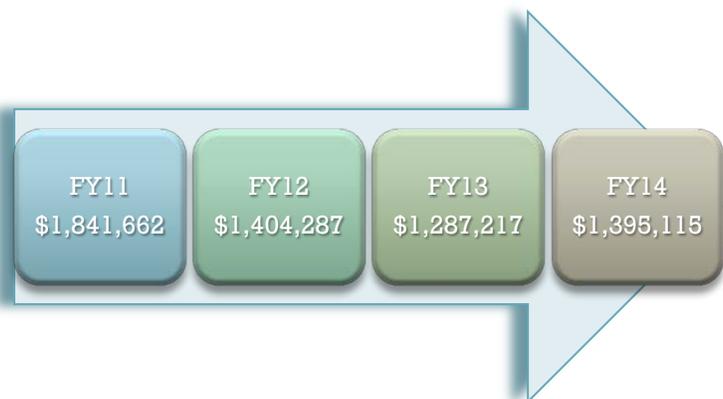
## Justice System Planning and Information

The mission of JSPI is to convene and facilitate cross-organizational stakeholders and to provide analytical support to County agencies, state/local governments and community groups so they can improve criminal justice system processes and can implement evidence-based prevention and intervention strategies.



## Grant Administration

JSPI administers the federal Justice Administration Grants (JAG) for ten municipalities and four County Departments. These partnering agencies include the Cities of Avondale, Chandler, Glendale, Goodyear, Mesa, Peoria, Phoenix, Scottsdale, Tempe and Town of Gilbert. County departments receiving JAG funding include the Adult and Juvenile Probation Departments, County Attorney and the County Sheriff. JAG funding supports programming in probation, jail reentry, prevention and intervention, gun violence prosecution and law enforcement (forensics, victim services, and mobile fingerprint ID system) for these partnering agencies. JSPI's administration supports partners in applying for funding, distribution of funds, and reporting. Each grant is active for four years.



## Juvenile Justice

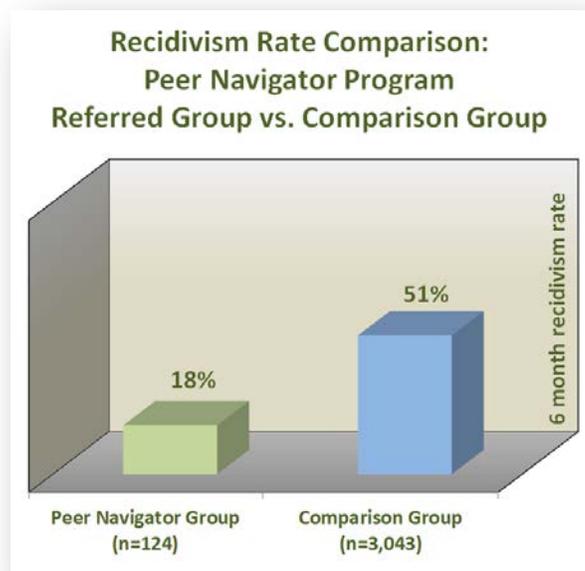
During FY14, JSPI introduced a shift in its efforts for crime prevention due to juvenile confinement being on the decline, both in Maricopa County and across the United States. Juvenile referrals have also declined in the county. The shift has broadened to incorporate the system as a whole. This reduction presents an exceptional opportunity for the county justice system to respond to juvenile delinquency in a cost effective and developmentally responsive manner. JSPI focused more on system integration efforts to address the underlying health, social, and behavioral issues that often foreshadow juvenile delinquency. Maricopa County's System Integration Coordinator is a critical link within JSPI, providing expertise in aligning and organizing the juvenile justice system and its connection to other systems of care. Major projects undertaken in FY14 include: Juvenile Detention Alternatives Initiative (JDAI), Cradle to Crayons (C2C), Resource Database project, Crossover Youth, and grant assistance.

## Research and Evaluation

JSPI partners with MCJustice Council and with Smart Justice Council to provide data analytic support, identifying and reporting trends for the Councils to make evidence-based decisions for Maricopa County's Justice System. JSPI continued to produce and disseminate the monthly reports, a compilation of data trends from each of the agencies that comprise the Justice System (Courts, Probation, Jails, and Attorneys). These reports are available for the public at <http://www.maricopa.gov/CriminalJustice/Monthly.aspx>.

Research and program evaluation evolved into a focal activity for JSPI in FY14. JSPI constructed numerous data analyses and visualizations in preparation for Reentry Council's (later named Smart Justice Council) strategic planning. In addition to providing data analysis, JSPI facilitated the evaluation plan of Thinking for a Change (T4C), an evidence-based practice shown to reduce recidivism when implemented "with integrity" to the model. Maricopa County offers T4C in the community to probationers, as well as offering the program to inmates in the jails. Researchers provided technical support for the grant funding of a Status Offender Court program that offered preventive education to teens in several Maricopa County school districts.

JSPI evaluated the Peer Navigator Program and found very promising results. The Peer Navigator program is offered through Correctional Health Services and connects people reentering the community with mental health needs with peers who have already successfully reentered to help them navigate



through this often difficult transition. The program was found to significantly reduce recidivism rates in a population with a typically high likelihood of returning to jail. JSPI also provided a preliminary recidivism analysis of ALPHA, the Sheriff's Office's substance abuse program.

## Innovation

The Innovation Manager is housed within JSPI, a natural partnership as the Justice System evolves toward evidence-based practice and decision-making. The role of Innovation in the County is to collaborate with County leadership to incorporate innovation initiatives into County policies, planning, culture, and operations. Other responsibilities include working with County departments to foster collaboration and innovation so that efforts are fully leveraged across the organization, seeking and identifying innovative ideas and developing projects and activities that focus on strategic goals of high-quality innovation targeted to benefit the public, County services, employees, and furthering the County's Strategic Goals. One such idea incorporated in FY14 is that of Electronic Citations.

**Electronic Citations: By using an e-ticket solution for all citations, the County saves time and money in processing and has fewer errors.**

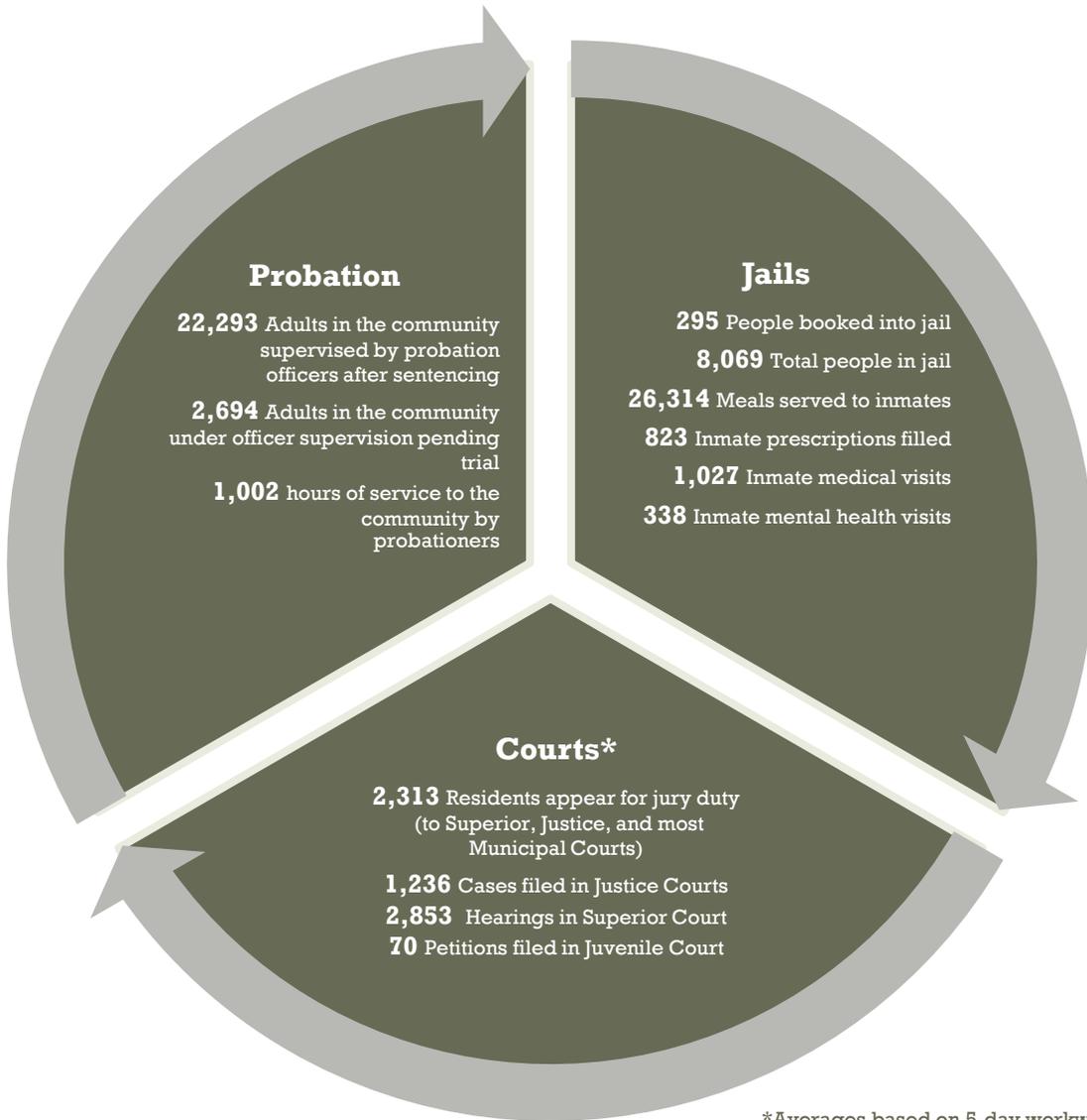
The Maricopa County Sheriff's Office (MCSO) entered into a non-financial agreement with Arizona Department of Transportation for use of the Arizona Traffic and Criminal Software (AzTraCS) for an e-ticket solution for citations.

As of June 2014, hardware was installed in approximately 200 MCSO vehicles and deputies began training on AzTraCS. Reports from the pilot group showed a time savings of approximately **50% per stop**.

Citations are now electronically transmitted to the County Justice Courts as well as Gila Bend, Guadalupe, Litchfield Park, Carefree, Cave Creek, Fountain Hills, and Queen Creek Municipal Courts. The citations and court paperwork are complete and legible, eliminating the rejection by the courts due to incomplete/illegible paperwork.

The Justice Courts should see a correlated savings in reduced processing times and greater efficiencies for staff. Further financial savings are realized by not having to convert the citations to electronic format, which was performed by an outside vendor. Additionally, since citations will no longer be rejected due to being illegible, there is an expected increase in revenues from citations.

# Typical Workday in Maricopa County's Criminal Justice System



# Maricopa County Justice System Budget

## FY14 Budget

DEPARTMENT/OFFICE	GENERAL FUND (\$)	DETENTION FUND (\$)	GRANT/OTHER FUNDS (\$)	TOTAL (\$)
ADULT PROBATION	41,835,539	23,515,048	16,861,392	82,211,979
CLERK OF THE SUPERIOR COURT	32,330,898	-	9,472,733	41,803,631
CONSTABLES	2,749,646	-	-	2,749,646
CORRECTIONAL HEALTH	3,123,860	55,107,821	50,000	58,281,681
COUNTY ATTORNEY	70,940,676	-	22,287,191	93,227,867
INTEGRATED CRIM JUSTICE INFO (ICJIS)	-	1,564,383	-	1,564,383
PUBLIC DEFENSE SYSTEM	97,319,898	-	2,643,802	99,963,700
JUSTICE COURTS	15,792,908	-	7,943,603	23,736,511
ASSISTANT COUNTY MANAGER 950	797,624	404,698	317,688	1,520,010
JUVENILE PROBATION	15,428,434	30,773,784	8,569,575	54,771,793
MEDICAL EXAMINER	7,776,675	-	63,614	7,840,289
SHERIFF	87,034,879	186,669,903	24,631,583	298,336,365
SUPERIOR COURT	76,093,152	-	17,093,360	93,186,512
<b>TOTAL</b>	<b>\$451,224,189</b>	<b>\$298,035,637</b>	<b>\$109,934,541</b>	<b>\$859,194,367</b>
<b>TOTAL COUNTY BUDGET (ALL FUNDS) - MARICOPA COUNTY*</b>				<b>\$2,208,474,790</b>
<b>CRIMINAL JUSTICE/JUDICIAL BRANCH EXPENDITURES AS A % OF TOTAL COUNTY BUDGET</b>				<b>38.90%</b>

\*excludes special districts

## FY13 Budget

DEPARTMENT/OFFICE	GENERAL FUND (\$)	DETENTION FUND (\$)	GRANT/OTHER FUNDS (\$)	TOTAL (\$)
ADULT PROBATION	50,718,625	11,070,427	17,756,246	79,545,298
CLERK OF THE SUPERIOR COURT	32,138,876	-	13,045,404	45,184,280
CONSTABLES	2,738,481	-	-	2,738,481
CORRECTIONAL HEALTH	3,060,790	53,866,537	50,000	56,977,327
COUNTY ATTORNEY	70,118,617	-	18,681,208	88,799,825
INTEGRATED CRIM JUSTICE INFO (ICJIS)	-	1,615,307	-	1,615,307
PUBLIC DEFENSE SYSTEM	88,003,483	-	2,986,955	90,990,438
JUSTICE COURTS	15,933,469	-	8,350,751	24,284,220
ASSISTANT COUNTY MANAGER 950	2,086,778	-	279,975	2,366,753
JUVENILE PROBATION	16,088,443	32,164,124	8,462,519	56,715,086
MEDICAL EXAMINER	7,553,083	-	115,864	7,668,947
SHERIFF	76,581,858	178,861,275	24,566,254	280,009,387
SUPERIOR COURT	76,863,493	-	15,334,460	92,197,953
<b>TOTAL</b>	<b>\$441,885,996</b>	<b>\$277,577,670</b>	<b>\$109,629,636</b>	<b>\$829,093,302</b>
<b>TOTAL COUNTY BUDGET (ALL FUNDS) - MARICOPA COUNTY*</b>				<b>\$2,278,653,993</b>
<b>CRIMINAL JUSTICE/JUDICIAL BRANCH EXPENDITURES AS A % OF TOTAL COUNTY BUDGET</b>				<b>36.39%</b>

\*excludes special districts

## Maricopa County Justice Council (MCJustice)

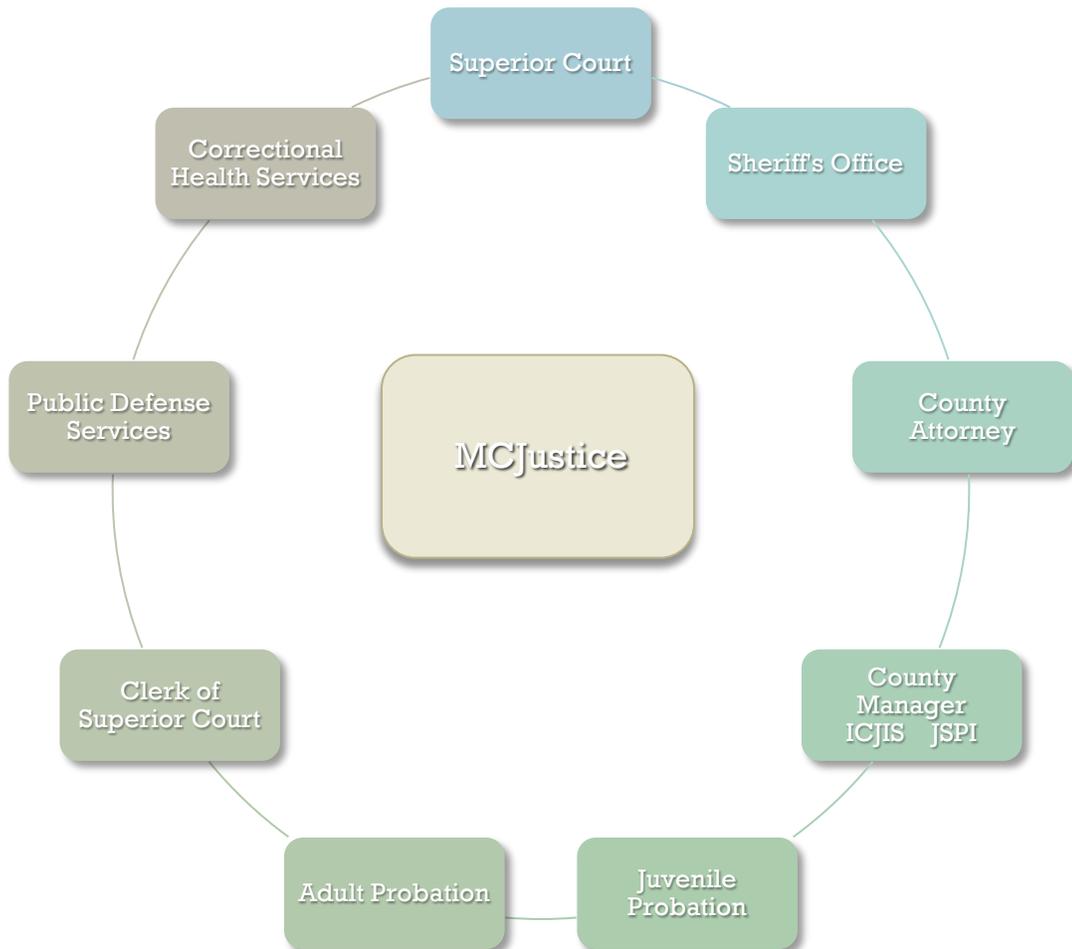
MCJustice is a body of Elected Officials and Appointed Leaders of Maricopa County representing agencies and departments involved in the adult criminal and juvenile justice systems.

### MCJustice Mission

MCJustice provides collaborative, innovative, and evidence-based problem solutions\* to members, people involved in the criminal justice system, and community stakeholders, and effectively communicates them to all, so they can have effective, efficient, and accountable public safety and justice programs that keep our community safe.

\* Decisions are made based on prior measurable results. Prior measurable results may span a continuum including research from comparable systems, early evidence from pilot programs, and solid evidence of success in Maricopa County.

Members include:



## **MCJustice Operating Guidelines**

**Open Forum** – MCJustice is a collaborative group that member partners can use as an open forum for problems and areas for improvement that affect more than one MCJustice member. It prioritizes these to identify appropriate working groups, evaluate potential solutions and make recommendations to MCJustice members. It accomplishes this without infringing on the missions of member partners.

**Cost Control** – MCJustice works to control costs in the criminal justice process. Prospective changes that might affect other MCJustice partners are brought to MCJustice in an effort to anticipate potential unintended consequences and to control any resulting cost increases. Also, partners identify any resulting cost increases in the parts of the criminal justice process, and work with MCJustice to control them.

**Reentry Council** – Due to human costs, and increased costs across the criminal justice process, MCJustice makes efforts to reduce recidivism. Therefore, an important initial MCJustice effort is to gather information and recommendations from the Reentry Council. MCJustice provides guidance to the Reentry Council and facilitates the implementation of accepted recommendations that are expected to improve community reintegration and reduce recidivism.

## **MCJustice Issues & Goals**

MCJustice is continually advised on the status of these throughout the year.

**Increase in Crime** – The increasing number of crimes likely will increase jail bookings, criminal case filings, and public defender, prosecutor, and probation caseloads. If unaddressed, the increasing number of crimes presents a challenge to the criminal justice process and could have a significant adverse impact on public safety.

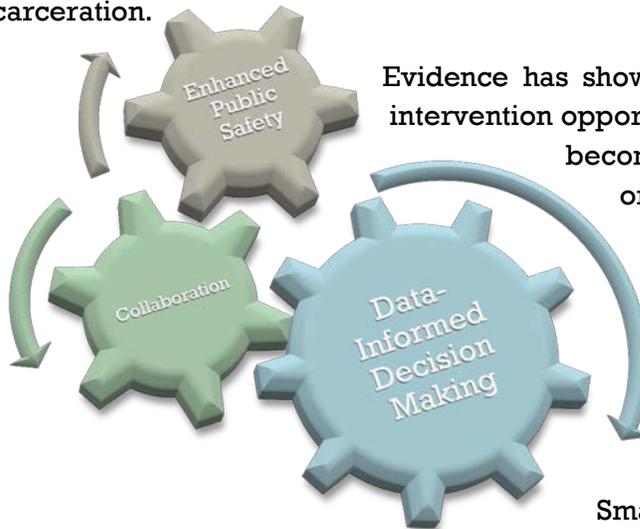
**Health Services** – The shortage of affordable mental health care services challenges the criminal justice system to provide mental health care services to individuals with mental health issues as they move through the criminal justice process and return to the community. Successfully addressing this issue is expected to contribute to reducing recidivism.

**Juvenile Dependency/Delinquency Crossover** – Juvenile dependency cases are increasing significantly. When juvenile dependency issues are not addressed timely and successfully, they can cross over and become juvenile delinquency cases, too often resulting in juvenile recidivism that eventually sends youth into the justice process. Human and cost savings both depend on timely and successfully addressing juvenile dependency.

## Smart Justice (formerly Reentry Council)

### Reentry/Smart Justice Council Mission

The mission of the Reentry Council is to work collaboratively and leverage resources to ensure targeted Maricopa County justice-involved individuals have access to the necessary services so they can become functional, law-abiding and healthy residents upon reentry to society after incarceration.



Evidence has shown that it is best to provide prevention and intervention opportunities to reduce the likelihood that a person becomes involved, or re-involved, in the criminal or juvenile justice systems. This practice is called 'Smart Justice'. Following the Reentry Council's successful implementation of the risk-to-recidivate score, or "proxy", as well as identification and implementation of evidence-based services and a validation of MCSO's ALPHA program, the MCJustice Council recommended a change in name to Smart Justice Council.

The aim of the Smart Justice Council is to promote the application of evidence-based principles and practices which focus the use of finite resources to improve public safety outcomes. The Council promotes practices which are most successful at deterring crime and protecting the public based upon the Risk-Need-Responsivity model. Moderate to high risk to reoffend justice-involved individuals require targeted treatment and interventions which reduce criminogenic needs. Whenever possible, low risk to reoffend justice-involved individuals are managed so they remain connected to the pro-social factors, i.e., jobs, school, family, that keep them low risk while minimizing the unintended negative effects of criminal justice responses.

### Smart Justice Council Accomplishments in FY14

In FY14, the Smart Justice Council accomplished the following in support of this effort:

**Risk to Reoffend Scale (Proxy)** The use of the Proxy instrument to assess Risk-to-Reoffend was implemented in December 2011 on all inmates at the point of Classification during the Booking/Intake process. In FY14, this instrument was normed by JSPI for Maricopa County offenders to ensure the groupings (low, moderate and high risk categories) were representative of the Maricopa County Jail System's population.

#### System Services Matrix Development

The Maricopa County Sheriff's Office and Adult Probation Department completed a system service matrix which identified evidence-based programs available to address criminogenic needs for persons incarcerated in the jails. This process to create the matrix included an assessment of evidence based practices.

The Human Services Department (HSD) completed a system service matrix which identifies the programs and services offered by HSD which are available to offenders.

### **Program Expansion**

HSD began offering Workforce Development (WFD) services to a pilot group of offenders at the Estrella Jail. This pilot aligns the WFD programs and services delivered by the jails and HSD such that duplication of efforts is able to be minimized and continuity of services between the jail and community is enhanced.

The ALPHA program has been expanded to the maximum custody inmates housed in the 4<sup>th</sup> Avenue Jail. This expansion is significant because these sentenced offenders scheduled to be released back into our community are moderate to high risk to reoffend **and** maximum security custody (generally this means due to violent charges or institutional behavior the inmate is a high risk to the safety and security of other inmates or jail operations).

### **Thinking for a Change (T4C)**

Thinking for a Change (T4C) is a cognitive-behavioral curriculum developed by the National Institute of Corrections that concentrates on changing the criminogenic thinking of offenders. T4C includes cognitive restructuring, social skills development, and the development of problem-solving skills. The ALPHA program has been expanded to include T4C. A T4C program evaluation plan has been developed by JSPI for Maricopa County.

T4C has been identified as a core program (given high priority for space and resources) and the number of offerings has been expanded for moderate to high risk to reoffend inmates.

T4C facilitator training has been offered to MCSO, Adult Probation Officers and community providers to make the program available in the jail and community.

A T4C Coordinator has been funded by JSPI to link offenders who begin T4C in the jail and probationers with community based providers to help promote program completion. This is a significant advancement in that this T4C effort aligns various system stakeholders and promotes desired outcomes without wasting or duplicating limited resources and could serve as a model for program and services transition strategies.

### **Expanded Use of Data Informed Decision Making**

A SharePoint site was created for stakeholders to access Smart Justice data and best practices research.

JSPI staffing has been strengthened with experienced researchers who are able to provide data and analysis to questions posed by Criminal Justice System stakeholders and guide future allocation of time and resources toward “what works” to reduce recidivism.

JSPI developed program evaluation strategies for transition related programs (ALPHA, T4C, CHS Peer Navigators).

### **Seriously Mentally Ill/General Mental Health Jail Population:**

Peer Navigators were introduced by CHS into the Jail system to assist with the transition of SMI inmates and General Mental Health inmates to the community. Data were collected for these populations between January and November 2013. An evaluation of impact on recidivism was initiated by JSPI in FY2014.

Data profiling the SMI population in the jail have been gathered and evaluated to inform decision-makers. Outreach efforts to improve outcomes for this population have resulted in the addition of the Arizona Department of Health Services, Division of Behavioral Health Services, to the Council. This relationship, along with the networking and education of community treatment providers over the last 12 to 18 months, has led to the creation of a “general direction” for FY15 as submitted by the Smart Justice Council sub-committee chair for SMI community based partnerships.

### **MCJustice Alignment and Support:**

The Smart Justice Council gave a presentation to MCJustice providing an overview of its strategic direction, goals and accomplishments. MCJustice affirmed its support of the Council and its own role as an executive, policy-level advisory/steering body.

The Smart Justice Council established strategic goals for consideration by MCJustice and the BOS in FY15 along with related short term objectives targeting the SMI population and female offenders. The goals reflect the Risk-Need-Responsivity model. The goals represent areas of consensus among system partners and genuine opportunity for cost avoidance if commitment is sustained and resources allocated to achieving the desired public safety outcomes.

## Elected Officials of Maricopa County Justice Agencies



### Maricopa County Sheriff's Office

**Joseph M. Arpaio**

[www.mcso.org](http://www.mcso.org)

### Maricopa County Attorney's Office

**Bill Montgomery**

[www.maricopacountyattorney.org](http://www.maricopacountyattorney.org)



### Maricopa County Clerk of the Court

**Michael Jeanes**

[www.clerkofcourt.maricopa.gov](http://www.clerkofcourt.maricopa.gov)

Annual Report available at [www.superiorcourt.maricopa.gov](http://www.superiorcourt.maricopa.gov)

### Maricopa County Justices of the Peace

**C. Steven McMurry, Presiding Justice  
25 Justice Court Precincts**

[www.justicecourts.maricopa.gov](http://www.justicecourts.maricopa.gov)

Annual Report available at [www.superiorcourt.maricopa.gov](http://www.superiorcourt.maricopa.gov)



## Judicial Branch of Arizona in Maricopa County

[www.superiorcourt.maricopa.gov](http://www.superiorcourt.maricopa.gov)



### Presiding Judge Norman J. Davis

Annual Report available at

<http://www.superiorcourt.maricopa.gov/MediaRelationsDepartment/docs/annual-report-2014.pdf>



# Directory

## **Maricopa County Board of Supervisors**

[www.maricopa.gov](http://www.maricopa.gov)

Maricopa County Board of Supervisors ----- (602) 506-3416  
301 W Jefferson, 10th Floor  
Phoenix, AZ 85003

District 1 Supervisor, Denny Barney ----- (602) 506-1776

District 2 Supervisor, Steve Chucri ----- (602) 506-7431

District 3 Supervisor, Andrew Kunasek ----- (602) 506-7562

District 4 Supervisor, Clint Hickman ----- (602) 506-7642

District 5 Supervisor, Steve Gallardo ----- (602) 506-7092

Clerk of the Board, Fran McCarroll ----- (602) 506-3766

## **Maricopa County Management**

County Manager, Tom Manos ----- (602) 506-3415

Deputy County Manager, Sandi Wilson ----- (602) 506-7280

Deputy County Manager, Joy Rich ----- (602) 506-3301

Assistant County Manager, Shelby Scharbach  
----- (602) 506-1367

Assistant County Manager, MaryEllen Sheppard  
----- (602) 506-8293

Assistant County Manager, Dr. Rodrigo Silva  
----- (602) 506-8515

## **Maricopa County Sheriff's Office**

[www.mcso.org](http://www.mcso.org)

Joseph M. Arpaio, Sheriff

Maricopa County Sheriff's Office ----- (602) 876-1801  
550 West Jackson Street  
Phoenix, AZ 85003

Enforcement Operations ----- (602) 876-1822

Patrol Bureau ----- (602) 876-4435

Enforcement Support ----- (602) 876-1895

Investigations Bureau ----- (602) 876-1813

Custody Bureaus ----- (602) 876-1810

Administration Bureau ----- (602) 876-4400

Financial Bureau ----- (602) 876-5495

Technology Bureau ----- (602) 876-1625

Information ----- (602) 876-1000

Jail Information ----- (602) 876-0322

## **Maricopa County Superior Court**

[www.superiorcourt.maricopa.gov](http://www.superiorcourt.maricopa.gov)

Norman J. Davis, Presiding Judge

Maricopa County Superior Court ----- (602) 506-6130  
125 W. Washington, 5th Floor  
Phoenix, Arizona 85003

General Information ----- (602) 506-3204

Adult Probation ----- (602) 506-7249

Civil Court ----- (602) 506-1497

Conciliation Services ----- (602) 506-3296

Court Security ----- (602) 506-6084

Court Technology Services ----- (602) 506-7644

Criminal Court ----- (602) 506-8575

Domestic Violence Prevention Center ----- (602) 506-5553

Family Court ----- (602) 506-1561

Human Resources ----- (602) 506-4343

Jury Commission/Assembly ----- (602) 372-5879

Juvenile Court ----- (602) 506-4533

Juvenile Probation ----- (602) 506-4011

Law Library ----- (602) 506-3461

Mental Health Court ----- (480) 344-2006

Northeast Regional Court ----- (602) 372-7601

Northwest Regional Court ----- (602) 372-9400

Probate Court ----- (602) 506-3668

Southeast Regional Court ----- (602) 506-2020

Tax Court ----- (602) 506-8297

Training ----- (602) 372-0603

Self-Service Center ----- (602) 506-SELF

[www.superiorcourt.maricopa.gov/SuperiorCourt/Self-ServiceCenter/](http://www.superiorcourt.maricopa.gov/SuperiorCourt/Self-ServiceCenter/)

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Prepared by: JSPI  
Date: June 2015