



# ANNUAL REPORT

# 2015

## MARICOPA COUNTY ADULT PROBATION

A Force for Positive   
**CHANGE.**

*"Coming together is a beginning; keeping together is progress; working together is success." - Henry Ford*

Dear Judge Barton:

The FY2015 Annual Report of the Maricopa County Adult Probation Department illustrates the noble values embraced by our Department and our continuing commitment to enhance the safety and well-being of our community. In the pages that follow, we describe the variety of activities undertaken by our dedicated staff, showcase initiatives and achievements, and report positive performance results.



Collaboration is paramount to our progress and performance. Throughout this report, successful collaborations are highlighted and evident. With our valued partners, we are increasing the number of probationers enrolled in healthcare, expanding capacity to provide cognitive-behavioral programming designed to reduce offender risk, improving responses to justice-involved individuals with mental illness, and working to reduce the number of low-risk individuals held in our jails. Collaboration has increased electronic information sharing across departments and more efficient case processing. Positive working relationships with law enforcement partners enable us to act quickly, effectively, and safely in conducting searches, arrests, and other activities to protect victims and the community.

The bulk of our work involves supervising probationers and working with them to promote positive behavior change. It was gratifying to receive positive feedback from probationers through the FY2015 satisfaction survey. Nine out of ten probationers reported satisfaction with the job we are doing.

There has been considerable growth in our pretrial and probation populations this year and we are thankful for additional staffing to help meet this demand. The leadership and support of the Superior Court and Maricopa County officials is appreciated as we move into another fiscal year.

I look forward to our continued work to advance justice and public safety.

Sincerely,

*Barbara A. Broderick*

Barbara A. Broderick  
Chief Probation Officer

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# VISION STATEMENT

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

# MISSION STATEMENT

To enhance the safety and well being of our neighborhoods.

We accomplish this through:

- Working in partnerships with the community to provide research based prevention and intervention services;
- Assessing offenders' risk/needs in order to help guide Court decisions and to apply the appropriate level of services;
- Managing offender risk by enforcing Court orders, affording opportunities for pro-social 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 STATEMENT

We **BELIEVE IN:**

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

# GOALS

- Goal A** Crime Reduction
- Goal B** Retention and Compensation
- Goal C** Process Improvement
- Goal D** Customer Satisfaction
- Goal E** Solid and Sound Infrastructure

# GENERAL INFORMATION



Arizona has a population of over **6,731,484** people (2014).

Maricopa County has a population of over **4,087,191** people (2014).

It is the **fourth most populous county** in the nation and is home to more people than 23 states and the District of Columbia (2010 census).

Maricopa County has a land area of **9,200** square miles, of which 1,441 square miles are incorporated (16%) and 7,785 square miles are unincorporated (84%).

It is the **largest** of Arizona's fifteen counties.

The county measures **132 miles** from east to west and **103 miles** from north to south.

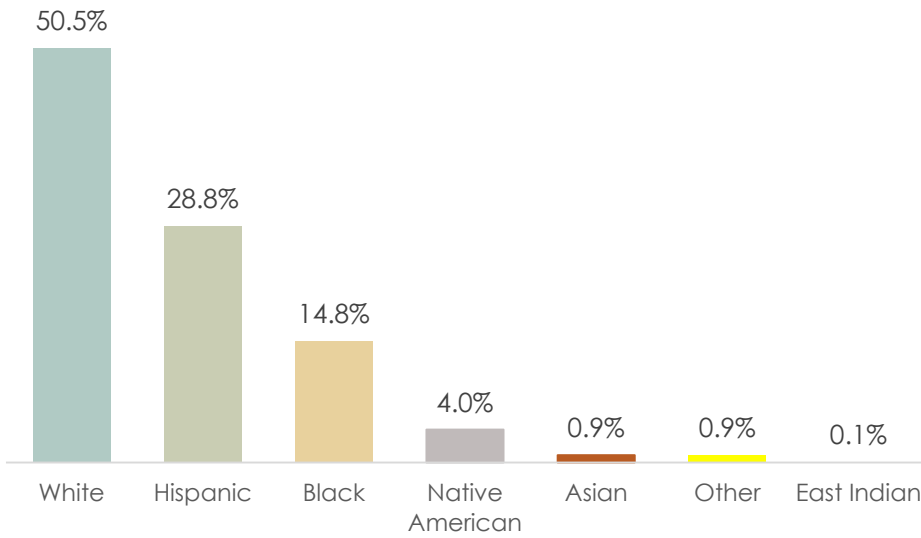
**Twenty-five** cities and towns are located within Maricopa County's borders.

## MARICOPA COUNTY ADULT PROBATION

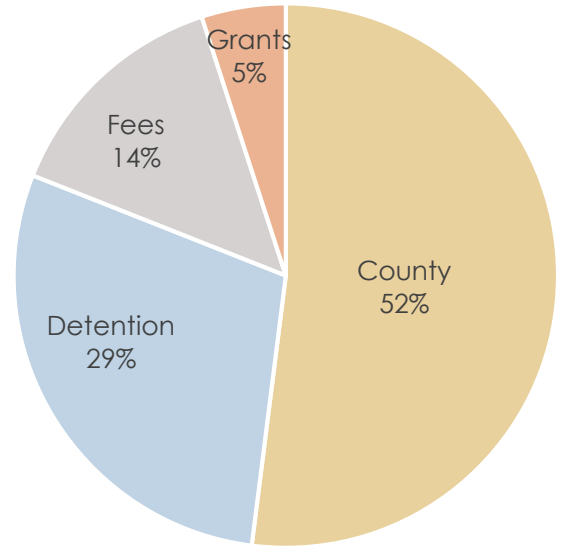
- Established in **1972**
- **\$95,336,187** annual budget
- **1,143** employees
- **19** regional and area offices
- **52,178** probation population (monthly average)
- **2,388** pretrial supervision population (monthly average)
- **21,255** standard probation population (monthly average)
- **994** intensive probation population (monthly average)
- **2,722** arrests by Fugitive Apprehension Unit

GREAT THINGS  
ARE BROUGHT ABOUT  
AND BURDENS  
ARE LIGHTENED  
THROUGH THE EFFORTS  
OF MANY HANDS  
ANXIOUSLY ENGAGED  
IN A GOOD CAUSE.  
ELDER M. RUSSEL BALLARD

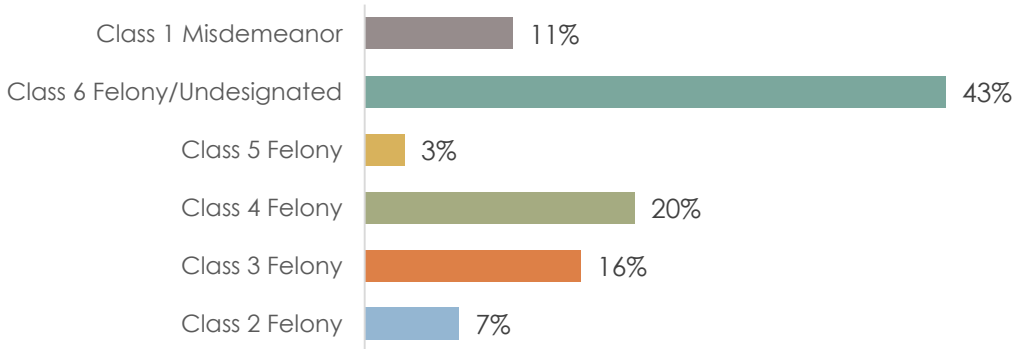
### Probation Population Race/Ethnicity



### Maricopa County Adult Probation FY2015 Annual Budget - \$95,336,187



### Offense Category

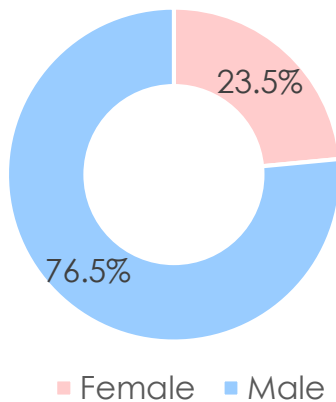


Average monthly active probation population **27,568.**

Average monthly probation population **52,178.**

On probation for felony offenses **89%.**

### Gender of MCAPD Population



### Probation by Offense Category and Gender

Offense Category	Female	Male
Class 1 Misdemeanor	10%	11%
Class 6 Felony/Undesig	52%	41%
Class 5 Felony	3%	3%
Class 4 Felony	18%	20%
Class 3 Felony	10%	18%
Class 2 Felony	7%	7%

# MANAGING FOR RESULTS

To achieve positive results, Maricopa County utilizes Managing for Results (MfR), a comprehensive and integrated management system that focuses on achieving results and demonstrating accountability to taxpayers. The system integrates planning, budgeting, reporting, evaluating, and decision-making and enables good business decisions based on performance.

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

To accomplish its mission, the Maricopa County Adult Probation Department (MCAPD) established a results-oriented MfR plan that sets forth five strategic goals:

**GOAL A. CRIME REDUCTION** - MCAPD's primary goal is to enhance public safety. To achieve positive results, the Department selected and implemented evidence-based practices as its principal approach to crime reduction. Dedicated employees are providing a variety of vital services that enhance community safety and well-being and their efforts are reflected in positive performance results.

Benchmark	Goal	FY2015 Results
Successful Completion of Probation	70% or higher	73.2%
Revoked to Department of Corrections	25% or lower	25.0%
New Felony Sentencing	8% or lower	7.4%

**GOAL B. RETENTION AND COMPENSATION** - MCAPD's goal is to recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction. Officers were employed for an average of 11.15 years, exceeding the Department's goal of 9.0 years. The Department has pursued all opportunities to address compensation for staff when market range titles have been selected by the Board of Supervisors for further studies. MCAPD continues to emphasize with policy makers the importance of addressing compensation as budgets are formulated.

**GOAL C. PROCESS IMPROVEMENT** - The Department's goal is for MCAPD customers and stakeholders to benefit from improved case processing. MCAPD delivered 98% of presentence reports to the court on time without a continuance. Although the Department is still below its goal in the area of restitution collections, improvements were made this year resulting in over 6% improvement in the total amount of restitution collected. Pretrial Services submitted 100% of the Initial Appearance packets to the court on time (within 24 hours).

**GOAL D. CUSTOMER SATISFACTION** - MCAPD's goal is to improve services to neighborhoods, courts, offenders, and victims. In FY2015, three (3) separate surveys were conducted under the direction of the Policy, Planning and Analysis Division to obtain feedback regarding the Department's performance from 1) probationers under supervision, 2) opted-in victims, and 3) law enforcement and criminal justice partners. Across all three (3) groups surveyed, MCAPD received positive ratings. Probationer satisfaction rate is at 90.5%, victim satisfaction is at 71.4%, and law enforcement and criminal justice partners satisfaction is at 90.5%. The results from the surveys affirm that MCAPD treats individuals with respect and fosters productive relationships.

**GOAL E. SOLID AND SOUND INFRASTRUCTURE** - In support of Goals A, B, C, and D, the Department's infrastructure goal is to have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety. In order to meet this goal, MCAPD collaborates extensively with other Judicial Branch and Maricopa County departments. A Master Space Plan developed with the Maricopa County Facilities Management Department (FMD) and the Judicial Branch identifies space deficits and other facility needs across all buildings and provides a roadmap for work projects. A strong and supportive partner, FMD provided a range of services from planning and estimating to design and project management, ensuring the work was performed as intended and at an appropriate level. Significant projects were successfully completed at seven locations; one of these involved doubling the Pretrial lobby and expanding workspace for Pretrial staff in order to accommodate a growing pretrial population. This expansion also required moving a wall in the administrative office, relocating the administrative lobby, and constructing a new conference room.



As part of the Smart Justice Council, the Maricopa County Human Services Department (HSD) established a dedicated Workforce Development Unit to work with justice partners to implement a workforce reentry services model. Shared goals include increasing employment for probationers in the community and inmates soon to be released from custody. In addition to a variety of employment-related services that are being deployed, HSD provided monitors at multiple MCAPD office locations that display helpful job resource and general information to help probationers successfully complete probation. HSD also provided videoconferencing equipment at two (2) MCAPD Education Centers to enhance probationers' learning and job search efforts.

Another example of collaboration on infrastructure is the partnership with the Maricopa County Sheriff's Office (MCSO) in the Electronic Monitoring Install before Release Program. In order for Pretrial Services staff to install electronic monitoring equipment on defendants with electronic monitoring release conditions before they are released from custody, MCSO provided office space and work space inside the jails for Pretrial staff to complete these installations. MCSO added data lines that provide Pretrial staff direct access to the Superior Court network and established notification protocols with the Sheriff's Information Management System to ensure tracking of defendants awaiting installation of electronic monitoring. This working relationship is critical to the program's success and increases community safety.

## PROBATIONER SURVEY RESULTS

One (1) of the five (5) primary goals within the MCAPD's strategic plan is customer satisfaction. Periodically, the MCAPD conducts surveys of its customers and partners to assess satisfaction with the services provided by the MCAPD and to help identify ways that services can be improved. In June 2015, a survey was conducted of probationers under the supervision of the MCAPD.

**SURVEY ADMINISTRATION**- Surveys were distributed at 11 probation offices for two (2) weeks in June. Probationers who came into the office during that time frame were provided the

opportunity to complete the survey. Probationers were informed that their participation in the survey was voluntary and that their responses were confidential. A box was provided in the lobby at each office location for respondents to turn in their completed survey. The survey was completed by 935 probationers.

**RESULTS-** The following highlights the results of the survey:

- Eight (8) out of ten (10) survey respondents indicated that the wait time in the lobby was reasonable and nine (9) out of ten (10) indicated that they were greeted in a pleasant and professional manner.
- Nine (9) out of ten (10) survey respondents indicated that their probation officer: treats them with respect, spends enough time with them, listens to them, works with them to help them complete probation successfully, lets them know how they are doing on probation, asks for input when making plans for them, compliments them for good behavior and would see them more often if they were having problems.
- Overall, 90.5% of probationers surveyed are satisfied or very satisfied with the experience they have had with the MCAPD.

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

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

**CONCLUSION-** All of the above results are reflective of the importance of treating people with dignity and respect and the importance of the relationship between the probation officer and probationer. The results also provide positive reinforcement to probation officers that their efforts are recognized by those they supervise. The overall satisfaction of 90.5% indicates an

increase in satisfaction from the survey conducted in 2013. The strategic goal of MCAPD to have 86% probationer satisfaction has been met. The survey results continue to be encouraging as the survey targets those probationers who have the most contact with the probation department.

## VICTIM SURVEY RESULTS

In May 2015 the Department conducted its 17th annual survey of victims who have opted for post-conviction notification. MCAPD is mandated to notify opted-in victims as certain changes related to their case occur. The survey focused on cases that required notification during FY2015.

**SURVEY ADMINISTRATION**-The survey contained 12 items. The first seven (7) items required respondents to rate the victim's contact with MCAPD staff. Each item was rated on a 5-point scale that ranged from 1 (never) to 5 (always). A value of 3 would be considered neutral. Survey respondents were also asked to indicate the status of the probationer(s) in their case.

The survey was administered to a random sample of 212 victims; however, 25 were returned without forwarding addresses, and one respondent was excluded because the survey was returned without any responses. A total of 58 opted-in victims responded, which is a response rate of 31%.

**RESULTS**-The following highlights the results of the survey:

- The mean ratings for the items pertaining to contact with MCAPD ranged from 3.64 to 4.25. All mean ratings fell above the neutral rating of 3.0. The mean rating for four (4) of the seven (7) items related to contact with probation staff increased compared to the previous year.
- The highest rating (M = 4.25) was for the item: "Probation staff treated you with respect."
- The lowest rating (M = 3.64) was for the item: "Probation staff provided you with an explanation of the probation process."

- When all items are included to create a mean score for each respondent, those with a mean score of 3.5 and higher would be considered “satisfied or very satisfied”. Using this composite score, 71.4% of the opted-in victims who responded to the survey were satisfied with MCAPD. This is an increase from FY2014 which was 63.9%.

**CONCLUSION-**The annual survey of opted-in victims is conducted because of the commitment of the MCAPD to customer satisfaction. The victim survey results for FY2015 meet the Department’s strategic goal for victim satisfaction of 70%. The survey results reflect the MCAPD’s ongoing commitment to provide quality service to victims and to identify ways to make continuous improvements.

## LAW ENFORCEMENT AND CRIMINAL JUSTICE PARTNER SURVEY RESULTS

**SURVEY ADMINISTRATION-**A survey of law enforcement and criminal justice partners was conducted in June 2015. A list of survey recipients was generated by MCAPD staff who have routine interactions with representatives of law enforcement agencies and other departments within the criminal justice system. A list of over 300 contacts was generated, representing more than 50 law enforcement and criminal justice agencies. A total of 311 surveys were delivered electronically to allow partners the opportunity to provide feedback on the services MCAPD provides. Responses were received from 84 individuals for an overall response rate of 27%.

**RESULTS-**Nine (9) out of ten (10) of the survey respondents (n=76, 90.5%) indicated that they were satisfied or very satisfied with the interaction they had with MCAPD.

**CONCLUSION-**These results represent an increase in satisfaction from the last survey conducted in 2013. The strategic goal of the Department to have 85% criminal justice partner satisfaction has been met.

# HEALTHCARE ENROLLMENT AND LITERACY

The Healthcare Enrollment Initiative is a three-pronged, collaborative approach to ensuring that all probationers have healthcare coverage and are able to access the health and behavioral health services they need in order to be successful on probation and in life. Building on a successful first year, in FY2015 the Healthcare Enrollment Initiative expanded the number of partner organizations and services provided.

**Outreach.** At each area office, probation officers talked with probationers about healthcare and uninsured probationers filled out Commit Cards. Enroll America staff collected the Commit Cards and made contact with probationers to provide information about the Affordable Care Act, offer enrollment resources, and foster motivation for enrollment. Enroll America collected 3,721 Commit Cards completed by probationers in FY2015.

**In-person Assistance.** At the MCAPD's Assessment Center, individuals received in-person assistance with healthcare enrollment. Through partnerships with Keogh Health Connections, Phoenix Day, and Concilio Latino de Salud, in-person assistance was made available at the Assessment Center on a daily basis. As a result, 859 individuals received in-person assistance with healthcare enrollment. Community partners assisted with 844 Medicaid applications and 15 Marketplace applications.

**Healthcare Literacy.** Many probationers lack knowledge of the requirements and provisions of the Affordable Care Act, healthcare cost sharing terminology, and other areas significant to being an informed consumer of healthcare. Through a new partnership with Maricopa Integrated Health System, at least 35 healthcare literacy classes were provided for probationers at various locations to ensure that they understand healthcare, their coverage, and how to use it. The educational program was delivered to more than 360 participants.

The adult probation population has higher rates of past trauma, substance abuse, mental illness, and poverty than the general population, and probationers have historically been a

largely uninsured population. The Affordable Care Act has changed the healthcare landscape. Americans are now required to have healthcare coverage, substance abuse and mental health treatment are included as essential benefits, and more probationers are eligible for Medicaid. MCAPD and its partner organizations will continue to identify uninsured probationers and provide assistance with healthcare enrollment and healthcare literacy. Increased access to healthcare will benefit the overall health of probationers and their families, and probationers with substance abuse and mental health needs will have increased access to evidence-based treatments that have proven effective in reducing recidivism.

## THINKING FOR A CHANGE

The Thinking for a Change (T4C) program has a significant place in MCAPD's ongoing implementation of evidence-based practices. T4C is a 25-session integrated, cognitive behavior change program, designed for offenders, that includes cognitive restructuring, social skills development, and development of problem-solving skills. Research has shown the T4C program to produce positive results, and it is an effective intervention with higher-risk offenders. Over the past few years, MCAPD, along with the Maricopa County Sheriff's Office (MCSO), community treatment providers, and with substantial support from the Maricopa County Smart Justice Council, successfully implemented and expanded the Thinking for a Change program. The program operates in a coordinated cross-agency approach with groups provided in the jail, several probation offices, and a few community provider locations. In FY2015, T4C continued to evolve in a positive direction. Significant activities included continued program growth, a program evaluation completed by Maricopa County Justice System Planning and Information (JSPI), and receipt of a federal grant to help strengthen and sustain the program. More than 200 probationers graduated from community-based T4C programming in FY2015.

The evaluation conducted by JSPI covered the time period of FY2014 when the T4C program was still relatively new. JSPI looked at the implementation process of the County's providers and fidelity to the program model as well as recidivism outcomes for the program. JSPI found that overall the T4C program in the Maricopa County criminal justice system was implemented

with great success and with phenomenal cooperation between personnel from MCSO and MCAPD. Although some data challenges were noted, JSPI found significant reductions in recidivism (defined as returns to jail) at six months among T4C participants compared to non-participants. JSPI also surveyed T4C group facilitators to get feedback about their experience with the program. Overall, facilitators expressed a strong belief in the program and indicated that they enjoy seeing the change in participants and being able to build them up. Both parts of the evaluation provided positive results for the program as well as recommendations to improve program processes going forward.

MCAPD was selected to receive one (1) of only seven (7) Smart Supervision grants awarded nationally in 2014 by the Bureau of Justice Assistance to advance evidence-based practices in probation and parole agencies. MCAPD's grant supports T4C program operations and management and provides a program evaluation conducted by researchers from Arizona State University. As part of the project, a replicable model of collaboration between a community provider and probation is being developed with TERROS. Project partners hope that this model will provide new resources to support T4C programming and help ensure program sustainability. Justice Assistance Grant funding provides additional support for program operations.

## **EFFORTS TO COMBAT HUMAN TRAFFICKING**

During the American Probation and Parole Association (APPA) 2013 Winter Institute held in Phoenix, several MCAPD staff attended a workshop on sex trafficking. The group of attendees met at a later date to begin identifying ways in which MCAPD could become more engaged with solving this problem. The effort began in March 2014 with professionals from the Arizona State University Office of Sex Trafficking Intervention Research (STIR) and the Phoenix Police Department providing a three-hour training for the entire MCAPD management team related to treatment for victims as well as strategies for enforcement when working with potential offenders. A grant was secured from the McCain Institute for International Leadership, which provided funding for three (3) officer trainings, a study on prevalence of sex trafficking in the probation population, and the creation of an informational training publication written

specifically to probation officers on sex trafficking. Trainings took place in October 2014: approximately 200 probation officers and staff were provided a broad overview of approaches to utilize in working with victims as well as what to be looking for when working with potential offenders. Staff participating in the training were also asked to go back to their caseloads and participate in a survey which served as the basis for research into the prevalence rates of sex trafficking victims and offenders in the probation population.

The research findings were published by Arizona State University in February 2015 and also presented to the Arizona Task Force on Human Trafficking. The study demonstrated the importance of MCAPD being actively engaged in this issue as the study revealed a number of victims as well as offenders currently on probation caseloads. Additionally, MCAPD worked with STIR to develop a thorough publication that can be used as a tool for probation officers by introducing them to an overview of the issues of sex trafficking and the role officers can play in addressing this problem. MCAPD and STIR also worked with the Community Supervision Division of the Arizona Department of Corrections and the Juvenile Probation Department to develop similar publications for their staff. All three guides will be presented to the APPA and National Institute of Corrections for dissemination to national colleagues.

## 2015 A YEAR OF COLLABORATION

Many organizations share common goals to serve the public and improve the quality of life for individuals and communities. By coming together and utilizing collaboration to address complex issues, solve problems, and improve processes, major gains can be realized in efficiency, innovation, communication, technological integration, and positive outcomes. Fiscal Year 2015 was a Year of Collaboration during which MCAPD was engaged with a variety of community-based, academic, and government partners in an array of projects advanced through collaboration. A few of these successful, collaborative projects are highlighted below.

### New Pretrial Assessment

In collaboration with the Superior Court, Court Technology Services, the Administrative Office of the Courts, and the Laura and John Arnold Foundation, the Pretrial Services Division



implemented a new risk assessment tool, the Public Safety Assessment (PSA). This tool helps determine a defendant's risk to fail to appear for court hearings, commit new criminal activity, or commit violent criminal activity while on pretrial release. The PSA is being used by the Pretrial Jail Unit and the Defendant Monitoring Units. It helps the Court determine, particularly at the Initial Appearance level, which defendants pose a significant risk to the safety of the community and because of this high-risk should be held in custody while they go through the trial process.

This risk assessment tool was developed by the Laura and John Arnold Foundation by researching 746,525 cases drawn from more than 300 U.S. jurisdictions in order to determine the most accurate predictors for pretrial failure. Those predictors were then used to create a tool to assess defendants at the time of their first court appearance. The research conducted on the PSA tool in other jurisdictions has shown that defendants identified by the assessment as being a high-risk to commit new violent criminal activity are rearrested at a rate of 17 times that of those who do not receive the violence flag. The research also has shown that implementation of the tool reduced crime close to 15% (per the Laura and John Arnold Foundation six-month report), a primary reason that the Court chose to use this tool as their primary way to assess the risk of pretrial defendants.

By utilizing this tool, the Court can also decrease the number of lower-risk individuals who remain in custody due to not having the financial means to post a monetary bond. Research has shown that keeping low-risk defendants in custody for longer than 24 hours significantly increased their risk to recidivate as well as their likelihood to fail to appear for their court dates if they were ever released. Using the risk assessment tool, probation officers in the Pretrial Jail Unit identify defendants who are considered low-risk and make recommendations to the court for their release, either on their own recognizance or under pretrial supervision. Such releases enable low-risk defendants to go back to their jobs, families, and communities while going through the trial process.

In keeping with MCAPD's use of evidence-based practices, this risk assessment tool uses data-driven analysis to determine if a defendant should be released from custody while going through the trial process. This risk assessment becomes another tool for judicial officers to use

when making determinations of release. With the successful use of this tool, it is hoped more defendants will be released back to their lives in the community while pending disposition, overall recidivism amongst pre-adjudicated defendants will decrease, and the community will continue to be kept safe.

## Presentence Division Advances with Technology

Two programs in the Presentence Division stand out as successful examples of cooperative innovation:

1. The shared information pipeline between the Maricopa County Attorney's Office and the Presentence Division,
2. E-filing the presentence report in the Integrated Court Information System Next Generation (iCISng).

Presentence packets are sent from the Maricopa County Attorney's Office (MCAO) to the Presentence Division to assist probation staff with the preparation of the presentence report. The packets are generally comprised of police reports, charging documents, plea agreements, victim contact information and statements, and attorney recommendations. It is in the best interest of both partners that these packets are delivered in a timely manner and with the correct components. Historically, presentence packets were delivered by couriers. Gaps and delays occurred as thousands of packets were transferred annually. Early in FY2015, leaders from MCAO and MCPD decided to develop a virtual pipeline between the Presentence Division and MCAO. A variety of staff and specialists determined the best course of implementation was to develop a drive with shared access. Now, on the MCAO side, employees compile and save the individual documents of the presentence packet. On the Presentence Division side, employees are able to easily search and review saved documents on the shared drive, and employees access what is needed when it is needed.

iCISng is a "Next Generation" system of databases comprised of information about the Court's docket, calendar, stakeholders, and detailed case histories. It serves not only as a central repository of aggregated information for use by the Superior Court, Justice Courts, Juvenile Probation and Adult Probation, but also as a useful E-filing vehicle through which a

presentence report and other relevant case data can be delivered. The Presentence Division, in collaboration with Court Technology Services (CTS), Superior Court, and prosecutorial and defense agencies, has begun a measured roll-out of the E-filing program for the presentence report. CTS has proven to be an able mediator and has quickly developed fixes to many of the technical issues encountered. The program is being used by a small portion of Presentence staff and one Superior Court commissioner. Additional Presentence units and judicial officers are being trained and will begin broad use of the system as soon as practicable. The full implementation of E-filing under iCISng will represent a striking change in efficiency, innovation, and collaboration between the Presentence Division and Court partners.

## Communications Center Co-location with Sheriff's Office 911

The MCAPD's 24/7/365 Communications Center provides officer safety monitoring to the MCAPD, Juvenile Probation Department, and Court Marshal's staff that work at probation buildings. The Communications Center also serves as a resource to officers in the field and law enforcement by responding to phone calls and collecting and sharing pertinent information. These services require state-of-the-art equipment and technology to meet the needs of officers in the community and operators who work at the center. One of these tools is software referred to as Computer Aided Dispatching (CAD) that allows operators to track officers' whereabouts and call status when they are engaging defendants and probationers in their homes, places of work, and treatment locations.

The MCAPD collaborated years ago with the Maricopa County Sheriff's Office (MCSO) to share CAD resources and maintained a positive working relationship for years in order to provide this useful tool to Communications Center staff. Prior to these efforts, all officer safety monitoring for MCAPD was done the good old-fashioned way, with pen and paper. In 2013 new CAD software was rolled out. The MCSO went above and beyond to reach out to impacted stakeholders and engaged the MCAPD every step of the way, which led to an extremely successful roll out of the new software. (Not an easy task when you have two organizations in two different locations that provide seamless essential services to the community and their employees). During this collaboration the new MCSO Headquarters was being built. The MCSO and MCAPD teams were quick to recognize another opportunity for

collaboration, sharing a state-of-the-art space designed to enhance public and officer safety. At the time, the MCAPD Communications Center had aging equipment, some of which was unsupported, and lacked sufficient space and design to meet the wear and tear of a 24/7/365 operation. Collaboration occurred at every level, and after a significant amount of time, careful planning, and working together toward a common goal, the MCAPD Communications Center was relocated to a shared space within the MCSO 911 Center, demonstrating the positive results, such as efficient use of resources, that can come from successful collaboration.

## Maricopa County Justice and Mental Health Collaboration

After two and one-half years, the Justice and Mental Health Collaboration grant project, funded by the Bureau of Justice Assistance, was successfully completed in FY2015. The overall goal of the project was to increase public safety by improving the effective supervision and treatment of female offenders with serious mental illness (SMI) and/or co-occurring disorders (COD) that are multi-system involved. Project partners included MCAPD, People of Color Network, Arizona State University Center for Applied Behavioral Health Policy, Maricopa County Correctional Health Services, the Arizona Criminal Justice and Mental Health Coalition, David's Hope, the Regional Behavioral Health Authority, and Hope Lives – Vive la Esperanza. First, the project sought to elevate the knowledge, skills, and abilities of criminal justice and behavioral health personnel by providing training to those who work with justice-involved females with SMI and/or COD. Training was provided to more than 729 unduplicated participants from criminal justice and behavioral health agencies, exceeding the project's goal to train 600. These educational efforts are being sustained with ongoing training curriculums and informational handouts created for staff.

A second aim of the project was to develop and implement a small pilot program of treatment and support services targeting justice-involved females with SMI and/or COD that would be gender responsive, criminogenic responsive, and trauma-informed. The program targeted females with SMI and/or COD in the county jail and included screening, assessment, and referral to Forensic Assertive Community Treatment with transitional housing as well as evidence-based probation supervision in the community. Discharge planning was collaborative and included Correctional Health Services, a discharge planner from MCAPD,

and People of Color Network staff who evaluated and transferred eligible clients to the Forensic Assertive Community Treatment team prior to release from jail. Collaboration between the probation officer and case manager continues following the probationer's return to the community. The pilot program served 16 females and the grant provided additional resources including transitional housing and counseling. Trauma-informed TAMAR (Trauma, Addictions, Mental Health, and Recovery) groups were started at the People of Color Network clinic and in the jail housing units and these services are being continued.

A third aim of the project was to enhance collaboration among and between criminal justice agencies and those involved with the treatment and support of women with psychiatric impairments. Partner agencies created a flowchart of the jail reentry process for females with SMI and/or COD, examined current processes, and implemented changes to remove duplication and improve services. A new multi-agency Release of Information was created and information sharing protocols were expanded between Maricopa County Correctional Health Services, MCAPD, and People of Color Network. In addition, David's Hope, a grass-roots advocacy program, agreed to take the lead for facilitating the Arizona Mental Health and Criminal Justice Coalition. Technical assistance was provided by Arizona State University to assist David's Hope with resource development and strategic planning. Attendance at monthly Coalition meetings increased significantly during the grant project and five (5) subcommittees were established.

## PRETRIAL SERVICES DIVISION

ANNUAL DAILY SUPERVISED POPULATION **2,388** - AVERAGE DAILY COST PER DEFENDANT **\$8.23**  
ANNUAL PROGRAM COST **\$9,686,191**

The Pretrial Services Division provides the Initial Appearance (IA) Court with timely and relevant information to assist judicial officers with making release/detain decisions. For defendants released to pretrial supervision, the Pretrial Services Division helps ensure the defendant's appearance in court and that the defendant remains crime free while in the community.

All employees in the Pretrial Services Division have been trained and are using the recently implemented Public Safety Assessment (PSA), a validated pretrial risk assessment developed by the Laura and John Arnold Foundation that uses nine (9) risk factors to assess the risk of new criminal activity, including new violent criminal activity, and failure to appear pending case disposition. The PSA is administered during the initial appearance interview by officers assigned to the IA court and located in the jail. The PSA provides a basis for release recommendations, and determines the supervision level of defendants released to pretrial supervision. With the on-going support of the Laura and John Arnold Foundation, the tool continues to be honed to further address the specific needs of Maricopa County Superior Court and provide defendants with quality supervision services. It is anticipated that the data from this new risk assessment tool will lead to more informed release recommendations by officers to the court, a reduction in defendants' time spent in jail pending disposition, reduced jail costs, and a reduction in recidivism for both pre-adjudicated defendants and post-adjudication.

In collaboration with the MCAPD Communications Center, in FY2015 officers assigned to the IA Court were able to divert over 1,658 calls from field probation officers during after hours, holidays, and weekends and were also able to assist outside law enforcement agencies in authorizing holds on probationers who had been newly arrested.

Pretrial Services' Electronic Monitoring Program (EMP) continues to offer an intensive supervision option to the Court when establishing release conditions. The EMP currently utilizes a one-piece wearable Active Global Positioning System (GPS) to monitor compliance with release conditions. This level of monitoring provides certain pretrial defendants an opportunity to be released in the community during the pendency of their case, defendants who may otherwise remain in custody with a bond. Likewise, Active GPS technology allows for 24/7 monitoring with the ability to establish restriction zones that not only enhance the safety of alleged victims but the community as a whole.

As a result of a successful pilot program, and a desire to provide enhanced supervision options, the EMP expanded services to include the option of installing GPS monitoring prior to a defendant's release from custody. This eliminates any supervision gap from the time of release until a defendant reports to a designated office to be placed on GPS monitoring. All Superior

Court divisions with criminal calendars and the Initial Appearance Court now have the added option of ordering electronic monitoring prior to a defendant's release from custody. In collaboration with the Maricopa County Sheriff's Office, EMP staff and IA Court staff perform abbreviated interviews and install GPS monitoring systems at designated jails and other facilities seven (7) days a week. This allows for immediate monitoring including GPS tracking in virtually real time upon a defendant's physical release from custody.

Aside from using state-of-the-art GPS monitoring technology to supervise pretrial defendants, officers assigned to the EMP are issued laptops which are mounted in their department issued vehicles and were recently issued new cell phones with internet access, allowing for quick access to applications and programs in support of 24/7 monitoring demands. EMP employees are able to quickly access GPS location and event data from their vehicles while conducting fieldwork.

Finally, the EMP has continued to focus on enhancing monitoring equipment inventory control and billing in efforts to minimize program costs. This has been a challenging endeavor due to the program's relatively rapid growth and recent expansion to include installs before release. A designated staff member has been added to manage all aspects of inventory control and billing, which will allow the program to more closely monitor equipment loss and damage to hold the relatively small percentage of defendants that abscond from supervision accountable if they damage or abandon monitoring equipment.

## PRESENTENCE INVESTIGATION DIVISION

PRESENTENCE INVESTIGATION REPORTS COMPLETED **16,397** - AVERAGE COST PER  
PRESENTENCE INVESTIGATION REPORT **\$565.35** - ANNUAL PROGRAM COST **\$9,268,385**

The Presentence Division prepares investigation reports for the Court following the finding of guilt of a defendant. The primary purpose of the report is to provide objective, pertinent information and an objective sentencing recommendation to assist the Court in sentencing

the defendant. Probation officers and presentence screeners interview the defendant and administer assessments that aid in determining the defendant's risk and areas in need of intervention. Victims and other interested parties are also contacted for input in the report. Further, a criminal history record is provided. This information assists judges with sentencing decisions and is utilized by field officers in developing supervision strategies for those sentenced to probation.

In FY2015, the Presentence Division completed 16,397 reports with 98% submitted on time without a continuance. The entire Presentence Division remains committed to achieving the highest standards of timeliness, accuracy, and impartiality, to increase court efficiency and better carry out the goals of the Judicial Branch in serving the public.

A number of process improvements occurred within the Presentence Division in FY2015. The Presentence Assessment Center conducts a variety of screenings and assessments. It represents the first point of contact for many defendants as they begin a relationship with MCAPD. The Assessment Center has been instrumental in establishing an efficient healthcare enrollment initiative at the Presentence level. Having fostered collaborative relationships with multiple community-based organizations, in-person assistance with healthcare enrollment is provided at the Assessment Center five days per week.

Collaboration with the Maricopa County Attorney's Office (MCAO) led to significant developments. The MCAO upgraded its case management system with the help of a contracted vendor. The Presentence Division was able to secure an external stakeholder view to this system in order to quickly access victim information. Furthermore, collaboration between the departments led to the creation of a virtual pipeline for the sharing of presentence packets. These packets contain essential information from the MCAO that the Presentence Division utilizes in compiling presentence investigation reports. A shared drive was established with access portals at both agencies. This facilitates accurate assembly of the documents and allows information to be shared immediately.

The Judicial Branch Integrated Court Information System Next Generation (iCISng) serves as the online vehicle for the presentence report E-filing program. This program allows



presentence reports to be delivered to the Superior Court electronically. Developed over recent years, the E-filing program has to come to fruition and is undergoing a measured rollout. The full implementation of E-filing under iCISng will result in the conservation of resources and a significantly more streamlined delivery of services.

## STANDARD DIVISION

AVERAGE POPULATION **15,771** - AVERAGE DAILY COST PER PROBATIONER **\$5.26** - ANNUAL PROGRAM COST **\$30,284,015** - AUTHORIZED CASELOAD RATIO **1:60** - SUCCESS RATE **64.7%**  
DRUG MONITORING RESULTS INDICATE **72%** OF STANDARD PROBATIONERS WERE DRUG FREE  
IN FY2015 - VICTIM RESTITUTION PAID BY STANDARD PROBATIONERS **\$8,951,904**  
COMMUNITY RESTITUTION HOURS COMPLETED BY STANDARD PROBATIONERS (INCLUDING ALL SPECIALIZED CASELOADS) **270,973** HOURS

The following section includes probationers who are sentenced to Standard Probation but are not assigned to specialized units or the Minimum Assessed Risk Supervision (MARS) units, which are described in separate sections of this report.

The Maricopa County Adult Probation Department is committed to its mission and to the implementation of Evidenced Based Practices. In striving to enhance the safety and well-being of our neighborhoods, the MCAPD employs strategies that research has demonstrated are most effective at reducing recidivism.

Standard Probation Supervision comprises the majority of probationers sentenced directly to supervised probation. Included in Standard Probation are the reentry officers who assist many of the probationers assigned to standard probation after they have served a separate sentence at the Arizona Department of Corrections (ADC). This group of specially trained reentry officers works collaboratively with ADC, focusing on the probationer's critical needs prior to and after release from prison.

In addition to reentry services, standard officers also assist probationers who are homeless and temporarily living at the Central Arizona Shelter Services (CASS). Officers assigned to the homeless caseload work directly at the CASS campus, serving in conjunction with housing agencies, substance abuse counselors, and other service organizations, to reach out to probationers in order to provide them with resources which may lead to lifelong stability. These officers also promote methods to enable homeless probationers to recognize and change their cycle of criminal activity.

The MCAPD looks for opportunities to assist probationers in making positive behavior changes. As a result, officers utilize their training in methods such as Motivational Interviewing, Stages of Change, and cognitive behavioral programs, such as Thinking for a Change. Probationer risk is assessed on a regular basis and case plans are created to address key areas of criminogenic needs which are unique to each probationer. Continuous training of personnel and focus on proven strategies is effectively changing the lives of those supervised and improving the quality of life in our community.

## SERIOUSLY MENTALLY ILL (SMI)

AVERAGE POPULATION **687** - AVERAGE DAILY COST PER PROBATIONER **\$6.72** - ANNUAL PROGRAM COST **\$1,680,627**- AUTHORIZED CASELOAD RATIO **1:40** - SUCCESS RATE **77.7%**  
DRUG MONITORING RESULTS INDICATE **70%** OF SERIOUSLY MENTALLY ILL PROBATIONERS WERE DRUG FREE IN FY2015

The SMI program was specifically designed to assist those who have been diagnosed with a serious mental illness who are also involved in the criminal justice system. This program is based on a collaborative, problem-solving approach that includes a specialized Mental Health Court, the Regional Behavioral Health Authority (RBHA), case management teams, members of the County Attorney's Office as well as the Public Defender's Office, jail staff such as Correctional Health Services and the Mental Health Unit, and peer support networks such as David's Hope. While the focus of this program is geared directly toward those who are SMI, the program does accept a limited number of probationers who have been diagnosed with a severe developmental disability, traumatic brain injury, or dementia/senility.

Probationers placed on a SMI Caseload are assigned a case manager and clinic in the behavioral health system to assist in their mental stability. Some are assigned to Assertive Community Treatment Teams (ACT) and others to one of two Forensic ACT (FACT) teams which offer wrap-around services. The majority of probationers are assigned to traditional forms of case management.

Over the past year, the goals of the SMI program were to reduce the use of jail without compromising public safety, create and implement effective discharge planning for those who are incarcerated in a county jail, and to connect probationers to the appropriate services, thus improving their likelihood for success.

Since November 2013, the screenings to determine eligibility for the SMI caseloads have been moved to the pre-sentence phase. Some screenings have continued to take place in the field by SMI supervisors at a post-sentencing phase for those probationers who have obtained an SMI evaluation after being placed on probation. The SMI officers continue to be a resource to other field officers who are working with probationers pursuing general mental health services or obtaining an SMI determination, if necessary. SMI officers and supervisors regularly provide education to field and new hire staff in order to expand awareness of mental health services available in the community.

The use of the Mental Health Court is an integral part of effective supervision for this population. This court effectively utilizes a collaborative approach between the assigned judicial officers, county attorneys, public defenders, probation officers and supervisors, the RBHA, peer supports and jail staff (specifically the Sheriff Information Management System), Correctional Health Services, and the Mental Health Unit. This team approach allows for a more comprehensive review of each case in order to arrive at appropriate supervision and effective discharge planning for these individuals.

” *Effectively, change is almost impossible without industry-wide collaboration, cooperation and consensus.*

-Simon Mainwaring  
27

# SEX OFFENDER

AVERAGE POPULATION STANDARD SEX OFFENDERS **2,190** - AVERAGE DAILY COST PER PROBATIONER **\$7.91** ANNUAL PROGRAM COST **\$6,322,633** - AUTHORIZED CASELOAD RATIO **2:60** - DRUG MONITORING RESULTS INDICATE **93%** OF SEX OFFENDER PROBATIONERS WERE DRUG FREE IN FY2015

The purpose of this specialized program is to provide enhanced management of sex offenders to promote positive behavioral change, manage risk, prevent further victimization, and enhance community safety. Close collaboration between supervision and treatment allows for targeted interventions based on the risks and criminogenic needs of sex offenders on probation. The program utilizes the Dynamic Containment Model as a comprehensive approach to sex offender management that is assessment driven both in supervision and treatment. As appropriate, the probationer's natural and community supports are utilized to assist in promoting positive, pro-social change.

A three (3) person team dedicated to enhancing reentry efforts for the sex offender population is another facet of the program. The reentry team priorities are pre-release, post-release and surveillance. A pre-release officer meets with sex offender probationers within four months prior to their release from prison to determine if an appropriate residence is available, if the inmate has mental or medical health issues, or any form of financial assistance. An initial assessment is completed to determine risk level for supervision once out of custody. The post-release officer collaborates with the pre-release officer to begin to facilitate community services and effective transition from prison to the community. The surveillance officer verifies potential residential addresses provided by the pre-release officer and maintains field supervision of all probationers in the community.

The Annual Review Hearing Process for youthful sex offenders, another facet of the program, continues to be a collaborative effort between the Maricopa County Adult Probation Department, County Attorney's Office, Public Defender's Office and the Superior Court. This is

a valuable process, which provides a formal review of a youthful sex offender's status allowing evidenced-based case management decisions to be made.

Work on the Sex Offender Treatment Intervention and Progress Scale (SOTIPS) grant, which was awarded to the program by the Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking (SMART) Office on October 1, 2012, continued during FY2015. Probation and treatment staff collaborated to fulfill grant requirements on the 539 probationers enrolled. In an effort to further educate staff on the use of the SOTIPS assessment, the developers of the SOTIPS assessment, Robert McGrath and Georgia Cumming, returned in FY2015 and provided training to all officers in the division on how to incorporate the SOTIPS results into case plans written on sex offenders on probation.

During FY2015, the MCAPD had the privilege of hosting Mr. Sungwon Choi from the Daejeon Probation & Parole Office, Kwacheon, Republic of Korea. Mr. Choi spent approximately six (6) months reviewing and researching MCAPD policies and operational strategies to reduce crime with a focus on effective supervision strategies for sex offenders.

## Global Position System Monitoring (GPS)

If a person is convicted of a dangerous crime against children on or after November 1, 2006, and is sentenced to a period on probation and required to register and be classified as a level three (3) offender, Arizona Revised Statutes (A.R.S.) 13-902(G) requires global position system or electronic monitoring for the duration of the term of probation. This does not preclude GPS or electronic monitoring of any other person who is serving a term of probation.

GPS Analysts assigned to the Sex Offender Division oversee the monitoring of all GPS-ordered cases in Maricopa County for persons granted probation. Their primary role is to serve as a resource for the field officers assigned supervision of these probationers and to monitor the GPS activities of these cases. Analysts work in collaboration with field officers to enhance GPS supervision strategies and monitoring of probationers. During FY2015, the MCAPD monitored an average of 194 cases each month.

In the fall of 2010, an executive decision in collaboration with the Associate Criminal Presiding Judge was made to request modification of GPS onto the conditions of probation for homeless sex offenders who did not already have this condition imposed and who are being supervised on a specialized caseload due to the high-risk presented to the community. Once the probationer establishes appropriate housing approved by probation staff, a modification would be submitted to delete the GPS condition. Sixty-one modifications were submitted for this population in FY2015.

## DOMESTIC VIOLENCE (DV)

AVERAGE POPULATION **802** - AVERAGE DAILY COST PER PROBATIONER **\$5.79** - ANNUAL PROGRAM COST **\$1,695,696** - AUTHORIZED CASELOAD RATIO **2:60** - SUCCESS RATE **44.5%** - DRUG MONITORING RESULTS INDICATE **74%** OF DOMESTIC VIOLENCE PROBATIONERS WERE DRUG FREE IN FY2015

The DV Program is designed as an enhanced community supervision option to monitor probationers involved in intimate partner abuse or family violence, including child abuse. The emphasis of the program is placed on victim safety, probationer accountability, and close monitoring. This program supervises domestic violence offenders sentenced out of the Superior Court, 26 justice courts, and a number of municipal courts within Maricopa County. Probationers are ordered to adhere to specialized domestic violence conditions. The Domestic Violence Screening Instrument (DVSI) is utilized to determine appropriateness for the program and identifies higher-risk cases requiring more specialized supervision.

Chrysalis, a local nonprofit organization, in collaboration with the MCAPD DV Unit, provided outreach, advocacy, crisis intervention, service referral, and follow-up with victims of probationers. In FY2015, probation and surveillance officers made 1,820 victim contacts and 361 victim referrals to the Chrysalis domestic violence advocates.

The DV Specialty Court, created in 2002, continued to be an integral part of the DV Program. DV Court strives to enhance the safety of victims and their children, accountability of probationers through effective intervention and regular monitoring, and provides opportunities for probationer counseling and treatment. The DV Court orientation, attended

by 281 newly sentenced DV probationers, helps participants become familiar with the DV Program. It includes team supervision, Court process, treatment, victim issues, and the special DV conditions of probation. The probationers are addressed by a probation team, DV treatment provider, victim advocate, and the judicial officer assigned to the DV Court. Additionally, probation officers request Review Hearings for probationers displaying inappropriate and non-compliant behavior. Prior to the hearing, the judicial officer, probation team, attorneys, treatment counselor, and victim advocates meet to discuss the circumstances of the case and develop a plan to best address the unique situation of each probationer. At the review hearing, the judicial officer details the requirements of the plan and may impose additional sanctions, adding another level of accountability. Victims may have input during review hearings.

The DV officers collaborate with numerous local law enforcement agencies on a regular and consistent basis. Many serve on a variety of workgroups to include task forces and fatality review teams. This year the Scottsdale Domestic Violence Action Team (DVAT), which includes MCAPD DV officers, won the Arizona Attorney General's Distinguished Service Award for Service Coordination.

## YOUTHFUL OFFENDER

AVERAGE POPULATION **198** - AVERAGE DAILY COST PER PROBATIONER **\$9.83** - ANNUAL PROGRAM COST **\$709,247** - AUTHORIZED CASELOAD RATIO **1:40** - SUCCESS RATE **51.5%**  
DRUG MONITORING RESULTS INDICATE **44%** OF YOUTHFUL OFFENDER PROBATIONERS WERE DRUG FREE IN FY2015

The supervision of the youthful probationer requires a team that coordinates the specialized services needed by this population. The Youthful Offender Unit is able to provide this coordination through the efforts of the officers and a clinical coordinator. Not only do officers possess expertise in managing juveniles and young adults, they work closely with treatment programs, schools, and families in order to promote behavior change. The clinical coordinator is dedicated to this unit, and collaborates with the probationers, officers and the Court to ensure the youth are receiving the appropriate level of care. There is an average of 198

probationers supervised per month by this unit. In addition to juveniles who have been prosecuted as adults, the unit also supervises high-risk probationers under the age of 21.

Juveniles sentenced under the age of 18 are eligible for funding through the Administrative Office of the Court to cover the cost of services such as drug testing, home-based counseling, residential treatment, youth mentors, and psychological evaluations. Juvenile Transferred Offender Program (JTOP) Court is a component of the Youthful Offender Unit, and continues to function as an integral part of the program. Targeted behaviors in JTOP Court resulting in immediate consequence hearings are drug use, failure to drug test, alcohol use, and admissions of drug or alcohol use. Consequences are imposed by the Court in a swift and consistent manner. Recognition and rewards are also given to probationers for positive accomplishments and achieving significant goals. Accomplishments of the youth in the program include: successfully completing residential treatment, completing Courage to Change, graduating from high school, obtaining a GED, and graduating from a vocational program. Additionally, a probationer was recognized for being nominated for the Future Hispanic Leaders Scholarship. He was also selected to represent his community college at a nationwide Men of Color Leadership Conference.

## MINIMUM (ASSESSED) RISK SUPERVISION (MARS)

AVERAGE POPULATION **2,276** - AVERAGE DAILY COST PER PROBATIONER **\$1.59** - ANNUAL PROGRAM COST **\$1,321,299** - AUTHORIZED CASELOAD RATIO **2:350** - SUCCESS RATE **97.6%**  
DRUG MONITORING RESULTS INDICATE **89%** OF MINIMUM (ASSESSED) RISK PROBATIONERS WERE DRUG FREE IN FY2015

The Minimum Assessed Risk Supervision (MARS) units are responsible for the supervision of standard probationers assessed as low-risk on the validated Offender Screening Tool and the Field Reassessment Offender Screening Tool. Each caseload is supervised by a team consisting of one (1) probation officer and one (1) case administrator. All clients referred to the MARS caseload must be screened and accepted.



The MARS teams have successfully assisted low-risk probationers in completing their probation grants and obtaining early termination of probation through the use of Motivational Interviewing and encouraging compliance with conditions of probation. MARS teams are using budget classes, referrals to the Financial Compliance Unit (FINCOM), and correspondence to the court to increase collections of court-ordered monies.

An attribute was created in the Arizona Probation Enterprise Tracking System to identify MARS screening results and this attribute continues to assist the MARS teams and field officers to identify appropriate cases for MARS.

## UNSUPERVISED

AVERAGE POPULATION **5,319** - AVERAGE DAILY COST PER PROBATIONER **\$1.43** - ANNUAL PROGRAM COST **\$2,785,735** - AUTHORIZED CASELOAD RATIO **2:500** - SUCCESS RATE **96%**

Unsupervised Probation is the lowest level of supervision ordered by the court, with conditions of probation unique to Unsupervised Probation. These caseloads are supervised by teams consisting of one (1) probation officer and one (1) case administrator. Following an initial in-person interview with the probationer, the teams monitor court-ordered conditions to include drug education, community restitution, and financial responsibilities. Additional contact with the clients may be needed to monitor compliance and evaluate the client's eligibility for an early termination of probation.

While the number of Unsupervised Probation participants has not increased, the success rate continues to indicate this program is a valuable component of the MCAPD.

*Ability*  
is what you're capable of doing  
*Motivation*  
determines what you do.  
*Attitude*  
determines how well you do it.

-Lou Holtz

# INTENSIVE PROBATION SUPERVISION

AVERAGE POPULATION **994** - AVERAGE DAILY COST PER PROBATIONER **\$20.39** - ANNUAL PROGRAM COST **\$7,398,768** - AUTHORIZED CASELOAD RATIO **1:15** - SUCCESS RATE **46.5%**  
DRUG MONITORING RESULTS INDICATE **66%** OF INTENSIVE PROBATIONERS WERE DRUG FREE  
IN FY2015 - VICTIM RESTITUTION PAID BY INTENSIVE PROBATIONERS **\$72,467** - COMMUNITY  
RESTITUTION HOURS COMPLETED BY INTENSIVE PROBATIONERS **136,932** HOURS

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The Adult Intensive Probation Supervision Program (IPS) is designed as a community supervision option for medium-high and high-risk probationers. Appropriateness for the program is determined by the probationer's standardized risk assessments and screenings. IPS offers probationers the opportunity to address the factors that drive their criminal behavior in the community in lieu of serving a term of imprisonment by delivering a higher degree of accountability and structure than standard probation supervision.

The IPS program by design contains a hierarchy of supervision levels. Upon placement on IPS, probationers start with highly restrictive requirements; however, as progress is made and the need for the program diminishes, they are rewarded with less restrictive requirements. Those who demonstrate a commitment to positive change, coupled with progress in both cognitive skills and IPS requirements (e.g., completing monthly community restitution hours and adhering to a set schedule), are submitted to the Court via Petition to Modify for "graduation" to standard probation.

With crime reduction and positive behavior change being the goals, this program uses evidence-based practices to determine supervision strategies. To attain these goals, research indicates higher-risk probationers require increased supervision with regular review of individualized case plans and focus on matching appropriate interventions to their individual risks and needs.

All IPS units continue to exchange information with treatment agencies via a process improvement plan developed under a Criminal Justice Drug and Abuse Treatment Studies II

(CJDATS II) grant. This program established a uniform referral and progress report which utilizes the Stages of Change Model as a common language. IPS supervisors and providers meet on a monthly basis to strengthen interagency relationships and discuss specific areas in need of process improvement. IPS officers are able to utilize this valuable collaborative relationship to provide the most effective and tailored supervision to high-risk probationers. During the past year, IPS supervisors have added numerous treatment providers to the program and will continue to do so in the future. They will also serve as consultants as the CJDATS II program protocol is implemented in Standard Probation Supervision next year.

Another program currently being utilized by a select group of IPS officers is called Effective Practices in Correctional Settings-II (EPICS-II). EPICS II, considered “core correctional practices,” are cognitive-behavioral tools designed to reduce recidivism. The tools help officers build rapport with probationers, increase motivation to change, provide opportunity and skill building for change, and hold probationers accountable. An individualized approach targets the current factors that put the probationer at risk. These officers will serve as peer coaches as additional IPS officers begin learning and utilizing the EPICS II skills in the upcoming year.

## COMMUNITY REINTEGRATION UNIT

Officers in the Community Reintegration Unit (CRU) serve to address probationers' reentry needs while they are in custody and facilitate transition to the community upon release from jail. CRU officers help probationers identify and address barriers that could hinder a smooth transition to the community. The majority of CRU's reentry efforts are focused on probationers who are medium-high to high- risk to reoffend.

In an effort to reduce recidivism, CRU partners with multiple stakeholders. The unit continues to serve as a liaison between the MCAPD and the Maricopa County Sheriff's Office (MCSO). In order to coordinate efforts and streamline communication, the CRU ALPHA officer supervises all standard probationers in MCSO's in-custody substance abuse program known as ALPHA, collaborates with MCSO staff and social workers to create meaningful transition

plans for ALPHA graduates, and initiates the early jail release of all eligible ALPHA graduates. In FY2015, 207 male and female ALPHA graduates were released early from jail through mass modification. This translates to a savings of 6,025 jail days and a financial savings of \$493,146.25.

In FY2015, CRU established a specialized Veterans Court caseload and a specialized Drug Court caseload. The CRU Veterans Court officer works collaboratively with the MCSO veterans' social worker and the Veterans Administration (VA) to ensure veterans on probation are linked with VA services upon release to the community. The CRU Drug Court officer collaborates with MCSO and Correctional Health Services (CHS) to connect probationers with programming and services in jail to meet their needs.

The CRU mental health officer dedicates enhanced discharge planning efforts for probationers who are seriously mentally ill. CRU has been working in collaboration with the Regional Behavioral Health Authority (RHBA) and community providers to create a process for CRU officers to identify probationers who have general mental health or substance abuse issues and to schedule intake appointments at behavioral health agencies in the community for probationers to attend once they are released from jail. CRU is also involved in a partnership between Maricopa County and the Department of Economic Security. The goal of this collaboration is to facilitate healthcare enrollment for probationers while they are in jail to ensure healthcare benefits are activated upon their release from custody.

CRU Intensive Probation Supervision (IPS) officers extend additional reentry services to the high-risk population they supervise, which include face-to-face residence verifications and family orientations. CRU officers also facilitate meetings with field probation officers and probationers prior to jail release in order to solidify reentry plans and reinforce expectations.

In order to promote positive behavior change with the jailed offender population, CRU officers use Effective Practices in Correctional Settings-II (EPICS-II), Motivational Interviewing techniques, Carey Guides, and the Merging Two Worlds Curriculum (a cognitive intervention tool particularly relevant for the incarcerated population). Additionally, a total of five (5) dedicated CRU officers co-facilitate Thinking for a Change (T4C) groups in the jail with MCSO and community partners.

# WORK FURLOUGH (WF) AND REACH OUT (RO)

After many years of operating through the Work Furlough Unit, the Reach Out Program was moved to the Assessment Center. Reach Out will continue to identify, assess, and triage probationers serving a jail term of at least 90 days who have a need for residential substance abuse treatment. Reach Out will also continue to facilitate the early release of probationers from jail into residential treatment programs. The elimination of jail days saves the County money and expedites the entry of probationers into residential substance abuse treatment.

Work Furlough collaborates with the Maricopa County Sheriff's Office (MCSO), the Courts, Correctional Health Services (CHS), and community providers to address the significant dynamic criminogenic needs related to employment. A primary focus of Work Furlough is the reentry initiative. The Work Furlough Program provides supervised reintegration into the community through job readiness, job search, and employment. During FY2015, the Work Furlough eligibility screening was eliminated in order to allow more probationers the opportunity to maintain or secure employment while incarcerated.

Work Furlough utilizes the MCAPD's two-day job readiness class at Garfield's Frank Gordon Literacy Center and Glendale's Literacy Center. Work Furlough participants are given the opportunity to attend the Mothers Against Drunk Driving (MADD) Victim Impact Panel. Officers successfully collaborate with the following community agencies: Goodwill, the Job Center at the Ocotillo Library, Friendly House, Phoenix One Stop Center, Maximus, St. Joseph the Worker, the East and West Maricopa Work Force, Father Matters, Dress for Success, and the Fresh Start Women's Center. Work Furlough participants engage in job readiness classes, résumé writing, interviewing skills, Internet job applications, interpersonal skills, computer use, and General Equivalency Diploma (GED) preparation.

During FY2015, 1,420 participants received an orientation into the Work Furlough Program. Officers supervised an average Work Furlough population of 230 participants per month. Through the Job Search Program, 739 probationers obtained employment. Work Furlough

collected \$998,383.99 in fees and court-ordered financial assessments, and 885 referrals were made to our community partners.

Reach Out facilitated the early release of 102 probationers into residential treatment programs. As a result, 3,737 jail days were eliminated, equaling a financial savings of \$305,873.45 to the County. Forty-four percent (44%) of the released probationers successfully completed treatment.

## New Collaborative Efforts

Through a partnership with St. Joseph the Worker and Desert Schools Federal Credit Union, Work Furlough participants attend monthly budgeting classes. Employment outreach specialists from St. Joseph the Worker drive their mobile "Bus for Success" to the Towers Jail three (3) times a month to provide probationers with job readiness services. One-on-one sessions with a job developer, computer/printer access, resume services, bus passes for job search or current employment, interview/work clothing, and vouchers for work shoes and tools are just some of many services provided. The Maricopa County Human Services Smart Justice Team is currently collaborating with Work Furlough to implement an innovative program to offer comprehensive workforce services to Work Furlough probationers. Their intensive service model integrates the probationer's risk, needs and job readiness into a case management system.

In FY2016, Work Furlough will continue to focus on strengthening collaborations with our community partners.

**IF EVERYONE IS MOVING  
FORWARD TOGETHER,  
THEN SUCCESS TAKES  
CARE OF ITSELF.**

**HENRY FORD**

# INDIRECT SERVICES AND INTERSTATE COMPACT OUTGOING

The Indirect Services unit is the largest administrative probation unit in the state of Arizona and includes four (4) caseloads. The Arizona Department of Corrections (DOC) caseload included 10,582 probationers at the end of FY2015. The DOC staff monitors the release date of these probationers committed to the Department of Corrections who are required to complete a probation term upon their release from prison.

At the end of FY2015, the Immigration and Customs Enforcement (ICE) caseload consisted of 2,238 cases. Probationers on this caseload are verified as deported and are monitored for illegal reentry into the United States with the help of law enforcement and an automated nationwide program.

The Interstate Compact Outgoing caseload ended FY2015 with 959 cases. Probationers on this caseload committed crimes within Maricopa County but are either legal residents in another state or are in the application process to have their probation grants supervised by another state. Employees assigned to this caseload continue to use the Interstate Compact Offender Tracking System (ICOTS), a nationwide electronic information system that facilitates the transfer of supervision for probationers and parolees from one state to another.

The Intercounty Outgoing caseload ended FY2015 with 1,022 cases. These probationers committed crimes within Maricopa County but are either legal residents in another county in Arizona or are in the application process to have their probation grants supervised in another county in Arizona.



# INTERSTATE COMPACT INCOMING (ISC)

The Interstate Compact Incoming Unit (ISC) has the unique role of supervising probationers who were sentenced in another state and have had their probation grant(s) transferred to Maricopa County. After a transfer request is submitted by the sending state and prior to acceptance, ISC officers complete an incoming investigation. This includes verifying demographic and residential information provided, determining the need of the probationer to live in Maricopa County, and identifying treatment options and specialized conditions. Upon acceptance, the officers in the ISC Incoming Unit supervise the case. The ISC officers have the challenging responsibility of enforcing the standard terms and conditions of probation as imposed in Maricopa County Superior Court, as well as any terms the sentencing state has ordered. Officers uphold and work within the Interstate Commission of Adult Offender Supervision rules. Through the national tracking system, officers are able to effectively facilitate transfer and supervision amongst the states. As part of their responsibility, ISC officers are required to update the sending state with annual progress reports. Visit the national website for more information: <http://www.interstatecompact.org/>. To remain current on interstate rules, ISC officers attend annual training sessions to become informed and are updated with any changes to the National Interstate Compact Rules. ISC Incoming monthly population average in FY2015 was 740.

IT IS AMAZING WHAT YOU CAN ACCOMPLISH  
IF YOU DO NOT CARE WHO GETS THE CREDIT.  
HARRY TRUMAN

## FUGITIVE APPREHENSION UNIT (FAU)

During the past year, officers assigned to the Fugitive Apprehension Unit were responsible for the resolution of 7,065 probation violation warrants. Officers' efforts, either directly or indirectly, resulted in 2,275 standard probation arrests, 312 intensive probation arrests, and 135



unsupervised probation arrests. During this fiscal year, 1,499 pretrial warrants have been cleared.

The Fugitive Apprehension Unit (FAU) continues to have excellent working relationships with the Phoenix Police Department's Warrant Interdiction Squad, as well as the Major Offender Bureau, and various neighborhood enforcement teams. Officers also work with the Gilbert, Mesa, Chandler, and Glendale warrant units. Four (4) fugitive apprehension officers are assigned to the U.S. Marshal Arizona Wanted Task Force. Warrant roundups are routinely scheduled with the Arizona Wanted Task Force and other agencies.

One of FAU's strongest relationships is with the Phoenix Police Department and their connection to the National Integrated Ballistic Identification Network (NIBIN) program. NIBIN provides federal, state, and local partner agencies with an automated ballistic imaging system. NIBIN partners can discover formerly impossible-to-identify links between firearms-related violent crimes to identify firearm users. Through NIBIN, two shots fired incidents in 2012 were linked. A suspect was identified and records showed he was on probation. Phoenix Police worked closely with the FAU to locate the subject and conduct a search of his residence. Two weapons were located and the subject later admitted to owning the firearms and being involved in the shots fired incidents. He was subsequently charged with various firearms related charges. In FY2015, Phoenix Police presented FAU with a Storyboard that documented this case and illustrated the positive results of these collaborative efforts to reduce gun violence.

FAU remains committed to the use of electronic intelligence gathering. During FY2015, the unit had one (1) fugitive apprehension officer assigned to the Mesa Police Fusion Center. This allows the officer the ability to access additional databases and to have direct contact with police officers in the East Valley. Several FAU officers have access to the Consolidated Lead Evaluation and Reporting (CLEAR) program through the U.S. Marshals Service.

The unit routinely utilizes Silent Witness, Rocky Mountain Information Network (RMIN), Entersect, E-Trace, and Accurint. Officers have access to TLO, which is a law enforcement search engine. With regard to RMIN, Maricopa County Adult Probation is registered to comply with Regional

Information Sharing System Safe, an agency de-confliction program that promotes officer safety between agencies.

As a result of a five-year safety plan proposal, FAU received undercover body armor, a secondary concealable firearm, a ruggedized laptop computer, and access to all pertinent programs a field FAU officer requires to do their job while mobile. FAU now receives undercover vehicles that are less obvious, which allow officers to better blend into the communities in which they work to conduct surveillance. And most recently, rifles were issued as part of the proposal. All of these tools were issued in recognition of the job FAU performs on a daily basis and the Department's continued focus on safety and the well-being of its staff.

## VETERANS COURT

Maricopa County Veterans Court program has been in operation for more than four and one-half years and provides an opportunity for justice-involved U.S. Military Veterans to work with the Veterans Administration (VA), community agencies, the Superior Court and MCAPD, to obtain resources in order to complete probation successfully. Priority is given to high-risk combat veterans, and those highly rated with a VA service-connected disability.

During FY2015, a monthly average of 308 Veterans were supervised in the unit and supervised by specialized officers. There were a total of 687 hearings involving 156 defendants that took place throughout the year, which increased from 425 hearings in FY2014.

Throughout FY2015, the unit has built strong working stakeholder relationships with the VA healthcare and VA regional office, as well as TERROS, to create solid treatment plans where all participants are mutually involved. The MCAPD continues to work extensively with TERROS' "Military Navigator" program to assist with supervision, veteran resources, and treatment needs for each individual Veteran. During FY2015, Veterans Court developed and shared the Participant Manual with participants to ensure that appropriate Veterans enter the unit upon sentencing or release from custody.

One of the most successful programs that Veterans utilized over the past year is the co-occurring residential substance abuse and trauma therapy offered by the U.S. Department of Veterans Affairs. Many Veterans enter the program with little hope for their future and ability to regain a productive life. With support from the Court, probation, and treatment organizations, Veterans are discharged from probation either through order of discharge or earned early termination. They indicate that without their legal involvement and requirement to attend treatment they would not be as successful as they are after completing the program.

The program continues with a successful completion rate of 82.7% and new felony convictions at 5.9%. The need and importance of this program is supported by Labor Department statistics which project that over the next five years, the United States will discharge 1.5 million service members.

“Unity is strength...When there is teamwork and collaboration, wonderful things can be achieved.

-Mattie Stepanek

## DRUG COURT

DRUG COURT AVERAGE MONTHLY POPULATION **599** - ANNUAL PROGRAM COST **\$2,273,631**

Drug Court is a non-adversarial treatment program that utilizes a team approach to break the cycle of substance abuse and addiction. The Drug Court treatment program is a minimum of one year in length. During the beginning of the program, probationers are required to attend treatment, randomly and frequently drug test, and find a stable living environment. Once the probationer has been able to sustain sobriety for several months, the team begins to help the probationer focus on employment, community restitution, and payment of fees. Through intensive treatment, drug testing, and frequent Court intervention, probationers are given the

tools to lead a clean, sober, and crime-free lifestyle. The judge, defense attorney, probation officer, and treatment provider work together toward the goal of making the probationer successful in his or her recovery.

During the past fiscal year, the Drug Court team developed and implemented an evidence-based incentives and sanctions program based on proximal and distal goals dependent upon the phase of the program in which the probationer is participating. Addressing specific behaviors with appropriate incentives and sanctions leads to lasting change and better outcomes for the probationer. During FY2015, the Drug Court team was nominated for and won the 2015 Innovation Award from the Arizona Association of Drug Court Professionals. This award was based on the team working together to develop and implement the sanctions and incentives program.

The Drug Court program works with medium-high to high-risk probationers diagnosed with a substance use disorder. This population benefits from increased contact from probation officers. The Department added probation officers to the program to provide enhanced supervision for Drug Court probationers.

Growth in the number of participants in the program and the cost of drug testing created a significant increase in the drug testing budget. As frequent and random drug testing is considered a best practice, the team submitted an application and received a grant for one time funding from the Arizona Criminal Justice Commission. These funds have enabled the program to maintain drug testing at evidence-based standards.

The Drug Court program continues to face numerous challenges related to the treatment of opioid and heroin addiction. This population is at risk for increased overdose-related deaths. Drug Court has sought out collaboration with community agencies to provide Medication Assisted Treatment (MAT) services in addition to substance abuse treatment groups to treat this population, as recommended by the Substance Abuse and Mental Health Services Administration (SAMHSA).

Another concern for the Drug Court population is that research indicates more than half and up to 99% of women participants of substance use disorder treatment suffer from trauma. The

Drug Court program purchased the Seeking Safety curriculum for all participants suffering from childhood or adult trauma. Counselors will begin using the new curriculum to supplement the current evidence-based Matrix program.

## DUI COURT

DUI COURT AVERAGE DAILY POPULATION **250** - ANNUAL PROGRAM COST **\$842,916**

DUI Court is dedicated to changing the behavior of individuals who engage in drinking and driving. The overall goal of the program is to reduce the probationer's risk to the community while offering enhanced supervision coupled with treatment. DUI Court is similar to the Drug Court model where probationers engage in monthly court interaction, are monitored for alcohol and other illegal drug use, and are expected to comply with behavior agreements and treatment plans. As part of the program, probationers are required to attend a "Mothers Against Drunk Driving" (MADD) Victim Impact panel and report their experience to the court.

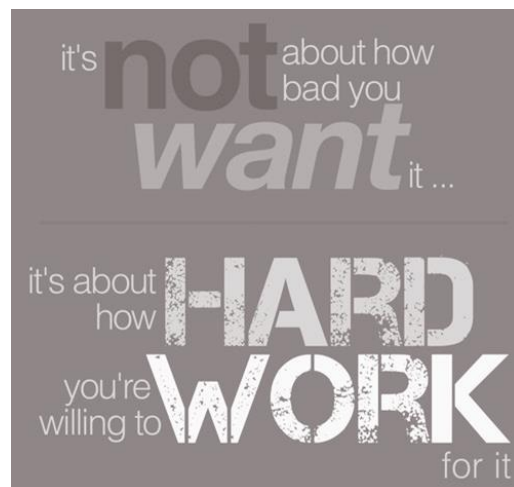
In an effort to support sobriety in the first 90 days of participation in the DUI Court program, probationers are required to participate in continuous alcohol monitoring. Depending on the probationer's progress in treatment, compliance with alcohol testing, and behavioral changes, the initial 90 days may be extended. Previously DUI Court utilized the Transdermal Alcohol Monitoring system, which detected alcohol consumption via perspiration and required probationers to wear an ankle bracelet. The technology did not provide a precise Blood Alcohol Content at a specific point of time, but rather a confirmation of alcohol consumption between periods of time. In September 2014, DUI Court officially transitioned to a new alcohol monitoring system (Soberlink) which allows for "real time" Breath Alcohol Content results.

The new system is an innovative handheld wireless testing device that transmits the breath alcohol test results. A photo is taken of the person taking the test and a Global Positioning System location via an internal cellular module is recorded within seconds of the test. The

device uses government grade facial recognition software, compares the client photo to a template of photos and adapts to subtle appearance changes. The testing results are wirelessly sent to a cloud-based monitoring website where instant alerts are sent via text message and/or email to the assigned officer when the participant fails to test or if there are signs of a relapse. This new testing system allows officers to monitor sobriety compliance in a less intrusive and low profile manner while still holding offenders accountable. Since the inception of the program, 176 probationers have been on the Soberlink monitoring program testing a minimum of four times daily (approximately 120 times a month).

In addition to regular court attendance and alcohol monitoring, DUI Court uses surveillance officers to respond to drinking events and missed court appointments. Surveillance officers contact probationers in the community at critical times in their recovery, targeting high-risk probationers new to the program and those who relapse.

The DUI Court serves Spanish-speaking and Native American probationers on special caseloads. The Spanish-speaking DUI Court is convened once per month with a Spanish-speaking judge, probation officer, and surveillance officer. Spanish-speaking participants report an increased benefit in being able to communicate with the judge in their native language. DUI Court understands the importance of recognizing the culture and traditional lifestyles in the Native American community. As a result, Native American and Spanish-speaking DUI Courts were created to address their unique challenges.



# FINANCIAL COMPLIANCE PROGRAM

The purpose of the Financial Compliance Program (FINCOM) is to assist probation officers and case administrators throughout the MCAPD to increase collections of court-ordered financial obligations. This unit includes two (2) supervisors and 14 collectors. They primarily target probationers who have fallen behind in restitution payments by two (2) full months and/or probation service fees and fines by six (6) months.

Once the probationer has been identified as being delinquent, FINCOM employees begin the process of working with him or her to increase collections and provide the assistance and education that may be needed. FINCOM offers many different services to help the probationer make payments, including budget classes, payment ability evaluations, monitoring job search, and providing job leads. Employees provide information on the positive financial impact of making payments, such as the ability to receive Earned Time Credit, which allows probationers to earn time off the end of their probation grant if they remain current with their financial obligations, complete their required monthly community restitution hours, and make positive progress towards their case plan goals. Financial compliance could also result in the court granting an Early Termination from probation.

Other attempts to increase collections include referring probationers who are severely delinquent in restitution payments to Restitution Court. This is a specialty court with civil contempt hearings for non-payment of restitution in which probationers are required to appear in court. FINCOM also provides services to probationers residing out of state under Interstate Compact Supervision and who still have financial obligations to the court which are delinquent. In FY2015, the MCAPD collected a total of \$9,024,371 in restitution, and \$1,208,827 of the total was collected by FINCOM.



# GARFIELD PROBATION CENTER

The Garfield Probation Center is a unique facility providing services to probationers located in the historic Garfield neighborhood. This multi-purpose facility includes a fully functioning field probation office, an adult education center, job skills program and lab, community restitution program, community garden, clothing closet, and a 26-bed transitional living program for homeless probationers. Services are available for the community as a whole within the neighborhood.

The transitional living program provides probationers in need with food, shelter, and clothing in a safe, drug-free environment that operates 24/7. Residents at the Center are able to utilize these resources to assist them in being successful with their case plan goals of sobriety, employment, and prosocial living. During FY2015, 124 probationers came to Garfield to reside.

In FY2015, the Garfield Center participated in the Department's Health Literacy Initiative which was a collaboration effort with Get Covered America and Maricopa Integrated Health Care System to educate probationers regarding health care utilizing two modules: Understanding Health Insurance and Preventative Health Services. Eleven classes were taught at the Garfield Center, six (6) for residents, one (1) for Garfield community members, and four (4) for probationers completing community restitution at the Center. A total of 104 participants completed one or both of the modules, and, on average, 78.6% said that it was "Very Likely" or "Likely" that they would sign up for health coverage at the end of the class.

Community restitution projects are completed at the Garfield Community Center seven (7) days a week. Some of the projects completed in FY2015 include continued building renovations and grounds/landscaping improvements at the facility and projects at the following local nonprofit agencies: the City of Phoenix, Garfield Neighborhood Association, Goodwill, Roosevelt Row Organization, Tovrea Castle and Vista Prep School. Probationers take an active role in the neighborhood efforts to revitalize the community and, in the process,

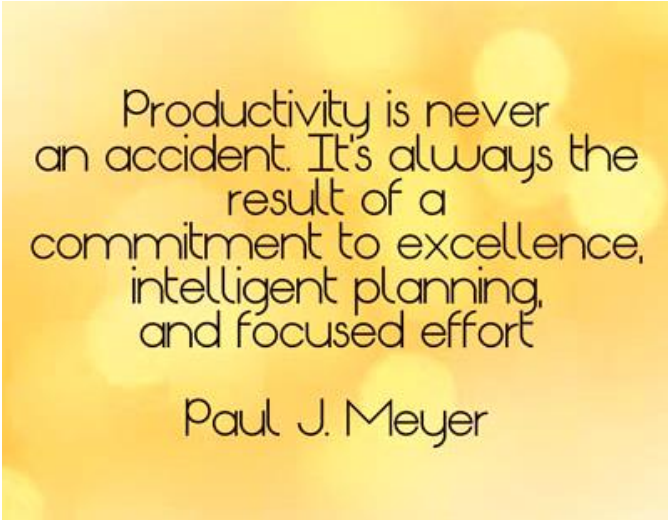


gain valuable skills. Last year, 2,569 probationers completed over 24,053 hours of work in the Garfield community.

Every year the Garfield Center hosts an annual "Turkey Feast" the week before Thanksgiving for local families. The event includes a traditional Thanksgiving meal and Santa Claus giving gifts to the children. This has become a tradition for the Center and originally began in an effort to strengthen the partnership between the surrounding community, law enforcement, and probation. Similar to the previous year, over 600 people were served in November 2014, with 250 children in attendance.

## Garfield Community Garden

MCAPD and the Garfield Community Association continue to maintain the community garden. The garden is managed by the Garfield neighborhood residents. Currently there are 20 garden beds and additional beds are being added to accommodate additional residents interested in being involved. A local diner also continues to maintain space in the garden for fresh vegetables used in their restaurant. Neighborhood children are working with adults and learning gardening and planting skills. Probation staff continues to take a leadership role in this project that is seeing on-going success.



Productivity is never  
an accident. It's always the  
result of a  
commitment to excellence,  
intelligent planning,  
and focused effort

Paul J. Meyer

# EDUCATION CENTERS (LEARN CENTER)

MCAPD's Frank X. Gordon Adult Education Program originated almost 30 years ago. It was located in a strip mall in Mesa and served less than 100 students. During the following years, the high school drop-out rate ranged between 25% and 33% and the need for Basic Adult Education and English classes continued to grow. During these past 30 years, the size of the Department's Education Classes increased to over 1,000 students a year. In order to continue serving the educationally disadvantaged, the Department combined federal, state, and county funds to provide year-round General Education Development (GED) and English for Speakers of Other Languages (ESOL) classes. These classes are provided in three fully equipped state-of-the-art educational computer labs for probation and community students' use.



In this modern world of rapid technological changes, an increased level of competition in the labor force, and a major downturn in construction and labor trades, many probationers and community residents had difficulty finding jobs. MCAPD provided Job Preparation classes and a Jobs Search computer lab. Last year over 80% of the class participants were successful in finding employment. The success of the Job Skills Program was recognized with a National Association of Counties (NACo) Achievement Award.

MCAPD's Adult Education Program demonstrates a high level of educational success serving at-risk and in-need adults whether on probation or community residents. MCAPD continually exceeds the state and federal adult educational goals and gains. The Arizona Department of Education's Report Card evaluates all adult education programs in the state. Last year MCAPD was rated number five (5) in the state, as determined by student success.

The Education Program makes a difference in a significant number of students' and their families' lives. MCAPD is fortunate to have quality staff that believes that "positive client change" is possible. During the course of studying, many probationers' attitudes toward themselves and others have changed significantly. Probationers have realized that to make real changes they "had to do something." MCAPD gives people the opportunity to turn their lives around.

## AWARDS AND ACHIEVEMENTS

### AMERICAN PROBATION AND PAROLE ASSOCIATION AWARDS

The American Probation and Parole Association (APPA) bestowed national honors on two MCAPD leaders, Chief Barbara A. Broderick and Deputy Chief of Administrative Services Michael P. Cimino.

Chief Broderick received the Walter Dunbar Memorial Award in recognition of her impressive stature as a respected national leader in community corrections, the outstanding results delivered as adult probation chief in Maricopa County, and her significant contributions to APPA. Chief Broderick serves on numerous committees including the prestigious Harvard University Executive Session on Community Corrections as well as the Probation Revocation Advisory Board with the Robina Institute. She serves on the APPA Board of Directors as a Past President and has served APPA with distinction for many years. She was elected Chair of Arizona's Parents' Commission on Drug Education and Prevention and served as a board member of the National Association of Drug Court Professionals and the National Association of Probation Executives. Under her leadership, MCAPD has consistently delivered positive

results, even when faced with severe budget restraints, and has received positive ratings on satisfaction surveys completed by a variety of stakeholders including employees, probationers, law enforcement, and treatment partners.

Deputy Chief Cimino received the APPA Member of the Year award in recognition of his significant contributions in serving APPA and his dedication and passion for the community corrections profession. Over the past two years, Deputy Chief Cimino served admirably as the Local Host Chair of the 2013 APPA winter training institute in Phoenix, Program Chair of the 39<sup>th</sup> annual APPA conference in New Orleans, and Program Co-Chair of the 40<sup>th</sup> annual APPA training institute in Los Angeles. Among his substantial contributions in Maricopa County, Deputy Chief Cimino was instrumental in a collaborative project that developed new awareness, training, and tools for probation officers related to human trafficking, and he advanced competency-based approaches in performance appraisals and promotions consistent with MCAPD's commitment to evidence-based practices.



Pictured from left to right: APPA Awards Committee Chair Mack Jenkins, Adult Probation Chief Barbara Broderick, and APPA Past President Carmen Rodriguez.

Pictured from left to right: APPA Past President Carmen Rodriguez, Adult Probation Deputy Chief Michael Cimino, and APPA Awards Committee Chair Mack Jenkins.

## NATIONAL ASSOCIATION OF COUNTIES (NACo) AWARDS

The National Association of Counties (NACo) recognized three MCAPD programs with 2015 NACo Achievement Awards. The Achievement Awards are given to recognize innovative county government programs. The award-winning programs are:

### **Off to Work We Go**

The MCAPD Job Skills Program, *Off to Work We Go*, fills a gap in the employment services available to people with criminal histories. A variety of employees taught small job search workshops for probationers. They were brought together and shared their materials and experience. Adult Education Instructor Kristi Wimmer took the information and created one standardized curriculum that focused on teaching probationers how to address felony convictions on applications and in interviews and provided general job searching skills and information. After a successful pilot, the program was approved for department-wide roll-out. A computer lab module was added to the curriculum utilized by Education Program staff. The presentations, interactive exercises, and computer lab prepare participants to find employment utilizing modern methods to search for jobs and submit applications on-line. The program has been successful with 81% of its graduates gaining employment.



Program instructors, pictured from left to right: Geneva Rodriguez, Robin Hargrove, Kristi Wimmer, Lindell Rhodes, Liberty Torres, Ken Ruffins, Donna Swan, and Dan Rodgers.

## **Adult Probation's Healthcare Initiative Expands Probationer Opportunities**

MCAPD recognized the opportunity the Affordable Health Care and Portability Act and Medicaid Expansion in Arizona offered to the underserved population of Maricopa County citizens under community supervision. A three-pronged approach was implemented through partnerships with community organizations to ensure that probationers have access to outreach and in-person assistance to enroll in healthcare coverage and healthcare education.

Over 7,500 probationers, who were uninsured or underinsured, filled out Commit Cards to be contacted by Enroll America. In-person assistance was provided to more than 649 individuals at Adult Probation's Assessment Center by community partners and an educational program was provided to over 73 individuals to ensure they understand healthcare and their coverage, and how to use it. The initiative was successful in identifying uninsured probationers and delivering education and assistance to increase probationers' enrollment in, and knowledge of, healthcare.

## **Firearms Reality-Based Training**

The MCAPD integrated technology, officer debrief and video review, stress management, tactical breathing, mental imagery and heart rate data correlated to a nationally recognized heart rate/performance chart into the department's annual Firearms Reality-Based Training. The intent was to help officers understand how to optimize their performance during a critical incident.

Officers participated in one drill and one scenario involving use of force. They carried training equipment to simulate their duty equipment, including OC spray, expandable baton, handcuffs and firearm (with a non-lethal training ammunition). They were fitted with a heart rate monitor, which transmitted real time data to an iPad used by an instructor to chart the officer's heart rate at key points in the drill and scenario. Officers and role players also wore a Taser Axon helmet-mounted camera during the entire training. Following completion of the drill and scenario, the officer debriefed with a firearms instructor, who reviewed the camera footage and the heart rate chart data. Instructors were able to observe, record, and show

students how they were able to effectively manage their heart rate and respiration during the training, which resulted in more effective and efficient engagement of role players.



Firearms Reality-Based Training instructors, pictured from left to right: John Gilbert (Juvenile Probation), Kirsten Lewis, Lance Nickell, BOB #1, Clay Hunt, Alan Glickman, BOB #2, Michele Butcher, Gary Streeter, BOB #3, and Charles Counts (Juvenile Probation).

## ATTORNEY GENERAL'S SERVICE AWARD- SCOTTSDALE DOMESTIC VIOLENCE ACTION TEAM

One of the ways Arizona recognizes individuals/organizations for service to crime victims is by nominations to receive the Arizona Attorney General's Distinguished Service Award. The Scottsdale Domestic Violence Action Team (DVAT) was nominated and selected to receive the Distinguished Service Award for Service Coordination. The award was presented at the National Crime Victims' Rights Week event held at a local venue on April 15, 2015. Officers from MCAPD's east side Domestic Violence unit are standing members of DVAT. The theme of the National Crime Victims' Rights Week for 2015, *Engaging Communities; Empowering Victims*, fits nicely with the endeavors and common goals of the participants involved in the Scottsdale Domestic Violence Action Team.

In 1995, individuals from the Scottsdale Police Department joined with the City Prosecutor's Office to generate collaboration to ensure a stronger response to incidents of domestic violence in the Scottsdale community. This partnership later resulted in the creation of the DVAT. Today, the team is unique in its inclusion of professional crisis intervention specialists, detectives, prosecutors, victim assistance advocates, and probation officers. These individuals

work together to improve the crisis stabilization services to domestic violence victims, the prosecution of domestic violence offenders, and effective supervision of these offenders in the community. The role of probation officers involved in DVAT is to exchange vital information with members of Scottsdale law enforcement, relay concerns of possible victim safety issues, discuss newly sentenced high-risk probationers from lower Court jurisdictions as well as Superior Court probationers residing in the Scottsdale area, assist with the service of injunctions, orders of protection and active warrants on probationers, and strategize with advocates and other team members to ensure victims receive prompt and adequate services of assistance. As a result of the dedicated and collaborative efforts of all professionals involved in DVAT, probation officers have established and maintained an ongoing collective relationship with domestic violence detectives and officers from the City of Scottsdale Police Department, court staff, victim advocates and crisis intervention specialists, all of whom are deeply committed to ending the cycle of violence in the Scottsdale community. The ultimate and shared goal amongst the participants of DVAT is to ensure victims of domestic violence are better served, the perpetrators are held accountable during the legal process and while on probation supervision, and to convey a strong message that crimes involving domestic violence will be taken seriously and dealt with accordingly within the City of Scottsdale.



Members of the DVAT pictured with the Arizona Attorney General, left to right: Angela Rose, Beatrice Shetler, Caron Close, Attorney General Mark Brnovich, Tracey Wilkinson, Cate Gaudreau, Cathy Marcine, Sherri Tucker, and Laura Thomas.



The Arizona Association of Drug Court Professionals (AADCP) Innovation Award recognizes a problem-solving court team for excellence in creating an innovative approach that brings tangible creative benefits to their program. In addition to being rewarded for true excellence in innovation, the AADCP understands that innovation requires outstanding teamwork to create a program that really makes a difference.

Maricopa County Drug Court received the Innovation Award for its work as a team to develop and implement new guidelines for incentives and sanctions. The process was over a year long, with the Drug Court Judge, Adult Probation, Public Defender's Office, and counselors all working to use incentives and sanctions best practices in Drug Court to change probationers' behaviors. The new incentives and sanctions consider the phase the probationer is in, what are reasonable proximal goals, and what are distal goals to focus on later in the program. The team considered what the reasonable expected behaviors are in each phase, and then developed a court response for each behavior. An example would be: at the beginning of the program, a substance-dependent person would have difficulty staying drug free; however, there is no reason they would be unable to show up for counseling, drug testing, and their probation appointments. The Court then responds with a high sanction such as one day jail for a missed counseling session, drug test, or probation appointment, and a low sanction for a positive test. On the other side, if this same probationer is able to provide all clean drug tests at the beginning of the program, this is a huge accomplishment and the person receives a high reward. When you consider all of the behaviors participants are expected to change, developing the new guidelines of incentives and sanctions was a big challenge. However, by working together and using research to guide decisions, a new guideline of incentives and sanctions was created.

Some people  
dream of success,  
while others wake up  
& work hard at it.

- Winston Churchill



Representatives of the Drug Court team, pictured from left to right: first row - Nancy Gerlach, Karen Barnes, Commissioner Keelan Bodow, Veronica Alvarado, Kristin Epperson, Brett Turley; second row - Adam Lane, Pam Adwell, Carey McGrath, Megan Merker, Diana Barela, Nate Chaplin; third row- Scott Stoffel, Dene Bimber, Shelly Fassett, Jennifer Dzezinski, Alicia Kaufman, Robert Villasenor, Daniel King, and Ken Zimmerman.

## PILLARS OF HONOR CEREMONY

On May 27, 2015, Adult Probation Officer Kirsten Lewis was recognized by Maricopa County by having her name placed on the Salute Pillar of Honor outside of the Central Court Building. The Salute Pillar is reserved for county employees who have been recognized individually at the national level for their work. On January 12, 2014, Kirsten was presented the Sam Houston State University Award for 2014 by the American Probation and Parole Association (APPA). She and her research partners conducted a ground-breaking research study to examine secondary traumatic stress in probation officers as a result of working with criminal offenders, and published their findings in the *American Journal of Criminal Justice* in 2013. Kirsten also wrote the lead article for the Winter 2013 APPA journal, *Perspectives*, the topic being secondary trauma. This recognition for her invaluable research resulted in her nomination and selection for placement on the Salute Pillar of Honor.

Ms. Lewis has been a probation officer with the MCDPD since 1997. In addition to her work with probationers, Kirsten has been a valuable asset to her peers, serving as a trainer and expert in secondary trauma. As a result of her experiences in the field, Officer Lewis became passionate about stress management and employee wellness, and began researching the effects of

secondary trauma on probation staff and their families. Her research has resulted in expertise in assisting staff on recognizing traumatic events, and how they may affect staff and loved ones. Not only does Officer Lewis provide trainings in house for the MCAPD, she provides training externally, at a national level. Officer Lewis had the honor of being asked to present at the 2<sup>nd</sup> World Congress on Community Corrections in Los Angeles in July 2015.



Pictured from left to right: Judge Norman Davis, Kirsten Lewis, and Chief Barbara Broderick.

## “OF THE YEAR” AWARDS



Pictured from left to right: Connie Delgado, Douglas Murphy, Donna Lopez, Olivia Ramirez, and Chief Barbara Broderick.

### “OF THE YEAR AWARD” - PROBATION OFFICER- DOUGLAS MURPHY

Doug Murphy is a probation officer carrying a Seriously Mentally Ill caseload, who always goes above and beyond his job description. Officer Murphy cares about the probationers on his

caseload, as well as those assigned to other officers. He is always there for his probationers and their loved ones. He will work for hours helping other officers so their probationers can be evaluated for mental health issues or obtain services. He gets deeply involved in each case staffed with him, offers sincere and useable advice, and frequently checks back in to see how situations are evolving.

Officer Murphy is a wonderful role model in how to talk to probationers. He uses Motivational Interviewing and is very kind in his communication. Officer Murphy has a special talent to diffuse a potential volatile situation. He attends Maricopa County and State new officers trainings and he actively works with new officers to help them prepare for the challenges ahead. Officer Murphy always comes into work with a positive disposition. He is a wonderful role model, works very hard, and is very dedicated in helping others.

#### **“OF THE YEAR AWARD” – SURVEILLANCE OFFICER – CONNIE DELGADO**

Connie Delgado is skilled with the ability to understand and interrupt sex offenders' most deviant struggles and develop strategies to help them manage control of such behaviors. During the summer of 2014, Officer Delgado balanced numerous tasks, covering her caseload alone while her partner was on leave. In a nine (9) day run, she performed numerous residential searches, followed by seven (7) arrests. She prepared all of the incident reports and continued to balance group attendance and mentoring probationers. Officer Delgado facilitated office days and quickly learned the paperwork duties of the probation officer as she assisted the coverage team with required treatment referrals, polygraph referrals, voucher requests, etc.

Officer Delgado is committed to victims, probationers, their families, treatment providers, and stakeholders. She is a member of the Mesa Police Department Multi-Disciplinary Team committee. Officer Delgado is also a facilitator at contracted treatment agencies, teaching Introduction to Sex Offender Treatment classes, and presents annually at the MCAPD Sex Offender Committee trainings. Officer Delgado has many talents and avails herself to those in need.

## **“OF THE YEAR AWARD” – EMPLOYEE – DONNA LOPEZ**

Donna Lopez is an excellent match for her job as administrative assistant for Staff Development and Training given her attention to detail, positive attitude, passion for serving others, and refined organizational skills. She tracks approximately 63,000 training hours for some 1,156 employees and does so with exemplary customer service. Ms. Lopez goes above and beyond by providing people answers to their many questions, reserving rooms, coordinating schedules, assisting with organizing and setting up for special events, and contributing valued suggestions to improve the unit's customer service and tracking abilities.

Not only is Ms. Lopez always helpful, she is always happy to help. She may be part of the Training Unit and the Policy, Planning and Analysis Division, but her team is the Maricopa County Adult Probation Department and she is truly a team player.

## **“OF THE YEAR AWARD” - SUPERVISOR- OLIVIA RAMIREZ**

Olivia Ramirez has made multiple contributions as manager, change agent, and team leader. Ms. Ramirez began her work with the Maricopa County Adult Probation Department in 1985 as a support assistant and promoted to supervisor in 1997, eventually overseeing the Southport office. Ms. Ramirez also took on the task of support supervisor for the Fugitive Apprehension Unit in 2010, overseeing both the large FAU Support unit and Southport.

Ms. Ramirez balances her time to promote the changing needs of the Department and motivates others in change opportunities. She was instrumental in helping implement the E-filing system and the Support Staff Performance Evaluation, and is a long-standing member of the Managers' Action Committee, where she assisted with victim enhancements and the staff movement guide. Ms. Ramirez serves on the Data Quality Committee and is always seeking new ways to improve productivity and reduce wasteful tasks. She also served a critical administrative role with the Legacy Reentry Project. Ms. Ramirez continuously inspires staff morale by organizing parties/events and is the first to cheer the loudest for work well done. She is recognized as a leader, developing new staff. and encouraging senior staff to take leadership roles. Ms. Ramirez has made MCAPD a better place.

# ORGANIZATIONAL CHART

