

BUILDING
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NEW LIFE

WITH
COMMUNITY
SUPPORT



ANNUAL REPORT
FY2017

Maricopa County Adult Probation



A Force for Positive
CHANGE.

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01

The Organization

Letter to Presiding Judge

Dear Judge Barton,

I am pleased to present the FY2017 Annual Report of the Maricopa County Adult Probation Department, which includes a wealth of information about our activities and accomplishments during the past year. Two major focus areas have been reentry services and effective tools to reduce recidivism of medium-high and high-risk probationers under our supervision. Many of the individuals we supervise come to probation after serving time in prison or jail. We recognize that these individuals have many needs and that successful reintegration in the community is best supported when we utilize evidence-based practices, communicate effectively with probationers and family members, and collaborate with a variety of service providers and agencies.

During the fiscal year, four satisfaction surveys were conducted to request feedback from probationers, law enforcement and criminal justice partners, victims, and judicial officers. Common themes emerged from the surveys: the majority of these customers and stakeholders were satisfied with the services provided by the Department, and most respondents gave MCAPD staff positive ratings for their professionalism. I am extremely proud of our dedicated staff and the wonderful work that they do. Although their jobs are oftentimes difficult, they are committed to providing consistent, high quality services, which are vitally important to the people we serve.

With support from the Judicial Branch, we were able to advance infrastructure upgrades and improvements. The Southwest Justice Facility opened and some of our staff re-located there, relieving crowding at the Western Regional Center. Architectural drawings were completed for expansion of our Black Canyon and Southport offices, and funding was approved for planning a new eastern field office. There have been advancements in the use of electronic records, information sharing, and reporting.

*The Department has an ongoing commitment to public safety and crime reduction, and as part of the Judicial Branch, we are committed to excellence and the principles inherent in the rule of law ... **every person, every day, every time.***



Sincerely,

Barbara A. Broderick

Barbara A. Broderick

Chief Probation Officer

Vision

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

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 offenders' risk/needs in order to help guide Court decisions and to apply the appropriate level of services.
- Managing offender 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 clients to change and that the professional relationship between staff and client provides assistance, expects accountability, and can have a profound impact on successful outcomes.
- Using proven and promising methods and technologies to assess and assist clients 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

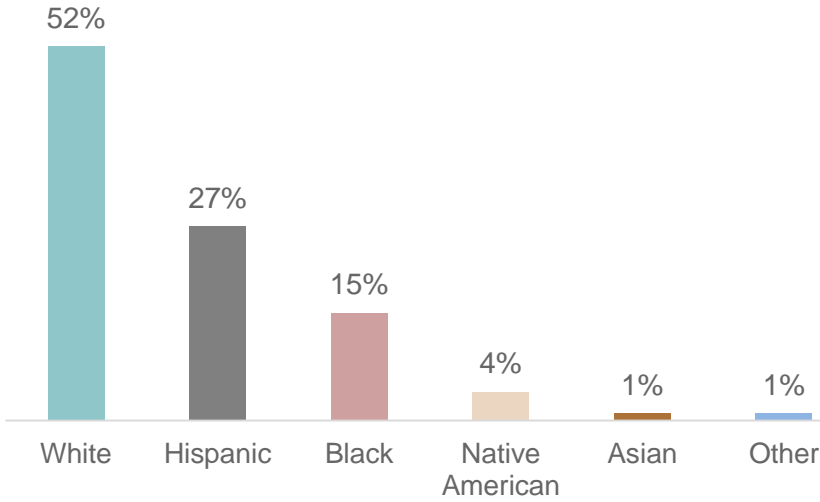
General Information

- Arizona has 15 counties and a total population of 6,931,071 (2016 estimate).
- Maricopa County, located in central Arizona, has a population of 4,242,997 (2016 estimate).
- Maricopa County is the fourth most populous county in the nation and the fastest-growing as of 2016.
- Maricopa County has a land area of 9,200 square miles, measuring 137 miles from east to west and 102 miles from north to south.
- There are 27 cities and towns located within Maricopa County. Its largest city, Phoenix, is the county seat and the state capital.
- In Arizona probation is part of the judicial branch of government.

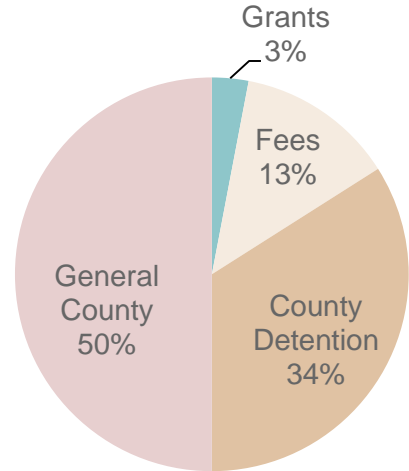
Maricopa County Adult Probation

- Established in 1972
- 1,199 employees
- 19 regional and area offices
- 54,646 probation population (total end of the year population)
- 2,869 pretrial supervision population (active end of the year population)
- 24,614 standard probation population (active end of the year population)
- 1,278 intensive probation population (active end of the year population)

Probation Population Race/Ethnicity



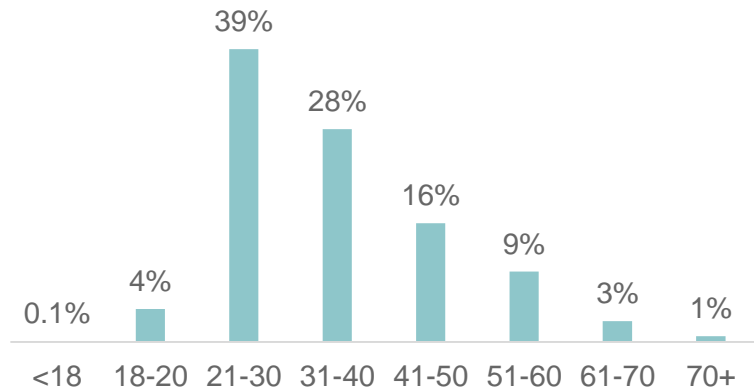
Maricopa County Adult Probation FY17 Annual Budget-\$104,171,757



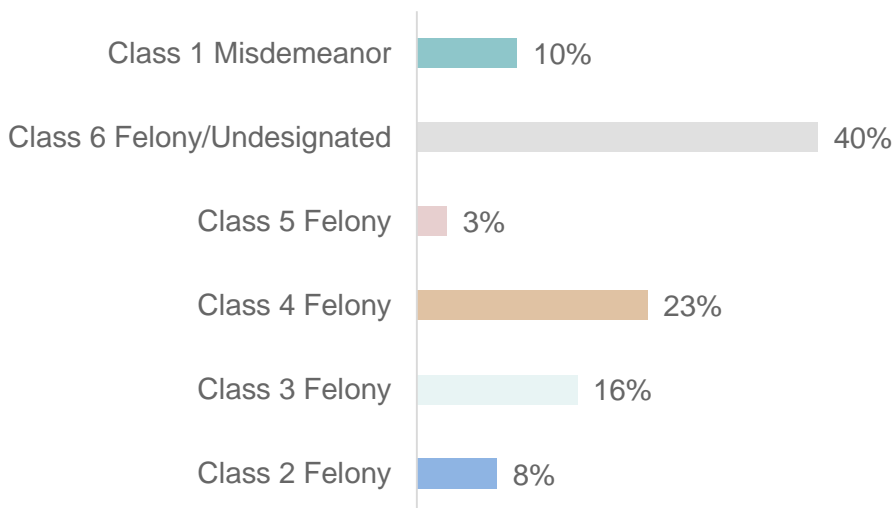
Probation by Offense Category and Gender

Probation Offense	Males	Females
Class 1 Misdemeanor	10%	9%
Class 6 Felony/Undesignated	37%	48%
Class 5 Felony	3%	3%
Class 4 Felony	24%	23%
Class 3 Felony	18%	10%
Class 2 Felony	8%	8%

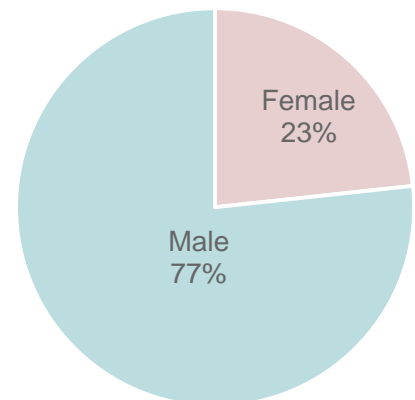
Probation Population Age



Offense Category



Probation Population Gender



Managing For Results

All departments across Maricopa County, including the Maricopa County Adult Probation Department (MCAPD), utilize Managing for Results. Managing for Results is a comprehensive framework that integrates planning, budgeting, reporting, evaluating, and decision-making. It allows the Department to maintain a focus on achieving results and demonstrating accountability to taxpayers.

The performance measures established through the plan are designed to measure agency performance in mission-critical areas and to yield the following benefits: generate information that is meaningful to the Department and stakeholders, return results that are actionable by Department personnel, and provide the public with information about the Department's operations and performance.

To accomplish its mission, the MCAPD established a results-oriented plan with five strategic goals. The results for FY2017 are presented.

Goal A: Crime Reduction. Consistent with its mission, the primary goal of the MCAPD is to enhance public safety. The Department has made an organizational commitment to implement evidence-based practices in its supervision strategies to help reduce recidivism and provide those on supervision an opportunity for positive behavior change. The performance results reflect the significant efforts of the dedicated employees and the importance of ongoing monitoring of results.

Benchmark	Goal	FY2017 Results
Successful Completion of Probation	70% or higher	78.7%
Successful Completion of Pretrial	75% or higher	64.5%
Revoked to Department of Corrections	25% or lower	18.6%
New Felony Sentencing	8% or lower	6.6%

Goal B: Retention and Compensation. The Department has a commitment to recruit, hire and retain a quality and diverse workforce. It is also committed to improving employee satisfaction. In FY2017, the average years of service for badged staff was 11.1 years, which meets the Department goal of 10 years or more. For the second year in a row, a performance-based retention pay plan was approved for eligible employees. Effective July 2017, employees who have been with the County for at least one year received a pay increase of approximately 2.5%. The Department continues to engage in efforts to recruit staff, participating in recruiting events and consulting with other

agencies about recruiting strategies. In collaboration with the Court, an Alternative Work Schedule policy was developed and implemented, allowing many staff an opportunity for additional flexibility in work schedules, a benefit that has been identified as significant to staff.

Goal C: Process Improvement. The Department’s goal is for customers and stakeholders to benefit from improved case processing. In FY2017, Pretrial Services submitted 100% of the Initial Appearance packets to the Court on time (within 24 hours). MCAPD delivered 99% of presentence reports to the Court on time without a continuance. The amount of restitution paid, compared to what was ordered was 76.9%. This is an improvement over last year and achieves the Department’s goal of 65%.

Goal D: Customer Satisfaction. The MCAPD is committed to providing quality services to all of its customers, including neighborhoods, courts, victims and justice-involved individuals. The Department assesses customer satisfaction through the use of surveys that provide those surveyed an opportunity to share their satisfaction with the services received, their interactions with department staff, and offer suggestions on how services could be improved. In FY2017, surveys were conducted of four stakeholder groups. This included surveys of 1) probationers, 2) victims, 3) law enforcement and criminal justice partners, and 4) judicial officers. Across all stakeholder groups surveyed, the MCAPD received positive feedback. The Department remains committed to surveying stakeholders and using the feedback provided to improve services.

Stakeholder Group	Satisfaction with Services
Probationers	88.6%
Victims	68.1%
Law Enforcement/Criminal Justice Partners	93.4%
Judicial Officers	82.6%

Goal E: Solid and Sound Infrastructure. To help support Goals A, B, C, and D, the Department’s infrastructure goal is to have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety. The Department continues to work with the Maricopa County Facilities Management Department on the Master Plan for all MCAPD facilities. In March 2017, the MCAPD successfully moved into the new Southwest Justice Facility. Work is continuing on the capital improvement projects that have been approved for the Black Canyon and Southport offices. All field probation officers have been provided with smartphones to increase their connectivity while providing supervision in the field.

02

SURVEY RESULTS

Surveys represent a significant tool used by the Department to assess stakeholder satisfaction and receive feedback about the services it provides. Across all of the surveys conducted in FY2017, some common themes can be identified.

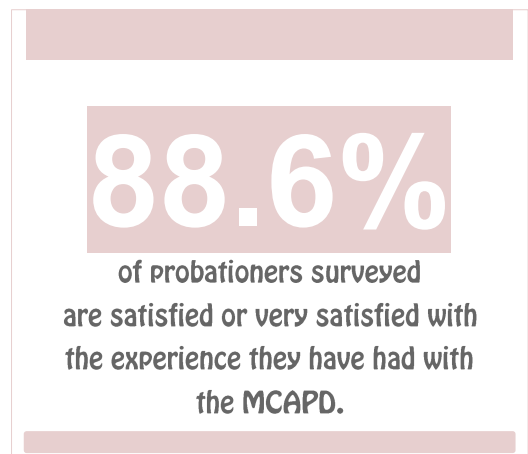
- The majority of survey respondents were satisfied with the services provided by the MCAPD.
- The highest ratings for the Department across all stakeholder groups reflected that survey respondents believed they were treated with dignity and respect and that MCAPD staff are professional.
- Across all stakeholder groups, the need for additional or improved communication provides the area of greatest opportunity for the MCAPD to improve its services.

The results specific to each stakeholder survey can be found in the summaries that follow.

Probationer Satisfaction Survey

In May 2017, a survey was conducted of probationers under the supervision of the MCAPD. This survey is conducted every two years.

In an effort to increase the sample size, support staff supervisors were asked to provide information to the Policy, Planning and Analysis Division regarding the number of probationers who report for office visits daily and to identify the busiest days of the month for their respective offices. Using this information, the Policy,



Planning and Analysis Division provided the appropriate quantity of surveys to each office location. Surveys were distributed at 11 probation offices from May 1 through May 12. A total of 2,483 surveys were returned, an increase of 166% from the survey conducted in FY2015.

RESULTS

The following highlights the results of the survey:

- Eight out of ten survey respondents indicated that the wait time in the lobby was reasonable and nine out of ten indicated that they were greeted in a pleasant and professional manner.

9 OUT OF **10**

survey respondents indicated that their probation officer: treats them with respect, spends enough time with them, listens to them, works with them to help them complete probation successfully, lets them know how they are doing on probation, asks for input when making plans for them, compliments them for good behavior, and would see them more often if they were having problems.

Survey respondents find that the following actions from probation officers help contribute to their success on probation:

- Treating them with respect by being patient, honest, fair, understanding, reasonable, supportive, helpful, a good listener, and non-judgmental.
- Communicating with them.
- Keeping them informed about how they are doing on probation.
- Providing them with referrals and assistance, especially for employment and transportation.

The results highlight the importance of treating people with dignity and respect and the importance of the relationship between the probation officer and probationer. The results also provide positive reinforcement to probation officers by showing that their efforts are recognized by those they supervise. The strategic goal of MCAPD to have 86% probationer satisfaction has been met. The survey results continue to be encouraging as the survey targets those probationers who have the most contact with MCAPD.

Victim Satisfaction Survey

In May 2017, MCAPD conducted its 19th annual survey to assess victim satisfaction with the services provided by the Department. The survey contained 10 items. The first seven items asked respondents to rate their contact with MCAPD staff. Each item was rated on a 5-point scale that ranged from 1 (never) to 5 (always). Therefore, a value of 3 would be considered neutral. In order to assess satisfaction with different aspects of the criminal justice process, respondents were asked to rate their experience with: 1) the criminal justice system, 2) the presentence probation officers, and 3) the post-sentence probation officers. Respondents rated their overall experience with each of the entities on a 5-point scale with the endpoints of 1 (unsatisfactory) to 5 (satisfactory). At the end of the survey, respondents were given the opportunity to provide comments.

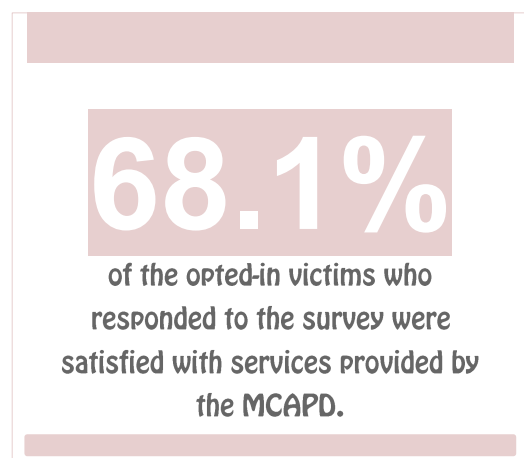
This year, in addition, the survey included an optional section where respondents could provide their contact information for a qualitative follow-up conversation. A total of 58 respondents (50%) provided contact information. By the end of FY2017, the MCAPD Victim Services Unit contacted 24 victims and obtained feedback from 17, with plans to contact the remaining victims.

The survey was administered to a random sample of 371 victims; 34 were returned for invalid email addresses or undeliverable mail. A total of 116 opted-in victims responded, which is a response rate of 34%.

RESULTS

The following highlights the results of the survey:

- The mean ratings for the seven items pertaining to contact with MCAPD ranged from 3.69 to 4.35. All mean ratings fell above the neutral rating of 3.0, indicating a positive evaluation.
- The item with the highest rating (M = 4.35) was “*Probation staff treated you with respect.*”
- The lowest rating (M = 3.69) obtained was for the item “*Probation staff was easy to contact.*”



When all items are included to create a mean score for each respondent, those with a mean score of 3.5 and higher would be considered “satisfied or very satisfied”. Using this composite score, 68.1% of the opted-in victims who responded to the survey were satisfied with services provided by the MCAPD.

The comments provided by victims, through the survey and follow-up phone calls, highlight the challenges for victims in navigating the criminal justice system, the importance of follow-up, and the desire for improved communication. They also expressed appreciation for the services provided by the MCAPD.

The annual survey of opted-in victims is conducted because of the commitment of the MCAPD to customer satisfaction. By adjusting the sample strategy to now include any opted-in victim who had contact with the MCAPD during the survey period, rather than only focusing on those opted-in victims requiring notification, the sample size and feedback received increased drastically. The sample size more than doubled and the overall response rate increased 10%. As a result, there is a better sense of the overall satisfaction of victims. There are some areas that were highlighted in the survey and the qualitative feedback that can further improve customer service and increase the overall number of respondents that receive the survey. Overall, the MCAPD remains committed to the goal of providing quality services to victims.

Law Enforcement and Criminal Justice Partner Survey

In May 2017, a survey was conducted of law enforcement and criminal justice partners. The purpose of the survey is to assess the satisfaction of individuals from law enforcement and other criminal justice agencies with the services provided by MCAPD. The target population for the survey is individuals who have routine contact with MCAPD staff. Emails were sent to individuals identified by MCAPD staff with a link to complete the survey electronically.

Completed surveys were obtained from 78 individuals. Just over half of the survey respondents (n=42, 54%) were from law enforcement agencies with about one-fourth (n=19, 24%) from court organizations including probation, public defenders and prosecuting attorneys. Approximately one-third of the respondents (n=28, 36%) were managers or supervisors. An additional one-third (n=27, 35%) were officers.

The survey was successful in targeting individuals who have routine contact with the MCAPD. Of the 78 survey respondents, 53 (68%) had at least weekly contact with probation staff. Most of the contact occurred with probation officers and surveillance officers.

93.4%

of the survey respondents indicated that they were satisfied with their interaction with the MCAPD.

RESULTS

Survey respondents were asked to rate their level of agreement with a number of statements about their interactions with the MCAPD and the services it provides. They were also asked to rate their overall satisfaction with the Department.

- At least 9 out of 10 respondents indicated:
 - MCAPD staff treat them and/or their staff with dignity and respect.
 - The MCAPD is providing a valuable service to the community.
 - MCAPD staff respond to their needs/requests for service in a timely manner.
 - They consider themselves partners with MCAPD to enhance safety in communities.
- 8 out of 10 respondents indicated:
 - The inquiries, investigations, arrests and/or searches provided by MCAPD are responsive to their organization.

Survey respondents were also given the opportunity to provide suggestions on how the MCAPD could improve its services or to provide additional comments. The suggestions highlighted the need to continue to improve and enhance communication across agencies and to continue to strengthen collaboration. Survey respondents also indicated it would be helpful to have more information about the MCAPD's efforts to implement evidence-based practices. Additional comments highlighted the partnerships that exist between agencies and the professionalism of MCAPD staff.

Judicial Satisfaction Survey

In April 2017, with the approval of the Presiding Criminal Judge, the MCAPD conducted a survey of all judicial officers (judges and commissioners) who sit on the Criminal Bench of the Superior Court of Arizona in Maricopa County. The survey was completed electronically and the link was distributed through an email sent by the Presiding

Criminal Judge informing them of the opportunity to participate. The survey was distributed to 54 judicial officers. Responses were received from 23 for a response rate of 42.6%.

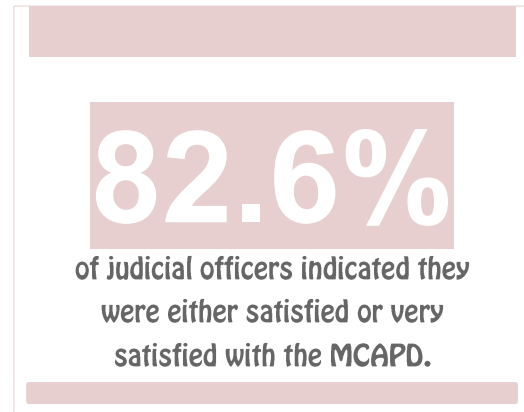
RESULTS

The survey contained 10 items. Nine items asked judicial officers to rate the overall quality of the work conducted by the MCAPD staff and the confidence the Criminal Bench has in the work products it receives. The final item asked them to rate their overall satisfaction with the MCAPD.

The responses indicate that judicial officers believe MCAPD staff act in a professional manner and provide meaningful information to the Court.

- 10 out of 10 judicial officers agreed that probation staff are professional and courteous.
- At least 9 out of 10 judicial officers agreed that:
 - They support the mission of the MCAPD and believe the MCAPD tries its best to achieve its goals.
 - They rely on information provided by the MCAPD to make pretrial release, sentencing, and other decisions affecting defendants and probationers.
- At least 8 out of 10 judicial officers agreed that:
 - Probation officers are knowledgeable about their cases.
 - Information provided to the Court is accurate and sufficient.
 - They have confidence the reports will be submitted in a timely manner to allow them to make informed decisions.
 - They have confidence the MCAPD will carry out the Court's orders as intended.
- At least 7 out of 10 judicial officers agreed that there is open communication between the Court and the MCAPD.

Survey respondents were also provided the opportunity to provide comments or suggestions. These comments are useful to the MCAPD because they help highlight opportunities to strengthen and improve the services provided. Comments provided by judicial officers highlight the importance of continuing to improve communication and to maintain a commitment to the accuracy and quality of the information provided in the reports. They also highlighted the professionalism of the Department and the role that the MCAPD plays in helping justice-involved individuals get back on track.



03

FEATURE ARTICLES

FOCUS ON REENTRY



REENTRY SERVICES DIVISION CREATED

In order to focus on the increasing numbers of probationers reentering the community from various entry points within the criminal justice system, MCAPD decided to reorganize the agency and create the Reentry Services Division. There has been steady growth in the number of individuals in the Arizona Department of Corrections (DOC) who will begin probation in Maricopa County following their release. In FY2016, this number exceeded 12,000 and had increased 60% since 2009. MCAPD was receiving approximately 250 prison releases per month during FY2016. In addition to the population growth in this area, there was significant interest in the jail population. Maricopa County placed a strategic focus on reentry services and engagement with its Smart Justice initiatives. The Reentry Services Division began operations in July 2016,

reflecting the continued emphasis placed on reentry services and to strategically align with County and Judicial Branch goals.

Individuals who are either starting or resuming a term of probation after spending time in prison, jail, or an inpatient treatment setting present unique risks and needs that oftentimes differ from probationers who have not been removed from the community for an extended period of time. The Reentry Services Division is currently comprised of the following units that specifically supervise reentering individuals or provide services often needed by individuals reentering the community:

- **Prison Reentry** – The Prison Reentry Program works with individuals who will be under probation supervision after serving a prison term in the DOC. Officers begin working with these individuals prior to their release from custody in order to help facilitate a smooth transition from prison back into the community.
- **Community Reintegration Unit (CRU)** – CRU works with individuals

under probation supervision who have been sentenced to a term of incarceration in the Maricopa County Jail. CRU officers work with these probationers in a pre-release fashion in order to transition them to their assigned field probation officer.

- **Work Furlough** – This program works closely with the Maricopa County Sheriff’s Office (MCSO) and the Court to provide eligible participants, who are currently serving a jail term, with supervised reintegration into the community through job readiness, job search, and employment.
- **Seriously Mentally Ill (SMI)** – This is a specialized program designed to work with the SMI probation population. Officers within the program receive specialized training and work closely with community treatment providers to effectively supervise this specific population.
- **Garfield** – The Garfield Probation Service Center is a community probation office, but also serves as a transitional living program for those on probation. This program provides a safe housing alternative for probationers who may lack a stable residence within the community. While participating in the program, probationers receive access to needed services, can participate in job search, and work towards a successful and permanent housing situation in the community.
- **Education and Workforce Development** – The Education

Program provides high quality, adult education services to not only probationers, but to the general public as well. The program provides free General Education Diploma (GED) preparation, adult basic education, English for Speakers of Other Languages (ESOL) classes, as well as basic computer literacy skills in order to prepare participants to continue educational pursuits and improve their standing in the job market. The program also works closely with the Maricopa County Human Services Department to provide workforce development opportunities for their students.

These units work to not only identify an individual’s criminogenic needs, but to also quickly identify an individual’s critical needs that could potentially serve as a barrier to success on probation. These critical needs will oftentimes influence a person’s stability in the community and include things such as housing, food, transportation, identification, access to medical and behavioral health care, and social support. This work begins prior to an individual’s release and is crucial to help smooth the transition from an institutional setting to the community. By quickly identifying and addressing these critical needs, officers in these assignments are able to set the stage for probation and help to mitigate some of the crisis situations related to instability, so the focus of probation

supervision can be on long-term behavioral change.



NEEDS OF INDIVIDUALS RETURNING FROM PRISON

Prison Reentry officers are tasked with the unique challenge of identifying and addressing a releasing probationer's critical needs as they reenter the community, oftentimes after serving a significant prison sentence. This process begins months before the individual is released from prison. Reentry officers coordinate with the DOC to conduct in-reach interviews with releasing probationers and utilize DOC information to determine the individual's institutional record, education, and/or treatment participation. This is key to the success of reentry as it is the first step in determining the probationer's risks and needs upon their release. In concert with these pre-release interviews, reentry officers are assessing the appropriateness of the proposed release address, the pro-socialness of the probationer's support system, and briefing the family as to what to expect in those first few months after release.

The probationers released from prison are often higher risk, suffer from anxiety, deal with the stigma associated with having served prison time, and have to learn to navigate the sometimes overwhelming pressure and expectations of themselves and their families to move back into society both successfully and quickly. In addition to

the psychological and/or emotional challenges of reintegrating in the community, many probationers face homelessness, poverty, gaps in employment history and/or experience, and have psychiatric and/or medical needs, which are compounded by their lack of federal and state identification and a gap in medical insurance.



I am committed to serving the reentry population because people make mistakes and need help. Some did not have guidance growing up or they were victimized themselves. Many do not have skills or education and have been lost to the drug world. Families and communities have rejected these people. I believe if we give people the chance, they can, with help, become productive members of society, oftentimes regaining the trust from communities and their families.

- Americorps volunteer

Reentry officers spend significant time coordinating with the probationer to obtain their initial documents and paperwork in an effort to address these critical stabilizing needs of the probationer. Due to the reduced caseload size, officers are able to have increased contact with the probationer during the first couple months after their release to gauge peer and social support, establish and/or encourage

residential stability, and assess longer term ongoing supervision needs. Reentry staff also collaborate with treatment providers, governmental agencies, and community resources in a concerted effort to build a strong foundation upon which the probationer can build.



Connecting individuals with appropriate reentry services can make their transition back to the community easier and help them not recidivate.

-Counselor



REENTRY COLLABORATIONS AND INITIATIVES

Collaboration is a key component to effective reentry, and all of the units within the Reentry Services Division work in tandem with multiple county departments as well other external agencies and stakeholders in order to meet the needs of the probationers. These partners include the MCSO, Maricopa County Correctional Health Services (CHS), Maricopa County Human Services Department, the Regional Behavioral Health Authority (RBHA), the Arizona Health Care Cost Containment System (AHCCCS), the DOC, and a host of other community treatment providers and employers in

order to coordinate care and provide probationers with every opportunity for success within the community.

Women Living Free. A reentry grant partnership with Arizona Women’s Education and Employment, Inc. (AWEE) has been underway since June 2016, offering services to female offenders released from DOC to either probation with MCAPD or community supervision with DOC. AWEE was awarded a grant under the Second Chance Act Comprehensive Community-Based Adult Reentry Program Utilizing Mentors. Entitled “Women Living Free,” the three-year grant project provides both pre-release and post-release mentoring and case management services to female offenders released from Perryville.

Over the duration of the grant, AWEE is projected to recruit and train female mentors through various community and internal sources in the hope of serving 200 females with a combination of group and individual mentoring activities. MCAPD supports this project by facilitating pre-release contact with female inmates at Perryville releasing to Adult Probation, assisting with orientation and screening of inmates to participate in the program, and providing post-release supervision and other reintegration services.

Specifically, the project serves medium and high-risk offenders based on risk/needs assessment scores. Whenever possible, participating

probationers are assigned to female probation officers, consistent with the Women Offender Case Management Model, who will retain supervision for a period of six months.

Information Sharing with the DOC.

The Prison Reentry Program's reputation as being both well established and successful has resulted in multiple opportunities for collaboration with both state and county agencies throughout this fiscal year. As a result of one of these collaborations, the DOC agreed to share electronic information with MCAPD Prison Reentry, Indirect Services/DOC caseload, Intensive Probation Supervision, and Assignments personnel. This information plays an integral role in the increased efficiency, communication, and exchange of reentry practices for offenders releasing from DOC to a consecutive term of probation. DOC not only agreed to provide MCAPD staff with this vital information, but also provided DOC personnel to coordinate and facilitate formal training on the electronic records.

Administrative Office of the Courts Reentry Initiative.

Over this past year, the Administrative Office of the Courts (AOC) took the opportunity to observe and meet with reentry officers in order to learn more about the MCAPD Prison Reentry Program. Reentry personnel provided both technical and practical support in the AOC's formulation of a statewide reentry initiative. Furthermore,

AOC reviewed the benefits of electronic information sharing with DOC in considering the needs of all probation departments within the state. In addition to AOC, other county probation departments conducted office and field visits with reentry staff to observe and analyze the current practices designed and created by MCAPD in the furtherance of the development of their own reentry programs.

U.S. Attorney General's Office Arizona Reentry Coalition.

Prison Reentry management staff have participated in the United States Attorney General's Office Arizona Reentry Coalition since its inception, helping to create its mission, vision, and goals, and serving as committee co-chairs and participants. This Coalition involves federal, state, and local criminal justice agency representatives; statewide systems representatives; and community stakeholders in an effort to create a Prevention and Reentry Strategic Plan that will increase public safety, strengthen families, reduce recidivism rates, and build stronger communities.

In support of this effort, Reentry staff participated in Reentry Simulation Trainings offered by the United States Attorney's Office for DOC, the Arizona Department of Economic Security, and Federal Probation. The success and relevance of these trainings culminated in the Simulation Training being provided to MCAPD for Reentry,

Garfield, Work Furlough, and Community Reintegration officers.

RELINK: Integrating Treatment and Transition. In August 2016, MCAPD partnered with Maricopa Integrated Health System (MIHS) on a five-year reentry grant awarded to MIHS from the United States Department of Health and Human Services Office of Minority Health. Additional partners in the grant project include Keogh and various Maricopa County departments: CHS, MCSO, Human Services, Justice System Planning and Information, and the Health Care Integration Administrator.

The goal of the RELINK grant is to reduce recidivism and assist individuals ages 18 to 26 returning to the community after spending less than one year in jail by establishing a medical home for participants and connecting them to medical and social support services. This collaboration hopes to utilize patient navigation in addition to the support of a probation officer in order to increase participants' awareness of community resources and to address unmet health related needs. The project also aims to reduce health care costs, by reducing unnecessary Emergency Department visits and increasing the use of primary and preventative care, and to increase participants' health literacy.

Currently, probationers are screened and referred to the RELINK Program

through MCAPD's Assessment Center, CRU, and Juvenile Transferred Offender Program. Once a probationer is referred to the RELINK Program and agrees to participate, the patient navigator and community health worker at MIHS work in collaboration with the assigned probation officer in order to connect the probationer to needed services within the community. This collaboration has turned out to be mutually beneficial in that through sharing information, MCAPD staff can encourage and remind probationers to attend their healthcare related appointments and MIHS staff are able to do the same with regard to probation. The RELINK grant exemplifies the necessity of linking those leaving custody to treatment and supportive services within the community in order to increase their stability and build a solid foundation for potential success.

Collaboration with the RBHA. Mercy Maricopa Integrated Care, the contracted RBHA, has partnered with MCAPD and treatment providers to assist probationers releasing from jail to connect promptly with community-based treatment services. These efforts to expedite placement of probationers with substance use and/or mental health needs with community-based treatment bridge a service gap, provide continuity of care, and help probationers successfully transition to the community.

CRU partners with the RBHA to provide probationers who are deemed

appropriate with an intake appointment with one of the participating service providers in the community. That intake appointment generally occurs within seven days of the probationer's release from custody. In FY2017, more than 500 probationers were provided with an intake appointment for such services.

MCAPD's Reach Out Program partnered with the RBHA to release probationers in need of residential substance use treatment directly from jail to a treatment program. In FY2017, additional treatment providers participated and a total of 622 probationers were released to residential treatment, an increase of 304% over the number placed during the previous fiscal year. The MCSO and Maricopa County Correctional Health Services also provide valuable assistance to these efforts.

Collaboration with AHCCCS. MCAPD, the Maricopa County Health Care Integration Administrator, and the RBHA have been engaged with AHCCCS's initiatives to improve health care to the justice population transitioning back into the community from correctional facilities. In January 2017, AHCCCS received a five-year Targeted Investment Programs grant from the Centers for Medicare and Medicaid Services that includes a Justice Project. A goal of this project is to promote physical and behavioral health integration with specific focus on assisting the justice-involved population

transition into the community to improve health outcomes and reduce recidivism. Terros Health was awarded funding for the Justice Project and will operate a co-located integrated clinic at a probation office beginning near the end of 2018. All of these efforts reflect the Department's commitment to assist individuals to make a successful transition back into the community following incarceration. People released from prison and jail face significant obstacles; many organizations are working to reduce these barriers. A variety of agencies, including those involved with health care, veterans' services, housing, and employment, recognize the stake that they have in supporting returning individuals. Broad support from the community is vital to ensure that these individuals have the opportunity to find work and receive services that contribute to their successful community reintegration.



It's not being in prison that's the hardest, it's the minute you walk out those doors and find out there's nothing there for you. What do you do? Where do you go?
– Marilyn Winn, former prisoner,
Founder and Director of
Women on the Rise

MCAPD ADVANCES RISK REDUCTION INITIATIVES

Research has demonstrated that recidivism can be reduced when three key principles are followed:

- The **risk** principle suggests that correctional interventions should be matched to offenders' risk level, with high-risk offenders receiving more intensive interventions than low-risk offenders.
- The **need** principle indicates that interventions should target factors that most significantly influence criminal behavior.
- The **responsivity** principle demonstrates that interventions are most effective when they are based on research-supported models and tailored to the unique characteristics of individual offenders.

MCAPD recognizes that probationers with higher risk levels have more needs related to criminal behavior (than lower risk probationers), and based on the nature of their needs, significant time and effort are often required to accomplish change. The Department is strategically advancing training, programs, and practices that help staff effectively target the risk factors of moderate to high-risk probationers in order to achieve long-term behavioral change and reduce crime. To build upon the MCAPD's progress with evidence-

based practices (EBP) and to enhance current efforts, the Department planned and developed a major training initiative, "Achieving Risk Reduction through Effective Staff Interactions." The Department also took substantial steps to expand and sustain two important programs, *Thinking for a Change* and *Effective Practices in Correctional Settings-II*.



ACHIEVING RISK REDUCTION THROUGH EFFECTIVE STAFF INTERACTIONS

MCAPD partnered with The Carey Group, a national consulting firm, to assist the Department as a whole in furthering its evidence-based efforts. In April 2016, all managers and supervisors from the Department attended a two-day training provided by Mark Carey titled "Achieving Risk Reduction through Effective Staff Interactions." The training was well received and attendees provided feedback on the most relevant and informative parts of the training. Over the next several months, managers and staff developed an implementation plan to deliver the department-wide training to line staff. Additional training was planned for supervisors to help them coach their staff with regard to EBP and risk reduction. This large scale training initiative will reinforce the existing

evidence-based tools, resources, and practices already implemented by the Department and will introduce new concepts, techniques, and tools to enhance current efforts, give officers more options, and hopefully increase positive outcomes for probationers and the community. The focus is on how to best achieve long-term, positive behavioral change through staff interactions.

Train the Trainer programs were provided by The Carey Group in April 2017 to both a team of supervisors and a team of line staff, which will enable MCAPD to roll out the Risk Reduction trainings department-wide. The trainings for badged officers, which began in July 2017, are made up of 28 individual cohorts, and each cohort consists of four modules. One module is presented monthly for four months, allowing officers to apply the information they learned to their daily work practices before moving on to the next module. The training for supervisors, “Risk Reduction Coaching for Supervisors,” rolled out in the summer of 2017. For supervisors who missed the initial Mark Carey training in April 2016, a “Risk Reduction for Supervisors” training will be provided.

As a fun and informative way to introduce the Risk Reduction trainings to staff, the *EBP Evolution* video was produced. *EBP Evolution* outlines the Department’s effective and successful EBP journey. It reinforces that EBP is

indeed an evolution and that new findings based on sound research continue to emerge.



THINKING FOR A CHANGE

Thinking for a Change (T4C) is a 25-session, integrated cognitive behavioral change program authored by Jack Bush, Ph.D., Barry Glick, Ph.D., and Juliana Taymans, Ph.D., under a cooperative agreement with the National Institute of Corrections. The program is designed to be provided to justice-involved adults and youth. In multiple studies, T4C has proven effective in reducing recidivism. T4C uses a combination of approaches to teach participants awareness of themselves and others. The curriculum is comprised of three major components, Cognitive Self-Change, Social Skills, and Problem Solving.

MCAPD’s implementation of the T4C Program began in 2009 and has evolved and expanded since that time. MCAPD targets medium-high and high-risk probationers for participation in the program. The MCAPD and the MCSO worked together to adopt T4C as a common evidence-based program used by both agencies and to provide a continuum of care to individuals leaving jail and entering probation. The Maricopa County Smart Justice Committee supported these efforts to reduce recidivism using approaches supported by correctional research. By

2013, MCAPD, MCSO, and community treatment providers were implementing a coordinated cross-agency approach with T4C groups provided in the jail, several probation offices, and a few community provider locations.

Between 2014 and 2017, the T4C Program achieved continued growth and program enhancement. MCAPD is in the final year of a three-year federal Smart Supervision grant that has provided support for T4C Program operations and management as well as a program evaluation. As part of the grant project, a replicable model of collaboration between a community provider and probation was successfully developed and implemented with Terros Health. In this model, T4C groups are provided at the community treatment provider's location and are co-facilitated by a provider employee and a probation officer, both trained as T4C facilitators. T4C groups are currently operating at three Terros Health locations.

In FY2017, this model was successfully replicated with La Frontera-EMPACT. EMPACT began offering T4C services in partnership with MCAPD at one provider location. The probation-community provider model provides new resources for T4C programming, which allows for program growth and sustainability. Wait times for program entry have been reduced and the program is now provided to probationers in many locations across the county.

Plans are underway for continued expansion with community providers.

Employees from MCAPD, MCSO, and other organizations have been trained as T4C group facilitators, ensuring a sufficient supply of qualified facilitators to conduct T4C groups. Recently, two MCAPD staff completed training as T4C facilitator trainers and the T4C Program coordinator was qualified to train trainers. This expertise will be utilized to support quality assurance in the program as well as to provide future T4C facilitator trainings.

The continued expansion of the T4C Program means that more medium-high and high-risk probationers are able to benefit from this program which addresses their specific needs, and public safety is enhanced when more probationers with these needs participate in a program that has proven to reduce recidivism. In FY2017, 510 probationers graduated from the T4C Program, which is more than double the number of program graduates just two years earlier.



**EFFECTIVE PRACTICES IN
CORRECTIONAL
SETTINGS-II**

Effective Practices in Correctional Settings-II (EPICS-II) was developed by Christopher T. Lowenkamp, Charles R. Robinson, and Melanie S. Lowenkamp to help community supervision officers increase their effectiveness in reducing

recidivism. The techniques taught in EPICS-II are based on behavioral change strategies found to be effective with offending populations. EPICS-II represents a series of skills that probation officers use in their daily interactions with probationers to build a therapeutic alliance, shape behavior, and develop a relapse prevention plan. EPICS-II involves two types of skills: skills used by the probation officer to build a collaborative relationship and manage behavior; and skills taught to the probationer to build his/her ability to manage high-risk situations. The skills focus on assisting probationers in changing their thinking and behavior so they are able to avoid, manage, or cope with high-risk situations that might lead to criminal behavior.

The implementation of EPICS-II involves a targeted skill building approach. Proficiency in the use of EPICS-II skills requires considerable practice by probation officers and includes coaching/feedback provided by a trained coach. The coaching/feedback process takes place in one of two ways: 1) audio recordings of sessions are sent to a coach who reviews the recordings and provides feedback/coaching on the use of the skills, or 2) coaching/feedback occurs in person with an onsite coach who provides immediate feedback and discussion. Staff trained as coaches also engage in significant practice and receive coaching/feedback from other coaches to improve proficiency in the coaching skills.

The Arizona Administrative Office of the Courts (AOC) sponsored the initial EPICS-II training in March 2013 and has been instrumental in arranging additional trainings and providing other types of support for EPICS-II in a statewide approach since that time. Experienced EPICS-II coaches with United States Probation have provided significant support to the effort by attending multiple trainings with probation personnel around Arizona, participating in monthly booster sessions with MCAPD EPICS-II staff, and designing “learning communities” with MCAPD staff combining webinar instruction, booster practice classes, and individual coaching feedback opportunities. There is considerable cross-agency commitment to the use of EPICS-II skills.

MCAPD has focused its implementation of EPICS-II with Intensive Probation Supervision (IPS) officers. IPS features small caseloads of higher risk probationers under a highly structured type of supervision. Prior to FY2017, two small groups of MCAPD IPS officers received EPICS-II training and worked hard to develop proficiency in EPICS-II skills and as coaches, eventually earning certification as coaches. Remaining IPS staff received an introduction to EPICS-II concepts and skills.

In FY2017, significant strides were taken to expand EPICS-II training with IPS staff and to establish the structure

and support needed for staff to develop proficiency in the use of these skills. The majority of IPS officers participated in a two-day training with Melanie Lowenkamp. The previously trained coaches assisted in the training process and will provide ongoing coaching to the new students. Melanie Lowenkamp completed coaches' and users' manuals that are new and valuable resources for EPICS-II staff. The expansion of EPICS-II in IPS emphasizes the use of core correctional practices that are proven effective in reducing offender risk.

The Risk Reduction training initiative, expansion of EPICS-II trained staff, and increased capacity of the T4C Program represent evidence-based approaches utilized by the Department to meet the criminogenic needs of moderate to high-risk probationers in order to reduce recidivism. Each of these initiatives assists probationers in recognizing thinking that is risky and choosing thoughts and behaviors that will result in more positive outcomes.



I began working with MCAPD in May of 2016. Since that time, I have had the opportunity to watch MCAPD programs offer hope and recovery to numerous individuals. This has been accomplished by partnering with multiple local agencies and requires a great amount of collaboration which isn't always easy and seamless. The MCAPD leadership team truly honors and lives the department mission and I feel honored to work for an agency who is committed to serving its community.
– Clinical Supervisor



I am committed to serving the reentry population because I have the privilege and responsibility of often being a probationer's first impression of what working with a probation officer will be like. Inmates are constantly hearing from fellow inmates about what probation officers are like and how "the system" is set up for them to fail. I get the opportunity to provide them a chance to formulate their own opinion and maybe even view a probation officer as a resource and someone in their corner who is rooting for them to succeed.
-Probation Officer



04

PRETRIAL SERVICES

Initial Appearance Unit

The Initial Appearance Unit provides the Initial Appearance (IA) Court with timely and relevant information to assist judicial officers with making decisions pertaining to releasing or detaining defendants.

The Pretrial Services Division continues to use the Public Safety Assessment (PSA), a validated pretrial risk assessment tool developed by the Laura and John Arnold Foundation that uses nine risk factors to assess the risk of new criminal activity, including new violent criminal activity, and failure to appear pending case disposition. The PSA, implemented in FY2015, provides a basis for release recommendations and determines the supervision level of defendants released to pretrial supervision. All officers in the Pretrial Services Division are trained to administer the PSA. This risk assessment tool has enabled officers to make more informed release recommendations to the Court. Upon the Court's request, the unit also provides bond review reports for subsequent bond modification hearings.

Twenty-four hours per day, seven days per week, Pretrial officers assume responsibility for placing holds on probationers with new pending charges to ensure that they are held in jail. In addition, Pretrial officers have been working to ensure that the hearings for both the new charge and the probation violation are on the same docket, which assists the IA Court with providing timely hearings and the Maricopa County Sheriff's Office (MCSO) with transportation. Pretrial officers assigned to the IA Court, in collaboration with the MCAPD Communications Center, were able to divert 2,582 calls from probation



IA Packets Completed: 50,177
Average Cost per IA Packet: \$47.86
Annual Program Cost: \$2,393,735

officers in the field during after hours, holidays and weekends, and were also able to assist outside law enforcement agencies in authorizing holds on defendants who had been newly arrested.

In addition, officers assigned to the IA Unit piloted a program in collaboration with Maricopa County Correctional Health Services (CHS) to identify defendants with mental health needs that scored as eligible for pretrial supervision on the PSA, had previously received mental health services, and could benefit from a coordinated release to a specialized behavioral health team to support them throughout the court process. During this fiscal year, 775 defendants were referred to the program and 94 defendants were accepted and released to the program. Collaboration efforts are ongoing to increase program participation.

Pretrial Supervision

For defendants released to pretrial supervision, the Pretrial Services Division helps ensure the defendant's appearance in court and that the defendant remains law abiding while in the community. Defendants are supervised per the results of the PSA and are provided with an initial in person interview with an officer to assist in clarifying the Court's expectations for court appearance and compliance with release conditions. Pretrial staff contact defendants via telephone calls, text messages, and electronic mail to remind them of upcoming court proceedings at least one business day prior to their next court date. At the end of FY2017, there were 2,004 defendants on general pretrial supervision and 865 defendants on Electronic Monitoring (EM) supervision.

EM continues to offer an enhanced supervision option to the Court when establishing release conditions to enhance the safety of alleged victims and the community as a whole. EM utilizes state-of-the-art GPS monitoring technology to supervise pretrial defendants 24 hours per day, seven days per week, including compliance with restriction zones. EM officers are issued smartphones with hotspot capability and laptops which can be mounted in their Department issued vehicles, allowing for quick access to applications and programs in support of around-the-clock monitoring



Active End of Year Supervision
Population: 2,869

Average Daily Cost of Supervision
Per Client: \$6.70

Annual Program Cost of
Supervision: \$7,337,931

demands. EM officers are able to quickly access GPS location and event data from their vehicles while conducting fieldwork.

During FY2017, the Pretrial Services Division staff worked with the Policy, Planning and Analysis Division to update statistical data collection and reporting to ensure that the data measured aligns with national pretrial standards. Pretrial staff also updated the pretrial report to contain a recommendation section to improve communication with the bench and support defendant compliance with conditions of release. Officers submit a pretrial report upon the Court's request and at the time of disposition. The pretrial staff worked with the Court to establish an around-the-clock process to submit all petitions to revoke pretrial release through the IA Court, which allows for an immediate court response to violation behavior and enhances community safety.

05

PRESENTENCE INVESTIGATIONS

The Presentence Investigations Division is comprised of screeners and officers who work together to gather the needed information to create a detailed informative report and recommendation for the Court. The Division is supported by the Assignments and Records Units, whose staff research and process each file requiring a presentence report or a field officer assignment, in addition to assigning cases from various jurisdictions. These two units handle files from initiation to destruction. The presentence report includes defendant information, criminal history, and an



Presentence Investigation Reports Completed: 13,609

Average Cost Per Presentence Investigation Report: \$749.58

Annual Program Cost: \$10,195,056

assessment to provide the judicial officer with sufficient information to make evidence-based sentencing decisions.

The same assessment provided for guiding Court decisions is used to appropriately supervise probationers released to the community and address risk by identifying opportunities to promote prosocial change and law-abiding behavior. In addition, information included in the presentence report describes defendant's need for services, screening for appropriate services, and equally important, the victim's statement and recommendations.

INFORMATION – ASSESSMENT – INVESTIGATION – RECOMMENDATION

The Assignments Unit receives immediate notification from the Court regarding requests for presentence reports. Staff research related cases and previous assignments for accurate presentence assignment. Each case is assigned to a presentence screener and officer within 24 to 48 hours. In the same manner, after sentencing, Assignments staff research and assign cases to the appropriate supervising officer depending on case status and location and provide reporting instructions to probationers. Presentence screeners conduct an interview with each defendant, those in and out of custody, after the plea or determination of guilt. Screeners gather defendant information and administer the Offender Screening Tool (OST) assessment during the interview. The OST is a risk assessment used to determine defendant risk factors and criminogenic needs. This provides the Court with sentencing options and the supervising officer with information vital to appropriate supervision planning. Screeners work closely with health care navigators and licensed counselors to provide health care enrollment and substance abuse and mental health referrals for defendants out of custody.

Presentence officers continue the investigative process by thoroughly reviewing criminal history information; offense circumstances; victim impact, recommendation, and restitution information; interested parties' recommendations; screening for specialized assignments; statutory requirements; and assessment review. Officers then prepare the online Presentence Report with the above listed information and the OST results to make an unbiased evidence-based recommendation for sentencing.

In FY2017, the Presentence Division completed 13,609 reports with 99% submitted on time without a continuance. It is the Presentence Division's commitment to provide timely investigations, screenings, assessments, and objective sentencing reports to judicial officers so they are able to make informed and evidence-based sentencing decisions.

The Presentence Division remains focused on continued process improvement. Supervisors work closely with Court Technology Services to work through challenges and improvements with Judicial Branch Integrated Court Information System Next Generation (iCISng). As of December 2016, all presentence reports are delivered to the Court electronically. During FY2017 Presentence Division focused on quality assurance of all information entered into the Adult Probation Enterprise Tracking System (APETS) to ensure a proper feed to iCISng and accurate information in the presentence report. Supervisors review reports and provide feedback electronically to officers. In the next few months, supervisors will be able to collect file review data that will aid in officer evaluations.

During FY2017, MCAPD in collaboration with Maricopa County Superior Court Family Court Division was charged with executing an administrative order authorizing MCAPD to assist in the collection of information regarding child support from defendants in a joint effort to reinforce Family Court's child support collection endeavors. Presentence screeners start the process by determining and verifying defendants who are ordered to pay child support in Arizona. Officers use information received by Family Court to inform the judicial officer of the child support status and, in the appropriate circumstances, provide this same information to the supervising probation officer to encourage collection of child support. This initiative is in the beginning stages; however, the goal is to have a positive impact on the families in Maricopa County and support financial stability for families with children.

This year, the Presentence Investigation team developed the Presentence Report Request Guide for iCISng for judicial officers and staff as an aide for report requests and other considerations. Communication with stakeholders was improved by creating standard emails for consistent communication with defense and prosecuting attorneys. The Assessment Center and licensed counselors developed a workload process to better serve clients with high needs. Finally, Presentence Regional Court Center/Early Disposition Court officers were tasked with the Community Transition Program-Drug Court Pilot Program. This program is a collaboration between one Regional Court Center, the Presentence Investigations Division, Marc Community Resources, and the MCAPD Drug Court Units to refer high needs defendants sentenced to Drug Court and provide peer support services from the Marc Community Resources. The pilot is still in the implementation process and progress is being tracked.

06

REENTRY SERVICES

Prison Reentry Program

The Prison Reentry Units supervise individuals who are beginning a term of standard probation upon their release from the Arizona Department of Corrections (DOC). The main objectives of the program are identifying the barriers individuals face upon their release from lengthy prison sentences and providing early intervention and resources. The units aim to ensure that individuals quickly engage with probation supervision upon their return to the community. As a result, less than 2% of those assigned to the Reentry Units initially absconded in FY2017.

Reentry surveillance officers coordinate with all Arizona prisons to establish contact with the offender prior to release. An interview is conducted with the offender to identify critical needs, establish release goals, obtain a release address, provide a probation officer assignment, and answer questions the offender may have regarding probation supervision. On average, the Prison Reentry Program conducted 125 pre-release interviews per month. Residence verification is conducted to determine appropriateness and social support for the probationer, provide a brief overview of probation to family, and provide the finalized pre-release verification packet to the assigned probation officer. One surveillance officer acts as a “Reengagement Officer” and conducts investigations to reengage missing reentry probationers in hopes of avoiding a Petition to Revoke/Warrant.

Reentry probation officers meet with the probationers within five days of their release, conduct a risk assessment, develop an initial case plan, and utilize a network of agencies, treatment providers, emergency and transitional housing programs, and other resources. Reentry probation officers identify and address critical needs, screen for

specialized caseloads, and work towards stabilization and transition to a standard or specialized field caseload for ongoing supervision.

During the past year, Reentry supervisors succeeded in collaborating with the specialized Seriously Mentally Ill (SMI) Units in order to identify releasing probationers with severe mental illness and expedite their transition and assignment to an SMI caseload prior to release. In addition, a complete policy of practices, protocol, and requirements was created for the Reentry Units and finalized in June of 2017. The Prison Reentry Program continues to evolve to meet the dynamic needs of the releasing population.

Community Reintegration Unit

The Community Reintegration Unit (CRU) supervises incarcerated probationers serving a jail term of 60 days or more as a condition of probation. Officers assist with probationers' reentry needs while they are in custody and facilitate transition to the community upon release from jail.

In order to coordinate reentry efforts and enhance communication with stakeholders during FY2017, CRU joined forces with Maricopa County Correctional Health Services (CHS) to better serve probationers in the MOSAIC Program. The MOSAIC Program provides gender specific, evidence-based, and intensive substance abuse treatment to people detained in the Maricopa County jails. CRU initiates the early jail release of all eligible MOSAIC graduates. Since the onset of CRU's collaboration with MOSAIC, which began in March 2017, 139 MOSAIC graduates were released early from jail through mass modification. This translates to a savings of 15,109 jail days and a financial savings of \$1,365,400 to the County.

CRU collaborates with the Regional Behavioral Health Authority (RBHA) to help bridge the gap between jail and the community by connecting probationers with substance abuse and general mental health services upon release. Probationers who are deemed appropriate



My favorite part of the assignment is working with people who are often at a crossroads in their life. Some are either ready to make some positive life changes, considering making some changes, or are not aware any change is needed. I feel I can have a direct influence on which path they will choose by having some meaningful conversations about what they want out of probation and out of life beyond their term of probation.

-Probation Officer

are provided with an intake appointment prior to their release with one of the participating service providers in the community. That intake appointment generally occurs within seven days of the probationer's release from custody. In FY2017, 510 probationers were scheduled for an intake appointment for such services and 48% attended their initial intake appointment. Efforts to improve the attendance rates of these appointments are underway and may include "reach-in" efforts by the service providers to encourage the probationer's attendance, possible incentives provided by the service providers (bus passes, gift cards), and program education for the field probation officers.



I am personally rewarded working with this population because I feel as though I have the opportunity on a daily basis to influence a probationer's choice to give success on probation a chance. The first step to success on probation begins prior to release and begins with a positive mindset.

-Probation Officer

During FY2017, CRU, along with other units within MCAPD, partnered with Maricopa Integrated Health System, Maricopa County Healthcare Integration, various other County departments, and Keogh to assist probationers through a reentry collaboration called RELINK. RELINK establishes a medical "home" and connects probationers to primary care, dental, behavioral health, health literacy, and social services. To be eligible, participants must either be incarcerated—or have been incarcerated—within one year of enrollment in the program. Enrollees must be 18 to 26 years old. The program is encompassed within the Maricopa Integrated Health System under a five-year federal grant and aims to serve 50 probationers per year who live in certain zip codes within the greater Phoenix area. During this fiscal year, CRU helped identify eight eligible probationers for the RELINK grant, and it is anticipated more probationers will be identified in the upcoming fiscal year.

The CRU Intensive Probation Supervision (IPS) team continues to track outcomes of various jail-to-community transition efforts. Reentry services, combined with transition meetings and placement into a private residence, if at all possible, increased the likelihood of success within the first 30-days following release.

The CRU IPS team prepared and presented a workshop at the 2017 American Probation and Parole Association's Winter Training Institute in Reno, Nevada. The workshop, entitled "From Bars to Stars," emphasized CRU's collaborative approach to reentry and workshop participants were included in an interactive look into a probationer's jail stay from start to finish. Highlights included role-plays with our probation officer, "Terri," and probationer, "Dave," including skill demonstrations from *EPICS II*, *Thinking for a Change*, and Transition meetings.

Work Furlough Program

MCAPD's Work Furlough Unit addresses the significant dynamic criminogenic needs related to employment. Work Furlough works collaboratively with the Maricopa County Sheriff's Office (MCSO), the courts (both family and criminal court), CHS, and community stakeholders to offer Work Furlough participants supervised reintegration into the community through job readiness, job search, and employment.

Work Furlough officers continue to successfully collaborate with community agencies such as Goodwill, the Job Center at the Ocotillo Library, Friendly House, Phoenix One Stop Center, Maximus, St. Joseph the Worker, the East and West Maricopa Work Force, Father Matters, Dress for Success, and the Fresh Start Women's Center. Maricopa County Human Services Department's Smart Justice Program (Clean Start) continues to be a program of interest to female probationers and Work Furlough management attends monthly meetings to implement this program. Work Furlough management has been partnering with MCSO's Pathfinders Program efforts as well.

The Work Furlough Program facilitates a job search program with a "readiness" component. Participants are provided with resources and referrals to agencies and programs that help them prepare for job search and are allocated time to obtain necessary documents, such as a state issued identification card, social security card, and birth certificate. Participants are provided with opportunities to attend resume writing classes, employment seminars, workshops, and job-fairs. Work Furlough participants are encouraged to engage in job readiness classes, interviewing and interpersonal skills development programs, computer use opportunities, internet job applications, and General Equivalency Diploma (GED) preparation.

A primary focus of the Work Furlough Program is to help probationers with a smooth transition from jail to the community. Through a partnership with St. Joseph the Worker and Desert Schools Federal Credit Union, Work Furlough participants can attend monthly budget classes. Employment outreach specialists from St. Joseph the Worker continue to drive their mobile "Bus for Success" to the Towers Jail, one time a month, to provide probationers with one-on-one sessions with a job developer, computer/printer access, resume services, bus passes for job search or current employment, interview/work clothing, and vouchers for work shoes and tools. Transportation can be a barrier to successful employment. To address this need, 234 monthly bus passes were provided to Work Furlough probationers by St. Joseph the Worker, averaging nearly 20 a month during FY2017. Beyond bus passes, St. Joseph the Worker assisted 97 probationers with additional assistance/services as noted above.

During FY2017, 1,385 participants received an orientation into the Work Furlough Program. The active end of year Work Furlough population was 268. Work Furlough collected \$974,750 in fees including almost \$18,000 in court-ordered restitution.

Seriously Mentally Ill Program

The Seriously Mentally Ill (SMI) Program is a specialized assignment designed to supervise the SMI population that is involved in the criminal justice system. The probation officers in this assignment receive specialized training that focuses on the needs of the probationers such as medication, housing resources, community based programs, etc., in order to assist with stabilization.

The SMI officers take a more comprehensive approach to their supervision style that includes the probationer's functioning level, ability to comply with their terms and conditions of probation, as well as their individual clinical needs. The MCAPD has taken significant strides in identifying the underlying issues that drive an individual's involvement in the criminal justice system. This allows officers to effectively focus on collaborative supervision strategies and discharge planning for each individual probationer that includes insight from case managers and clinical teams. While mental health is not a criminogenic need, nor is it a driving factor in criminal behavior, stabilizing probationers in this area is crucial in effectively supervising them and assisting them in implementing positive behavior change.

This program is partnered with the Regional Behavioral Health Authority (RBHA) who has also made evidence-based practices a focal point of their supervision and case management. This has assisted in enhancing the understanding between the roles of both agencies. Previous trainings have helped to enhance this collaboration in order to best serve this population.



Active End of Year Population: 843

Average Daily Cost per Probationer: \$6.64

Annual Program Cost: \$1,919,819

Authorized Caseload Ratio: 1 to 40

Success Rate: 70%

Drug monitoring results indicate that 58% of SMI probationers were drug free in FY2017.

The SMI Program also has access to a specialized Mental Health Court. This Court is designed to incorporate accountability with a therapeutic and problem-solving approach in order to address needs or struggles individual probationers may experience. The collaboration in this setting includes two commissioners, both SMI Units and supervisors, county attorneys, public defenders, the RBHA, peer supports, MCSO staff (specifically detention officers inside the Court and those in the Sheriff's Information Management System and the Mental Health Unit), and Maricopa County Correctional Health Services staff.

Due to the fact that effective supervision of this population relies so heavily on collaboration with multiple outside agencies, MCAPD has remained committed to providing and participating in training with those agencies during the past year. The SMI Units have provided training to the Maricopa County County Attorney's Office, Public Defender's Office, the Court, as well as the RBHA. These trainings not only help to provide information, but also develop the connection of working towards a common goal to ensure probationers have access to the necessary services in order for them to have the opportunity to be successful on probation. Reentry and discharge planning continues to be a focus of the SMI Units and is crucial for this population in order to make sure they have access to needed services, including housing, medication, and treatment, immediately upon their release from custody or discharge from an inpatient treatment setting.

Garfield Probation Center

The Garfield Probation Center is located in the historic Garfield neighborhood of downtown Phoenix. The facility has a probation office, literacy lab and GED Program, a Community Restitution Program, Community Rehabilitation Training Program, Transitional Living Program for probationers, and a community garden. The MCAPD has a strong commitment to the neighborhood and collaborates with community stakeholders such as the Garfield Neighborhood Association and the City of Phoenix Neighborhood Services Department. Probation staff regularly attend monthly neighborhood association meetings and are available for residents in the neighborhood. Probationers can complete community service seven days a week at the Garfield Probation Center. These projects include maintaining the Garfield Probation Center, cleaning neighborhood alleys, cleaning up vacant lots, and yard work for elderly and disabled home owners. The community service projects during this fiscal year included a neighborhood cleanup for the Garfield and Coronado Neighborhood Association, an Earth Day project on McDowell Road, and cleaning the downtown area around Central

Arizona Shelter Services (CASS) once a week. Community service opportunities not only assist the community but assist probationers to complete their court-ordered sanctions while making a contribution to this neighborhood and the downtown Phoenix area. During FY2017, 2,460 probationers completed 20,737 hours of work in the community. The community garden located on the property continues to flourish and is maintained by the Garfield neighborhood home owners. The garden is another example of the commitment the MCAPD has to being a member of the Garfield neighborhood.

The Garfield Probation Center hosts an annual "Turkey Feast" the week before Thanksgiving. The event is a community gathering that includes a turkey meal, Santa Claus, and toys for the children. Community agencies are also available with resources for the residents of the neighborhood. In Walgreen's second year of participation, 56 children and adults were given free flu shots. Every year the event gets bigger and more activities are introduced. This year, free face painting was available for the children. The annual Turkey Feast provided 316 children with toys from Santa and served 540 meals. There were 103 volunteers in attendance from MCAPD, the Judicial Branch, and the Phoenix Police Department.

The main objective of the 26-bed transitional living center is to prepare men returning to the community with basic skills to become productive members of society. They obtain verifiable employment, learn basic budgeting skills, and obtain stable housing upon leaving. These rooms are located within the Garfield Probation Center and give the probationers a unique eye on the work that is being completed by probation officers daily. In the last fiscal year, 170 men resided at Garfield and 83 left the program with stable housing.

The MCAPD continues to collaborate with outside agencies. The Department has partnered with the Restorative Justice Resources Coalition for 15 years to assist non-profit agencies with larger scale remodeling projects. The Garfield Center has partnered with Community Housing, a non-profit agency, for almost a decade to assist with housing options in the downtown area. This year, the restorative justice community service workers rehabbed four apartments which are now available exclusively to Garfield graduates. Projects also included painting the day room area at CASS, remodeling at Gateway, and several projects for the Garfield and Durango probation offices. During this fiscal year, a partnership was also initiated with Maricopa County Work Force Development and Brighton College to introduce a certification program in the construction field. Youthful offenders between the ages of 18 and 24 will work on projects, getting valuable experience in general labor, drywall, painting, plumbing, and electrical work. They subsequently will complete an online certification program through

Brighton College. Work Force Development will assist with expenses, job coaching, and any needed materials to ensure job placement.

Adult Education Program

MCAPD's Frank X. Gordon Adult Education Program provides rigorous, high quality, standards-based education programs and instruction, and has demonstrated a high level of educational success serving at-risk and in-need adults in the community. As a part of the Reentry Services Division of MCAPD, the instructors (all of whom are Arizona state certified teachers) recognize the importance of education and literacy in reintegrating probationers back into the community, and that increasing education levels contributes to reducing recidivism and increasing safety in the neighborhoods. The MCAPD Education Program believes that education as well as increased computer literacy play pivotal roles in increasing the self-sufficiency, wage levels, and secondary education opportunities, which in turn improves the quality of life for the students and their families.

The MCAPD Education Program provides free GED preparation, adult basic education, and ESOL classes year-round in central Phoenix, Mesa, and Glendale. Although the classes are located within probation buildings, these classes are also open to community members not involved in the criminal justice system. This increases access to high quality educational services for those who are in need, regardless of criminal justice background. Each center has a fully equipped Internet computer lab for student use for online learning, job searching, resume building, and building computer and Internet skills.

In order to make sure that students have basic computer literacy skills so they can compete in the modern job market and educational system, MCAPD's Education Program provides access to an online learning program so they may study online at home, at a public library, or in the computer lab at the MCAPD education centers, ensuring that students become computer and Internet literate. Participants are assisted by their teachers and are able to ask questions and improve their computer skills in a friendly, safe environment.

For probationers who are struggling to find jobs, the MCAPD Education Program also provides intensive job skills classes at the Phoenix location. These classes are 10 hours long over two consecutive days, and the class addresses tips for job searching, submitting online job applications, creating a resume and a letter of explanation for their

felonies, and discussing their criminal backgrounds in job interviews which includes a mock interview exercise. This class has a high success rate of probationers completing the class and then finding employment. When these probationers find jobs, they are less likely to recidivate and more likely to complete the terms of their probation.

The MCAPD Education Program partners and collaborates with the Arizona Department of Education (ADE), Adult Education Services (AES), and the Maricopa County Human Services Department - Smart Justice Program to achieve their goals of increasing education levels, career and job opportunities, and self-sufficiency. The partnership with ADE and AES ensures students are receiving a high quality and relevant education by using a college and career ready standards based education. This year, the collaboration with the Smart Justice Program completed its second year. The Smart Justice team travels between the MCAPD education centers to provide employment assistance for probationers, including training opportunities, paid internships and apprenticeships, interview and resume help, financial assistance, and job placement. The Smart Justice Program addresses specific obstacles that probationers face when job searching. They also run the “Clean Start” laundry program and the “Skill Build” construction program, which are paid work experiences for probationers.

The MCAPD Education Program provides education and employment assistance to probationers and non-probationers alike, and their work helps probationers successfully reenter society by improving their future education and employment opportunities.



Today, it is common for leaders, managers, and front-line staff of government agencies—such as those focused on health and veterans’ services, education, and housing—to recognize the stake they have in supporting people under correctional supervision. Similarly, organizations outside of government, such as businesses and faith-based groups, have become increasingly outspoken about the obstacles that people released from prison and jail face.

– The National Reentry Resource Center, Council of State Governments Justice Center, June 2017.

07

Programs

Drug Court

This year marks the 25th anniversary of the Maricopa County Adult Drug Court. The program offers cognitive-based, outpatient counseling and drug monitoring of probationers who are diagnosed with a moderate to severe substance use disorder. The probationers must be convicted of drug offenses or offenses motivated by their drug use. Participant compliance in the program is monitored regularly by the Drug Court team. The team consists of the Judge, public defender, probation officer, and counselors. Participants are randomly drug tested on a frequent basis and they must participate in substance use disorder treatment, as determined by their licensed counselor. Because this population often has varied treatment needs, they are often referred to additional services such as residential treatment, Medically Assisted Treatment (MAT), cognitive intervention classes, and individual counseling sessions.

Homelessness, unemployment, and lack of family support are some of the difficult challenges that many of the Drug Court participants face. The MCAPD is currently working with Marc Community Resources on a pilot project to offer peer support services. Drug Court participants are matched with peer support specialists to provide transportation, on-going individualized support, and linkage to community resources. The goal of the project is to reduce the number of probationers who abscond prior to reporting to probation. Additionally, the hope is to get the probationers to their initial intakes and treatment so they can become more quickly engaged in the program.



Active End of Year Population: 598

Average Daily Cost per Probationer:
\$13.16

Annual Program Cost: \$2,857,826

Authorized Caseload Ratio: 1 to 40

The participants in the Drug Court Program who have a severe substance use disorder often have difficulty taking the steps to enter residential treatment when determined necessary by their licensed clinician. In-custody probationers who are assessed as eligible may be offered early release to residential treatment. Drug Court continues to work closely with MCAPD's Reach Out Program to obtain counseling assessments/recommendations to expedite the referral and release processes. The participants are then released and admitted to residential treatment on the same day. In FY2017, a total of 152 probationers successfully completed probation while participating in Drug Court treatment services.

The Drug Court Alumni Group coordinated a women's expo to address barriers to securing employment. The expo was the product of collaboration between probation officers, counselors, and several community agencies. The women were given job interview, resume writing, and job search resources. One of the highlights of the event was the Dress for Success fashion show which offered tips on how to dress and do hair and makeup for job interviews. The women participated in mock interviews and received coaching on how to complete a successful job interview.

DUI Court

The DUI Court Program is a collaborative effort between the Judicial Officer, public defenders, county attorneys, probation officers, surveillance officers, and treatment staff, to bring about behavioral change that ends DUI recidivism, stops the abuse of alcohol and other substances, treats victims of DUI offenders compassionately and fairly, and protects the public. The DUI Court Program follows *The Ten Guiding Principles of DWI Courts*, the "Ten Key Components of Drug Courts", and owes its existence to the volumes of research and evidence emanating from drug courts and the "*Adult Drug Court Best Practice Standards*" disseminated by the National Association of Drug Court Professionals. DUI Courts draw assistance from community partnerships such as Mothers against Drunk Driving (MADD). All DUI Court participants must attend the MADD Victim Impact Panel and report to the Court their experience. In addition, the DUI Court Program has a Spanish-speaking court calendar and specific services for the Native American population.



Active End of Year Population: 146

Average Daily Cost per Probationer:
\$11.87

Annual Program Cost: \$786,300

Authorized Caseload Ratio: 1 to 40

Over this last year, the program has made an effort to provide more after hours monitoring of DUI Court probationers. The majority of the probationers in the program do not have a driver's license. In an effort to hold the probationers accountable and ensure they are not driving without a license, surveillance officers have been going out at later hours and visiting counseling locations to observe whether probationers are driving. At every contact with the probationer, the surveillance officer also administers a breathalyzer to determine if the probationer is under the influence of alcohol. This increased surveillance is also an opportunity to give positive feedback when probationers are in compliance. Positive reinforcement is an important piece of lasting behavior change and the surveillance officer can give that in real time as the behavior is being observed. In FY2017, a total of 98 (86%) probationers successfully completed probation while participating in the DUI Court Program.

The probationers in the DUI Court Program often have a difficult time seeing the impact of their DUI. A large number of the probationers have no other criminal history and it is hard for them to accept that they must comply with probation and participate in treatment as part of the program. When appropriate, the probationers are referred to cognitive intervention classes that give insight into their beliefs, feelings, thoughts and actions. The classes help the probationers make positive behavior changes, and move forward with treatment in the program.

Veterans Court

Veterans Court serves as an opportunity for justice-involved United States military veterans to work with Veterans Affairs (VA), MCAPD, the Court, and community agencies in an integrated fashion to obtain essential resources. The goal of Veterans Court is to assist veterans in reacquiring responsibility and accountability in their everyday lives and to successfully complete probation.

The Arizona Department of Corrections (DOC) houses approximately 2,500 inmates who are veterans. DOC runs a program for incarcerated veterans called "Regaining Honor." The program was launched in December 2016 in an effort to instill discipline and a sense of camaraderie amongst the incarcerated veteran population. Veterans Court works diligently with the Phoenix VA Hospital to manage release planning for incarcerated veterans in the DOC who are being released to probation supervision. A social worker with the VA is specifically assigned to work with the incarcerated inmates on housing, treatment, and employment resources prior to their release.

This past year has proven to be successful in obtaining Veterans Court resources. CANVAS (Creating Art, Nurturing Vision, Achieving Success) was implemented and allows an opportunity for veterans to participate in art activities through community resources at no cost to them.



The Veterans Court Alumni Association (VCAA) was also implemented to allow current members and graduates of the program to participate in prosocial activities. Veteran alumni serve on the board to plan activities

throughout the year, which were funded through a grant from the Arizona Department of Veteran Services.

During FY2017 a total of 142 cases in the Veterans Program were discharged from probation, with 121 (85%) of those cases successfully completing probation. At the end of FY2017, the Veterans Program was responsible for the supervision of 314 cases.



Thank you, it has been great. You are doing amazing things with people and I want to thank you for being somebody that I knew I could depend on and that you were faithful to the calling. You provided a layer of security and oversight that helped me to stay on target with my life goals. My morality and sense of lawfulness is at a greater level than it has ever been and I never at any time in my life was doing more things the right way as I am now. I am nearly at a place of remorselessness and I am able to see a very bright future that is everything fulfilled that I dreamed of as a child. Everything looks like it is going to be better than or as good as I could ever really want it. Thanks for your part in all of this.

-Probationer

Success Story



Kevin was in the Marine Corps from 2003-2007 as a combat radio operator and served one tour in Iraq. His criminal history started after he was discharged from the service, beginning with a DUI. He was initially sentenced to probation for aggravated assault on a police officer.

I first met Kevin in April of 2015 on standard probation in the Veterans Court Unit. He was hostile, argumentative, and sneaky. He would not take responsibility for his actions and continued to abuse alcohol, illegal drugs, and cough syrup to self-medicate for underlying issues. As a result, his support system was minimal to none and he had lost contact with his family. During this time on probation, he had two petitions to revoke filed. He committed another aggravated assault on a police officer and was sentenced to nine months in DOC with a probation tail. Once out of prison, he was on a Prison Reentry caseload for a month and then he returned back to the Veterans Court caseload.

After his DOC release, Kevin appeared to be a changed man. He accepted responsibility for his actions, was sober, working a program, and looking forward to leading a healthy, law abiding life. He was in such better shape,

and he was able to re-connect with his family members.

When asked what the reason for the change was, he said he was tired of living the way he had been living. He misses nothing about that life. He said he stayed in the lifestyle for so long because he was in denial and was stubborn. It took a lot to get him to open his eyes. He was in a bad place; he was suicidal, suffering from PTSD, and had the potential to be homicidal.

What changed? *He worked the AA program, really listened and participated. He was honest with himself and others. He met a friend named Eddie through his probation officer who turned into a mentor. Probation helped him by holding him accountable and offering hope. He said he now understands that probation helped him get help for himself. Kevin is now attending college and working towards a bachelor's degree in Fashion Merchandising. He hopes to have his own line of shoes or a fashion line.*

-Story submitted by Probation Officer

Youthful Offender Unit

The Youthful Offender Unit serves juveniles and adults up to age 21. A component of the Youthful Offender Unit is the Juvenile Transferred Offender Program (JTOP). JTOP is a specialized court, in which eligible youth participate. The JTOP team consists of the probation officers, a clinical coordinator, a Judge, and public defenders. In this specialized program, probationers are given immediate consequences and rewards for their behaviors. These immediate responses help reinforce positive actions and encourage compliance with the program, while consequences serve to discourage and address negative actions.

During the past year, the JTOP Court continued to utilize a phase program whereby probationers are promoted from one phase to another, working towards a successful graduation of the program. In December 2016, a special graduation ceremony was held to recognize all recent and eligible graduates of the program. The unit is currently working in collaboration with the Maricopa Integrated Health System (MIHS) and several other partners on a RELINK grant, which helps connect youthful offenders to the healthcare system.

In addition to JTOP, services are available to everyone assigned to the Youthful Offender Unit. The clinical coordinator is instrumental in assisting with assessment, treatment, and referral needs in order to assist with behavior change. The licensed clinician meets individually with clients in the jail, courtroom or probation offices. The clinician assists the client in applying for healthcare benefits and, if already covered by insurance, assists the client in finding treatment services that will not only match the person's need, but will also be covered under the health plan. The unit also continues to utilize the Courage to Change Program, which is an evidence-based program aimed at medium and high-risk juvenile offenders. The interactive journaling system encourages participants to examine their beliefs in key areas, such as peer relationships, substance use, and social values. The program is facilitated by a licensed counselor with weekly group meetings.



Active End of Year Population: 202

Average Daily Cost per Probationer: \$9.48

Annual Program Cost: \$674,399

Authorized Caseload Ratio: 1 to 40

Success Rate: 51%

Drug monitoring results indicate that 41% of youthful probationers were drug free in FY2017.

The Youthful Offender staff provides re-entry services to juveniles who are incarcerated in the Maricopa County Jail and Arizona Department of Juvenile Corrections (ADJC). In order to ensure that a successful transition is made when the juvenile reintegrates into the community, a Youthful Offender probation officer visits the juvenile at the facility. The probation officer will meet with the juvenile before they are released to discuss their conditions of probation, answer any questions they have, and discuss a transition plan. For those incarcerated in ADJC, the release plan is coordinated with ADJC staff. Officers and the clinical coordinator regularly attend staffings and release board meetings for the youth prior to their discharge. They regularly collaborate with jail staff, the Department of Child Safety, Juvenile Corrections, and the Juvenile Probation Department. Additionally, they have regular contact with treatment providers, parents, caregivers and residential facilities in order to provide support. These proactive efforts help to ensure that reentry for the juvenile is a positive and supportive transition. In addition, the youth will be assisted with their most immediate needs following release.

The Youthful Offender Unit provides supportive supervision, while still holding the youth accountable for their actions. The team offers support to youthful probationers at every stage of their change and works with them to encourage better life choices. The team strives to assist in the recovery and rehabilitation to some of the most vulnerable members of the criminal justice system.

Reach Out Program

The Reach Out Program allows probationers, with Reach Out in their conditions of probation, to be released early from jail into a qualified treatment facility. Reach Out licensed counselors go into the jail and conduct assessments. After assessment, referrals are sent to the Regional Behavioral Health Authority, Mercy Maricopa Integrated Care (MMIC), to request treatment placement. Reach Out currently works with ten residential treatment facilities within Maricopa County that accept Arizona Health Care Cost Containment System (AHCCCS) coverage. The collaboration with MMIC, Maricopa County Correctional Health Services, MCAPD Custody Reintegration Unit, Maricopa County Sheriff's Office, and residential treatment providers over the last year has allowed 622 probationers to have the opportunity of treatment and a fresh start.

This year, Reach Out partnered with Keogh Health Connection. This partnership allows probationers to apply for AHCCCS while in jail and to have health benefits upon their release from jail. These benefits allow the probationers to pay for substance abuse

treatment in addition to relevant healthcare needs such as medication and ongoing medical services.

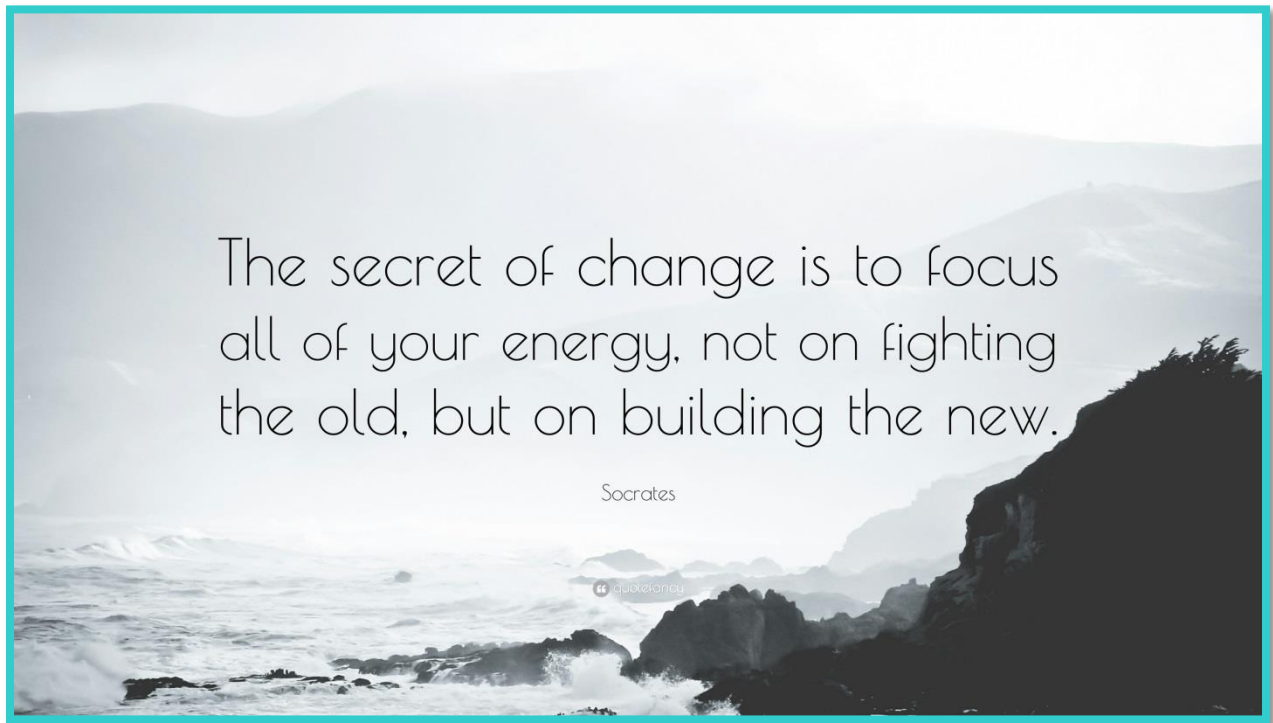
In the upcoming year, Reach Out will expand its partnership with MMIC to identify probationers currently serving jail time who are in need of outpatient substance abuse treatment. With Court approval, these probationers will also be given the opportunity to be released early from jail to attend treatment. Reach Out is striving to create partnerships with private treatment facilities for those probationers who carry private health insurance. Reach Out was able to partner with The Meadows to allow a veteran the opportunity of early release from jail to residential substance abuse treatment. Although those with private insurance comprise a small minority of those referred to Reach Out, the hope is to strengthen and form more relationships to allow the opportunity of treatment to all of the eligible probationers. Over the next year, Reach Out will continue to form and strengthen relationships in an effort to allow more probationers the chance of hope and recovery.

Thinking for a Change

Thinking for a Change (T4C) is a cognitive based behavioral modification program designed for medium-high and high-risk criminal offenders that teaches them how to take control of their behavior by taking control of their thinking. The goal is to reduce risk and promote positive behavior change. T4C has three major components: social skills, cognitive self-change, and problem solving. During these lessons, participants learn to focus on what they think, feel, and believe (cognitive self-change); they are taught skills to change how they think and feel (social skills); and finally, they are taught problem solving skills that combine the social skills and cognitive self-change lessons. T4C participants attend groups for two hours twice a week for a total of 25 sessions.

In October 2014, MCAPD was awarded a Smart Supervision grant from the Federal Bureau of Justice Assistance which allowed for significant expansion of the T4C Program. As a result, T4C is offered to probationers in eight probation offices, four community partner locations, the West Valley Career Center, as well as in several Maricopa County jail facilities. During the fiscal year, 50 new T4C groups started 1,053 participants in community T4C groups; 510 participants successfully graduated from groups in the community. A probation-community provider partner model was created as part of the grant project and was successfully replicated with a second partner in FY2017; a third partnership is currently underway.

In FY2017 several T4C immersion trainings were offered to staff to increase their knowledge of T4C and to better support probationers in the program. Training was also provided for the Maricopa County Attorney's Office and the Office of the Public Defender. Surveys were distributed to MCAPD staff, T4C facilitators, and community partners to elicit feedback on the current program and make improvements where needed. Survey results will be available for review and consideration soon. Two MCAPD T4C facilitators completed the National Institute of Corrections T4C Training for Trainers Program and the program coordinator was qualified to train additional facilitator trainers as needed.



The secret of change is to focus
all of your energy, not on fighting
the old, but on building the new.

Socrates

“ quotezenbu

08

Regional Field Operations

Standard Probation

The Court has many sentencing options, one of which is sentencing a defendant to supervised probation in lieu of a jail or prison term. Once sentenced, a probation officer is assigned to supervise the probationer for the period of time decided by the Court. The time period of probation may be a few months or perhaps several years. Since probation officers are said to be the “eyes and ears of the Court,” the assigned probation officer will provide the Court with information about the probationer’s progress as needed.

Standard Probation comprises the majority of probationers supervised by the MCAPD. Standard probation officers are assigned a variety of cases which may span drug offenses, burglaries, assaults, white collar offenses, and many others. When a probationer is placed on a Standard probation officer’s caseload, the officer’s primary focus is to assess the probationer’s risks and needs and then appropriately supervise the probationer based on his/her risk and needs. By using evidenced-based practices, officers can assist probationers with making positive behavior



Active End of Year Population: 16,791

Average Daily Cost per Probationer: \$5.69

Annual Program Cost: \$34,155,184

Authorized Caseload Ratio: 1 to 60

Success Rate: 73%

Drug monitoring results indicate that 67% of standard probationers were drug free in FY2017.

Victim Restitution Paid: \$12,837,239

Community Restitution Hours Completed by Standard Probationers (Including all specialized caseloads): 346,988

change and reduce the impact of crime in the community. These evidenced-based practices are strategies that have been proven to lead to a reduction in crime.

Probationers may be referred directly to Standard probation upon sentencing; however, a number of cases will go to Standard probation after the probationer has been transitioned from a Reentry caseload or graduated from Intensive Probation Supervision (IPS). Prior to graduation from IPS to Standard probation, the probationer will meet with both the IPS officer and the Standard probation officer to ensure a smooth hand off. The Department works diligently to ensure the best transition possible in every case.

There are instances when an offender leaves the Arizona Department of Corrections (DOC) and is immediately supervised by a Standard probation officer instead of a specialized Reentry probation officer. On those occasions, the cases go directly to Standard probation because (1) the offender served four months or less in the DOC or (2) the offender was first supervised by a parole officer who typically supervises offenders who are released from prison before completion of their prison sentence on the promise of good behavior. When that happens, it is the obligation of the Standard probation officer to meet with the probationer as soon as possible to ensure a smooth transition to the community and begin an evidenced-based approach towards permanent behavior change.

Success Story

Jon had a long history of heroin and methamphetamine use and addiction. His involvement with the criminal justice system resulted in a sentence to prison followed by probation. Jon's added challenge was the fact that, due to past choices and behaviors, almost all bridges of support with his family had been severed by the time he went to prison. Upon his release from prison, Jon did not feel confident about his sobriety and he worried that once on the street he would relapse. Before even the first meeting with his Prison Reentry probation officer, Jon called and informed her that he was entering into Crossroads residential treatment program, courtesy of a scholarship from a local homebuilder. This decision was made of Jon's own accord and with proactive intentions. He stayed at Crossroads after graduating the program in order to take advantage of aftercare support and additional treatment options.

Jon cut off contact with the bad influences in his life and left the old ways behind. At age 42, Jon has completed more than two years of his probation, submitted consistently clean drug tests, and made excellent progress. Significantly, he has maintained stable employment, working in a trusted position with his current employer for more than a year.

-Story submitted by Prison Reentry Probation Officer and Standard Probation Officer

Intensive Probation Supervision

The MCAPD Intensive Probation Supervision Program (IPS) is a sentencing option which is intended for probationers assessed as medium-high or high-risk. Officers work with probationers to address the most significant contributing factors to their involvement in criminal behavior. The program requires greater accountability and contact standards than standard probation.

The program is comprised of progressive supervision levels which begin with extremely restrictive expectations such as a twenty-four hour schedule and community restitution hour requirements. As probationers progress through the program, these expectations are gradually reduced as a reward for positive progress toward supervision strategies and goals. IPS provides probationers the opportunity to ultimately earn a graduation to standard supervision when progress is shown toward behavior change, the development of prosocial thinking patterns and commitment to IPS program requirements. Consistent review of case

plans coupled with graduated responses tailored to each probationer's specific set of risk and needs supports the goal of this program to reduce recidivism and facilitate behavioral change with probationers. The program remains in collaboration with community agencies to offer assistance to probationers seeking employment. With the collaboration of the Smart Justice Program, as well as referrals to the Genesis Youth Program, community agencies and resources remain as valuable assets to promote marketable skills and direct probationers to employment opportunities. As officers continue to implement strategies to increase the number of probationers maintaining gainful employment, their efforts will have a positive influence on financial collections especially the payment of restitution to victims.

The IPS Program partnered with the County's Health Care Integration Administrator and the Maricopa Integrated Health System to provide all intensive probationers with healthcare literacy. The training covered the various types of health care coverage, how to obtain it, and the importance of utilizing health care coverage, to help cover the costs



Active End of Year Population: 1,278

Average Daily Cost per Probationer:
\$19.89

Annual Program Cost: \$8,479,992

Authorized Caseload Ratio: 1 to 15

Success Rate: 47%

Drug monitoring results indicate that 60% of intensive probationers were drug free in FY2017.

Victim Restitution Paid: \$68,776

Community Restitution Hours
Completed by Intensive Probationers:
75,272

for services and to maintain health. A select group of IPS officers continue to utilize Effective Practices in Correctional Settings-II (EPICS-II). During this past year, this training was expanded to include more officers and all IPS managers through an intensive two-day training which affirms the Department’s continued commitment to support evidenced-based supervision practices. The coaches group continues to support skill proficiency and sustainability through the use of monthly booster practice. The program added motivational interviewing refresher material to the skill practice, recognizing that being able to meaningfully address a probationer’s stage of change and enhancing motivation is a vital part of the risk reduction. Finally, automation improvements were made to data systems which allow for greater tracking and use of the tools staff have learned ensuring fidelity to the process.

All IPS officers were trained in the *Thinking for a Change* Program. Many probationers are attending this valuable program to help address anti-social thinking patterns among other challenges. Staff participated in the “train the trainer” program so they could be familiar with concepts and program expectations to better support the probationer.

IPS remains an ideal population to utilize innovative graduated responses and the continued application of motivational interviewing skills as the enhanced supervision provides ample opportunity to have purposeful interactions with probationers. To ensure the program continues to target criminogenic needs and achieve effective risk reduction, officers utilize community resources, *Thinking for a Change* classes, as well as written assignments to target skill practice related to the most impactful factors of risk: anti-social peers, thoughts, feelings, attitudes, and beliefs.



None of us can overcome challenges in life without a support system. Every day, we all rely on friends and family, mentors and advocates. But sadly, many who have served their time, don't have a community of support when they leave prison – making it that much harder.

– Governor Doug Ducey



Restoring a person's ability to achieve success when they leave the prison walls promotes public safety, builds our economy and, most importantly, is the right thing to do.

-Sally Yates, former United States Deputy Attorney General

Success Story

Christian (Leyden) Curran was 24 years old when he was found hanging out of a vehicle and unconscious due to heroin use. An absconder from probation, he found himself back in jail facing new charges for possession of dangerous drugs. Christian recalls having hatred in his heart when he got to jail because he had drugs in his pocket that he wasn't able to use. His loyalty to drugs disgusted him and he realized he needed to make big changes in his life.

Christian's father was never really a constant in his life which greatly affected him and led to identity issues. His family moved around and it was difficult for him to establish friendships amongst his peers. He sought solace in music and videogames, and he developed ideas that drinking and partying were cool. Christian was constantly searching for self-acceptance, but his substance abuse was only making his depression worse. He would self-injure and even attempted suicide. With family support, Christian went into rehabilitation programs, halfway houses, and tried 12-step groups in an effort to stay clean. He tried to make changes in his life, but he constantly found himself going back to drugs and drinking and each relapse was worse than the last.

Christian was ordered to serve seven months in jail and was placed on Intensive Probation Supervision. In jail, he had the opportunity to participate in the ALPHA Program. As part of the ALPHA Program, Christian participated in Thinking for a Change and found that it helped him begin to think before reacting. He also dedicated his time in jail to reading the

bible, holding bible studies, and sharing his faith with others. Christian graduated from the ALPHA Program in May 2016 and earned an early jail release. After release from incarceration, Christian moved to the Phoenix Dream Center and completed aftercare treatment. Christian's transition from the jail was not easy, but he appreciated the support of his family, probation, and the Phoenix Dream Center.

Christian recalls the difficulty of job searching with his criminal record, but his hard work and determination paid off. Today, he is successfully employed and recently received a promotion at work. In his current position, Christian shares his testimony and facilitates substance abuse groups. Christian stated that people in recovery have to adopt a "long-term mindset" in order to thrive and think in terms of, "what if you work hard for a year to make your next 50 better?"

Christian enrolled in college and is planning to pursue degrees in Christian Studies and Business. He has an unscripted segment on the Holy Spirit Broadcast Network, which goes out to 187 countries and has over 37 million viewers. His broadest goal is to eventually have a church and continue to help others. Christian is also determined to earn an early termination from his probation grant.

-Story submitted by a CRU Probation Officer

Sex Offender Program

The purpose of this specialized program is to provide enhanced management of sex offenders to promote positive behavioral change, manage risk, prevent further victimization, and enhance community safety. The Sex Offender Division uses a Dynamic Containment Model that uses intensive treatment, assessments, and increased supervision. The goal of the program is community protection, while assisting probationers in making prosocial changes in their lives to help reduce recidivism. Less than 2% of sex offenders committed a new felony offense while on supervision in FY2017.

Probation and surveillance officers specifically trained in sex offender supervision are assigned sex offender cases. Supervising sex offenders requires the supervision officers to work closely with the treatment providers and law enforcement. Officers assess risk and needs, create individualized case plans, seek community support, and utilize evidence-based interventions. All probationers with specialized sex offender conditions are evaluated for sex offender treatment services, unless the Court deems otherwise. Treatment is consistent with evidence-based principles of effective correctional practices including cognitive interventions, behavioral strategies, and services that target risk factors predictive of criminal behaviors.

Officers supervise sex offenders who were granted standard and intensive probation as well as those who are youthful, seriously mentally ill, and those who have been court-ordered to wear a GPS bracelet. Within the program, the reentry officers assist and provide support to those reentering the community having served a period of incarceration. These officers are able to assist with reentry planning prior to release to better prepare the probationers for the challenges they may face when transitioning back into the community. Upon release, reentry officers continue to supervise the probationer to aide with stabilization prior to transitioning the probationer to a standard sex offender caseload where they will begin sex offender treatment.



Active End of Year Population: 2,525

Average Daily Cost per Probationer: \$8.07

Annual Program Cost: \$7,317,738

Authorized Caseload Ratio: 2 to 60

Drug monitoring results indicate that 91% of sex offender probationers were drug free in FY2017.

Domestic Violence Program

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 have received specialized training in the dynamics and characteristics of interpersonal violence and best practice strategies to supervise this specialized population. The DV Program targets the most serious probationers placed on community supervision for, or who have a history of, offenses against an intimate partner or family member. At the time of sentencing, the Court imposes a set of specific DV conditions; these conditions of probation, coupled with assessments conducted to include the Offender Screening Tool, Field Reassessment Offender Screening Tool, and the Domestic Violence Screening Instrument, become the basis from which individualized case plans are developed.

The central tenet of the DV Program is to enhance the safety of victims and hold probationers accountable to the specialized conditions of probation including compliance with all Court orders. Probationers are required to attend domestic violence counseling and other programming to address areas of criminogenic need that may have contributed to the commission of the criminal offense. Throughout the length of the probation grant and with collaborative agency effort, the probationer has the opportunity to change the thought processes that contributed to his or her criminal conduct, demonstrate modification in rational behavior, and to create a future free of domestic violence.

Since the 2011 launch of the DV Strangulation Project by the Maricopa County Attorney's Office, strangulation cases continue to be closely monitored by the DV Units. The conviction of a strangulation-related offense causes a probationer to be higher risk as the risk for a fatality is greatly increased. At the end of FY2017, there were 310 strangulation cases being supervised by the DV Units.



Active End of Year Population: 985

Average Daily Cost per Probationer: \$6.09

Annual Program Cost: \$2,079,683

Authorized Caseload Ratio: 2 to 60

Success Rate: 61%

Drug monitoring results indicate that 71% of DV probationers were drug free in FY2017.

The DV Units have representatives on several local law enforcement domestic violence teams as well as domestic violence fatality review boards throughout Maricopa County. In addition, all teams work collaboratively with Chrysalis, a local nonprofit organization that has three full-time advocates allocated to work with the MCAPD and the Superior Court Domestic Violence Court, providing services to victims. In FY2017, a total of 413 victims were referred to an advocacy program.

Fugitive Apprehension Unit

For FY2017, the Fugitive Apprehension Unit (FAU) had a very safe and productive year. FAU personnel consist of field officers who are responsible for the tracking and apprehension of all persons on warrant status assigned to the FAU, administrative personnel who assist and organize unsupervised probation warrants and/or coordinate out-of-state extraditions, and support staff members who process all incoming warrants, and then send out the files on all resolved warrants, in addition to a myriad of other duties.

During the past year, 10,730 warrants were assigned to the FAU for location and apprehension. Of these, 6,853 were from standard supervision, 1,146 were from IPS, 430 were from unsupervised probation, and 2,301 represented pretrial warrants issued by the Court. On average, there are approximately 894 warrants assigned to the FAU on a monthly basis. Field supervision warrants (standard, IPS, and unsupervised) average 702 per month, while pretrial warrants average 192 per month.

The most visible means of resolving warrants is through the efforts of FAU officers in locating and coordinating the arrests of those persons, known as a direct arrest. For FY2017, FAU officers completed a total of 2,460 direct arrests, including all warrant types. Additionally, FAU officers often provide information to various police agencies statewide and across the nation, leading to the location and arrest of that person. These indirect arrests resulted in the resolution of 994 warrants over the last year. The FAU also administratively resolves many warrants through the purge and/or quash process, which resulted in an additional 510 warrants being cleared this past year. All FAU staff regularly check the warrant status of each warrant to identify warrants that have been resolved elsewhere in the criminal justice system. This resulted in an additional 4,466 field warrants and 1,661 pretrial warrants being removed from the roster.

The FAU maintains excellent working relationships with all local law enforcement agencies throughout Maricopa County, including the Phoenix Police Department's Warrant Interdiction Squad, as well as the Major Offender Bureau. Officers also work with police department warrant units in Gilbert, Mesa, Chandler, and Glendale. The FAU is in the process of developing a strong relationship with the Maricopa County Sheriff's Office warrants unit. The FAU continues to have a productive and supportive relationship with the U.S. Marshals Arizona Wanted Task Force. The main function with the U.S. Marshals Service is the location and apprehension of warrants issued on sex offenders and other high-profile or potentially violent offenders. Warrant roundups are routinely scheduled with the Arizona Wanted Task force and other local agencies.

The FAU maintains a presence at the Mesa Police Fusion Center as one of its efforts to remain committed to electronic intelligence gathering. The officer assigned there has the ability to access a variety of databases and to work directly with police officers in the East Valley. The officer working in partnership with the United States Marshal's has access to the Consolidated Lead Evaluation and Reporting (CLEAR) Program through the U.S. Marshals' databases.

Additionally, the FAU routinely utilizes Silent Witness, Rocky Mountain Information Network (RMIN), Entersect, E-Trace and TLO (a law enforcement search engine). In reference to RMIN, MCAPD is registered to comply with Regional Information Sharing System Safe, an agency de-confliction program that promotes officer safety between agencies.

Safety training and the enhancement of safety skills continued as an important focus for FY2017. The FAU's lead firearms instructor has taken on the task of establishing the entire handgun and rifle training, in addition to streamlining all defensive tactics and safety training for FAU. The lead instructor utilizes the talents of three state-certified firearms instructors from within the FAU to assist in conducting the various firearms trainings. The lead instructor also established and now operates the Taser recertification training, while also providing a host of training specific to FAU officers, including building clearing and reality based training (commonly known as simunitions training). Safety training is essential to the FAU, considering the high-volume of warrants, along with the increased risk levels of those on probation. The top-notch safety training programs now in place allow FAU officers to efficiently resolve warrants on persons who pose a significant risk to the community, while maintaining an impeccable safety record.

09

Compliance Monitoring

Minimum Assessed Risk Supervision

The Minimum Assessed Risk Supervision (MARS) Units supervise standard probationers assessed as low-risk according to the validated Offender Screening Tool (OST) and the Field Reassessment Offender Screening Tool (FROST). Probationers transferred to these caseloads are screened prior to acceptance. These caseloads are supervised by a team consisting of one probation officer and one case administrator.

Utilizing evidence-based practices, these probationers are not over-supervised and the overall results have been very positive. The number of probationers convicted of new felonies is less than 1.5% of the entire program. The MARS Units are committed to maintaining good communication and utilizing graduated responses. The units routinely submit Earned Time Credit orders of discharge and Early Terminations to the Court. This program has been very successful as indicated by the high success rate. The number of probationers transferred to MARS has increased, allowing standard field officers to focus on higher risk clients.



Active End of Year Population: 2,571

Average Daily Cost per Probationer: \$1.51

Annual Program Cost: \$1,384,540

Authorized Caseload Ratio: 2 to 350

Success Rate: 98%

Drug monitoring results indicate that 87% of MARS probationers were drug free in FY2017.

Unsupervised Probation

Unsupervised Probation is ordered by the Court. It is the lowest level of supervision and it is intended for low-risk and low-level felony or misdemeanor convictions. These probationers meet with a probation officer once after sentencing and are required to fulfill their responsibilities as ordered by the Court. Teams consisting of one probation officer and one case administrator monitor compliance and most correspondence with the probationer is by phone, email, or mail. The success rate of this administrative program is very high. Unsupervised Probation is also an alternative reward for supervised probationers who are not eligible for an early release, if approved by the Court.



Active End of Year Population: 3,351

Average Daily Cost per Probationer: \$1.25

Annual Program Cost: \$1,734,797

Authorized Caseload Ratio: 2 to 500

Success Rate: 99%

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 Department of Corrections (DOC) Caseload: IDS staff monitor the release date of individuals sentenced to the DOC who, upon their release from prison, are required to complete a standard or intensive probation grant. The DOC caseload included 12,770 individuals at the end of FY2017.

The Out of County (OOC) Caseload: IDS staff monitor probationers 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 probation grants transferred to that county. The OOC caseload included 1,058 probationers at the end of FY2017.

The Federal Custody Caseload: IDS staff monitor inactive cases previously monitored by field officers. Cases are monitored for custody status, court dates, and location in

federal custody. The Federal Custody caseload included 201 cases at the end of FY2017.

The Immigration and Customs Enforcement (ICE) Caseload: IDS staff monitor probationers who are verified as deported after their illegal reentry into the United States. This is accomplished with assistance from law enforcement and an automated nationwide program. The ICE caseload included 2,174 probationers at the end of FY2017.

In addition to these caseloads, there is an assignment within the division called the Convicted Person on Supervised Release (CPSR) assignment. The IDS staff in this assignment monitor all hits 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.

Interstate Compact

INTERSTATE INCOMING

The Interstate Compact (ISC) Incoming Unit is made up of probationers who are sentenced to probation in a state other than Arizona and are supervised in Maricopa County via Interstate Compact. The unit consists of standard probation officers, one of which is assigned only low-risk probationers and referred to as the ISC Minimum Assessed Risk Supervision (MARS) caseload.

Often an individual may be convicted of a crime in one state and, for varying reasons, they may wish to reside in a different state. Perhaps they are actually a resident in the other state, or have family members that reside there; maybe they have an opportunity for a new job, or a military transfer, or just want a new start. The Interstate Compact allows probationers to transfer their probation supervision to a different state. The probationer is required to complete an application process, and the receiving state must complete an investigation of the proposed new residence and verify the plan of supervision. If the probationer is found appropriate for transfer, Maricopa County notifies the sending state of the approval and will provide reporting instructions for the individual. Once the probationer arrives in Maricopa County, he or she will meet with the assigned probation officer. This individual is supervised just as a probationer sentenced in Maricopa County would be. The probation officer completes an assessment to determine the risk level, creates a case plan, and sets goals for completion while on

probation. The probation officers keep the sending state updated on the probationer's compliance and progress through a national database called the Interstate Compact Offender Tracking System (ICOTS). All communication is in writing. Officers in the Interstate Compact Incoming Unit are not only required to work within our own departmental policies but the Interstate Commission of Adult Offender Supervision rules as well. Officers are required to attend annual training sessions to keep updated on any changes to the National Compact Rules. At the end of FY2017, there were 697 probationers supervised by the ISC Incoming Unit. Please feel free to visit the national website for more information: <http://www.interstatecompact.org/>.

INTERSTATE OUTGOING

The Interstate Compact Outgoing Program is governed by strict federal rules with no discretion allowed in adhering to these rules. This program works with probationers who are convicted of felonies and a limited number of misdemeanors but who are either legal residents in another state, have immediate family and employment in another state, or who, for a specific and acceptable reason, request to transfer their probation grant to another state. If accepted by another state, these probationers are then supervised by that state according to how that state supervises its local probationers who have committed the same or similar offense. However, these probationers, though residing in a state other than Arizona, must also remain in compliance with probation conditions determined at sentencing in the Maricopa County Superior Court. Transfer through the Interstate Compact is considered a privilege and not a right. Probationers must be in substantial compliance with the Maricopa County probation grant prior to application for transfer.

The MCAPD has probation officers assigned in this area who are trained in these rules and whose task it is to determine eligibility for transfer. They are deeply committed to maintaining public safety and believe that the mission of this assignment is to allow probationers to return to their home and receive financial and emotional community support in order to successfully complete their probation grants. These officers utilize ICOTS, the nationwide electronic information system that facilitates all information required for the safe transfer of supervision for probationers and parolees from one state to another. There were 953 probationers sentenced in Maricopa County, who were successfully residing in almost every other state in the United States through Interstate Compact at the end of FY2017.

INCOMING INVESTIGATIONS

The Incoming Investigations team is tasked with determining whether probationers who currently are convicted of a crime in another state are eligible through the Interstate Compact Program for transfer of their probation grant into the State of Arizona. The same eligibility criteria apply to accepting cases into Arizona through the Interstate Compact Program as exists in cases being submitted by Interstate Compact Outgoing to another state. The officers in this assignment are also specially trained and also utilize the ICOTS electronic information system. During this past year, this team has processed and accepted approximately 48 cases monthly. Like the Outgoing team, Incoming Investigations is deeply committed to permitting those who are residents, who have family and employment, and who have a specific and reasonable desire to reside in Arizona to be able to do so in order to successfully complete their probation grants.

Community Restitution Program

The Community Restitution Program (CRP) has a long history of service to the municipalities and nonprofits in Maricopa County. The CRP staff interview probationers and direct them to projects that are suited to their needs and abilities. The CRP sponsors weekend projects that benefit the community, with the help of probationers' labor. These projects mostly include landscape beautification projects at parks and neighborhoods. The CRP does assist some residents who meet certain criteria with residential clean ups. Probationers who cannot attend the weekend projects can go to nonprofit agency partners. These partners include churches, food banks, and charitable organizations. Probationers help these partners achieve their mission statements, while at the same time complying with the Court's orders to fulfill their community restitution hours. The probationers can, for example, sort clothing at a thrift store or help pack food boxes at a food bank. The CRP also has diversion sewing projects for probationers who have limitations. Probationers can sew receiving blankets, draw string bags, and crocheted knit caps. The CRP donates these finished sewing projects to hospitals and shelters.

In FY2017, the CRP has planned and supervised 1,703 projects. Probationers worked and earned 443,784 hours, with the majority being work projects in Maricopa County.

Financial Compliance Program

The Financial Compliance Unit, also known as FINCOM, was created to assist probation officers and probationers with compliance and collections of Court-ordered sanctions such as restitution, fines, and other mandated fees. One of these financial sanctions is the probation service fee. Nearly all probationers placed on probation are assessed this fee which goes towards the cost of being supervised. Probation officers refer probationers to this unit once they become two months behind on restitution payments or three months behind on probation service fees. These probationers are assigned a collector to help establish a plan for compliance. Collectors send payment reminders, make phone calls, and arrange for the intercepting of state income tax refunds. In addition, the collectors provide job leads, refer probationers to budgeting classes, and educate probationers on the benefits of their compliance.

Restitution Court, a specialty Court, was created to involve the Court with restitution delinquencies when a probationer has the ability to pay his or her victims but remains willfully non-compliant with this financial sanction. Probationers appearing in this Court may face civil sanctions including jail time for failing to pay restitution.

FINCOM now supports the Family Court by identifying probationers ordered to pay child support and providing resources to probationers who are also delinquent in their payments for child support.

The FINCOM Unit has been instrumental in assisting probationers to succeed by complying with financial sanctions and improving accountability for them. In FY2017, the FINCOM Unit collected \$2,701,908 dollars from probationers through traditional collections and tax intercept. A large portion of this money was paid to victims for restitution. In addition, a substantial amount of this money was allocated to the MCAPD to fund departmental expenses such as staff salaries.

The FINCOM Unit is proud of the assistance they give on a daily basis to probationers, probation officers, victims, and the community as a whole.

10

Policy, Planning and Analysis

The Policy, Planning, and Analysis Division provides supportive and educational services to the MCAPD and consists of separate interrelated areas: Research, Planning and Policy; Data Systems; Staff Development and Training; and the Communications Center.

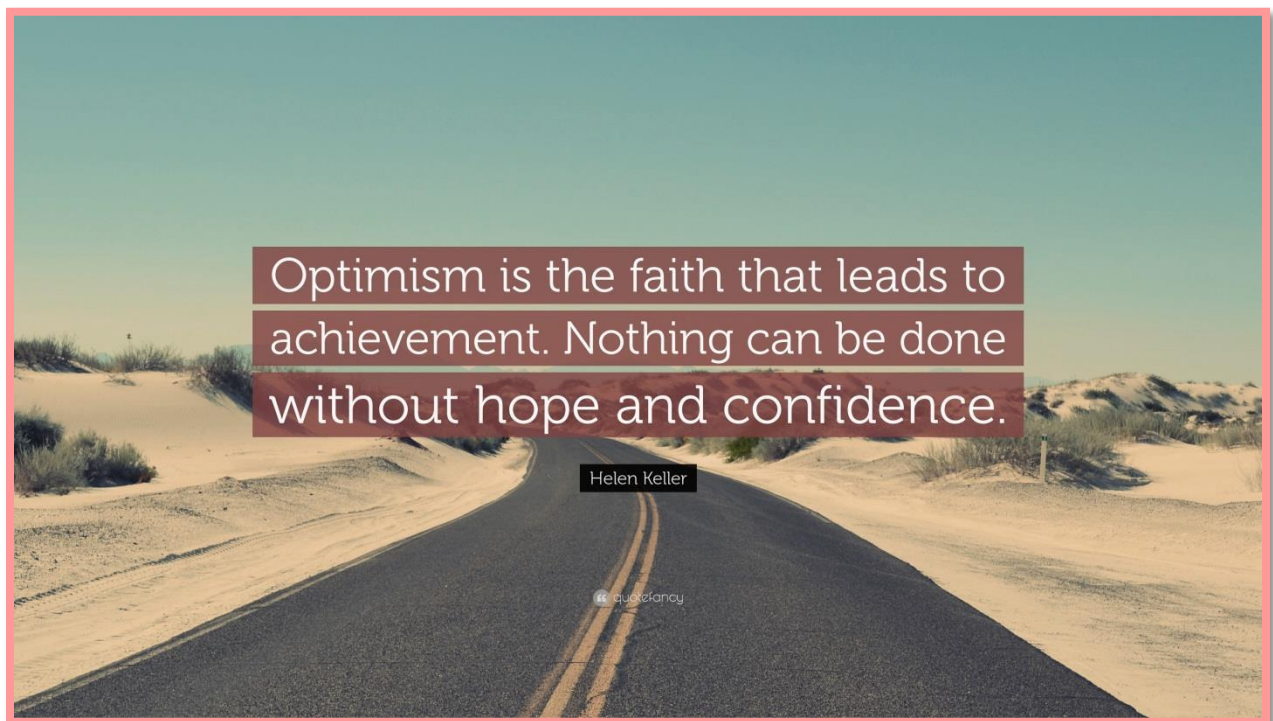
The Research, Planning and Policy team collects, compiles and analyzes statistical data; provides grant writing and support; conducts research projects; manages a number of communications, publications, and awards nominations; assists with strategic planning, Managing for Results, program evaluations, and surveys; completes policy updates and revisions; and includes the Victim Services Unit.

The Data Systems team provides support services to the Department with a high level of customer service. They act as the primary liaison with the Administrative Office of the Courts (AOC) when changes or problems occur with the statewide case management system (APETS). They collaborate with various stakeholders to ensure services are functioning properly and to implement technology changes. They support various applications that officers use in their daily work. The data systems team extracts important data that is provided to research and planning to drive decision making.

The Staff Development and Training team provides evidence-based training to Department staff. This includes, but is not limited to, safety training such as firearms training and defensive tactics, new officer training academies, new employee orientation, mandatory training, and training initiatives in response to current trends and research. The training team works closely with the Human Resources department to assist with onboarding and new probation officer interviews. The training team also manages a high volume of safety equipment issued to officers.

The Communications Center is a 24/7/365 operation staffed with employees who monitor officers in the community, respond to emergency radio traffic, monitor after hours GPS alerts, and respond to over 7,000 customer calls each month, including calls from law enforcement and community members. The Center has faced significant vacancies during FY2017, and has increased their focus on retention and recruitment.

The Policy, Planning and Analysis Division successfully transitioned to automated statistics for Standard Probation and Intensive Probation units this year. This was a major change initiative and process improvement that positively impacted officer workload. The Division also continues to collaborate with Court Technology Services (CTS) to automate Court forms and reports. In collaboration with the Executive Team, the division also held the 2016 Supervisor Leadership Academy, which is a six-month academy open to leaders across the state. Twenty-seven participants successfully completed the rigorous program.



11

Awards and Achievements

NACo Achievement Awards

In FY2017, MCAPD had two programs selected by the National Association of Counties (NACo) to receive 2017 NACo Achievement Awards. The Achievement Awards are given to recognize innovative county government programs. The award-winning programs are:

PROBATION OFFICER SUPERVISOR PERFORMANCE EVALUATION

The MCAPD is committed to evidence-based practices (EBP) and has made strides in providing tools to staff to ensure the appropriate use of EBP. In order to assist in consistent application of EBP across the Department, supervisors needed to be held to the same expectations as officers in their use of EBP. Subsequently, the Probation Officer Supervisor Performance Evaluation was redefined. The evaluation was revised to reflect the values of an effective supervisor and is based on eight competencies and clearly defines expectations on how the supervisor will be measured. The eight competencies measured are: 1) Guiding and Developing Staff, 2) Building Trust, 3) Decision Making/Problem Solving, 4) Communication, 5) Conflict Management, 6) Team Leadership, 7) Managing Work, and 8) Managing Change. All staff are evaluated annually on a five-scale rating system: unsatisfactory, needs improvement, achieves, exceeds, and exemplary.

Beginning in 2010 and lasting approximately two years, a committee of supervisors and managers worked together to identify what probation officer supervisor responsibilities

were most critical to measure and reinforce as they related to the competencies. Considerations included EBP as well as the requirements of state statute, administrative code, and departmental policies. Once these critical responsibilities were identified, the committee worked to identify and define how they would be measured, using the adaptable framework of the existing evaluation. The goal was to provide transparent and defined criteria for consistent and fair supervisor performance evaluations. Once the measurement criteria were developed, focus groups of supervisors and managers provided feedback on the tool, and refinements were made.

As performance evaluations are entered into an online application, programming was required to complete the changes, and the new Probation Officer Supervisor Performance Evaluation was formally implemented in 2015. By March of 2017, 84 supervisor performance evaluations had been completed using the new evaluation. Feedback from those evaluated has been positive; supervisors like having clearly defined criteria for which they are evaluated, as well as defined areas in order to achieve higher ratings. Further, the Department was encouraged that the framework of the evaluation itself was flexible and was successful in capturing the new measurement criteria. This holds value moving forward as an EBP agency, as it supports the program, is adaptable, and changes are able to be made to ensure supervisors are measured on what research shows are the most critical performance responsibilities as they relate to reducing criminal behavior.



Members of the Probation Officer Supervisor Performance Evaluation team, pictured from left to right: Brandon Smith, Dana Shepherd, Jenifer Meiley, Michael Cimino, Ted Milham, Beth Garrow, and Wes Shipley. Not pictured: Don Warrington, Jean Scott, Cynthia Stevens, Steve Hartley, Rod Rego, and Tiffany Grissom.

SAFETY PROGRAM FOR WORK CREW LEADERS

The MCAPD's Community Restitution Program develops and manages work projects for individuals on probation to complete their Court-ordered community restitution hours (also known as community service). A group of approximately 25 probationers is assembled as a crew to complete a work project under the supervision of one or two part-time work crew leader(s). Most of the probationers are felons and some have violent histories and/or may be high-risk to reoffend. Occasionally, work crew leaders have had difficult and even dangerous encounters with probationers on their work crews. Incidents have ranged from disrespectful noncompliance with work requirements to intimidation, threats, aggression, theft, and property damage. Work crew leaders also handle incidents such as participant injuries and weapons or other contraband being found at work locations. In order to address these safety concerns, a Safety Training Program for Work Crew Leaders was developed.

The safety training initiative was developed and implemented to help work crew leaders handle the types of situations they have encountered or would be likely to encounter. The training increased staff skills across a host of areas including communication techniques and use of safety equipment. Participants learn specific techniques and skills and then demonstrate these in order to pass the class. Work crew leaders participate in an initial training day and then complete annual full-day refresher classes. The safety of work crew leaders and the Community Restitution Program work projects has been enhanced by providing this safety training to these employees.



Work crew leaders, Western Regional Center, pictured from left to right: Ramon Valdez, Marvin Brown, Dario Lozano, Michael Pruitt, and Jose Ruelas.



Safety trainers for the Safety Program for Work Crew Leaders, pictured from left to right: Kyle Miller, Lance Nickell, Alan Glickman, and Supervisor Michele Butcher.

“OF THE YEAR” AWARDS

EMPLOYEE OF THE YEAR: BRENDA CRAWLEY

Brenda Crawley is the executive assistant to the Chief Probation Officer. She manages the Chief's complex calendar, is trusted with confidential information, and communicates effectively with staff and stakeholders. Having served the Department for 25 years in a variety of capacities, Brenda is extremely knowledgeable. She is a kind, empathetic, and joyous person who makes others feel warm, welcomed and included, and who always leads by example. Brenda continuously presents a helpful attitude; she is a great role model for customer service and a “poster child” for team work. Brenda coordinates regular meetings of the administrative assistants to discuss topics that affect them. She provides information to help others do their jobs and, if she sees a better way to do things, she will work to implement change. She serves as co-chair of the Morale Committee and is the logistical coordinator for the annual statewide probation awards ceremony. No matter the project, Brenda handles everything in a timely manner and follows up to ensure deadlines are met. Brenda subsequently was chosen as the esteemed recipient of the statewide Employee of the Year.

SUPERVISOR OF THE YEAR: LESLIE EBRATT

Leslie Ebratt supervises an IPS Unit and has championed Effective Practices in Correctional Settings (EPICS II) in the Department. She piloted new training to advance the Department's knowledge of evidence-based practices, facilitates monthly EPICS II booster sessions, and is often asked to facilitate EPICS/EBP courses for the Administrative Office of the Courts (AOC). Without Leslie's involvement and ability to "challenge the process," the EPICS II movement might otherwise lose the momentum necessary for sustainability. Leslie has spearheaded relationships with AOC, federal probation officers, and the Lowenkamps to implement and support the use of EPICS II skills. She shares information in a way that is relatable and that is translated to relevant, meaningful conversations with probationers. A spirited force within the Department, Leslie's passion for people is evident in the way she fosters relationship-based supervision by "modeling the way" in her interactions with employees as well as in her training endeavors. Colleagues often come to Leslie with questions as she has a vast amount of knowledge and is approachable. Officers find that Leslie is supportive of them and contributes to their professional success. She recognizes individual contributions, supports a team spirit, and sends a message of change that embodies the Department's core values of treating people with dignity and respect, and assisting probationers in behavior change.

PROBATION OFFICER OF THE YEAR: FRED WILHALME

Fred Wilhalme has an unparalleled work ethic, dedication to true teamwork, and focus on meeting the needs of his probationers. Fred's advocacy for probationers has often meant more work for him, but an easier life for those he supervises. For more than a year, he has focused his efforts on seriously mentally ill (SMI) probationers living at or near the CASS shelter, a caseload he voluntarily created. Fred has enhanced the working relationship between probation and various clinical teams who assist individuals at CASS. He willingly assists the two probation officers who supervise the Department's CASS caseloads when they are dealing with probationers who are burdened with being homeless and SMI. He has volunteered to assume supervision of probationers he meets at CASS who need specialized SMI supervision. His assistance has resulted in countless other probation officers not filing petitions to revoke, thus reducing incarceration. Fred is a reliable and resourceful member of the SMI Program who is called upon to share his vast knowledge with members of the Mental Health Court and SMI Unit. Many officers in the Department consult with Fred, who has a gentle compassion for SMI probationers; he demonstrates how to communicate with SMI probationers and treat them with respect. Without having an official mentor role, Fred consistently steps up to teach and guide new officers on a regular basis. He has also

participated in projects and work groups that will continue to benefit the SMI Program and other areas of the MCAPD. After being selected as the Department's Probation Officer of the Year, Fred went on to earn statewide recognition and was selected as the Arizona Line Officer of the Year.

SURVEILLANCE OFFICER OF THE YEAR: PATRICK WARD

Patrick Ward is a surveillance officer who has been with MCAPD for 18 years. For the past seven years, he has worked with probation officers in the Youthful Offender Sex Offender caseload. Patrick does exceptional field work, going out at all hours of the day or night, weekend or weekday, and making the field contacts valuable. He stays for a while to discuss what the probationer is doing, the individual's needs, and how he or she is progressing or failing to meet goals. Periodically, Patrick attends treatment sessions with a probationer and the supervising probation officer, which provides additional insight into the probationer's situation. His knowledge and insight combined with that of the probation officer forms a two person support network for the probationer. Patrick has a direct approach; he tells the truth, earning the trust of the probationer. Patrick has demonstrated skill in communicating with probationers who dodge a direct answer or lie repeatedly, and eventually, the probationer will tell the truth or accept the situation that he or she had been avoiding. Patrick has Motivational Interviewing skills equal to those of many probation officers, he cares about the success of the probationers, he is a gifted team player, and he gives more than 100% effort on the job.



Pictured from left to right: Fred Wilhalme, Patrick Ward, Chief Barbara Broderick, Brenda Crawley, and Leslie Ebratt.

AZ Probation Employee Awards of Excellence

After being selected as MCAPD Of the Year award winners, Brenda Crawley and Fred Wilhalme were eligible for nomination for statewide probation awards. The Arizona Chief Probation Officers' Association, comprised of Adult and Juvenile Directors and Chiefs statewide, selected these two very deserving MCAPD employees for statewide recognition.

Fred Wilhalme was selected as the 2016 Line Officer of the Year. This award honors a probation officer who has performed assigned duties in an outstanding manner and/or made significant contributions to the probation, parole or community corrections profession at the local, regional or national level, and who may also have brought credit or honor to the profession through participation or involvement in community activities or programs.



Brenda Crawley was selected as the 2016 Employee of the Year. This award is given to an employee (other than probation officer) who has performed assigned duties in an outstanding manner and/or made significant contributions to the probation profession at the local, regional or national level. The recipient may also have brought credit or honor to the profession through participation or involvement in community activities or programs.

The Arizona Chief Probation Officers' Association hosted an award ceremony in September 2017 at which Fred and Brenda were recognized.

BLUE COURAGE AWARD

Adult Probation Officer Kyle Miller, one of the MCAPD's safety trainers, attended Blue Courage's Inclusive Leadership Training. This training spanned over three days and focused on diversity and inclusion, leadership, and team building. At the end of the training, Kyle was presented with the "Warriorship Award," an award given to one student in each class who truly exemplifies the core values of



an inclusive leader and walks the path of the warrior. Kyle trains his classes with great energy, passion, and knowledge. These qualities help inspire his students to also walk the path of the warrior. The Department is very proud of Kyle and his continued commitment to excellence.

MARICOPA COUNTY LEADERSHIP AND EDUCATION ADVANCING PUBLIC SERVICE (MCLEAPS)

In the fall of 2016, the MCAPD participated in the MCLEAPS Internship Program for the second time. The MCLEAPS Program is a partnership between the Arizona State University (ASU) College of Public Service and Community Solutions and Maricopa County. Through the program, interns have the opportunity to work full-time with a government agency, obtaining valuable work experience and learning more about the opportunities available through careers in public service. Interns are selected through a competitive process, similar to finding a job.



Pictured from left to right:
Bryanna Christensen and
Jennifer Ferguson

Bryanna Christensen, a senior obtaining her bachelor's degree in Public Service and Public Policy, with an emphasis on Criminology, was selected as the Adult Probation intern. She was assigned to Jennifer Ferguson, who has been with the Policy, Planning and Analysis Division (PP&A) for over 19 years. Being assigned to the PP&A Division allowed Bryanna to obtain a unique perspective of the work that is done by the MCAPD, broadening the perspective of probation obtained from textbooks.

As an intern, Bryanna had the opportunity to observe all of the functions provided by the MCAPD. She observed the front end of the criminal justice system including the Initial Appearance (IA) process and IA Court, where initial pretrial release decisions are made, and the presentence interview. She was exposed to probation supervision through observations of office day and a field ride along. She also observed Drug Court and Probation Violation Court, giving her a chance to experience supervision of specialized populations as well as how the Department responds to violation behavior. A large part of her internship also allowed her to see the behind the scenes work that helps support the activities of the MCAPD. This included participating in strategic planning sessions and helping to compile data for various projects.

Byranna was also provided opportunities to make significant contributions to the Department. Over the course of her internship, one of the Department's grants needed a survey developed to help gather information about how the program was going. With guidance, Bryanna obtained information about what questions to include and developed two separate surveys which were implemented by the Department in April 2017. Another project taking place during her internship was a transition from a process where officers had to manually compile monthly statistics on their caseload to an automated process obtaining data from the case management system used by the Department. Bryanna was instrumental in testing the process, compiling the automated data, and developing clear instructions to use. The ability to compile automated statistics for the Department has resulted in some of these responsibilities being taken away from officers, giving them more time to focus on supervision.



Before this internship, my interpretation of probation was only one task, which was the field officer supervising a probationer. My time with Adult Probation has shown me how much more vast the department is. They are all working together to better this community and I can clearly see how each and every employee is making a difference.

-Bryanna Christensen

The Department is grateful for the work that Bryanna did through the MCLEAPS Internship Program. The Department is also grateful to the MCLEAPS Program for providing the opportunity to share the work of the MCAPD and encourage careers in public service.



This experience has given me the insight into the rehabilitation and treatment side of the criminal justice system. I know this has changed my outlook on the entire field...It is not all about punishment and paying their dues, but also to give them the tools to return to society and become better citizens.

-Bryanna Christensen

12 Organizational Chart

ADULT PROBATION DEPARTMENT

Chief Probation Officer Barbara Broderick

ADMINISTRATIVE SERVICES

Deputy Chief Michael Cimino

Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

COMMUNITY SUPERVISION

Deputy Chief Saul Schoon

Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

ASSESSMENT & DEVELOPMENT

Deputy Chief Therese Wagner

Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

Compliance Monitoring Division

MARS, Unsupervised, Financial Compliance, Community Restitution, Interstate Compact Incoming & Outgoing

Division Director Anna King
Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

Policy, Planning and Analysis Division

Communications Center, Staff Development & Victim Services

Division Director Brandelyn Jackson
Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

Professional Conduct Coordinator

Robert Wilmarth
Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

Central Field Division

Division Director Jenifer Meiley
Black Canyon Bldg, Southport, Sunnyslope
2445 W Indianola Ave, Phoenix, AZ 85015

Eastern Field Division

Fugitive Apprehension

Division Director Wes Shipley
Probation Service Center, Durango
245 N Centennial Way, Mesa AZ 85201

Northern Field Division

Domestic Violence

Division Director Kristi Ward
Northport & Scottsdale
8230 E Butherus Dr, Scottsdale AZ 85260

Sex Offender Division

Division Director Cynthia Stevens
Valley Wide
6655 W Glendale Ave, Phoenix AZ 85301

Western Field Division

Division Director Ted Milham
Western & Southwest Regional Centers
6655 W Glendale Ave, Glendale AZ 85301

Presentence Investigations

Assessments, Assignments & Records

Division Director Adelita Nunez
West Court Bldg
111 S 3rd Ave, Phoenix AZ 85003

Pretrial Services Division

Initial Appearance, Pretrial Supervision & Probation Revocation Court

Division Director Lolita Rathburn
Downtown Justice Center & Southeast Facility
620 W Jackson, Phoenix AZ 85003

Programs Division

Drug Court, DUI Court, Veterans Court & Youthful Offender Program

Division Director Jaci Christenson
Luhrs Bldg
125 S. 1st Ave, Phoenix AZ 85003

Reentry Services Division

Prison Reentry, Education, Work Furlough, SMI, & Community Reintegration

Division Director Jason Walker
Custody Service Center, Garfield, Valley Wide
2445 W Indianola Ave, Phoenix AZ 85015