



FISCAL YEAR  
2020

# ANNUAL REPORT

UTILIZING INNOVATION TO NAVIGATE CHANGE & MAINTAIN PUBLIC SAFETY

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# The

## ORGANIZATION



LETTER  
FROM  
CHIEF  
CIMINO

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VISION  
MISSION  
VALUES  
GOALS

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GENERAL  
INFORMATION

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STRATEGIC  
GOALS

# LETTER FROM CHIEF CIMINO



MARICOPA COUNTY ADULT PROBATION



**Dear Judge Welty and Judicial Branch Administrator Billotte,**

It is our pleasure to present the FY2020 Annual Report of the Maricopa County Adult Probation Department. As you are well aware, it has been a year filled with both opportunity and challenge. From the pandemic to the subsequent budget shortfalls it created, innovation has been required to respond effectively this year. Our Annual Report will describe some of that innovation in the various sections detailing our operation as well as in the feature articles.

The year also saw the conclusion of a multiyear project which examined the major aspects of the Department's work and sought to determine appropriate workload standards. The workload study concluded with the affirmation of existing caseload ratios as the accepted standards going forward. We are grateful to the County Board of Supervisors and County Administration for their continued support of our division of the Judicial Branch here at Adult Probation.

Despite the unprecedented challenges of the past year, MCAPD remains focused on our mission of providing timely, actionable information to the Court and enhancing public safety through changing behavior and managing risk. In the coming year, we are looking forward to integrating and making permanent the lessons and innovation of the last year. Finally, the close of the fiscal year saw unprecedented awareness of racial injustice and systemic inequities. We will be looking to take tangible steps toward furthering our Branch vision of equal justice under law to be even more of a reality to both those we serve and in how we relate to one another as a staff. Specifically, our leadership team will be listening and learning from experts, staff and the community on ways MCAPD can reduce the effects of systemic racism and improve trust in the communities we serve while enhancing a work culture that appreciates and thrives on diversity.

It continues to be our department's pleasure to serve this Court and surrounding community.



Sincerely,

*Michael P. Cimino*  
Chief for Adult Probation

# VISION

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims, and individuals under supervision.

# MISSION

To enhance the safety and well-being of our neighborhoods.

We accomplish this through:

- Working in partnerships with the community to provide research-based prevention and intervention services;
- Assessing individuals' risk/needs in order to help guide Court decisions and to apply the appropriate level of services;
- Managing risk by enforcing Court orders, affording opportunities for prosocial change, and expecting law-abiding behavior and personal accountability;
- Building trust and empathy with victims and providing them with restorative services;
- Recognizing and rewarding staff performance and achievement;
- Creating a learning organization that enhances professional and leadership skills.

# VALUES

We BELIEVE in:

- Promoting and maintaining a safe and healthy community;
- Fostering productive relationships with our community partners;
- Our staff as the greatest resource in accomplishing our mission;
- Carrying out our duties in an ethical and empathetic way;
- Treating people with dignity and respect;
- The ability of individuals to change and that the professional relationship between staff and those supervised provides assistance, expects accountability, and can have a profound impact on successful outcomes;
- Using proven and promising methods and technologies to assess and assist people in changing their behavior;
- Using strategies from established as well as emerging research to make strategic decisions.

# GOALS

Goal A: Crime Reduction

Goal B: Retention and Compensation

Goal C: Process Improvement

Goal D: Customer Satisfaction

Goal E: Solid and Sound Infrastructure

# GENERAL INFORMATION

## MARICOPA COUNTY

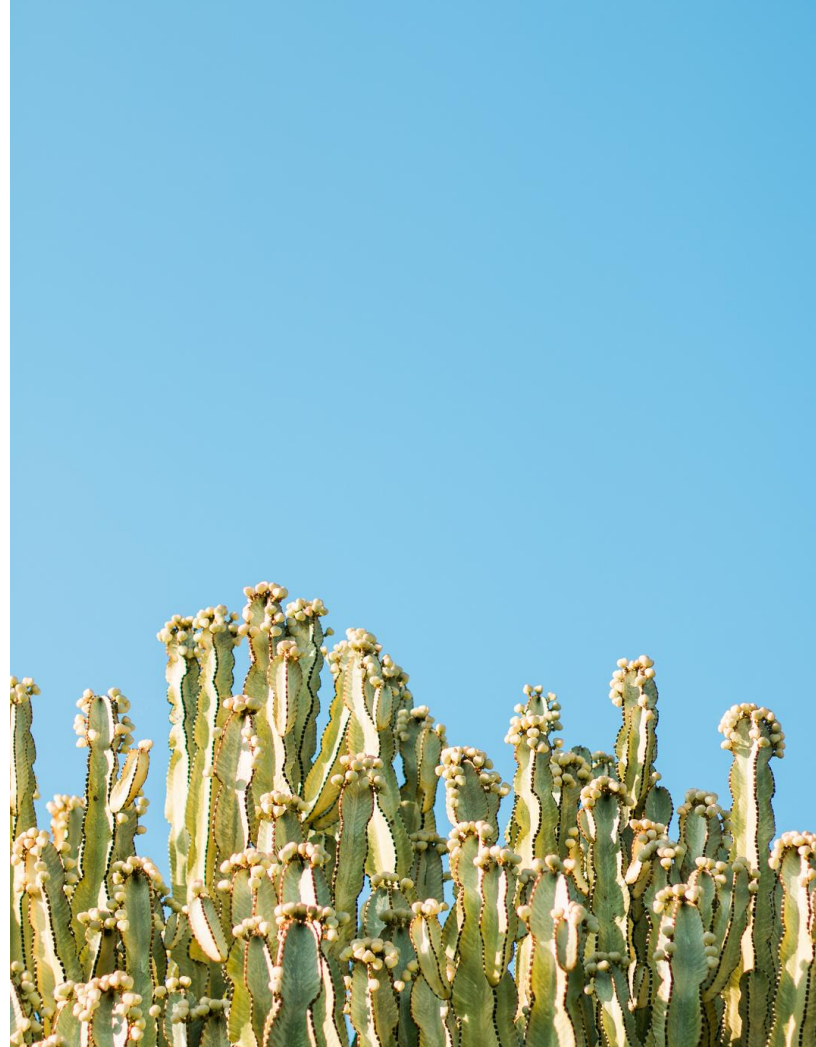
### Arizona

- Number of Counties: 15
- Total Population: 7,278,717\*

### Maricopa County

- Total Population: 4,485,414
- Total Number of Cities & Towns: 27

\*2019 estimate



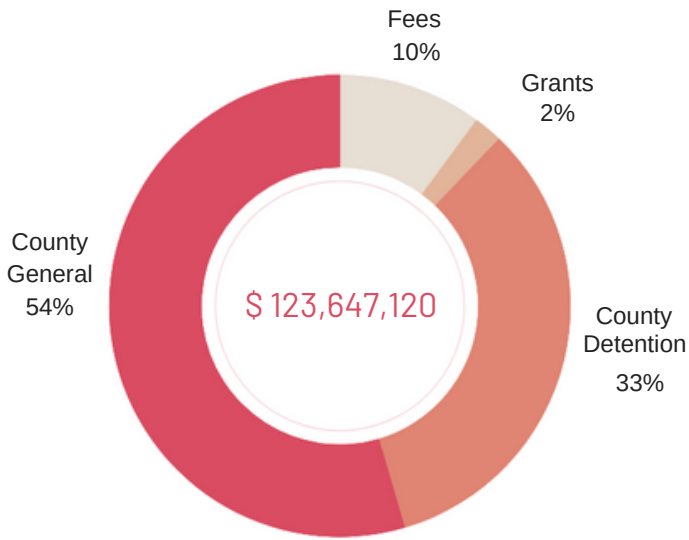
## MARICOPA COUNTY ADULT PROBATION

- Established in: 1972
- Regional & Area Offices: 19
- Probation Population: 52,273\*\*
- Pretrial Supervision Population: 3,760\*\*\*
- Standard Probation Population: 24,216\*\*\*
- Intensive Probation Population: 1,176\*\*\*

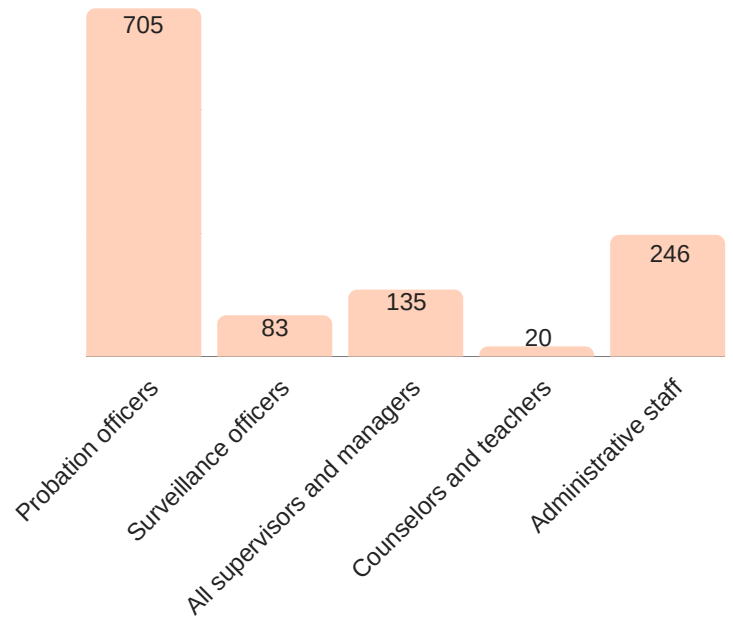
\*\*Total End of FY2020

\*\*\* Active End of FY2020

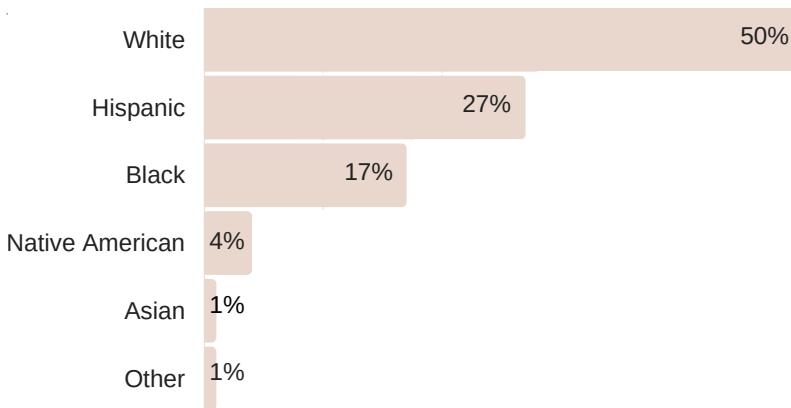
### Annual Budget\*



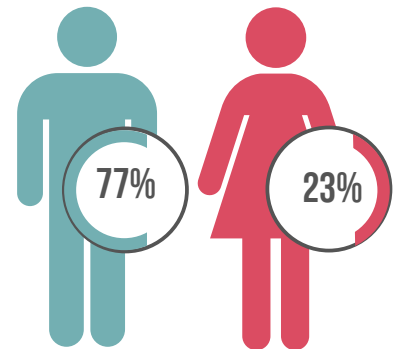
### Personnel Types



### Probation Population Race/Ethnicity



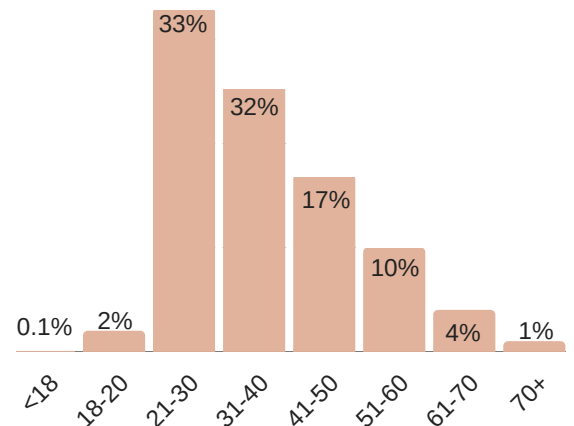
### Probation Population Gender



### Probation Population Offense Category & Gender

Probation Offense	Male**	Female**
Class 1 Misdemeanor	7%	7%
Class 6 Felony/Undesignated	33%	43%
Class 5 Felony	4%	3%
Class 4 Felony	28%	27%
Class 3 Felony	20%	11%
Class 2 Felony	9%	9%

### Probation Population Age\*\*\*



\*Due to rounding, the total percentage adds up to 99%.

\*\*Due to rounding, the total percentage adds up to 101%.

\*\*\*Due to rounding, the total percentage adds up to 99.1%.

# STRATEGIC GOALS

The Maricopa County Adult Probation Department (MCAPD) is guided by five primary strategic goals that influence Department planning, decision-making, reporting, budgeting, and evaluations. Each goal establishes and is measured by a set of performance outcomes, which produce information and reports for the Department and stakeholders to evaluate. At their core, the strategic goals tell the Department's story to the public by outlining its services to justice-involved individuals and by presenting its priorities, performance, and achievements. A summary of the strategic goals and key results for FY2020 are presented below:

## Goal A: Crime Reduction

The MCAPD's primary goal is the reduction of crime, which is achieved by implementing evidence-based practices and programs. Supervision strategies are continuously improved and informed by research to reduce recidivism by promoting positive and lasting behavioral changes in supervised individuals. The crime reduction results encompass a wide variety of staff efforts to reduce crime and improve outcomes for individuals on supervision and communities.

MEASURE	GOAL	FY2020 RESULT
Successful Completion of Probation	70% or higher	79.8%
Successful Completion of Pretrial	75% or higher	71.1%
Revoked to Arizona Department of Corrections Rehabilitation and Reentry	25% or lower	18.2%
New Felony Sentencings	8% or lower	8.5%

## Goal B: Retention and Compensation

Consistent with its mission and values, the Department believes that its greatest resource is its staff. Therefore, it is committed to recruiting, hiring, and retaining a quality and diverse workforce. In FY2020, the average years of service for MCAPD badged staff was 11.1 years, which meets the Department's goal of 10 years or more. The

Judicial Branch chose to move forward with a County-approved performance-based retention pay increase of approximately 5% beginning in July 2019 for Branch staff who met performance expectations. Additionally, several specialized administrative staff received an additional pay increase as a result of a market study commissioned by the County. Lastly, when the COVID-19 pandemic affected operations, the Department worked quickly and effectively to secure telecommuting resources (such as laptops and security software) for staff and adopted policies and practices to ensure the health and safety of all staff.

## Goal C: Process Improvement

The Department's goal of process improvement is for its customers, stakeholders, and the public to benefit from improvements and efficiencies in case processing. In FY2020:

- The Pretrial Services Division submitted 100% of the Initial Appearance packets to the Court on time (within 24 hours of an individual's arrest).
- The Presentence Division delivered 99.2% of presentence reports to the Court on time without a continuance.
- The Department collected nearly 71% of the victim restitution payment amounts that were ordered, which exceeds the goal of 65% or more collected. A total of \$9,767,703 was collected, with 70% of individuals ordered by the Court to pay restitution making payments.
- An ePVR (electronic Probation Violation Report) system was completed to streamline the process of filing reports to the Court for individuals on probation who violated their conditions. This new process is quicker and more accurate, which allows the Court to take swift action on cases and improves community safety.

Therefore, the courts, victims, and justice-involved individuals benefit from the Department's process improvement efforts.





## Goal D: Customer Satisfaction

The Department remains committed to providing quality services to all of its customers, which includes supervised individuals, courts, law enforcement partners, victims, treatment providers, and community partners. To measure satisfaction, the Department administers surveys periodically to these customer groups to assess satisfaction with services and interactions with staff. The surveys also offer the opportunity for customers to provide feedback and suggestions to improve these relationships and services. The results and goals for the two surveys conducted in FY2020 are summarized below and detailed in pages 11-12 of this report.

SURVEY	GOAL	FY2020 RESULT
Victim Satisfaction	70% or higher	61.2%
Treatment Providers and Community Partners Satisfaction	86% or higher	94.2%

## Goal E: Solid and Sound Infrastructure

To support goals A through D, the Department strives to acquire and maintain industry standard equipment, improved communication through technology, and adequate facilities. Solid and sound infrastructure and technology are crucial to provide the best possible supervision and maintainin public safety. In FY2020, the County continued its strong support of MCAPD's infrastructure needs by funding and completing capital improvements. Improvements were made to the existing 5,500-square-foot Southport facility and 10,000 square feet were added with offices, interview rooms, communal workspaces, a new intercom system, and enhanced security. Renovations were also completed at the Department's Garfield building. This project included adding an alarm system, repairing and securing the perimeter fencing, installing additional security cameras, increasing parking capacity, and repurposing existing space to add additional interview rooms to enhance officer safety. Additional improvements were also brought to the Luhrs and Sunnyslope buildings.

Other FY2020 improvements to technology and infrastructure include:

- Enhanced cellular coverage provided at the Southwest Regional Court Center and Southport locations
- Hotspots for all staff with iPhones (added at no extra cost to the Department or its funding authority)
- Personal protective equipment for staff to safely continue their work during the pandemic
- Enhancements to Fugitive Apprehension Unit (FAU) vehicles to account for expanded duties related to transportation of individuals
- The initial part of a transition to a new caliber firearm for officers' improved accuracy and safety
- Migration to Windows 10 and Office 365; these upgrades have assisted in everyday tasks and have provided enhanced communications capabilities through Skype for Business and Microsoft Teams, which proved essential when the majority of the Department's workforce moved to remote work environments during the pandemic
- Additional technology and tools such as laptops, cell phones, and remote access hardware, which allowed staff to work remotely

Finally, the MCAPD and the Maricopa County Juvenile Probation Department (MCJPD) continued efforts to explore a joint case management solution that would replace systems for the MCAPD's pretrial and probation cases as well as MCJPD's supervision cases and detention management system. FY2020 efforts included working with a consultant to solicit from vendors a request for information which confirmed multiple commercial off-the-shelf system solutions in the marketplace. This was done in collaboration with MCAPD funding and governance authorities and incorporated best practices for probation case management systems across Arizona probation practitioners. Going forward, MCAPD will be working with the County to evaluate funding options for further exploration of this initiative.

# Survey

## RESULTS

VICTIM  
SATISFACTION  
SURVEY

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TREATMENT  
PROVIDERS AND  
COMMUNITY  
PARTNERS  
SATISFACTION  
SURVEY





# VICTIM SATISFACTION SURVEY

MCAPD's 22<sup>nd</sup> annual Victim Satisfaction Survey was conducted in April and May of 2020. This survey was distributed to victims who had contact with the Department this year as a result of their election to opt-in for post-conviction automatic notifications of certain probation case updates. The purpose of the survey is to assess victim satisfaction with the Department's notification services and other aspects of the criminal justice process. It should be noted that the survey was conducted during the COVID-19 pandemic, which drastically affected Departmental operations and the community as a whole; the specific effects of the pandemic on the survey results and responses are uncertain.

The survey was sent to 325 victims (excluding failed deliveries) via mail and email (if an email was on file) and contained 10 items. Each survey item was rated on a 5-point scale. The first seven items asked respondents to rate their frequency and quality of contact with MCAPD staff from 1 (never) to 5 (always) with a neutral value of 3. The last three items were general satisfaction questions asking about different stages of the criminal justice process using a similar 5-point scale ranging from 1 (unsatisfactory) to 5 (satisfactory). Responses were obtained from 67 victims (or their representatives) for a response rate of 21%.

## RESULTS

- The mean ratings for the first seven items ranged from 3.38 to 4.24. All mean scores fell above the neutral rating of 3.0, indicating generally positive results overall.
- The highest mean score (M=4.24) was for the item "Probation staff treated you with respect." This survey item is consistently rated the highest throughout past surveys as well.
- The lowest mean score (M=3.38) was for the item "Probation staff provided you with an explanation of the probation process."
- The number of respondents decreased by 44% from the FY2019 survey, even though roughly the same amount of surveys was distributed. It is unclear if this decrease in respondents is associated with the pandemic.
- When all survey items measuring post-conviction notification services are averaged to create a mean score for each respondent, respondents with a mean score of 3.5 or higher are considered 'satisfied.' Using this composite score, 61.2% of opted-in victims were satisfied with the services provided by the Department, which falls below the Department's strategic goal of 70% or higher victim satisfaction.

At the end of the survey, respondents were given the opportunity to provide comments and feedback. The Department received a number of positive comments, including thanks for keeping the community safe, positive interactions, and good communication. Concerns and suggestions were also received that will, as in previous years, be used to assist the Department in its ongoing endeavor to improve MCAPD's communication with victims as well as the overall interactions victims have within the criminal justice system.

MCAPD engaged in several efforts over the past year as a result of feedback received from the FY2019 Victim Satisfaction Survey. These efforts included updating probation officer trainings to address consistent victim concerns, sending Department representatives to a research-based victim services conference, and working with partner-agencies in mapping out victims' services across the criminal justice system. As providing quality services to victims remains a priority, the Department will continue to explore ways to address victim concerns and improve their interactions with MCAPD and the criminal justice system.



# TREATMENT PROVIDERS AND COMMUNITY PARTNERS SATISFACTION SURVEY

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Customer Satisfaction (Goal D) is one of the primary strategic goals of the MCAPD. Therefore, the Department periodically conducts surveys of partners to assess satisfaction with the services MCAPD provides and to identify areas for improvement. In May 2020, the Department conducted a survey of treatment providers and other community partners, with a goal to maintain the satisfaction of treatment providers and community partners at 86% or higher. Emails were sent to individuals identified by MCAPD as community partners or treatment providers who had routine contact with the Department. A link was provided to complete the survey electronically. It should also be noted the survey was conducted during the global COVID-19 pandemic, which significantly affected and changed MCAPD operations and likely the operations of the respondents' organizations.

Surveys were successfully delivered to 305 providers and partners, and responses were received from 94 respondents for a response rate of 30.8%. Respondents identified their organizations as treatment providers/counselors, community service agencies, and county/government agencies; and they indicated that most of their MCAPD contact was with probation officers and supervisors.

Respondents were presented with eight statements related to the quality of their interaction with MCAPD and were prompted to select their level of agreement/disagreement with each statement. The choices were based on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree), with 3 being neutral.


## RESULTS

- Overall, 94.2% of survey respondents agreed or strongly agreed that they were satisfied with their interaction with MCAPD; thus, the Department exceeded its goal of 86% satisfaction among community partners and treatment providers.
- Additionally, 9 out of 10 respondents agreed or strongly agreed that:
  - MCAPD staff responds to their needs and/or requests for service in a timely manner.
  - MCAPD staff treats them and their staff with dignity and respect.
  - MCAPD is providing a valuable service to the community.
  - The services provided by MCAPD benefit their organization and/or the community.
  - They consider their organization a partner with MCAPD to enhance safety in communities.
  - They are aware that the MCAPD has implemented evidence-based practices as a strategy to reduce recidivism.
  - Their organization's services align with MCAPD's evidence-based practices to reduce recidivism.

Survey respondents were also prompted to provide comments and feedback on how MCAPD could improve its services. Many comments provided positive feedback and appreciation for the partnership. The suggestions received included improved communication, expansion of partnerships, providing additional client/staff/provider training and education, and process improvements.

# Feature

## ARTICLES



PROVIDING  
EFFECTIVE  
PROBATION  
SERVICES DURING  
THE COVID-19  
PANDEMIC

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INNOVATIONS &  
TECHNOLOGICAL  
ADVANCEMENTS  
AT MCAPD



# Providing Effective Probation Services During the COVID-19 Pandemic

As the coronavirus disease 2019 (COVID-19) pandemic began to spread in the United States, the business practices of the MCAPD underwent significant changes. The serious nature of the pandemic was announced by high-ranking officials, with the declaration of a national emergency from the President, an emergency declaration and executive orders from Arizona's Governor including a stay-at-home order, and administrative orders from the Chief Justice of the Arizona Supreme Court and Presiding Judge of the Superior Court of Arizona in Maricopa County. Federal guidelines from the Center for Disease Control urged individuals to practice social distancing (by avoiding close contact with others), to stay home from work if sick, work from home whenever possible, avoid social gatherings in groups of more than 10 people, avoid discretionary travel, and more. Additional guidance was later added to wear

a face covering in public. The overarching goal of these efforts was to stop the spread of COVID-19 and protect human life. The impacts on the workplace and society overall were sudden and substantial.

The Judicial Branch Leadership Team including the MCAPD Executive Team quickly developed strategies to assist in the containment of COVID-19, thereby enhancing public and staff safety, while continuing to execute mandated duties and provide essential services. An effective emergency management response was activated by leadership that included close coordination among judicial branch departments and with other government agencies and criminal justice system partners. The Executive Team met frequently, using technological tools that allowed for social distancing.

# Working Remotely

The most significant changes to operational practices centered on staff working from home to the maximum extent possible and the overall implementation of practices consistent with social distancing. Employees were provided with equipment and various resources to support working remotely. Almost every position within the Department was impacted by the shift to working from home, which required significant technology, network services, and modified policies and practices.

# Supervision and Other Essential Services


For MCAPD, it was paramount to find ways to remain engaged with all populations served by the Department and to continue to effectively manage high-risk populations while navigating the pandemic. Staff continued to engage individuals under supervision, those pending sentencing, and those in-custody. To make contacts safely, there was substantial expansion in the number of interviews and supervision contacts made via telephone and video calls. In-person contacts also continued, based on supervision need and in recognizing that not all individuals have access to devices for telephone calls and virtual contacts.

While MCAPD work practices evolved, larger societal changes, such as increased unemployment and the spread of COVID-19, also unfolded. For many individuals served and supervised by the Department, this was a time of difficulty, uncertainty, and stress. Probation staff continued to provide information, make referrals, and offer support to individuals on probation during this challenging time. As practices in the courts, jails, and treatment agencies evolved, probation staff did their best to stay informed of the shifting landscape and to communicate needed information to individuals.

MCAPD staff continued to make in-person contacts to install GPS devices, supervise individuals in accordance with their risk levels and circumstances, and to conduct searches and make arrests when needed for public safety. To protect staff and the other individuals involved, in-person contacts were made with social distancing precautions to the extent possible and with personal protective equipment as needed.

Strategies were implemented to substantially reduce the number of individuals physically present at probation facilities. Probation offices remained open with reduced staffing to ensure that individuals could come into the office when needed and to maintain business operations requiring the physical office. The education and treatment programs provided by the MCAPD cancelled in-person group sessions until further notice. To continue serving the individuals in need of these programs, staff provided assistance and support by telephone; additionally, the use of web-based technology to provide education and treatment services increased.





MCAPD staff routinely conduct interviews with individuals in custody pending a presentence hearing, following arrest for probation violations, or preparing plans for community reentry. The use of video calls to interview individuals in custody was already a common practice prior to COVID-19, however, this practice was further accelerated by the need for social distancing. The Department adapted practices to conduct investigations and gather information safely, thereby continuing to provide important services to the Court.

## Workforce

Probation employees were incredibly creative, flexible, and resilient during these challenging times. Many employees were responsible for balancing work with child care and the education of children due to school closures. Employees faced the possibility of becoming ill with COVID-19 or the need to quarantine with and care for other members of their household. Telecommute policies were adjusted to increase flexibility for staff and additional allowances for leave time were made available. Training requirements were adjusted, and more online training was offered. The social distancing efforts helped to minimize the number of staff who became ill with COVID-19.

Employees were tasked with learning and utilizing new technology tools rapidly and adapting quickly to significant changes in their work environment and operational practices. Staff discovered new ways to conduct their duties and shared tips and tools with one another. A COVID-19 Information Site was created where official documents, resources, and tips were placed in one easy-to-access location. Supervisory and team meetings moved online to keep staff connected and support operations. The Chief sent weekly updates to staff via email, sharing important information about operational changes and communicating unity, dedication to service, and a focus on what is important.

To provide effective probation services during the COVID-19 pandemic, the strategies developed and implemented were mission-focused as well as responsive to the public health crisis. COVID-19 presented numerous uncertainties, and the guidance and restrictions from various levels of government were updated with the availability of data and knowledge. Therefore, the adjustments to MCAPD business practices were regarded as temporary and evolving. At the end of the fiscal year, most of the altered business practices and many COVID-19 precautions remained in place. In these challenging times, the Department continued to serve effectively and remained committed to its mission to enhance the safety and well-being of our neighborhoods.





# INNOVATIONS & TECHNOLOGICAL ADVANCEMENTS AT MCAPD

One of the Department's five main strategic goals is to have sound and solid infrastructure, which has increasingly included having industry standard equipment and upgraded technological capabilities. This goal has also driven MCAPD to seek out innovative solutions to aid in the fulfillment of its operations and mission. In FY2020, the Department introduced or expanded several innovative initiatives, updated much of its technological infrastructure, and also adapted its practices to meet the challenges brought on by the COVID-19 pandemic.

While the pandemic may have accelerated the implementation of some of these initiatives and advancements, most had already been in their initial processes and had infrastructure to rely on. Below are some of the initiatives and technologies the Department adopted and utilized to advance (either directly or indirectly) its mission and vision of public safety, crime reduction, and positive behavioral change for individuals on probation and pretrial supervision.

## OFFICE 365

In the fall of 2019, the Department migrated its older software and operating system to Office 365. This upgrade not only provided staff with updated Microsoft Office software which assists in everyday tasks, but also introduced streamlined and enhanced communications through Skype for Business and Microsoft Teams. Both programs proved useful and necessary for maintaining communication and collaborative efforts during the pandemic while the majority of the workforce telecommuted. Specifically, these programs enabled videoconferencing and file-sharing, which kept units and teams connected and united.

Additionally, as the pandemic drastically changed department operations, leadership disseminated updates, memos, and other communications to staff at high volume. Microsoft SharePoint provided a custom site for all staff to visit the collection of essential documents which informed the Department's adapted operations. These applications enabled the Department to uphold the high quality of its operations, while maintaining its crime-reduction and community safety outcomes.

## VIRTUAL OFFICERS/CONTACTS

For some time, the Department has been exploring the concept of utilizing virtual contacts within the scope of community supervision. This concept allows officers to communicate with and provide real-time video check-ins with individuals on probation, relieving these individuals of common obstacles, such as difficulty finding transportation or displacing them from their job and/or support system to report to a MCAPD office for a scheduled contact. In March 2020, the Department was able to quickly, but thoroughly, implement virtual contact standards, enabling officers to make virtual contacts with individuals on probation, depending on the individual's risk level and circumstances (such as their own telecommunications capabilities). The implementation of virtual contacts respected social distancing guidelines, preserved the health and safety of the officer and individual on probation or pretrial supervision, and allowed the officers to continue their community supervision and be responsive to the individuals on supervision.

## ePVR SYSTEM (Probation Violation Report)

In FY2020, the Department completed a multi-year project to automate the Probation Violation Report system, which streamlined a cumbersome manual process of filing reports to the Court for individuals on probation who violated their conditions of probation. Department and court staff collaborated to connect their respective case management systems, and created an application that allows for secure, electronic filing and transmittal of probation violation reports and sentencings. In addition to significant improvements in overall efficiency and process improvements, the ePVR system saves Department staff time and allows them to focus on the supervision of individuals.

## PAPERLESS COMMITTEE (STRivE – Saving Trees by Reinventing Electronically)

For some time, the Department has steadily been moving toward a paperless environment, achieving the capability to electronically file petitions and court documents, and having a goal to move to a fully electronic case management system. In February 2020, the Department continued this movement with the formation of a paperless committee known as STRivE. In the Department's current procedures, probation officers maintain a physical file, or "hard file," which collects the physical documents and forms associated with each individual on probation. Interest in this movement was so great, the committee was able to create workgroups to focus on specific populations that will map out the Department's paper reliance in each population it serves and propose solutions for reducing this reliance.

## ONLINE TREATMENT AND COURSES FOR INDIVIDUALS ON PROBATION

The MCAPD provides several types of treatment and courses for eligible individuals on probation, including substance use treatment and cognitive behavioral courses. In the spring of 2020, the Department adapted these courses to be provided through online methods and applications. Thus, the Department maintained its abilities to provide needed treatment to individuals on probation in an environment of social distancing.

## VIRTUAL NEW OFFICER TRAININGS AND STAFF MEETINGS

New officers go through several months of training before supervising a caseload of their own. Usually, Department staff who are subject matter experts would provide various trainings in-person to new officers. However, in-person new officer trainings were postponed in April of 2020 as operations encouraged staff to telecommute. Department training staff quickly enacted a plan to convert the majority of new officer trainings to an online platform, by creating online courses and scheduling trainings which required more interaction with an instructor via Skype.

It is regular practice for Department supervisors to hold unit meetings on a regular basis to disseminate information from leadership, provide additional training, and maintain unit cohesion. Recent unit meetings have been moved to online platforms such as Zoom, Skype for Business, and Microsoft Teams. Virtual unit meetings have enabled supervisors to preserve the functions of in-person meetings, and supervisors have established creative ways of conducting team-building exercises, sharing essential resources, and communicating organizational updates.

## EXPANSION OF DATA COLLECTION REPORTS

In FY2020, Department staff expanded the application of SQL Server Report Services (SSRS), which is a web-based application that enables a user to pull certain data through pre-designed reports from the Department's case management system, APETS. Management staff, supervisors, and program administrators were provided this platform to retrieve specific data related to the performance outcomes of the populations they supervise and manage. By providing improved access to their performance measures, especially data relating to the divisions they oversee, management is able to make more data-driven decisions.

Each of these initiatives and advancements provided staff with the means and tools to carry out the Department's essential functions. MCAPD will continue to explore innovative solutions and technologies that equip staff to supervise individuals, reduce crime, and enable positive behavioral change.



# Pretrial

## SERVICES

INITIAL  
APPEARANCE  
UNIT

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GENERAL PRETRIAL  
SUPERVISION AND  
ELECTRONIC  
MONITORING  
PROGRAM



# PRETRIAL SERVICES

The Pretrial Services Division (PSD) is comprised of three separate programs: the Initial Appearance Unit (IAU) and two pretrial supervision programs, General Pretrial Supervision and the Electronic Monitoring (EM) Program. All three programs work together to maximize pretrial release, court appearances of justice-involved individuals, and public safety. The PSD strives to increase compliance with court orders and reduce recidivism by providing pre-adjudicated individuals with information, supervision, and resources. All pretrial supervision, including electronic monitoring and drug and/or alcohol testing, are provided at no cost to the pre-adjudicated individuals placed on pretrial supervision.

**MISSION**

The mission of the Pretrial Services Division is to improve public safety and Court appearances while adhering to the principles of Pretrial Justice.

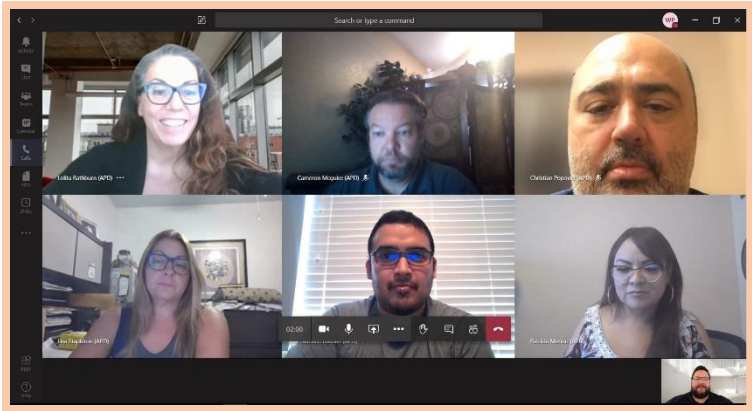
## INITIAL APPEARANCE UNIT

- IA packets completed: 48,433
- Average cost per IA packet: \$60.51

The IAU is tasked with providing accurate, objective, and time-sensitive information to the Initial Appearance Court. Furthermore, it provides support to General Pretrial, the EM Program, and field supervision probation officers. The IAU operates 24 hours a day, every day of the year. The unit provides criminal history information, financial interview details, the Public Safety Assessment to measure the risk of failure to appear and/or reoffending, and other pertinent documentation to the Initial Appearance Court, which determines pretrial release conditions.

In FY2020, the IAU was part of several projects impacting field supervision and Court operations, including continuing to work closely with the Maricopa County Sheriff's Office and the Initial Appearance Court to combine new criminal offenses and probation violation matters to be heard together at Initial Appearance Court, reducing transportation costs and the time an individual spends in custody. IAU also began collecting the arrested individual's mobile phone number and consent to receive automated text messages enabling the Court to implement a court reminder program that provides valuable hearing information and other court updates to the individuals involved.

Due to the COVID-19 pandemic, the entire IAU operation was moved to an online platform in order to slow the spread of the pandemic and keep justice-involved individuals, officers, and all stakeholders safe. With the implementation of novel online communication, the IAU continued to complete timely Court dockets and place probation holds; in addition, 889 bond review reports were submitted to the Court to assist in bond modification hearings.



IAU staff and leadership meet on TEAMS to stay connected and informed. The IAU went 100% remote in response to COVID-19 in the jail. Pictured from left to right, top row: Lolita Rathburn, Cameron McGuire, and Christian Popovici; bottom row: Lisa Stapleton, Francisco Bustillo, Patricia Merino, and William Peckham.



## GENERAL PRETRIAL SUPERVISION AND EM PROGRAM

- Active end of year supervision population: 3,760
- Average daily cost of supervision per individual: \$7.64
- Annual program cost of supervision: \$9,340,451

Pretrial supervision (General and EM) successfully transitioned to the use of a new drug testing vendor. The vendor transition provided an opportunity to create a new service-based testing memorandum that is provided to all pretrial supervised individuals ordered to comply with drug and/or alcohol testing; this document is designed to be informative and supportive which ultimately promotes pretrial success. General Pretrial (also in response to the pandemic) expanded the use of telephonic intakes, implemented the use of videoconferencing applications to meet reporting requirements, created new electronic versions of documents, and developed new telecommuting practices for staff.

In the final months of FY2020, the EM Program was supervising a record high number of individuals, with about 1,000 individuals on electronic monitoring supervision at any given time. Electronic monitoring provides the Court with an enhanced release option that balances community safety with the pretrial release of higher-risk individuals. Electronic monitoring equipment installations and intakes continued to be completed daily, including weekends and holidays, with most installs occurring before release from custody as ordered by the Court. Additionally, the EM Program implemented the use of a new and enhanced Global Positioning System (GPS), which offers several improvements including ease of use, increased battery-life, enhanced tamper detection, and multiple location technologies. The system is also equipped with Long-Term Evolution that increases data capacity, transfer speeds, and network longevity. These overall system enhancements have resulted in a reduction of false alerts requiring officer interventions in the field.

The pandemic also presented some unique challenges to the EM Program, most importantly, the acquisition of personal protective equipment. The program adapted to several procedural changes and work modifications to enhance officer safety and protect the community. While some departmental supervision operations implemented phone intakes or other virtual contacts, EM installations require close contact with justice-involved individuals, which continued without disruption. Despite the challenges of the fiscal year, PSD continued to provide a high level of support and service to the pretrial population and the Court.



Demonstration of EM install using proper personal protective equipment.



# Presentence

## INVESTIGATIONS





# PRESENTENCE INVESTIGATIONS

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- Presentence investigation reports completed: 13,925
- Average cost per presentence investigation report: \$936.11
- Annual program cost: \$11,702,930

The Presentence Investigations Division (PSI) occupies a unique position in the Department. Whereas field probation officers typically supervise individuals in the community, PSI staff are responsible for investigating, evaluating, and reporting circumstances surrounding the initial crimes. Before an individual is sentenced, PSI staff collect, analyze, and present information regarding the crime committed in the form of a presentence report. The report is comprised of a summary of the offense, statements from affected parties, comprehensive risk assessment data, program and treatment screening results, a discussion of relevant sentencing considerations, and an evidence-based sentencing recommendation to the judicial officer.

After an individual's determination of guilt, PSI screeners initiate the presentence investigation process by compiling criminal history data, sending introductory correspondence to victims, and interviewing the individual pending sentencing. Screeners incorporate information from the interview and other sources into a validated criminal risk assessment in preparation for transfer to a PSI officer. When PSI officers receive the case, they review police reports, contact victims, conduct a follow-up interview with the individual pending sentencing, assemble the criminal history, and distill the wide variety of information they received into an organized report format. The finished product is a full presentence report; this report is designed to draw evidence-based conclusions and guide sentencing decisions by presenting the positions of various stakeholders, offering a detailed picture of an individual's criminal conduct and potential risk to re-offend, and weighing the treatment programs available should the individual be sentenced to probation.

In FY2019, the Department began shifting the combination report-writing duties from the field probation officers to PSI. When an individual commits a new offense while on probation, the Court orders a combination report: a presentence report on the new crime combined with a probation violation report addressing the reinstatement or revocation of the existing probation grant. As of March 2020, PSI assumed full responsibility for completing every combination report ordered, freeing up field officers to devote time and energy toward supervision-centered interactions and case planning.

Considering the number of interactions between PSI officers and justice-involved individuals at the presentence level, the ability to communicate remotely and efficiently with individuals held in the county jail is essential. In FY2020, the Maricopa County Sheriff's Office migrated from their previous inmate videoconferencing visitation system to a new system called VisManager by Global Tel Link (GTL). PSI staff recognized the likelihood of challenges with a large-scale rollout of new technology and volunteered to test, troubleshoot, and offer feedback in regular meetings with GTL. The engagement of PSI in this role has resulted in a noticeable improvement in the use of VisManager and the services to incarcerated persons over time.

The COVID-19 pandemic has had widespread effects on society, including the Judicial Branch of Maricopa County. The PSI Division is fortunate that most staff already had telecommuting capabilities. For those who must report to the office, Department leadership implemented social distancing measures, provided masks and sanitizing products, and allowed flexibility of schedules where practical to maximize staff safety.



# Reentry

## SERVICES

PRISON  
REENTRY  
PROGRAM

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COMMUNITY  
REINTEGRATION  
UNIT

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WORK  
FURLOUGH  
PROGRAM

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SERIOUSLY  
MENTALLY ILL  
PROGRAM

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GARFIELD  
PROBATION  
CENTER

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ADULT  
EDUCATION  
PROGRAM





## PRISON REENTRY PROGRAM

- Active end of year population: 565
- Average daily cost per individual on probation: \$17.93
- Annual program cost: \$3,264,811
- Authorized caseload ratio: 1 to 20
- Drug monitoring results indicate that 51% of individuals in the Prison Reentry Program were drug free in FY2020.

The Prison Reentry Units supervise individuals released from the Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) to a subsequent standard probation term. The program revolves around reducing the number of individuals who immediately abscond and/or recidivate after being released from prison, thereby increasing neighborhood safety and the efficiency of the criminal justice system. In FY2020, the Reentry Program conducted 1,553 pre-release interviews, averaging 129 interviews per month. As a result of these efforts, only 1.4% of individuals assigned to the Prison Reentry Units absconded upon initial release.

The Reentry Program provides both pre- and post-release services. Reentry staff work to identify individuals' risks, needs, and challenges and provide support and interventions to help individuals be as successful as possible. Staff ease the transition from prison to the community as well as the transition in supervision from specialized reentry units to standard probation.

During FY2020, the Reentry Program had to change the way business was conducted due to the COVID-19 pandemic. Many individuals returning to the community after incarceration are not familiar with utilizing technology needed to communicate virtually. Officers served as a catalyst and support system for technology education and adaptation. For health and safety reasons, ADCRR suspended in-person visitation within its facilities, therefore, pre-release program staff had to rely

on the strong relationships and collaboration they had built with ADCRR staff to complete interviews and reentry planning over the phone and through email.

The Reentry Program continued its focus on process improvement, community involvement, and building and maintaining strong community partnerships. Program representatives remained part of the project leadership team for the Freedom Through Housing grant with A New Leaf, Arizona Department of Housing, ADCRR, and Arizona State University. Supervisors also sat on the steering committee for the First Annual Reentry Stand Up event, which took place on October 19, 2019. Multiple reentry officers and over 40 vendors attended the community resource event, which offered services to the formerly incarcerated and their families. The committee's goal is to host similar community events annually. In February 2020, reentry supervisors presented at the Reentry Family Support Night hosted by ADCRR. They also remain actively committed and involved as leaders in the Maricopa County Reentry Coalition, comprised of government agencies and community organizations committed to working with, serving, and advocating for formerly incarcerated individuals and their families.

**“Thank you**  
*for your help.  
You had a big  
help on keeping  
my mind right  
and on track.”*

INDIVIDUAL ON PROBATION

The fiscal year presented multiple opportunities for the Reentry Program to be highlighted at state and national levels. Representatives from the program presented an



overview of the creation, implementation, and evolution of the MCAPD Reentry Program at the American Probation and Parole Association (APPA) Summer Training Institute in August 2019. The workshop included an activity intended to offer insight and awareness of challenges faced by formerly incarcerated individuals reentering the community. The Reentry Program was invited to provide this same presentation at the Arizona Administrative Office of the Courts Statewide Probation Conference in November 2019. In addition, two reentry supervisors wrote an article, "Integration is the Key: The Maricopa County Adult Probation Reentry Program" that was published in *Perspectives*, a quarterly journal of the APPA.

## COMMUNITY REINTEGRATION UNIT

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The Community Reintegration Unit (CRU) strives to meet the needs of the in-custody justice-involved population it serves. The purpose of the unit is to close the gap between the jail and the community for sentenced individuals housed in the Maricopa County jail system, and most of its efforts are on reentry initiatives. Officers provide comprehensive transitional planning and assist high-risk individuals with making positive, long-term behavior changes.

CRU continues to collaborate with multiple partners to best support incarcerated persons on probation. For instance, the unit works closely with Maricopa County Correctional Health's MOSAIC Program, which is an evidence-based treatment program offered to eligible men and women detained in the jails. During FY2020, the unit initiated the early jail release of 352 MOSAIC graduates, which translates to 12,875 jail days saved and a financial savings of \$1,353,806.

CRU referred 459 jailed individuals on probation to Terros Health's Targeted Investments Reach-In Program for reentry-related services during FY2020. This program offers

eligible individuals transitional assistance both pre- and post-jail release, including peer support, a coordinated jail release, and a plan to engage in vital services in the community after release.

The unit continues to work with Valleywise Health and other partners on a RELINK grant project, which connects individuals on probation, ages 18 to 26, to healthcare opportunities that include primary care, dental, behavioral health, healthcare literacy, and social services. CRU referred 172 individuals to the RELINK program during FY2020.

The CRU intensive probation supervision (IPS) officers concentrate reentry efforts on high-risk individuals sentenced to IPS, primarily relying on the use of evidence-based curricula including *Thinking for a Change*, *Carey Guides* and *Brief Intervention Tools (BITS)*, *Effective Practices in Community Supervision (EPICS II)*, and *Merging Two Worlds*. Recently, the entire team completed SUSTAIN (Staff Undertaking Skills to Advance Innovation) eLearning training, which combines the skills practiced in EPICS II and other evidence-based tools with risk reduction techniques. The team uses these tools to provide clarification and guidance regarding the probation supervision process; gather important information to help identify an individual's motivation, drivers of criminal risk factors, and skill deficits; and to best determine a course of action to overcome barriers for a successful transition back to the community.

The IPS team monitors successful transitions by tracking individuals for 30 days following release. Of the 379 individuals on IPS released through CRU this year, 78% were still active on probation after 30 days. The individuals who released to a private residence and received a transition meeting (a pre-release conference between the CRU officer, field officer, and individual on IPS) fared the best, with 91% still on probation after 30 days. Additionally, the percentage of individuals on IPS who immediately absconded was only 11%.



Due to the COVID-19 public health crisis, the Maricopa County Superior Court suspended many court proceedings, including sentencing new criminal and probation violation cases, during the last several months of the fiscal year. Therefore, CRU experienced an overall decline in the number of individuals assigned to the unit, but this is anticipated to be a temporary change. Once the Court resumes normal operations, the unit's caseload sizes are expected to rise. In the meantime, officers continued to provide quality transitional planning and evidence-based behavior tools to the in-custody justice-involved population by means of video visitation. As always, CRU maintained a clear focus on the mission, vision, and values of the Adult Probation Department.

## WORK FURLOUGH PROGRAM

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Over the years, MCAPD's Work Furlough Program has continued its collaboration with the Maricopa County Sheriff's Office (MCSO), the courts (both family and criminal), Correctional Health Services (CHS), local employers, and community stakeholders to offer Work Furlough participants supervised reintegration into the community by means of job readiness and employment search. The goal of the Work Furlough Program is to provide appropriate participants the opportunity to maintain or obtain meaningful employment and/or build work-related skills through appropriate workforce development.

For over a year, the Work Furlough Program was housed at the Estrella Jail and ongoing efforts were made by MCAPD, MCSO, and CHS to collaboratively address evolving trials pertaining to program eligibility, medical clearance, and in-custody housing availability. With the collective consideration and support of each department's policy and procedure, MCAPD, MCSO, and CHS combined efforts to continue to offer the opportunity for participants to provide financial support for their families, while also embarking on a path to

effectively meet their court-ordered financial obligations. During FY2020, the Work Furlough officers supervised a combined daily average population of approximately 96 participants for the time period of July-March 2020, while collecting a total of \$385,961 in work furlough fees.

Due to the COVID-19 public health crisis, in March of 2020, the MCSO made the decision to indefinitely suspend the Work Furlough Program to ensure the health and safety of staff, participants, and the larger jail population. In a collaborative effort with the County Attorney, assigned defense counsel, and the Court, the MCAPD assisted in the immediate modification of court-ordered jail terms of 78 Work Furlough participants. Accordingly, the individuals were released from custody and their remaining jail sentence was either deleted or deferred to commence on a later date. The MCAPD maintains its commitment to fostering its relationships and collaborations with MCSO, the courts, CHS, and community stakeholders while continuing its support of the community at large.

## SERIOUSLY MENTALLY ILL PROGRAM

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- Active end of year population: 878
- Average daily cost per individual on probation: \$7.26
- Annual program cost: \$2,444,885
- Authorized caseload ratio: 1 to 40
- Success rate: 72%
- Drug monitoring results indicate that 48% of individuals in the SMI Program were drug free in FY2020.

The Seriously Mentally Ill (SMI) Program offers specialized supervision to qualifying individuals placed on probation supervision. The justice-involved individuals must have an SMI determination through the Regional Behavioral Health Authority (RBHA), Mercy Care, meaning they live



with a mental health disorder that impacts their daily functioning. This specialized supervision includes a collaborative approach for each individual, focusing on both their court-ordered responsibilities and clinical needs, and involves various community stakeholders to assist with stabilization while working toward positive behavior change.

This program expanded to a total of 24 probation officers, divided into two units and supervising approximately 900 justice-involved individuals. In June 2020, the growth of this program allowed for the creation of a third unit, which required a third supervisor. The officers in this program have a unique set of skills that allow them to effectively interact with justice-involved individuals who are also walking through life with a mental illness that impairs their cognitive ability.

There are multiple partnerships that are key to the success of this program. The partnership between the SMI Program and the RBHA is vital to the success of each individual benefiting from the supervision offered to them by specially trained probation officers and mental health care from local case managers. Mercy Care focuses on a harm reduction approach that encompasses necessary services to include housing. Meanwhile, probation focuses on a risk reduction approach with a primary strategy of addressing needs identified through risk assessments. In order to prevent SMI justice-involved individuals from being overwhelmed with their responsibilities, the SMI Program collaborates to have the strategies from both approaches mirror each other, thus allowing for a more comprehensive approach to individual risks and needs.

To improve the partnership with the RBHA, the Justice Series trainings were continued and adjusted. SMI supervisors visited individual clinics during clinic-wide meetings and presented trainings about the criminal justice process. This continued to build the strength of the communication channels between MCAPD and the

RBHA to best meet the needs of the individuals served by both agencies. The Justice Series trainings were determined to be so successful that they were recognized with a National Association of Counties Achievement Award.

One of the most integral parts of the SMI Program is the Mental Health Court, which has grown to three calendars, allowing both judicial officers to see more people in need of an intervention outside of a petition to revoke probation and/or incarceration. Graduated responses, such as a specialized Mental Health Court, contribute to the problem-solving and therapeutic approach in working with SMI individuals. This Court includes teamwork and input from MCAPD, the County Attorney, the Public Defender, the MCSO, Mercy Care, case managers, and judicial officers.

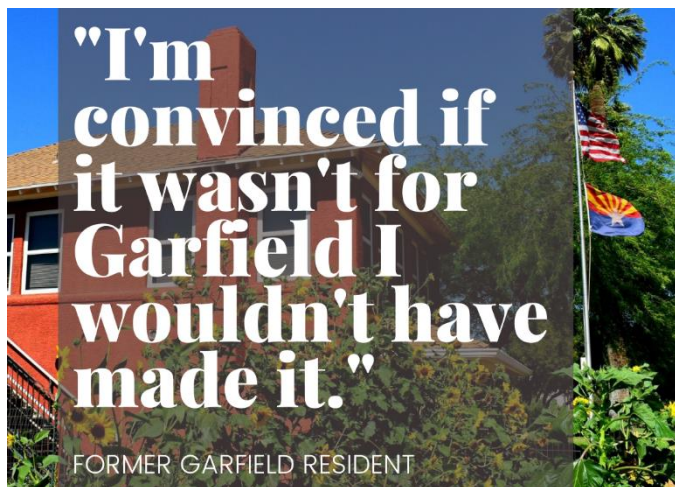
While the public health crisis changed operations, it also provided some opportunities to use creative means of communication and collaboration through a variety of virtual platforms both in Mental Health Court as well as officers' day-to-day interactions.

## **GARFIELD PROBATION CENTER**

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In the heart of downtown Phoenix lies the Garfield Probation Center. This unique building is not only a probation office with an education center but, for many years, provided a residential facility for men on probation, offering 26 beds to those struggling with housing. In early 2020, the COVID-19 pandemic led to many unpredicted changes. The public health crisis drastically impacted operations within the Garfield residential program, and numerous practices were put into place to ensure the safety and well-being of both residents and staff members. These measures included enhanced cleaning and sanitization practices as well as limiting the number of residents to one person per room, or 13 total residents, in order to maintain physical distancing and allow

residents to isolate if they started experiencing symptoms. Unfortunately, the health crisis led to the closing of the residential facility in June, however, staff worked tirelessly with the residents and assigned probation officers to transition the remaining men into other housing options. While the closing of the residential program is truly unfortunate, the legacy of the program will live on and accomplishments during the year are worthy of celebration. In FY2020, 91 men received housing. The Garfield staff maintained their commitment to treating people as individuals and really listening in order to provide meaningful help. With the temporary housing and additional assistance, some of the men made significant progress in ways they had not previously been able to achieve.



From July 2019 through February 2020, community restitution projects were held every day, excluding holidays, at the Garfield Probation Center. Among these projects were two tree planting events in the Garfield neighborhood; alley clean ups; and lawn maintenance for elderly, indigent, and disabled individuals in the neighborhood. A total of 16,142 hours of community service were completed during this fiscal year.

The annual Turkey Feast was held on November 21, 2019. This is a heavily advertised event where families come to receive a hot Thanksgiving meal and children meet with Santa and Mrs. Claus to receive gifts and books. The gifts were almost exclusively donated by probation

employees, who responded generously to the call for donations. Despite the rainy weather, the Garfield neighborhood residents came to the Turkey Feast and 571 meals were served to 243 adults and 328 children.



## ADULT EDUCATION PROGRAM

MCAPD's Frank X. Gordon Adult Education Program provides rigorous, high quality, standards-based adult education programs and has demonstrated a high level of educational success serving at-risk and in-need adults in the community. The program's state-certified teachers provide free GED preparation, Adult Basic Education (ABE), and English for Speakers of Other Languages (ESL) classes year-round at probation offices in central Phoenix, Mesa, and Glendale. Each center has a student computer lab for online learning, job searching, and resume building. Curricula are designed to ensure students have good computer literacy skills so they can compete in the modern job market and educational system. The Adult Education Program provides student access to multiple interactive online learning programs free of charge, which allows students to study at home, at a public library, or in the computer lab at the MCAPD Education Centers.

As part of the Reentry Division, educational staff recognize that education and literacy are important in



reintegrating individuals on probation into the community, and increasing education levels contributes to reducing recidivism and increasing community safety. Education as well as increased computer and digital literacy are known to have pivotal roles in decreasing recidivism rates while increasing self-sufficiency, wage levels, probation completion rates, and secondary education opportunities which, in turn, improves the quality of life for the students and their families.

This year, due to COVID-19 and based on recommendations from the Arizona State Department of Education as well as local and state guidelines, all in-person classes were suspended from mid-March through the end of the fiscal year. All curriculum and lessons were shifted to a virtual environment, utilizing the online interactive curriculum that was already in place and being used widely by students as well as adding live online meetings and lessons between teachers and students via various online methods. Many of the students do not have computers or Internet at home. They relied on programs and applications that are accessible via smart phones, and the teachers worked individually (online and via telephone) with students in order to keep them engaged. Many of the program's adult students are also parents who were affected by the closure of public schools, and many experienced job losses in their households. As a result, many adult education students were unable to continue their own education, even in a virtual environment, due to these other life priorities.

Despite these challenges, many students continued to work on their online curriculum and make educational progress. From July 1, 2019, through Feb 29, 2020, there were 177 ABE and GED prep students who had 6,538 attendance hours and 52 ESL students attended 3,339 hours. During this same time period, 62 ABE/GED students earned a Measurable Skill Gain (MSG) or a GED / High School Equivalency Diploma and 38 ESL students earned an MSG. From March 2020 through June 29, 2020, after in-person classes were suspended, 97 ABE/GED prep

students continued participation in the online and individualized instruction with their teacher for 1,198 total hours and 25 ESL students engaged for a total of 735 hours. As a result of the pandemic, an emphasis was placed on remote learning with students from March through June.

The MCAPD Adult Education Program started two new Integrated Education and Training (IET) programs in FY2020. The federal and state Departments of Education prioritize adult education and literacy in combination with workforce preparation skills, including soft-skills and inter-personal communication, with specific workplace training that leads to an industry-recognized credential. These components, when taught concurrently and contextually, provide students with the ability to earn their GED/High School Equivalency Diploma while increasing their workforce skills and beginning their career journey. The two new programs included a construction core skills program and a retail fundamentals program, both of which provide an industry-recognized credential. These programs were initiated in early February 2020, and both programs had to be put on hold due to the COVID-19 pandemic and closure of the in-person classes. Both programs have an online element that will be started by the education program in the upcoming fiscal year.

For the fifth consecutive year, the Adult Education Program has continued its partnership with the Smart Justice Program (SJP) from Arizona@Work. While this program was also impacted by the COVID-19 pandemic and SJP was no longer in the probation centers due to the pandemic, the Adult Education Program teachers and probation officers continued to send referrals for employment services to SJP. Career guidance specialists with SJP made individual appointments in person, via telephone, and through online platforms in order to continue to serve individuals during this crisis.

# Programs

DRUG  
COURT

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DUI  
COURT

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VETERANS  
UNIT

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SUPERVISED  
YOUTH  
UNIT

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REACH  
OUT  
PROGRAM

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THINKING FOR A  
CHANGE AND  
DECISION POINTS





# DRUG COURT

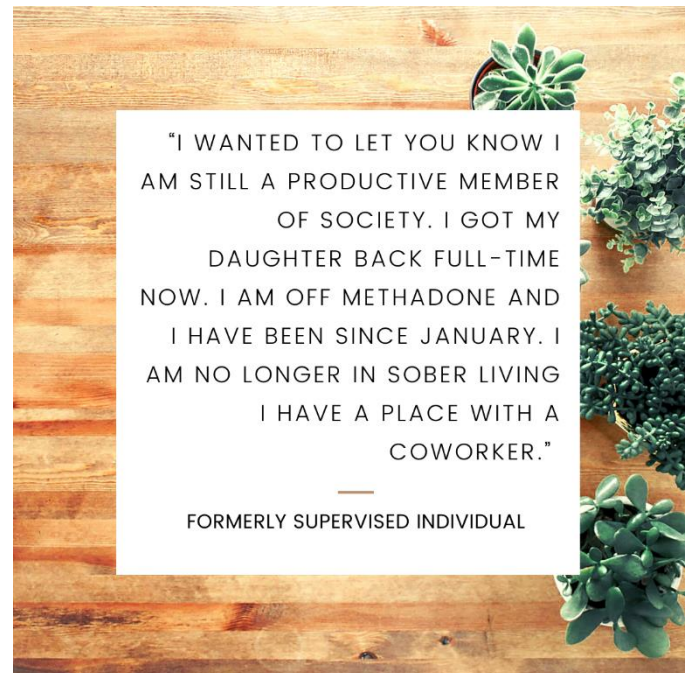
- Active end of year population: 491
- Average daily cost per individual on probation: \$16.33
- Annual program cost: \$2,846,984
- Authorized caseload ratio: 1 to 40
- Success rate: 58%
- Drug monitoring results indicate that 29% of individuals in the Drug Court Program were drug free in FY2020.

In 1989, the first Drug Court was started in Miami-Dade, Florida in response to the cocaine epidemic facing the community. In March 1992, Maricopa County began operating its own Drug Court. The program offers a cognitive-based, intensive outpatient substance use counseling and drug monitoring program for high-risk and high need individuals with substance use disorders. The Drug Court team, consisting of a judicial officer, public defenders, counselors, and probation officers, monitors nearly 490 participants' adherence to treatment, intervention services, and probation supervision to ensure progress is made towards the goals of achieving long term sobriety and positive behavioral change.

The counseling component of the Drug Court Program, like many other areas of probation, experienced significant challenges due to the COVID-19 pandemic. While practicing social distancing and modifying office contacts, in-person Drug Court groups were suspended. Using grant funds, Drug Court was able to obtain a telehealth platform, which allowed the counselors to facilitate virtual groups and hold online individual sessions to support the participants through these uncertain times.

The Substance Abuse and Mental Health Services Administration grant awarded in FY2019, appropriately titled Project HOPE, continued to help support participants during this past year, and was expanded past the original scope to provide **Housing Outreach** and

**Peer Engagement** to all Drug Court participants during the COVID-19 pandemic. This grant is a partnership between MCAPD, Community Bridges, and Axiom Care and provides up to 90 days of sober living, along with services from a peer navigator. During its first year, Project HOPE met all outcome objectives and continues to be a great resource for the Drug Court team. Funds from this grant were also used to provide EMDR (Eye Movement Desensitization and Reprocessing) training for the Drug Court counselors, which is an evidence-based counseling technique that works to resolve trauma that individuals may be experiencing.



A goal that was realized in FY2020 was the revival of an alumni program, designed to offer support to current Drug Court participants. Previous Drug Court graduates and their families held a potluck dinner, which was very heavily attended. The group started planning for several in-person events prior to the COVID-19 pandemic. As a result, the alumni group adjusted its planning and will meet virtually to offer support to current program participants.

With in-person Drug Court Status Hearings being suspended indefinitely, the team started to conduct supportive check-ins with participants via virtual meetings. Probation officers have adjusted to meeting



with individuals virtually and conducting field contacts while following CDC guidelines. The National Association of Drug Court Professionals' (NADCP) annual conference was conducted virtually this year. Several members of the Drug Court team were able to attend this virtual conference and were afforded training on a variety of topics relative to working with Drug Court individuals.

As the national opioid crisis continued in FY2020, one of Drug Court's responses to the crisis was to develop a naloxone use policy and train and equip Drug Court and Fugitive Apprehension Unit officers with this potentially life-saving opioid reversal drug. To date, 84 officers, staff, counselors, and supervisors have been trained and 49 officers, counselors, and supervisors are currently equipped with naloxone kits. In December 2019, in a downtown Superior Court restroom, a Drug Court officer's quick thinking and cool-headed insistence that an overdosing individual on probation be given naloxone contributed to reversing the overdose and saving the individual's life.

As the Drug Court Program moves forward to work in a virtual world, the team will be exploring ways to increase treatment retention for participants. The team will continue to focus program improvement by striving to adhere to the NADCP best practices. Additionally, continuing and growing the alumni program to support current and past participants will be a priority.

## DUI COURT

- Active end of year population: 171
- Average daily cost per individual on probation: \$11.09
- Annual program cost: \$596,980
- Authorized caseload ratio: 1 to 40
- Success rate: 92%
- Drug monitoring results indicate that 43% of individuals in the DUI Court Program were drug free in FY2020.

The DUI Court Program consists of a multi-disciplinary team to address substance use and driving. The team consists of a judicial officer, public defenders, probation officers, and representatives from the contracted treatment provider. The program includes enhanced community and legal supervision, substance use disorder treatment, the MADD (Mothers Against Drunk Driving) Victim Impact Panel, and community support.

The Governors Highway Safety Association, along with the Foundation for Advancing Alcohol Responsibility, released in December 2019 its report *High-Risk Impaired Drivers: Combating a Critical Threat*. In addition to defining a high-risk impaired driver (HRID), the report presents the numerous challenges and opportunities in working with the HRID at different interceptions. An HRID is generally someone who meets several criteria involving substance use disorder and responsivity to treatment. The criteria include someone who drives with a BAC of 0.15 g/dL or higher, after consuming drugs, or after consuming a combination of drugs and alcohol; who has repeatedly driven under the influence; and who lacks the restraint or self-control to resist driving impaired or is resistant to change. HRID are disproportionately responsible for fatalities on the road.



One of the challenges in community supervision of the DUI population is the seeming indifference to driving on a suspended license. Earning the privilege to drive has



evolved into a rite of passage; this privilege leads to a sense of freedom and helps define us as we fulfill our societal roles, from employment, education, and shopping, to social engagement. The loss of driving privileges affects a person's self-perception and challenges them as to how to meet societal roles. MCAPD wants to be empathetic to the life-altering changes that come with losing driving privileges; yet, the Department understands the consequence of a suspended or revoked license on both those in the DUI Court Program and to the community. Few treatment programs specifically address the unique issues when someone loses the privilege of driving. Probation has started exploring programs that address the grief, the change to self-perception when someone loses the privilege of driving, and the availability of such programs. The DUI Court Program has involved MCAPD's clinical supervisor in assessing available programs. Also, DUI probation officers explore cognitive tools that may assist in addressing these issues.

The number of DUIs due to drugs or prescriptions continues to increase. While it is necessary that these individuals participate in DUI Court if found appropriate, MCAPD is learning about some possible differences in criminogenic needs for individuals convicted of this type of DUI. The number of individuals using medical marijuana continues to increase and presents some challenges to both treatment and community supervision. This trend appears to be present on a national level as well. Finally, MCAPD continues to seek community resources that may provide medication assisted treatment (MAT) for alcohol use disorders.

Evidence from research continues to support the need for and use of an assessment tool designed specifically for the DUI population. Traditional assessment tools that assess risk fail to assess the risk of committing another DUI adequately. MCAPD remains steadfast in exploring the Impaired Driving Assessment as a tool to supplement current assessments and ensure the DUI Court accurately identifies and serves its target population.

## VETERANS UNIT

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- Active end of year population: 437
- Average daily cost per individual on probation: \$6.43
- Annual program cost: \$787,078
- Authorized caseload ratio: 1 to 60
- Success rate: 82%
- Drug monitoring results indicate that 45% of veterans were drug free in FY2020.

Prior research suggests some connection between military service and criminal justice involvement, which may be explained by profiles of those who volunteer for military service; traumatic experiences during military service, and medical, mental health, or substance use disorder conditions related to military service (Culp, R., Youstin, T. J., Englander, K., & Lynch, J. (2013). "From war to prison: Examining the relationship between military service and criminal activity". *Justice Quarterly*, 30(4), 651–680).

MCAPD's Veterans Unit works with individuals who have served in the United States Armed Forces and have entered into the criminal justice system. Veterans Court is a treatment court utilized by this unit and is designed to provide services that are tailored to the distinct needs that arise from military service. The effects of military duty do not always end after returning home especially after combat. Many who have served return with mental health issues such as post-traumatic stress disorder (PTSD), traumatic brain injury, and other mental health problems. Additionally, many individuals misuse alcohol and drugs, including prescription drug misuse, and experience homelessness.

Veterans are offered the opportunity to participate in Veterans Court on a voluntary basis. Veterans who choose to participate are screened for appropriateness by probation staff and their service connection is verified by the Department of Veterans Affairs (VA). A Veterans



Justice Outreach Specialist from the VA, the VA Regional office, as well as a peer mentor are part of the Veterans Court team. Additionally, there are representatives from the MCAPD, Veterans Center, Mercy Care, public defenders, as well as Veterans Court graduates who return to assist veterans currently on probation.

This year Veterans Court was featured on ABC, channel 15, *Sonoran Living* with Susan Casper. During the episode, Ray Perez, who is a graduate of the Veterans Court Program, shared his inspiring story. Ray obtained employment with the VA, and he is now in charge of the Veterans Outreach in the jails and prisons in the State of Arizona.

The Arizona Department of Veterans' Services continues to support the Veterans Court Alumni Association (VCAA) through grant funding. Through the alumni group, the veterans were able to participate in a movie day at Pollack Tempe Cinemas. The veterans were able to socialize and reminisce, sharing their experience in the military with each other. They were treated with a light breakfast of pastries then popcorn and drinks during the movie.



The VCAA had several other events scheduled this year for the Veterans; however, the COVID-19 pandemic caused these events to be postponed. Veterans Court was also placed on hold; however, officers continued to serve the veterans' needs in the community. Officers, as

well as the veterans, have become more tech savvy due to mandatory social distancing by using platforms such as Google Duo, Skype, WhatsApp, as well as other virtual communication programs available to stay in touch.

Although the day to day does not look the way it has conventionally for the last nine years, the team will continue to adjust to the changes and hope to obtain a new normal to celebrate the program's ten-year anniversary in 2021!

## SUPERVISED YOUTH UNIT

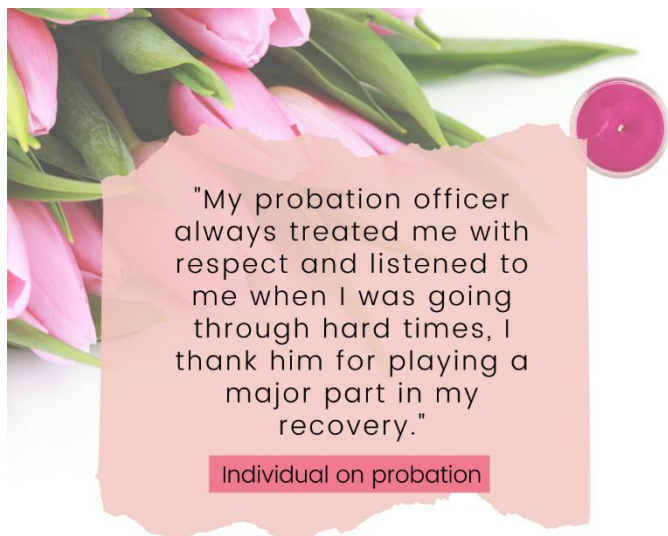
- Active end of year population: 306
- Average daily cost per individual on probation \$9.50
- Annual program cost: \$762,125
- Authorized caseload ratio: 1 to 40
- Success rate: 54%
- Drug monitoring results indicate that 44% of individuals in the Supervised Youth Unit were drug free in FY2020.

Within MCAPD standard probation supervision is the Supervised Youth Unit. Officers in this unit have experience supervising a younger population of individuals, including those who have been convicted of committing a serious crime as a minor and have been transferred to the adult criminal justice system (referred to as transferred youth). Supervising the transferred youth and young adults involves focusing on needs that differ slightly from the general population on standard supervision. Often these young people have been subjected to adverse childhood experiences (ACES) and can benefit from additional resources to overcome the statistics indicating they are at a higher risk to continue their pattern of criminal behavior. These resources can include covering the cost of their drug testing, assessing and referring them to specialized treatment, and assisting them with applying and navigating the insurance processes. Skill-based supervision is often utilized with this population and officers in the unit recently participated in



a pilot program that provided additional training regarding learning and sharpening their competence in this area.

JTOP (Juvenile Transferred Offender Program) is a therapeutic court program designed for transferred youth and young adults. The JTOP Court team consists of probation officers, a clinical coordinator, the judicial officer, defense counsel, and the justice-involved individual; the probation officers participating in this court are a part of the Supervised Youth Unit. The goal of the JTOP team is to quickly intervene and redirect risky or unlawful behavior prior to its escalation as well as recognize, reward, and encourage positive behavior and changes in the participant's life. Both incentives and sanctions are utilized for participants in the form of bus tickets, gift cards, community service hours, and short incarceration periods, to name a few. Completing the JTOP program can often result in an early termination of probation and reduced fees for the participant. Unfortunately, due to the spread of COVID-19, JTOP Court has been in recess since March 2020. Team members remain invested, are communicating, and looking forward to reconvening when it is safe to do so.



While successful termination of probation is the goal, the hope is that the skills learned while participating in specialized supervision and/or JTOP will be lifelong,

resulting in an improved quality of life for both the participant and the community.

## REACH OUT PROGRAM

MCAPD's Reach Out Program continues to have an incredible impact on the lives of individuals by providing an opportunity for early release from jail to enter residential treatment. The participants are individuals who are sentenced to probation, serving jail as a condition of probation, and have an order for early release to treatment through Reach Out. The referral is sent to Reach Out via the courts, attorney, or probation officer. The Reach Out staff initiate the pre-screening by assuring that the individual does not have any pending charges, warrants, or holds, which would preclude them from participating in the program. If any of those mentioned are identified, the Reach Out staff will request assistance from probation staff and/or attorneys to resolve the issue. Once cleared, the individual is assessed by a clinician. The ASAM (American Society of Addiction Medicine) assessment is used to determine the level of care that is indicated. The Reach Out staff utilize the information obtained in the ASAM, along with the insurance plan, to locate the most appropriate placement. Reach Out staff are responsible for arranging the placement, verifying the insurance coverage, requesting the release order from the court, coordinating with the Maricopa County Sheriff's Office (MCSO) and Correctional Health Services, facilitating the release from jail and providing a warm hand off directly to the provider. The provider arranges the transportation from the jail to the treatment facility.

The Reach Out Program has been very successful, and this year was no different. This program is dedicated to the success of individuals and their recovery. While there has been a reduction in the number of releases due to a significant decrease in the number of referrals as a result of the impact COVID-19 has had, Reach Out continued to conduct business, assessing and facilitating early releases. Adjustments were made quickly to meet the



demands and limitations. The assessments changed from in-person jail visits to video visits. To minimize exposure, releases were reduced to two days per week, rather than four. The providers collaborated with the Reach Out staff to coordinate releases and accommodated the changes that were made. The Reach Out Program has had and will continue to have a huge impact on the lives of the individuals served, their families, and the community.

## THINKING FOR A CHANGE AND DECISION POINTS

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Thinking for a Change (T4C) is in its 11<sup>th</sup> year at MCAPD and continues to meet the needs of participants as the program adapts to societal change during this unprecedented time of the COVID-19 pandemic. For the first three quarters of FY2020, T4C continued as it had operated for the last decade with groups held both in the community and in the county jail. However, in March of 2020, all in-person groups were suspended due to the pandemic. In response, the classes were moved to a web-based platform and many of the active participants transitioned to online classes to successfully complete the program.

Working in partnership with Terros Health and La Frontera – Empact, the program was able to launch online T4C classes, transition participants to this new platform, and engage new individuals in cognitive behavioral interventions. Additionally, MCAPD continues to partner with Elevation Health Services, a telebehavioral health agency. Within the Department, MCAPD started to offer online T4C classes for individuals without insurance. MCAPD is using an online platform that allows individuals to actively participate in groups in real time, from any Internet-connected device or smart phone, from the safety and convenience of their home. Although there are some people who are not able to engage in online classes as a result of their offense or lack of technology, the program is finding the online option to be a valuable

resource for many individuals on probation and classes thus far have been well attended.

Over the past year, there were 62 new T4C classes serving 1,118 participants (both in the community and the jail) of whom 579 successfully graduated. There were six online classes with 66 participants still in process at the end of June.

Three T4C immersion trainings were offered to staff, and 30 new T4C facilitators were certified (7 MCAPD, 5 MCSO, and 18 community providers). Four T4C facilitators attended the National Institute of Corrections Train-The-Trainer event hosted by MCAPD at the Justice Center in September of 2019.

Decision Points (DP) continues to be utilized as a pre-T4C engagement tool (as well as aftercare) and was, for most of the year, offered at seven probation offices. This past year 218 participants started DP, 61 successfully graduated, 38 transitioned to T4C prior to completing DP, and 4 were still attending the one online DP group at the end of June. DP was suspended in March of 2020 but was brought back via online classes in May. With support and approval of the DP authors, MCAPD was one of the first organizations in the country to pilot an online DP class. Over this past year, there were two DP facilitator trainings organized and facilitated. There has been a total of 36 new facilitators (16 APD, 9 MCSO, and 11 community providers) trained.

By facilitating T4C and DP online, attending classes has been made easier during the pandemic. Participants can log in from home, work, or wherever they may be. Additionally, barriers such as transportation, travel time, work/school conflicts, child care, or health issues have been eliminated, and both the participants and facilitators have had a positive response to the changes. Even with the limitations presented by the pandemic, there were still 1,210 referrals made to the two programs during the year.

# Regional

## FIELD OPERATIONS

STANDARD  
PROBATION  
SUPERVISION

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INTENSIVE  
PROBATION  
SUPERVISION

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SEX  
OFFENDER  
PROGRAM

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DOMESTIC  
VIOLENCE  
PROGRAM

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FUGITIVE  
APPREHENSION  
UNIT





# STANDARD PROBATION SUPERVISION

- Active end of year population: 24,216
- Success rate: 79%
- Community restitution hours completed by individuals on standard probation supervision: 444,642.

## Standard Probation Excluding Specialized Supervision

- Active end of year population: 14,485
- Average daily cost per individual on probation: \$5.02
- Annual program cost: \$38,620,863
- Authorized caseload ratio: 1 to 60
- Drug monitoring results indicate that 54% of individuals on standard probation supervision were drug free in FY2020.

Standard probation supervision comprises most individuals sentenced directly to supervised probation. At the end of FY2020, there was a total of 24,216 individuals sentenced to standard probation. This section of the Annual Report includes 14,485 individuals who were sentenced to standard probation but not assigned to specialized units (Sex Offender, Domestic Violence, Youthful Offender, Seriously Mentally Ill, Prison Reentry, Drug Court, DUI Court, and Veterans Unit) or the Minimum Assessed Risk Supervision (MARS) Units, which are described in separate sections of this report.

During FY2020, there was increased emphasis on building relationships with those supervised on standard probation early on in their probationary period. Officers attempt to build rapport and establish supervision expectations with those on probation, and the officers clarify what their role is and how they can assist the individual with being successful on probation. Together, they build a case plan, specifically designed with the criminogenic needs in mind, to assist the individual with behavior change. Officers trained in the Staff Undertaking Skills to Advance

Innovation (SUSTAIN) program use skill practice and role play with those on probation to address their core criminogenic needs, like substance use, anger issues, problem-solving, and overcoming family challenges. The goal is for individuals to learn these new skills and continue to use the skills so that they will not reoffend in the future.

The Department was moving toward making some innovative changes, including virtual meetings, however, the COVID-19 pandemic required those changes to be implemented earlier than expected. In addition, a face mask and hand sanitizer became standard issue items, along with the officer's other safety equipment. During what became the new normal, officers still met regularly with those under supervision, albeit through virtual meetings (if available) conducted via FaceTime, Zoom, or another video option. Much of the initial feedback from officers and those under supervision regarding virtual meetings was positive. One benefit of a virtual meeting is that individuals do not have to leave work or home to travel to the probation office. The Department is looking closely at these new supervision techniques and will likely modify ongoing practices to incorporate some of these new methods.



"Thank you for not giving up and putting me away and for forcing me to have to face myself so that I can become better. If it wasn't for you I may not have ever gotten here. Thank you for not forgetting what it is to be human and thank you for everything you did for me."

**INDIVIDUAL ON PROBATION**





Homelessness has been on the rise in Maricopa County. A recent Court of Appeals ruling found that the government cannot criminalize indigent people for sleeping outdoors on public property. Following this ruling, the number of people, including individuals on probation, residing in or around the Central Arizona Shelter Services (CASS) increased. Standard officers are assigned at the shelter, which makes it easier for those on probation to contact their probation officer, and these officers assist them in finding services that can result in stable housing. The COVID-19 pandemic certainly affected the homeless population, and standard probation officers adjusted their procedures to ensure homeless individuals on probation are served by the MCAPD. Since most homeless individuals on probation do not possess a cell phone to engage in virtual meetings, officers still met face-to-face with those on probation at the shelter, although they moved the meetings outdoors, and all officers wore face masks and followed safety protocols.

## INTENSIVE PROBATION SUPERVISION

- Active end of year population: 1,176
- Average daily cost per individual on probation: \$22.19
- Annual program cost: \$9,543,118
- Authorized caseload ratio: 1 to 15
- Success rate: 54%
- Drug monitoring results indicate that 45% of individuals on intensive probation supervision were drug free in FY2020.
- Community restitution hours completed by individuals on intensive probation supervision: 46,758

Intensive probation supervision (IPS) is a sentencing option intended for individuals assessed as high-risk in accordance with the validated risk assessments utilized by the Department, excluding those who score 50% or higher in the mental health domain in the assessments. Once deemed appropriate for IPS, a team of officers works closely with the individual, community partners, and collateral contacts to address and target the most significant contributing factors to reduce recidivism and increase the person's success in the community. IPS officers are required to make visual contact at least twice a week when the individual is initially placed on IPS. Once the individual progresses with behavioral change, the officer can request the Court to decrease the visual contacts and ultimately graduate the person to standard probation.

In the past year, all IPS officers completed the six learning modules of SUSTAIN and participated in monthly group learning sessions led by each unit's supervisor. The relationship building skills promoted by the ongoing participation in *Effective Practices in Community Supervision* (EPICS II) and SUSTAIN served IPS officers well as they transitioned into conducting virtual meetings with those on their caseloads due to the pandemic.

"Jack spent a decent amount of time on probation for drug related charges. Initially, he was very guarded, and he denied using drugs for a significant amount of time. It wasn't until he experienced the probation revocation process that he opened up about his substance use struggles, his lifestyle, and the history of what led him on the path he was on. After Jack allowed me as his probation officer to understand him and his challenges, we were able work as a partnership and he opened up to the idea of treatment knowing he had someone to support him. Jack immediately participated in substance abuse treatment trying out several programs until he found the one that was right for him. As he struggled with a multitude of barriers surrounding his health, transportation, physical limitations, and drug use, he learned that he was not expected to be perfect and that he was only expected to make progress. Due to his compliance and extreme efforts, he successfully completed his probation grant in March of 2020. At the time of his expiration, Jack was engaged in an intensive substance abuse program that required several hours and several days of his time. **It would have been easy for him to discontinue the program once probation ended, but it was because he personally accepted the challenge to live a better lifestyle and he completed the program.** I was honored to receive an invite to Jack's graduation in May of 2020 and I have never been more proud of the positive steps he took."

**PROBATION OFFICER**



Additionally, officers continued to address the issues placing this population most at risk through a skill-building approach to supervision, despite the need to deliver their message through an electronic means of communication.

FY2020 saw a continuation of the previous year's success by building on prior innovations in supervision and promoting a targeted approach. Supervisors served in a coaching capacity to support officers by focusing their efforts on risk reduction, targeting the personalized risk factors of each person on their caseloads. The development of supervisors as coaches has enhanced officers' efficacy as it encourages them to be purposeful in connecting what motivates a person to their self-identified goals, which positively impacts long-term, intrinsic behavior change with the IPS population. Although operational practices were altered in response to the pandemic, IPS officers continued to foster this approach to supervision that has proven to be successful in building the IPS population's skills to impact their behavior and, in turn, enhance public safety. The plan for supervisors to implement practical observations of staff to support the SUSTAIN learning modules and EPICS II skills was unfortunately suspended due to the pandemic, but it will be incorporated into plans in the coming year.

"I was released to regular probation today a bittersweet situation; bitter because I have to leave my probation officer, sweet because I completed IPS. My probation officer has been a very professional and caring individual during the entire probation period. He has continued to show compassion toward my situation and treated me like a human being. I commend him for such superiority in his performance professionally and personally toward myself. I want to thank the MCAPD personally for assigning me such a wonderful officer. He continually expressed his gratitude toward my communication and my honesty and expressed that I made his job so much easier, so I guess in a sense it really takes two to get through IPS successfully."

**INDIVIDUAL ON PROBATION**

## SEX OFFENDER PROGRAM

- Active end of year population: 2,807
- Average daily cost per individual on probation: \$9.47
- Annual program cost: \$9,413,502
- Authorized caseload ratio: 2 to 60
- Drug monitoring results indicate that 76% of individuals in the Sex Offender Program were drug free in FY2020.

The purpose of the specialized Sex Offender Program is to provide enhanced management of individuals on probation with sex offender conditions by utilizing evidenced-based practices to manage the risk of offending, prevent further victimization, and to enhance the public safety and well-being of communities. The Sex Offender Program uses a research-based Dynamic Containment Model that focuses on treatment, assessments, and enhanced supervision strategies, which emphasizes communication between probation officers and treatment providers to monitor and identify patterns of behavior. The goal of the program is community and victim safety, in addition to positive behavioral changes in the supervised individual. The program also recognizes the needs of victims and provides services to assist victims.

Within the program, probation and surveillance officers supervise individuals who were granted standard or intensive probation, as well as those who are youthful, seriously mentally ill, and those who have been court-ordered to wear a Global Positioning System (GPS) ankle bracelet. Additionally, the program contains a reentry team that provides support to individuals reentering the community on supervision after having served a period of incarceration.

Sex offender probation and surveillance officers work as a team to enhance supervision, are provided with ongoing specialized training, and work closely with contracted treatment providers, the community, and law



enforcement. Officers use their specialized training to continuously assess treatment needs and the risk of the individual to reoffend. All supervised individuals with specialized sex offender conditions are evaluated for sex offender treatment, assessments, and testing services that are consistent with evidence-based practices as recognized by the Association for the Treatment of Sex Offenders (ATSA) Code of Ethics, guidelines and standards. Additionally, officers create individualized case plans, seek community support, and utilize evidence-based interventions to promote positive behavioral changes. Even through these challenging times of the COVID-19 pandemic, the program has continued in-person supervision, has used virtual contacts in some instances, and has introduced telehealth and telemedicine options, where possible, to effectively engage and monitor individuals in treatment with continued testing and assessments.

## DOMESTIC VIOLENCE PROGRAM

- Active end of year population: 1,024
- Average daily cost per individual on probation: \$8.54
- Annual program cost: \$3,050,138
- Authorized caseload ratio: 2 to 60
- Success rate: 64%
- Drug monitoring results indicate that 55% of individuals under Domestic Violence Program were drug free in FY2020.

The MCAPD has a specialized Domestic Violence (DV) program that uses a team supervision approach. DV teams consist of a probation officer and a surveillance officer. The officers receive ongoing specialized training in the dynamics and characteristics of interpersonal violence, as well as the best strategies to supervise this population. The DV Program focuses on the individuals on probation who have the most serious history of offenses against an intimate partner or family member. Upon sentencing, the Court imposes a set of specialized DV conditions in addition to the standard conditions of probation. These specialized conditions, in conjunction with risk-needs assessments and collaborative efforts with community partners, allow DV teams to address the underlying behaviors of the individuals on probation, ideally resulting in the increased safety of victims and communities.

"I'd just like to share some insight of my journey on sex offender probation. I was placed on lifetime probation... I very early on... caught a DUI and a few months after violated for breaking the rules. I was angry and full of reasons why I'd never get through this. I got on IPS... where I had even more struggles. ...as a person who was in trouble nearly every other week, I got to know [Probation Officer Supervisor] very well. She caught onto my ways fast and... I was held on accountable... I violated probation 4 times... before I was sent to prison. ...I hated prison. I got out after a year and was placed back on probation... I was ready to take this serious... [Probation Officer Supervisor] established very early her expectations... I haven't had any major violations. I've been able to pass my maintenance polygraphs and work through treatment to be on my relapse prevention. I've been able to attend a church... I've been with an amazing woman... we were recently engaged. I'm the happiest I've ever been and I live with peace that my past will no longer define me... I'm grateful for [Probation Officer Supervisor] and the teams she's put me with cause they have been understanding of my history and mental health which has helped me respond in a positive manner... [Probation Officer Supervisor, Therapist] and my probation officers have been great to learn from and I believe the system if taken serious can give any person the ability to overcome their past and move onto a healthy future. The system works."

**INDIVIDUAL ON PROBATION**

The DV Program continues to reach out to, and collaborate with, domestic violence offender treatment programs; and since hosting a provider expo in FY2019, more agencies have opened communication and partnerships with the program. These collaborations demonstrate unity and ensure the individuals on probation are receiving the proper dosage of counseling to elicit behavioral change and the opportunity for successful reunification with victims. One of the most impactful partnerships to benefit victims has been



between the DV Program and Chrysalis. From July 2019 through May 2020, DV officers referred 335 victims to the Chrysalis Mobile Advocate Program, which acts to secure the safety of victims and provide them with needed resources.

Every October, the DV Program promotes Domestic Violence Awareness Month. This is an opportunity to raise awareness to those outside of the program and to inform staff of new programs, outreach efforts, services, and studies. This past year the Department provided community outreach to a local domestic violence shelter, Sojourner, and collected \$1,817 in donations for those receiving services through their program.



Members of the MCAPD DV Program dropping off donations to the Sojourner Center. Pictured from left to right – front row: Jessica Valadez, Sherri Tucker, Laura Thomas, and Jammie Dilley; back row: Daniel Atkinson, Sean McMillen, and Andrew Rodriguez.

The COVID-19 pandemic provided several challenges for the DV Program. The DV teams recognized burden and uncertainty on the family unit during the pandemic. The challenge of providing quality supervision while maintaining the social distancing recommendations allowed for a new approach for interacting with individuals on probation. Virtual visual contacts were conducted for individuals on probation and enhanced victim contacts were made a priority. Many partner counseling agencies also adapted to the pandemic by offering alternatives to the traditional group setting, such

as telebehavioral counseling sessions and limiting the number of persons per group to keep in accordance with the social distancing standards.

Annually in the month of April, during the National Crime Victims' Rights Week, the MCAPD recognizes staff and their work with victims. In April 2020, 79 individuals, including DV Program officers, received a Certificate of Appreciation for working with, or doing work on behalf of, victims of crime. The individuals were recognized by the Department for conduct that exemplifies professionalism, dedication, willingness to help others, and exceeding what is required to assist victims. The event is usually held as a ceremony; however, given the pandemic, Chief Cimino held a virtual event to recognize all officers and staff receiving Certificates of Appreciation for victims' services.



I want to thank you for all your help along the way. I know I may have been just a number in the court's eyes, but your service really meant the world to me. I now see the legal system in a completely new positive light since I was fortunate enough to have advocates seeking a victim's best interest in a case that affected my life in such a large way.

**DOMESTIC VIOLENCE VICTIM**

On January 5, 2020, Probation Officer Laura Thomas and Surveillance Officer Clint Hill received national recognition by being awarded the Joe Kegan's Award for Victim Services, presented by the American Probation and Parole Association (APPA) for their exceptional work in the field of domestic violence. Their passion and



commitment to better understand cycles of violence and educate others on the dynamics of abuse is demonstrated by the behavioral changes in individuals they supervise, and by the voice given to the victims they have served.

## FUGITIVE APPREHENSION UNIT

The Fugitive Apprehension Unit (FAU) attempts to locate, arrest, and bring back before the Court individuals who have violated their terms and conditions of probation, or the conditions of pretrial supervision. As with every aspect of life, the FAU had to adjust how the job is done as a result of the COVID-19 pandemic. As such, FAU accepted the challenge to be more innovative and creative in how it continued to provide the necessary services and work with community partners, including local law enforcement. FY2020, especially the last four months of the fiscal year, was seen not only as one of challenges, but also of opportunity to redesign how FAU continues to effect arrests and make the community safe.

For FY2020, FAU received 9,062 warrants for location and apprehension, representing a monthly average of 755 new warrants. For all incoming warrants, 6,264 were from standard supervision, 974 were from IPS, 135 were from unsupervised probation, and 1,689 represented pretrial warrants issued by the Court.

FAU officers have a long history of working directly with local law enforcement to locate and apprehend individuals on warrant status. Despite the concerns and issues presented by the pandemic, FAU officers were still able to complete 1,535 direct arrests, where the officer worked directly with law enforcement to apprehend the individual. Additionally, FAU officers completed 1,179 indirect arrests, where information was provided to law enforcement partners, who then were able to locate and apprehend the person. As such, the direct and indirect activities of FAU officers resulted in the location and

apprehension of an average of 226 persons per month. FAU officers must review each probation warrant assigned to them every year to develop new leads and/or request the Court quash or purge the warrant from the system because the warrant has now met criteria to be closed out. There were 185 warrants quashed or purged from the system. An additional 4,329 field warrants and 709 pretrial warrants were removed from the roster by identifying warrants that had been resolved elsewhere in the criminal justice system.

While FY2020 presented some unique and rapid changes and challenges, the FAU looks forward to meeting the demand in a positive and proactive manner and continuing its activities to enhance public safety.



# Compliance

## MONITORING

MINIMUM  
ASSESSED RISK  
SUPERVISION

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UNSUPERVISED  
PROBATION

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INDIRECT  
SERVICES

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INTERSTATE  
COMPACT

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COMMUNITY  
RESTITUTION  
PROGRAM

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COLLECTIONS





## MINIMUM ASSESSED RISK SUPERVISION

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- Active end of year population: 2,019
- Average daily cost per individual on probation: \$1.93
- Annual program cost: \$1,018,746
- Authorized caseload ratio: 2 to 350
- Success rate: 99%
- Drug monitoring results indicate that 66% of individuals on MARS were drug free in FY2020.

The Minimum Assessed Risk Supervision (MARS) caseloads are large standard probation caseloads consisting of individuals assessed as low-risk according to validated risk assessment tools. Individuals on MARS caseloads are supervised by one probation officer and one case administrator. The MARS teams utilize evidence-based practices to ensure that low-risk individuals are not over-supervised. The overall results have been very positive; significantly, the percentage of individuals under supervision on MARS who were convicted of new felonies is less than 1%. MARS teams are committed to building rapport and maintaining good communication as they assist individuals in successfully completing probation. The teams often submit Orders of Discharge to the Court based on earned time credit calculations, as well as early terminations of probation, as these low-risk individuals successfully complete their probation requirements. This program helps to keep our communities safe by efficiently supervising low-risk individuals and allowing standard field officers to focus their supervision efforts on persons who assess as higher risk.

During the final months of FY2020, a focus for MARS employees was screening standard probation field cases for possible transfer to the lower risk supervision level afforded on MARS. A total of 1,703 cases were screened and over 900 individuals were found eligible and transferred to MARS teams. This successful transfer of cases followed revalidation of the risk assessment

instruments and subsequent authorization by the Administrative Office of the Courts of parameter changes for the various risk levels, and facilitates the appropriate supervision of low-risk individuals.

## UNSUPERVISED PROBATION

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- Active end of year population: 2,487
- Average daily cost per individual on probation: \$1.46
- Annual program cost: \$1,489,382
- Authorized caseload ratio: 2 to 500
- Success rate: 99%

Unsupervised probation is the lowest level of supervision available to individuals sentenced to probation in Maricopa County Superior Court. The vast majority of cases are either low-level felony drug offenses or misdemeanor offenses. An individual may be placed on unsupervised probation at the time of initial sentencing, through reinstatement, via modification from supervised probation, or as the result of a denied early termination of probation. From the name, "unsupervised probation", it may seem that individuals are not being supervised; however, cases are monitored for compliance by a team consisting of a probation officer and a case administrator. Face-to-face contact with individuals typically happens once during the individual's initial intake; at this time, the terms and conditions of probation are reviewed and an acknowledgement is signed. Individuals are provided with resources to help them achieve compliance with their conditions, such as treatment facility locations, community restitution information, and payment information. Telephonic, email, and mail communication are utilized to monitor individuals and ensure compliance during the probation grant. Individuals placed on unsupervised probation may live anywhere in Arizona, and some are permitted to live out of state, depending on the offense and/or conditions of probation.



The Unsupervised Probation Unit handles numerous restitution cases for the MCAPD. These cases consist of newly sentenced individuals who are required to pay restitution as well as cases from the field that were modified to unsupervised probation due to an extension of probation for the purpose of paying restitution.

## INDIRECT SERVICES

Despite its name, the Indirect Services Unit (IDS) provides many direct services to various areas in the MCAPD. The unit is composed of four caseloads and is the largest administrative unit of any probation department in the State of Arizona.

### THE ARIZONA DEPARTMENT OF CORRECTIONS, REHABILITATION AND REENTRY (ADCRR) CASELOAD:

IDS employees monitor the release date of individuals sentenced to the ADCRR who, upon their release from prison, are required to complete a standard or intensive probation grant. This is accomplished by utilizing multiple resources afforded by the ADCRR. The ADCRR caseload included 11,495 individuals at the end of FY2020.

### THE OUT OF COUNTY (OOC) CASELOAD:

IDS employees monitor individuals who are convicted of crimes within Maricopa County but who are residents or have resident family or employment in another Arizona county and have had their supervision transferred to that county. These individuals are primarily transferred from field caseloads, but they are also assigned directly after sentencing and may be assigned upon release from the ADCRR. The OOC caseload included 1,107 individuals at the end of FY2020.

### THE FEDERAL CUSTODY CASELOAD:

IDS employees monitor individuals in federal custody who were previously assigned to field caseloads. These cases

are sent to IDS once field officers confirm individuals are in federal custody. These cases are monitored for custody status, court dates, and location in federal custody. The Federal Custody caseload included 120 individuals at the end of FY2020.

### THE IMMIGRATION AND CUSTOMS ENFORCEMENT (ICE) CASELOAD:

IDS employees monitor individuals on probation who are verified as deported after their illegal entry into the United States. In the event these individuals re-enter the United States, the ICE caseload employees are notified through assistance from law enforcement and an automated nationwide program. The ICE caseload included 2,256 individuals at the end of FY2020.

In addition to these caseloads, an officer monitors all notifications nationwide and responds to information regarding illegal reentry and the commission of new crimes to determine if the person could be one of MCAPD's previously deported individuals.

The IDS unit is currently piloting the implementation of a continuous improvement project to increase efficiency in case processing.

## INTERSTATE COMPACT

The federally-based Interstate Compact Program provides a structure and rules to transfer supervision of individuals on probation or parole from one state to another. This program ordinarily allows transfers based on residence or family in the receiving state, an employment transfer, a military transfer, veteran needs for physical or mental health services, or simply a reasonable justification to move probation supervision to a different state. However, the transfer process was particularly difficult in FY2020 because of the serious outbreaks of COVID-19 throughout the United States. Although the Compact requires all states to abide by the same governing rules to





determine eligibility for an incoming or outgoing case, various state restrictions made the process somewhat less flexible than in prior years. MCAPD officers assigned to the Interstate Compact teams diligently and compassionately dealt with all the difficulties associated with state restrictions presented by COVID-19 outbreaks to successfully transfer probation grants into and out of the State of Arizona.

#### **INTERSTATE COMPACT INCOMING INVESTIGATIONS:**

The Interstate Compact Incoming Investigations team uses the web-based Interstate Compact Offender Tracking System to interact with other states and with the Arizona Administrative Office of the Courts to efficiently process applicants for transfer to Arizona. This team receives annual training in Interstate Compact rules and amendments. Officers must be equally knowledgeable of MCAPD policies since incoming transfers are supervised in the same manner as local individuals under supervision. These officers determine an applicant's eligibility and valid supervision plan. Officers seriously consider all applicants with a valid justification for wanting to reside in Maricopa County. Considering COVID-19 precautions, officers determined eligibility by investigating the proposed residence remotely and evaluating the justification for the transfer. Although Interstate Compact rules permit 45 days to complete this investigation and an emergency rule was passed to deal with delays in investigating cases, officers on average completed the process within 33 days. During FY2020, this team investigated approximately 51 cases monthly and accepted 47 cases monthly. At the end of FY2020, Interstate Compact Incoming Investigations team supervised 749 individuals.

#### **INTERSTATE COMPACT OUTGOING:**

Any applicant requesting Interstate Compact transfer from Maricopa County to a different state must be eligible according to Interstate Compact rules and in

accordance with the receiving state's restrictions due to COVID-19 outbreaks. The entire Interstate Compact Outgoing team is annually trained on applying these federal rules to each request. The receiving state determines acceptance or denial, so state restrictions are seriously considered prior to submitting a transfer request. A transfer through Interstate Compact is an opportunity afforded to individuals who demonstrate compliance with probation conditions and provide a reasonable justification as well as a valid supervision plan. Once accepted by a receiving state, the applicant becomes responsible for ongoing compliance with two sets of conditions of probation, the Maricopa County Superior Court conditions and those of the receiving state. In the event of non-compliance so substantial that the receiving state requires MCAPD to retake this individual, a warrant is typically submitted to the Court by an officer with this team. However, this program has proven to be extremely successful because the individual typically has emotional and financial family support and employment in the receiving state. The Interstate Compact Outgoing team caseload totaled 886 cases at the end of FY2020.

## **COMMUNITY RESTITUTION PROGRAM**

The Community Restitution Program (CRP) has a long history of service to the municipalities and non-profits in Maricopa County. The CRP employees interview individuals who have been court-ordered to complete community restitution and directs them to projects that are suited to their needs and abilities. CRP sponsors weekend projects that mostly include landscape beautification projects at parks, neighborhoods, and non-profits. The program assists some residents who meet certain criteria with residential cleanups. Individuals who cannot attend weekend projects to complete their community restitution hours can report to non-profit agency partners. These partners include churches, food banks, and charitable organizations. People on probation help these partners achieve their agency's mission, while

at the same time complying with the Court's orders to fulfill their community restitution hours. Examples of community restitution work include sorting clothing at a thrift store and helping pack food boxes at a food bank. The CRP also has sewing projects for those on probation who have limitations. Individuals can sew receiving blankets or drawstring bags and crochet knit caps. The CRP donates these finished sewing projects to hospitals and shelters.

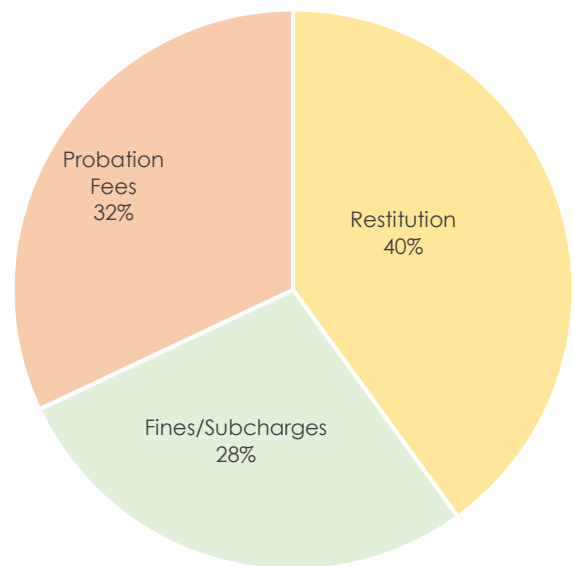
changed the sign-in procedure to help protect employees and people on probation. Beginning April 2, 2020, CRP projects were suspended through the end of the fiscal year.

In FY2020, the CRP planned and supervised 855 projects over a nine-month operating period. Individuals on probation worked and earned 496,218 hours, with the majority being CRP work projects.

## COLLECTIONS

Individuals on probation are frequently ordered by the Court to make payments of restitution, fines, and/or other mandated fees. In the course of monitoring and supervising individuals, the MCAPD collected \$24,157,371 in FY2020.

**Total Amount Collected in FY2020: \$24,157,371**



### FINANCIAL COMPLIANCE PROGRAM:

The MCAPD has 13 professional collectors and one judicial financial clerk who work collaboratively with probation officers as a graduated response in addressing court-ordered financial obligations. This specifically includes restitution that is two months' delinquent and



Many of the CRP partners request assistance for special projects. CRP has a long-standing relationship with Scottsdale United Methodist Church. In FY2020, CRP assisted with three projects at the church. One of the favorite projects was helping the congregation decorate their sanctuary for the Christmas holiday season. CRP crews helped with the decorations on December 7, 2019, and crews returned on January 4, 2020, to take down the decorations. CRP crews provided an entire property cleanup at the church on July 27, 2019. In total, CRP provided 35 workers and 175 hours to this partner during the fiscal year. Using a volunteer rate of \$13 per hour, the savings to this Church was \$2,275, illustrating how CRP helps to support non-profits in the community. CRP had to adapt at the beginning of the COVID-19 pandemic and



finances and fees that are three months' delinquent. The collectors develop a payment plan to address delinquencies, starting with completion of a Payment Ability Evaluation to determine an individual's ability to pay. Individuals are put on a temporary payment agreement plan to assist them in complying with their monthly financial obligations. The collectors provide essential education to individuals by explaining the importance of making all court-ordered payments on a monthly basis, the opportunity for earned time credit, potential removal of a felony designation, and consequences of a Criminal Restitution Order. In addition, collectors provide individuals with employment resources. The total amount collected by the Financial Compliance Unit in FY2020 was \$1,797,291.

The judicial financial clerk maintains a database for the Debt Setoff Program known as Tax Intercept. In collaboration with the Administrative Office of the Courts, MCAPD successfully intercepted \$946,691 for FY2020 in Arizona state tax refunds. The Financial Compliance Unit also collected \$40,422 in Arizona State Lottery winnings that were intercepted.

Collectors assist with facilitating a budget class for people on probation. Through this class, the collectors and probation officers educate individuals on how to make better spending choices, complete and maintain a budget, and identify spending leaks. The class provides people with the tools needed to successfully incorporate their monthly court-ordered payments into their budgets. These new financial habits will also benefit them in their personal lives.

One of the longest running committees in the MCAPD is the Financial Compliance Committee. The mission of the Financial Compliance Committee is to assist officers in motivating individuals to make consistent payments of court-ordered victim restitution and other financial obligations. One representative from every unit attends monthly meetings, held 10 months out of the year. This platform is to educate and update committee members

on financial policy and procedural changes within the Department or the Clerk of Superior Court. Members then share this information with their respective units.

The collection of restitution for victims is always a priority. When supervised individuals are willfully noncompliant in making court-ordered restitution payments despite various interventions, another accountability step is an Order to Show Cause hearing ordered by the Court. The purpose of the hearings is to provide financial restoration for the victims. The supervising probation officer and the Financial Compliance Unit support this process by providing essential information to the Court and instructing the supervised individual to appear with specific documents related to income. During the hearing, a determination of the supervised individual's ability to make payments is made. A finding of willful non-compliance may also be made, meaning the individual is able to make payments, but chooses not to pay. The individuals are given the opportunity to make payments as ordered by the Judge or face civil sanctions up to and including incarceration for willful non-compliance. Through the various collection efforts, the Department and the Court have been successful in resolving delinquent restitution cases and assisting victims.

The Financial Compliance Unit played a key role in providing training to officers and other employees on the newly implemented Clerk of Superior Court's RFR (restitution, fines, reimbursement) payment system. In collaboration with the Clerk of Superior Court and the Information Technology Group, the rollout of the new system was a success. The Financial Compliance Unit also took on a new responsibility in March of 2020 of preparing and submitting to the Court all criminal restitution orders for individuals who absconded.



# Organizational

## DEVELOPMENT AND SUPPORT





## ORGANIZATIONAL DEVELOPMENT AND SUPPORT DIVISION

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The Organizational Development and Support Division provides extensive supportive and educational services to the Department in the following interrelated areas: Research, Planning and Policy; Data Systems; Staff Development and Training; and the Communications Center.

The Research, Planning and Policy team collects, compiles, and analyzes statistical data; conducts program evaluations, surveys, and research projects; provides technical assistance and support on grants; produces a variety of communications, publications, and award nominations; assists with strategic planning; completes policy updates and revisions; and includes the Victim Services Unit. During FY2020, this team facilitated an Operational Review by the Administrative Office of the Courts, conducted satisfaction surveys of victims and the Department's community partners/treatment providers, and contributed to the final report for a major workload study that took place the previous year.

The Data Systems team collaborates with stakeholders to implement technology changes, provides technical support for various applications that probation officers use in their daily work, and extracts important data that drives decision making. The team also acts as the primary liaison with the Administrative Office of the Courts when changes or problems occur with the statewide case management system (APETS). In FY2020, the team assisted Court Technology Services in completing a project which upgraded the entire department to a cloud-based system with Microsoft 365. The Data Systems team also created a web-based self-service application, SQL Server Reporting Service, which allows users to pull pre-designed reports from APETS related to performance outcomes and populations that are supervised. This team also assisted in the capturing of data in APETS from a new drug testing vendor system.

The Staff Development and Training team provides evidence-based training to Department staff which includes safety training such as firearms training and defensive tactics, new officer training academies, new employee orientation, court-mandated training, and training initiatives in response to current trends and research. In FY2020, the safety training team alongside other members of the Department received from the National Association of Counties (NACo) a NACo Achievement Award for their work on the Fugitive Apprehension Unit's (FAU) Safety Training Day Program. The Safety Training Unit took on the duty to research the needs of the FAU and then created a new training hybrid program that consolidated several trainings, that originally took place over multiple days, into one comprehensive eight-hour training. Additionally, due to the pandemic, the Staff Development and Training team needed to create a virtual version of the new officer training program in order to provide the newly hired officers the training they need before supervising a caseload in the field.

The Communications Center operates 24 hours a day, 365 days a year to monitor probation officers in the community, respond to emergency radio traffic, monitor after-hours GPS alerts (for individuals who are monitored electronically), and responds to an average of 5,000 calls each month from law enforcement, probation officers and community entities. In collaboration with the County Office of Enterprise Technology, the Communications Center began the process of updating and replacing close to 700 officer radios towards the end of the fiscal year which has improved officer safety by increasing the clarity of radio transmissions and improving radio coverage areas.



# Awards

## AND ACHIEVEMENTS





## 2019 OF THE YEAR AWARDS

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The Department honored five exceptional employees who were nominated and selected by fellow employees for going above and beyond in their job duties during the year. The award winners were recognized for their valuable contributions and for actions that exemplify the MCAPD's mission and goals. The following leadership principles are considered in the award nominations: modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart.

### **EMPLOYEE OF THE YEAR: NATALIE LILES**

Natalie has served as the Department's sole safety equipment coordinator for nearly three years, supporting the entire Department in all safety equipment-related needs. In addition to assigning, collecting, and replacing safety equipment, she is responsible for tracking when equipment expires and coordinating timely trade-outs to ensure staff always have the updated tools they need. Natalie truly enjoys responding to equipment-related questions from staff. She plays a crucial role in not only collecting data but also purchasing safety equipment for the Department annually. She ensures the automated external defibrillators in all probation buildings are in good working order. Additionally, she supplies all buildings with items for search and seizure and she coordinates bi-annual breathalyzer calibrations. Natalie spent the past year researching and completing training modules to better understand probation and the MCAPD as a whole to gain insight to further improve safety equipment needs by better understanding badged and non-badged professional roles. This initiative demonstrates the commitment and passion Natalie has for the Department and the role in which she serves.

### **PROBATION OFFICER OF THE YEAR: FALLON METZINGER**

Fallon is a standard probation officer who embodies the idea of "Enabling Others to Act." As an example of this, she worked to build a collaborative relationship with Mesa Police Department (PD) and volunteered to serve as lead officer in a special project. Mesa PD was targeting a fentanyl problem within their jurisdiction. Fallon eagerly volunteered to lead this project to remove as much of the drug as possible from the community. She conducted research to carefully identify individuals on probation for enhanced contacts and enforcement related to fentanyl abuse or sales and she coordinated joint police and probation officer operations. The project involved continued and sustained research, coordination, search/arrest activities, and communication with Mesa PD over nearly a six-month period which resulted in the seizure of nearly 1,000 fentanyl tablets, other drugs including heroin and methamphetamine, weapons, and cash. Fallon went on to earn the esteemed honor of Arizona Line Officer of the Year.

### **SURVEILLANCE OFFICERS OF THE YEAR: BRADY HAMMER AND SCOTT HOMAN**

**Brady Hammer** is a hard-working surveillance officer and he is a vital and proven asset to the Sex Offender Reentry team. He often works holidays and is frequently at the office on weekends to sign for a released individual transported from the Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR). Brady has positive working relationships with staff at ADCRR as well as with local police sex crime units. The individuals on probation who are reentering the community after serving a term of imprisonment face many hardships and basic needs that Brady is there to address and simplify as much as possible. Brady frequently delivers a new GPS charger, bus tickets, or other resources to individuals in need. He also took responsibility for GPS inventory and training for the sex offender units in his office, recently training domestic violence officers

as well; and he stays current on training and information from the GPS services vendor. Brady generates ideas and successfully advocates for changes to improve the sex offender reentry process. Because of his experience and expertise, he is a frequently sought source of assistance and information. Despite his abundant workload, he never turns away a request for assistance or coverage and the spur-of-the-moment mentoring of his peers, particularly newer staff.

**Scott Homan** was a surveillance officer with MCAPD for 20 years prior to his unexpected (off-duty) death in April 2020. He had assignments in Work Furlough, intensive probation, the Sex Offender Program, and for the past two years, in the Domestic Violence (DV) Program. As an outstanding officer, Scott embraced change and was determined and dedicated to serve the individuals on probation, the community, his fellow coworkers, victims, and the Department. Scott was extremely confident and knowledgeable in dealing with high-risk populations and was very capable of handling difficult assignments. Because of his knowledge in the field, he was a field trainer and coordinated departmental ride-alongs for the East Valley. He was a member of the Domestic Violence Enforcement and Response Team, a program comprised of law enforcement agencies in Mesa, Chandler, Gilbert, and Tempe that come together with prosecutors, victim advocates, and probation staff to discuss DV cases, DV trends, as well as available programming and resources. He also facilitated DV orientation for newly sentenced individuals so they had an understanding of what to expect in DV Court. Scott was instrumental in covering field contacts during 2019 for both DV units and standard field units needing assistance due to vacancies. Scott was a resource to officers who supervise individuals with gang terms and was very familiar with GPS monitoring practices. If an officer needed assistance while in the field, Scott did not hesitate to provide assistance; he was a true team player.

#### **SUPERVISOR OF THE YEAR: SANDRA TOM**

Sandra supervises an intensive probation unit at the Probation Service Center, and she has served as a coach and leader for the Department's evidence-based practices in increasing positive behavior change and reducing risk. Her positivity was contagious as she motivated others to adapt to using new tools when supervising individuals. Sandra is always available as a mentor to staff cases and assist officers, even working after hours to assist with searches, bookings, and offering to ride along on high-risk field visits. Notably, Sandra made herself available in the middle of the night to the Mesa Police Department's SWAT Team on a high-risk domestic violence barricade situation. The following Saturday morning, Sandra volunteered to assist her officer in processing an urgent warrant and fielded numerous phone calls to ensure the warrant would be signed. Sandra is a supervisor who exceeds in her role and serves as an advocate to her unit.



Pictured from left to right – Natalie Liles, Fallon Metzinger, Brady Hammer, Scott Homan, and Sandra Tom.



# ARIZONA LINE OFFICER OF THE YEAR

FALLON METZINGER

In addition to receiving the MCAPD honor of Probation Officer of the Year, Fallon was selected by the Arizona Chief Probation Officers' Association to be the 2019 Line Officer of the Year for Arizona. This prestigious honor recognizes the hard work and dedication Fallon has in ensuring community safety. Fallon's nomination highlighted her leadership role on a recent team that worked collaboratively with the Mesa Police Department to address the growing fentanyl crisis. A review of over 800 cases was conducted and through that research, 10 were identified as serious concerns, which Mesa PD and MCAPD were able to focus on. Ten searches resulted in the seizure of approximately 1,000 fentanyl tablets, marijuana, methamphetamine, over two pounds of heroin, drug paraphernalia, firearms, cash, and phones. Much of this work stretched across a six-month period. At the close of the fiscal year, Fallon was submitted by the Arizona Chief Probation Officers' Association to represent Arizona in consideration for the American Probation and Parole Association (APPA) Line Officer of the Year Award. APPA announced that Fallon received this prestigious national award, and she was recognized at their bi-annual training institute conducted virtually in August of 2020.

## APPA SELECTS DOMESTIC VIOLENCE TEAM TO RECEIVE JOE KEGAN'S AWARD FOR VICTIM SERVICES

On January 5, 2020, Probation Officer Laura Thomas and Surveillance Officer Clint Hill received the Joe Kegan's Award for Victim Services presented by the APPA for their exceptional work in the field of domestic violence.

With more than 12 years as a team, Officers Thomas and Hill are the longest tenured domestic violence probation team in Maricopa County history. They have worked with more than 1,000 individuals on probation for domestic violence offenses, reaching out to victims of each case and staffing each case with a victim advocate to ensure safety concerns are addressed. While Officer Thomas works with the individual to navigate probation, Officer Hill visits the individual on probation as well as victims to ensure conditions of probation are being followed and that victim safety is a priority.



Pictured from left to right – Laura Thomas and Clint Hill.

As domestic violence sentencing has evolved, Officers Thomas and Hill have adapted exceptionally well. They have modified their approach to supervision with trainings in danger assessment, lethality, technology safety, strangulation, bullying, and victim training. Additionally, Officers Thomas and Hill collaborate frequently with Chrysalis Mobile Advocates, Scottsdale Family Advocacy, multiple law enforcement agencies within Maricopa County, all levels (superior, justice, municipal) of the court system, court personnel, as well as various treatment providers. They also serve as active members of the Domestic Violence Action Team.

APPA's recognition of Officers Thomas and Hill was well deserved. Their passion and commitment to better understand cycles of violence and educate others on the dynamics of abuse is documented by the behavioral change in the individuals they supervise and by the voice given to the many victims they have served.



## NATIONAL ASSOCIATION OF COUNTIES ACHIEVEMENT AWARDS

The National Association of Counties (NACo) recognized four MCPAD programs with 2020 NACo Achievement Awards. The awards honor innovative, effective county government programs. The award-winning programs are described below.

### INNOVATIONS IN CARE: TIP JUSTICE HEALTH CLINICS

Terros Health in partnership with the MCPAD co-located integrated care and probation services as part of an innovative program to advance integrated care systems in Arizona. The program targets adults on probation, a historically underserved population that has experienced inequities in health coverage and care while experiencing significant health care needs. The program aims to improve the integration of physical and behavioral health care, as well as social determinants of health, leading to improved health and justice outcomes. Co-located services were established in four locations including the opening of a medical clinic inside a probation office. Many individuals on probation place a low priority on health care, and they are more likely than the general population to utilize emergency departments and urgent care when seeking treatment. Probation officers and Terros health care staff work collaboratively to motivate adults on probation to engage in health care services. They are assisted with their existing health needs, and they learn how to use health care services in a cost-efficient and effective manner. In the most recent year of the program, 1,856 individuals on probation received integrated care services at the co-located facilities.



Pictured from left to right – Lani Horiuchi (Terros), Jaci Christenson, Jennifer Nye (Terros), Joi Alicea, Ted Milham, Jenifer Meiley, Lori Jones (Terros), Deborah McMullen (Terros), Ray Young (Terros), Amanda Peterson, Peggy Chase (Terros), Sinisa Malisanovic, Therese Wagner, Barb Rubio, Charlie Ottelin (Terros), Amanda Baran (Terros), Curtis Bass (Terros), Heather Redmond, Jay Drake, Kay Simons (Terros), Kyle Grove, Brandon Melgoza, Carla Loi, Melanie Griffin, Bart Careaga, Daisy Morales (Terros), and Ashley Webb. Not pictured (all with MCPAD): Wes Shipley, Louris Karmi, Zach Palmer, Lizette Gallardo, Luis Marquez, Wendy Arias, Chris Dvorovy, Suzanne Shirleson, Victor Vaughan, and Kim McCurtain.

## FUGITIVE APPREHENSION UNIT'S SAFETY TRAINING DAY PROGRAM

The Department's Safety Training Unit researched the needs of the Fugitive Apprehension Unit (FAU) and then proposed and implemented a new training program for FAU officers. The new training program is a hybrid program: it consolidated several specialized trainings for FAU that previously took place over multiple days (for a total of 20 hours) into one comprehensive eight-hour training. Specialized training for FAU officers includes defensive tactics, the safe and effective use of various weaponry, and reality-based scenarios. Learning objectives from each existing training course were carefully woven into drills and scenarios to create a comprehensive, meaningful flow of information reinforced by the MCAPD's learn-by-doing safety training standard. Three different learning environments had to be coordinated to make a hybrid training work: a classroom, a defensive tactics mat room, and a tactical village on a shooting range. The FAU's Safety Training Day Program was successfully implemented in 2019 and completed its second successful year in January 2020. This program has enhanced the safety and efficiency of each FAU officer and supervisor, allowing them to spend more time in the field.



Pictured from left to right – Kate Skelton, Kyle Miller, Shawn Hughes (Juvenile Probation), Kevin Kittle, Michele Butcher, Brian Armbruster, and Ada Andreski. Not pictured: Jess Beckenhauer (Juvenile Probation). Special mention: Kevin Bishop, Jeff Lauer, Derrick Knott Sr., George "Tom" Fairburn, Beth Streeter, Sam Pavlisick, Richard Hodgeson, Bob DeMers, and Greg Miller.

## THE MESA MILES PROJECT - TACKLING OPIOID OVERDOSES AND CRIME

Probation officers have many duties with the most important aspect of their job being the enhancement of community safety. Officers take on their responsibilities in a variety of ways, most directly working with individuals on probation to provide tools toward behavior change. Additionally, the Department is most successful when employees foster a productive relationship with law enforcement agencies and stakeholders in the communities served. MCAPD and the Mesa Police Department built a collaborative program to address a common high-crime area and the opioid problem within the City of Mesa. Targeted, enhanced probation contacts and searches were conducted jointly by probation and police officers. The program resulted in targeted criminal arrests and the removal of illicit drugs to bolster community safety and to save lives of community members, including those on probation.



The Mesa Miles team from MCAPD pictured left to right – back row - Dave Taylor, Barb Rubio, Haley Myers, Kim Bryant, and Jesse LeRoy; front row - Danielle Stoimenoff, Fallon Metzinger, and Erin Lockwood. Not pictured, from MCAPD - Amanda Howe, Justin Williams, Greg Miller, and Wes Shipley; from the Mesa Police Department – members of Mesa Central Street Crimes.

## SERIOUSLY MENTALLY ILL PROGRAM'S JUSTICE SERIES TRAINING

Probation officers in the Seriously Mentally Ill (SMI) Program interact frequently with clinical teams in a joint effort to engage and encourage individuals' participation with both their mental health care and their probation. The case managers attend Mental Health Court and assist with plans to re-engage individuals who have encountered barriers to their progress. However, many of the clinical teams were unsure of how to work with the justice-involved population, both while in the field and in court, which was creating additional barriers to the supervision and success of individuals in the program. The MCAPD's SMI Program partnered with the Regional Behavioral Health Authority, Mercy Care, to create and implement a voluntary training for clinical teams who work with justice-involved members, and organized observations of Mental Health Court for the clinic leadership. These efforts helped members of clinical teams understand the criminal justice process and how they can work with probation officers and the Mental Health Court to encourage and assist individuals' success.



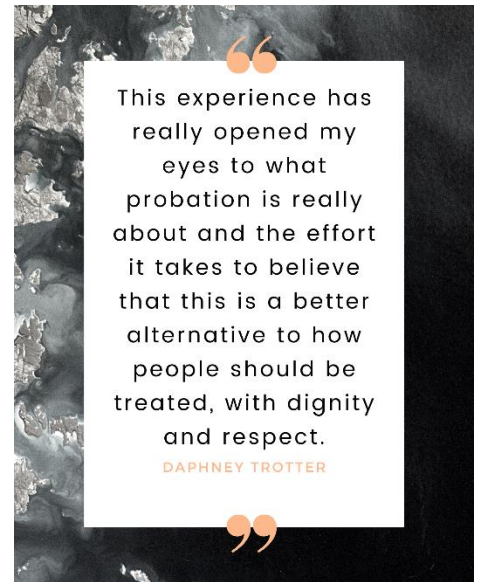
Pictured from left to right – Ryan Valley, Jessica Ethington, Jason Walker, Therese Wagner, Naomi Zargoza (Mercy Care), Amy Kraus (Mercy Care), and Paula Krasselt (Mercy Care).

# MARICOPA COUNTY LEADERSHIP AND EDUCATION ADVANCING PUBLIC SERVICE (MCLEAPS)

In FY2020, the MCAPD continued its participation in the MCLEAPS internship program for the fifth year, supporting its seventh MCLEAPS intern. The MCLEAPS Program is a partnership between Maricopa County and the Watts College of Public Service and Community Solutions at Arizona State University. Through this unique partnership, interns work full-time for participating county departments, gaining valuable, real-world work experience. Departments have the opportunity to showcase the work they do, the career opportunities that exist, and the value of a career in public service within their organization.

MCLEAPS participants that intern with the MCAPD are assigned to the Organizational Development and Support Division. This assignment provides interns the opportunity to obtain a broad perspective of the different roles and functions across the Department. It also provides them with an overview of the behind-the-scenes support that is provided to various divisions in the Department, along with the role that data plays in guiding decisions. Efforts are made to allow them to observe the many functions of the MCAPD including pretrial services, presentence, specialty courts, standard probation supervision, cognitive behavioral interventions such as *Thinking for a Change*, and probation violation court. In addition to learning about probation, the interns have the opportunity to work on projects that have a significant impact to the Department.

In FY2020, the MCAPD was privileged to have Daphney Trotter, a student pursuing her Bachelor's degree in Public Service and Public Policy with an emphasis in Law and Policy at Arizona State University, as the MCLEAPS intern. Daphney brought tremendous energy and enthusiasm to the position, and a genuine interest in learning what probation was about. She participated in the monthly stats process and was instrumental in helping to develop data dashboards to allow leadership to view key department outcomes related to community safety. Her interest also took her into the field on many occasions where she had the opportunity to see first-hand how officers work on a daily basis to help guide those under their supervision. Daphney gave the Organizational Development and Support Division a renewed sense of energy, along with second place in the pumpkin carving contest!



Pictured from left to right – Cathy Wyse, Joshua Bagnall, Daphney Trotter, Sanja Markovic, Jodie Rogan, and Robert Celaya.



# AMERICORPS

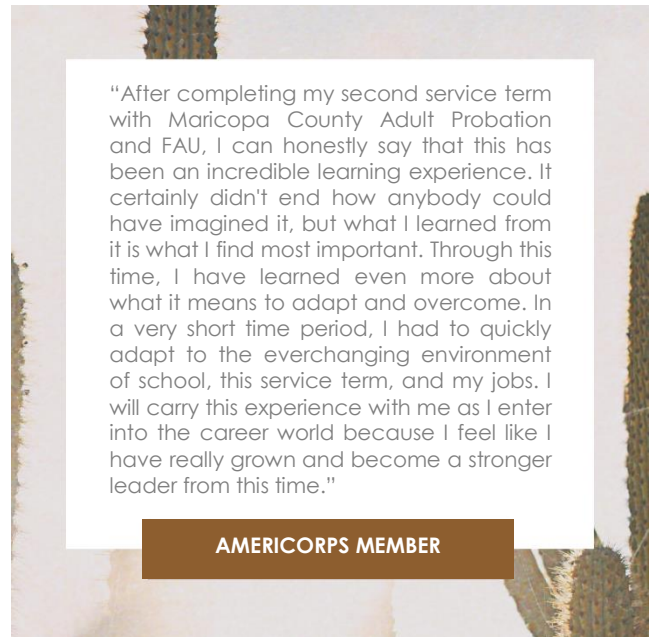
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MCAPD was fortunate to continue its engagement with the AmeriCorps national service program in FY2020 for the fourth year. This federally funded program is implemented at a local level and MCAPD's program is administered by the Governor's Office of Youth, Faith, and Family and managed through the Administrative Office of the Courts (AOC) Adult Probation Services Division. AmeriCorps members commit their time to serve in a variety of settings in order to address critical community needs. Over the year, eight individuals have served, completing 3,450 hours of service. Three of those eight individuals participated in both the fall and winter cohorts. Members commit to either a 300 or 450-hour cohort to be completed over a four-month period and are paid a modest stipend. Upon the successful completion of their hours, members are eligible for an educational award. This year, the program was faced with many challenges due to the COVID-19 pandemic. Most MCAPD staff began working from home which limited the members' ability to continue their service in the probation offices. However, members were able to complete their service requirements online with assignments and projects provided by the AOC.

Over the past year, AmeriCorps members joined units in various areas throughout the Department. They received valuable training and experience while serving in units including Standard Probation, Drug Court, Indirect Services, Presentence Investigations, Fugitive Apprehension Unit, Seriously Mentally Ill, and Interstate Compact.

To gain a greater understanding of the many functions of the Department, members were provided the opportunity to observe and experience units outside of their assignment. As part of AmeriCorps, members were also required to complete three community service projects. Over the year, the projects were varied and included attending career fairs and expos; attending the 2020 Maricopa County Veteran's StandDown; volunteering at food banks, blood drives, and the Boys and Girls Club; and attending the East Valley Veterans Parade.

The MCAPD is a large and diverse organization, and the AmeriCorps Program provides members the unique opportunity to gain a better understanding of probation and the individuals the Department serves. One member stated that after working with individuals on probation, she decided to pursue a career as a probation officer.



# ORGANIZATIONAL CHART



**ADULT PROBATION CHIEF**  
MICHAEL CIMINO



**ADMINISTRATIVE SERVICES**  
CHIEF OF ADMINISTRATION  
BRANDELYN JACKSON



**COMPLIANCE MONITORING DIVISION**  
MARS, UNSUPERVISED, FINANCIAL  
COMPLIANCE, COMMUNITY  
RESTITUTION, & INTERSTATE COMPACT  
INCOMING & OUTGOING

DIVISION DIRECTOR  
ANNA KING



**ORGANIZATIONAL DEVELOPMENT &  
SUPPORT DIVISION**  
COMMUNICATIONS CENTER, STAFF  
DEVELOPMENT, RESEARCH &  
PLANNING, ADMINISTRATIVE SERVICES,  
& VICTIM SERVICES

DIVISION DIRECTOR  
RYAN VALLEY



**SEX OFFENDER DIVISION**  
DIVISION DIRECTOR  
CYNTHIA STEVENS



**COMMUNITY SUPERVISION**  
CHIEF OF COMMUNITY SUPERVISION  
SAUL SCHOON



**CENTRAL FIELD DIVISION**  
DIVISION DIRECTOR  
JENIFER MEILEY



**EASTERN FIELD DIVISION**  
FUGITIVE APPREHENSION  
DIVISION DIRECTOR  
WES SHIPLEY



**NORTHERN FIELD DIVISION**  
DOMESTIC VIOLENCE  
DIVISION DIRECTOR  
KRISTI WARD



**WESTERN FIELD DIVISION**  
DIVISION DIRECTOR  
TED MILHAM



**ASSESSMENT & DEVELOPMENT**  
CHIEF OF ASSESSMENT & DEVELOPMENT  
THERESE WAGNER



**PRESENTENCE INVESTIGATIONS**  
ASSESSMENTS, ASSIGNMENTS, &  
RECORDS  
DIVISION DIRECTOR  
ADELITA NUNEZ



**PRETRIAL SERVICES DIVISION**  
INITIAL APPEARANCE, PRETRIAL  
SUPERVISION, & PROBATION  
REVOCATION COURT  
DIVISION DIRECTOR  
LOLITA RATHBURN



**PROGRAMS DIVISION**  
DRUG COURT, DUI COURT, VETERANS  
UNIT, & SUPERVISED YOUTH PROGRAM  
DIVISION DIRECTOR  
JACI CHRISTENSON



**REENTRY SERVICES DIVISION**  
PRISON REENTRY, EDUCATION, WORK  
FURLOUGH, SMI, & COMMUNITY  
REINTEGRATION  
DIVISION DIRECTOR  
JASON WALKER