



**Court of  
Common  
Pleas of  
Lancaster  
County**

**Adult  
Probation &  
Parole  
Services**

**2011  
Annual  
Report**



## Mission Statement

The mission of Adult Probation and Parole Services is to enforce the mandate of the Court of Common Pleas of Lancaster County by ensuring the legal accountability of those individuals under its supervision. This objective is accomplished through individualized direction, client centered goal coordination, the effective use of community-based resources and the swift and consistent administration of prescribed sanctions.

### ESSENTIAL VALUES

We believe that protection of the community is paramount. We believe that each person is responsible for his or her own behavior and must be held accountable as a member of the community.

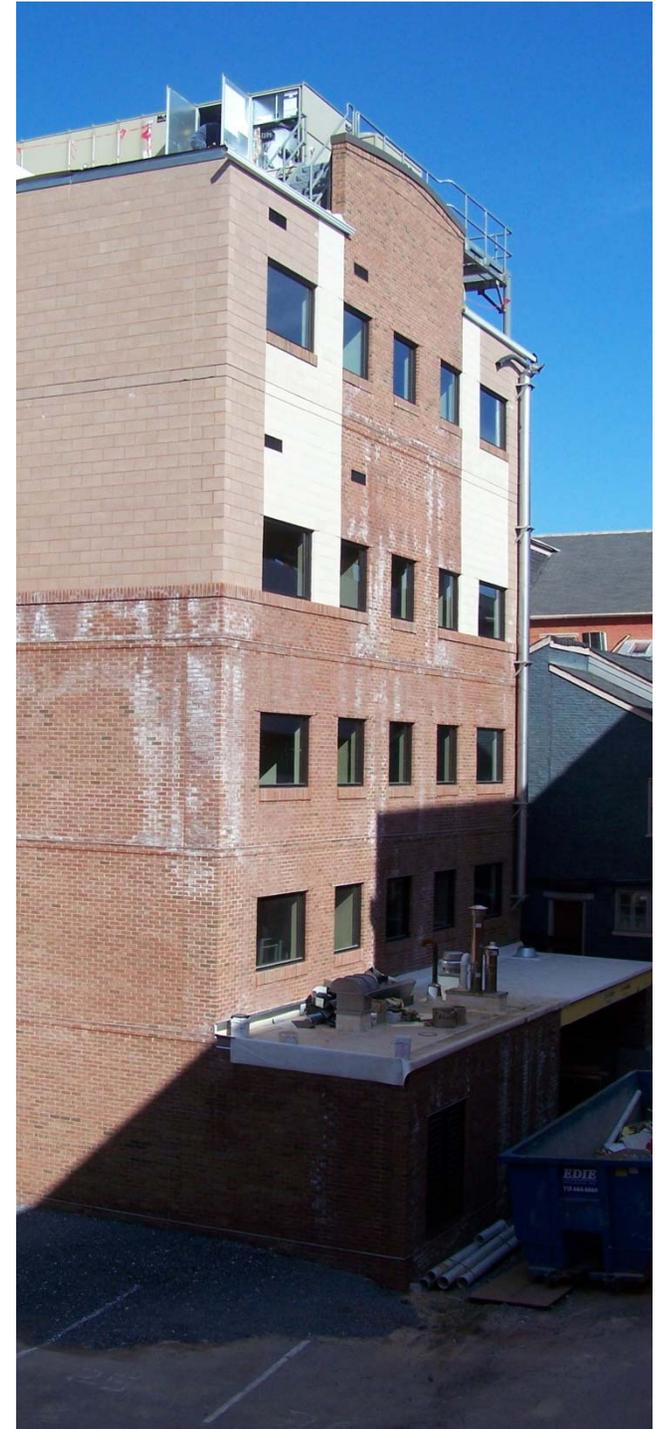
We believe that people in our charge can change for the better and that we can be instrumental in providing opportunities and resources to direct that change. We believe that everyone is entitled to be treated with dignity and respect.

### OPERATIONAL GOALS

To provide the greatest likelihood of success for the individuals under our supervision, consistent with the safety of the community, through the use of restorative alternatives and corrective sanctions. To exercise the authority with which we have been entrusted with equality and discretion. To perpetually evaluate and adjust program services to best reflect our values and achieve our mission.

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# Welcome Message from the Director

On behalf of the Adult Probation & Parole Services' Collective Leadership Team, welcome and thank you for taking the time to read our 2011 Annual Report! We are pleased to provide this comprehensive report to our stake holders which include the Court of Common Pleas of Lancaster County, the County of Lancaster, and the community at large. The pages that follow contain various charts, graphs, and statistical information for the department for calendar year 2011. What you can't see with these numbers are the lives impacted on a daily basis, through the intervention provided by Adult Probation & Parole Services staff who conduct themselves with the utmost professionalism. I ask readers to keep this in mind as you peruse this report.

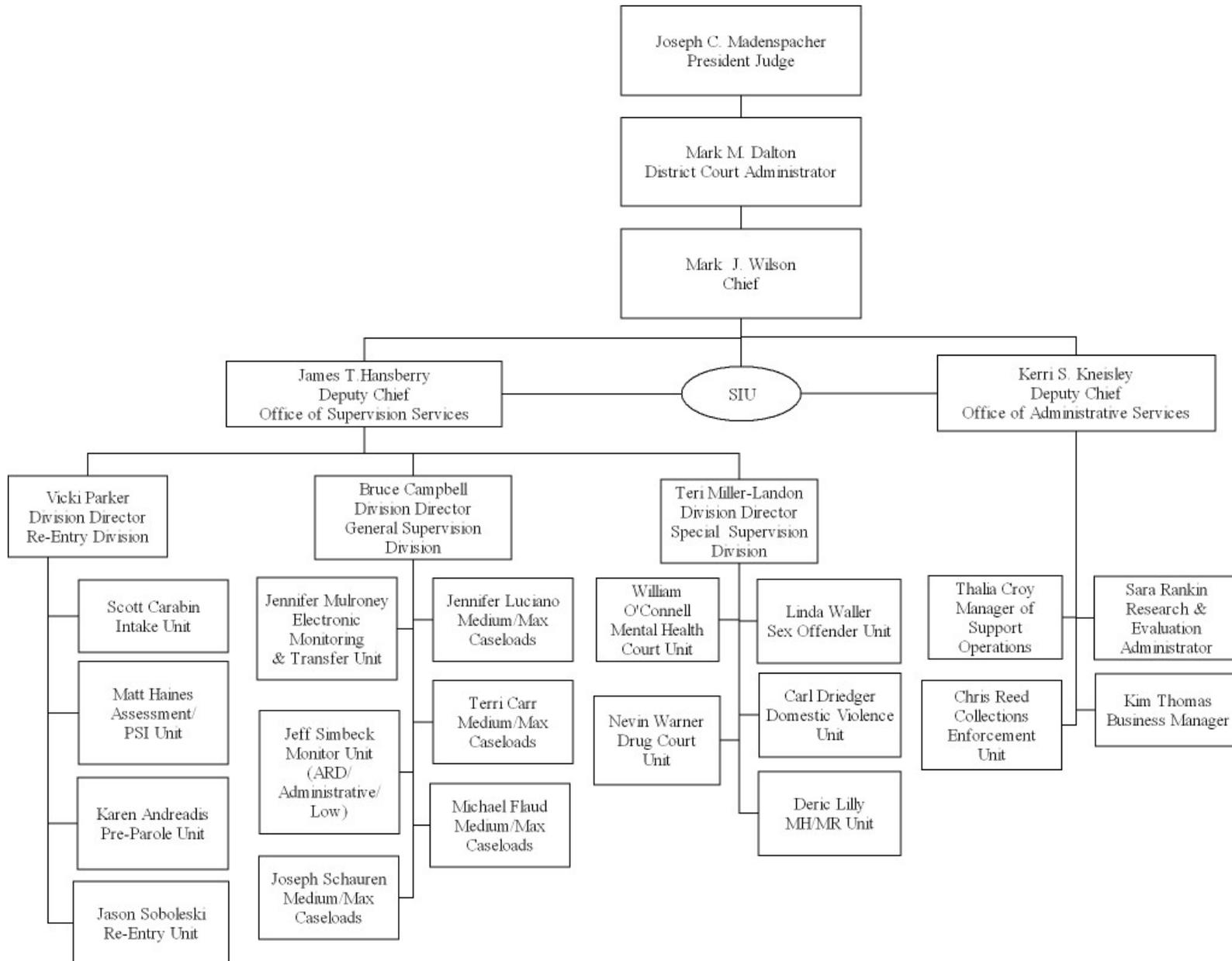
Adult Probation & Parole Services exists to enforce the mandate of the Court of Common Pleas of Lancaster County. This mission is accomplished on a daily basis by a team of dedicated professionals who strive to maintain a balance between enforcing the order of the Court and intervening in probationers/parolees lives to facilitate positive change. This is no easy task given that the over eight thousand adults under supervision each bring a unique set of circumstances and challenges that our staff attempt to work with. Despite these challenges, Lancaster County Adult Probation & Parole Services continues to be a leader in Pennsylvania and I am proud to be part of this team!

2011 was an incredibly busy year for Adult Probation & Parole Services and a year that saw many changes as we transition to a new department structure. As I write this message, we are less than one month from the official implementation of that new structure (please see page 5) which I believe utilizes our existing resources in the most effective and efficient manner possible and positions our department well for the future. Many staff throughout Adult Probation & Parole Services have put forth a tremendous amount of time and effort on the department "re-engineering." Without the hard work and dedication of these staff, this project would not have been a success. In addition to our department reorganization, our building at 40 East King Street has been undergoing renovation/construction in preparation to house all of Adult Probation & Parole Services upon completion. Again, many staff have worked hard to make this project successful and if all goes as planned, we will occupy the building in April 2012.

Finally, I want to thank the Honorable Joseph C. Madenspacher, President Judge, and Mark M. Dalton, District Court Administrator for their continued support of Adult Probation & Parole Services. A special thanks to Sara E. Rankin, Research & Evaluation Administrator, for her work on this 2011 Annual Report.

Respectfully,  
Mark

# Organizational Chart





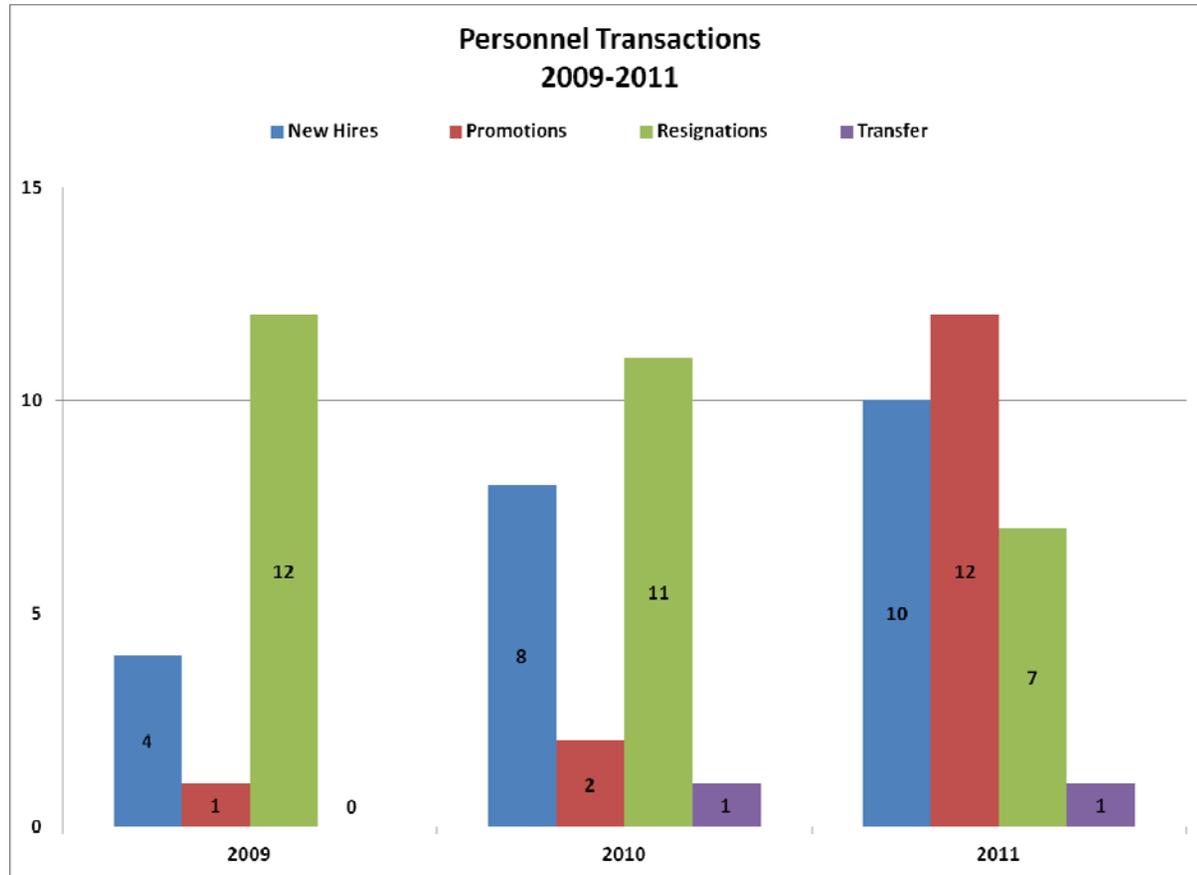
# Section I – Agency Review

## Staff Management

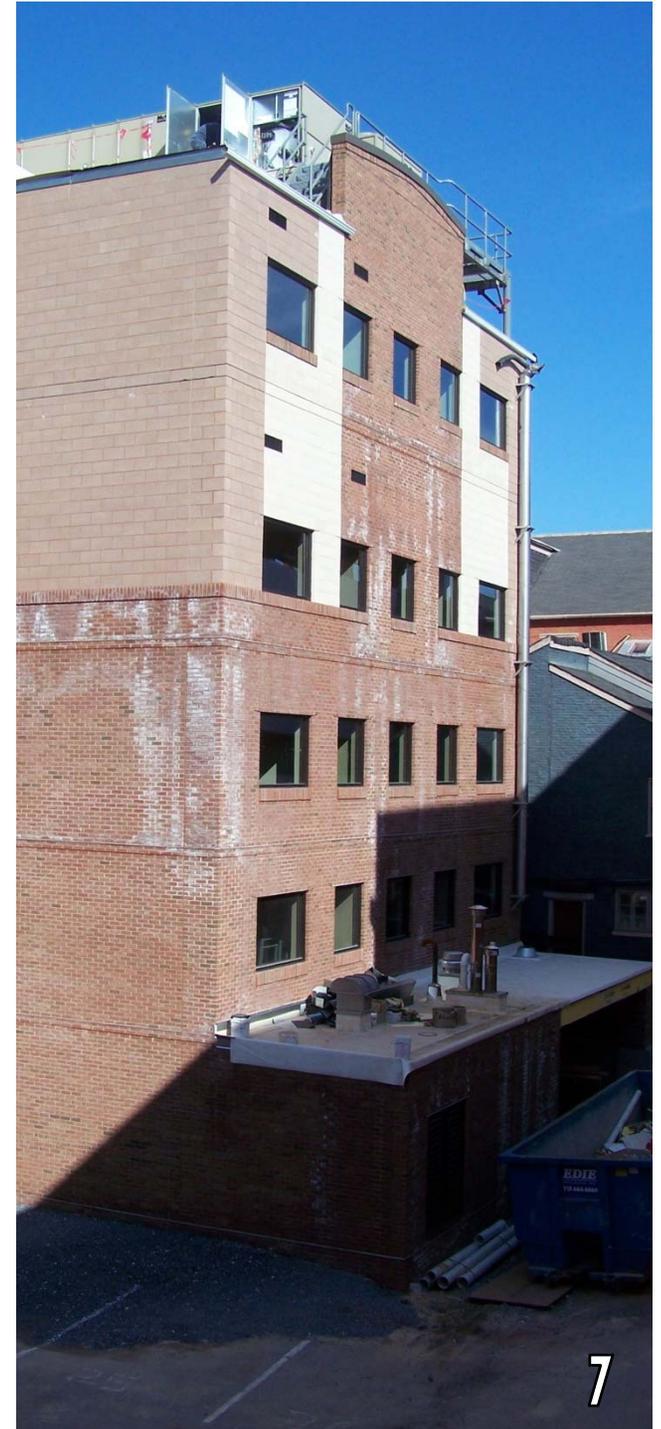
Position Description	
Chief	1
Deputy Chiefs	2
Division Directors	3
Supervisors	16
PO II	77
PO I	19
PO Aide	1
Support Staff	13
Case Managers	3
Intake Support Staff	6
Account Clerks	3
Admin Staff	3
<b>Total</b>	<b>147</b>

# Section I – Agency Review

## Staff Management



In 2011, there were 10 New Hires, 12 Promotions, 7 Resignations (includes retirements) and 1 Transfer)

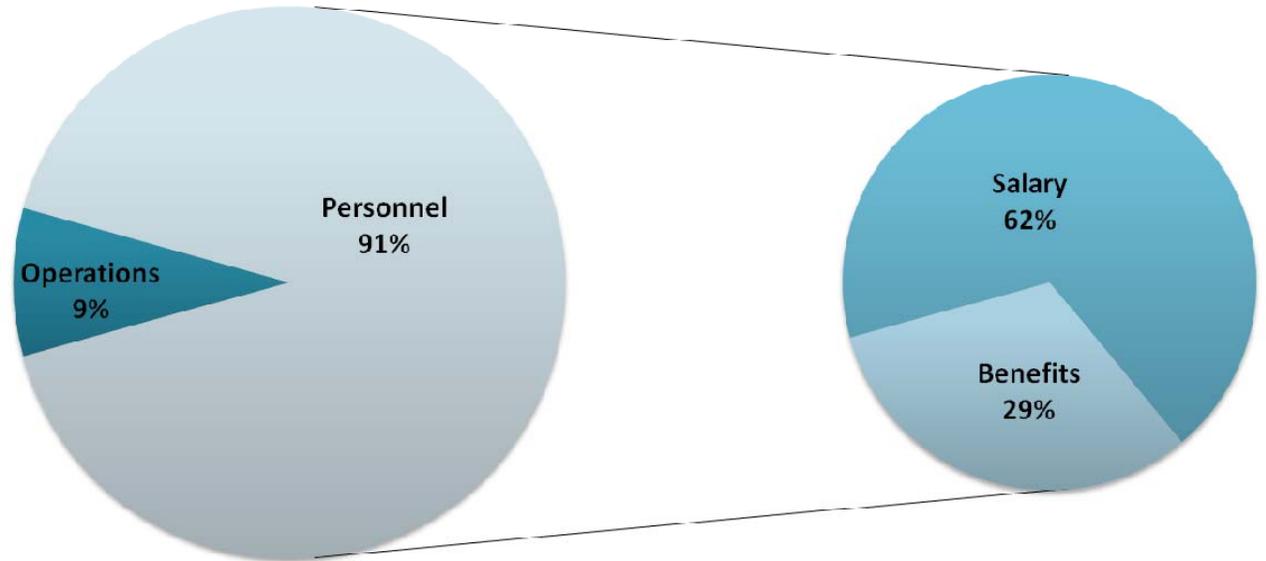




# Section I – Agency Review

## Fiscal Management

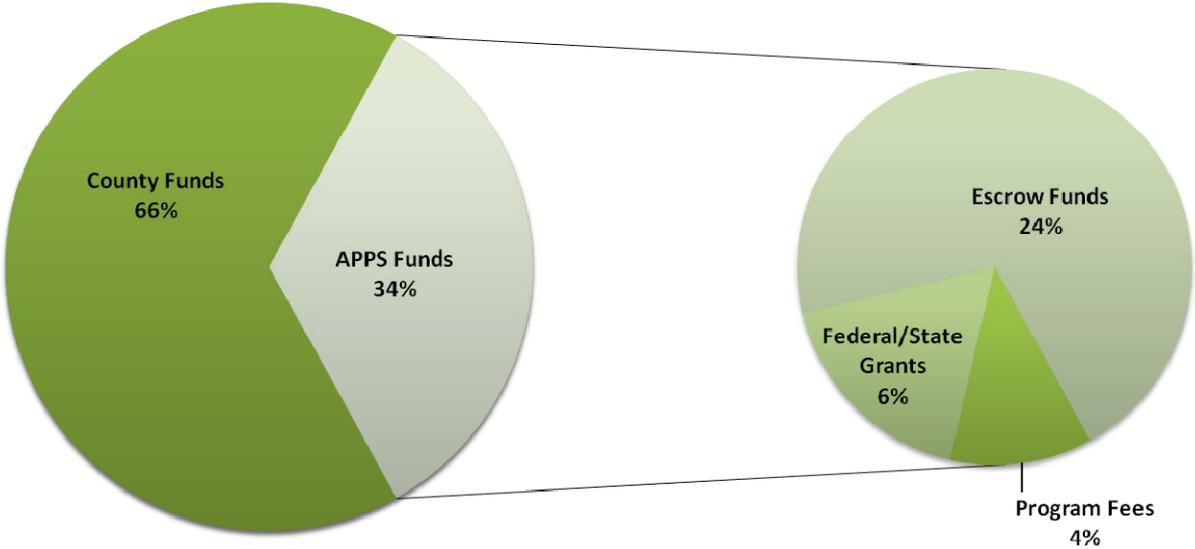
2011 OPERATIONAL EXPENSES



# Section I – Agency Review

## Fiscal Management

2011 OPERATIONAL FUNDING SOURCES





# Section I – Agency Review

## Training & Staff Development

In 2011, APPS staff logged a total of 9,158 hours which calculates to almost 382 24-hour days.

The training hours included:

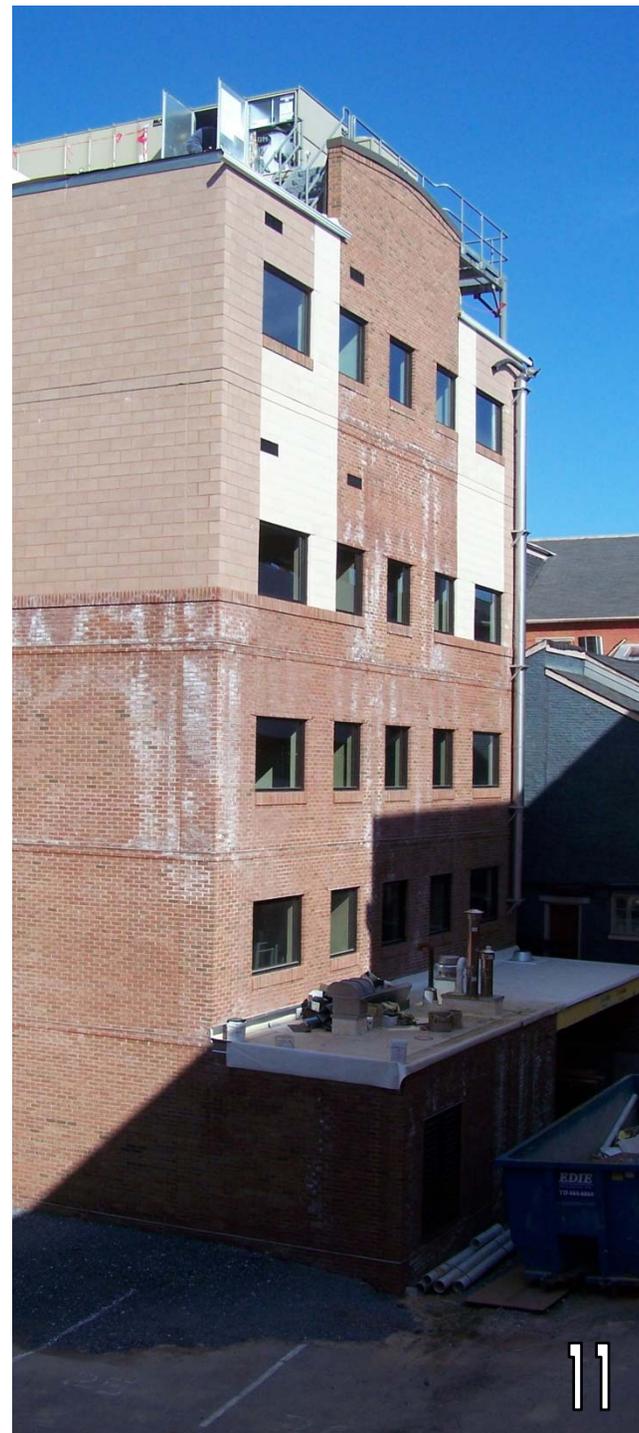
- All mandatory trainings for each staff position classification.
- 10 Probation Officers who attended the Pennsylvania Board of Probation & Parole Board Basic Training Academy and the Mentor Trainer sessions.
- Special Intervention Unit mandatory trainings

## Section II – Client Population

As of December 31, 2011, APPS supervised an average of 8,107 clients per month.

APPS defines recidivism as occurring when an offender under the supervision of APPS is returned to Court based on either the commission of a new criminal offense and/or a technical violation of the rules and regulations of supervision.

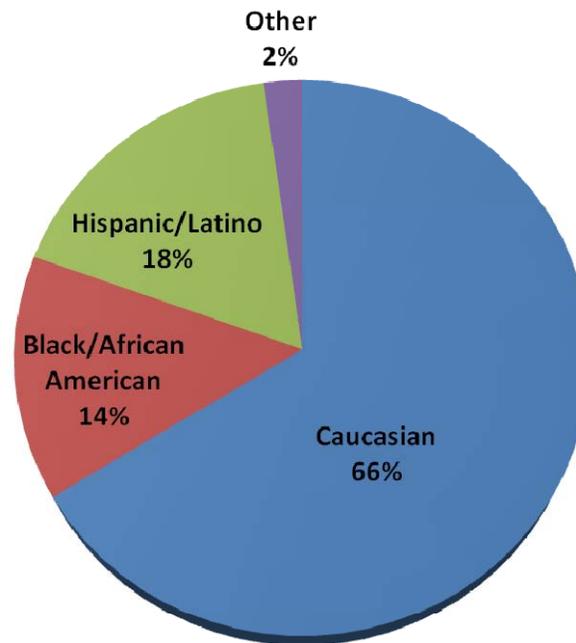
In 2011, APPS processed a total of 1,666 probation/parole violations. This represents a 20.8% recidivism rate.





## Section II – Client Population

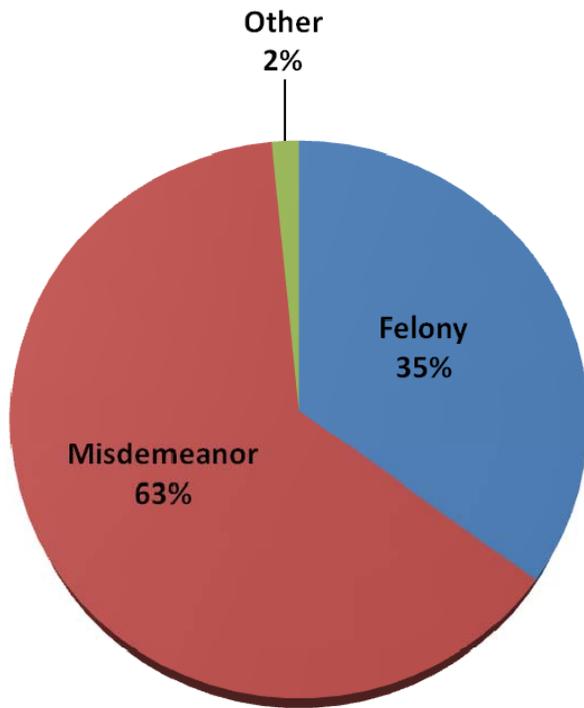
Race/Origin	Male	Female	Total
Caucasian	3,934	1,434	5,368
Black/African American	844	278	1,122
Hispanic/Latino	1,031	291	1,322
Other	132	48	180
<b>Total</b>	<b>5,941</b>	<b>2,051</b>	
	<b>7,992</b>		



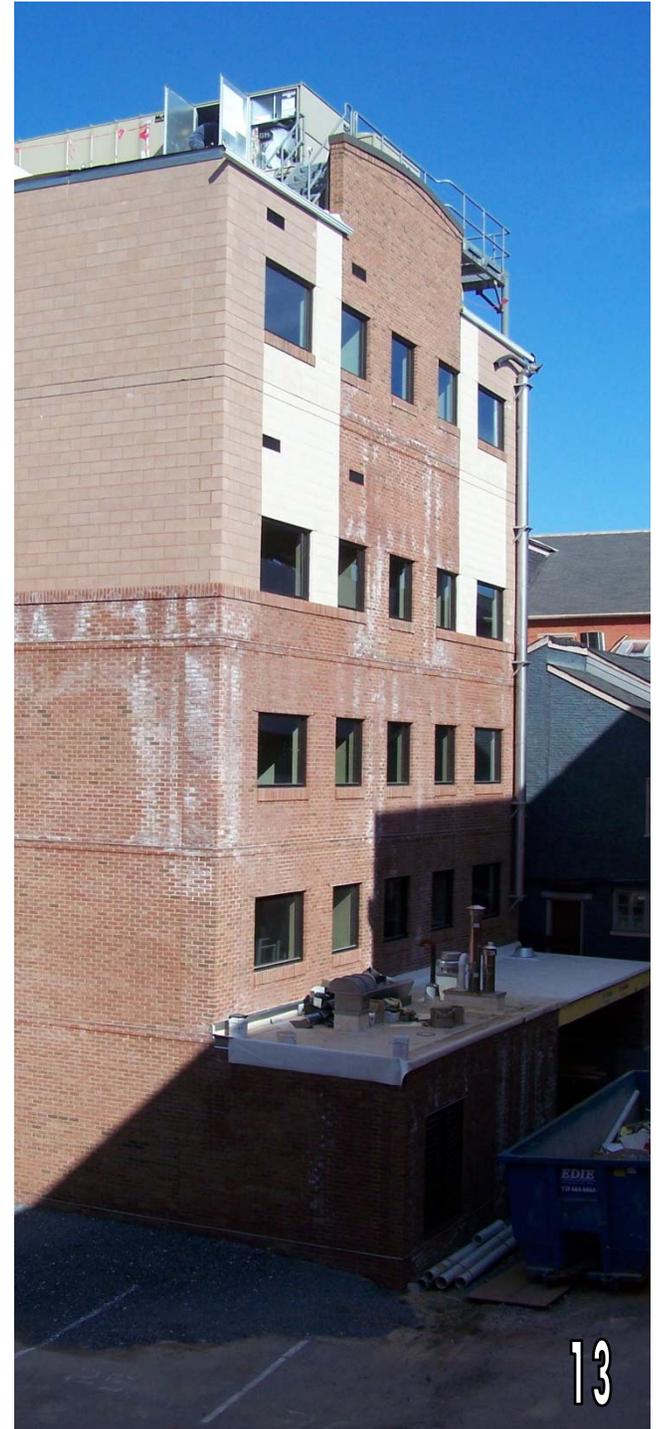
\*Data for this page captured on January 15, 2012.

# Section II – Client Population

Offense Grade	Males	Females	Total
Felony	2123	690	2813
Misdemeanor	3716	1338	5054
Other (PWV, Section 17)	102	23	125
<b>Total</b>	<b>5,941</b>	<b>2,051</b>	
	<b>7,992</b>		



\*Data for this page captured on January 15, 2012.





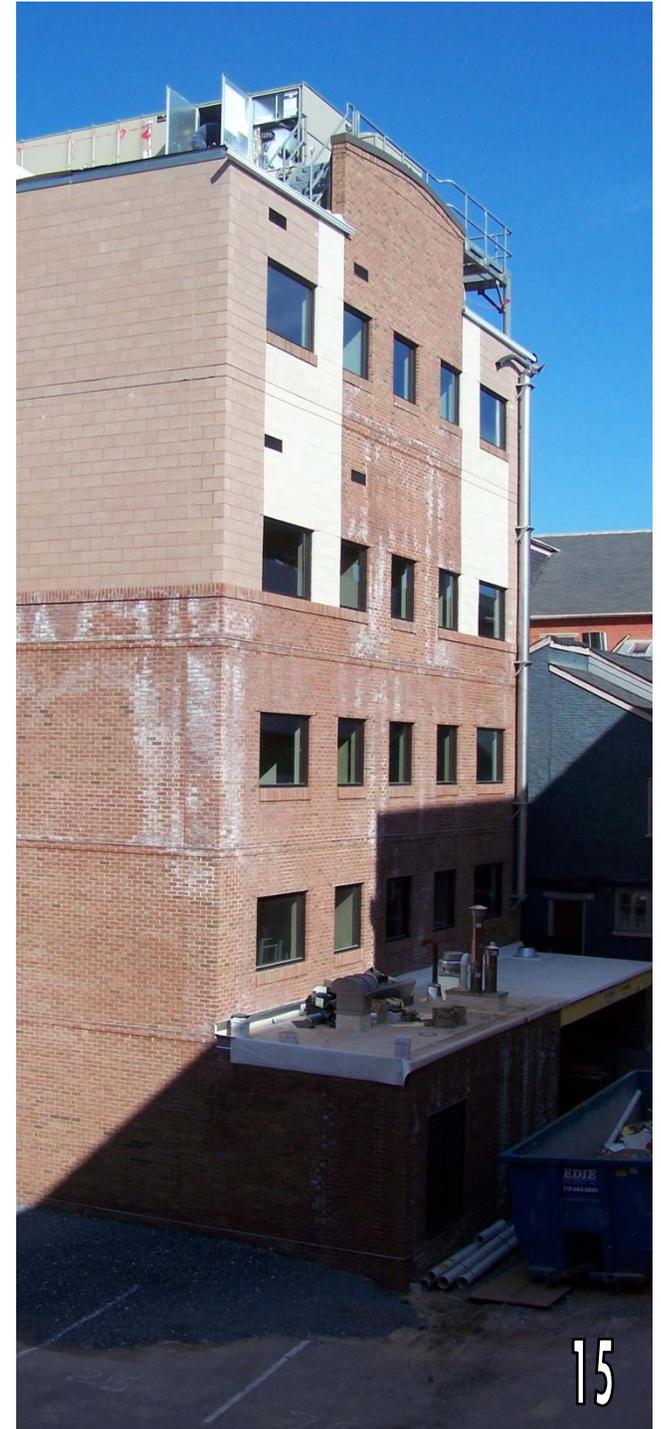
## Section III - Workload & Outcomes

Total amount of fines, costs and restitution collected in 2011: \$7,696,616. This is a decrease of \$342,107 (-4.3%) from 2010.

Total amount of restitution collected in 2011: \$1,775,129. This is an increase of \$123,598 (+7%) over 2010.

# Section III - Workload & Outcomes

INVESTIGATION OR REPORT	Number Completed
Accelerated Rehabilitative Disposition (ARD)	988
Court Reporting Network (CRN) Evaluations	1,479
Drug and Alcohol Evaluations (PCPC's)	393
Intermediate Punishment Assessments	365
Pre-Parole	377
Pre-Sentence	289
Psychiatric/Psychological Evaluations *We do not perform the evaluations, however, we have a determination process for referring clients to have an evaluation.	53
Intakes	6,064
DV Group Assessments	143
LSI-R Assessments	1,348
LSI-R Re-Assessments	1,196
SOS Assessments	169
Static 99/Abel Assessments	53
MH/MR Evals for SOS	14
DNA Collection and Fingerprinting	187
Criminal History Record Information	2,588
<b>TOTAL</b>	<b>15,706</b>





## Section III - Workload & Outcomes

Number of substance abuse tests that were administered in 2011: 8,966

Number of substance abuse tests that were clean in 2011: 8,144 (90.83%)

Number of offenders who were placed on Electronic Monitoring in 2011: 506

\*This is an increase of 88 clients (+17%) from 2010.

Number of offenders who completed Electronic Monitoring in 2011: 478 (94.5% successful completions)

Number of offenders who performed Community Service in 2011: 1,647

<b>COMMUNITY SERVICE HOURS</b>	<b>TOTAL</b>
# of Community Service Hours Ordered	85,790
# of Community Service Hours Completed	81,617
Percentage Completed	95.14%

## Section III - Workload & Outcomes

Number of offenders who were referred to Drug Court in 2011: 55

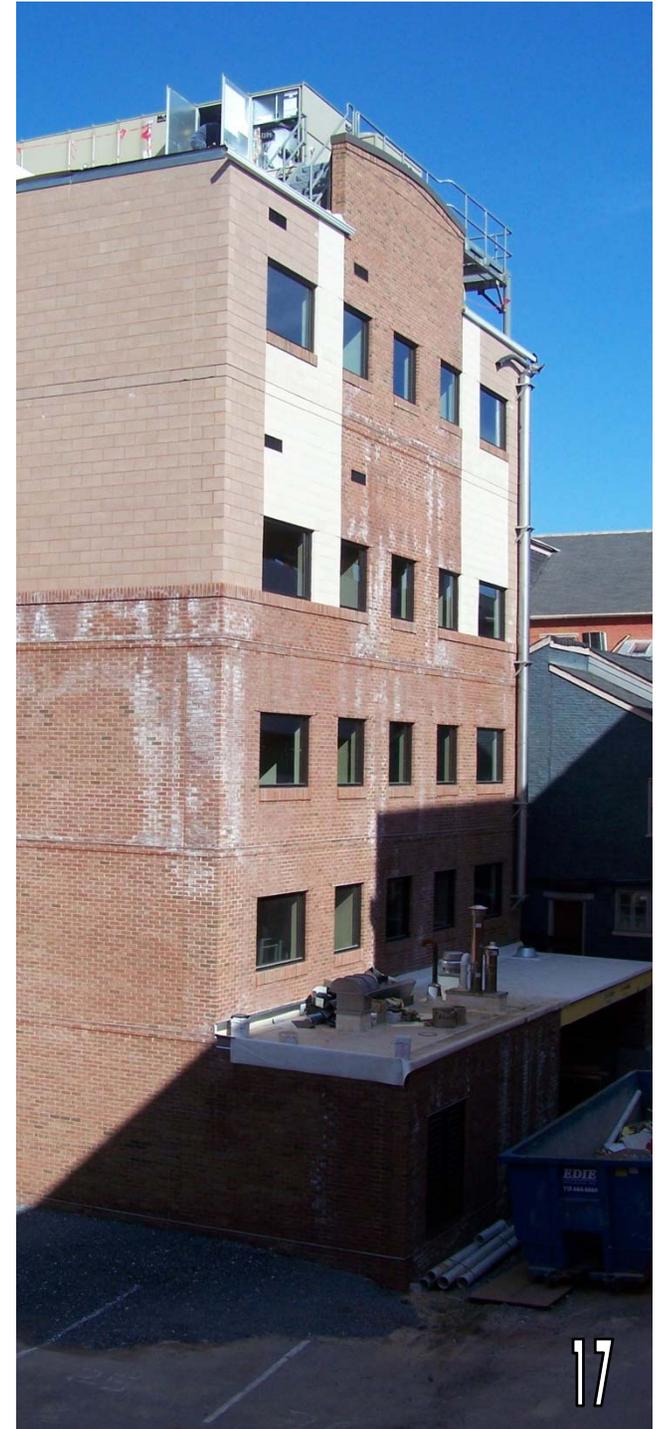
Number of offenders who graduated from Drug Court in 2011: 18

Number of offenders who were discharged from Drug Court in 2011: 18

Number of offenders who were referred to Mental Health Court in 2011: 92

Number of offenders who were graduated from Mental Health Court in 2011: 0

Number of offenders who were discharged from Mental Health Court in 2011: 9





## Section IV – EBP Implementation

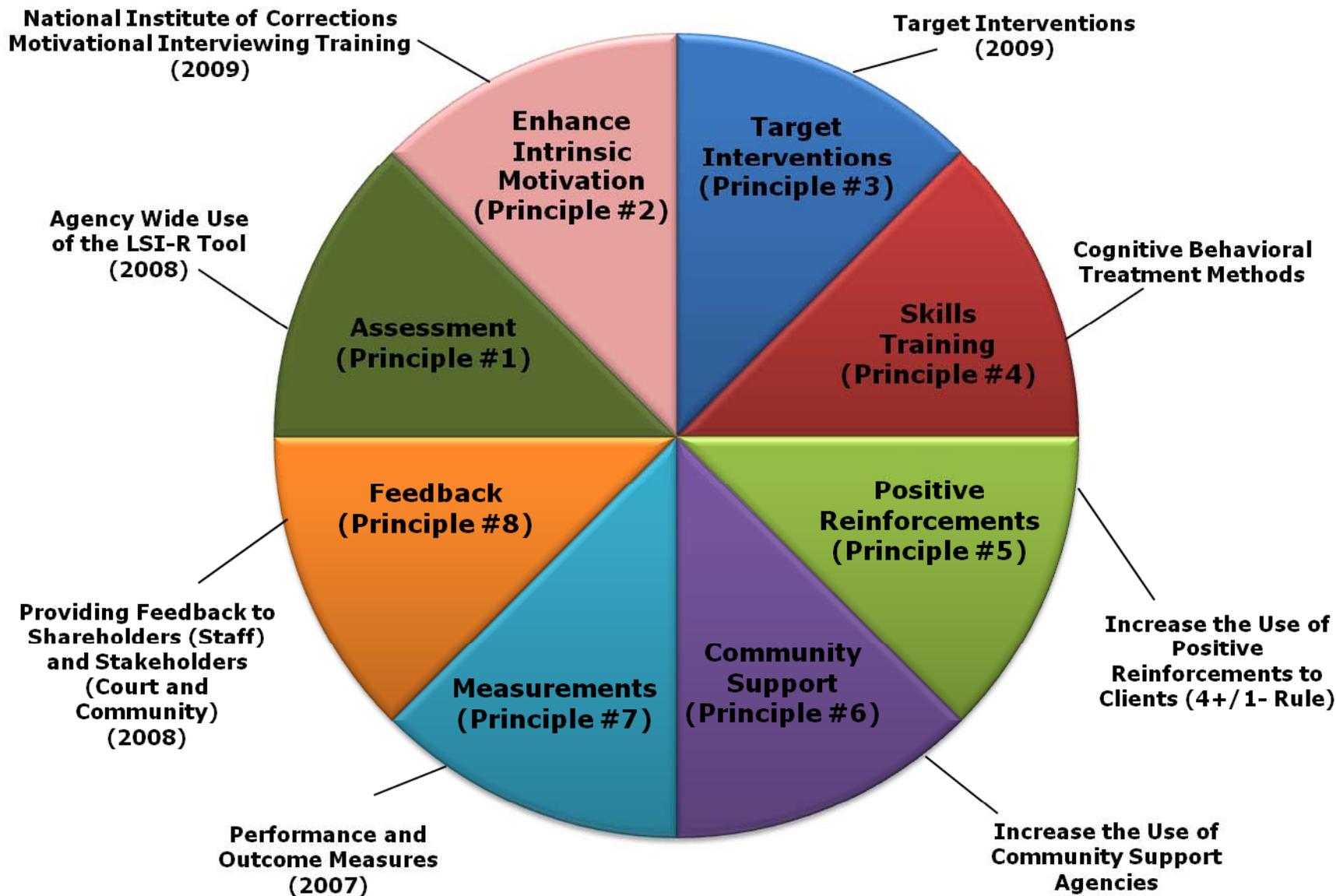
Adopted in 2007 as the Adult Probation & Parole Services' business practice philosophy, Evidence Based Practices (formerly known as the "What Works" Model) for community corrections are those agency practices and offender interventions scientifically proven to be effective at reducing recidivism.

The successful agency wide implementation of EBP is a three to five year process. The chart on the next page represents the implementation of Evidence Based Practices by Adult Probation & Parole Services.

Evidence Based Practices includes the following eight principles as created by the National Institute of Corrections:

1. Actuarial risk/needs assessment.
2. Enhance offenders' intrinsic motivation.
3. Target interventions.
4. Skill train with directed practice.
5. Use positive reinforcements.
6. Engage ongoing support in natural communities.
7. Measure relevant processes and practices.
8. Provide measurement feedback.

# Section IV – EBP Implementation



# Section IV – EBP Implementation

## Principle #1 – Assess Actuarial Risk/Needs

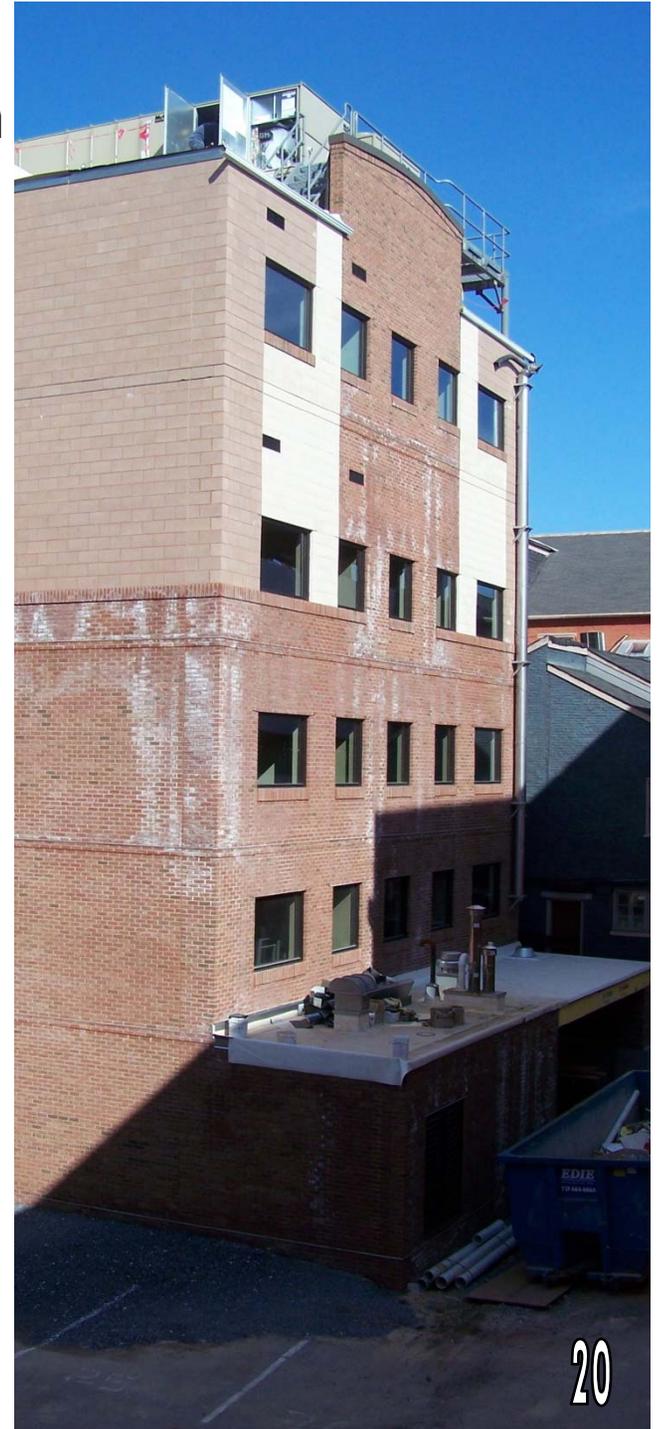
In 2011, APPS continues to use the Level of Service Inventory-Revised (LSI-R) as the risk/needs assessment tool.

In 2011, 1,348 LSI-R assessments were completed and 1,196 re-assessments were completed as well.

In 2011, 232 clients improved their LSI-R scores when re-assessed. Below is the breakdown.

Max to Medium: 67  
Max to Minimum: 1  
Medium to Minimum: 99  
Medium to Monitor: 22  
Minimum to Monitor: 43

As of the beginning of 2012, the agency has completed a total of 10,700 LSI-R assessments and re-assessments since inception in 2008.





## Section IV – EBP Implementation

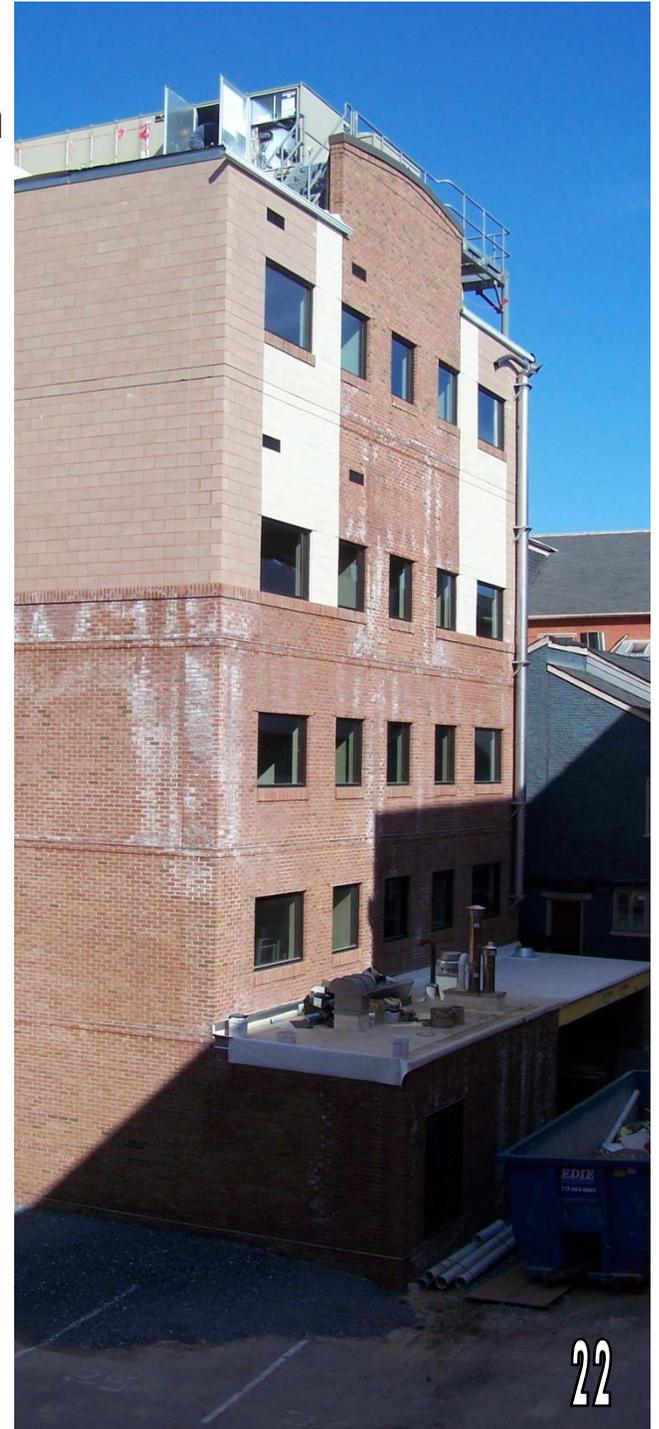
### Principle #2 – Enhance Intrinsic Motivation

As of the end of 2011, 94 APPS employees were trained in Motivational Interviewing.

# Section IV – EBP Implementation

## Principle #3 – Targeting Interventions

As APPS management received feedback on the LSI-R scores, the number of clients in each supervision level was formed. While all APPS active clients have not had an LSI-R assessment completed, with the available information, management can move forward in creating caseloads based on supervision level and workload expectations for each supervision level.





## Section IV – EBP Implementation

### Principle #4 – Train for Skills with Directed Practice

In 2011, APPS continued review & research of cognitive behavioral intervention programs.

In 2011, APPS sent a staff member who completed training to become a certified Offender Workforce Development Specialist.

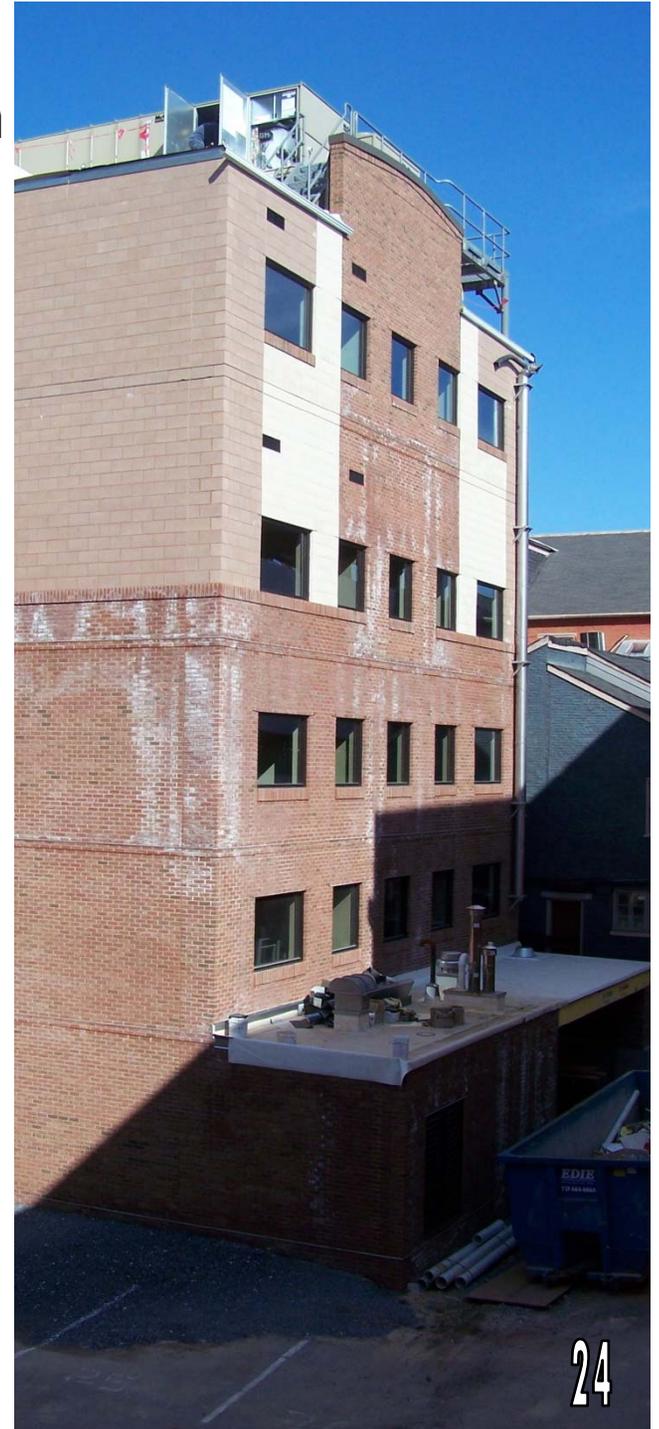
# Section IV – EBP Implementation

## Principle #8 – Feedback

In 2011, the 2010 APPS Annual Report was distributed to staff, the Court of Common Pleas and numerous stakeholders.

The agency held two General Staff Meetings, divisions and units continue to hold monthly staff meetings and the monthly agency e-newsletter, The Navigator, was sent to all staff.

In 2011, the Transitions e-newsletter was created to share information to staff regarding the restructure and reorganization of the agency.





## Section V – Accomplishments & Goals

### 2011 Accomplishments

#### Organizational Development (Internal Business Practices/Allocation of Resources)

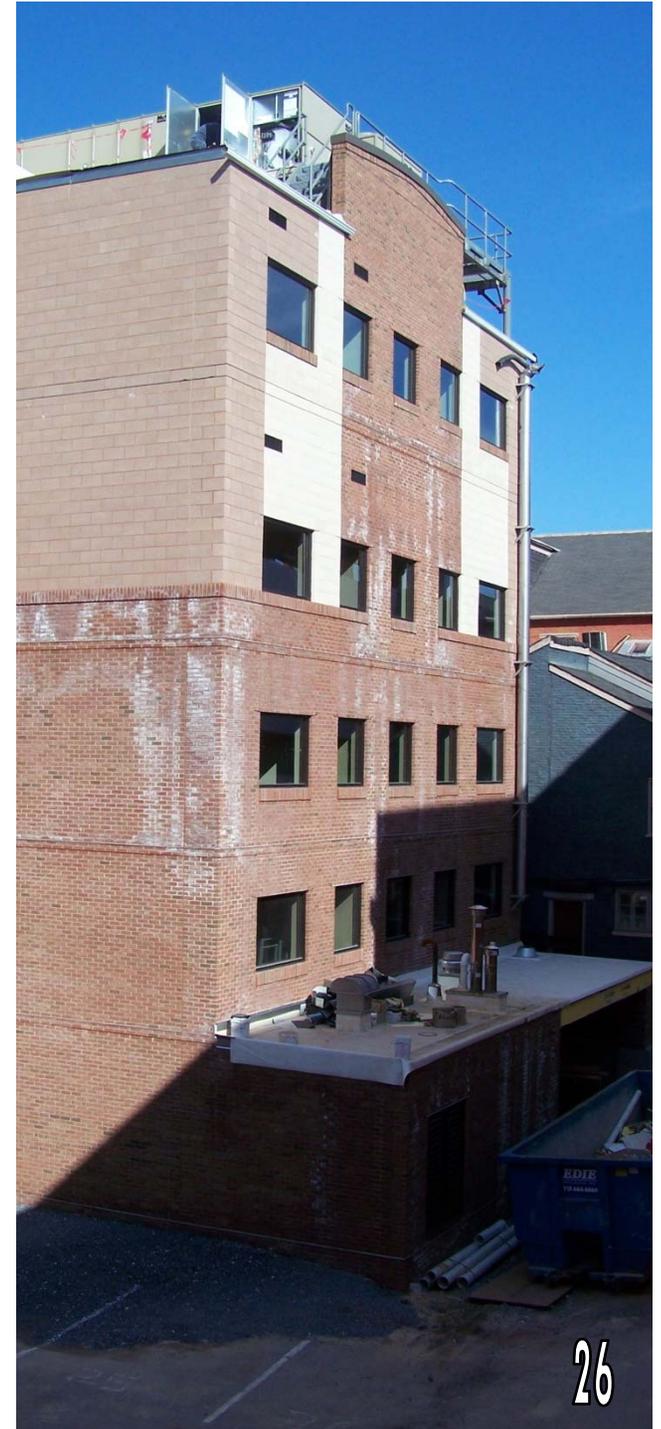
- Received final approval on department restructuring plan.
- New organizational structure/chart rolled out to all staff.
- Created/filled new position: Deputy Director of Supervision Services.
- Held series of “open forum” meetings to discuss agency restructuring and allow employee feedback.
- Began weekly *Transitions* electronic newsletter to disseminate reorganization information.
- Created a Transition Monitoring Team to facilitate feedback up and down the chain of command.
- Created Transition Team to develop an implementation plan for new structure.
- Continued caseload/workload review. Review every position vacancy that occurs to determine best allocation of resource.
- Consolidated Transfer Unit in conjunction with reorganization.
- Developed and successfully implemented new intake process for Accelerated Rehabilitative Disposition (ARD) clients.
- Continued working closely with local Re-entry Management Organization (RMO).
- Continued distribution of “frequently asked questions” handbook to clients at time of intake.
- Continued with process of storing client case files electronically via scanning process (document imaging).
- Continued to solidify policies, procedures, and practices of existing specialty Courts (Mental Health Court and Drug Court).

# Section V – Accomplishments & Goals

## 2011 Accomplishments

### Organizational Development (Internal Business Practices/Allocation of Resources)

- Began participation in domestic violence ARD panels as created by the District Attorney's office.
- Continued work of "Management Information Systems Inquiry" (MISI) committee to review current client case management system and work with County Information Technology department on development of new system.
- Expanded the use of electronic monitoring by adding one additional SCRAM (Secure Continuous Remote Alcohol Monitoring) units to monitor alcohol use of offenders.
- Electronic Monitoring Unit trained in use of one-piece Global Positioning System (GPS) unit.
- Pursuant to new Administrative Court Order allowing use of electronic monitoring/house arrest for multiple offenders of 75 Pa. C.S. § 1543 (a), began supervising offenders sentenced accordingly.
- Continued work with Pennsylvania Commission on Sentencing to assist in development of sentencing guidelines for parole/probation revocations.
- Provided case management services and weekly urine screening for two participants of Lancaster City Police Department's "Violent Crime Reduction Initiative".





## Section V – Accomplishments & Goals

### 2011 Accomplishments

#### 2. Special Intervention Unit

- Completed eighteen successful home visits/searches. A total of 22 firearms, a various array of other prohibited offensive weapons, illegal fireworks, drugs and other contraband were removed from offenders' homes as a result.
- One additional member certified as a firearms instructor.
- Began utilizing monthly in-service training day to conduct agency-wide, SIU-eligible home visits.

#### 3. Mental Health Court

- Applied for and awarded grant funding for “continuation” of Mental Health Court.
- Hired new Mental Health Court Coordinator.
- Continued with crisis intervention team training (four trainings per year for two years; 20 participants in each class). The goal is to provide specialized training to law enforcement officers in order to improve the outcomes of their interactions with individuals with mental illness.

# Section V – Accomplishments & Goals

## 2011 Accomplishments

### 4. Drug Court

- Completed Drug Court accreditation application process with goal of becoming one of the first Drug Courts to receive this status in Pennsylvania.

### 5. Veteran's Court

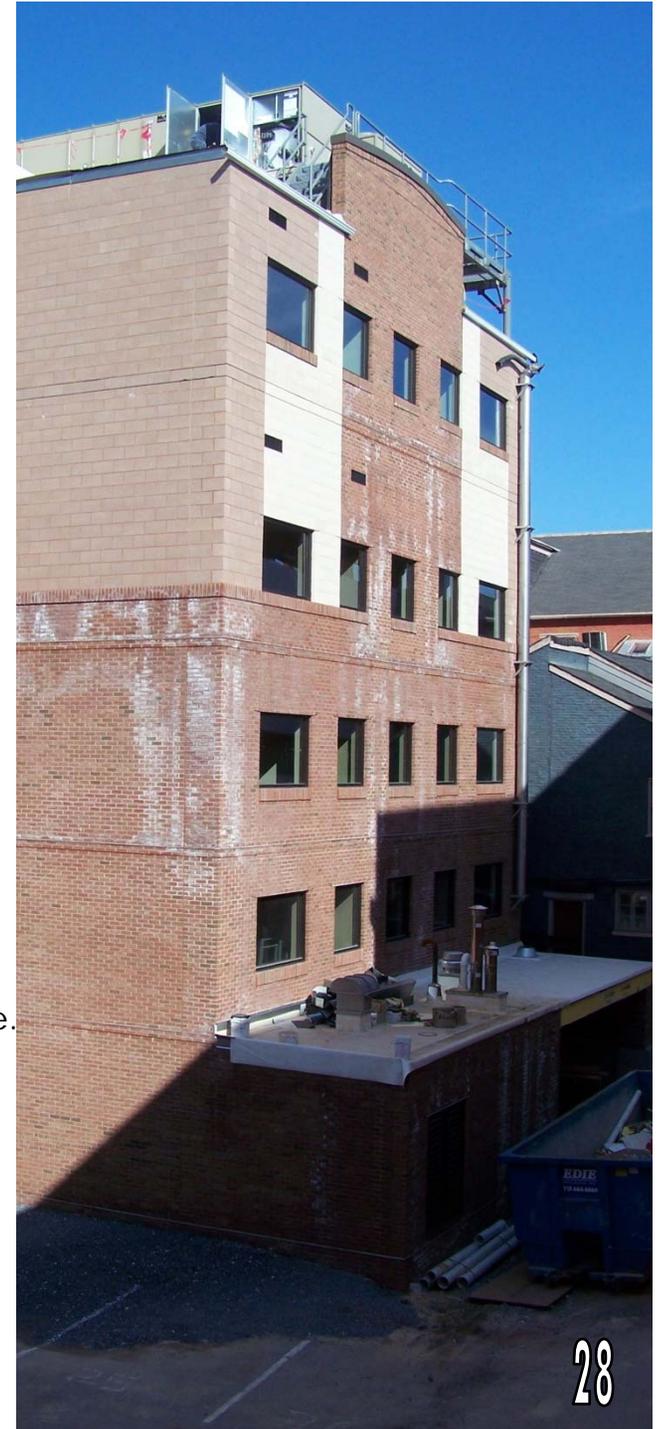
- Participated in Court of Common Pleas of Lancaster County Veterans Court Task Force to study need and develop plan for Veterans Court specialty court.

### 6. Training

- Continued with comprehensive in-house training program to include defensive tactics, first aid, CPR, AED, use of LSI-R, and motivational interviewing.
- Developed introduction to evidence-based principles training module.
- Certified four new CPR/First Aid/AED instructors.

### 7. Facility/Office Space Renovation

- Continued working with County Facilities Management department and architect firm to finalize plans to renovate existing building at 40 East King Street.





## Section V – Accomplishments & Goals

### 2012 Goals

1. Organizational Development (Internal Business Practices/Allocation of Resources)
  - Full implementation of new agency structure.
2. Special Intervention Unit
  - Continue to increase utilization of unit through scheduled monthly home visit day.
  - Continue monthly in-service training.
  - Deputy Director, APPS/Office of Administrative Services, obtain seat on the County Chief Adult Probation & Parole Officers Association's "Firearms Committee."
  - Continue collaboration with the Lancaster County Sheriff's Department as necessary.

# Section V – Accomplishments & Goals

## 2012 Goals

### 3. Mental Health Court

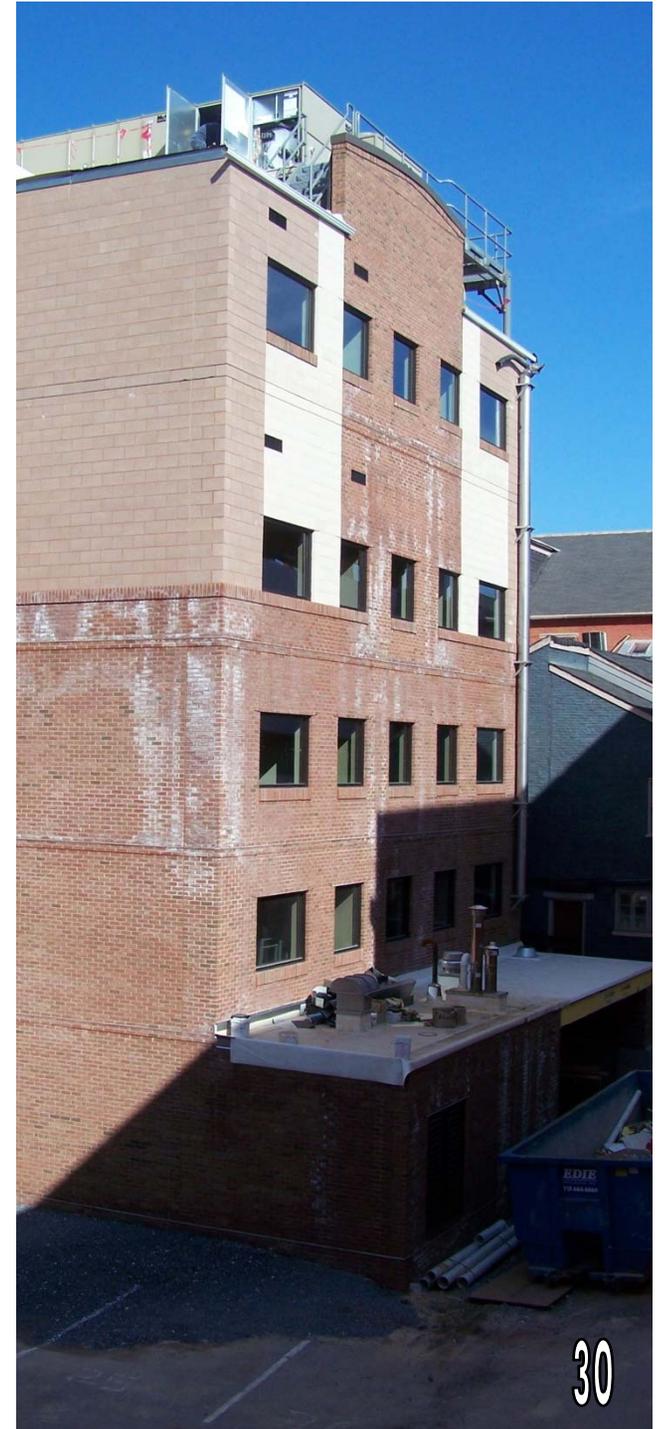
- Continue to refine policies, procedures, and practices.
- Continue to seek funding opportunities for expansion.
- Continue implementation of county wide Crisis Intervention Team (CIT) including conducting four 40 hour training sessions for new team members.

### 4. Drug Court

- Continue to refine policies, procedures, and practices.
- Continue to seek funding opportunities for expansion.
- Become first county in Pennsylvania to be accredited under AOPC Drug Court Treatment Court guidelines.

### 5. Veteran's Court

- Continue planning and development of Court's policies, procedures, practices.
- Hold first Court session.





## Section V – Accomplishments & Goals

### 2012 Goals

#### 6. Training

- Continue to refine comprehensive in-house training program which includes defensive tactics, first aid, CPR, AED, mentor, and Motivational Interviewing.
- Implement Introduction to Evidence Based Practices training.
- Continue providing staff instructors for various courses included in the Pennsylvania Board of Probation & Parole Basic Training Academy.
- Certify one additional Motivational Interviewing instructor.
- Develop/implement “de-escalation” training.

#### 7. Facility/Office Space Renovation

- All Adult Probation & Parole Services staff moved back in to newly renovated building at 40 East King Street.

# APPS Collective Leadership



**9<sup>th</sup> Row: Jason Soboleski, Bill O'Connell, Nevin Warner**

**8<sup>th</sup> Row: Michael Flaud, Matt Haines, Deric Lilly**

**7<sup>th</sup> Row: Jeff Simbeck, Scott Carabin**

**6<sup>th</sup> Row: Carl Driedger, Chris Reed**

**5<sup>th</sup> Row: Karen Andreadis, Joe Schauen, Jennifer Mulroney**

**4<sup>rd</sup> Row: Linda Waller, Jen Luciano, Terri Carr**

**3<sup>rd</sup> Row: Thalia Croy, Teri Miller-Landon**

**2<sup>nd</sup> Row: Sara Rankin, Vicki Parker, Bruce Campbell**

**1<sup>st</sup> Row: Mike Hansberry, Mark Wilson, Kerri Kneisley**

**Not Pictured: Kim Thomas**

**Photograph by  
Trinidad Spinello**



## **Credits**

**LANCASTER COUNTY  
COURT OF COMMON PLEAS  
ADULT PROBATION & PAROLE SERVICES**

**PRESIDENT JUDGE  
JOSEPH C. MADENSPACHER**

**MARK M. DALTON  
DISTRICT COURT ADMINISTRATOR**

**MARK J. WILSON  
DIRECTOR**

**JAMES T. HANSBERRY  
DEPUTY DIRECTOR**

**KERRI S. KNEISLEY  
DEPUTY DIRECTOR**

# Closing Statement

Thank you for reading the Court of Common Pleas of Lancaster County Adult Probation & Parole Services 2011 Annual Report. Many thanks to everyone who contributed the information to make this report possible.

This report is intended for the use of Adult Probation & Parole Staff Members. Unauthorized use or distribution of the material set forth in this document is prohibited without the consent of the Director of Adult Probation & Parole Services.

If you have any further questions regarding the information submitted in this report, please contact Mark J. Wilson, Director of Adult Probation & Parole Services.

Thank You!

