

MARICOPA COUNTY ADULT PROBATION

# Annual Report

## A Journey of Improvement

FISCAL YEAR 2021



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## ORGANIZATIONAL CHART

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A close-up photograph of a hand pressing a button on a control panel. The panel is metallic and features several circular buttons arranged in two columns. The buttons are numbered 4, 6, 8, 10, 12, 14, 16, and 18. The hand is positioned on the left side of the frame, with the index finger pressing the button labeled '18'. The background is slightly blurred, showing some text on the panel.

# THE ORGANIZATION

## **LETTER TO THE PRESIDING JUDGE VISION, MISSION, VALUES AND GOALS GENERAL INFORMATION STRATEGIC GOALS**



# Letter From Chief Cimino

## MARICOPA COUNTY ADULT PROBATION



Dear Judge Welty and Judicial Branch Administrator Billotte,

It is our pleasure to present the FY2021 Annual Report of the Maricopa County Adult Probation Department (MCAPD).

As you both are already aware, this was perhaps one of the most difficult years both in public service and as a global community. As with the rest of the Branch, MCAPD has remained focused on its constitutional and other mandated duties despite the challenges of the public health crisis. We have continued to be a resource to the Court while remaining focused on enhancing public safety.

Much like the second half of the previous fiscal year, the challenges of the last fiscal year also brought numerous opportunities for innovation. Specific examples of that work are detailed in the pages that follow, but I could not be prouder of how MCAPD, and the rest of the Branch’s workforce, rose to the challenges before it. This fiscal year, we were excited to launch initiatives around continuous improvement - looking at how we can better align our work to our mission, vision, and values; measure and reinforce key behaviors that drive success across performance measures and how we can provide formal mechanisms for staff to offer innovative ideas. We also launched work to explore how we can better serve justice-involved women including how we might be more trauma-informed in how we supervise these individuals. Perhaps what I have been most encouraged by is the Judicial Branch efforts around diversity, equity, and inclusion. Toward that end, at MCAPD, we are mobilizing a cross-section of our staff to implement the key Branch-wide efforts in this area and to assess how MCAPD may add to those efforts given the uniqueness of our work. Specifically, we are excited to see what recommendations this group may have to enhance diversity, equity, and inclusion in our work, both in the populations we serve and supervise as well as how we relate to one another as an organization. We are excited to see how this takes shape in 2021 in greater furtherance of our values of fairness, respect, integrity, innovation, and safety. Our Annual Report will describe some of these initial efforts as well as the other innovation and work across our division of the Judicial Branch of Arizona in Maricopa County. Finally, I am grateful for the support we have seen from the County Board of Supervisors and their administration over the course of the past year. It continues to be our Department’s pleasure to serve this Court and surrounding community.



Sincerely,

Michael P. Cimino  
Chief for Maricopa County Adult Probation

# Vision

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

# Mission

To enhance the safety and well-being of our neighborhoods. We accomplish this through:

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

# Values

We BELIEVE in:

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

# Goals

Goal A: Crime Reduction

Goal B: Retention and Compensation

Goal C: Process Improvement

Goal D: Customer Satisfaction

Goal E: Solid and Sound Infrastructure



# GENERAL *Information*

## ARIZONA

Number of Counties: 15

Total Population: 7,151,502\*

## MARICOPA COUNTY

Total Population: 4,420,568\*

Total Number of Cities & Towns: 27

# MARICOPA COUNTY ADULT PROBATION

Established in: 1972

Regional & Area Offices: 19

Probation Population: 46,952

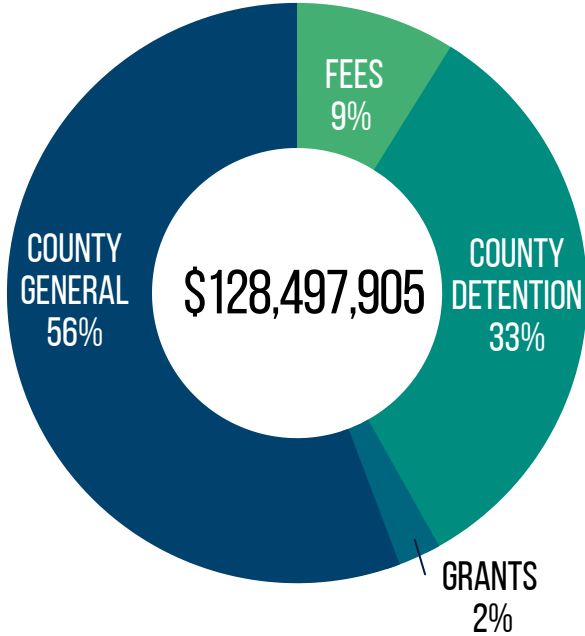
Pretrial Supervision Population: 3,335

Standard Probation Population: 21,620

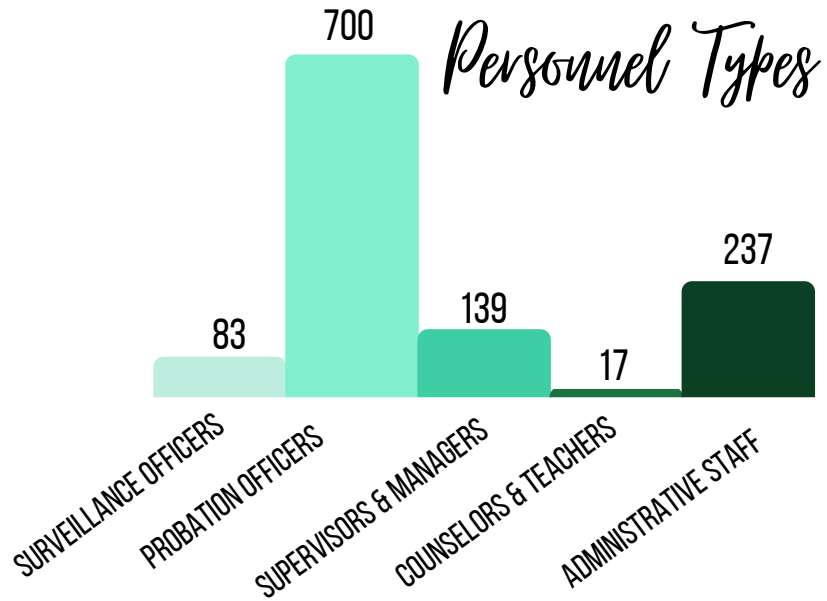
Intensive Probation Population: 1,134

\*2020 Estimate

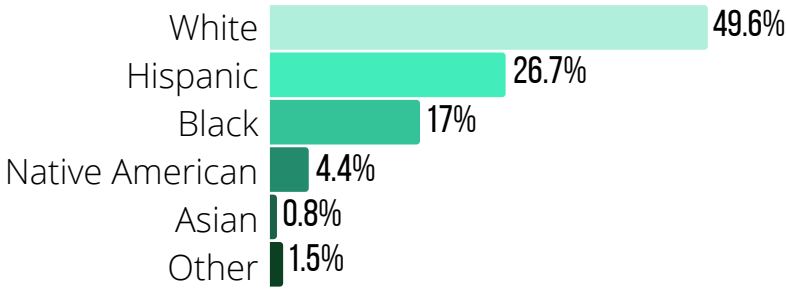
# Annual Budget



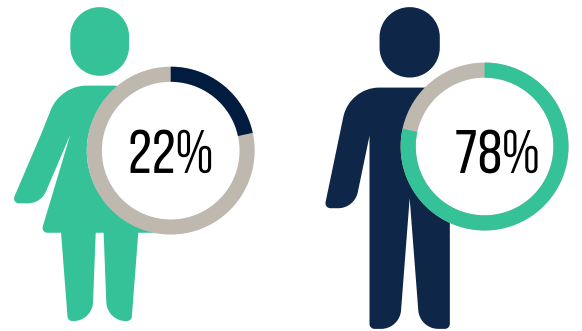
# Personnel Types



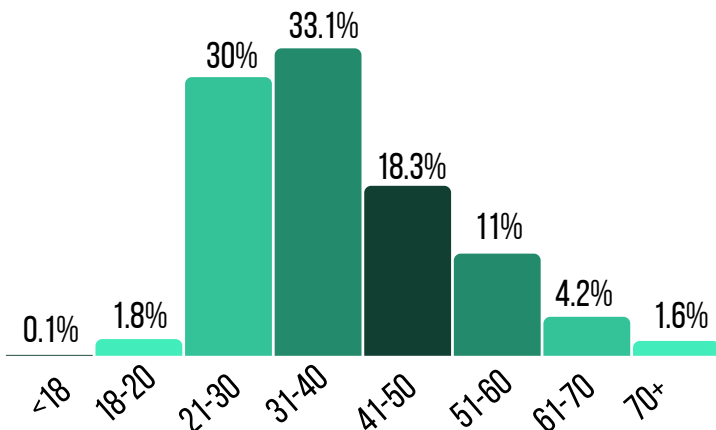
# PROBATION POPULATION BY RACE/ETHNICITY



# PROBATION POPULATION BY GENDER



# PROBATION POPULATION BY AGE\*



# PROBATION POPULATION OFFENSE CATEGORY AND GENDER\*\*

| Probation Offense           | Female | Male |
|-----------------------------|--------|------|
| Class 1 Misdemeanor         | 4%     | 3%   |
| Class 6 Felony/Undesignated | 39%    | 29%  |
| Class 5 Felony              | 3%     | 4%   |
| Class 4 Felony              | 30%    | 30%  |
| Class 3 Felony              | 12%    | 23%  |
| Class 2 Felony              | 11%    | 10%  |

\* Due to rounding, the total percentage adds up to 100.1%

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

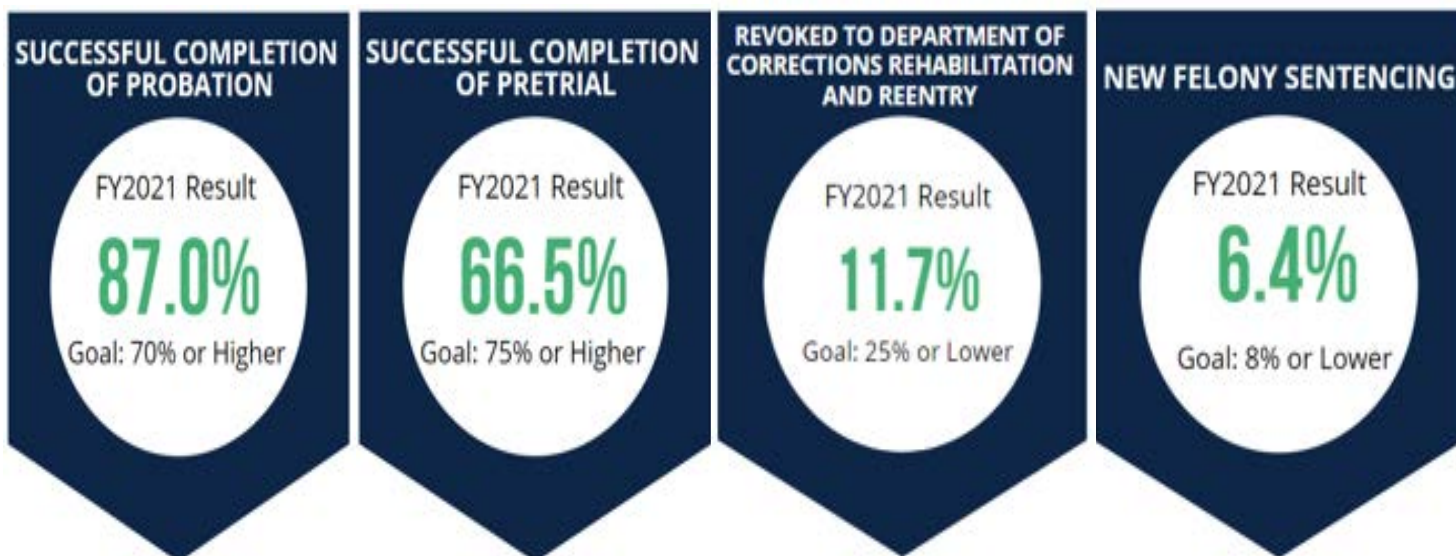


# STRATEGIC Goals

The Maricopa County Adult Probation Department (MCAPD) is guided by five primary strategic goals that influence Department planning, decision-making, reporting, budgeting, and evaluations. Each goal establishes and is measured by a set of performance outcomes, which tell the Department's story to stakeholders and the public by outlining its services to justice-involved individuals and by presenting its priorities, performance, and achievements. A summary of the strategic goals and key results for FY2021 are presented below:

## GOAL A: CRIME REDUCTION

Crime reduction is the Department's primary goal, and is achieved by implementing evidence-based practices and risk reduction techniques. Supervision strategies are continuously improved and informed by research in order to reduce recidivism and promote lasting, positive behavioral changes in supervised individuals. Crime reduction performance results encompass a wide variety of staff efforts to reduce crime and improve outcomes for individuals on supervision.



## GOAL B: RETENTION AND COMPENSATION

The MCAPD believes its greatest resource is its staff. Therefore, it is committed to recruiting, hiring, and retaining a quality and diverse workforce. In FY2021, the average years of service for badged staff was 11. years, which meets the Department's goal of 10 years or more. Additionally, the Judicial Branch secured a County-approved performance-based retention pay increase of approximately 4.6% beginning in July of 2021. Lastly, in the past fiscal year, the Department and Judicial Branch continued to secure and distribute teleworking resources and safety equipment to staff in order to provide and maintain healthy and safe work environments.





## GOAL C: PROCESS IMPROVEMENT

The Department's goal of process improvement is for its customers, stakeholders, and the public to benefit from improvements and efficiencies in case processing. In FY2021:

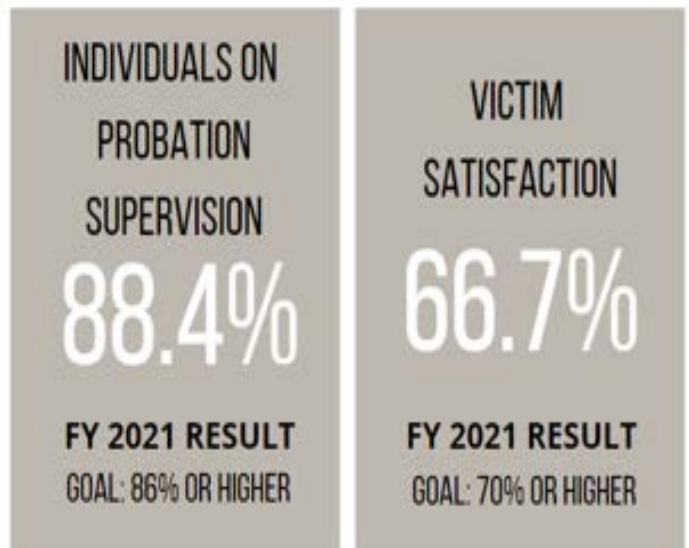
- The Pretrial Services Division submitted 100 of Initial Appearance packets to the Court on time within hours of the individual's arrest .
- The Presentence Division delivered 99.9% of presentence reports to the Court on time without a continuance.
- The Department collected a total of \$10, , in restitution, which is an increase of 09, from FY2020. About % of individuals ordered by the Court to pay restitution made payments in FY2021.
- In conjunction with Department staff, the Clerk of the Court produced an Online Payment Portal that went live in October of 00. The portal allows justice-involved individuals to more easily make court-ordered payments electronically and securely.

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

## GOAL D: CUSTOMER SATISFACTION

The Department remains committed to providing quality services to all partners, including justice-involved individuals, courts, law enforcement partners, victims, treatment providers, and other community partners. To

measure satisfaction, the Department periodically administers surveys to these populations to assess their satisfaction with MCAPD services and staff. The surveys also provide respondents with an opportunity to offer feedback and suggestions to improve these relationships and services. The results and goals for the two surveys conducted by MCAPD are summarized below and are detailed in pages 1 and 1 of this report.



## GOAL E: SOLID AND SOUND INFRASTRUCTURE

To support goals A through D, the Department aims to acquire and maintain industry standard equipment, improved communications and technology, and adequate facilities. In FY2021, the County continued its strong support of MCAPD's infrastructure needs by funding equipment and support services and completing capital improvements.

Results from the Employee Satisfaction Survey provide a benchmark for this goal related to equipment and support services. MCAPD employees' overall satisfaction with equipment and safety services is .

The Durango probation office was renovated into a dedicated training facility for staff to ensure they are equipped with the training and resources they need to maximize public and personal safety in the community. Improvements included a flexible space to create new training scenarios, a defensive tactics training area, and a classroom space. The Southport probation office also completed some improvements to its lobby, including arrangements to the space to provide better security, adding more seating, installing a monitor, and other general updates. In June of 2021, the Department obtained software to assist with review of supervised individuals' smart devices (phones and tablets) and computers for various programs such as Sex Offender, Domestic Violence, and White Collar. Officers utilize this software to review individual on probation devices in the field and if needed, collect evidence due to inappropriate content being located on the device. This software allows the MCAPD to continue to adapt with technology and appropriately supervise individuals' behavior while they are in the community.

In February 2021, the Department added a new technology service that allows audio/video recordings through smart devices for internal investigations. The software provides immediate transcription once the recordings are uploaded to a secure online server. This new capability increases staff productivity as they are no longer required to manually transcribe each investigation. Additionally, this software allows for documentation for chain of custody and increases security of access to recordings of these investigations.

Lastly, the MCAPD and Maricopa County Juvenile Probation Department (MCJPD) continued efforts to explore a joint case management system that would replace the systems for MCAPD's pretrial and probation cases, as well as MCJPD's supervision cases and detention management system. In FY2021, in conjunction with the Department, the Administrative Office of the Courts announced they will be publishing a request for proposals (RFP) that will seek vendor solutions for a case management system that is modern, mobile, and provides managerial analytics. This is a multi-year and multi-agency project which will require additional planning, but this announcement is a significant development in this process.



# SURVEY RESULTS



## EMPLOYEE SATISFACTION INDIVIDUALS ON PROBATION SUPERVISION VICTIM SATISFACTION



# Employee Satisfaction Survey

In March 2021, the Judicial Branch of Arizona in Maricopa County conducted an Employee Satisfaction Survey (ESS). The link to the survey was distributed to all Judicial Branch employees, which includes the Superior Court, Maricopa County Juvenile Probation Department MC PD and Maricopa County Adult Probation Department MCAPD . The survey was open to receive feedback from respondents for approximately three weeks. The survey was distributed to 1,098 MCAPD employees and a total of 548 completed the survey, resulting in a 49.9% response rate.

548  
SURVEY RESPONSES

The MCAPD recognizes its staff is its greatest resource to accomplish the organization's mission. The ESS provides essential feedback in confirming the Department's successes, but also in ensuring staff concerns are heard and addressed, and that action is taken to improve staff experiences in the identified areas. The Department's level of care and concern for its employees is only as strong as it is perceived by staff. Employee satisfaction is identified as a key indicator of organizational success. One of the Department's Strategic Goals focuses on Retention and Compensation, which includes a goal of achieving an employee satisfaction score of 80% or higher for all staff.

A significant portion of the survey content comes from the CourTools Performance Survey CourTools , which was developed by the National Center for State Courts. CourTools provides a standardized set of performance measures to capture employee satisfaction. These measures were first introduced to MCAPD in the FY2014 ESS and have been used in every subsequent survey, including FY2021. The primary categories in the survey include Achievement, Work Content, Responsibility, Interpersonal Relations, Supervision and Work Conditions. The overall satisfaction score captures ideas surrounding what motivates employees and perceptions of their work environment and is based on the categories of Achievement, Work Content and Responsibility.

84.3%  
OVERALL SATISFACTION SCORE

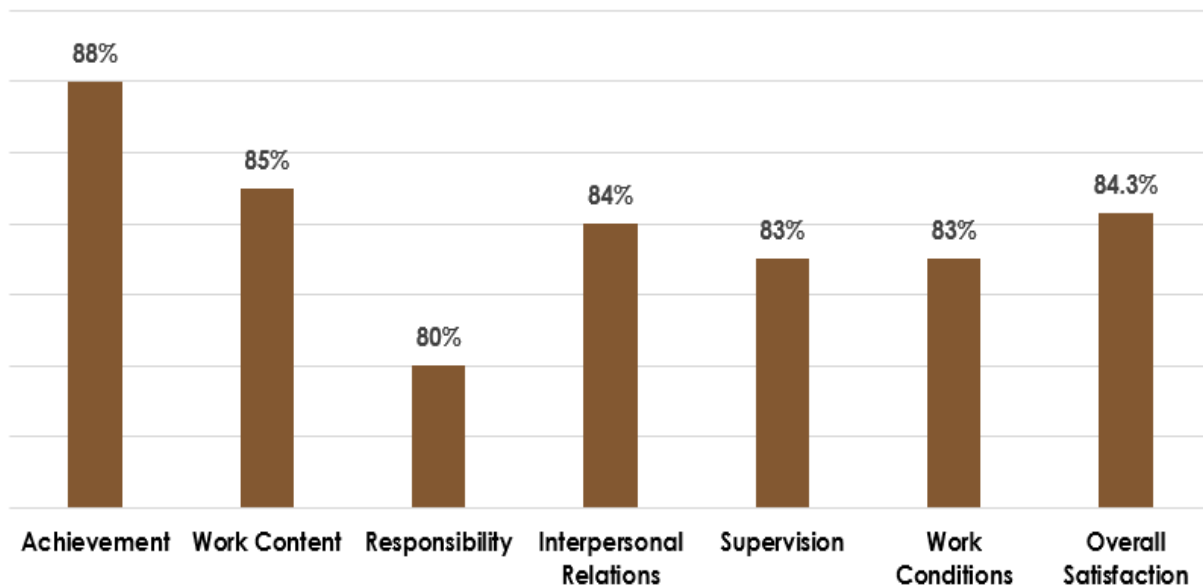
A total of 30 statements were presented to assess the six categories identified above. The satisfaction level of each statement was captured using seven choices: strongly agree, agree, somewhat agree, neither agree nor disagree, somewhat disagree, disagree, and strongly disagree. The percent satisfied is based on the combined aggregate responses across the categories of strongly agree, agree, and somewhat agree. The ESS results for each category, and for overall satisfaction, are presented on the following page. The FY2021 MCAPD employee overall satisfaction score was 84.3%, achieving the Department goal.\*

\* Survey methodologies have changed since the last administration of the ESS, so direct comparisons have not been made to the previous survey results.



# Survey Results

## (FY2021)



In addition to the six categories presented above, the ESS also included questions in the categories of respect, innovation and transparency. The percent agreement in the category of respect was 87%, which reflects the second highest score for the Department behind Achievement. While still scoring at least 70%, the areas of innovation (71%) and transparency (70%) were identified as areas where the Department can improve. These areas noted as where we can improve align perfectly with one of the Department's key initiatives of Continuous Improvement CI. The CI initiative will provide the Department the opportunity to engage staff in recommending innovative process improvements and become more involved in the decision-making regarding changes to their work.

The ESS also includes a category to assess perceptions of safety in the workplace. Safety is a key area of concern for the Department. The survey results for the safety category reflect that of MCAPD employees were satisfied with safety in their workplace.



New to this year's ESS were questions designed to assess the effects of COVID-19 on employees' personal and work lives. The COVID-19 pandemic required the Department and its staff to adjust to rapidly changing directives that affected both work and personal lives. One of the most significant changes was where people worked. Prior to the pandemic 72% of MCAPD employees were able to telecommute. The ESS found the percentage of employees reporting they were able to telecommute increased to 94% as a result of the pandemic.

## **APD EMPLOYEES UNDERSTAND THE IMPORTANCE OF THEIR WORK AND HOW IT CONTRIBUTES TO THE MISSION OF THE DEPARTMENT AND THAT THEY FEEL THEY ARE TREATED RESPECTFULLY AND EQUITABLY**

Another new category to the Employee Satisfaction Survey were questions measuring diversity, equity, and inclusion in the workplace. Analysis of MCAPD employee responses resulted in little discrepancies between perceptions of fairness and equity between people of color and their white counterparts at MCAPD, which is a positive result for the Department. The new Equity Initiative within the Department can also use the results from this year's survey as a benchmark from which to improve. The

Employee Satisfaction Survey provides MCAPD, and the judicial branch as a whole, the opportunity to carefully study and analyze staff perceptions of the workplace, to learn where we are doing well and where there are opportunities to improve. The results have shown us that MCAPD employees understand the importance of their work and how it contributes to the mission of the Department, and but also they feel they are treated respectfully and equitably.

Still, there are specific areas identified by staff that the Department can improve. Two of the Department's key initiatives are already underway to address concerns. The CI project provides staff with a direct method of suggesting improved processes, and utilizes staff as the subject-matter experts and the Equity Initiative, which is led by staff, to create an environment for staff to feel more comfortable as themselves in the workplace. The Department will continue to review and address staff feedback from the survey in order to make the MCAPD the best it can be for its most valuable resource.



# Individuals on Probation Supervision Survey

In FY2021, a survey was conducted of individuals on probation supervision. Historically, opportunities to participate in this survey, which is conducted every two years, have been provided to individuals as they reported to a probation office for a visit with their probation officer. The circumstances of the pandemic, which necessitated the use of different field contact strategies, also required a change to the methods used to survey individuals on supervision. The Department remained committed to conducting the survey because of the opportunity it provides to obtain information directly from individuals on supervision about their experiences with the Department and the obstacles or challenges that they may face.

**1,177**  
**SURVEY RESPONSES**

In contrast to previous surveys, the primary method of survey distribution for the FY2021 survey was electronic. Individuals on supervision who had provided an email address to their supervising probation officer received a link to complete an electronic survey. While this strategy did not provide everyone on supervision the opportunity to participate in the survey, survey responses were obtained from 1,177 individuals. A wide variety of individuals responded to the survey, including males and females, individuals across racial and ethnic groups, individuals on different types of supervision, individuals who have spent varying amounts of time on supervision, and individuals who have had varying numbers of probation officers. The responses from a wide cross-section of justice-involved individuals provides MCAPD with valuable information about the experiences and perceptions of those on probation.

Through the survey, individuals on supervision are asked about their overall satisfaction with the services provided by the MCAPD. They are also asked about their interactions with their probation officer and their perceptions of how they have been engaged in their own supervision. This year, questions were also introduced to help assess the impacts of the pandemic on their lives and the impacts of changes made to supervision strategies.

Of the individuals that responded to the survey, 86% indicated that they were satisfied or very satisfied with the experience they had with MCAPD staff. This meets the Department's goal of 86% or higher satisfaction.

**8 OUT OF 10**

Survey respondents indicated that their probation officer lets them know how they are doing, asks for their input when making plans for them, and compliments them for good behavior.

**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, and would see them more often if they were having problems.



**Words used to positively describe their POs:  
Understanding, Kind, Helpful, Informative,  
Supportive, Responsive, Respectful,  
Professional, Caring, Motivating**

The changes made to contact strategies as a result of the pandemic were well received by survey respondents. There was overwhelming agreement that virtual contacts are an effective way to communicate with their probation officer (93%) and they are able to access technology when they needed to communicate with their probation officer (95%).

Additionally, 88% indicated that since the pandemic began, they have had sufficient contact with their probation officer. However, survey respondents also indicated that the pandemic has had an impact on their lives in general. The aspects of life they indicated were most impacted were financial payments, employment, community restitution, and their attitude.

Open-ended questions included in the survey also provided survey respondents an opportunity to share, in their own words, how things are going on supervision along with obstacles and challenges they face.

Many survey respondents used this as an opportunity to provide positive feedback about their experience and the ways their probation officer helped them. Some of the ways identified how officers contribute to their success, and what they find helpful, include:

- Communicating with them
- Providing assistance obtaining resources
- Providing positive feedback and encouragement
- Holding them accountable

At the same time, survey respondents identified the many challenges they face. Those identified through the survey include, childcare/family, employment/finance, health, lack of technology, residential stability, substance use, time management, and transportation.

Going forward, this information is helpful to the Department as it focuses on an aspect of its vision which includes a commitment to continuous improvement in the quality of community life experienced by those on supervision.

**“I recently had a relapse, and he was quick to address this issue. While at the same time most respectful and treated me with dignity. I was surprised at his patience and desire to work with me so that we might come to a more favorable outcome.”**

**- Survey Respondent**



# Victim Satisfaction Survey

In April and May of 2021, the 23<sup>rd</sup> annual Victim Satisfaction Survey was conducted, which aims to measure success associated with the MCAPD vision statement. The Department's vision statement includes a commitment to the continuous improvement in the quality of community life, by offering hope to neighborhoods, victims, and individuals under supervision. Annually this survey measures the satisfaction of victims that are opted-in for post-conviction automatic notification and have had contact with MCAPD in the past year. It should be noted that this is the second Victim Satisfaction Survey that was conducted during the pandemic, although it is unknown what effect this had on the overall satisfaction, it appears to have caused a lower-than-normal survey response rate.



The survey contained 10 items, each rated on a 5-point scale, which measure the victim's satisfaction with MCAPD staff and the overall criminal justice system. The first seven items asked respondents to rate their frequency and quality of contact with MCAPD staff from 1 (never) to 5 (always), with 3 indicating a neutral value. The last three items assessed their overall satisfaction with different stages of the criminal justice process using a similar 5-point scale ranging from 1 (unsatisfactory) to 5 (satisfactory).

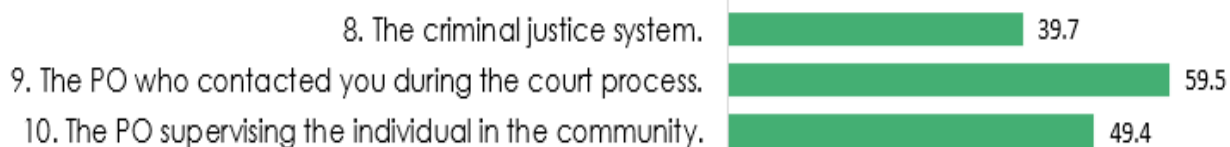
## Survey Results

### Satisfaction with MCAPD Staff: % of respondents satisfied (selected value of 4 or 5)





**Overall Satisfaction: % of respondents satisfied (selected value of 4 or 5)**



66.7%

of victims satisfied  
Goal: 70%+

To determine overall satisfaction, all items measuring post-conviction services are averaged to create a mean score for each respondent; respondents with a mean score of 3.5 or higher are considered 'satisfied.' The Department maintains a strategic goal of 70% or higher victim satisfaction, and using this composite score calculation, 67% of opted-in victims were satisfied with services provided by the Department. This number does fall below the Department's goal; however, it is a 5.5% increase from the FY2020 survey results.

In direct response to the FY 020 Victim Satisfaction Survey, the Department created a Victim Satisfaction Committee, which is comprised of staff across the various programs and services MCAPD provides, with the primary goal of improving victim services. Therefore, the Committee is able to provide a more comprehensive approach to victim services by considering a variety of perspectives, including probation officers/supervisors, presentence staff, victim services, financial compliance, case administrators, and data analytics staff.

The Committee, which began meeting at the beginning of calendar year 2021, reviewed the FY 020 (and now the FY 021) survey report(s), including each survey item, and the open responses/comments. The Committee has developed a wide-ranging list of recommendations to improve areas of the Department's victim services, which are being prioritized in terms of feasibility and urgency before seeking implementation.

"Everyone has been very kind and kept me informed the entire time."  
- Survey Respondent

# FEATURE ARTICLES

A photograph of a modern, minimalist desk setup. In the foreground, a silver laptop is open on a light-colored wooden desk. To the left of the laptop is a black desk lamp with a large, white, dome-shaped shade. Next to the lamp is a clear glass vase filled with purple flowers. A white pencil holder with several colored pencils is also on the desk. The background shows a window with grey curtains and a view of greenery outside.

## THE "VIRTUAL YEAR" COMMITMENT TO IMPROVEMENT DATA INTEGRITY AND ANALYTICS



# The "Virtual Year"

## HOW MCAPD HAS ADAPTED VIRTUALLY IN FY2021

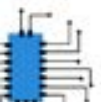
*"Crisis can be... a catalyst or can speed up changes that are on the way — it almost can serve as an accelerant."*  
- Arun Sundararajan

At the beginning of FY2021, social distancing guidelines were still in place and since the duration of the pandemic was still unknown, the Department took steps to create policies and changes to accommodate longer term virtual operations and ensure MCAPD continued to remain mission-focused. To ensure MCAPD's virtual work policies were aligned with the Department's mission to enhance the safety and well-being of neighborhoods amid a global health crisis, Judicial Branch executives created directives in compliance with public health mandates issued by the Centers for Disease Control and Governor Ducey. Before 2020, MCAPD was already using several different technologies to improve the way the Department runs. The pandemic brought on an immediate need to expand flexibility such as implementing greater teleworking opportunities and leveraging existing technology to increase telecommunication between staff and justice-involved individuals as well as create new methods to allow for technology-based learning. This flexibility was extended to officers and supervisors to utilize virtual contacts while maintaining compliance with Code of Judicial Administration, Administrative Orders, and Department policy. MCAPD has adapted to work virtually in nearly every area of the Department, this includes training, how work is completed by the frontline field officers and supervisors who have direct

contact with the community, and continually updating Department policy to ensure it is aligned with the new processes. MCAPD is immensely grateful for the professionals at Court Technology Services (CTS) for all they did to transition the Branch to more virtual operations.

### Training:

In FY2021, MCAPD converted a large portion of traditionally in-person trainings for the entire Department to a virtual format. The Department began to explore ways to expand use of technologies and programs in order to fulfill its duties at a high level, specifically Microsoft Teams and Articulate 360 (the program used by MCAPD to create high-quality computer-based training programs). One example of a crucial training that was largely conducted virtually in FY2021 is the New Officer Training, Education, and Skill-Building Academy (NOTES). The NOTES Academy is the training for newly hired officers during which they receive rigorous and crucial training on a variety of tactics and skills ranging from verbal de-escalation and graduated responses to case planning. The NOTES Academy was conducted virtually through computer-based training and used programs such as Microsoft Teams for live instruction. This has allowed for the new officers and the trainers to telework while participating in the Academy. In fact, the virtual NOTES Academy was recognized



with an Achievement Award by the National Association of Counties (NACo) due to its innovative and inventive nature. Additionally, because the NOTES Academy can be completed more quickly due to less time needed to drive to a specific location, MCAPD has been able to hold more training academies in FY2021 than in previous years which means the Department can onboard new officers more quickly and frequently. For existing MCAPD officers, they were required to fulfill their annual Compliance with Judicial Education (COJET) requirements virtually with no option for in-person training. This required staff to become familiar with a variety of virtual training platforms quickly such as Microsoft Teams, Cisco WebEx, and GoToTraining. Many of these trainings offer increased flexibility due to the self-paced nature of the training and reduced the commute time from having to drive to a specific training location. Another significant benefit that arose from the virtual training was that existing staff now have more options for online classes since the Department created many computer-based training programs to ensure the Department was in compliance with public health mandates. Additionally, the Administrative Office of the Courts (AOC) mandates that staff take six hours of facilitated COJET credit. This requirement can be fulfilled with live facilitated webinars, and because they are virtual, staff have been able to find these webinars from departments all over the country.



officers safe and was consistent with the best practices' standards. The conversion of the DT Refresher to a high-quality virtual format was a significant undertaking for the training units, yet they responded to it without hesitation. The dedication and ingenuity demonstrated by the MCAPD and MCJPD Safety Training Units did not go unnoticed. In 2021, the innovative training was also recognized with a NACo Achievement Award.

Although there were many trainings that could be completed virtually, there were several trainings that had to be completed in-person. The AOC DT Academy, a 40 hour, week-long, training designed to certify officers in tactics and techniques to use in a use of force encounter, had to remain in-person. In addition, the AOC Firearms Academy, a 40-hour, week-long training designed to certify officers who applied to become an armed officer had to remain in-person. The classes that had to remain in-person had small capacities to ensure social distancing and optimal health and wellness conditions. Further, sanitization guidelines were refined and followed to optimize health and wellness conditions. The Department also took temperatures at the start of the classes in an effort to mitigate anyone coming into the training environment with a fever.

## In the Field:

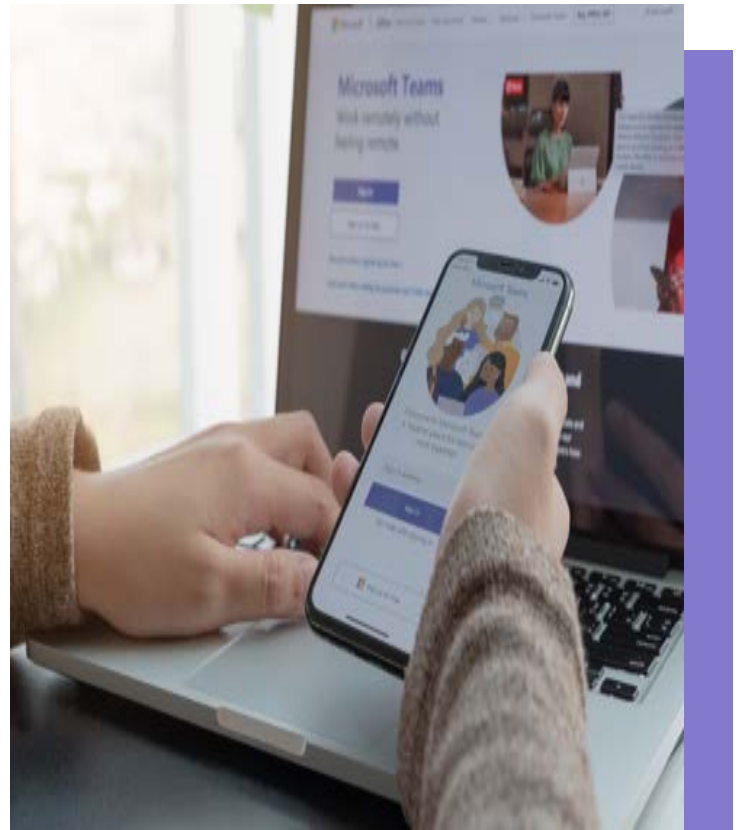
The way work is performed by MCAPD probation officers also saw shifts to go virtual in FY2021. As a result of the pandemic, many probation officers transitioned from a physical workspace to a new virtual environment which required them to adapt to new practices and technologies in an electronic, paperless setting. The change to working virtually happened almost overnight for many staff, and presented logistical challenges;



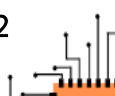
however, it also presented opportunities that may not have been realized otherwise. The extent to which technology was suddenly required for teleworking was an adjustment for many MCAPD staff. Policy changes have provided directives to guide staff in the way they accomplish their daily work product. Many changes occurred including:

## + CONTACTS

While officers have continued to do in-person contacts and other public safety tasks in the field during the pandemic, office contacts have changed dramatically. Traditionally, contacts were conducted through an “in-office day” one to two times per month which required justice-involved individuals to report to an area office on a specific day. This type of reporting schedule frequently required individuals to take time off from work, find childcare, ensure they had transportation, and wait for long periods of time to be seen by an officer. The virtual changes allowed staff the opportunity to conduct non-residential contacts virtually, through cell phones with video applications such as Google Duo or Facetime, or by computer through Zoom or Teams. Technology-based contacts with supervised individuals were explored prior to the pandemic and now officers are encouraged to replace some office visits. Arizona Supreme Court Administrative Order 0 1-109, allowed for virtual contacts and the Department was in the process of implementing technology-based



contacts as an alternative to in-office days even before the health crisis. Virtual contact is defined as a visual contact completed using Department-approved technologies that allow two-way video contact with the individual on pretrial and or probation in real time. For officers, the technology was already available through Department-issued cell phones and computers, and the applications to conduct the video visits were free to download. For those staff that were not familiar with the various applications and different forms of technology used to conduct virtual contacts, it was a learning process. Officers also found that initially the justice-involved individuals struggled to learn and manage the technology as well. These new procedures required staff to patiently help them through the process. Another challenge for both staff and justice-involved individuals was learning and teaching proper video call etiquette establishing a set schedule for the video calls, keeping officer safety in mind with background activity, proper appearance, and being prepared for the meeting. This provides the opportunity to reassess the needs of justice-involved individuals by reducing their anxiety and creating opportunities for a better dialogue. A justice-involved individual may be apprehensive about seeing an officer at the probation office. They may have an unjustified belief they will be arrested or perhaps they may feel uncomfortable sitting in a waiting room with other individuals sentenced to probation. When seen in a virtual world, they often are more willing to talk about the challenges they are facing, which provides the officer with input so that an appropriate form of intervention can be prescribed. So long as the justice-involved individuals remain compliant with their terms and conditions of probation, virtual visits mean they no longer must schedule time away from their job to see their probation officer. Additional benefits of virtual visits include the removal of barriers individuals may have experienced in securing childcare and or transportation to remain in compliance with conditions of their probation.





## + MOVING TOWARD A PAPERLESS SETTING

Before FY2021, MCAPD was already heading in a paperless direction and the STRivE Committee (Saving Trees by Reinventing Electronically) has assisted officers with learning new ways to complete required documents such as a Review & Acknowledgement and Behavior Agreements/Reports electronically. Officers utilized technology to scan or email the documents for review and obtained an acknowledgement of understanding. It became crucial for officers to document in a case note how the document was reviewed and acknowledged as the documents could be used as court evidence. Additionally, since officers rarely visited the probation office, files were used less and less, therefore making meaningful and informative case notes extremely important. A number of the paper documents used day-to-day by officers have now been digitized allowing for ease in sharing/reviewing with justice-involved individuals.

## + TELE ○ |

Probation officers and MCAPD staff in other traditional office settings were now finding themselves required to work away from the office environment. Working from home required everyone to establish a work/life balance, learn to work with interruptions (children, pets, spouses, etc.), manage stress, deal with loss of socialization with peers/supervisor, technology glitches, and burnout. Staying engaged with peers and officer wellness became critical to address during virtual unit meetings, one on ones, and other virtual events. MCAPD focused on the importance of keeping units, teams, and individuals connected. As a result, MCAPD staff developed creative ways to improve spirits such as holding check-ins and team-bonding activities to help improve staff engagement. MCAPD also significantly adjusted the way information was shared throughout the Department. For example, several SharePoint sites were developed to share critical information to the Department and keep all information as up to date as possible with frequent updates. A large portion of the Department were able to work from home for a whole year without losing productivity, by learning how to use new technologies and developing methods to collaborate in different ways.

## + MAINTAINING RISK REDUCTION VIA VIRTUAL MEETINGS

While they remained active in the community, the transition to virtual contacts made it imperative officers focus on having effective conversations with justice-involved individuals to build rapport and target their top criminogenic concerns. As officers became more comfortable in conducting virtual contacts, they have learned ways to incorporate skill worksheets (Carey Guides, Brief Intervention Tools BITS, Driver Worksheets, etc.) into virtual contacts and how to have focused conversations to build skills and address motivation. Most of MCAPD's skill building tools are also available to officers electronically. For quality assurance, supervisors have adapted to observations (FROST and contacts) which are conducted virtually.

While officers were able to complete much of their job virtually, there were still some tasks that needed to be conducted in person and specific protocol was put into place to conduct these tasks such as D A collection, office arrests, travel permits, and intervention with an extreme high-risk client in an office setting. There have also been staff who have been required to remain at work sites to keep the buildings open and operational. Upon entering a building, these support staff were often the first faces justice-involved individuals meet from the Department. Their committed work to the individuals served has not gone unnoticed. Another group of employees that could not go virtual was Communications Center staff who provided essential support to officers while they were in the field. For other employees in the Department, a teleworking option was afforded to staff depending on their work assignment and whether they could continue to work remotely and safely accomplish their work assignment while meeting the goals and mission of MCAPD.





As MCAPD had to quickly reimagine operations due to the limitations brought on by the pandemic, it became clear that enhancing public and staff safety while executing all mandated duties would require the work of all team members. The use of technology has assisted the Department in ways that were unforeseen before the spread of COVID-19 and has significantly improved many aspects of how MCAPD staff work to keep the community safe. Staff have been able to adjust to the new technology and found ways to incorporate these tools to make their jobs more effective. MCAPD staff have worked together and collaborated on how to overcome challenges experienced as the Department adapted to a more virtual environment.

As many of the technologies and practices implemented were in the works pre-pandemic, staff has stressed the importance to continue to explore new technologies and to keep current with new ways to supervise in a virtual environment. This ensures the Department can continue to move forward with the positive progress that has been made the past year. Despite some of the initial technological difficulties faced by staff as the Department quickly went virtual, many employees have expressed they enjoy working from home, not having to travel/commute, and taking part in video meetings and online trainings. While there was an understandable adjustment period for staff to transition into a virtual workplace, many employees have now established a work/life balance that works for them. And at this time, MCAPD is looking toward bringing staff safely back into the office and is providing opportunities for a return to the physical workspace while still utilizing all the new knowledge and technological advances learned in the last year.

Finally, MCAPD is grateful for the professionals in Judicial Branch Human Resources, Finance, Court Technology, and Security who enabled the Department to operate effectively despite all the challenges the pandemic brought. MCAPD saw them transition a huge workforce to work remotely, administer one of the largest grants the Department has ever managed, care for the health of the workforce, and provide administrators with critical information for decision making. This is just a sampling of all they did behind the scenes to keep MCAPD on mission.







# Commitment to Improvement

## A JOURNEY OF INITIATIVE

Over the past two decades, as the Maricopa County Adult Probation Department (MCAPD) committed to implementing evidence-based practices in its supervision strategies, it has also paid significant attention to its organizational culture. Some of the key words that guide this culture, as reflected in the mission, vision, and values of Maricopa County, the Judicial Branch, and the Department, are innovation and improvement. The MCAPD truly embraced a year of innovation during FY2021.

In FY2021, two of the Department's three deputy chiefs retired, along with a division director, taking with them over 70 years of combined experience. These retirements created the space to reflect on the Department and examine opportunities for improvement. One opportunity that was identified was the Department's organizational structure. The Executive Team identified key goals it thought should be reflected in the organizational structure of the Department. Some of those key goals focused on equity in workload, aligning projects with the strengths of

Executive Team members, and ensuring that adequate support could be provided to key initiatives of value within the Judicial Branch and the County. Based on these goals, structural changes were made, demonstrating the Department's ongoing concern for staff and for workload. In addition to changes within the MCAPD's organizational structure, new initiatives have begun that also reflect innovation and improvement. Three key initiatives that began in FY2021 are: Equity, Justice-Involved Women, and Continuous Improvement.

## EQUITY INITIATIVE

The equity initiative is a key example of MCAPD's significant commitment to improvement. The equity initiative is particularly important to ensure MCAPD serves the community and its staff in alignment with its stated values. In FY2020, the Executive Team began discussing aspects of racial equity and brainstorming ways the organization could broaden the values of fairness, respect, integrity, innovation, and safety. In FY2021, MCAPD

welcomed Diversity Equity and Inclusion (DEI) subject matter experts to assess the needs of the Department and began training our organization. Training was provided to members of the Judicial Branch Task Force and Judicial Branch leaders. They participated in a 1 -hour training program held between February and May of 2021 to provide leadership for the next steps of the equity initiative. While this initiative will require far more than training, education is one of many important steps in what will be a comprehensive, deliberate, and thoughtful approach to improving equity throughout MCAPD.

Equity is more than training, department initiatives, or a new policy plan to MCAPD, it requires honesty, vulnerable conversations, and ongoing active listening. Within the Department, officers were gracious enough to share their experiences with Chief Cimino as both MCAPD employees and as persons of color, contributing significantly to the understanding of individual experiences and the importance of this initiative. The initiative's focus on racial equity also extends to promote equity of all groups of staff which make up the Department.

Simultaneously, leaders were assembled across the Judicial Branch under the direction of the Presiding Judge Joseph C. Welty to create the Equality Task Force. The Equality Task Force has focused efforts in the areas of operations, human resource operations, training, and internal as well as external perspectives on the Judicial Branch.

Specifically:

- The Operations Workgroup focuses on the ways in which the Branch exercises discretion at key decision points using data visualization to illustrate disparities, as well as their cause. Data provides Court leadership with evidence-based approaches to provide equitable service and justice.
- The Human Resources Operations Workgroup examines areas of hiring, internal promotion, employee relations, and management.
- The Training Workgroup considers potential offerings the organization can provide to educate our staff. As an agency which prides itself in professional development and continuous education opportunities, forums have been coordinated with external subject-matter experts that have been of great value.
- The Internal/ External Workgroup assesses how employees as well as external groups and members of the community view the Branch. To remain informed about these views routinely, surveys measuring the thoughts and feelings of employees and supervised individuals are conducted then thoroughly reviewed to identify how the Branch can improve based on the feedback received.

Given the size of our organization, the Equity Initiative is a long-term project. The Judicial Branch and MCAPD are taking a deliberate and thoughtful approach to ensure continued success in moving toward equity and equality.

# JUSTICE-INVOLVED WOMEN INITIATIVE

As an organization with a commitment to improvement, MCAPD has highlighted the justice-involved women population as a priority to evaluate how services should be delivered to provide the best opportunity for success in the community. Within community corrections, an abundance of research maintains that the drivers of criminal conduct are often different for individuals based on gender. Justice-involved women tend to have higher backgrounds in trauma-related incidents than men under supervision, and often at significantly increased rates compared to their female counterparts in the community who are not justice-involved. MCAPD recognizes these differences and is working to incorporate the research in its approach to supervising justice-involved women.

MCAPD believes justice-involved women, with their unique backgrounds and drivers of criminal conduct, will benefit from services tailored to their specific needs. The goal for this initiative is to support women to be safer and healthier in the community and provide assistance and resources to justice-involved women, especially if they have children, in hopes their lives will be impacted positively because MCAPD staff truly strive to support behavior change and safe communities.

To best accomplish this, the Department recognizes the significance of following evidence-based practices, and values research and its impact in guiding decisions. Research provides effective and unbiased information regarding supervised individuals. This research includes examining how the organization serves justice-involved women.

MCAPD is varying its approach to supervision with justice-involved women, particularly those who are determined higher-risk. In the past year, the Department has begun looking at how services could be improved for this population including what approaches would be most effective and how to be trauma-informed. Planning occurred throughout the year in anticipation of multiple caseloads tailored towards justice-involved women being implemented in standard probation in FY2022. The impact of this new approach to supervising justice-involved women will be assessed through an ongoing review of data.

# CONTINUOUS IMPROVEMENT INITIATIVE

In a very general sense, continuous improvement means being engaged in ongoing improvement of key work practices. However, the idea of continuous improvement has also been developed into a key business practice or strategy that is embraced across a variety of industries, often referred to as lean management. For the MCAPD, there are a number of key factors that guide its efforts to have a focus on continuous improvement. The first is to ensure that everything that the Department does is aligned with its mission, vision, and values. Mission, vision, and values reflect the Department's key purpose, services, goals, and behaviors. A key component is to ensure that key performance indicators (KPIs) and key behavior indicators (KBIs) are aligned to help determine, in measurable ways, if goals are being achieved. Reviewing KPIs and KBIs help identify those opportunities to

improve. While many of these elements have been in place for a number of years, the Department has begun the process of revisiting its mission, vision, and values and performance measures to ensure that they are in alignment. This review will continue into FY2022 with improvements to KPIs and KBIs being implemented as appropriate. Another key component of continuous improvement is focused on staff involvement at all levels of the organization. Employees are recognized as the Department's greatest resource and this includes a recognition that they have ideas about how their work processes could be more effective and efficient. It is important to provide a process that allows staff to share their ideas, and to evaluate the effect of implementing them. It also includes having a clear decision-making process to help assess the impact of the ideas and establish priorities. In FY2020, a pilot of this process was conducted with officers supervising out-of-county cases. Going forward, this process will be expanded and implemented Department-wide.

## **CONTINUOUS IMPROVEMENT PROCESS PILOT: OUT-OF-COUNTY CASELOADS**

In FY2020, a number of staff in the Organizational Development and Support (ODS) Division had the opportunity to participate in training to introduce concepts and methods that can help a department engage in continuous improvement. To practice those strategies, in December 2019, staff supervising out-of-county caseloads were provided an opportunity to pilot a continuous improvement process. They enthusiastically agreed to serve as volunteers for this pilot.

The process involved the following:

- Staff supervising out-of-county caseloads were asked to present ideas about what would make their job easier or more efficient. They were encouraged to think big and all ideas were acceptable. This step in the process gave them permission to challenge current processes and to move away from the common response of "because that's how we have always done it" when asked why a process is in place.
- Staff presented their ideas to the ODS team and their supervisor. A matrix was also used to rate which ideas would have the greatest benefit along with the level of difficulty to implement. This information could be used to help prioritize the ideas that were generated.
- Next, ideas were presented to leadership to obtain input and support to move them forward. A number of the ideas presented could be implemented internally by the out-of-county team, without additional resources. Other ideas required additional resources or collaboration with other units. Over the course of FY2021, most of the ideas presented by the out-of-county staff have been implemented in some capacity.

Commitment to improvement is truly at the core of MCAPD. The Department's key initiatives provide the framework for future years of strategic planning for the organization. The MCAPD looks forward to the dynamic progress and innovations of the organization to come.



# DATA INTEGRITY AND ANALYTICS DEPARTMENT

In October 2020, a new department was created in the Judicial Branch called the Data Integrity & Analytics Department (DIA). The DIA brought together the teams responsible for providing and analyzing data and other information within the Superior Court S P , MC PD, and MCAPD into a single department, under a single administrator, Michelle Dunivan. While each team had consistently served its respective department well, the creation of the DIA recognizes that the whole is greater than the sum of its parts. By bringing these teams together, the capacity and capabilities of the three teams was expanded.

Both Michelle Dunivan and Chief Michael Cimino shared in a belief of the benefits of the DIA. Michelle indicated that she *“saw all three departments working separately on some projects that really could have been collaborative or could have borrowed from projects that had already been completed in another department.”* She also saw opportunities by combining resources. *“As a full department we would be able to institute processes to reduce redundancies, demonstrate our value, and improve quality in a way we wouldn’t be able to do under three different leaders.”* Chief Cimino shared these views and commented about the talented analysts each division of the Branch already had. *“They were already high performers and effectively serving those three divisions, but by increasing the formal interaction and collaboration among those three groups we expected their impact would be even greater than when they largely worked as three independent units.”* Analysts remain embedded in their respective departments to ensure that each individual department maintains the level of analytical support they are accustomed to. With the DIA, those analysts can also share experiences and resources.

So, what does the DIA do? As reflected in its mission, the DIA is committed to providing accurate and meaningful information to help make data-driven decisions across the Judicial Branch. The DIA has a vision of building a data culture within the Branch that relies on research, quality data, innovation, clear and comprehensible reporting, and collaboration. That vision also focuses on continuous improvement and evaluation of services and programs to help improve outcomes for justice-involved individuals, the community, and other stakeholders. The key values of the DIA are collaboration, objectivity, accessibility, and creativity.

One goal of the DIA is to provide data in a meaningful way so that key information is available to guide a data-driven decision-making process. It is also a goal for data to be accessible and understandable to all staff and not just those familiar with the intricacies of interpreting data. One of the tools the DIA has obtained access to is Statistical Analysis System SAS Viya, which provides capabilities for both statistical analysis and data visualization. The long-term goal is to be able to use SAS Viya to produce interactive dashboards that make data accessible and digestible to Judicial Branch leadership and others who engage in decision making. The first example of a dashboard created by the DIA team, and shared across the Judicial Branch, was the results of the Employee Satisfaction Survey conducted in FY2021. The dashboard that was shared provided the opportunity

for all staff across the Branch to review the results of the survey for the Branch, and for their respective department, and better understand levels of satisfaction in key areas such as Achievement and Respect and Integrity. The dashboard also shared information about the impact of COVID-19, teleworking, and perceptions of diversity, equity, and inclusion (civility). Chief Cimino highlighted this as an example of the expectations that existed for the DIA by stating *“We really saw in that example the collective power and potential of our staff in DIA.”*



In addition to the work across the Branch, the DIA team for MCAPD continues to provide internal support in a number of areas. They provide monthly statistical reports that provide leadership with an understanding of the populations of individuals on supervision as well as performance measures related to the Department's key strategic goals.

One way that this information is helpful is to understand staffing and resource allocation needs. Additionally, the DIA team works to support MCAPD by creating reports, assisting with data requests, and offering technical assistance where possible. Conducting surveys and generating corresponding survey reports are another key DIA contribution. DIA team support is also provided to various initiatives across the Department such as those focused on continuous improvement, equity, and justice-involved women. The DIA team is able to identify and provide data or other information that can help to provide direction or to understand the potential impact that a project may have. The DIA also continues to produce the MCAPD newsletter *The Chronicle* and the Annual Report.

The work of the DIA since its inception only scratches the surface of the potential of the DIA. Chief Cimino expressed his optimism for the future. *“I see them continuing to learn and leverage their collective knowledge and analysis that takes us further as an organization than we could go if they remained separated. The more we can develop knowledge across the Branch, work with one another, we leverage the cumulative wisdom and talent of what is already an incredibly talented group of individuals.”* The DIA team within MCAPD is looking forward to the future, to continually challenging themselves to make information more accessible, and to capitalizing on the wealth of data collected by staff across the Department and the Judicial Branch.



# PRETRIAL SERVICES

## PRETRIAL SERVICES DIVISION

# PRETRIAL SERVICES *Division*

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

## INITIAL APPEARANCE UNIT

**IA packets completed: 47,482**

**Average cost per IA packet: \$63.81**

The Initial Appearance Unit (IAU) operates 24 hours a day, every day of the year and is responsible for providing accurate, objective, and time-sensitive information to the Initial Appearance Court. Specifically, the IAU conducts the Public Safety Assessment (PSA), which measures the likelihood of the individual's risk of failure to appear for court and/or reoffending, and provides criminal history information, financial interview details, and other pertinent documentation to the Initial Appearance Court, which determines pretrial release conditions.

In FY2021, due to the pandemic, the entire IAU operation operated on an online platform in order to comply with and promote public health recommendations. While operating remotely and online, the IAU continued to complete timely IA packets for the Court and place probation holds; in addition, 9 bond review reports were submitted to the Court to assist in bond modification hearings.

In November of 2020, the IAU worked closely with the Maricopa County Sheriff's Office (MCSO) and the Initial Appearance Court to ensure a smooth transition to the new MCSO Intake, Transfer and Release (ITR) Facility. The ITR has four completely functional courtrooms, two of which are designated to be used by the Initial Appearance Court. Once employees are able to return to work in person, the IAU will resume out of the ITR and utilize the interview stations located in the holding area to conduct pre and post-court interviews.

## GENERAL PRETRIAL SUPERVISION AND ELECTRONIC MONITORING

**Active end of year supervision population: 3,335**

**Average daily cost of supervision per individual: \$7.71**

**Annual program cost of supervision: \$10,256,623**

Much like the other programs and units within the Department, General Pretrial (GP) supervision has dedicated their focus and initiative to maintaining excellent customer service to all stakeholders during the pandemic. The significant restrictions placed on daily operations compelled the creation, experimentation, and integration of alternative supervision contact methods to offset the disruptions to pretrial business. During this fiscal year, the GP units moved quickly to utilizing an almost completely virtual office for persons on supervised pretrial release to communicate with their assigned officer. The officers, in turn, continued and improved upon electronic reports submitted to





the Court and electronic file-keeping thus diverting foot traffic away from the office. Dedicated officers from all three GP units volunteered to maintain a presence at the three various office locations to ensure necessary in-person court and client needs were met in a timely manner. Independent of the pandemic's effects, GP moved a second unit to the South Court Tower location to manage the high volume of newly released individuals ordered to pretrial supervision in early 2020.

During this fiscal year, EM staff received Judicial Branch Performance Excellence Awards for their work during the pandemic. The EM program adapted to significant changes to continue installing electronic monitors inside the jail despite the pandemic, without any disruption. Officers installed ankle monitors seven day a week, including holidays, at multiple jails. On many occasions, officers installed monitors on incarcerated individuals that either tested positive for CO ID-19 or were quarantined pending test results for possible exposure. Performing such high-risk installations required the use of personal protective equipment (PPE). M staff were also tasked with completing installs and providing instruction in challenging areas of the jail's sally ports, hallways outside of isolation cells, and even inside medical isolation cells. In all such instances, installing monitors put officers inches from inmates and even closer during actual installations.

**1,200**  
**ELECTRONIC MONITORING**  
**AVERAGE**

All EM staff did a remarkable job adapting to new challenges and continuing to perform job duties at a high level. M support staff took on additional tasks related to returned equipment understanding that it may have been previously installed on possibly CO ID-19 positive individuals. Safety protocols were enacted and staff ceased washing and recycling equipment to protect the safety of supervised individuals. They adapted to countless new procedures to both minimize their risk of exposure while also ensuring there was enough inventory to continue to install monitors and support the program's highly effective Install-Before-Release from custody option favored by the Court. Furthermore, during this period, Court efforts to reduce the jail population resulted in higher caseload size for EM officers who have continued to supervise individuals in the community to promote law-abiding behavior and court appearances. At times during FY2021, the EM program was supervising a record high number of individuals, with approximately 1,200 individuals on electronic monitoring at any given time.

The EM program began piloting the submission of Petition to Review Conditions of Release and Request for Revocation/Amendment of Release Conditions via email with the Initial Appearance Court to ensure public safety and work within the pandemic staffing restrictions in place. This required modification of existing procedures to include adding electronic signatures to documents and additional steps to ensure signed warrants were promptly delivered to the Maricopa County Sheriff's Office for immediate input into their database.

The EM program shifted operations for Install-Before-Release from the Fourth Avenue and Lower Buckeye Jails to ITR. The consolidation of worksites to ITR allowed the EM Program to improve shift staffing for Install-Before-Release from custody operations, and to utilize interview stations in the ITR Release Area along with a fully equipped office suite with workstations and a storage room for electronic monitoring equipment. A GPS repeater was installed in the ITR Release Area, permitting officers to verify equipment is fully functioning before an individual's release from custody. These significant improvements enable the EM program to continue providing a high level of support and service to the pretrial population and the Court.

A stack of colorful folders and papers, with a magnifying glass resting on top. The folders are in various colors including blue, white, and orange. The magnifying glass is positioned over the top of the stack, and its handle is visible. The background is slightly blurred, showing more papers and a yellow object.

# PRESENTENCE INVESTIGATIONS

## PRESENTENCE INVESTIGATIONS DIVISION

# PRESENTENCE INVESTIGATIONS *Division*

**Presentence investigation reports completed: 10,591**

**Average cost per presentence investigation report: \$1,171.00**

**Annual program cost: \$11,741,377**

The Presentence Investigations Division (PSI) is a unique division within the MCAPD. Whereas other divisions focus on supervising individuals in the community and compliance with conditions of probation, PSI specializes in providing presentence reports and other valuable information to judicial officers. PSI screeners and officers work together prior to the sentencing of an individual to produce a comprehensive report containing a summary of the offense behavior, statements from interested parties, the justice-involved individual's interview results and risk assessment data, an evaluation of sentencing considerations, and an evidence-based sentencing recommendation.

Specifically, after an individual's determination of guilt, a PSI screener sends introductory correspondence to victims, compiles criminal history information, and completes an interview with the justice-involved individual addressing multiple topics that determine their specific risk of reoffending and any treatment needs. The PSI officer expands upon this foundation and completes a detailed analysis of case circumstances, meaningful contact with stakeholders, and provides a sentencing recommendation for the judicial officer to consider that includes the risk needs of the offending individual's impact to victims and the community.

PSI also contains the Assignments Unit, which addresses inquiries at the initial assignment of a report and then assigns individuals sentenced to probation supervision to the appropriate field supervision caseload immediately after sentencing. Post-sentencing assessments and D A samples are also completed and collected by PSI screeners.

At present, PSI completes four types of reports. Full reports are the most common and represent the traditional presentence report to the Court as outlined above. Expedited reports are completed on an accelerated timeframe and include similar information in a more concise product. Criminal History reports are ordered less frequently, but nevertheless provide the Court with valuable arrest and conviction data and statements from affected victims. The fourth type is a combination (combo) report which combines the full PSI report with a probation violation report when a new offense is committed during active probation supervision. Combo reports were previously assigned to field probation officers, but as of March 2020, PSI assumed full responsibility for combo reports, providing field officers with more time for caseload management and risk reduction strategies of supervision. In May 2021, the National Association of Counties awarded PSI an Achievement Award for this program. The application, titled, "Making More Time for Positive Change: Moving Combo Reports to Presentence" detailed the efforts and successes of the PSI division in leveraging specialized skillsets to efficiently complete combos while simultaneously providing the field officers with more time for community supervision.

In FY2021, process changes from the previous fiscal year designed to maintain health standards, such as telework policies, the contactless DNA collection procedure, and reduced court operations, largely remained in place. These policies reduced the number of hearings held, which, reduced parts of PSI's workload. In response, PSI reallocated resources to support other divisions and units requiring assistance, primarily the Court Liaison Unit. For example, PSI staff purged pending bench warrants, assisted with criminal history reports, and provided custody updates for pending cases. At the end of FY2021, court operations increased, and so did the work of PSI.

# PROGRAMS



**DRUG COURT  
DUI COURT  
VETERANS UNIT  
SUPERVISED YOUTH UNIT  
REACH OUT PROGRAM  
T4C AND DECISION POINTS**



# DRUG COURT

Active end of year population: 376

Average daily cost per supervised individual: \$16.04

Annual program cost: \$3,236,876

Authorized caseload ratio: 1 to 40

Success rate: 68%

Drug monitoring results indicate that 22% of individuals in the Drug Court Program were drug free in FY2021.

According to the National Association of Drug Court Professionals, as the war on drugs intensified during the 1980s, the justice system found itself on the front lines of the cocaine epidemic. Both justice and treatment professionals alike began to recognize that not treating substance use and mental health disorders simply perpetuated a vicious cycle of relapse and recidivism. In 1989, the first drug court launched in Miami-Dade County, Florida, laying the foundation for what is now more than three decades of justice system reform. Treatment courts are proving that providing supervision, structure, and evidence-based treatment is a far more successful approach to substance use and mental health disorders than incarceration alone.

Becoming operational in 1992, the Maricopa County Adult Drug Court program is one of more than 4,000 treatment courts found in every state in the U.S., four territories and twenty countries. The program offers cognitive-based, intensive outpatient substance use counseling and drug monitoring for high-risk and high needs participants with substance use disorders. The Drug Court team monitors an average of 4 participants' adherence to treatment intervention services, and probation supervision to ensure progress is made towards the goals of achieving long-term sobriety and positive behavioral change.

An integral part of the Drug Court program is participation in counseling services. Upon

entrance to Drug Court, participants are assessed by a licensed clinician who determines the appropriate level of treatment each individual will attend. Since the onset of COVID-19, treatment groups and individual counseling sessions have primarily been held through a virtual counseling platform. While some individuals have struggled with this change, a majority of participants have appreciated the ease of attending counseling from home. New Drug Court participants have continued to benefit from Drug Court's grant program, Housing Outreach and Peer Engagement (HOPE), which provides peer navigation and sober living services for eligible participants. During its first two years, HOPE has provided peer navigation services to 177 Drug Court participants, and recovery housing services to 110 participants. These services have been beneficial with keeping participants engaged in treatment and providing them a safe place to live while they work to navigate through their new found sobriety. A revival of the Drug Court Alumni Association has also continued to provide needed support to both current Drug Court participants and those who have already completed the program. The

ational Association of Counties recognized the inventive and creative efforts of the Drug Court team and awarded them Achievement Awards for both the Drug Court Alumni Association as well as OP .



*"I am so surprised by the experience I have had with my Probation Officer. I feel like she is an asset for my success and is in my corner because I am doing right and working at my life daily."*

*- Individual on Supervision*



Evidence shows that the court aspect of a drug court program is an important part of the success of the participants. To remedy the need for a judicial officer within Drug Court, the probation and legal teams decided to begin offering virtual “check-ins” in lieu of official court hearings to ensure that the participants had a supportive place to gather with the Drug Court team and to process any ongoing issues. As judicial officers became available, they were able to join these check-ins, and the check-ins eventually evolved into more of a true court hearing structure. Towards the end of the fiscal year, hearings were able to move towards a hybrid model, allowing for some in-person hearings to resume, and for Drug Court to return to a place more resembling the actual Drug Court that the team remembered. To keep things interesting, both of the assigned judicial officers for Drug Court rotated out of the program and assumed new assignments at the end of the fiscal year. The Drug Court team’s ability to adapt and modify practices has certainly been challenged this year, but the team has been able to persevere to ensure that all participants receive the treatment and supervision that leads to their success.

## DUI COURT

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Active end of year population: 167

Average daily cost per supervised individual: \$9.69

Annual program cost: \$621,509

Authorized caseload ratio: 1 to 40

Success rate: 92%

Drug monitoring results indicate that 31% of individuals in the DUI Court Program were drug free in FY2021.

The DUI Court program is a problem-solving court based on the Drug Court model. A multi-disciplinary team works together to address offenses involving driving and substance use. A judicial officer and representatives from

probation, defense, and treatment make up the team.

Like other problem-solving courts, the pandemic affected the D I Court program primarily in two ways. Firstly, addressing both Substance Use Disorder (SUD) and thinking distortions that support driving while impaired requires pro-social interaction that assists the justice-involved individual to recognize their faulty thinking regarding SUD and driving. The team attempted to reframe social distancing as physical distancing. However, not all individuals had access to and knowledge of the use of technology to assist in staying connected while physical distancing (avoiding loneliness) and to engage in on-line counseling sessions. Additionally, the pandemic impacted traditional D I Court operations as therapeutic courts were suspended for much of the year.

Despite the challenges of the pandemic, officers within D I Court remained committed to ensuring that they continued to adhere to mandated requirements with a focus on public safety and keeping individuals engaged in treatment. Officers had to adapt in a number of different ways. One of the most significant was adjusting how they conducted breathalyzers in order to maintain health and safety protocols. Another was adapting to a change in available treatment resources, which transitioned online. As a number of justice-involved individuals experienced technological challenges, officers spent a significant amount of time engaging in education and advocacy to help them connect with online treatment and support groups, and to ensure they could participate in Victim Impact Panels.

The D I Court Program gradually started engaging justice-involved individuals in meetings that included their representatives



from defense and treatment to provide holistic supervision. This interaction eventually included a judicial officer. The D I Court recently started a hybrid court model, where some participants attend in-person and some others attend virtually. D I Court will continue to increase participation of justice-involved individuals with the Court, using this hybrid court model, as it returns to follow all provisions of the model.

The D I Court team continues to recognize the significant impact that D I offenses have on community safety and well-being. Ongoing attention is paid to research and data from sources such as the A Department of Transportation and the ational Center of D I Courts CDC to continue to learn about the strategies that are effective in the supervision and treatment of this population. The team looks forward to continuing to adapt, as has been done during the pandemic, to maintain public safety and improve outcomes.

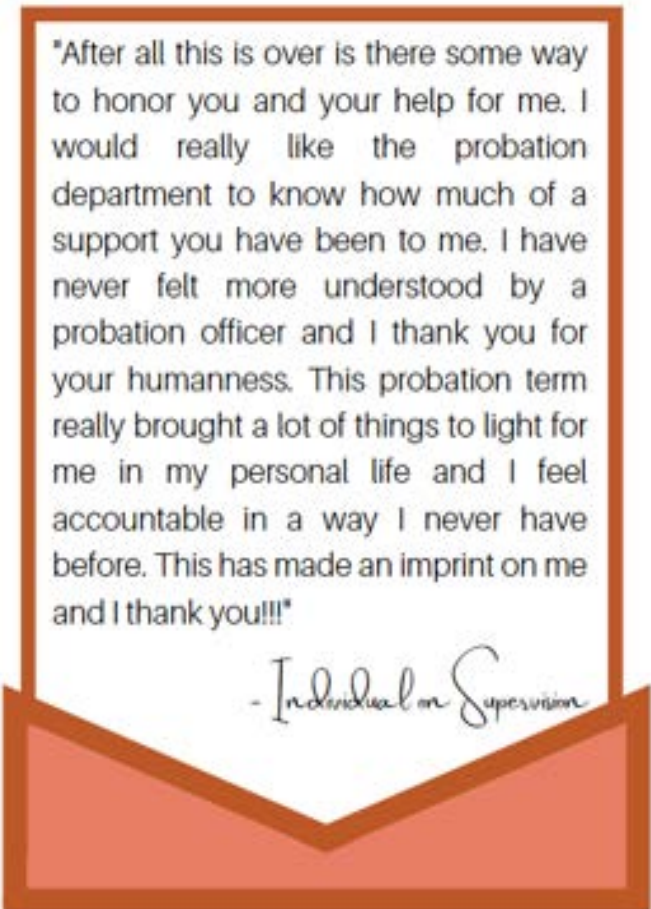
# VETERANS UNIT

- Active end of year population: 384
- Average daily cost per supervised individual: \$6.06
- Annual program cost: \$941,640
- Authorized caseload ratio: 1 to 60
- Success rate: 90%
- Drug monitoring results indicate that 47% of veterans were drug free in FY2021.

The Veterans Unit is comprised of probation officers who are dedicated to the supervision of medium- to high-risk veterans sentenced to probation. Probation officers assist veterans by helping them obtain services by either connecting them to the Department of Veteran Affairs (VA) or other relevant community partners who may be able to assist them.

For those veterans requiring additional support, Veteran's Court is utilized as an inter-agency, problem-solving court with additional resources to help veterans solve challenging and complex issues specific to them, so they can complete their probation successfully. The Veterans Court team works as a collaborative effort and is comprised of the Court, MCAPD, VA, public defenders, and other community agencies. During court, an individual's plan is drafted by staff, discussed with the veteran, and if they are agreeable, implemented by the team. Some of the difficulties that veterans struggle with are: post-traumatic stress disorder, traumatic brain injury, military sexual trauma, anger issues, domestic violence issues, and drug and alcohol-related issues.

This year has been incredibly challenging due to numerous changes and adjustments for both staff and veterans due to the pandemic. Previously, we had received grant funding through the Arizona Department of Veterans' Services for our Veteran Court Alumni Association (VCAA) to conduct prosocial events for veterans.





Examples of previous events have been bowling, movie night at a theater, and picnics in the park with softball games. Unfortunately, these events were postponed due to the social distancing and safety measures implemented. In-person Veterans Court was also discontinued due to the pandemic and instead virtual court was established. We also received a new Commissioner to preside over Veterans Court during this year. Probation officers utilized creative and different approaches, such as virtual contacts through Google Duo or Apple FaceTime, to remain in touch with the veterans they supervise. Virtual communication such as emailing and text messaging have also been used more often.

Despite the challenges incurred over the past year, which staff handled admirably, the Veterans Unit is looking forward to some positive changes in this upcoming year. One of those changes is an addition to the Veterans Court team, a peer support/mentor from La Frontera - Empact. Because of the significant needs of our veterans, having a peer support/mentor to assist them with some of the day-to-day challenges and concerns addressed in court will go a long way with helping our veterans be more successful with completing probation. In addition, the Veterans Court team is moving back to more

normal operations over the next month and will continue to use a hybrid of both virtual and in-person Court hearings moving forward. Lastly, the Veterans Court team is also moving in the direction of having structured contracts and phases, where evidence-based practices will be used, and veterans' progress can be monitored and tracked until they successfully complete the program. Various sanctions and rewards will be utilized to address veterans' behaviors and graduations will be recognized in court for successful participants.

## SUPERVISED YOUTH UNIT

Active end of year population: 303

Average daily cost per supervised individual: \$7.95

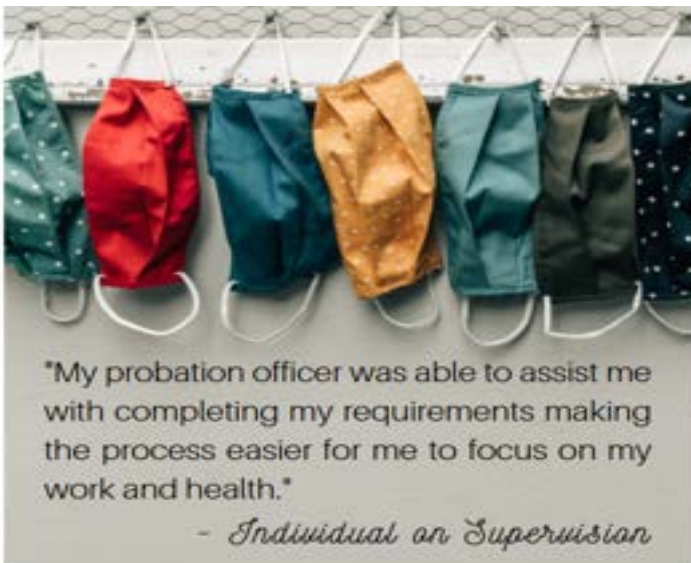
Annual program cost: \$954,003

Authorized caseload ratio: 1 to 40

Success rate: 77%

Drug monitoring results indicate that 50% of individuals in the supervised youth unit were drug free in FY2021.

The Supervised Youth Unit is a component of Standard Probation Supervision and supervises juveniles sentenced to probation supervision in adult court and individuals up to the age of 21. It consists of eight probation officers and a clinical coordinator. One element of the unit is the Juvenile Transfer Offender Program (JTOP). JTOP is a court-ordered therapeutic treatment court intervention, which works to quickly and efficiently address risky or unlawful behaviors in the hopes to mitigate risk. The JTOP Court team consists of probation officers, a clinical coordinator, the judicial officer, defense counsel, and the justice-involved individual; the probation officers participating in this court are a part of the Supervised Youth Unit. Early termination and expungement of records are perhaps the greatest incentives to engaging in and successfully completing JTOP. Accomplishments of the youth in the program include successfully completing





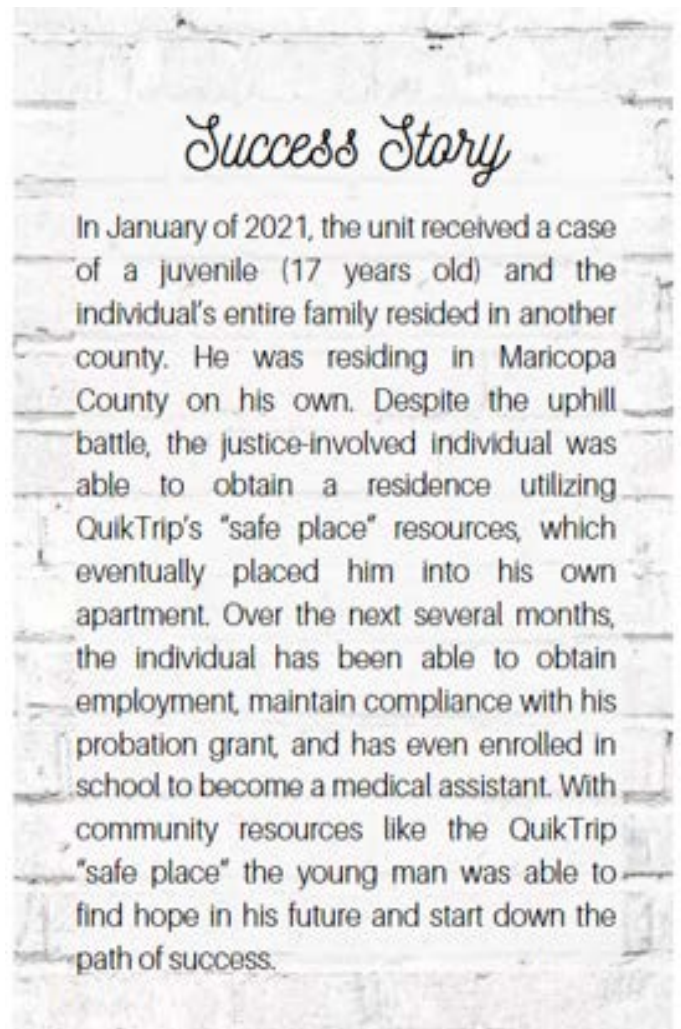


residential treatment, completing Courage to Change, a cognitive-based interactive journaling program, graduating from high school, obtaining a GED, and graduating from a vocational program. Not only do officers possess expertise in managing juveniles and young adults, they also work closely with defense attorneys, treatment programs, schools, and families in order to promote behavior change. The clinical coordinator is dedicated to this unit, and collaborates with the justice-involved individuals, officers, and the Court to ensure the youth are receiving the appropriate level of care.

While the COVID-19 pandemic impacted normal operations of the JTOP, in January 2021 the Court was able to start implementing virtual hearings in an effort to reengage individuals with the program. By July 2021 the Court began seeing individuals in the program in person and resumed weekly hearings, while complying with social distancing recommendations. This had a vast impact on overall compliance with the individuals in the program. In addition, it enhanced treatment interventions since the Court team was able to start working together again on the goals of the program and enhancing the lives of the young individuals in the program.

During FY2021, the officers, unit supervisor, defense attorneys, and clinical coordinator participated in Adverse Childhood Experiences (ACEs) training. Unfortunately, ACEs are surprisingly common amongst this population and is a strong predictor of later well-being, social functioning, use of mood-altering substances, engagement with the law, and health risks. The Supervised Youth program has the remarkable ability to counterbalance behaviors correlated to ACEs by implementing supervision strategies with a trauma-informed approach.

The clinical coordinator makes connections to community partners for behavioral health and or substance abuse treatment and completes an assessment of clinical needs. Probation officers work collaboratively with the clinical coordinator and community-based partners to provide a strong support team with the individuals and their family. Randomized drug testing through Averhealth as well as engagement in prosocial activities, such as full-time school or full-time employment, are just some of the goals for participants. While successful termination of probation is the goal, the hope is that the skills learned while participating in specialized supervision and/or JTOP will be lifelong, resulting in an improved quality of life for both the participant and the community.





# REACH OUT PROGRAM

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The Reach Out program's main focus is to identify justice-involved individuals who have been sentenced to probation and who are currently in need of residential substance abuse treatment and place them into the appropriate level of care within the community. This is accomplished by collaborating with the courts, attorneys, MCAPD, Maricopa County Sheriff's Office, Correctional Health Services, Arizona Health Care Cost Containment (AHCCCS) Liaison, and community treatment facilities. This coordination not only provides opportunity and hope, it also reduces the total number of days individuals spend in jails, benefiting both them and the systems that hold them in custody. Over the last year, Reach Out had to adjust and make accommodations to address the restrictions of the pandemic. Executing the changes and meeting the newly implemented restrictions, Reach Out was able to provide continuous services and opportunities for individuals to be released into appropriate substance use treatment facilities in the community. Throughout FY2021, the Reach Out program never stopped accepting new referrals, completing the American Society of Addiction Medicine Assessment or processing releases.

To avoid a time-consuming process, staff has collaborated with AHCCCS to complete applications for treatment for individuals pending release directly into the AHCCCS Health-e-Arizona Plus system. This has expedited the wait time for coverage tremendously and allowed justice-involved individuals to be quickly admitted into treatment. Staff conducts AHCCCS application interviews by video on jail-issued mobile devices using the Global Tel Link Corporation (GTL) system.

Another change that occurred this year was the creation of the Reach Out portal using the GTL system. This allowed justice-involved individuals to have direct contact with Reach Out staff to answer any questions or concerns and receive up-to-date information regarding the status of their release, if applicable. Previously this was accomplished by mail, which was significantly more time consuming. Now that individuals have increased access to jail-issued mobile devices, the requests are received electronically.

Reach Out continued to evolve and make changes as needed over the last year. The greatest aspect of the program is that Reach Out never stopped conducting releases to ensure all individuals continued to get the treatment they needed to reduce recidivism.

# T4C AND DECISION POINTS

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Thinking for a Change (T4C) is a 6-session integrated cognitive-behavioral change program designed for justice-involved individuals. It uses a combination of approaches to teach participants about awareness of themselves and others. The curriculum is comprised of three major components: Cognitive Self Change, Social Skills, and Problem-Solving. Implementation of the classes meets the National Institute of Corrections' TIC recommendations and is delivered with fidelity across the Department as well as with partnering agencies.

In FY2021, all T4C classes were held exclusively online. Throughout the year, the T4C team continued to partner with Terros Behavioral Health and La Frontera – Empact to deliver online T4C classes using a web-based platform.



A significant decline in the number of T C classes, participants, and graduates is due to the loss of T C classes which were previously being held within the Maricopa County Sheriff's Office jail. Classes were suspended due to the COVID-19 pandemic to prioritize the health and safety of MCSO staff and individuals in custody. Another challenge the program faced is that some individuals are not able to participate in online programming either as a result of their offense or due to their lack of technology access and knowledge. During this past year there were 10 online T C classes with 9 participants confirmed to start. Although some individuals struggled to access classes available, there were 10 successful graduates and another 10 still actively participating at the end of the year. While the online platform provides a level of ease and convenience for many people, it is still difficult for others to navigate the technological difficulties that span from one's ability to log in and maintain a reliable device, or maintain stable coverage data service or internet connection. In addition to online classes, the T C team offered one online T C Facilitator Certification. Seven new facilitators successfully completed the training including staff from MCAPD (three), Terris (two), and Lander -- Empact (two).

Decision Points DP is an open-ended, self-paced cognitive program designed for justice-involved individuals. DP targets antisocial skill deficits through an interactive behavioral approach. DP teaches participants about the trouble cycle and skills necessary to lead them away from trouble.

There are three active, online DP classes including classes in the evening, daytime, and one specific for the supervised youth population. MCAPD continues to utilize DP as a T4C preengagement and aftercare program as well to engage those in need of daytime hours or the supervised youth population.

Over the past year 9 participants started DP, 1 successfully graduated, and transitioned to T C classes. In the months to come the T C team hopes to begin an in-person DP class for those who have not been able to participate in online programming.

There was an online DP Facilitator Training held for 10 participants: eight from SAGE Counseling and two from MCAPD. The training was initiated by the Maricopa County Attorney's Office Special Projects Manager to train contracted staff for their diversion program.



"My PO and my IPS officer have both been very helpful to me. They both have played a huge role in my success in many areas including: continuing my education, helping me to secure a career in substance abuse counseling, maintaining my recovery, and they have even played a role in my decision to take an active role assisting my grandparents, who are both on hospice care. I see these two probation officers as my professional mentors helping me each day to change my life for the better - and I thank them for it!"

- *Supervised Individual*



**COMMUNITY  
TRANSITION &  
SUPPORT**

**PRISON REENTRY PROGRAM  
COMMUNITY REINTEGRATION UNIT  
SERIOUSLY MENTALLY ILL PROGRAM  
ADULT EDUCATION PROGRAM**



# PRISON REENTRY PROGRAM

Active end of year population: 568

Average daily cost per supervised individual: \$18.00

Annual program cost: \$3,799,417

Authorized caseload ratio: 1 to 20

Drug monitoring results indicate that 54% of individuals in the prison reentry program were drug free in FY2021.

The Prison Reentry Units supervise individuals released from the Arizona Department of Corrections Rehabilitation and Reentry (ADCRR) to a subsequent standard probation term. The goal of the Reentry Program is to provide needs assessment, planning, and immediate interventions to ease the transition between prison and probation. The program continues to focus on reducing the number of individuals who immediately abscond and/or recidivate after being released from prison to probation, thereby increasing neighborhood safety and the efficiency of the criminal justice system. Over this past year, the Reentry Program conducted 1,100 pre-release interviews, averaging 10 interviews each month. As a result of these efforts, less than 10.99% of individuals assigned to the Prison Reentry Units initially absconded after release during 2021.

The Prison Reentry Program provides coordinated pre- and post-release services and is organized into four separate units: Reentry Pre-Release, Reentry West, Reentry South and Reentry East. The pre-release surveillance officers liaise with ADCRR, mental health systems, as well as housing and community resources to obtain critical information for the individual's transition. This information allows officers to begin individualized release planning

that takes into consideration the person's risk, medical and mental health needs, housing issues and appropriateness of the release environment. Additional pre-release activities are conducted by field surveillance officers who investigate proposed housing and other sources of support in preparation of the individual's release.

One field surveillance officer serves as a reengagement officer to locate missing individuals in an effort to reconnect them with their reentry officer.

Reentry officers are familiar with the emotional and systemic challenges this population faces and are trained to provide additional support and structure to assist individuals in meeting these challenges. Reentry officers work to transition people to a standard probation caseload within 30 to 90 days, on average. Reentry officers provide a detailed summary of the individual's strengths and challenges to the subsequent probation officer and acts as a resource and liaison for the individual as they transition to a standard probation caseload. FY2021 brought multiple opportunities for expansion to the Prison Reentry Program. To meet the demands of the rising reentry population, nine officers joined the unit. In addition, efforts were initiated to expand pre-release reentry planning to individuals releasing to Intensive Probation Supervision (IPS) in FY2022.

COVID-19 presented unique challenges to the reentry population this past year. The reentry team collaborated with ADCRR, social service providers and families to help identify, house and treat individuals who



were exposed to COVID-19. Many individuals returning to the community after incarceration are not familiar with how to use technology needed to communicate virtually. In addition to addressing each individual's critical needs, officers had to be a catalyst and support system for technology education and adaptation.

Through the pandemic, the Prison Reentry Program has continued its legacy of process improvement, community involvement, and building and maintaining strong community partnerships. To provide additional assistance to individuals released back into the community without a residence, reentry officers have formed an internal Housing Committee and have charged themselves with strengthening relationships with housing partners and verifying officers have accurate and current housing resources. Reentry supervisors and other staff members also remain actively committed and involved as leaders and participants in the Maricopa County Reentry Coalition. The Reentry Program remains committed to evolving in an effort to serve the intersecting and dynamic needs of the returning individual and the community as a whole.

"I have no obstacles, my probation officer has laid out a manageable plan that I have followed. She explained the importance of communication. This will be the first time I have ever completed probation. She simplified my terms so I can understand them everything is going great."

- Individual on Supervision

## COMMUNITY REINTEGRATION UNIT

The Community Reintegration Unit (CRU) supervises individuals incarcerated in the Maricopa County jail system for 60 days or more. Officers provide pre- and post-release services including comprehensive reentry planning, support, and interventions to help high-risk individuals smoothly transition from jail to the community.

In response to the COVID-19 pandemic, in-person access to the jails was halted to protect the health of incarcerated individuals and detention center staff. CRU officers quickly adjusted to virtual meetings with individuals via jail-issued mobile devices. These virtual meetings engaged individuals well, providing evidence-based tools and programs to ensure meaningful options were available to promote positive behavior change.

The Superior Court and other stakeholders implemented strategies to slow the spread of the pandemic. Some of those strategies included limiting and/or delaying court proceedings, reducing jail admissions, deferring jail terms, and increasing jail releases. Due to these changes, the overall jail population decreased, and CRU experienced a significant decline in the number of incarcerated individuals assigned to the unit. As a result, officers transferred to other areas of the Department to fulfill other staffing needs. As the Court moves toward normal operations, CRU's numbers have steadily increased and consequently, some of the reassigned officers have since transferred back to CRU.

The CRU intensive probation supervision (IPS) team primarily relies on the use of



evidence-based curricula and tools to provide clarification and guidance regarding the probation supervision process. Officers gather important information to identify an individual's motivation, recognize drivers of criminal risk factors, examine skill deficits, and determine goals for an effective reintegration. The CIPS team monitors successful transitions by tracking individuals for 30 days after release from incarceration. Of the 300 individuals who were released from incarceration during FY2021, 89% reported to their probation officer as initially as instructed, and 11% immediately absconded, having never reported to probation. Petitions to Revoke Probation were filed on an additional 37 individuals within the first 30 days following incarceration. At the 30-day mark, 77% of justice-involved individuals who received CRU services were still engaged with probation.

There are numerous partnerships integral to the success of the program such as the collaboration between CRU and the Maricopa County Sheriff's Office and Maricopa County Correctional Health Services which ensures incarcerated individuals are placed in appropriate jail-based programming. During the pandemic, the majority of in-person substance abuse treatment and other types of jail programs were suspended, which included the MOSAIC Program, Choose to Change, and Thinking for a Change. In response to this, CRU officers connected individuals to virtual educational programs accessible by means of jail-issued mobile devices.

With jail-based resources and programs limited during FY2021, CRU staff diligently linked individuals with community behavioral health and substance abuse treatment options both pre- and post-release. As an example, CRU worked closely with the Reach Out team to refer eligible individuals to screening for early release

to residential treatment. CRU also collaborated with and referred individuals to Terros Health's Targeted Intervention Reach-In Program TIP for reentry-related support. The TIP program offers both reach-in and community-based assistance, including peer mentorship, coordinated jail release, and a plan to engage with vital services in the community after release. In addition, CRU joined forces with Arizona Complete Health (AzCH) to provide the in-custody probation population assistance with obtaining healthcare. This partnership aims to identify incarcerated AzCH members who need behavioral health and/or physical healthcare assistance and link them to care coordination through AzCH's Reach-In Program.



**"I am clean and doing very well. And also gotten custody of my daughter back. I have heard horror stories of probation but never not one time have I had an issue and have always been treated with respect."**

*-Individual on Supervision*



## SERIOUSLY MENTALLY ILL PROGRAM

Active end of year population: 941

Average daily cost per supervised individual: \$8.22

Annual program cost: \$2,660,076

Authorized caseload ratio: 1 to 40

Success rate: 78%

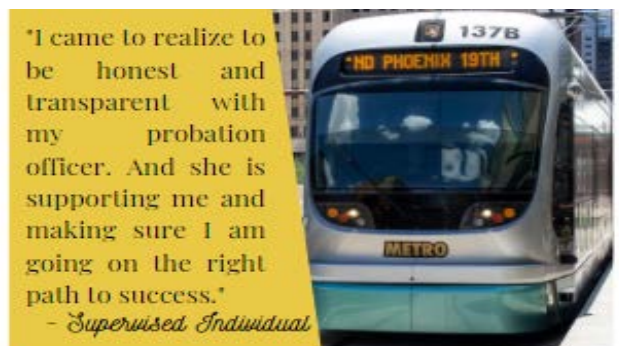
Drug monitoring results indicate that 48% of individuals in the SMI program were drug free in FY2021.

The Seriously Mentally Ill (SMI) program provides specialized supervision and treatment to individuals sentenced to probation and who have an SMI determination through the Regional Behavioral Health Authority (RBHA). These individuals live with a mental health disorder that can impact their ability to complete everyday tasks such as maintaining basic hygiene, eating, and getting dressed. The supervision afforded by the SMI program is a combined effort between the Department and multiple community stakeholders that combines the risk reduction model from probation and the harm reduction model from the RBHA. This specialized caseload allows for a collaborative approach to tailor each person's supervision in a way that addresses their risks and needs as explained in the Risk Needs Responsivity Principle.

Over the last year, three SMI units comprised of 24 adult probation officers supervised approximately 900 individuals with serious mental illness. The officers selected for this program have enhanced communication skills and training that enables them to work with this specialized population as well as the ability to effectively work with multiple stakeholders for the benefit of each person under their supervision. These skills provide individuals with opportunities to develop insight into their own diagnoses that allows for growth and individual success.

The partnerships in SMI are crucial to the efficacy of the program, especially when adjusting to the modified court processes that were implemented during the pandemic. As a result of COVID-19, the court system and all other partners had to modify their traditional practices to virtual platforms and/or interactions that did not require close contact. This meant a fast and comprehensive overhaul of court operations and staff's daily work responsibilities. Hearings in Mental Health Court were changed to primarily virtual for everyone but the justice-involved individuals and select others. Various technological tools and processes were incorporated to take the place of traditionally face-to-face interactions to ensure social distancing requirements and other health mandates were followed.

Over the last year, Mental Health Court review hearings resumed on an entirely virtual platform and progressed into a limited number of individuals being permitted to attend court in person. Each hearing was scheduled at a specific time to allow for social distancing precautions. Outside of the justice-involved individual, only a representative from probation, the Judicial Officer, a Mental Health Court Public Defender and necessary court staff were permitted in the courtroom.







The ability to conduct review hearings is an important resource for officers who supervise this population. These hearings enable officers to promote necessary behavior changes aligned with the risk reduction supervision model.

## ADULT EDUCATION PROGRAM

The Maricopa County Adult Probation Department's Frank X. Gordon (FXG) Adult Education Program provides adult education services to at-risk and in-need adults (aged 16 or older) in the community. All instructors are Arizona state-certified teachers. Educational staff, as part of the Community Transition Support Division, recognize that education and English literacy are important in reintegrating individuals on probation into the community, and increasing education levels contributes to reducing recidivism and increasing community safety. Education, as well as increased computer literacy, are known to have pivotal roles in decreasing recidivism rates while increasing self-sufficiency, career opportunities, probation completion rates, and secondary education opportunities.

The FXG Education Program provides free General Educational Development (GED) test preparation, Adult Basic Education (ABE) classes, Workforce Preparation, and English as a Secondary Language (ESL) classes year-round in the central Phoenix, Mesa, and Glendale probation buildings. These classes are open to justice-involved individuals as well community members who are not justice-involved, regardless of background or financial situation. Each center has a fully equipped internet computer lab for student use for online learning, job searching, resume building, and increasing computer and digital literacy skills. Curriculums are designed to ensure students build computer literacy skills so

they can compete in the modern job market and educational systems. The FXG Education Program provides students access to multiple interactive online learning programs free of charge. These programs allow students flexibility to study outside the traditional classroom setting.

The pandemic significantly altered program operations. In March 2020, all in-person classes were suspended through the end of FY2020 and tutoring was conducted remotely via Zoom or phone. A majority of adult students are also parents who were impacted by the closure of their children's schools, and some experienced job loss in their households. The education program continued with virtual lessons and teaching for the rest of the FY2020. Since the program was not offering virtual classes prior to the pandemic, all instructors had to learn quickly how to effectively engage students in this new virtual environment. Due to those efforts, over 100 adult students continued to actively engage in primarily online and virtual learning. As it became safer to return to in-person learning in FY2021, the FXG Education Program allowed students to meet individually in person with instructors by appointment, following all community health mandates and guidelines for safety, including mandatory masks, physical distancing, and frequent sanitizing of desks and computer equipment.

Due to the impact of COVID-19, the registration and attendance numbers for the adult education classes overall were lower than in recent years. In FY2021, 166 students registered for classes and/or persisted with instruction, participating



either via the individualized online curriculum, accessible 24/7 via the internet; virtually through Zoom for live group classes or individual tutoring; or in person by appointment (in small groups or individually) with instructors in one of the three education centers. As of June 30, 2021, there were 129 ABE/GED students and 37 English/ESL students who attended at least 12 hours of classes and were then eligible to be counted on the Arizona Department of Education federal and state reports. Those 166 students attended 7,734 hours of instruction, and 44 of the 166 total eligible students achieved at least one educational level advancement, demonstrated through a proctored online assessment. Ten ABE/GED students received their GED Diploma, even though many GED testing centers were closed and most GED testing was proctored online remotely this fiscal year. The Education Program receives Workforce Innovation and Opportunities Act (WIOA) grants through the Arizona Department of Education. Education services are connected to workforce and/or college and career training through a partnership with the Smart Justice Program (SJP) from the Arizona Office of the State Probation Officer (ASPO). The ASPO SJP is a specialized team that supports and works specifically with justice-involved individuals to address specific obstacles they may face when job searching. Additionally, they provide employment assistance, training opportunities, paid internships and apprenticeships, interview and resume help, and financial and job placement assistance. During the pandemic, the Education Program teachers and probation officers continued to send referrals for employment services to SJP, and they engaged with those participants virtually. More recently, SJP team members were able to return to serving individual participants in person, by appointment, in the probation education centers.

The pandemic highlighted the socioeconomic disparity between adult students regarding access to personal computers and high-speed internet. The Arizona Department of Education provided the FXG Education Program with additional grant funds to develop a laptop and internet "hotspot" lending library to bridge the digital divide. This equipment will be loaned to anyone participating in the program, including justice-involved individuals. This ensures participants can engage in virtual or hybrid learning while increasing digital literacy skills, which will help prepare them to participate fully in advanced education and workforce training.

The FXG Education Program also offered a virtual Integrated Education and Training (IET) program this year. In this program, adult students work towards their High School Equivalency Diploma in combination with learning workforce preparation skills, including soft skills and interpersonal communication with specific workplace training which leads to an industry-recognized credential from the National Retail Federation's Retail Fundamentals program. The program was offered again this year and is available online or hybrid. In order to fully integrate the workforce preparation and training elements into the program, as well as serve more justice-involved individuals, a vacant teacher position was transformed into a Workforce Development Trainer position in order to focus on preparing students for careers and training after completing their educational goals. This position was created to serve these individuals needing employment or workforce services, regardless of whether they are enrolled in the education program.

# REGIONAL FIELD OPERATIONS



**STANDARD PROBATION SUPERVISION**  
**MINIMUM ASSESSED RISK SUPERVISION**  
**INTENSIVE PROBATION SUPERVISION**  
**SEX OFFENDER PROGRAM**  
**DOMESTIC VIOLENCE PROGRAM**  
**FUGITIVE APPREHENSION UNIT**



# STANDARD PROBATION SUPERVISION

Active end of year population: 21,620  
 Success rate: 87%  
 Community restitution hours completed by individuals on standard probation supervision: 196,976

**Standard Probation Excluding Specialized Supervision**

Active end of year population: 12,190  
 Average daily cost per supervised individual: \$5.54  
 Annual program cost: \$28,328,153  
 Authorized caseload ratio: 1 to 60  
 Drug monitoring results indicate that 51% of individuals on standard probation supervision were drug free in FY2021.

Standard Probation Supervision (SPS) serves the largest number of justice-involved individuals who have been sentenced to serve a term of supervised probation. Officers can be found in the field, visiting individuals at their home, which may be a dwelling, a halfway house, and sometimes meeting a transient individual who lives in a park or homeless shelter. These units have experienced challenges this past year navigating the worldwide COVID-19 pandemic. Before the pandemic, officers were proficient in meeting their clients face-to-face in an area office. Even the seriousness of the pandemic, alternative approaches were taken to protect the safety of individuals and MCAPD staff while continuing to provide them support and assistance.

New policies that coupled innovative ideas and technology enabled officers to supervise those on their caseload virtually. Meetings could be completed using a cell phone which eliminated the threat of infection but still allowed the officer to employ risk reduction strategies and discuss progress and compliance with the individual.

Both officers and individuals on probation have indicated that virtual meetings via cell

phone and or video were beneficial and more productive. Individuals were able to work at their jobs without having to take time off to travel to a probation office to meet their probation officer. It seemed individuals were much more open and honest about issues concerns with virtual visits since they were in their safe environment and not at a probation office. Officers can spend more time on higher-risk individuals and those who need more attention and services. Even individuals who can meet with officers virtually, thanks to the recent Lifeline program which provided free cell phones and service to people who cannot afford them. Individuals continued to be referred to cognitive-behavioral change programs, like Thinking for a Change (TFC), which also transitioned to online classes.

Another innovation that occurred during FY2021 was the incorporation of the Minimum Assessed Risk Supervision (MARS) caseloads into all of the standard field divisions. This partnership focuses on the teamwork between officers, where appropriate individuals scoring as minimum-risk are transferred to a MARS team (officer and case administrator) who supervise a larger caseload. This allows the



"I believe our success on probation is on us as individuals. My probation officer and caseload administrators constantly assist me in any way possible to be successful and transition back to society. Accountability is a very big factor."

- Supervised Individual



standard officer to focus on higher-risk individuals. The perspective gained this last year has led to newer and more efficient methods of serving individuals on probation and assisting in keeping communities safe.

## MINIMUM ASSESSED RISK SUPERVISION

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Active end of year population: 1,842

Average daily cost per supervised individual: \$1.53

Annual program cost: \$1,056,603

Authorized caseload ratio: 2 to 350

Success rate: 99.7%

Drug monitoring results indicate that 67% of individuals on MARS were drug free in FY2021.

The Minimum Assessed Risk Supervision (MARS) caseloads are large standard probation caseloads consisting of individuals assessed as low-risk according to validated risk assessment tools. Individuals on MARS caseloads are supervised by one probation officer and one case administrator. The size of MARS caseloads supervised are the equivalent of standard probation officer positions. The MARS teams utilize evidence-based practices to ensure these low-risk individuals are supervised appropriately.

The MARS program continues to have positive outcomes. The percentage of individuals under supervision on MARS who were convicted of new felonies is less than 1%. MARS teams are committed to meeting departmental standards, maintaining good communication, and assisting individuals in successfully completing probation. Given the ongoing success of individuals supervised on MARS caseloads, the focus of 2021 was to continue screening standard probation field

cases for possible transfer to the lower-risk supervision level afforded on MARS.

Over the past year, several changes have occurred within the MARS program. The most prominent change was that MARS units were moved from the Compliance Supportive Services division and merged with standard probation units. The goal for this change was to promote uniformity with supervision strategies of low-risk justice-involved individuals. MARS staff collaborate with standard field units to facilitate seamless transitions from standard to MARS caseloads, thereby allowing standard field officers to focus their time on supervising higher-risk individuals. This is an evidence-based practice that reduces recidivism and uses resources wisely. Positive behavior was frequently rewarded through Earned Time Credit and early terminations which allowed individuals to successfully complete probation. The changes implemented are supporting the ongoing goal of the MARS program in a more efficient and productive manner while helping to keep communities safe.

## INTENSIVE PROBATION SUPERVISION

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Active end of year population: 1,134

Average daily cost per supervised individual: \$23.43

Annual program cost: \$9,600,608

Authorized caseload ratio: 1 to 15

Success rate: 67.9%

Community restitution hours completed by individuals on intensive probation supervision: 20,045  
Drug monitoring results indicate that 42% of individuals on intensive probation supervision were drug free in FY2021.

The Intensive Probation Supervision (IPS) Program is a sentencing decision available for probationers assessed as high-risk in accordance with a validated risk assessment. Once deemed appropriate for IPS, a team of officers works in collaboration with the



individual, community partners, and collateral contacts to address and target the most significant contributing factors to positively impact recidivism and increase the individual's chance at success in the community. The IPS program uses the enhanced frequency of contacts and more involved approach to probation supervision to support an individual's progress with behavior change, with the goal being to reduce their level of supervision in the community culminating in the individual's graduation to standard supervision.

The past year has seen the greatest need to adjust with how services were delivered to the individuals on IPS due to the ongoing pandemic. IPS officers showed profound resilience as they virtually delivered services to the individuals on their caseloads while remaining focused on maintaining a high level of productivity and efficiency. The IPS program ensured there was a focus on building officers' skills by requiring all new IPS officers attend a virtual statewide training academy dedicated solely to teaching and developing Effective Practices in Community Supervision (EPICS II) skills.

Despite the need to engage with the IPS population partly in a virtual setting, there was a continued emphasis on promoting a targeted approach by tailoring our supervision strategies to the individual's personalized risk factors and the needs they present. In the last year, we saw the implementation of the newly developed case plan which has allowed officers to focus their supervision strategies on either enhancing an individual's motivation and awareness around the issues placing them most at risk or building skills that mitigate the risk these issues pose with the goal of improving public safety.

Additionally, several IPS supervisors attended a statewide supervisor training designed to enhance skills related to effective case staffing and promoting officers' ability to more successfully use the new case plan in their approach to the supervision of the individuals on IPS. The training highlights the importance of the role of a supervisor in encouraging officers to connect to the foundational skills of risk reduction to promote intrinsic behavior change with the IPS population. One of the biggest innovations for IPS was a result of changes made by the State's Legislature. Much of these laws were unchanged since the 1990s. In concert with probation departments across the state, the Administrative Office of the Courts proposed changes that will modernize intensive probation, which is expected to improve outcomes for individuals on IPS. MCAPD is grateful for the willingness to improve the program. As we transition back to a new normal, the IPS program will continue to leverage technology to our benefit to allow for purposeful engagement with individuals on supervision as well as encourage officers to rely on the principles of effective supervision to bolster opportunities for this high-risk population to be successful.

## SEX OFFENDER PROGRAM

Active end of year population: 2,864

Average daily cost per supervised individual: \$9.60

Annual program cost: \$10,087,311

Authorized caseload ratio: 1 to 40

Drug monitoring results indicate that 71% of individuals in the sex offender program were drug free in FY2021.

The Sex Offender Program uses evidenced-based practices to provide enhanced management and supervision of individuals by managing risk of reoffending, preventing



further victimization, promoting positive behavioral changes and enhancing community safety. Probation officers assigned to work in this specialized program use a research-based Dynamic Containment model to supervise those justice-involved individuals on their caseloads. This model focuses on collaboration, treatment, testing, assessments, and enhanced supervision strategies. The program also recognizes the needs of victims and provides services to assist victims.

Probation and surveillance officers use a team approach to supervise individuals who were ordered to standard or intensive probation with sex offender conditions, those who were ordered to wear a GPS ankle bracelet, as well as those who are seriously mentally ill. A reentry team is also assigned to the Sex Offender Program and supports justice-involved individuals as they transition to the community after having served a period of incarceration.

Staff are provided with continuous specialized training and work closely with contracted treatment providers, the community, and law enforcement. The officers working with this population continuously assess treatment needs and the risk of the individual to reoffend. All supervised individuals with specialized sex offender conditions are evaluated for sex offender treatment, assessments, and testing services that are consistent with evidence-based practices as recognized by the Association for the Treatment of Sex Offenders (ATSA) Code of Ethics, guidelines and standards.

Officers provide individualized care by tailoring case plans to fit the unique needs and risk of the individuals on their caseload.

Throughout the pandemic, the officers in the program continued to provide necessary in-person supervision but were also able to use some virtual contacts, and introduced telehealth and telemedicine options, where possible, to effectively engage and monitor individuals in treatment with continued polygraphs, testing and assessments.

## DOMESTIC VIOLENCE PROGRAM

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Active end of year population: 829

Average daily cost per individual on probation: \$9.52

Annual program cost: \$3,236,234

Authorized caseload ratio: 2 to 60

Success rate: 65%

Drug monitoring results indicate that 54% of individuals in the Domestic Violence Program were drug free in FY2021.

The MCAPD Domestic Violence (DV) Program was designed to focus on individuals on probation supervision who have an ongoing pattern of domestic violence behaviors and a history of intimate partner-related charges. In the past, the domestic violence caseload has supervised family violence cases including disorderly conduct, child abuse cases, and assaults on non-intimate partners. In the last year, the domestic violence caseload has changed its mission to focus more on intimate partner violence, the cases with the highest level of lethality, and those with extensive history of domestic violence-related community behaviors. Districts collaborate with many partners to provide services to abusers as well as victims of intimate partner violence. One of the



most impactful relationships to assist victims has been the relationships between the Department and the Chrysalis Mobile Victim Advocacy program.

From the start of the pandemic in March 2020 through May 2021, officers referred 399 victims to the Chrysalis Mobile Advocate Program. Once services are offered to victims, the justice-involved individual is given the opportunity to go through the reunification process with the listed victim if both parties desire reunification and the individual is exhibiting positive behavioral changes in counseling.

Annually in the month of October, the DV program promotes DV Awareness by sharing information for victim services and programming. Additionally, M CAPD selects an agency that serves victims of domestic violence and collects donations on their behalf for the entire month. In 2020, the DV units chose the Starfish Place, which specializes in resources and housing for individuals impacted by sex trafficking and domestic violence. The staff at Starfish Place highlighted the connection between sex trafficking and domestic violence. Often, many circumstances of human trafficking begin with an intimate partner relationship and many traffickers use the same emotional psychological manipulation observed in DV relationships. Despite the pandemic and the scaling down of events October 2020 was successful in promoting awareness and collecting donations.

Pandemic challenges presented opportunities to embrace a new way of supervising DV individuals however, the DV

program faced some struggles with quality supervision while maintaining the public health policies and guidelines. The most difficult reality was the lethality factors of the batterers and maintaining victim safety during a time of so much uncertainty, especially as the county and the nation saw an increase in the number and severity of domestic violence offenses. According to the Phoenix Police Department, 44 people were murdered in DV situations in 2020. Compared to 16 DV-related homicides in 2019, that is an increase of 175%. Despite these challenges, community safety, increased victim contact and providing victims a voice, along with the ability to safety plan were of the utmost importance. In April 2021, during the 40<sup>th</sup> anniversary of National Crime Victims' Rights Week, M CAPD recognized staff and their work with victims. Overall, 54 individuals, including DV officers, received Certificates of Appreciation for working with or doing work on behalf of victims of crime. These individuals were recognized by the Department for conduct that exemplifies professionalism, dedication, willingness to help others, and exceeding what is required to assist victims. Due to the pandemic, the in-person ceremony normally held was changed to a virtual event honoring all officers and staff receiving Certificates of Appreciation for victim services.

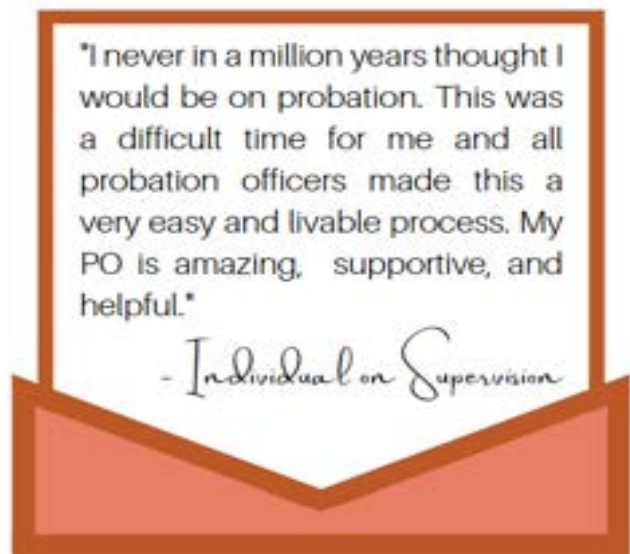
## FUGITIVE APPREHENSION UNIT

The Fugitive Apprehension Unit (FAU) has a primary duty of locating and facilitating a safe arrest of persons on probation who have absconded or fail to comply with specific terms of probation. The ultimate goal is to get that person back before the Court to allow intervention services to begin again. The pandemic drastically affected FAU operations in





0 1. As such, the past year was one of change and adjustment. While the FAU works directly with local and federal law enforcement throughout the county, the FAU has taken drastic steps to become more self-sufficient in moving toward transportation of those in custody and the placement of booking officers directly in the jail system to speed the booking process. So far, the results have been very positive, and arrest/transportations have gone forward despite all of the obstacles presented this past year.



This past year, FAU received 9,999 warrants for location and apprehension, representing a monthly average of 833 new warrants. For all incoming warrants, 7,337 were from standard supervision, 1,143 were from Intensive Supervision, 46 were from unsupervised caseloads, and 1, represented pretrial warrants issued by the Court.

Despite the numerous obstacles and adjustments that had to be made, the FAU still affected 1,437 direct arrests which involves the acts of locating the individual and taking that person into custody.

Additionally, 1,09 indirect arrests were achieved, in which information provided to our law enforcement partners resulted in that person's location and detention. As a result, the actions of direct and indirect arrests resulted in a monthly average of 11 persons being located and taken into custody as a result of FAU staff actions. The FAU continues to move forward in the training of all officers to be effective and safe in their actions and duties. Each officer trains on verbal deescalation, firearm safety, and tactical applications on at least a quarterly basis. Additionally, each officer trains on new and advanced tactical training to ensure they remain current on safety and build the ability to effectively and safely work with FAU officers and the many law enforcement partners throughout the County.



My PO has been absolutely amazing. She has given us more information than my lawyer ever did, has shown genuine concern for all aspects of our life, and with an 11 year old autistic daughter, and another daughter on the way, she has fought in every way possible to keep us healthy, safe, while I've been completing all tasks. We could not have asked for a better, more understanding officer."

- Individual on Supervision



# COMPLIANCE & SUPPORTIVE SERVICES

**UNSUPERVISED PROBATION  
INDIRECT SERVICES  
INTERSTATE COMPACT  
COMMUNITY RESTITUTION PROGRAM  
COLLECTIONS**



# UNSUPERVISED PROBATION

Active end of year population: 1,210

Average daily cost per supervised individual: \$2.12

Annual program cost: \$1,310,869

Authorized caseload ratio: 2 to 500

Success rate: 99.6%

Within the jurisdiction of the Maricopa County Superior Court, unsupervised probation is the lowest level of supervision available to individuals being placed on probation. Unsupervised individuals are permitted to reside anywhere in the State of Arizona. In some instances, individuals may even reside outside of the state, by applying for Interstate Compact for eligible offenses. For cases which are not eligible for Interstate Compact, the individual may still reside outside of the state based on the type of offense, offense designation, and terms and conditions.

Individuals on unsupervised probation are provided the necessary resources to be successful at their initial intake. The caseloads consist of a probation officer and caseload administrator who work as a team to achieve compliance. Probation officers are additionally assigned to a separate restitution caseload, which averages approximately 160 restitution cases per officer. Teams spend a considerable amount of time working restitution cases, contacting victims, and working with individuals to gain financial compliance. When compliance cannot be obtained, individuals may be taken back before the Court for further intervention.

Restitution and unsupervised cases are typically assigned at sentencing,

reinstatement or through modification. The Smart and Safe Arizona Act, Proposition 207 created major changes to adult probation over the last fiscal year. This proposition impacted caseload sizes through the early termination of many marijuana-related offenses.

The multiple health-related restrictions put into effect from the pandemic, unsupervised probation being mainly contact-less, has proven to be a successful means to monitoring the conditions for individuals in the community. Currently, teams are assigned to the Downtown Justice Center or Western Regional Center. Intakes for newly sentenced individuals occur at both South Court Tower and at the South East Facility Court complex.



## INDIRECT SERVICES

The Indirect Services Unit (IDS) provides valuable support to various areas in the Maricopa County Adult Probation Department. The unit is composed of four caseloads and is the largest administrative unit in the Department.



- Arizona Department of Corrections, Rehabilitation and Reentry (ADC ) Caseload: IDS staff monitor the release date of individuals sentenced to the ADC . Upon their release from prison, individuals are required to complete a standard or intensive probation grant. The ADC caseload included 10,0 justice-involved individuals at the end of 2021.
- 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. These cases primarily come from the field, but they are also generated directly from Court and releases from the ADC . The OOC caseload included 11 individuals at the end of 2021.
- Federal Custody Caseload: IDS staff monitor cases, which were previously field cases. These cases are sent to IDS once field officers confirm probationers are in federal custody. These cases are monitored for custody status, court dates, and location in federal custody. The Federal Custody caseload included 2 cases at the end of FY2021.
- Immigration and Customs Enforcement (ICE) Caseload: IDS staff monitor probationers who are verified as deported after their

illegal reentry into the United States. In the event these probationers reenter the United States, the ICE caseload staff is notified. This is accomplished with assistance from law enforcement and an automated nationwide program. The ICE caseload included 1,911 probationers at the end of FY2021.

In addition to these caseloads, IDS also includes the Convicted Person on Supervised Release (CPSR) assignment. The IDS staff in this assignment monitor all notifications nationwide and responds to information regarding illegal reentry and the commission of new crimes to determine if the person could be one of MCAPD's previously deported individuals. This allows the unit a timely response.

## INTERSTATE COMPACT

The State of Arizona participates in the Interstate Compact for Adult Offender Supervision, which allows for individuals sentenced to probation in one state the ability to transfer to another state for a variety of justifiable reasons. The most common reasons for transfer to another state are either that the applicant is a returning resident or has immediate family residing there. Other reasons will also be considered such as work promotions, military transfer, or veteran needs for physical or mental health services. Providing the opportunity to transfer to another state for supervision allows individuals to take advantage of support systems and positive influences that promote positive behavior change. When accepted for participation in the Interstate Compact, the supervised individual must be in good standing with their terms of probation, be a resident of Arizona or have

"I'm very happy with my PO. For the first time my officer listens and helps me with my probation terms."

*- Individual on Supervision*



family support in Arizona, be able to obtain a job or other source of financial support, and will be supervised in the same manner as local offenders.

In 2021, the Interstate Compact program faced numerous difficulties, in large part due to the impact of the public health crisis. State restrictions for incoming and outgoing cases heavily interfered with the transfer process and it was important to take into consideration the various public health restrictions originating in different states which created delays in the process. Despite these challenges, the unit's efforts to assist in Interstate Compact transfers has remained ongoing. Probation officers in the units have worked diligently and compassionately to adapt and continue to provide great service with Interstate Compact transfers. Even with delays and stalls to the process, the number of Interstate Compact transfers into Maricopa County have continued almost to the levels pre-COVID-19. The Interstate Compact program is comprised of incoming and outgoing components.

## INTERSTATE COMPACT INCOMING

The Interstate Compact Incoming Investigations team, composed of two veteran probation officers and one surveillance officer, uses the web-based Interstate Compact Offender Tracking System (ICOTS) to interact with other states and the Administrative Office of the Courts to efficiently evaluate and process applicants for transfer to Arizona. In 2021, the evaluation of applicant eligibility and their residence was completed remotely.

Probation officers must be able to determine if the prospective supervision plan described within the Transfer Request is valid and whether the applicant is eligible for acceptance in Arizona. Due to their hard work and diligence, the team has been

able to determine acceptance generally within 30 days, instead of the 60 days allowed under Interstate Compact rules. During this past year, the team investigated approximately 90 cases monthly and accepted 60 cases monthly. At the end of 2021, 100 individuals were supervised in Arizona through Interstate Compact.

## INTERSTATE COMPACT OUTGOING

The Interstate Compact Outgoing program is currently composed of two teams each team staffed with a probation officer and case administrator. Each applicant requesting transfer to a different state must be eligible according to Interstate Compact rules and compliant with policies and conditions of Arizona probation. It should be recognized that Compact transfer is a privilege and not a right.

The receiving state determines acceptance or denial of a Transfer Request. State restrictions are seriously considered prior to submitting requests. Once accepted by the receiving state, the applicant becomes responsible for ongoing compliance with two sets of conditions of probation, those of both MCAPD and the receiving state. There are consequences for non-compliance. For example, a receiving state may require that Maricopa County retake the individual and in that case a warrant is typically submitted to the Court. The Interstate Compact program continues to be extremely successful because of emotional and financial family support and employment in the receiving state. The Interstate Compact Outgoing team caseload had 90 individuals being supervised in other states at the end of 2021.



# COMMUNITY RESTITUTION

The Community Restitution Program (CRP) has a long history of service in Maricopa County. The CRP's role is to interview clients and refer them to municipalities, agency partners, and CRP-sponsored projects to complete their court-ordered Community Restitution hours.

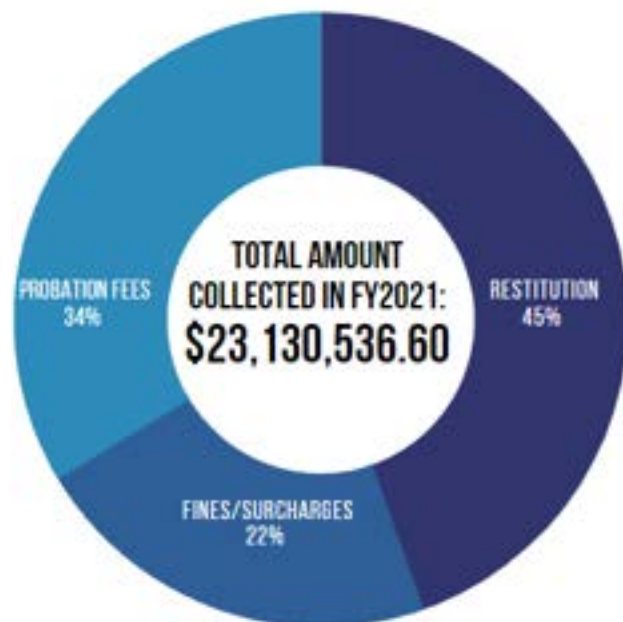
As a result of the COVID-19 pandemic, typical CRP projects were suspended for over a year beginning in April 2020. Since participation in Community Restitution Projects was mandatory for many justice-involved individuals, it became a challenge to find innovative and creative methods for individuals to participate in community restitution projects. CRP staff collaborated with agency and municipal partners to see which partners would be willing to accept justice-involved individuals during the pandemic. The Department was pleased with the overwhelming response, as many agencies and partners, in conjunction with CRP staff, allowed individuals to work at their locations and organizations to complete their community restitution commitments.

Another obstacle facing the program was communicating directly with justice-involved individuals. The Administrative Office of the Courts (AOC) requires CRP staff to meet with the individuals directly and to have them complete a questionnaire so that they are assigned to an appropriate project. Due to the unprecedented nature of the pandemic, changes were needed to maintain functionality of the program. In response to these needs, Department leadership created a fillable PDF questionnaire which

allowed CRP staff to administer the document to individuals remotely. Staff held face-to-face meetings remotely as well, using cell phones to conduct the required interviews.

CRP tested and deployed several virtual platforms which assisted individuals greatly. CRP conducted a number of projects with the City of Mesa, including the continuation of a beautification project which CRP has worked on for many years. To ensure safety, staff used enhanced COVID-19 protocols and additional supervision to minimize the possibility of infection. In 2021 individuals earned 1,900 community restitution hours which had the combined effect of assisting many individuals to complete their probation obligation and assist the community with improving their neighborhoods. Most of these hours were completed at agencies or municipal partners and the department is grateful for the partnerships.

# COLLECTIONS





Most of the justice-involved individuals sentenced to probation are often court-ordered to pay fines, fees, and various assessments including restitution owed to victims. An important part of supervising these individuals is monitoring that court-ordered payments are made timely and are in compliance with their financial obligations while giving high priority to restitution owed to victims. MCAPD collected \$ 1,000,000 in FY2021.

## FINANCIAL COMPLIANCE UNIT

The MCAPD has a specialized unit of 11 collectors and one judicial financial Clerk who work collectively with probation officers and caseload administrators to assist in identifying cases that need financial intervention due to noncompliance with their court-ordered payments. Collectors work with individuals who are two months or more delinquent on restitution and three or more months delinquent in fines and fees. The collectors use various tools to assist individuals such as payment ability evaluations, temporary payment agreements, and employment resources. The collectors also prepare and submit all absconder Criminal Restitution Orders (CROs) for the entire department.

The Financial Compliance Unit (FinCom) provides educational information such as budgeting, explaining incentives for earned time credit that could result in shortening their probation grant, financial qualifications for undesignated felonies, how to avoid a Criminal Restitution Order (CRO), and avoid added interest for unpaid balances.

The Debt Setoff Program (Ta Intercept Program) is a successful partnership

between the judicial financial clerk, the Administrative Office of the Courts and the Arizona Department of Revenue to intercept Arizona state tax refunds and Arizona state lottery winnings. In 2021, the program collected 1,199,911.90 in tax refunds along with lottery winnings of 1,000,000.

The FinCom Unit assisted with the Veterans Stand Down Alliance 2021 event. The unit worked with our veteran population to assist them with lowering or deleting applicable fines and fees. With assistance from the Clerk of the Court, 100 financial cases were processed in favor of the veterans. While the pandemic presented some challenges, the event was still highly successful.

The Superior Court launched the Online Payment Portal to allow individuals to make online payments using a credit / debit card and or a bank account. FinCom was responsible for providing training to MCAPD officers and support staff. FinCom also educated the clients they serve on how to use the payment portal.

In FY2021, the Fincom Unit collected a total of \$2,100,732.33. The unit was challenged with working remotely in a virtual environment to meet with individuals on probation to aid with payment agreements and address other various requests for assistance. The collectors embraced the opportunity to use technology to successful secure payments.

"I'm very happy with my PO. For the first time my officer listens and helps me with my probation terms."  
- Individual on Supervision

# ORGANIZATIONAL DEVELOPMENT & SUPPORT



## ORGANIZATIONAL DEVELOPMENT & SUPPORT





# ORGANIZATIONAL DEVELOPMENT *And Support*

The Organizational Development and Support ODS Division provides extensive supportive and educational services to the Department in the following areas: staff development and training, policy, data systems, recruitment and special assignments, continuous improvement, and the communications center.

The division experienced significant organizational change this year with the addition of new supervisors and the movement of the Research and Planning team. The Research and Planning team transferred over to the Data Integrity and Analytics DIA Department of the Judicial Branch. The Recruitment and Special Assignments Supervisor took on the supervision of the Background Investigation team, the Victim Services Unit, and the Fleet Coordinator. An additional supervisor was brought into the division to meet the needs of the Continuous Improvement Initiative, helping to innovate processes and align different projects throughout the Department.

The Data Systems team collaborates with stakeholders to implement technology changes, provide technical support for various applications used by probation officers in their daily work, and extract data that drives important decision making. This team also serves as the primary liaison to the Administrative Office of the Courts AOC, when changes or problems occur with the statewide Adult Probation Enterprise Tracking System APETS). This fiscal year, the team faced challenges adapting to working from home, while adhering to data security protocols, and the needs of the Department.

The Policy team continued to create, review, and update policy during this fiscal year. The passing of the Smart and Safe Arizona Act, also known as Proposition 207 (statewide legalization, taxation, and recreational use of marijuana for adults 18 and over) created significant challenges for this team to address. Proposition 207 changed aspects of supervision for justice-involved individuals. In response to this legalization, the Policy team drafted effective guidance for determining how probation officers would need to provide information to the Court and justice-involved individuals.

The Communications Center operates 24 hours a day, 365 days a year. The center monitors probation officers in the community, responds to emergency radio traffic, monitors after-hours GPS alerts (for individuals who are electronically monitored), and responds to an average of 5,000 calls monthly from law enforcement, probation officers and community entities. During 2021, the Communications Center was one of the few staff groups within MCAPD that were required to report into the office during the pandemic. Communications Center staff arrived daily with an upbeat spirit knowing they were providing an invaluable resource to officers as the voice on the other end of the radio, ensuring the officers were safe while in the field.

The Staff Development and Training team provides evidence-based training to Department staff. This includes safety training, such as firearms training and defensive tactics new officer training academies new employee orientation court-mandated training and training initiatives in response to current trends and research. In 2021, the National Association of Counties NACo awarded the Staff Development and Training team with Achievement Awards for their work on the Virtual New Officer Training, Education and Skill-building OTS and Virtual Defensive Tactics Refresher Program. Although both programs were created out of necessity due to social distancing guidelines of the pandemic, staff received the high-quality department training needed throughout the year.

A photograph of a diverse group of people sitting in an audience, clapping their hands. The image is partially obscured by a green vertical bar on the left side. The text 'AWARDS AND ACHIEVEMENTS' is written vertically in white on this bar.

# AWARDS AND ACHIEVEMENTS

## AWARDS AND ACHIEVEMENTS M.C.L.E.A.P.S.

# 2021 OF THE YEAR

# Awards

## **EMPLOYEE OF THE YEAR: NOELIA MONGE**

Noelia has been working for the Department since 1998, throughout her career she occupied a variety of positions before transferring to the ADC caseload where she has been working now for the past seven years. Since my promotion, I have had the privilege to supervise Noelia and I have always been impressed with the quality of her work. However, the abrupt reality of the COVID-19 pandemic accentuated the quality of her performance. As the Department was asked to reduce its budget, IDS lost a case administrator position in the ADC caseload. The impact of that vacancy was instantaneous as Noelia's caseload doubled from 3,000 to 6,000 cases. Nonetheless, without complaining, she made suggestions on how to best manage a caseload of that size and continued her meticulous work. Noelia manages to complete several transfers daily, update ADC release dates which change quite often, emails probation officers to provide them with defendant's information, clears Temp to provide release information to field officers and tracks multiple release lists. She also calls out-of-state prisons and the Federal Bureau of Prisons to confirm defendants release dates, review files, and advise if memos or PTMs have to be completed. The most impressive thing is for the entire year since COVID-19 she has not missed a single prison release and her APETS entries are clear and provide critical information to field officers. In addition, the adoption of Prop 207 added to her already overwhelming challenges. She is currently in the process of reviewing hundreds of cases for eligibility for ET while completing her other duties. Noelia is a great team player and treats our justice-involved individuals with respect.

The great work Noelia does behind the curtain allows a seamless transition from the ADC caseload to the field. I am so proud of her and honored to be her supervisor. Please thank Noelia for her hard work and let IDS staff know they do matter.

## **PROBATION OFFICER OF THE YEAR: SCOTT GIBSON**

As a probation department, we believe the justice-involved individual has the ability to change their behavior and the relationship they have with their probation officer can have a profound impact on successful outcomes. Scott Gibson has supervised a high-risk/high-need caseload in south Phoenix since 2014. He modeled the way by treating individuals on his caseload with dignity and respect, and encouraging positive behavior change by asking the right questions and listening for the issues that are driving their negative behaviors. Scott helps those on his caseload identify potential risk factors and works with them to develop skills that could reduce criminal risk. Scott has also modeled the way by stepping up to the plate to do more. He is a





mentor to less-experienced staff, serves as a Risk Reduction facilitator and is a liaison with the Arizona Department of Public Safety's Gang Force. He participated in the Department's recruitment video and appeared in a national PBS series on probation reform. Scott has served on the Change Tool Committee, Social Media Committee, Report Form Committee and represented our Department in the Procedural Fairness Committee. Scott is also a firearms instructor and an instructor with the Arizona Administrative Office of the Courts (AOC) helping facilitate the Probation Officer Academy. It is equally important to Scott that his peers stay emotionally strong and healthy as we serve our probation population especially during times of unease. Since March 2016, Scott has dedicated extra time to serve as a Peer Support Crisis Intervention (CISM) team member. His mission is to support those that have experienced a traumatic event and help lessen the impact of the critical incident and encourage the natural recovery process. As a probation officer, Scott has armed himself with numerous "tools" that are effective in reducing recidivism. He has a genuine commitment to guiding clients toward behavior change and promoting safe and healthy neighborhoods. Scott is a true champion, an individual that genuinely cares about the success of his clients, promoting the skills and safety of his fellow officers and promoting the safety of our community.

#### **SURVEILLANCE OFFICER OF THE YEAR: JOHN PATTERSON**

It is with great pleasure that I nominate my partner and surveillance officer, John Patterson. John was assigned to me in June 2020. I had been working without a partner for approximately a year and a half. By the time John was partnered with me, I was not only feeling overwhelmed by the workload, but I had just lost my best friend and brother in April 2020. My world was upside down. John showed great understanding and compassion for my situation.

John was not new to the Sex Offender Division; however, he was new to the minimum caseload, which is full of nuances he would need to learn. John recognized this and jumped right in! He was eager to learn and initiated several team meetings.



John has been a surveillance officer with MCAPD for 15 years. With his kind and respectful approach, he has demonstrated the ability to build quick rapport with those we supervise and their families. He is encouraging and fair with our justice-involved individuals yet has demonstrated strong instincts with concerning situations. John collaborates as a team, offering a mutual respect for each of our job duties and workload.

John goes above and beyond to ensure I do not become overworked. John offers to do additional field visits, assists with processing treatment and polygraph referrals, as well as directing justice-involved individuals to schedule them. We also created multiple shared documents to enhance our communication with the unique needs of our caseload, given the size and challenges we face.



While we have all had to make accommodations in performing our job duties during the pandemic, John has never hesitated, nor complained, when needed to take more on or adjust to needs as they arise. He frequently asks, "How can I help?" or "Is there anything else you'd like me to do this month?" His insight and awareness to the ever-changing probation world makes my job easier. John is a seasoned surveillance officer who deserves to be recognized as "Surveillance Officer of the Year".

**SUPERVISOR OF THE YEAR: MICHELE SALDANA**

Michele is clear about the values of the Department which are reflected in her work. She takes the time to explain not just the "how" but the "why" and is never too busy to assist. She is authentic, articulate, honest and presents things in an understandable, relatable manner. She shares her time and expertise with staff, serves as a mentor to many, and often takes on additional responsibilities.

Michele provides an environment where officers can thrive and balance their work responsibilities. She is encouraging, empathetic, and provides perspective. She recognizes the work we do and although she may not always agree with us, her ability to allow for individualism is valuable. Presentence Division has gone through many major changes in the past five years. Michele has gone above and beyond in these uncertain, often trying times, and has continued to motivate, engage, and uplift her staff. She asks for our ideas and suggestions and values our input. She is respectful in all aspects and is a true leader. Michele considers the impact on all stakeholders and uses a collaborative approach to ensure whatever technology or process is adopted works for all users.



Michele is an inspiring supervisor and truly loves her job. She is forward-looking, is present in conversation, and listens. Her warm personality and expertise make her a great ambassador for the Department. Michele leads by example and inspires others to share in her vision for a better work environment, safer community, individual well-being, and ability for personal growth. She trusts her staff and is confident in our abilities. She enables her staff to take chances and supports their growth. Michele creates and maintains a supportive work environment that allows her staff to manage their daily responsibilities with flexibility and autonomy.

We are fortunate to work for Michele and benefit from her vast expertise, particularly in specialized supervision and report writing. We appreciate Michele for the great supervisor she is. The PSI Division greatly benefits from her unique problem-solving skills and her leadership in managing our ever-changing work environment and ever-increasing workload.



# NATIONAL ASSOCIATION OF COUNTIES *Achievement Awards*

Each year, the National Association of Counties (NACo) recognizes innovative and effective county government programs that strengthen services for residents and customers. In May 2021, five MCAPD programs were distinguished with 2021 NACo Achievement Awards. Many of the programs highlighted the ingenuity of MCAPD staff as they were faced with the challenge of continuing to deliver services aligned with our mission, vision, and values during the COVID-19 pandemic without sacrificing the dedication and excellence for which the Department is known. The award-winning programs are described below.

## DRUG COURT ALUMNI ASSOCIATION

Several years ago, the Maricopa County Drug Court Alumni Association was created after staff noticed a demand for continued support for those that graduated from the Drug Court Program to keep them committed to their sobriety and long-term recovery. MCAPD staff contacted Drug Court graduates and current Drug Court participants exiting the program to see if they were interested in joining the group. Over the years the program lost motivation. In 2019 the program was revived in full force due to a persistent need for continued support and a staff eager to offer that support. Faced with obstacles presented by the pandemic, the Alumni Association quickly responded by creating fun virtual events to engage both alumni and current participants in a safe and sober virtual environment.

The objective of the Drug Court Alumni Association is to bridge the gap for those who have exited the Drug Court Program with continued mentorship and peer support. It also provides current participants in the program a way to connect with those who have completed the Drug Court Program to provide support and encouragement in their recovery journeys. Not only does the Alumni Association target Drug Court alumni and current participants, but also their families as well. Many times, the families of those who have struggled with substance use have gone through great turmoil and are often separated from loved ones. The Alumni Association creates a prosocial environment and a supportive network by hosting voluntary events, such as picnics, game nights, and a motivational speakers bureau that help foster rebuilding those relationships.

## HOUSING OUTREACH AND PEER ENGAGEMENT (H.O.P.E)

The Housing Outreach and Peer Engagement (H.O.P.E) is a collaboration between MCAPD, Community Bridges, and Axiom Care. It provides peer navigation and sober living for individuals sentenced to probation and participating in the Drug Court Program. The peer navigators meet the participants and assist with a variety of things including benefit acquisition, enrolling participants in treatment or housing, and providing support and reminders for court and probation appointments. Up to 90 days of sober living at Axiom Care (or another approved sober living facility) is provided through the program and assists participants with gaining the stability needed to resist using substances.



While the overall goal of HOPE is to increase treatment retention for participants in Drug Court, several smaller goals are also included in the program. Reports from external evaluators show the combination of peer navigation and sober living is working as HOPE has been able to meet its performance outcomes in the first two years. HOPE is currently mid-way through the third year of the five-year grant, and despite obstacles created by the pandemic, the program continues to have a positive impact on the lives of the participants.

Utilizing peer navigators to assist the participants has also assisted with reengaging participants who have absconded and/or had a warrant filed. Several times, the navigators have been able to locate participants and talk with them about getting into treatment which has resulted in the dismissal of petitions to revoke their probation grant. The Drug Court team is optimistic about the continued benefits that participants will receive through the remainder of this grant program.

## MOVING COMBO REPORTS TO PRESENTENCE

Field supervision probation officers of the MCAPD reduce crime and recidivism by supervising individuals on probation and targeting their interventions to reduce risk and foster positive behavioral change. While their primary responsibility is supervision, field officers were also called upon to complete Combination Reports that were court ordered when new offenses were committed. Combination Reports include components of both presentence investigation and probation violation court reports requiring field staff to spend significant time and effort to investigate and compile information for this comprehensive document.

In 2019, MCAPD began to transfer the responsibility for approximately 3,000 annual Combination Reports from the field to the Presentence Investigation Division (PSI) of the MCAPD. This transfer of responsibility leveraged the production-based skillsets, processes, and court report writing experience of presentence investigation officers, thus saving time for field officers to focus on the supervision of individuals in the community. When surveyed about the transfer, field officers and supervisors showed significant gratitude to PSI, and reported saving approximately six hours per month, with additional accounts of substantial efficiency improvements. This program also introduced electronic submission of Combination Reports, moving away from paper reports; electronic submissions resulted in a reduction in support staff time needed to compile the report as well as a paper cost savings.

## VIRTUAL DEFENSIVE TACTICS REFRESHER

The Maricopa County Adult Probation Department (MCAPD) and the Maricopa County Juvenile Probation Department's (MCJPD) probation and surveillance officers are required by state statute and code to complete eight hours of defensive tactics (DT) refresher training every calendar year. DT requirements were not relaxed as a result of the pandemic, so the training units from MCAPD and MCJPD were tasked with developing a virtual program that taught the necessary skills officers needed and adhered to public health and social distance guidelines.



Training staff transformed the previous in-person classes into a high-quality virtual format that 1) maintained the safety standards taught in the in-person refresher and 2) respected the health of the officer and those they supervise in the community.

The Virtual DT refresher program incorporated videoconferencing with trainers, who demonstrated the DT and provided specific feedback to officers who virtually demonstrated the tactics in the safety of their own home. The restructuring of the DT refresher safety training was imperative to keep officers safe and was consistent with the best practices standards. The conversion of the DT Refresher to a high-quality virtual format was a significant undertaking for the training units, yet they responded to it without hesitation.

## VIRTUAL NEW OFFICER TRAINING, EDUCATION AND SKILL-BUILDING (N.O.T.E.S.) TRAINING

A part of MCAPD's mission is to "enhance the safety and well-being of our neighborhoods." The people who carry out this mission statement every day are the field probation and surveillance officers who are directly supervising individuals in the community placed on probation. In order to foster positive behavioral change in these individuals, newly hired officers receive rigorous and crucial training (referred to as 'NOTES') on a variety of tactics and skills ranging from verbal de-escalation and graduated responses to case planning. When the pandemic began, it was difficult to imagine how the Department could effectively train new officers without being able to spend weeks with them in a classroom. The MCAPD Staff Development and Training Unit, along with assistance from the Safety Unit and other adjunct staff members, converted numerous in-person classes to high-quality Computer-Based Trainings (CBT) and created a Virtual NOTES Academy which observed public health guidelines, adequately trained new officers, and established permanent process improvements for future classes.

The Virtual NOTES Academy included new officers completing CBTs and attending facilitated classes for three weeks, one week of in-person defensive tactics, and finally, a two-week transition period into their new caseloads. In April 2020, 16 new officers successfully completed the Virtual NOTES Academy.

An additional 16 new officers completed the Virtual NOTES Academy during the remainder of CY2020. Like many other programs that had to change due to the health crisis, the Staff Development and Training Unit faced an unprecedented challenge, but successfully delivered vital training to new officers while observing quickly changing public health recommendations.



Pictured from Left to right Steven o ,achel Mc ay, icole Salamin, Taylor Cephers, im Sine, Ada Andreski, onelle Acosta, ose Molina, Alda arcia, and Cheryl ambriski



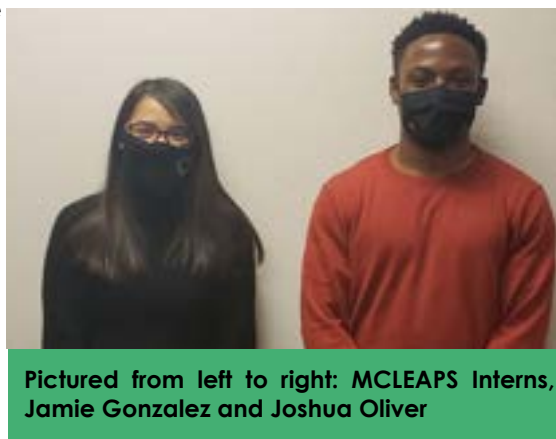


# MARICOPA COUNTY LEADERSHIP AND EDUCATION ADVANCING PUBLIC SERVICE *M.C.L.E.A.P.S.*

In FY2021, the Maricopa County Adult Probation Department (MCAPD) continued its participation in the MCLEAPS internship program for the sixth year, supporting its eighth and ninth MCLEAPS interns. The MCLEAPS Program is a partnership between Maricopa County and the Watts College of Public Service and Community Solutions at Arizona State University. Through this unique partnership, interns work full-time for participating county departments, gaining valuable, real-world work experience. Departments have the opportunity to showcase the work they do, their career opportunities, and the value of a career in public service within their organization.

**"I got to witness that MCAPD practices what they preach. The Department continuously works to implement evidence-based practices to ensure that its clients receive the best service."**

**- Jamie Gonzalez, Intern**



**Pictured from left to right: MCLEAPS Interns, Jamie Gonzalez and Joshua Oliver**

The MCLEAPS internship experience looked different in FY2021 as the interns did not have the same opportunities typically afforded to those who have an in-person experience with the Department. Under normal circumstances, interns would be presented with multiple opportunities to participate in ride-alongs and observe the various probation functions such as pretrial services, presentence, specialty courts, standard probation, and treatment programs.

As a result of the pandemic, the internship program had to be adapted to provide a meaningful experience for the interns and the Department while working in a nearly virtual environment.

**"With the new norms of our virtual reality, this opportunity taught me the importance of being adaptable/flexible in a professional environment."**

**- Joshua Oliver, Intern**

Jamie Gonzalez and Joshua Oliver joined the MCAPD as the MCLEAPS interns for FY2021. Jamie was a senior pursuing a Bachelor of Science in Criminology and

Criminal Justice. Joshua was also a senior pursuing a Business Law degree with a certificate in Applied Business Data Analytics. The interns were assigned to the Data Integrity Analytics DIA team. In this assignment they

developed a broader understanding of the work of the MCAPD and the different ways that divisions across the Department provide support to each other while contributing to DIA projects. They also helped the DIA team learn more about how to operate as a team in a virtual environment. Both interns expressed appreciation for the experience and for the tremendous work done across the MCAPD.

# ORGANIZATIONAL CHART



## MCAPD ORGANIZATIONAL CHART

# MARICOPA COUNTY ADULT PROBATION

## ORGANIZATIONAL CHART



**ADULT PROBATION CHIEF**  
MICHAEL CIMINO



**PRE-DISPOSITION & ADMINISTRATIVE SERVICES CHIEF**  
BRANDELYN JACKSON



**SUPERVISION SERVICES CHIEF**  
TED MILHAM



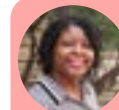
**SPECIALIZED SERVICES CHIEF**  
JASON WALKER



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



**EASTERN FIELD DIVISION**  
STANDARD PROBATION & DOMESTIC VIOLENCE  
**DIVISION DIRECTOR**  
KRISTI WARD



**PROGRAMS DIVISION**  
DRUG COURT, DUI COURT, VETERANS COURT, SUPERVISED YOUTH, DRUG COURT & ASSESSMENT CENTER COUNSELORS, THINKING FOR A CHANGE, & DECISION POINTS  
**DIVISION DIRECTOR**  
TAMEKA LOYD



**PRESENTENCE INVESTIGATIONS**  
**DIVISION DIRECTOR**  
ADELITA NUNEZ



**CENTRAL FIELD DIVISION**  
STANDARD PROBATION & INTERSTATE COMPACT INCOMING  
**DIVISION DIRECTOR**  
REBECCA BRITT



**COMMUNITY TRANSITION & SUPPORT DIVISION**  
REENTRY, LITERACY CENTERS, SERIOUSLY MENTALLY ILL, & COMMUNITY REINTEGRATION  
**DIVISION DIRECTOR**  
DAVID TAYLOR



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**DIVISION DIRECTOR**  
RYAN VALLEY



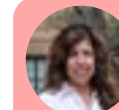
**WESTERN FIELD DIVISION**  
STANDARD PROBATION  
**DIVISION DIRECTOR**  
JENIFER MEILEY



**INTENSIVE PROBATION & FUGITIVE APPREHENSION DIVISION**  
**DIVISION DIRECTOR**  
WES SHIPLEY



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CYNTHIA STEVENS



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**DIVISION DIRECTOR**  
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**BUREAU ADMINISTRATIVE DUTIES & STAFF**  
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**CHIEF**  
BRANDELYN JACKSON