

MARICOPA COUNTY ADULT PROBATION

ANNUAL REPORT

FY 2019



ENHANCING THE SAFETY AND WELL-BEING OF OUR NEIGHBORHOODS

TABLE OF CONTENTS

THE ORGANIZATION

- 04 | Letter to Presiding Judge
- 05 | Vision, Mission, Values, and Goals
- 06 | General Information
- 08 | Strategic Goals

SURVEY RESULTS

- 11 | Probationer Satisfaction Survey
- 12 | Victim Satisfaction Survey
- 13 | Law Enforcement and Criminal Justice Partners Satisfaction Survey

FEATURE ARTICLES

- 15 | Healthcare and Justice Initiative Produces Meaningful Change
- 19 | MCAPD Completes Workload Study Evaluating Efficiencies
- 22 | Mandela Washington Fellowship Exchange Program
- 25 | SUSTAIN
- 28 | The Strength of the MCAPD's Risk and Needs Assessments

PRETRIAL SERVICES

- 32 | Initial Appearance Unit and Pretrial Supervision

PRESENTENCE INVESTIGATIONS

- 35 | Presentence Investigations

REENTRY SERVICES

- 37 | Prison Reentry Program
- 38 | Community Reintegration Unit
- 39 | Work Furlough Program
- 40 | Seriously Mentally Ill Program
- 41 | Garfield Probation Center
- 42 | Adult Education Program

PROGRAMS

- 45 | Drug Court
- 46 | DUI Court
- 47 | Veterans Unit
- 48 | Youthful Offender Unit
- 48 | Reach Out Program
- 49 | Thinking for a Change

REGIONAL FIELD OPERATIONS

- 51 | Standard Probation
- 52 | Intensive Probation Supervision
- 53 | Sex Offender Program
- 53 | Domestic Violence Program
- 55 | Fugitive Apprehension Unit

COMPLIANCE MONITORING

- 57 | Minimum Assessed Risk Supervision
- 57 | Unsupervised Probation
- 58 | Indirect Services
- 58 | Interstate Compact
- 60 | Community Restitution Program
- 61 | Collections

ORGANIZATIONAL DEVELOPMENT AND SUPPORT

- 63 | Organizational Development and Support

AWARDS AND ACHIEVEMENTS

- 65 | Awards and Achievements
- 73 | MCLEAPS
- 74 | AmeriCorps

ORGANIZATIONAL CHART

- 75 | Organizational Chart

The Organization

FY 2019



LETTER TO
PRESIDING
JUDGE

VISION
MISSION
VALUES
GOALS

GENERAL
INFORMATION

STRATEGIC
GOALS



LETTER TO PRESIDING JUDGE

Dear Judge Welty,

I am pleased to present the FY2019 Annual Report of the Maricopa County Adult Probation Department and to inform readers of the Department's various programs and services, the important initiatives and projects that were advanced this year, and the positive accomplishments and outcomes in which we take pride. The Department accomplished 90% of its strategic goals, meeting or surpassing 9 of 10 goals.* The results of customer satisfaction surveys show that the Department met or exceeded benchmarks among three different groups: victims, probationers, and law enforcement and criminal justice partners. All expressed satisfaction with our services.

A comprehensive workload study was conducted during the fiscal year to evaluate caseload ratios as well as departmental performance in relation to national standards. This was a significant project and a large number of employees were called upon to participate in surveys, timekeeping, and focus groups on top of their regular duties. Staff were professional in their cooperation and participation, which was essential for a meaningful evaluation. It was gratifying that the evaluation found our Department met or surpassed nearly all of the national standards for pretrial and probation services.

We were excited to open innovative Justice Health Clinics where adult probation services are co-located with integrated healthcare provided by Terros Health. Our ongoing collaboration with healthcare partners reflects the Department's strong commitment to increasing probationers' access to services that will help them lead healthier, more productive, and law-abiding lives.

As I prepare to retire after 19 years with this Department, I am happy to have worked with the dedicated employees of Adult Probation to enhance the safety and well-being of our neighborhoods. As always, the Court's support has been very much appreciated this past year, and it has been my honor to serve with members of the Judicial Branch to advance justice.

Sincerely,



Barbara A. Broderick

Barbara A. Broderick
Chief Probation Officer

*Editor's note: A post-publication data correction revealed that 8 of 10 strategic goals were achieved.

VISION

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

MISSION

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

We accomplish this through:

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

VALUES

We BELIEVE in:

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

GOALS

Goal A: Crime Reduction

Goal B: Retention and Compensation

Goal C: Process Improvement

Goal D: Customer Satisfaction

Goal E: Solid and Sound Infrastructure

General Information



Arizona:
Number of Counties

15



Arizona:
Total Population

7,171,646*



Maricopa County:
Total Population

4,410,824*



Maricopa County:
Total Number
of Cities & Towns

27

Maricopa County Adult Probation Department

Established in

1972

Regional & Area Offices

19

Probation Population

53,406 **

Pretrial Supervision Population

3,118 ***

Standard Probation Population

24,785 ***

Intensive Probation Population

1,097 ***

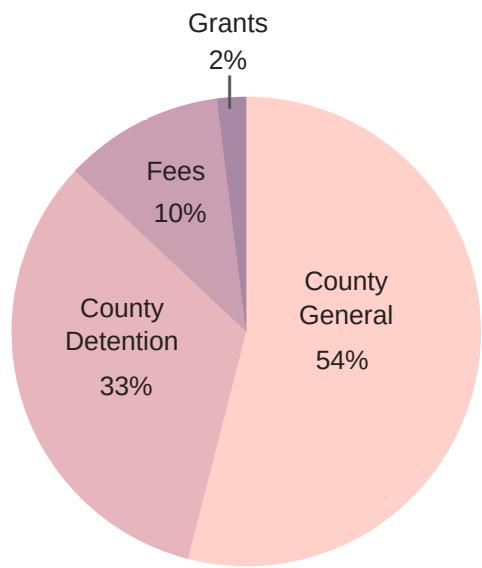
*2018 ESTIMATE

**TOTAL END OF FY2019

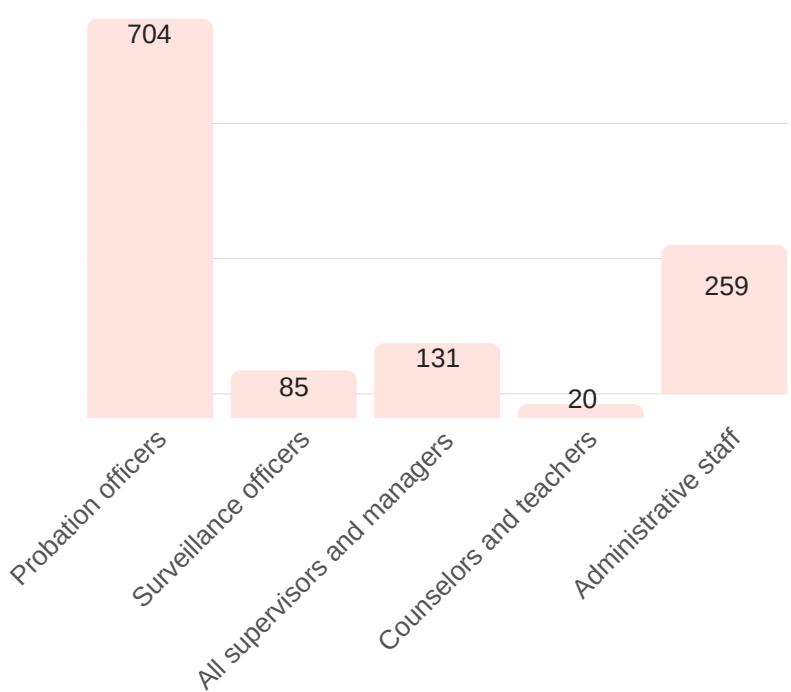
*** ACTIVE END OF FY2019

Maricopa County Adult Probation FY2019

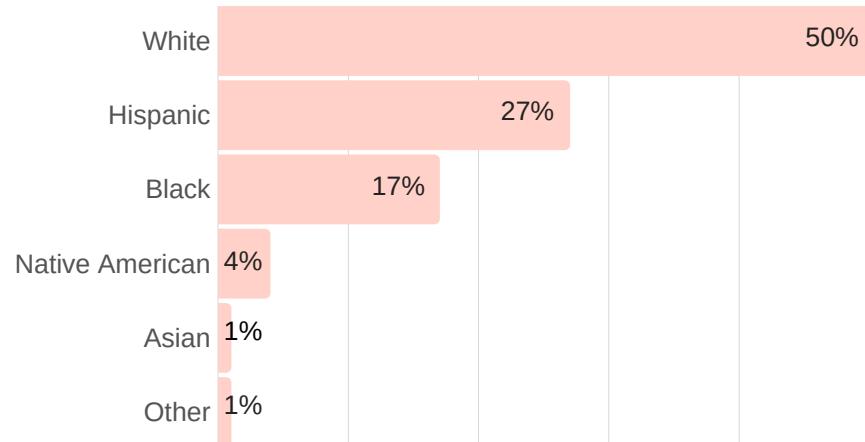
Annual Budget - \$118,517,579 *



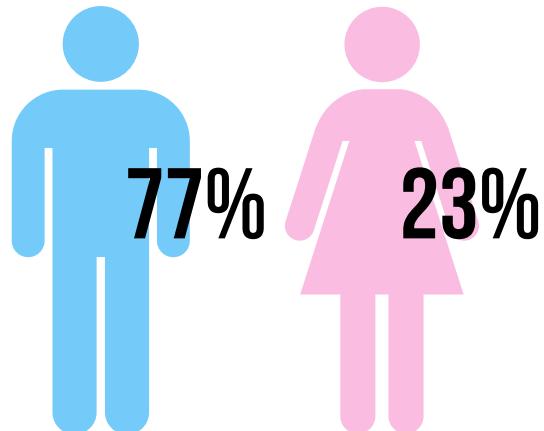
Personnel Types



Probation Population Race/Ethnicity



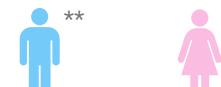
Probation Population Gender



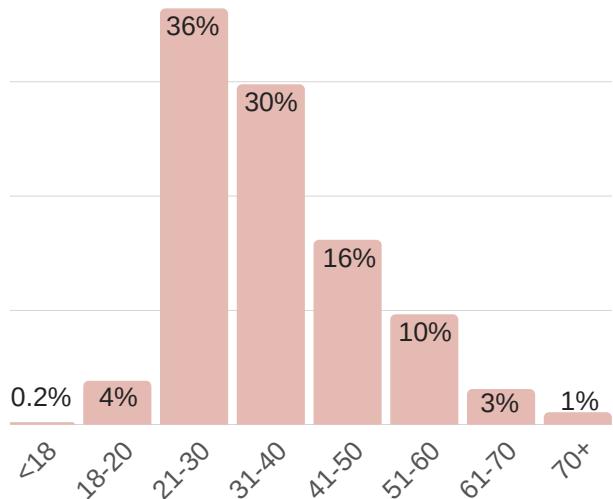
Probation Population Offense Category & Gender

Probation Offense

Offense Category	Male (%)	Female (%)
Class 1 Misdemeanor	8%	8%
Class 6 Felony/Undesignated	35%	45%
Class 5 Felony	4%	3%
Class 4 Felony	26%	25%
Class 3 Felony	19%	10%
Class 2 Felony	9%	9%



Probation Population Age ***



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

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

***Due to rounding, the total percentage adds up to 100.2%.

Strategic Goals

The Maricopa County Adult Probation (MCAPD) holds a set of Strategic Goals that influence Department planning, decision-making, reporting, budgeting, and evaluations. These Strategic Goals establish measures and results in mission-critical areas and generate actionable information for the Department and stakeholders. The Strategic Goals allow the Department to tell its story and demonstrate its accountability to the public and County by providing information about its operations and performance. A summary of the five primary Strategic Goals and the Department results for FY2019 are presented below.

Goal A: Crime Reduction

Consistent with its mission and values, the MCAPD's primary goal is to reduce crime and enhance public safety. The Department continues to implement and research evidence-based practices in order to improve supervision strategies and reduce recidivism. The crime reduction results reflect a wide variety of Department and staff efforts to engage supervised probationers to make positive behavior changes.



Goal B: Retention and Compensation

The Department recognizes staff as the greatest resource in accomplishing its mission, and is therefore committed to recruiting, hiring, and retaining a quality and diverse workforce. In FY2019, the average years of service for badged staff was 11 years, which meets the Department's goal of 10 years or more. Employees saw a performance-based retention pay increase of approximately 3% in July 2018. In addition, for the fourth year in a row, a performance-based retention pay plan was approved and eligible employees received a pay increase of about 5% in July 2019. Additionally, the Department continues to offer alternative work schedules to many staff, which provides staff with additional flexibility.

Goal C: Process Improvement

The Department's goal is for its customers and stakeholders to benefit from improved case processing. In FY2019, MCAPD delivered 99% of presentence reports to the Court on time without a continuance. Pretrial Services submitted 100% of the Initial Appearance packets to the Court on time (within 24 hours of a defendant's arrest). The Department continues to work with the Court and its partners to improve case processing. The amount of victim restitution collected, compared to what was ordered, was 80%, which is an improvement from FY2018 (79%) and exceeds the Department's goal of 65%. The total victim restitution collected in FY2019 was \$11,539,083.

Goal D: Customer Satisfaction

Customer satisfaction remains an important goal of the MCAPD. The Department is committed to providing quality services to all of its customers, which include neighborhoods, courts, law enforcement partners, victims, treatment providers, and community partners. Customer satisfaction is measured by distributing periodic surveys which offer customers an opportunity to share their satisfaction with services and interactions with staff, and provide suggestions and feedback. In FY2019, surveys were conducted for three stakeholder groups; the survey results and goals are summarized in the table below.



Goal E: Solid and Sound Infrastructure

In support of Goals A through D, the Department strives to acquire and maintain industry standard equipment, adequate facilities, and improved communication through technology. This infrastructure and technology are essential in providing the best possible services to maintain public safety. Capital improvements to the Department's central regional office, the Black Canyon Building, were completed in February of 2019, and included an expansion that staff moved into on March 1, 2019. Improvements to the Department's Southport building are expected to be completed in the fall of 2019. For each of these projects, improvements include an additional 10,000 square feet of space for staff and interview suites as well as renovations of existing space. On the technology front, the Department has completed an eFiling system which allows all Department forms filed with the Court to be filed and submitted electronically. This eFiling system provides significant time savings to both the Department and Court, and allows the Court to make more timely decisions, thus improving public safety. Additionally, the Department worked with the County on the radio system upgrade, which was completed in June of 2019. This upgrade increased radio coverage areas and the clarity of transmissions, which improved probation officer safety and communication in the field.

Survey Results

F Y 2 0 1 9



PROBATIONER

VICTIM

LAW ENFORCEMENT &
CRIMINAL JUSTICE
PARTNERS

PROBATIONER SATISFACTION SURVEY

In May 2019, MCAPD conducted a survey of medium and high-risk probationers. For this survey, which is conducted every two years, specific strategies were implemented in an attempt to increase the number of survey respondents and obtain a more representative sample of the probation population. Support staff supervisors provided the number of probationers who report for office visits daily and identified the busiest day of the month for their respective offices. Surveys were distributed to probationers at 11 probation offices for a period of two weeks. Probationers who came into the office during the survey distribution period were given the opportunity to participate. A total of 4,643 surveys were turned in, an increase of 87% from the survey conducted in FY2017.

RESULTS

8 OUT OF 10

survey respondents indicated that the wait time in the lobby was reasonable, their probation officer asked for their input when making plans for them, and complimented them for good behavior.

9 OUT OF 10

survey respondents indicated that they were greeted in a pleasant and professional manner.

9 OUT OF 10

survey respondents indicated that their probation officer: treated them with respect, spent enough time with them, listened to them, worked with them to help them complete probation successfully, let them know how they were doing on probation, and would see them more often if they were having problems.

89.5%

of probationers surveyed were satisfied or very satisfied with the experience they have had with the MCAPD staff, which meets the Department's goal of 86% or higher satisfaction.

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

- Treating them with respect
- Communicating with them
- Keeping them informed about how they are doing on probation
- Providing them with referrals and assistance, especially for residence, employment, and transportation

The positive survey results indicate that evidence-based practices, which have been taught, emphasized, and reinforced throughout the MCAPD, are being incorporated by probation officers into their supervision strategies. The results also provide positive reinforcement to probation officers by showing that their efforts are recognized by those they supervise.

VICTIM SATISFACTION SURVEY

In April and May of 2019, the MCAPD conducted its 21st annual survey to assess victim satisfaction with the notification services provided by the Department to victims who have opted-in for automatic notifications of certain case events. The survey contained 10 items, each rated on a 5-point scale. The first seven items asked respondents to rate their frequency and quality of contact with MCAPD staff from 1 (never) to 5 (always), with a neutral value of 3. The last three items assessed overall satisfaction with different stages of the criminal justice process using a similar 5-point scale ranging from 1 (unsatisfactory) to 5 (satisfactory).

The survey was distributed to victims who had contact with the Department in the past year; it was sent to 312 victims (excluding failed deliveries) electronically (if an email was on file) or via mail. Responses were obtained from 119 victims for a response rate of 38%.

Responses to the survey yielded the following highlights:

- The mean ratings for the first seven items ranged from 3.77 to 4.38. All mean scores fell above the neutral rating of 3.0, indicating positive results overall.
- The highest mean score ($M=4.38$) was for the item “Probation staff treated you with respect.”
- Two items tied for the lowest mean score ($M=3.77$): “Probation staff was easy to contact” and “Probation staff provided you with an explanation of the probation process.”
- The mean score for all survey items but one (“Probation staff advised you of the importance of keeping your address and phone number updated”) improved from the FY2018 Victim Satisfaction Survey.
- When all items measuring post-conviction services are averaged to create a mean score for each respondent, respondents with a mean score of 3.5 or higher are considered satisfied. Using this composite score, 70.4% of victims were satisfied with services provided by the Department, which meets the Department's goal of 70% or higher satisfaction.

Survey respondents were also given the opportunity to provide comments and feedback. The Department received positive comments, including praise for a job well done, good communication, and pleasant interactions. Additionally, respondents provided feedback and suggestions that will assist MCAPD in improving communication with victims and hopefully improving some aspects of the criminal justice system.

Using victim feedback from the FY2018 Victim Satisfaction Survey, the Department engaged in several efforts over the past year to improve victim interactions, including updating notification and interaction policies, distributing informational materials, providing Department-wide trainings, and enhancing the victims' rights trainings to incoming probation officers. Going forward, the Department will continue to explore ways to address victim concerns, as providing quality services to victims remains a priority.



LAW ENFORCEMENT AND CRIMINAL JUSTICE PARTNERS SATISFACTION SURVEY

In May 2019, the Department conducted a satisfaction survey of its law enforcement and criminal justice partners. The target population for this survey is individuals in the law enforcement and criminal justice fields who partnered with and have regular contact with MCAPD staff. Department staff were asked to identify such individuals, who were sent a link to complete the survey electronically.

The survey contained 12 questions that asked about the respondents' general organizational affiliation (police, prosecutors, corrections, etc.), position within their organization, frequency of contact with MCAPD staff, and satisfaction with aspects of the Department's services. Responses were received from 108 individuals, most of whom worked for law enforcement (78%), followed by corrections (16%), prosecution (5%), and detention (less than 2%). Additionally, the survey was successful in targeting individuals with routine contact with MCAPD; 69% of respondents had contact with MCAPD staff at least once a month.

Respondents were asked to rate their level of agreement with a number of statements about their interactions with MCAPD staff and its services.

RESULTS

8 OUT OF 10

survey respondents indicated that MCAPD staff responded to their needs and/or requests for service in a timely manner; the activities and services provided by the Department were responsive to their organization and/or the neighborhood; and they were aware of the Department's evidence-based approach for behavioral change for probationers.

9 OUT OF 10

survey respondents indicated that MCAPD staff treated them and/or their staff with dignity and respect, and they considered the Department as a partner with their organization to enhance safety in communities.

87%

survey respondents indicated they were satisfied with their interaction with MCAPD staff, which meets the Department's goal of 85% or higher satisfaction.

Survey respondents were also given the opportunity to provide comments and feedback on how the Department could improve its partnerships and services. Much of the feedback was positive, with respondents expressing that they value the MCAPD's partnership. Others suggested improved communication and collaboration, regular meetings between agencies, and joint trainings. The Department remains committed to improving and strengthening these partnerships in the years to come.

FY2019

Feature Articles



HEALTHCARE AND
JUSTICE
INITIATIVE

MCAPD
COMPLETES
WORKLOAD
STUDY

MANDELA
WASHINGTON
FELLOWSHIP
EXCHANGE
PROGRAM

SUSTAIN

THE STRENGTH OF
MCAPD'S RISK
AND NEED
ASSESSMENTS

HEALTHCARE AND JUSTICE INITIATIVE PRODUCES MEANINGFUL CHANGE

Passage of the Patient Protection and Affordable Care Act (ACA) in 2010 and the subsequent restoration and expansion of Medicaid in Arizona dramatically changed the healthcare landscape. There have been impactful changes for the health and well-being of justice-involved individuals as well as for state and local governments and communities seeking to improve health, reduce recidivism, and control costs. Over the past several years, the MCAPD has collaborated extensively with state and local government agencies and non-profit organizations to develop and implement meaningful changes across the health and justice systems. These efforts, which have substantially increased probationers' access to healthcare, continued in FY2019.

BACKGROUND

More than 54% of the probation population needs substance use and/or mental health disorder treatment, significantly more than the general population. Probationers have a high prevalence of past trauma, infectious and chronic (non-communicable) diseases, and high rates of unemployment, underemployment, and poverty. Approximately 77% of the population is male. Historically, there has been inequity and disparity in health coverage and care for the justice-involved population.

Key elements of the ACA include insurance and coverage reform and the integration of physical and behavioral healthcare. The ACA mandated that all Americans have health insurance and required every insurance plan to cover mental health and substance use disorder services, including behavioral health treatment.

Following the passage of the ACA, Maricopa County hired a Healthcare Integration Administrator and multiple county departments joined forces with organizations that provided assistance with healthcare enrollment and healthcare literacy.

1 in 10

probationers reported having health insurance before 2014.

8 in 10

probationers reported having health insurance by 2016.

Before this Healthcare Initiative (2014), only one in 10 probationers reported having health insurance, and it was estimated that more than 60% of probationers would meet eligibility requirements for Medicaid in Arizona. The probationers were largely unaware of their eligibility to apply, how to enroll, and how to navigate the healthcare system. The MCAPD and partner organizations took steps to identify uninsured and underinsured probationers, provide probationers educational opportunities about healthcare, and directly assist probationers to complete health insurance applications. By 2016, eight in 10 probationers reported that they were insured.

PARTNERSHIP WITH ARIZONA HEALTH CARE COST CONTAINMENT SYSTEM (AHCCCS)

AHCCCS (which is Arizona's Medicaid program) has become a significant partner in improving probationers' access to healthcare, which enables probationers to receive much needed services to live healthier lives and reduce recidivism. Consistent with the ACA, AHCCCS has been moving the healthcare delivery system to a value-based, integrated care model focused on whole person health. Publicly funded behavioral healthcare, which was previously administered by another state agency, was merged with AHCCCS. Importantly, AHCCCS identified individuals involved in the justice system as a target group with significant healthcare needs. As part of a large federally funded grant project, AHCCCS formed a Justice Transitions workgroup that included representatives from relevant agencies including the Arizona Department of Corrections, jails, probation, courts, and parole. AHCCCS and MCAPD have been able to forge a productive, impactful partnership. In recent years, AHCCCS leadership has been instrumental in removing barriers and seeking solutions to increase probationers' access to healthcare.

Probationers have more opportunities to receive substance use disorder treatment and healthcare overall as a result of healthcare and justice system coordination and collaboration. Fundamental changes are evident, and health and justice outcomes are improving. Accomplishments include:

1 AHCCCS implemented an expedited AHCCCS application and enrollment process for individuals reentering the community from incarceration.

2 MCAPD received approval to bill AHCCCS for clinical services that MCAPD staff provide to Drug Court participants.

3 The number of probationers placed in residential substance use treatment has increased substantially. In FY2015, the Reach Out Program placed 107 probationers in residential treatment, which represents only 12% of those assessed as needing residential treatment. Placement numbers have increased incrementally, along with improved coordination; in FY2019, 837 probationers were placed in residential treatment through the Reach Out Program. Preliminary results found that 61% of those placed in residential treatment in FY2017 had completed treatment. Those who completed treatment were more successful on probation: only 24.6% of those who successfully completed treatment had been revoked to prison, compared to 51.7% for those who did not complete treatment.

4 MCAPD increased the number of probationers who were provided the *Thinking for a Change* cognitive behavioral change program by expanding the program through collaboration with community treatment providers. In FY2015, 273 probationers completed the *Thinking for a Change* program. Participation increased incrementally; in FY2019, 729 probationers completed the program. An outcome evaluation found that program participants and those who completed the program had better probation outcomes: only 2.7% of probationers who completed the program had been revoked to prison compared to 25.6% for the comparison group.

5 For probationers who are reentering the community from jail and need behavioral health services, the MCAPD now makes referrals to community providers for outpatient general mental health and substance use disorder services. Appointments are scheduled within one week following the probationer's release.

6 In their latest round of contracts with health plans, AHCCCS has required the health plans to employ justice liaisons and to conduct jail in-reach for complex cases with a known release date.

CO-LOCATION OF INTEGRATED HEALTHCARE AND PROBATION SERVICES

In FY2019, as part of a first-in-the-nation program, MCAPD and Terros Health co-located integrated healthcare and probation services at four locations in Maricopa County. The co-located services combine the strengths of justice and health and provide additional opportunities to stabilize people, address risk factors and social determinants of health, improve health, and reduce recidivism.

The Justice Health Clinics are part of AHCCCS' Targeted Investments Program (TIP). AHCCCS offered incentives to eligible providers for integrating and coordinating physical and behavioral healthcare. Terros Health was selected as the TIP provider to work with the Maricopa County probation population.

As a population that has historically experienced inequities in health coverage and care, probationers are more prone to disease and poor health. They are more likely than the general population to have a substance use disorder, and long-term drug use tends to exacerbate physical health problems while reducing the likelihood of actually receiving care. Many probationers do not have a primary care practitioner, and they are more likely than the general public to use the emergency room for medical care. These factors drive up costs and lead to poor health and justice outcomes. When probationers are released from incarceration, seeking healthcare is usually a low priority among other immediate needs, such as housing, transportation, employment, family support, and probation obligations. Bringing healthcare to probationers at the probation office or having probationers see their probation officer at the healthcare provider's clinic makes it easier for probationers to obtain needed services. Improving health provides stabilization, increases employment opportunities, and increases the ability to address other risk factors to reduce recidivism.

The collaboration and co-location of MCAPD and Terros Health is an integrated model that treats the whole person and addresses the social determinants of health that negatively impact probationers' lives. The Justice Health Clinics provide a one stop shop for probationers by removing barriers to services and utilizing a team approach to support the best outcomes for probationers. The co-location also strengthens relationships between Terros Health and MCAPD staff which leads to increased communication, understanding of each other's role, and improved service delivery.

MCAPD probation officers have co-located at three Terros Health Integrated Care Clinics with locations in Glendale, Mesa, and Phoenix. Probation officers meet with probationers at the Integrated Care Clinics. As officers identify probationers' needs, it is beneficial to have more immediate access to services and to support probationers in following through with health services. Peer support specialists, who are trained healthcare staff with personal experience in treatment and recovery, may greet probationers in the clinic lobby, which can be an effective approach to engage probationers in treatment services.

In addition to the three Justice Health Clinics at Terros Health facilities, Terros Health opened a health clinic inside the MCAPD's Central Division probation office in Phoenix. The health clinic is staffed with a medical assistant, nurse, and nurse practitioner. Probationers are able to receive primary care services and general mental health and substance use assessments at the health clinic. All kinds of insurance are accepted, including all AHCCCS health plans, and individuals can self-pay. The Terros Health nurse has attended MCAPD unit meetings to discuss the whole health approach with MCAPD staff. Probation officers can simply walk a probationer over to the clinic in their building to schedule an appointment or receive walk-in services.

SERVICES

Numerous services were provided to probationers through the Justice Health Clinics in FY2019.

● **652**

individuals received services.

● **595**

individuals engaged in behavioral health services.

● **159**

individuals received primary or preventative care services.

● **488**

peer engagement contacts were provided.

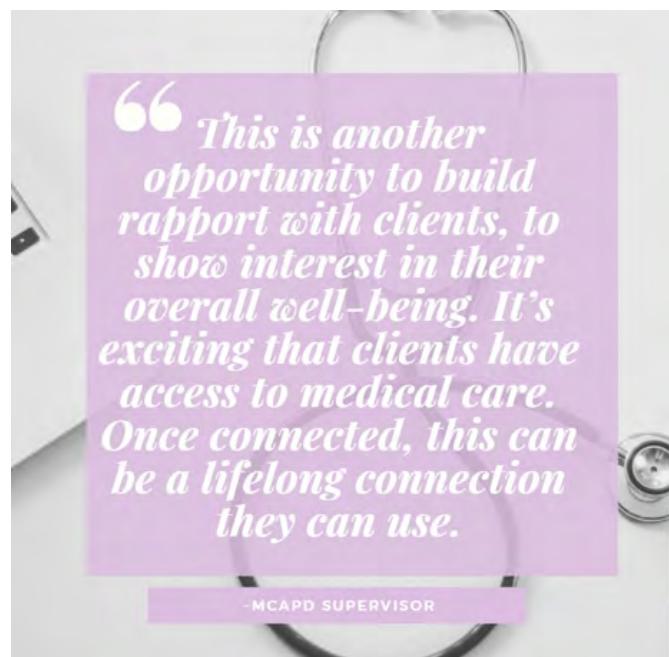
● **148**

probationers selected Terros Health as their health home.

● **182**

probationers were identified for the High Risk Registry based on factors that include health, behavioral health, and criminogenic risk.

The TIP partnership is providing a broader understanding of the needs of the probation population and increasing opportunities to care for individuals' needs in more effective and efficient ways that will improve health, reduce recidivism, and control costs.



MCAPD COMPLETES WORKLOAD STUDY EVALUATING EFFICIENCIES

In 2017, MCAPD collaboratively agreed with Maricopa County Management that current caseload ratios needed to be evaluated. Pursuant to Arizona Revised Statute (ARS) 12-269(B), officer to probationer ratios shall be maintained in accordance with evidence-based practices (EBP). As caseload ratios had not been reviewed in a number of years, it was determined a workload study would be performed on the MCAPD, focusing on efficiencies and the success in implementing EBP for both probation and pretrial services. In early 2018, a contract was awarded to the Justice Management Institute (JMI), partnering with the American Probation and Parole Association (APPA), to perform the Adult Probation and Pretrial Services Workload Study. The Workload Study took place in various phases over the remainder of 2018 through the spring of 2019. The phases consisted of a Timekeeping Study, an EBP Evaluation, and a Time Sufficiency Survey. The Workload Study was comprehensive and evaluated all positions involved in the supervision of probationers and defendants under pretrial supervision.

In August of 2018, staff from JMI and APPA began to develop the basis of the Timekeeping Study. The purpose of the Timekeeping Study was to identify the amount of time required to adequately supervise individuals, the results of which would factor into future decisions regarding caseload ratios and resource allocation. The consultants conducted site visits where they completed 23 different focus groups with approximately 150 staff who represented the various populations the Department serves. Information was gathered on the daily tasks, duties, and functions of the various positions staff hold. The contractors used information from these focus groups to develop activities that would be measured as the basis for the Timekeeping Study phase of the Workload Study. In collaboration with representatives from the focus groups and MCAPD's Organizational Development and Support Division, the definitions for the activities measured by the Timekeeping Study were finalized .

The Timekeeping Study analyzed all activities involved in the supervision of individuals, as well as considered a number of additional factors that influence the time it takes to manage a case. Some factors included the individual's risk level, location where the activity took place, as well as some circumstances that enhance the amount of time required to complete these activities (such as the individual's homelessness status, language barriers, mental illness or physical health crisis, volume of cases/counts associated with the individual, and whether or not the individual was placed on probation after having served an extended period of time in the Department of Corrections).

A random sample of 368 staff including probation officers, surveillance officers, supervisors, screeners, and caseload administrators were selected to participate in the Timekeeping Study. Staff tracked all of their work activities during a period of five weeks from the end of October through the end of November 2018.

While the Timekeeping Study was being developed, JMI and APPA conducted two additional site visits in the fall of 2018. Information obtained from the site visits assisted in the analysis for the EBP Evaluation phase of the Workload Study. During these site visits, JMI and APPA interviewed and observed staff performing their routine duties. The purpose of the site visits was to gather information on the Department's implementation of EBP in both probation and pretrial supervision. As part of this phase, staff were also asked to complete a survey of their knowledge of the Department's implementation of EBP. The EBP Evaluation measured the MCAPD against comparable jurisdictions nationwide in its compliance with EBP, as well as its adherence to state requirements and internal policies and expectations. Standards measured were Pretrial's compliance with the National Institute of Corrections (NIC) Essential Elements Framework, measuring seven elements, and Probation's compliance with the NIC's Eight Principles of Effective Intervention. Both of these frameworks are accepted and used nationwide as a foundation for effective implementation of EBP in supervision.

After the initial two phases were completed, JMI initiated the third and final phase of the Workload Study. The third phase consisted of a Time Sufficiency Survey. The Survey was administered online to staff who participated in the Timekeeping Study to determine if the time spent on various activities, as reflected in results from the Timekeeping Study, was sufficient. The Survey provided staff the opportunity to provide input on whether or not they felt the time was adequate or if more or less time was required for the given activities.

STAFF SELECTED TO PARTICIPATE IN THE WORKLOAD STUDY TOOK THEIR ROLES VERY SERIOUSLY, AS EVIDENCED BY THE PARTICIPATION/RESPONSE RATES: 100% OF STAFF SELECTED TO PARTICIPATE IN THE TIMEKEEPING STUDY REPORTED THEIR TIME, AND 90% PARTICIPATED IN THE TIME SUFFICIENCY SURVEY. THESE EXTRAORDINARY RESPONSE RATES ARE REFLECTIVE OF STAFF'S UNDERSTANDING OF THE IMPORTANCE OF THE WORKLOAD STUDY.

The Department is eager to see how the results of the Timekeeping Study and Time Sufficiency Study will impact caseload ratios and the allocation of resources. The results are still being compiled, and as such, the MCAPD is unsure how they will impact future decisions.

The results of the EBP Evaluation were extremely encouraging, reflecting that the Department meets nearly all of the elements of a high-functioning department. MCAPD was found to be in overall compliance with all but one of the elements that were measured, demonstrating strength and proficiency in both its supervision of pretrial defendants and individuals on probation. (It should be noted that the one area where the consultants indicated MCAPD is "not compliant" is related to sequential bail review, which is an area that would require collaboration with the Maricopa County Superior Court in order to implement.)

RESULTS

PRETRIAL SERVICES RESULTS

NIC ESSENTIAL ELEMENTS

- Dedicated Pretrial Services Agency
- Operationalized Mission Statement
- Universal Screening
- Validated Pretrial Risk Assessment
- Sequential Bail Review
- Risk-Based Supervision
- Outcome and Performance Measurement

Fully Compliant	Mostly Compliant	Not Compliant
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PROBATION SUPERVISION RESULTS

AGENCY EFFECTIVENESS AND ADHERENCE TO EIGHT PRINCIPLES OF EFFECTIVE INTERVENTION

- Operationalized Mission Statement
- Presentence Screening
- Assess Actuarial Risk/Needs
- Enhancing Intrinsic Motivation
- Target Interventions
- Cognitive Behavioral Functioning
- Positive Reinforcement
- Ongoing Support in Natural Communities
- Performance Measurement and Feedback

Fully Compliant	Mostly Compliant	Not Compliant
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JMI and APPA provided several recommendations based on the results to further improve MCAPD's effectiveness in achieving its intended outcomes. In the next fiscal year, MCAPD will prioritize the recommendations to begin addressing areas where improvements may be made to become an even higher functioning organization.

MANDELA WASHINGTON FELLOWSHIP EXCHANGE PROGRAM

In August of 2018, the MCAPD welcomed its first ever Mandela Washington Fellow, Emmanuel Yeboah Afful. The Fellowship, which started in 2014, aims to invest in a new generation of young African leaders who are shaping the continent's future by empowering them and providing them with leadership and professional development opportunities through education, training, and hands-on experience in a variety of business and public service fields across the United States. The Fellowship is extremely competitive with over 37,000 initial applicants across Africa. From those initial applications, 700 individuals were selected to become fellows and travel to the U.S. where they were partnered with different higher education institutions around the country for six weeks of intensive education and leadership training. After those six weeks, 100 fellows were further selected to be paired with a host organization for an additional six-week period of Professional Development Experience.

Emmanuel Afful is from Ghana, on the west coast of Africa, where he works as the Deputy Superintendent (DS) and Head of Inmate Reformation for the Sunyani Central Prison of the Ghana Prisons Service. As a result of his current work and vision regarding the reformation of the criminal justice system in Ghana, DS Afful was put in contact with the MCAPD. After several phone calls and interviews, it was determined that having the Department host DS Afful for his Professional Development Experience would be a mutually beneficial experience. During his time with the MCAPD, DS Afful experienced and learned about many different areas of the Department, but he spent the majority of his time working with Division Director (DD) Jason Walker in the Reentry Services Division.

DS Afful received an overview of probation and how the Department works to enhance community safety by working with probationers in order to elicit long-term, positive behavioral change. He was also able to experience some of the Department's specific training and programs aimed at fostering behavior change and reducing recidivism like Risk Reduction, *Thinking for a Change*, and *Effective Practices in Correctional Settings*. A major focus of his Professional Development Experience centered around how the Prison Reentry and Community Reintegration Units work with probationers to help them transition from a custodial setting back into the community. DS Afful also conducted numerous interactions and ride-alongs with probation officers to see how they work with, coach, and hold their probationers accountable.

Not only did DS Afful learn specifically about the Department, but he also gained a better understanding of the entire criminal justice system, including the Maricopa County Superior Court and the Arizona Department of Corrections.

During his time in the United States, DS Afful experienced some of the diversity and culture the country has to offer. He was able to spend some time in Boston, Massachusetts, at Bridgewater University for the leadership development component of the Fellowship, and even attended a Boston Red Sox game. He visited Washington, District of Columbia, for the Fellowship Summit, and he visited the Grand Canyon during his time in Arizona.

Toward the end of DS Afful's Professional Development Experience, the Mandela Washington Fellowship provided information regarding their

Reciprocal Exchange Program, in which the fellow, along with the host organization, could submit a proposal and request funding in order to implement a project in the fellow's home country. After much discussion, it was determined the Reciprocal Exchange Program offered a unique opportunity for further collaboration and networking between the MCAPD and the Ghana Prisons Service. With the approval of Chief Barbara Broderick, as well as Ghana Prisons Service Director General Patrick Darko Missah, DD Walker and DS Afful worked to create a proposal and submit an application for the Reciprocal Exchange Program. The focus of the project was to provide training for a cross-section of officers from the Ghana Prisons Service on topics including EBP, cognitive-behavioral theory and practices, reentry planning, as well as to introduce the concept of probation and community-based supervision as an alternative sentencing option to incarceration. In December 2018, both agencies were informed the project had been selected and provided with funding for implementation.

On April 6, 2019, DD Walker began the long flight from Phoenix, Arizona, to Accra, Ghana. On Monday, April 8, DD Walker and DS Afful began meeting with the executive leadership team from the Ghana Prisons Service. During this initial meeting, the Ghana Prisons Service's executive leadership team was provided with an overview of the training program, as well as the probation system in Maricopa County.

DD Walker also had the opportunity to tour several of the local prison facilities in and around Accra. He met with the leadership teams of those facilities to learn more about the criminal justice system in Ghana and the current challenges faced by the Ghana Prisons Service, such as overcrowding and lack of community-based resources.

On April 9, DD Walker and DS Afful kicked off the week-long train the trainer program for staff from the Ghana Prisons Service. The class included officers from different prisons located throughout the country as well as officers from the public affairs office and the new officer training academy. The officers' willingness and eagerness to learn new information, skills, and techniques to help them engage with the inmates they work with was truly amazing and resulted in a fun and meaningful program. Officers learned about the eight key principles of EBP, motivational interviewing, risk-needs-responsivity, and the importance of reentry and case planning. Officers learned about specific skills, tools, and techniques they could use to work with inmates, and they were able to practice those new skills through group activities, role playing, and directed skill practice. During their time together, many officers shared their challenges and frustrations of working with the inmates and the lack of motivation they regularly face. They indicated that this lack of motivation often results in the sense of hopelessness that inmates experience due to high rates of poverty, lack of employment opportunities, and lack of social support in the communities that they return to. Officers were encouraged to know that these were not unique challenges to them and their country as the MCAPD also faces similar challenges on a regular basis. Participants were encouraged to keep up their efforts despite those frustrations. They were provided with suggestions on how to work with and engage probationers, family members, social support, and the communities in which they work, in order to collaboratively work on these issues and develop solutions towards healthier people and neighborhoods.



From left to right: Deputy Director General of Prison Operations SKB Rabbles, Deputy Director General of Prison Administration Josephine Freduah-Agyemang, Director General of Prisons Patrick Darko Missah, MCAPD Division Director Jason Walker, Deputy Superintendent of Prisons Emmanuel Yeboah Afful, Deputy Director General of Prison Welfare Leopold K A Ansah.

The training program concluded with DD Walker providing a public lecture to other officers and staff members from the Ghana Prisons Service, as well as community members and other stakeholders, on the history of probation and how the MCAPD works to keep communities safe by helping people work towards changing their thinking and behaviors.

The officers that attended the training program were also celebrated after the lecture and provided with certificates for their attendance and participation. Officers were asked to return to their assigned duty stations and share their experiences and help to train their peers on what they had learned during the program.



Ghana Prisons Service Training Class

After the completion of the initial training program, DD Walker and DS Afful traveled throughout Ghana to visit several other prison facilities and talk to staff at those locations. DD Walker also visited the Sunyani Central Prison where DS Afful works and learned about and experienced some of the projects DS Afful has developed and implemented in order to help inmates transition back into the community. These projects center on providing inmates with technical training and skills, generally involving a specific trade such as weaving or clothes making.

The items made by the inmates are sold at storefronts outside the prison facility and the revenue generated from the sales goes back into the program and serves as capital, allowing inmates to establish their own businesses or storefronts upon their release from custody.

Thanks to DS Afful and his generous hospitality, DD Walker experienced the culture of Ghana, from their modern cities to their more rural and traditional villages. They also visited several national parks, including a safari trip at Mole National Park, the Kintampo Waterfalls, and the Kakum National Park. When reflecting on his experience, DD Walker will most remember the opportunity to connect with and get to know the people of Ghana. Their generosity, hospitality, and joyful attitudes will be something he will remember for the rest of his life.

“ I have been extremely fortunate to participate in the Mandela Washington Fellowship, and this experience has taught me that when we step out of the small circles we live and work in, the work we do can become magnified and even more meaningful. While the Maricopa County Adult Probation Department and the Ghana Prisons Service look and operate differently, our shared commitment to helping people improve their lives in order to enhance the safety and well-being of our communities has resulted in lasting professional relationships as well as personal friendships. **”**

-Jason Walker, Division Director



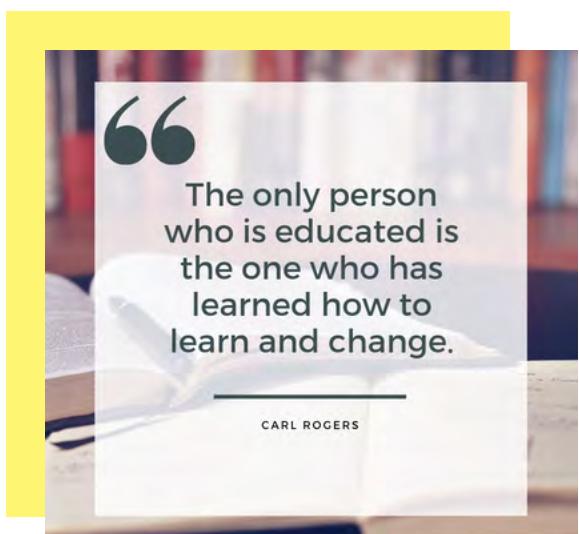
SUSTAIN:

ADVANCING OUR EFFORTS TO REDUCE CRIMINAL RISK BY TRANSFORMING SUPERVISORS INTO COACHES AND TAKING SKILLS FROM THE CLASSROOM TO THE CASELOAD

The mission of the MCAPD "to enhance the safety and well-being of our neighborhoods" includes six strategies. One of these is "Creating a learning organization that enhances professional and leadership skills." As an evidence-based probation department, the MCAPD strives to continuously advance professional knowledge and skills, and improve the use of EBP.

This is critical as studies show that proficient use of such practices, commonly referred to as core correctional practices in the criminal justice field, results in a 50% risk reduction for moderate and a 23% risk reduction for high-risk offenders as compared to traditional services.[1]

A big challenge that any change initiative has, in any industry, is making sure staff take the new skills learned in a classroom and apply them in their day-to-day operations. Research shows that without additional measures in place to bridge that knowing vs. doing gap, only 20% of learners will transfer new skills from the classroom into the real world. However, this statistic of applying new skills jumps to over 90% when change initiatives add effective job embedded coaching practices.[2]



Over the past two years, all MCAPD officers completed extensive training in the research-informed curriculum Risk Reduction. The training covered the principles of reducing criminal risk and learning about tools to use with probationers to address the underlying causes that drive criminal conduct. In addition to that training, Intensive Probation recently incorporated additional processes, called *Effective Practices in Community Supervision* (EPICS II), that zero in further on the main influencers of criminal behavior. Furthermore, in EPICS II, the focus shifts to building probation officer skills, making sure officers execute risk reduction processes with effectiveness and proficiency.



[1] Christopher T. Lowenkamp, Melanie S. Lowenkamp, and Charles R. Robinson, *Effective Practices in Correctional Settings-II*, (Lulu.com, 2012).

[2] Bruce Joyce and Beverly Showers, "Designing Training and Peer Coaching: Our Needs for Learning," in *Student Achievement through Staff Development*, 3rd edition, (Virginia: ASCD, 2002).

With this in mind and to better ensure long term sustainability of the Department's EBP efforts, MCAPD has joined the Administrative Office of the Courts and the remaining counties from around the state to incorporate interactive web-based learning modules called SUSTAIN (Staff Undertaking Skills to Advance Innovation). Created by Faye Taxman, Ph.D. and staff at George Mason University (GMU), the e-learning modules address the what, how, and when of applying core correctional practices to conversations with people under supervision. Skills are then reinforced through the use of supervisor-led coaching.

The SUSTAIN e-learning curriculum consists of eight e-learning self-paced modules that have three levels of content (basic, intermediate, and advanced) to accommodate learners with varied levels of starting competency. Basic modules introduce concepts and define terms, the intermediate modules focus on integrating concepts into practice through examples and case vignettes, and the advanced modules provide the opportunity to apply skills with greater complexity to sample case vignettes. The model includes training in six areas of EBP: risk, needs, responsibility; engagement and motivation; case planning; problem solving; desistance (exiting crime); and criminal lifestyle.

Additionally, the curriculum incorporates both foundational and higher level material from EPICS-II, guiding staff in effective approaches to enhancing motivation, use of authority, interventions, and individualized crime relapse prevention planning. One main goal of SUSTAIN is to facilitate transforming the role of supervisors/middle managers from a boss or a referee to one of coach. Just as a top athlete or a singer continuously works with a coach for performance improvement, as a learning organization, the MCAPD views professional skills in terms of continuous improvement.



Probation officer teaches a skill on identifying and changing risky thinking.

During the summer of 2019, all supervisors in Intensive Probation and supervisors of 10 Standard field units, including specialized Sex Offender, Prison Reentry, Community Reintegration, Youthful Offender, and Staff Development completed the basic, intermediate, and advanced lessons of the first six modules. This was preceded by a two-day in-person training provided by GMU in effective coaching practices, the content of which included a review of previously taught materials and skills to foster staff understanding and use of core correctional practices. All staff in those designated units have since started to complete the monthly modules and are expected to complete the lessons by mid-January 2020.

Higher-level supervisor coaching activities related to officer observations is scheduled to begin early next year, after the bulk of module work is completed, and the focus will shift toward skill demonstration.



While the e-learning modules do not replace the ongoing need for in-person skill practice for reaching and maintaining proficiency standards in processes governing motivational interviewing and EPICS II, they do:

- PROVIDE A STANDARDIZED AND MEASURABLE WAY TO ENSURE STAFF UNDERSTAND EBP AND ARE USING CORE CORRECTIONAL PRACTICES, AND IT BRIDGES THE KNOWING VS. DOING GAP BY PROVIDING PRACTICAL GUIDANCE AND ENLISTING THE SUPERVISOR AS LEAD COACH TO UPHOLD SKILL APPLICATION.

Ultimately, the Department's goal is to improve outcome measures by reducing criminal risk. However, embracing a commitment to EBP expands beyond just applying EBP to offender supervision. It also informs the Department's management practices and efforts to institute the changes viewed as critical to the core values and mission. That is, even the way the Department approaches the training process is research informed. This is reflective of the Department's long-term commitment to seek and implement the most effective practices.

The expanding role of probation from upholding the Court order and compliance monitoring to changing long entrenched criminal conduct, complicated by addictions and limited community resources, is a challenging enterprise. Even more than guiding probationers through to successful completion of probation, the MCAPD seeks to teach probationers lifetime skills to prevent unlawful conduct.

The Department is on a solid path to improving public safety by teaching people how to recognize and intercede in their own cycle of criminal conduct. Continuous training of officers with interactive web-based lessons, in-person skill practice, and coaching feedback are all part of the Department's commitment to maintaining and expanding professional knowledge and skills and working to create safer communities for all.



SUCCESS STORY

Roger S., a man who has been in and out of prison most of his adult life, sums up best the human impact of this approach and its effect on public safety. Initially when he was last released from prison and on to probation, he was feeling despondent and ready to go back to prison; "prison is easy." What gave him hope and a willingness to give probation a chance, he said, was the way his probation officer spoke to him and the fact that she was prepared to help him "work on the problems that keep bringing me back to jail," and to start "building a life worth living."

-Submitted by Probation Officer Supervisor



THE STRENGTH OF THE MCAPD'S RISK AND NEED ASSESSMENTS

A foundation of probation supervision is the use of risk and need assessment tools to help determine the appropriate supervision level and to determine case plan goals. The risk and needs assessments used by the MCAPD include the Offender Screening Tool (OST) and the Field Reassessment Offender Screening Tool (FROST). The OST was first implemented in 1998 and the FROST was implemented in 2005.

The OST and FROST are administered by an officer or screener to a probationer and seek to measure or evaluate a series of static and dynamic risk factors related to criminal behavior, which are designed to predict the risk to reoffend. These evidence-based risk factors are classified into a series of overarching domains (such as Education, Drug Abuse, Vocational/Financial, etc.). For example, a series of education factors (e.g., level of formal education, reading level, and prior suspensions from school) are classified into the Education domain. If an assessment tool is effective at predicting risk, individuals assessed as low-risk will be less likely to reoffend than those assessed at higher risk levels. As assessment tools are used to guide decisions, they should be validated to the population that they are being used on.

To determine the ongoing validity of the OST and FROST, the Administrative Office of the Courts contracted with the University of Cincinnati Corrections Institute (UCCI) to conduct a revalidation study as the last validation study had been conducted in 2008. The study assessed both the reliability and validity of the OST and FROST. The results of the study were presented by Dr. Ed Latessa to a statewide audience on April 9, 2019.

INTER-RATER RELIABILITY AND CRITERION VALIDITY

The first component of the study was to assess inter-rater reliability and criterion validity. Inter-rater reliability assesses the level of consistency and agreement among staff administering the tools. High levels of inter-rater reliability indicate that those conducting assessments are scoring the assessment the same way. Criterion validity assesses whether individuals are scoring the tool correctly, based on established guidelines.

Inter-rater reliability and criterion validity were determined by having a sample of staff who conduct assessments using the OST and FROST score a series of vignettes. The use of vignettes allows multiple staff to score the same case. The vignettes were completed by 557 staff across the state.

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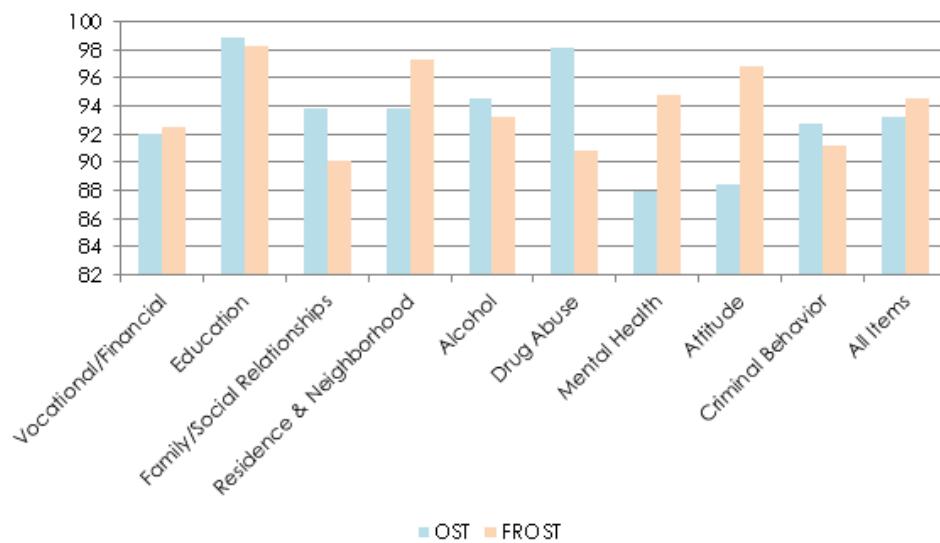
Dr. Latessa

The OST and FROST performed extremely well in our recent validation and reliability study, and community corrections in Arizona has done an outstanding job implementing these instruments. The OST and FROST demonstrate that with training and quality assurance a dynamic assessment process can provide a road map for identifying and targeting criminogenic needs and provide a very accurate assessment of the overall risk of recidivism.

The general goal is at least 80% agreement for how staff score each individual item, how each domain in the assessment is scored, and the overall score. The level of agreement for each individual item on the OST, and for each domain, exceeded 80% agreement, with the majority falling above 90%. The average agreement across all items on the OST was 93.2%. Similar results were found for the FROST, with only one item falling below 80% agreement. The average agreement across all items on the FROST was 94.5%. The level of agreement for each domain and across all items is presented in Figure 1 below.

In examining the criterion validity, or whether staff scored the assessment correctly, the results indicated that the statistical values of the tests conducted fell into acceptable ranges for all of the domains on the OST or FROST, the overall OST or FROST score, and the assessed risk level. Overall, the results indicate that both tools have acceptable levels of reliability and criterion validity.

Figure 1: Percent Agreement by OST (N=129) and FROST (N=428) Domains



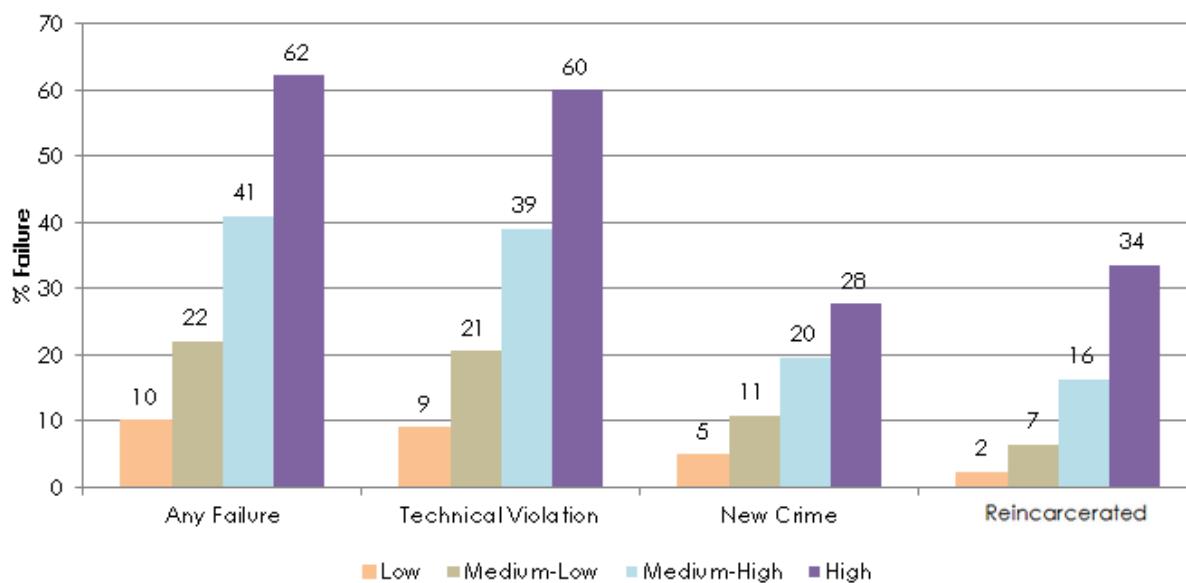
PREDICTIVE VALIDITY

It is important to establish inter-rater reliability. If the assessment is not being scored consistently and accurately, the validity of the tool cannot be established with confidence. The results of this study demonstrated acceptable reliability which allows the Department to trust the results of the validation component of the study.

The OST and FROST are designed to predict risk for recidivism. The validation study looked at how well the OST and FROST predicted recidivism within two years of the assessment. Recidivism was defined in a number of different ways: 1) if a Petition to Revoke (PTR) was filed for technical violations, 2) if a PTR was filed for new criminal behavior, 3) if a PTR was filed for any reason, or 4) if the individual was reincarcerated in either prison or jail. The statistical measure used to determine how well an assessment tool predicts outcomes is the Area Under the Curve (AUC). An AUC value of .5 can be interpreted as being as good as chance, or similar to flipping a coin. For a tool to be effective and to add value, the results need to be better than chance. Typically, risk assessment tools produce results with AUC values between .6 and .8, although .8 is very rare. In the current validation study of the OST and FROST, most of the AUC values were around .7, with the highest AUC values predicting reincarceration, and the lowest AUC values predicting new crimes. All of the results indicate that the OST and FROST predict each measure of recidivism better than chance.

As the assessed risk level of the OST and FROST are used to determine supervision levels, it is also important to look at the results across outcomes by risk level. If the tools are performing as expected and are predicting recidivism, failure rates should increase as the assessed risk level increases. Those who are assessed as low-risk should have better outcomes than those who are assessed as medium-low risk, and there should be an identifiable difference in the failure rates of each risk level. The study found consistent results across both the OST and FROST. Across each outcome measure, as risk increased, so did the failure rates. The recidivism rates by risk level for the overall OST sample are provided in Figure 2. Similar results were found for the FROST.

Figure 2: Recidivism Rates by Risk Level for Overall OST Sample



A strength of the study was that a large sample of probationers was included. There were 77,883 probationers in the OST sample and 47,028 probationers in the FROST sample. This allowed UCCI to look at the effectiveness of the OST and FROST across various populations of interest to see how the tools perform for different subgroups. The study assessed if the tools performed consistently across gender and ethnicity, and it looked specifically at Native Americans. The results indicate that both the OST and FROST predicted outcomes similarly for males and females, and for Hispanics, non-Hispanics, and Native Americans. The failure rates across all groups was similar, indicating that there is no evidence of bias in the tools.

Analysis was also conducted to look at the results across different offender groups including sex offenders, domestic violence offenders, DUI offenders, youthful offenders who have been sentenced in the adult criminal justice system, and individuals serving a probation sentence following release from prison. The results indicated that the tools performed well and consistently across all subgroups, and produced scores that show its predictive validity.

Overall, the results of the revalidation study are encouraging and provide support for the work that is done by staff to assess individuals on probation supervision. The key findings highlight that there is reliability in the way that assessments are being conducted, that the assessed risk levels are valid in predicting outcomes, and that the tools work well across different populations.

Pretrial Services

FY2019



INITIAL APPEARANCE UNIT & PRETRIAL SUPERVISION

Initial Appearance Unit

- IA Packets Completed: 53,232
- Average Cost per IA Packet: \$53.32

Pretrial Supervision

- Active End of Year Supervision Population: 3,118
- Average Daily Cost of Supervision Per Client: \$8.14
- Annual Program Cost of Supervision: \$8,979,663

The Pretrial Services Division (PSD) is comprised of three separate programs: the Initial Appearance Unit (IAU) and two pretrial supervision programs, General Pretrial Supervision and the Electronic Monitoring (EM) Program. All three programs work together to maximize pretrial release, court appearances of defendants, and public safety. The PSD strives to increase compliance with court orders and reduce recidivism by providing pre-adjudicated defendants with information, supervision, and resources.

The IAU, located adjacent to the Initial Appearance (IA) Court, provides the Court with objective decision-making information and executes numerous vital functions for the Division and the Department. The IAU staffs three units of adult probation officers 24 hours a day, seven days a week including holidays. The IA Court holds dockets every three hours, eight times a day. The IAU provides criminal history information, financial interview details, Public Safety Assessment (PSA) results, and pertinent documentation to the IA Court. This information enables judicial officers to make custody decisions and set release conditions within 24 hours of an arrest. In FY2019, 64,107 defendants were booked in and seen in IA Court. In addition, IAU provided the Court with 1,249 Bond Review Reports.

The IAU utilizes the PSA developed by Arnold Ventures. The PSA examines defendants' history and behavior to determine their risks of failing to appear for court and committing a new crime before trial. The assessment provides the basis for release recommendations submitted to the Court and is later used in determining pretrial supervision contact standards and for Bond Review Reports for the Court.

Assisting the Department's field supervision divisions, the IAU is responsible for placing virtually all new probation violation holds on behalf of field officers. Due to the IAU's close relationship with the Maricopa County Sheriff's Office and IA Court, the IAU is able to work with these partners to ensure the new offense and probation violation are heard together at IA Court. Combining these court matters reduces the potential time the defendant spends in custody and enables the Court to set release conditions for all pending matters on the same docket.

The IAU strives to maximize defendant releases from custody and court appearances and is continuously looking for ways to improve these two metrics. One such way is the Unit's partnerships with Maricopa County Correctional Health Services (CHS) and Southwest Behavioral Health. Working with these two agencies, the IAU screens defendants for Southwest Behavioral Health's Serious Mental Illness (SMI) Intervention Program and refers defendants for treatment who are eligible for release (per the PSA) and who have a current SMI diagnosis. This information is also relayed to the Superior Court in order to add eligible defendants to the Continuum of Care Calendar for future court hearings. In FY2019, 433 defendants were screened and 249 defendants participated in services offered through Southwest Behavioral Health.

Over the past year, the IAU has implemented improvements to increase success for defendants supervised by pretrial supervision units. The intention is to provide the defendant with his or her assigned officer's name and phone number while

reviewing release conditions. The IAU officer explains expectations of court appearances, compliance with the Court's release order, the supportive role of pretrial supervision, and steps the defendant can take to ensure pretrial supervision success before being released back into the community.

General Pretrial incorporated the new assignment protocol, developed in conjunction with IAU, to enhance the likelihood of the defendant making contact with their assigned officer. General Pretrial officers are made aware of their new assignment at the time the assignment is made. They begin efforts to contact the defendant within 72 hours of release from custody in order to provide court date information and determine if any supportive services or resources are needed. General Pretrial was able to affect internal changes to better assist defendants by implementing telephonic intakes for those able to communicate via telephone and unable to travel to an office location. This improvement reduces the unnecessary demand for defendants to take time from work and/or other obligations to contact with the pretrial officer regarding court dates or issues that may impact their compliance with pretrial supervision. Another benefit was to significantly reduce foot traffic at the three office locations, thus reducing wait times for those defendants reporting in person due to lack of access to a telephone or other issues.

The pretrial supervision programs now have a permanent, full service office location within the Court complex in the South Court Tower. The proximity of this location to the Courts provides added convenience to defendants appearing in Court and also increases pretrial staff's accessibility to other court partners including judicial officers, staff, and attorneys. The location is staffed with two full units, consisting of one General Pretrial Unit and one EM Unit, along with support staff to better serve both Court and defendant needs.

The PSD's EM Program continues to provide the Court with an enhanced supervision option using the latest in Global Positioning System (GPS) technology. During FY2019, the EM Program incorporated the use of an enhanced GPS ankle monitor that offers significant monitoring improvements, as well as enhanced fitting comfort and ease of charging. Some of the monitoring system improvements include enhanced tamper detection capabilities, over-the-air software updates, and improved location tracking through Wi-Fi detection. Additionally, the newly incorporated GPS ankle monitor has a number of improved features for pretrial defendants on EM, including tetherless charging and improved message notification delivery and acknowledgement. Additional EM Program enhancements during FY2019 include:

- Collaboration with the Maricopa County Sheriff's Office Victims' Assistance and Notification Unit to improve services to victims by identifying restricted locations for the purpose of establishing GPS exclusion zones.
- Collaboration with Maricopa County Juvenile Court and Juvenile Detention to improve services to juveniles remanded to the adult court system by expanding EM installs-before-release (from custody) to include installs at two Juvenile Detention locations: Durango and the Southeast Complex.
- Expansion of the EM coverage area to include monitoring of pretrial defendants that reside in San Tan Valley and the City of Maricopa.

Finally, PSD, along with the entire Department, transitioned to Averhealth Systems for drug and alcohol testing, which allows enhanced testing methods to better assist defendants, and provide timely, accurate test results to the Court.

Presentence Investigations

FY2019



Presentence Investigations

- Presentence Investigation Reports Completed: 14,540
- Average Cost Per Presentence Investigation Report: \$745.25
- Annual Program Cost: \$10,786,419

The Presentence Investigations (PSI) Division occupies a unique position in the Department. Whereas field probation officers typically supervise probationers in the community, PSI staff are responsible for investigating, evaluating, and reporting circumstances surrounding crimes. PSI screeners and officers work closely with the criminal court by providing information to assist judicial officers in making well-informed, evidence-based decisions regarding the sentencing of a defendant.

After a defendant's determination of guilt, PSI screeners immediately begin gathering relevant information and arrange to interview the defendant, during which a validated risk assessment tool will be administered to determine risk factors and criminogenic needs. Screeners also compile a comprehensive criminal history, initiate screenings for several treatment programs, and begin the data entry process in preparation for transfer to a PSI officer, who will complete the detailed investigation and generate the full presentence report and criminal history. The presentence report is a culmination of the screeners' and officers' work, which includes information surrounding the offense, the defendant's criminal history, risk assessment results, input from victims and interested parties, and a sentencing recommendation for the judicial officer.

In FY2019, PSI expanded access to videoconferencing resources, which allowed screeners to reduce the amount of travel to local jail facilities and to more efficiently schedule and complete presentence interviews with incarcerated defendants. This not only enabled them to conduct interviews with defendants from the comfort and convenience of their workspace, but also increased their personal safety and efficiency.

FY2019 offered a unique opportunity for collaboration between PSI and field divisions in the form of combination reports. When a defendant on probation is determined to be guilty of a new offense, the Court orders a combination report: a presentence report on the new crime combined with a probation violation report addressing the reinstatement or revocation of the existing probation grant. The Department is currently shifting the combination report writing duties from field officers to PSI, where PSI officers are particularly suited to the task, considering their current assignment writing presentence reports. This workload adjustment allows field divisions to focus more on probationer supervision and intervention as a means to bring about positive behavioral change and reduce the risk of reoffending. Presentence officers developed a procedural reference guide and other tools that outline the roles in the new combination report process and streamline the partnership between field and presentence staff. PSI staff have been fully trained in writing combination reports and are currently submitting them electronically to the Court.

Reentry Services

FY2019



PRISON
REENTRY
PROGRAM

COMMUNITY
REINTEGRATION
UNIT

WORK
FURLough
PROGRAM

SERIOUSLY
MENTALLY
ILL
PROGRAM

GARFIELD
PROBATION
CENTER

ADULT
EDUCATION
PROGRAM

Prison Reentry Program

- Active End of Year Population: 515
- Average Daily Cost per Probationer: \$19.20
- Annual Program Cost: \$ 3,210,016
- Authorized Caseload Ratio: 1 to 20
- Drug monitoring results indicate that 70% of Prison Reentry Unit probationers were drug free in FY2019.

The Prison Reentry Units supervise individuals released from the Department of Corrections (DOC) to a subsequent Standard Probation term. The goal of the program is to provide needs assessment, planning, and immediate interventions to ease the transition between prison and probation. The program continues to revolve around reducing the number of initial absconders and reducing the recidivism of individuals released from prison to probation, thereby increasing neighborhood safety and the efficiency of the criminal justice system. The program aims to ensure that individuals quickly engage with probation supervision upon their return to the community and, as a result, only 1.7% of individuals assigned to the Prison Reentry Units initially absconded during FY2019.

The Prison Reentry Program provides coordinated pre- and post-release services and is organized into three separate units: Reentry Pre-Release, Reentry West and Reentry East. Four pre-release surveillance officers liaise with DOC, mental health systems, housing resources, and community resources to obtain critical information for probationer transition. This information allows officers to begin release planning with regard to offender risk, medical and mental health needs, housing issues and appropriateness of their release environment. Over this past year, the four pre-release officers conducted 1,625 pre-release interviews, averaging 135 interviews each month. Additional pre-release activities are conducted

by two surveillance officers who investigate proposed housing situations and contact the family and other sources of support for the offender to prepare them for release.

One surveillance officer serves as a reengagement officer and conducts investigations to reengage missing reentry probationers. Upon locating the probationer, decisions are made about whether an arrest is warranted or if the probationer can be compelled to report to the Reentry officer so services can be established. The Prison Reentry Program recently gained a caseload administrator to assist in meeting the demands of the rising reentry population.

A reduced caseload ratio for post-release supervision allows probation officers to immediately address the specialized needs of each individual released from prison. Reentry officers are familiar with the emotional and systemic challenges this population faces and are trained to provide additional support and structure to assist the probationer in meeting these challenges. The officers assess and develop case plans for the population in order to address criminogenic risks and target interventions to reduce recidivism and absconding rates. Reentry officers work to transition probationers to a Standard Probation caseload in ninety days or less; and each probationer has a detailed case plan outlining services implemented and goals the probationer has identified and will work on over the course of the following year. Reentry officers provide detailed summaries of the probationer's strengths and challenges for the field officer and continue to act as a resource and liaison to ease the probationer's transition to regular field supervision. In harmony with the departmental goals, the Prison Reentry Program emphasizes evidence-based practices (EBP) to drive the supervision model. To further support EBP, this past year, the Reentry East Unit was chosen to participate in the interactive learning program, SUSTAIN (Staff Understanding Skills to Advance Innovation), to increase and enhance risk reduction techniques in working with this population.

Building on the successful collaborations of previous years, the Prison Reentry Program has continued its legacy of process improvement, community involvement, and building and maintaining strong community partnerships. To that end, members of the Prison Reentry Units have participated in numerous community-based Reentry Simulations which provide real life situations that demonstrate the challenges of inmates returning to the community post-imprisonment. Reentry personnel have attended multiple trainings at the DOC to learn about DOC's internal database and web-based video conferencing capabilities in an effort to collaborate and coordinate pre-release planning. Multiple Reentry officers attended the Reentry Employment Specialist Training through the National Institute of Corrections, and *Thinking for a Change* facilitator training. The Division of Developmental Disabilities was invited and welcomed at a specialized reentry training to educate officers about the available resources for probationers with developmental and/or cognitive challenges.

Reentry supervisors have maintained their strong commitment to reentry coalitions at both the state and county level, and they have been requested to provide training and assistance to other Arizona counties who are in the process of creating their own Reentry Programs. Furthermore, Reentry supervisors helped establish and facilitate a Justice Involved Community Roundtable at the Administrative Office of the Courts for community and faith-based organizations. Representatives from the Prison Reentry Program remain part of the project leadership team for the Freedom through Housing grant with A New Leaf, the Arizona Department of Housing, the DOC, and Arizona State University. This project will provide various types of housing assistance to individuals released from prison, and an evaluation will be conducted to determine the model's impact on recidivism.

The Prison Reentry Program remains committed to evolving in an effort to serve the intersecting and dynamic needs of the returning probationer and the community as a whole.

Community Reintegration Unit

The goal of the Community Reintegration Unit (CRU) is to assist probationers in their transition out of the Maricopa County jail system. CRU officers empower probationers to make sustainable personal changes through skill building exercises and written tools best suited to their needs and risk level. Transition planning efforts include support with meeting probationers' basic needs including post-release housing, connection to healthcare, and referrals for substance use treatment and mental health counseling.

In an effort to reduce recidivism, CRU has joined forces with multiple stakeholders. An example is the partnership with Maricopa County Correctional Health Services (CHS) which serves to coordinate reentry efforts for participants in a jail-based treatment program offered to males and females detained in the county jails called MOSAIC. CRU initiates the early jail release of all eligible MOSAIC graduates. In FY2019, 573 male and female MOSAIC graduates were released early from jail through court-approved Orders of Release. This translates to a savings of 41,289 jail days and a financial savings of \$4,130,552.

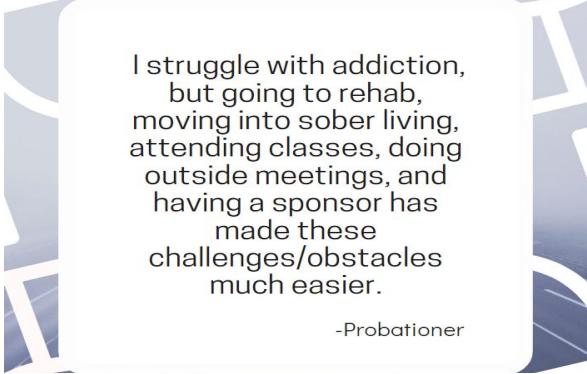
CRU partnered with community agencies in order to help the jailed probation population with transitional assistance. During FY2019, CRU referred 279 probationers to Terros Health's Targeted Intervention Reach-In Program. This program is designed to increase opportunities for eligible probationers to have a coordinated release from jail including peer support and a plan to engage in needed services.

The unit collaborates with Maricopa Integrated Health System and other partners for the RELINK grant, which strives to connect young offenders to healthcare opportunities in the community upon release from incarceration. During FY2019, CRU assisted with connecting 21 probationers with these important services.

CRU officers also referred 51 probationers to Mercy Care for appropriate behavioral health and/or substance use treatment upon release. Of those, 27 were eligible for appointments to outside agencies that would meet with them within seven days of their release. Almost half of these probationers attended their appointments and were provided the opportunity to engage in services. These referrals are geared towards probationers who were found ineligible to participate in services provided while in custody.

CRU continues to track outcomes related to transitional housing, private residences, and transition meetings, which involve the CRU officer, the field officer, and the probationer meeting prior to release to solidify the reentry plan and set expectations. MCAPD records indicate that probationers who are able to return to a private residence and who participate in a transition meeting have an increased likelihood of success within the first 30 days following release from custody.

CRU officers rely primarily on evidence-based behavioral change tools and curricula, such as Motivational Interviewing, *Thinking for a Change*, Carey Guides, and *Effective Practices in Correctional Settings* (EPICS II) to help guide probationers to successful transitions back to the community. The CRU Intensive Probation Supervision (IPS) team consists of five officers focused on the transitional needs of the high-risk population they serve. The CRU IPS officers are trained in EPICS II and several have become EPICS II coaches. One CRU officer is a *Thinking for a Change* master trainer and a total of three dedicated CRU officers co-facilitate *Thinking for a Change* within the jails.



I struggle with addiction, but going to rehab, moving into sober living, attending classes, doing outside meetings, and having a sponsor has made these challenges/obstacles much easier.

-Probationer

Work Furlough Program

Over the years, MCAPD's Work Furlough Program has continued its collaboration with the Maricopa County Sheriff's Office (MCSO), the Courts (both Family and Criminal), CHS, local employers, and community stakeholders to offer Work Furlough participants supervised reintegration into the community by means of job readiness, job search, and employment. The Work Furlough Program has demonstrated its ongoing commitment to address the significant dynamic criminal risk factors related to obtaining and sustaining employment. With collective consideration of each Department's policies and procedures, MCAPD, MCSO and CHS have combined efforts to appropriately determine available programs and suitable services for each Work Furlough participant. In addition to eligible probationers, other individuals who are court-ordered to pay child support are eligible to participate in the Work Furlough Program and/or Work Furlough job search.

The Work Furlough Program proudly facilitates a job search program with specific emphasis on readiness. Participants are provided with resources and referrals to agencies that assist with effective preparation for job search, and specific periods of time are allocated for the purpose of obtaining necessary documents such as a state-issued identification card, Social Security card, and birth certificate.

During April 2019, the Work Furlough Program re-located to the Estrella Jail; with the support and collaboration of MCAPD staff, MCSO, and CHS, the change was smooth with minimal effects to operations. With this move, collaboration and communication among the agencies has also continued to increase. This helps to ensure that the Work Furlough Program is focusing on those individuals who have addressed relevant criminogenic factors such as anti-social behavior and

substance use through available programming while in custody, such as the MOSAIC and Choose to Change programs. Additionally, the Work Furlough Program has continued to foster relationships and collaborations with community partners, such as, but not limited to, St. Joseph the Worker, Dress for Success, Goodwill Industries, and Father Matters. The combined efforts of the aforementioned partnerships have permitted access to work clothing, computer use, monthly bus passes, job readiness class instruction, and employment.

During FY2019, 378 participants received an orientation into the Work Furlough Program. Work Furlough officers supervised an average daily population of 127 participants, while collecting a total of \$671,688 in fees and Court-ordered financial assessments.

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Seriously Mentally Ill Program

- Active End of Year Population: 907
- Average Daily Cost per Probationer: \$7.10
- Annual Program Cost: \$2,307,216
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 68%
- Drug monitoring results indicate that 63% of SMI probationers were drug free in FY2019.

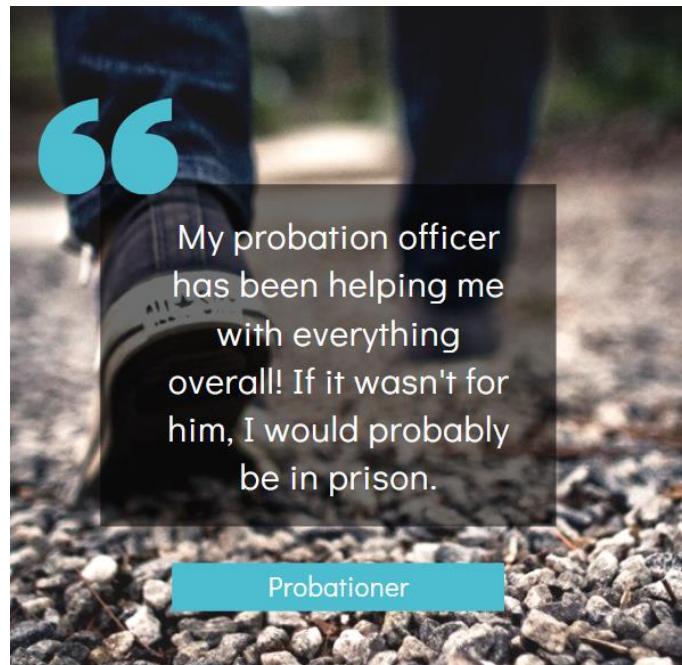
The Seriously Mentally Ill (SMI) Program is a segment of the MCAPD that provides specialized supervision to probationers living with a serious mental illness. The probation officers assigned to this program receive specialized training that allows them to work in a collaborative environment with various community stakeholders to assist with stabilization related to behavioral health issues.

A core piece to this supervision is the close partnership with the Regional Behavioral Health Authority (RBHA), Mercy Care. This is crucial to the supervision of SMI probationers as Mercy Care oversees the services necessary for the probationers' individual successes. Through this partnership, the clinical needs of each probationer are aligned with the criminogenic needs identified by the probation officer in order to come up with a well-rounded supervision plan. Coupling this information with the risk reduction approach adopted by MCAPD has led to consistent supervision practices that encompass all areas of the probationer's life. This alignment also allows for increased collaboration, with a focus on medication compliance, housing, and treatment, with various entities in the community.

All parties involved in this program have a target goal of success for each probationer with an appreciation for how that may differ from one probationer to the next. To continue working toward this goal, probation supervisors within this program have continued to provide trainings to strengthen the collaborative relationship called the Justice Series. These trainings are used as a tool to bridge the harm reduction approach from the RBHA with the risk reduction approach from MCAPD to best address all needs for each probationer while also focusing on community safety. These trainings have provided an opportunity for individual stakeholders, such as Community Bridges, Inc., to build strong team relationships with the probation officers that have further contributed to the success of the SMI probationers.

The SMI Program probation officers are responsible for Standard Supervision responsibilities along with building and maintaining a professional and collaborative relationship with clinical teams and other community stakeholders involved in the probationers' care and supervision. They are also charged with maintaining a current list of all prescribed medication(s) as well as following other aspects of the treatment plans. Due to an increase in the number of SMI probationers, the SMI Program added new staff during FY2019.

Another available tool in this program is the Mental Health Court. This is a problem solving court with a team that includes MCAPD, the Maricopa County Public Defender's Office, the Maricopa County Attorney's Office, clinical teams, RBHA justice liaisons, and a judicial officer. There are a total of four separate calendars: probation violation hearings, emergency hearings to address immediate community safety concerns, and two regular review hearing calendars to address general noncompliance or recognize significant achievements. This Court is instrumental in encouraging probationers' re-engagement with probation or the clinical teams, whichever is appropriate.



My probation officer has been helping me with everything overall! If it wasn't for him, I would probably be in prison.

Probationer

Garfield Probation Center

The Garfield Probation Center is not only a fully functioning probation office, it is also an education center and a 26-bed residential facility for men on probation. With homelessness becoming an ever increasing issue in Maricopa County, individuals are consistently in need of a safe place to call home. The men who become residents are typically assessed as medium-high or high-risk to reoffend, with substance use and addiction issues, as well as strained or non-existent family and social relationships. They have usually been recently released from DOC, jail, or residential treatment. Garfield staff work with the residents to obtain the right services, find employment, develop a budget, build life skills, and more. The goal, after four to six months and paying rent of one dollar a day, is for the residents to be able to go on to live more positive lives. In FY2019, 109 men received housing at Garfield Residential. Garfield staff have increased the focus on working with individuals and applying consequences and rewards individually. This approach has resulted in less turnover in residents and an increase in successful discharges.

Opportunities to complete community restitution hours are offered every day of the year, excluding holidays. Throughout FY2019, a total of 2,739 individuals reported for community restitution, with many of those reporting multiple times, for a total of 25,973 hours of credit for community restitution hours completed.

Most excitingly, each year the Garfield Probation Center hosts an annual Turkey Feast in which residents of the Historic Garfield Neighborhood are invited to come and have a traditional Thanksgiving dinner completely put on by MCAPD staff. In addition to dinner, the attendees are treated to music and dancing, and children are able to have an unforgettable moment with Santa and Mrs. Claus, each receiving gifts and books. During the Turkey



Feast held on November 15, 2018, staff served 532 meals and 311 children received gifts.

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THE TRANSITION FROM INSTITUTIONAL LIVING TO THE OUTSIDE WORLD CAN BE DAUNTING AND DOWNRIGHT SCARY. THE STAFF AT GARFIELD HOUSE IS AMAZING! WITHOUT THEIR UNDERSTANDING AND COMPASSION REGARDING WHERE I CAME FROM, I WOULD NOT HAVE MADE IT THIS FAR.

-FORMER GARFIELD RESIDENT

probation completion rates, and secondary education opportunities, which in turn, improves the quality of life for the students and their families.

The Adult Education Program provides free GED preparation, Adult Basic Education (ABE), and English for Speakers of Other Languages (ESOL) classes year-round in central Phoenix, Mesa, and Glendale. Although the GED preparation, ABE, and ESOL classes are located within MCAPD probation buildings, these classes are also open to community members not involved in the criminal justice system, increasing access to high quality educational services for those who are in need, regardless of criminal justice background. Each center has a fully equipped Internet computer lab for student use for online learning, job searching, resume building, and building computer and Internet/digital literacy skills. Services are designed to ensure students have basic computer literacy skills so they can compete in the modern job market and educational system. The Adult Education Program provides student access to three online learning programs free of charge: Odysseyware and GED Academy for ABE/GED students and Burlington English for ESOL students. These programs allow students to study online at home, at a public library, or in the computer lab at the MCAPD Education Centers. In FY2019, of the students who attended over 40 hours of in-person and online instruction and were post-tested, 65% of the ABE/GED preparation students achieved an Arizona Department of Education required Measurable Skill Gain (MSG). During the same time frame, 93% of ESOL students achieved an MSG. Furthermore, 24 GED preparation students completed their High School Equivalency diplomas by passing the entire GED test, including the new, required Arizona Civics portion of the exam.

For part of its funding, the Adult Education Program competes for and receives Workforce Innovation and Opportunities Act federal funding through the Arizona Department of Education. Education services are connected to workforce and/or college and career training through a partnership with the Smart Justice

Adult Education Program

MCAPD's Frank X. Gordon Adult Education Program provides rigorous, high quality, standards-based adult education programs and instruction and has demonstrated a high level of educational success serving at-risk and in-need adults in the community. All of the instructors are Arizona state certified teachers. As part of the Reentry Division, educational staff recognize that education and literacy are important in reintegrating probationers back into the community and that increasing education levels contributes to reducing recidivism and increasing community safety. Education as well as increased computer and digital literacy are believed to have pivotal roles in decreasing recidivism rates while increasing self-sufficiency, wage levels,

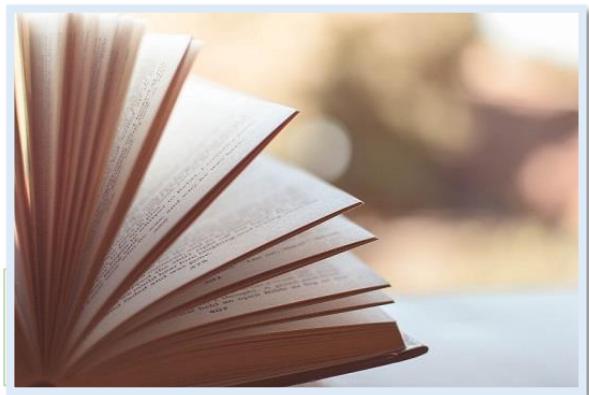
Program (SJP) from Arizona@Work. The MCAPD and the SJP completed their fourth year of collaboration during this fiscal year.



Innovative Workforce Solutions

The Arizona@Work SJP has a special team created to support and work specifically with probationers. The SJP addresses specific obstacles that probationers face when job searching. The SJP team travels between the MCAPD Education Centers to provide employment assistance for probationers, including training opportunities, paid internships and apprenticeships, interview and resume help, financial assistance, and job placement. This year, the SJP team expanded their reach by assisting probationers in additional probation offices, including the Southport, Black Canyon, and Sunnyslope probation buildings. SJP began their Clean Start 2.0 in FY2019, which is a food preparation/kitchen staff paid work experience. Participating probationers are paid while they learn kitchen and food factory skills, and this training is provided in partnership with St. Mary's Food Bank's Community Kitchen Program.

For probationers who are struggling to find jobs, the Adult Education Program also provides intensive Job Skills classes at the central Phoenix location. This class is 10 hours long over two consecutive days, and it addresses tips for job searching, submitting online job applications, creating a resume and a letter of explanation for their felonies, and discussing their criminal backgrounds in job interviews, which includes a mock interview exercise. This class has a high success rate of probationers completing the class and then finding employment. In FY2019, 91% of probationers who completed the class and were eligible to work obtained employment by the end of the fiscal year.



Programs

FY 2019



DRUG
COURT

DUI
COURT

VETERANS
UNIT

YOUTHFUL
OFFENDER
UNIT

REACH
OUT
PROGRAM

THINKING
FOR A
CHANGE

Drug Court

- Active End of Year Population: 491
- Average Daily Cost per Probationer: \$14.39
- Annual Program Cost: \$2,689,881
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 50%
- Drug monitoring results indicate that 51% of Drug Court probationers were drug free in FY2019.

Drug Court is a non-adversarial, evidence-based program that utilizes a team approach to break the cycle of substance use and addiction for medium-high and high-risk probationers. The team consists of the judicial officer, public defenders, probation officers, and counselors. During the program, participants are required to attend intensive outpatient or residential substance use disorder treatment and submit to frequent, random, drug testing. The counseling portion of the program continues to grow, adapt, and change to meet the needs of the participants. Drug Court counselors continue to look for innovative ways to assist participants through the use of meditation and sound healing and with resources for harm reduction, medication assisted treatment (MAT), and work development programs. They started to document in a new electronic health record this year, which helps ensure that all client information is kept private and confidential.

In September 2018, Drug Court was awarded a federal grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to increase the number of probationers who participate in substance use treatment. One of the biggest obstacles to participating in treatment is having unstable housing. The grant was written to help address this need, and MCAPD partnered with Vivre Housing and Community Bridges to provide peer navigation and housing support. The grant program, referred to as Project HOPE (**H**ousing **O**utreach and **P**eer **E**nagement) helps newly sentenced individuals (or those

returning to Drug Court after a probation violation) with job skills, transportation, obtaining identification card, sober housing, and other needs as identified through working with a peer navigator. This is a five-year grant and HOPE is expected to serve 60 individuals in its first year with peer navigation and 42 individuals with sober housing.

Drug Court continues to be challenged by the increased use of opioids. As of November 2018, the Drug Court Unit has been trained to carry and administer Naloxone and a departmental policy was developed regarding its usage. Naloxone is a medication designed to rapidly reverse opioid overdose. The unit is committed to educating participants on the harm of opioid use as it continues in its attempt to combat this nationwide epidemic.

As Drug Court continues to work on aligning with the National Drug Court model best practices standards, the timeframes and expectations of each phase of the program were redefined. By utilizing evidence-based standards, improved outcomes for individuals involved in the criminal justice system due to substance use is anticipated. Over the next year, the program will work on establishing a new alumni program to offer an opportunity for Drug Court probationers to engage with prosocial activities upon graduation.



DUI Court

- Active End of Year Population: 149
- Average Daily Cost per Probationer: \$12.81
- Annual Program Cost: \$689,477
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 91%
- Drug monitoring results indicate that 68% of DUI Court probationers were drug free in FY2019.

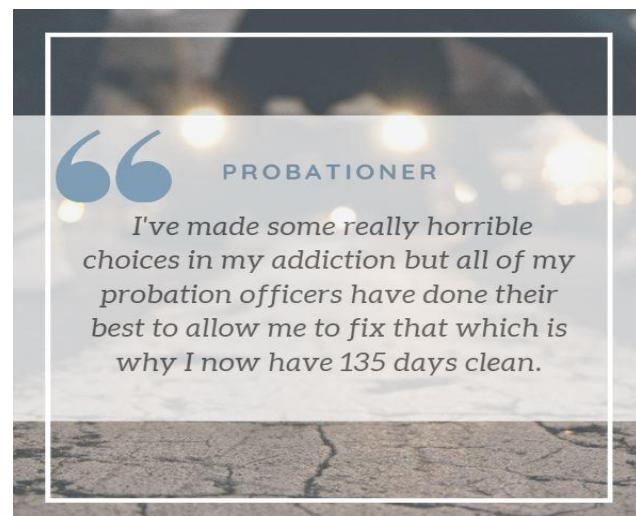
The DUI Court is based on a research-proven, problem-solving court model that focuses on accountability and long-term treatment to address the root causes of impaired driving. The DUI Court Unit consists of probation officers and surveillance officers who use a team-approach to supervision. These officers interact with the probationers in the DUI Court Program, conducting frequent substance use testing and ensuring compliance with the expectations of the Court. They are important members of the multi-disciplinary DUI Court team.

The DUI Court Unit received technical assistance training through the National Center for DWI Courts (NCDC) in mid-October of 2018 with the goal to develop and implement improved program practices focusing on recovery. NCDC presented updated national trends in the number of phases, phase structure, and phase requirements of the program. The DUI Court Unit planned its implementation strategy and implemented the majority of the changes as of January 1, 2019. The unit continues to adjust to these changes as the number of court hearings has increased significantly. Typically, a DUI Court client is now seen in Court bi-weekly for the first six months. This allows for a timely response to behavior and the award of incentives and imposition of sanctions.

The screening criterion for the DUI Court Program continues to be influenced by emerging research and program experience. The program has recently begun supervising individuals who committed DUI where the

substance was marijuana. The clinical needs of someone who committed a DUI under the influence of marijuana may differ from the clinical needs of someone who committed a DUI under the influence of alcohol. The change in types of DUIs coming to the program has afforded the opportunity for the team to learn various approaches when working with these individuals.

The DUI Court is an intensive program. There are ongoing efforts to ensure the right population is targeted for the program and to collaborate with the treatment provider in meeting individuals' treatment needs. The treatment component of DUI Court continues to evolve to best meet the identified needs of the participants. A cognitive skills class is being utilized more frequently to assist probationers with identifying risky thinking patterns. The addition of meditation and sound healing, along with nutrition and family education classes, helps to treat other areas of the probationer's life while providing an avenue for continued resiliency skills.



Veterans Unit

- Active End of Year Population: 325
- Average Daily Cost per Probationer: \$6.00
- Annual Program Cost: \$726,303
- Authorized Caseload Ratio: 1 to 60
- Success Rate: 85%
- Drug monitoring results indicate that 67% of veterans were drug free in FY2019.

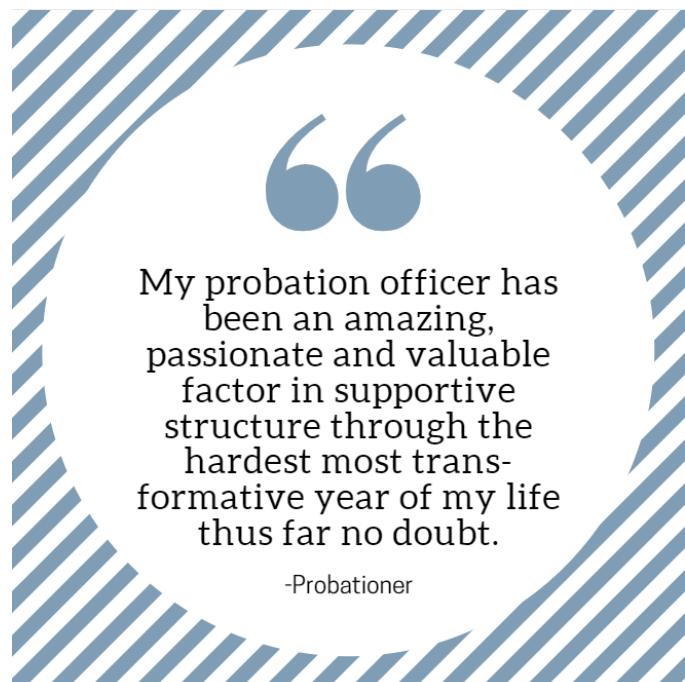
The Veterans Unit is dedicated to the supervision of probationers who are veterans. A main component of the unit is Veterans Court, a multi-disciplinary non-adversarial Court for individuals who have served in the military and are now involved in the legal system. Veterans are given an opportunity to work with the Veterans Court team, which includes the Court, MCAPD, Department of Veterans Affairs (VA), Mercy Care, public defenders, Veterans Court graduates, and other community agencies to obtain resources in order to successfully complete probation. The Veterans Court team conducts staffings to agree on a treatment plan tailored to each veteran's individual needs. The team then works with the veterans to put services in place to help them be successful on probation as well as changing their behavior to live a sober and crime-free lifestyle.

This year the Creating Art, Nurturing Vision, and Achieving Success (CANVAS) Program partnered with Arizona Art Alliance, a non-profit organization dedicated to the visual arts community of Arizona. Through their Arizona Veteran Art Program, the veterans are able to take art classes for free.

The Veterans Court Alumni Association (VCAA) was fortunate to be awarded another grant from the Arizona Department of Veterans' Services to host prosocial activities for the veterans. The VCAA hosted a holiday picnic, softball game, and bowling night. It was a great opportunity for the veterans to socialize in a safe

environment with their families and probation staff. There was visible laughter, competition, and comradery during each event, which greatly benefited the individuals who often feel safest while secluded at home. At the bowling event, one client in particular shared how it was his "very first time bowling" as a 47-year-old Navy veteran who served during the Gulf War and Desert Storm conflicts. He was celebrated and encouraged by other veterans which noticeably changed his entire demeanor. Not only was this event a fun one, but it also contributed to the self-esteem and prosocial interaction among veterans who currently struggle with both military trauma and criminal histories.

Veterans Court participants were also treated to a weekend of camping. Operation Restoring Veteran Hope hosted a Healing Retreat at St. Joseph's Youth Camp. This event was sponsored by the Knights of Columbus and other veteran support programs. The Healing Retreat gave the veterans an opportunity to focus on their well-being, healing, and provided a chance for them to share their stories. Veterans were treated to activities, such as horseback riding, kayaking, and hiking, coupled with peer support groups and inspirational speakers.



Youthful Offender Unit

- Active End of Year Population: 197
- Average Daily Cost per Probationer: \$9.83
- Annual Program Cost: \$725,103
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 51%
- Drug monitoring results indicate that 47% of Youthful probationers were drug free in FY2019.

The Youthful Offender Unit supervises probationers younger than 21 years old. The goal is to assist them in taking the right steps towards changing their future and reducing criminal behaviors. Probationers supervised by the unit are often impulsive and many struggle with significant substance use issues. It is difficult not only to motivate them to address their substance using behavior, but also to access the appropriate level of care for each person.

Many of the probationers supervised by the Youthful Offender Unit have the Juvenile Transferred Offender Program (JTOP) specialized conditions of probation. JTOP is a therapeutic court designed to offer immediate intervention and guidance for young offenders. JTOP is comprised of two judicial officers, defense attorneys, a clinical coordinator, and adult probation officers. There are three phases to the program, and progression through the phases is based on performance. Participants attend an orientation, observing the possible hearings in JTOP (status, promotion, consequence, and graduation), and conclude orientation with the judicial officers going over expectations of the probationer while in the program. At promotion hearings, probationers can be rewarded for progress made with praise, gift cards, and promotion to the next phase. At consequence or status hearings, sanctions for poor performance can include, but are not limited to, community restitution hours, writing assignments, or jail time.

A wonderful asset for the unit is the inclusion of a clinical coordinator. The clinical coordinator has worked tirelessly to build relationships with community treatment providers who offer services to youthful offenders and educate providers on the needs and risk levels of probationers. The clinical coordinator meets probationers where they are, assists them with signing up for benefits, and coordinates their admission into a variety of services, ranging from in-home counseling to long-term residential placement. In addition to treatment and counseling, probationers in JTOP participate in regular drug testing. The accountability of random testing supports behaviors learned in any program the probationer attends. The results of the testing are addressed in JTOP hearings, either with reward or consequence.

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Reach Out Program

MCAPD's Reach Out Program is truly unique and embodies the spirit of collaboration. Probationers who struggle with substance use are given the opportunity to be assessed for their treatment needs while in jail and, if eligible, may be released from jail early and transported straight to a community-based residential treatment provider. A judicial officer orders a Reach Out assessment when sentencing the probationer. Once Reach Out is made aware of this order, the staff check for holds/warrants or anything else that may delay a person's early release, and then a licensed counselor conducts an assessment with each person and recommends the appropriate level of care. Reach Out staff members coordinate with insurance plans, treatment providers, and jail staff to ensure the individual is placed into the right agency with the right supports.

In October 2018, Arizona Health Care Cost Containment System (AHCCCS) moved to seven different health plans, with each plan requiring a prior authorization for

treatment. This has caused a tremendous amount of detail-oriented work, but the Reach Out staff have risen to the challenge. While Reach Out has historically struggled to place females in residential treatment due to lack of available beds, the recent opening of a 102-bed facility greatly increased the number of beds available and thus the number of females released.

Reach Out was nominated and received the 2019 American Probation and Parole Association President's Award. Through the commitment of MCAPD and its partners, the Reach Out Program has made substantial contributions to probationers' treatment and recovery and continues to do so.

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Thinking for a Change

Thinking for a Change (T4C) was first implemented in MCAPD in 2009 and has been operational for 10 years. Over the past decade, T4C has expanded in both quantity and in quality. T4C is a 25-session integrated cognitive behavioral change program designed for justice-involved individuals. It uses a combination of approaches to teach participants about awareness of themselves and others. The curriculum is comprised of three major components: Cognitive Self Change, Social Skills, and Problem Solving. Implementation of the classes meets the National Institute of Corrections' (NIC) recommendations and is delivered with fidelity across the Department as well as with partnering agencies. MCAPD staff co-facilitate T4C at the Maricopa County Jail, Terros Health, Empact – La Frontera, and the newly added Elevation Health Services (EHS). EHS and MCAPD are offering the nation's first web-based T4C classes that are facilitated with live, interactive instruction and, thus far, have been well attended. This web-based format eliminates barriers such as distance, work/school hours,

childcare, transportation, and general health problems, allowing participants to attend groups. Because it is web-based, participants can log into group at the designated days and time from any Internet connected device while at home, local Wi-Fi café, library, or anywhere data service is available. Upon the completion of the third T4C cycle, EHS hosted a T4C graduation at a local park and many graduates attended along with their families.

In the past year, 79 new classes were started with 1,442 participants (both in the community and the jail) of whom 729 probationers successfully graduated. Sixteen groups with 169 participants were still in progress at the end of June 2019.

Sixty-nine staff from MCAPD and various community providers were trained and certified as new facilitators. Additionally, two MCAPD staff attended the NIC Train-the-Trainer event for a total of seven NIC certified staff to deliver facilitator certification training, conduct group observations, and provide coaching and feedback as needed. Four additional staff are scheduled to attend this same training in FY2020; it is worthy to note that MCAPD was the host agency for this national training event taking place in the summer of 2019.

Decision Points (DP) is an open-ended, self-paced cognitive program designed for justice-involved individuals. DP targets anti-social thoughts and skill deficits through an interactive behavioral approach. DP teaches participants about the trouble cycle and skills necessary to lead them away from trouble. The program continues to be available as a pre-T4C engagement tool (as well as aftercare) and is offered at seven probation offices. This past year 305 participants started DP, 90 successfully graduated, 62 transitioned to T4C prior to completing DP, and 43 were still attending DP groups at the end of June. In April, 12 MCAPD staff and two MCSO staff were trained as DP Facilitator Trainers and the first DP facilitator training was scheduled for the summer 2019.

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Regional Field Operations

FY2019



STANDARD
PROBATION

INTENSIVE
PROBATION
SUPERVISION

SEX
OFFENDER
PROGRAM

DOMESTIC
VIOLENCE
PROGRAM

FUGITIVE
APPREHENSION
UNIT

Standard Probation Supervision

- Active End of Year Population: 24,785
- Success Rate: 73%
- Community Restitution Hours Completed by Standard Probationers: 375,390

Standard Probation Excluding Specialized Supervision

- Active End of Year Population: 15,462
- Average Daily Cost per Probationer: \$5.68
- Annual Program Cost: \$32,045,920
- Authorized Caseload Ratio: 1 to 60
- Drug monitoring results indicate that 73% of Standard probationers were drug free in FY2019.

Standard Probation Supervision comprises the majority of probationers sentenced directly to supervised probation. At the end of FY2019, there were a total of 24,785 probationers sentenced to Standard Probation. This section of the Annual Report includes 15,462 probationers who were sentenced to Standard Probation but not assigned to specialized units (Sex Offender, Domestic Violence, Youthful Offender Unit, Seriously Mentally Ill, Prison Reentry, Drug Court, DUI Court, and Veterans Unit) or the Minimum Assessed Risk Supervision (MARS) Units, which are described in separate sections of this report.

During meetings with probationers, officers utilize various tools to engage probationers in making positive changes in their lives. The goal is to pinpoint and address the causes of the probationer's criminal behavior. Working together, the officer and probationer create a plan for changing these criminal behaviors. This plan serves as the focus of the discussions in future meetings. Additionally, officers utilize various Department and community-based programs to assist probationers in working on their plans, such as referrals to cognitive behavior programs like Thinking for a Change (T4C) and Decision Points. MCAPD officers continue to work closely with various community

providers, resources, and partners in order to best assist probationers and facilitate positive progress.

As part of Standard Probation, officers make regular field visits to see probationers in the community. Field visits, where probationers are seen at their residence or other community location, serve as an opportunity to see the environments where probationers live and spend time. Officers meet probationers' family members, observe their neighborhoods, and become aware of the various support systems, pressures, and conflicts the probationers may be experiencing. Field visits are important tools for officers as they can provide perspective to better assist probationers in meeting their goals and becoming law-abiding. For probationers who are homeless, officers have a presence at Central Arizona Shelter Services (CASS) so that homeless probationers can also be served at a community location.

Another important customer the MCAPD aims to serve are the victims created as a result of the probationers' actions, striving to provide excellent service to those who experienced harm or loss as a result of a probationer's actions. During FY2019, the Department enhanced its victims' services tools in order to better assist officers in meeting the needs of victims. In the Department's recent victim satisfaction survey, victim satisfaction showed marked improvement.

Over the past couple of years, MCAPD took on an extensive training endeavor to train all officers on risk reduction tools and techniques, which assist officers in identifying the biggest risks and needs of probationers that contribute to criminal behavior. With the ultimate goal of community safety and positive behavior change in mind, these tools afford for more targeted case management, leading to better outcomes for both the probationers and ultimately, the community. Evidence indicates that if probationers can change the negative behaviors and thinking that lead to criminal conduct, they are less likely to reoffend in the future. Recently, the Department continued its efforts to provide staff and probationers with the latest in innovative practices.

A number of field units are participating in the SUSTAIN Program which will train officers to engage in meaningful interactions with probationers and equip supervisors with the coaching skills they need to ensure satisfactory results. In addition, Standard Probation staff were actively involved in the planning and implementation of the Justice-Health Clinics that opened in FY2019, and have been instrumental in promoting a whole health approach to reduce risk and support positive behavior change.

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Intensive Probation Supervision

- Active End of Year Population: 1,097
- Average Daily Cost per Probationer: \$25.07
- Annual Program Cost: \$9,946,404
- Authorized Caseload Ratio: 1 to 15
- Success Rate: 50%
- Drug monitoring results indicate that 65% of Intensive probationers were drug free in FY2019.
- Community Restitution Hours Completed by Intensive Probationers: 42,124

The Intensive Probation Supervision (IPS) Program is a sentencing option intended for probationers assessed as high risk in accordance with the Offender Screening Tool and Field Reassessment Offender Screening Tool. Once deemed appropriate for IPS, a team of officers work closely with the probationer, community partners, and collateral contacts to address and target the most significant contributing factors to reduce recidivism and increase the probationer's success in the community. IPS requires greater accountability and contact standards than Standard Probation.

In the past year, IPS has embarked on a new e-learning educational program called Staff Undertaking Skills to Advance Innovation (SUSTAIN). This e-learning curriculum

continues to build on what the Department has already implemented with evidence-based practices, Carey Guides, risk reduction, and *Effective Practices in Correctional Settings-II* (EPICS II). SUSTAIN will help further develop knowledge and increase skill-based competency, providing officers the opportunity to apply the skills learned in the daily management of the IPS population.

The IPS Program saw an increase in their success rate this year due to a more focused emphasis on the implementation of the skills learned through the SUSTAIN education model and EPICS II trainings. More specifically, officers have utilized the skills learned in training to adapt their approach to supervision by targeting the specific factors that place this population at risk with interventions designed to support and encourage ongoing behavior change. This increased success rate translates to a more well-adapted population exiting the IPS Program which directly impacts, as well as enhances, the overall safety and well-being of the community we serve. In the coming year, the IPS Program will continue the professional development of officers through monthly supervisor-led group learning sessions and having staff complete the six learning modules of SUSTAIN by the end of 2019 with practical observations of staff beginning in January 2020.

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MY PROBATION OFFICER IS DOING GREAT AND HE IS FAIR YET FIRM. I RESPECT HIM HIGHLY FOR NOT PREJUDGING MY CRIMES OR HISTORY. HE FORMED HIS OWN OPINION BASED ON MY ACTIONS.
-PROBATIONER
”

Sex Offender Program

- Active End of Year Population: 2,686
- Average Daily Cost per Probationer: \$9.53
- Annual Program Cost: \$9,104,133
- Authorized Caseload Ratio: 2 to 60
- Drug monitoring results indicate that 88% of Sex Offender probationers were drug free in FY2019.

The purpose of the specialized Sex Offender Program is to provide enhanced management of sex offenders on probation by utilizing evidence-based practices (EBP) to manage the risk of offending, prevent further victimization, and to enhance the public safety and well-being of communities. The Sex Offender Program uses a Dynamic Containment Model that focuses on sex offender treatment, assessments, and enhanced supervision strategies, which emphasize communication between officers and treatment providers to monitor and identify patterns of behavior. The goal of the program is community and victim safety. The program recognizes the needs of victims and provides services to assist victims.

Sex Offender probation and surveillance officers work as a team to enhance supervision, are provided with ongoing specialized training, and work closely with contracted treatment providers, the community, and law enforcement. Officers use specialized training to continuously assess treatment needs and the risk of reoffending. All probationers with specialized sex offender conditions are evaluated for sex offender treatment, assessments, and testing services that are consistent with EBP as recognized by the Association for the Treatment of Sexual Abusers (ATSA) Code of Ethics, guidelines and standards. Additionally, officers create individualized case plans, seek community support, and utilize evidence-based interventions to promote positive behavioral changes.

Within the program, probation and surveillance officers supervise sex offenders who were granted Standard or

Intensive Probation as well as those who are youthful offenders, seriously mentally ill, and those who have been court-ordered to wear a Global Positioning System (GPS) ankle monitor. Additionally, the program contains a reentry team that provides support to probationers reentering the community after having served a period of incarceration. These officers assist with reentry planning and provide resources prior to release from incarceration to better prepare the probationers for the challenges they may face when transitioning back into the community. Upon release, reentry officers continue to supervise and stabilize the probationer before transitioning the probationer to a sex offender caseload where they will begin sex offender treatment.

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Domestic Violence Program

- Active End of Year Population: 947
- Average Daily Cost per Probationer: \$8.29
- Annual Program Cost: \$2,898,666
- Authorized Caseload Ratio: 2 to 60
- Success Rate: 57%
- Drug monitoring results indicate that 76% of Domestic Violence probationers were drug free in FY2019.

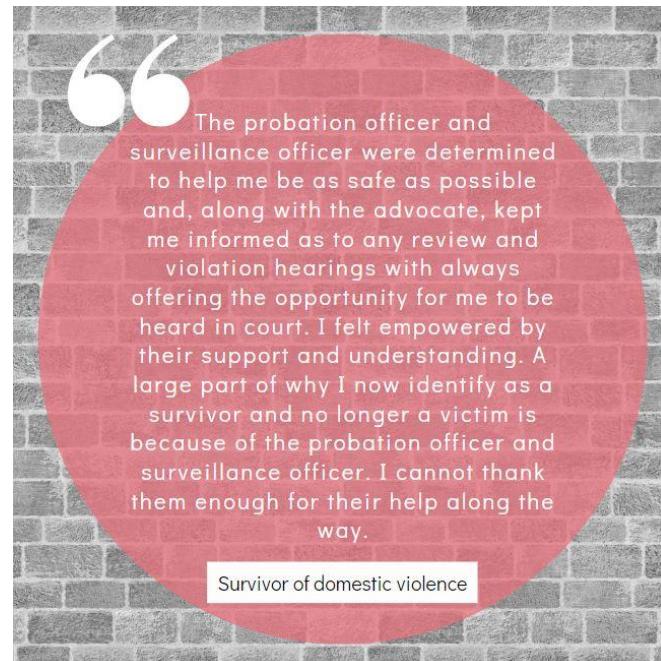
The MCAPD has a specialized Domestic Violence (DV) Program that uses a team approach to probation supervision. DV teams consist of a probation officer and a surveillance officer. The officers have received specialized training in the dynamics and characteristics of interpersonal violence as well as the best strategies to supervise this unique population. The DV Program targets the most serious probationers who have been placed on probation for, or who have a history of, offenses against an intimate partner or family member. Upon sentencing, the Court imposes a set of specialized DV conditions in

addition to the standard conditions of probation. These specialized conditions, in conjunction with risk/need assessments and collaborative efforts with community partners, allow DV teams to address the underlying behaviors of the probationers, ideally resulting in increased victim and community safety.

One of the most impactful partnerships that the DV Program has formed over the years has been with the Chrysalis Mobile Advocate Program. This partnership began with the need for a victim advocate in DV Court, but has expanded into hundreds of referrals each year from the DV supervision teams. This has led to thousands of services provided to victims of domestic violence, including safety planning, transitional housing, crisis intervention, education regarding domestic abuse, Orders of Protection, lay legal services, court accompaniment, counseling, support groups, ongoing case management, and connections to other agencies that provide needed services. This relationship has resulted in the success of the DV Program by improving victim safety and empowering victims to become survivors. In a typical 12 month period, DV officers refer close to 400 domestic violence victims to the Chrysalis Mobile Advocate Program, resulting in the overall enhanced safety of the victim as well as improved access to victims' rights and needed resources. In the more than 15 years of this unique relationship, over 6,000 victims have been served.

As the population of DV offenders being supervised in the community increases each year, the DV Program has seen the number of providers offering DV-specific treatment programs increase significantly. In an effort to learn about some of these programs and build collaborative relationships with providers, the DV Program hosted a treatment provider expo in March of 2019. Ten providers were invited to present on their domestic violence offender treatment programs and were provided expo tables in order to network with other providers, probation staff, and other stakeholders in attendance.

Enhancing the safety of domestic abuse victims remains a core tenet of the DV Program, and the emphasis on victim safety has grown within the Department's community partners as well, which has created greater opportunities to provide tools and resources to victims. Every October, the DV Program promotes Domestic Violence Awareness Month. This is an opportunity to raise awareness to those outside of the DV Program and to inform them of new programs, outreach efforts, services, and studies. This past year, the Department provided community outreach to a local domestic violence shelter, A New Leaf, by collecting donations for those receiving services through the program.



Each year in April, the Office for Victims of Crime designates one week as National Crime Victims' Rights Week to promote victims' rights, and honor the important work that individuals, law enforcement, non-profits, and many other organizations across the country do to advocate for crime victims. During this week, two of the Department's finest DV officers were recognized with the 2019 Arizona Attorney General's Distinguished Service Coordination Award.

Fugitive Apprehension Unit

The Fugitive Apprehension Unit (FAU) continues to be a proven leader in the field of offender apprehension. The commitment to locate offenders and bring them back before the Court set the standard for other counties, as well as across the nation. Given the high volume of warrants sent to FAU for location and apprehension, the unit has shown efficiency in processing warrant files quickly, and then officers follow-up on all leads and work diligently to bring persons with warrants back before the Court.

For FY2019, FAU received 10,837 warrants for location and apprehension, representing an incoming monthly average of 903. For all incoming warrants, 7,222 were from Standard Supervision, 973 were from Intensive Probation Supervision, 192 were from Unsupervised Probation, and 2,450 represented Pretrial warrants issued by the Court.

FAU field officers' primary responsibility is to track down and apprehend probation absconders who have had a warrant issued for their arrest. The most visible means of resolving warrants is through the efforts of FAU field officers to locate and coordinate the arrest of those persons, known as a direct arrest. In FY2019, FAU officers completed a total of 2,423 direct arrests. Additionally, FAU officers often provide information to various police departments statewide and across the nation, leading to the location and arrest of the fugitive locally or in another jurisdiction. These indirect arrests resulted in clearing 1,407 warrants over the 12 month period. As such, officer involved arrests (direct arrests plus indirect arrests) total 3,830, which is just over an average of 319 per month. The FAU also works to administratively clear other warrants and purge or quash warrants that are no longer active, which resulted in 254 warrants being cleared. All FAU staff

regularly check the warrants status of each warrant to identify warrants that have been resolved elsewhere in the criminal justice system. This resulted in an additional 4,968 field warrants being cleared and 1,374 pretrial warrants being removed from the roster.

FAU expanded from two units to three units in FY2018. The focus of the new unit was to allow additional supervision of FAU officers by reducing unit size and to increase the ability to provide in-house safety training focusing on the mission and purpose of FAU. Completing the job in the most efficient and safest manner was the goal. Since the creation of the third unit, all FAU officers have completed various training sessions, including building clearing, two annual firearm qualifications, eight hand-gun training sessions, eight rifle proficiency training sessions, simmunition training, applied defensive tactics for the entire unit, and three electronic conducted weapon recertifications. The in-house training program has resulted in the improvement of the safety focus of FAU, which is evidenced by the fact that over the past year no FAU officers have been seriously injured in the line of duty. Additionally, there were no serious injuries of any offender taken into custody by the FAU.

The FAU continues to enjoy many partnerships with all local police agencies throughout the valley. Of note is the expanded partnership with the Mesa Police Department's Gang Unit and Street Crimes Units, where the partnership has focused on the search and apprehension of wanted probationers and the enforcement of drug violations. Moreover, the FAU continues to build and solidify relationships with law enforcement partners on a daily basis, thus ensuring officer safety as well as the safety of the community.



Compliance Monitoring

FY2019



MINIMUM
ASSESSED RISK
SUPERVISION

UNSUPERVISED
PROBATION

INDIRECT
SERVICES

INTERSTATE
COMPACT

COMMUNITY
RESTITUTION
PROGRAM

COLLECTIONS

Minimum Assessed Risk Supervision

- Active End of Year Population: 1,561
- Average Daily Cost per Probationer: \$1.81
- Annual Program Cost: \$1,183,442
- Authorized Caseload Ratio: 2 to 350
- Success Rate: 99%
- Drug monitoring results indicate that 84% of MARS probationers were drug free in FY2019.

The Minimum Assessed Risk Supervision (MARS) caseloads are large Standard field caseloads consisting of probationers assessed as low-risk according to the validated Offender Screening Tool (OST) and the Field Reassessment Offender Screening Tool (FROST). Probationers on these caseloads are usually screened for eligibility according to policy guidelines and are supervised by one probation officer and one case administrator. The MARS teams utilize evidence-based practices to ensure these low-risk probationers are not over-supervised and the overall results have been very positive. Significantly, the percentage of MARS probationers convicted of new felonies is less than 1%. MARS teams are committed to building rapport and maintaining good communication as they assist the probationers in successfully completing probation. The teams often submit Orders of Discharge to the Court based on earned time credit calculations, as well as early terminations of probation, for probationers who have completed their probation requirements. This program has been very successful and helps to keep our communities safe by allowing traditional Standard field officers to focus on higher-risk clients.

During recent months, a focus for the MARS Program, along with the Department as a whole, has been the review of cases and filing of court documents, as needed, to ensure that cases are in compliance with statutory changes and administrative code regarding the payment of restitution by probationers.

Unsupervised Probation

- Active End of Year Population: 2,643
- Average Daily Cost per Probationer: \$1.50
- Annual Program Cost: \$1,406,036
- Authorized Caseload Ratio: 2 to 500
- Success Rate: 99%

When many people hear the words “Unsupervised Probation,” the assumption is that individuals sentenced to this level of supervision are not being monitored by the MCAPD, however, this is not the case. Placement on Unsupervised Probation is achieved at initial sentencing, reinstatement, or as a result of a denied early termination of probation or modification submittal from Standard Probation. Probationers are monitored by a team consisting of a probation officer and a caseload administrator. Together, they oversee caseloads averaging approximately 500 probationers and help ensure compliance is achieved through the use of telephonic, mail, and e-mail communication. Unsupervised Probation handles primarily low level felony drug offenses and misdemeanor offenses. Although substance use is not monitored, probationers sentenced for a drug offense are typically required to complete one or more of the following: substance use treatment, drug education, and/or community restitution hours. Although very similar, Unsupervised Probation utilizes a modified and reduced version of the Standard Probation conditions. In March 2019, MCAPD implemented a new procedure to modify probationers on Standard Probation to Unsupervised Probation for any case which involved the extension of probation due to restitution. As a result, Unsupervised Probation received hundreds of cases in which probationers continue to owe restitution and will monitor these cases until compliance or expiration is reached.



Indirect Services

The Indirect Services (IDS) Unit provides multiple services to the Department. This unit encompasses four independent caseloads and is the largest administrative unit in the Department.

The Department of Corrections (DOC) Caseload:

Staff are responsible for monitoring the release date of individuals who are sentenced to DOC for four months or more and, upon their release from prison, are ordered to serve a term of Standard or Intensive Probation Supervision. The DOC caseload included 11,926 individuals at the end of FY2019. The IDS Unit in conjunction with the Reentry and Sex Offender Units communicate daily to improve the release monitoring process and transfer protocols.

The Out of County (OOC) Caseload:

Staff are responsible for monitoring individuals who are sentenced to probation in Maricopa County, but who are residents or have resident family or employment in another county and have had their probation supervision transferred to that county. The OOC Caseload had 1,090 individuals at the end of FY2019.

The Federal Custody Caseload:

Staff are responsible for monitoring individuals who are in federal custody, usually pending deportation. Staff monitor custody status, court dates, and location in federal custody. The Federal Custody Caseload had 119 individuals at the end of FY2019.

The Immigration and Customs Enforcement (ICE) Caseload:

Staff are responsible for monitoring individuals who have been deported after illegal entry or reentry into the United States. Law enforcement from various agencies and an automated nationwide system assist the MCAPD in this task. The ICE Caseload had 2,217 probationers at the end of FY2019.

In addition to these various caseloads, a probation officer in the IDS Unit monitors nationwide law enforcement queries. If information regarding illegal reentry and the commission of new crimes pertains to one of MCAPD's previously deported probationers, the officer responds to the query.

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Interstate Compact

There are times when a person convicted of a felony in Arizona is a resident of another state and wants to return to their home state. Conversely, there are times when an Arizona resident is convicted of a felony in another state and wants to return home to Arizona. The answer to both of these dilemmas is the Interstate Compact Transfer Program. This program provides the authority and structure to track the supervision of offenders who commit a crime in one state but who actually reside or wish to reside in a different state, thereby enhancing public safety and offender accountability. The Interstate Compact requires that all states agree to abide by the same rules when considering the eligibility for an incoming or outgoing case. Additionally, the program allows transfers based on a new promotion at work, a military transfer, veteran needs for physical or mental health services, or simply an applicant with a reasonable justification to move to a different state. The application

process in Maricopa County is firmly established. It efficiently serves those individuals seeking to reside here through incoming Interstate Compact transfer as well as those seeking outgoing Interstate Compact transfer to a different state following release from the Arizona Department of Corrections, from jail sentences, and from current supervision by the MCAPD.

Interstate Compact Incoming Investigations:

The Interstate Compact Incoming Investigations team is currently composed of two experienced probation officers, one surveillance officer, and one case administrator. The team receives annual training in Interstate Compact rules and amendments. Officers use the web-based Interstate Compact Offender Tracking System to interact with different states and the Administrative Office of the Courts in order to process applicants for transfer. Officers are equally knowledgeable of MCAPD policies. These officers determine whether an applicant requesting transfer of a probation grant to Maricopa County has a valid supervision plan in place. Many applicants have resident family in Maricopa County who are willing to assist and be supportive with probation matters. Although some applicants do not have immediate family residing here, officers will consider these cases if the applicant has a valid justification for wanting to reside here. These officers are deeply committed to enhancing community safety and well-being. In order to determine eligibility, the officer will investigate the proposed residence and evaluate the justification for the transfer. Although Interstate Compact rules permit 45 days to complete an investigation, these officers on average complete the process within 33 days. Once the case is accepted, the probationer is immediately directed to a supervising probation officer specializing in Interstate Compact cases. During FY2019, this team investigated approximately 55 cases monthly and accepted 49 cases monthly.

Interstate Compact Outgoing:

The Interstate Compact Outgoing Program is composed of three teams, each with a probation officer and a case administrator. Any applicant requesting Interstate Compact transfer from Maricopa County to a different state must be eligible according to Interstate Compact rules. The entire team is annually trained on applying these federal rules to each request. All applicants convicted of a felony or a limited number of misdemeanors are eligible for consideration. The most common reasons for an Interstate Compact Outgoing transfer are either the applicant is a returning resident of that state or has immediate family in that state. Additional justifications are allowed under the Interstate Compact rules. It should be noted that it is the receiving state which determines an acceptance or denial outcome. Transfer through Interstate Compact is a privilege and not a guarantee. Additionally, prior to requesting a transfer, it should be determined that the applicant is in compliance with all Maricopa County conditions of probation. Once accepted by a receiving state, the applicant becomes responsible for ongoing compliance with two sets of conditions of probation, the Maricopa County Superior Court conditions and those of the receiving state. In the event of noncompliance so substantial that the receiving state requires MCAPD to retake the probationer, a petition to revoke and request for warrant is typically submitted to the Court. This program has proven to be extremely successful because the probationer usually has emotional and financial family support and employment in the receiving state. As a result, a very small number of Maricopa County probationers transferred through Interstate Compact are returned to Maricopa County because of noncompliance with probation conditions. The Interstate Compact Outgoing team caseload totaled 965 cases at the end of FY2019.

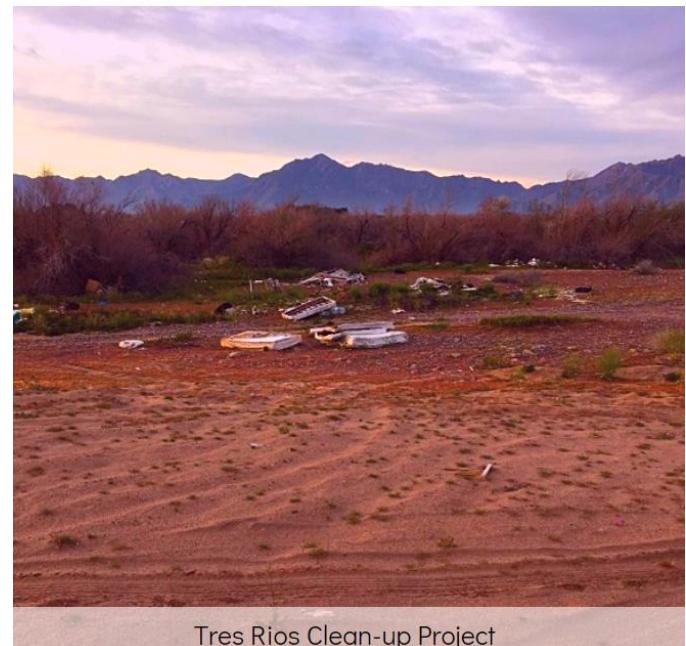
Community Restitution Program

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

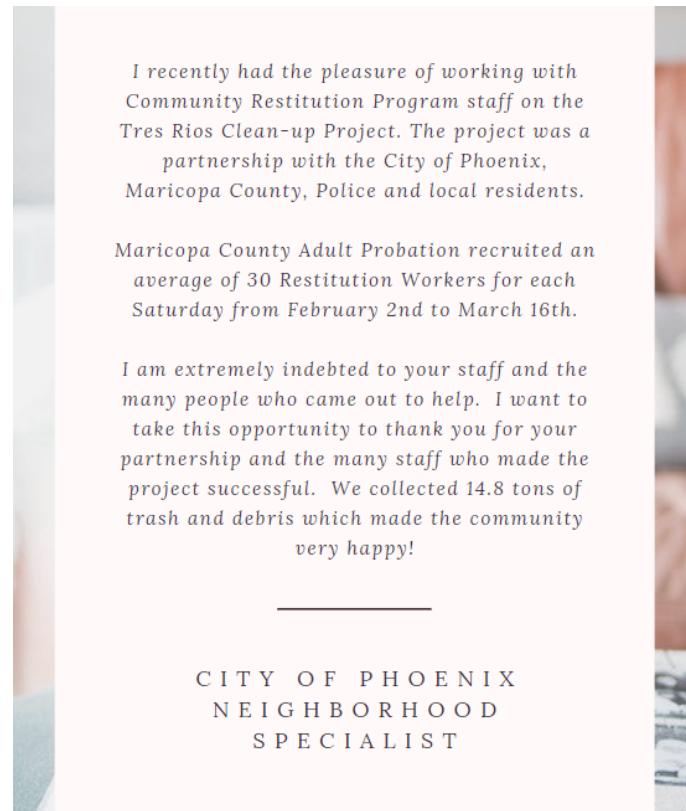
Special Projects:

Some of the CRP partners request assistance for special projects. A recent request was made by the Brogden Homeowners Association to the City of Phoenix Neighborhood Services Department to clean up the Tres Rios wetlands area. The area was a site for illegal dumping and illegal target shooting, which resulted in damage to homes in the Brogden community. Only three project dates were held due to water releases that flooded the area. In the three projects, 106 probationers worked 376 hours at the Tres Rios target area. Based on a comparative market analysis of \$13 per hour, the savings to the City was \$5,512. According to the City of Phoenix, 14.8 tons of trash were collected in the three projects that were completed. This shows how the CRP helps to enhance the well-being of our communities.

In FY2019, the CRP planned and supervised 1,212 projects. Probationers worked and earned 429,377 hours, with the majority being CRP work projects in Maricopa County.



Tres Rios Clean-up Project



I recently had the pleasure of working with Community Restitution Program staff on the Tres Rios Clean-up Project. The project was a partnership with the City of Phoenix, Maricopa County, Police and local residents.

Maricopa County Adult Probation recruited an average of 30 Restitution Workers for each Saturday from February 2nd to March 16th.

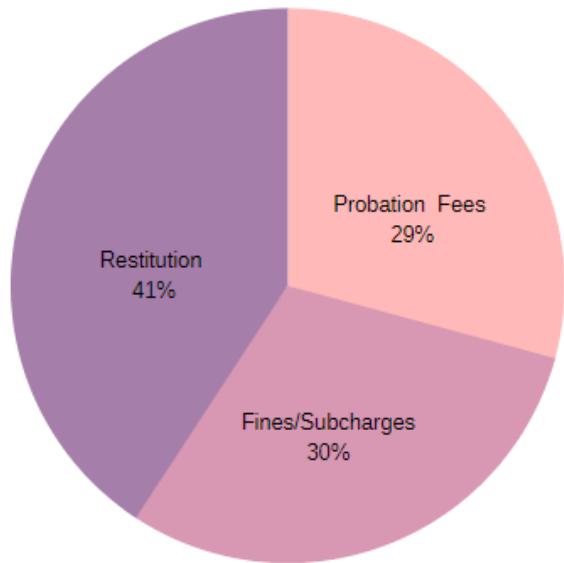
I am extremely indebted to your staff and the many people who came out to help. I want to take this opportunity to thank you for your partnership and the many staff who made the project successful. We collected 14.8 tons of trash and debris which made the community very happy!

CITY OF PHOENIX
NEIGHBORHOOD
SPECIALIST

Collections

Conditions of probation frequently include court-ordered payments of restitution, fines, and/or other mandated fees. In the course of monitoring and supervising probationers, the MCAPD collected \$28,303,027 in FY2019.

Total Amount Collected in FY2019-\$28,303,027



Financial Compliance Program:

The MCAPD has a specialized unit of collectors called the Financial Compliance (FINCOM) Unit. The purpose and goal of FINCOM is to assist probation officers and probationers to enhance compliance with court-ordered financial obligations with special attention to restitution.

Once probationers have been identified as being delinquent, the probation officers refer them to FINCOM. This begins the process by FINCOM to encourage and educate probationers on making better financial decisions. FINCOM provides educational information on employment leads, the opportunity for earned time credit, and the consequences of a Criminal Restitution Order. FINCOM staff meets with probationers to complete

a Payment Ability Evaluation which assists the probationer to identify where changes in spending habits can take place in order to regain financial compliance with court-ordered financial obligations. The total amount collected by FINCOM for FY2019 was \$1,936,490.

FINCOM collaborates with the Administrative Office of the Courts to implement the Debt Setoff Program and Tax Intercept Program. This allows MCAPD to intercept Arizona State tax refunds to pay outstanding court-ordered financial obligations. The amount collected through these programs for FY2019 was \$954,224.

MCAPD also has a Financial Compliance Committee that provides assistance and education to Department staff regarding new or updated financial policies. This committee meets on a monthly basis and consists of representatives from each unit who communicate new information to their assigned units. This provides the opportunity to share new ideas on encouraging monthly payments, along with answering common questions in regards to court-ordered financial obligations. The goal of the Financial Compliance Committee is to assist officers in motivating probationers to make consistent payments towards court-ordered restitution and other financial obligations.

Restitution Court is a specialty Court that was established to hold probationers accountable for paying court-ordered restitution. Individuals brought before this Court have been found to have the ability to make payments and are willfully noncompliant by choosing not to make payments. Hearings are held monthly to staff the current status of the probationer's ability to pay. The probationer may face civil sanctions including jail time for failing to pay restitution. Twenty-six probationers appeared in Restitution Court; of those, 11 graduated due to consistent payments, payment in full, or successful completion of probation. The total amount collected in Restitution Court for FY2019 was \$51,860.

Organizational Development & Support

FY2019



Organizational Development and Support Division

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

The Research, Planning and Policy team collects, compiles, and analyzes statistical data; conducts program evaluations, surveys, and research projects; provides technical assistance and support on grants; produces a variety of communications, publications, and awards nominations; assists with strategic planning; completes policy updates and revisions; and includes the Victim Services Unit. In FY2019, the Research, Planning and Policy team received from the National Association of Counties (NACo) a NACo Achievement Award for their work on the Automated Statistics project. This project relieved officers of the time-consuming process of manually tabulating their outcomes, allowing them to focus more time on supervision and treatment of probationers.

The Data Systems team collaborates with stakeholders to implement technology changes, provides technical support for various applications that officers use in their daily work, and extracts important data that drives decision making. The team also acts as the primary liaison with the Administrative Office of the Courts when changes or problems occur with the statewide case management system (APETS). In collaboration with Court Technology Services, the team completed a project which allows probation violation reports to now be completed and submitted electronically. In FY2019, the Data Systems team received a NACo Achievement Award for their work on the automation of court forms that MCAPD files with the Court. In addition, the team fully implemented phase two of this project in FY2019, which enables the electronic filing of Court forms. They were also instrumental in coordinating the establishment of a data exchange with a new urinalysis vendor.

The Staff Development and Training team provides evidence-based training to Department staff which includes safety training such as firearms training and defensive tactics, new officer training academies, new employee orientation, court-mandated training, and training initiatives in response to current trends and research. The Training team works closely with the Human Resources Department to assist with onboarding and new probation officer interviews, and also manages a high volume of safety equipment issued to officers. In collaboration with the MCAPD Executive team, the Training team also organized the 2018 Supervisor Leadership Academy, which is a six-month academy open to adult and juvenile probation leaders across the state. Twenty-nine participants successfully completed the rigorous program. A new program titled *So You Want to be a Supervisor* was offered this year giving Department line staff the opportunity to learn more about the duties and responsibilities of becoming a supervisor. Fifty-eight students successfully completed this program.

The Communications Center operates 24 hours a day, 365 days a year. Communications Center employees monitor probation officers in the community, respond to emergency radio traffic, monitor after-hours GPS alerts (for clients who are monitored electronically), and respond to over 7,000 calls each month from law enforcement, probation officers and community entities. In collaboration with the County Office of Enterprise Technology, the countywide radio system upgrade was completed and deployed on June 19, 2019, which involved coordinating the programming of hundreds of officer radios. The new system has improved officer safety by increasing the clarity of radio transmissions and improving radio coverage areas.

Awards & Achievements

FY2019



"Of the Year" AWARDS

The annual "Of the Year" Awards recognized a few of the Department's finest employees nominated by their MCAPPD peers, employees, and supervisors for going above and beyond in the performance of their duties.



"Of the Year" award winners with Chief Barbara Broderick, pictured from left to right: Robert Kaliszczjk, Melissa Monahan, Julie Lovejoy, and Carlo Seara.

EMPLOYEE OF THE YEAR

Robert (Bob) Kaliszczjk serves as a program coordinator at the Garfield Probation Center. He has worked very closely with probationers for over 20 years and treats them with respect while holding them accountable for quality work. Bob is always there when a need arises at Garfield, and he is always willing to go an extra mile to accomplish his tasks. In just the past year, Bob led and completed numerous projects at Garfield and partner organizations, often times by proposing creative and efficient solutions. A few of his most recent accomplishments include work at a horse ranch for special needs children, painting a work space for Central Arizona Shelter Services employees, and rehabilitating the Sacred Heart Church. Bob truly leads by example in all of the diligent and quality work he performs, truly going above and beyond.

SUPERVISOR OF THE YEAR

Melissa Monahan excels as a clinical supervisor with the Department's Drug Court Program. Since taking over this role in November 2017, Melissa has been instrumental in hiring and training new counselors, coordinating treatment with community providers, integrating Drug Court into the state's Arizona Health Care Cost Containment System (AHCCCS) billing system, implementing tobacco cessation resources in the treatment curriculum, collaborating to develop a Naloxone policy, and by providing valuable feedback to institute policy and programmatic changes. She is a very supportive leader who always looks for ways to improve programs and treatment through feedback and collaborations. Melissa has enabled her staff to act by fostering a cohesive and supportive work environment to achieve Department goals and better outcomes for probationers.

PROBATION OFFICER OF THE YEAR

Julie Lovejoy is an exceptional probation officer stationed out of the Southport office. Julie has modeled the way by encouraging positive change through active listening and by challenging the process. She has helped probationers resolve their problems by guiding them toward solutions with resources and skill development. Julie also steps up to help and give back when possible. She volunteered as the Legacy PATH reentry officer for five years in addition to handling her assigned caseload. Her work has contributed to the improved public safety of her supervision area by reducing the post-release absconder rate. Julie also provided invaluable support in establishing a process for targeting the special needs of the reentry population. In her desire to grow and meet new challenges, Julie became a facilitator for both *Thinking for a Change* and *Decision Points* classes. She is a true champion who excels in her work, and still provides extra support to her peers and probationers alike. Julie is an individual who has passionately and unconditionally helped so many.

SURVEILLANCE OFFICER OF THE YEAR

Carlo Seara is a surveillance officer in the Sex Offender Division. Carlo always goes above and beyond his job description to assist not only his peers, but his supervisor as well. Carlo has assisted his peers with viewing GPS points, courtesy field contacts, and arrests and bookings; moreover, he helped train them (in the arrests and bookings processes) so they can become knowledgeable and familiar themselves. Carlo is always willing to assist his supervisor with extra projects and take additional trainings. He also actively volunteers to cook and bring food to team events. Carlo models the way and encourages the heart with his work ethic and the support he provides to the team.



Defensive Tactics Excellence in Education AWARD

Probation Officer Ada Andreski was selected by the Arizona Committee on Probation Education and the Committee on Judicial Education and Training (COJET) for the 2019 COJET Excellence in Education Award in the Defensive Tactics category. This award recognizes Ada as an outstanding trainer for her dedication and commitment to excellence in promoting continuing education of probation personnel.

Ada has been a probation officer with MCAPD since 2013. She encouraged behavior change among probationers by supervising a variety of caseloads including Standard, Sex Offender, and Drug Court. In mid-2017, Ada became a defensive tactics instructor and imparted her expertise in officer safety as a member of the adjunct faculty team. In late 2017, Ada joined the Staff Development and Training Unit. She is an instructor for all of MCAPD's Defensive Tactics Academies and has taught numerous Defensive Tactics Refreshers to existing staff. In addition to teaching an assortment of safety trainings, such as CPR/First Aid and Verbal De-escalation, Ada instructs a variety of classes for the new officer academy as well, including Graduated Responses, Electronic Petitions to Revoke, and Motivational Interviewing.



Ada Andreski

Judicial Branch Administration of Justice Distinguished Service AWARD

Chief Barbara Broderick was recognized with the 2019 Arizona Judicial Branch Administration of Justice Distinguished Service Award. This award honors outstanding service to the Arizona courts system and contributions to improving public trust and confidence in the courts. Dave Byers, Director of the Administrative Office of the Courts, selected Chief Broderick for this award and presented it to her at the awards event on June 19, 2019.

Chief Broderick began her career with the Arizona Judicial Branch in 1995 as the State Director for Adult Probation. In this position, she was involved with the development and expansion of drug courts and substance use treatment, the design and implementation of an operational review process for the oversight of the 15 county probation departments, and the development of probation performance measures. In 2000, she became Adult Probation Chief in Maricopa County, where she has consistently delivered positive results, even when faced with significant budget restraints. Additionally, she was appointed Interim Chief Juvenile Probation Officer for Maricopa County from June 2005 until August 2006 and assumed responsibilities over diversion, probation, and detention services.

Between FY2008, the Arizona Safer Communities baseline year, and FY2017, Maricopa County experienced a 43.2% decrease in the number of dispositions that resulted in a revocation to prison and a 16.4% decrease in the number of new felony convictions by probationers. Overall satisfaction ratings for the MCAPD in FY2017 include employees at 90.7%, probationers at 88.6%, and law enforcement/criminal justice partners at 93.4%.

Additionally, Chief Broderick has served on several boards and committees and has participated in work groups and policy discussions, all regarding a myriad of community corrections-related subjects including, but not limited to, adult probation, drug courts, and probation revocations.



Pictured from left to right: Dave Byers, Director,
Administrative Office of the
Courts, with Chief Barbara Broderick.

Arizona Attorney General's Distinguished Service Coordination AWARD

Every year in April, the Office for Victims of Crime designates one week as the National Crime Victims' Rights Week to honor the important work that individuals, law enforcement, non-profits, and numerous other organizations across the country do to advocate for victims of crime. Across the country, victim advocacy agencies host events and ceremonies to celebrate those who provide excellent services to victims. In observance of National Crime Victims' Rights Week, Arizona Attorney General Mark Brnovich awarded Adult Probation Officer Laura Thomas and Surveillance Officer Clint Hill with the 2019 Arizona Attorney General's Distinguished Service Coordination Award on April 10, 2019. Officers Thomas and Hill have worked as a team for the Department's Domestic Violence (DV) Unit for more than 12 years. Their caseload consists of individuals who have been convicted of a domestic violence offense and placed on supervised probation by the Maricopa County Superior Court, justice courts, and/or municipal courts. As a team, Officers Thomas and Hill evaluate the potential danger the victim(s) in their cases may be in and then coordinate with the Chrysalis Mobile Advocacy team to ensure the victim's safety concerns are addressed. During the course of an offender's probation term, Officers Thomas and Hill often communicate with the victim(s) of the offense, offering them a way to voice their wishes and concerns during Court proceedings, and connect them with advocacy services through Chrysalis. Additionally, Officers Thomas and Hill participate in DV-related panels and committees, continuing their education and networking throughout the DV community. Together, they are steadfast in their passion for keeping victims safe and holding abusers accountable. The following video was produced for a detailed look into what the Department's DV Program officers do on a daily basis to serve victims and the community.



Pictured from left to right: Chief Barbara Broderick, Clint Hill, Laura Thomas, and Randy Koeppen.

American Probation and Parole Association President's AWARD

The Reach Out Program was presented with the American Probation and Parole Association (APPA) President's Award at the APPA conference held in Miami in March 2019. The recipient of this award is selected by the President of APPA and the award is given to honor visionary individuals, agencies, and programs that are leading community corrections into the next decade. The President's Award recognized the MCAPD's Reach Out Program for advancing the system through an effective and innovative community corrections program.

More than half of the adult probation population has substance use and/or co-occurring mental health disorders. Through collaborative efforts with the AHCCCS, Mercy Care, community treatment providers, the Maricopa County Correctional Health Services, and the Maricopa County Sheriff's Office (MCSO), the Reach Out Program is able to place incarcerated probationers in residential substance use disorder treatment. Reach Out receives referrals from the Court regarding probationers who have been identified with substance use needs and who qualify for early release from incarceration into residential substance use treatment. Licensed Reach Out counselors go into the jail, conduct a clinical assessment, make appropriate treatment recommendations, and complete AHCCCS applications. Reach Out staff facilitate the placement and a smooth transition to community-based treatment. Over the past three years, the number of probationers placed in treatment through Reach Out increased by 769%. In FY2015, the program placed 107 incarcerated probationers in residential treatment, which increased to 930 in FY2018 (saving a total of 26,918 jail days in FY2018).

Moreover, the program has demonstrated positive outcomes. Of the probationers who entered residential treatment through Reach Out in FY2017, 60% successfully completed their treatment program. Additionally, there was a significant reduction in revocations to prison for those who completed treatment. This would not be possible without the hard work of the Reach Out staff and the collaborations that have been built with stakeholders.



Pictured from left to right: Therese Wagner, Laura Nelson, Yolanda Cardenas, Thomas Brothers, Jaci Christenson, and Melissa Monahan.

National Association of Counties Achievement AWARDS

In FY2019, the National Association of Counties (NACo) honored four MCAPD programs with 2019 NACo Achievement Awards. The awards are given to recognize innovative county government programs that strengthen services for the county's residents. The award-winning programs are described below:

AUTOMATING COURT FORMS FOR EFFICIENCY AND COST EFFECTIVENESS

The MCAPD files thousands of important Court documents annually to ensure proper case processing and for probation officers to communicate the status of cases to the Court. To create these documents, officers were manually entering data into a Microsoft (MS) Word macro, even though the data being entered was already stored in the Adult Probation Enterprise Tracking System (APETS). The manual entry created the opportunity for typing errors, and the use of MS Word macros allowed the user to modify the documents resulting in inconsistent formatting and content. The documents were also not stored based on probationer name and were difficult to search, especially given the volume of documents being stored.

The Maricopa County Superior Court approved the technology project to automate documents submitted to the Court by the MCAPD. A team comprised of staff from MCAPD, the Superior Court Business Services Division (BSD), and Court Technology Services (CTS) worked together on this project to automate several forms commonly filed with the Court.

Automation of court forms included creating a web-based portal that officers can access to create these documents. Probationer data now populates directly into the document from APETS. Each document includes verbiage that officers can select to assist with ensuring consistency when providing information or requesting specific action from the Court. An important component of the new tool is storage of the Court documents in the system under the probationer's name and case number, where they are easy to find. Part of the automation included a supervisor quality assurance process which allows supervisors to receive notification when an officer has submitted a Court document for their review and approval. The automation improved consistency with the formatting and content of the documents, and the quality was improved through a reduction in errors often caused by manual data entry. These improvements allow the MCAPD to serve the community, victims, probationers, and the court more efficiently and effectively.



Pictured from left to right - front row: Sri Alekhy Devarapalli, Taha Rabbani, Brandelyn Jackson, Shalini Adiga, Shankar Akkinapally, and Michael Cimino; back row: Chris Holly, Santhosh Gopi, Raghu Subramanya, Carlos Rivera, Todd Herrera-Ridenhour, Angelina Diaz, and Larry Fugleberg.

RISK REDUCTION: SKILL-BASED SUPERVISION, LEADING PROBATIONERS TO CHANGE

MCAPD leadership approved a Risk Reduction Initiative in order to continue improving probationer supervision and obtaining optimal results. Significant training was developed and implemented to reinforce the evidence-based practices already taught and used in the Department, provide staff with current research, present new strategies and tools for effective supervision, and support the immediate and ongoing application of new knowledge and skills.

The Initiative included 16 hours of training for probation officers, homework and skill practice between monthly modules, and three days of training for supervisors that included coaching techniques to assist staff with the application of the new knowledge and skills. Over 1,000 probation officers and supervisors participated in risk reduction training, which is also now provided on an ongoing basis for newly hired probation officers and newly promoted supervisors. The training has enhanced professional knowledge and skills throughout the Department, which will help the MCAPD achieve positive outcomes with probationers and on behalf of the community.



Pictured from left to right - front row: Victoria Murray, Scott Gibson, Cassandra Dobbs, Ryan Valley, Arni Cook, and Joe Pallo; middle row: Dana Shepherd, Ivana Budimirovic, Christina Coller, Meghan McEuen, Sarah Dutton, Karie Strauss, Heather Peckham, Andrea Romano, and Silvia Partida; back row: Rebecca Britt, Melissa Froderman, Sierra Flores, David Taylor, Dameon Ortiz, Martha Mays, Sean McMillen, Jocelyn Myers, and Jason Walker. Not pictured: Michelle Crouch, Kathleen Cassatt, Kelli Watson, Amy Ganz, Holly Slater, Kim McCurtain, Jaci Christenson, Arlyn Harris, Reggi Williams, Sandra Tom, Tiffany Butler, Veronica Gunnison, and Victoria Curness.

FINDING AN OPPORTUNITY IN A CHALLENGE: AUTOMATION OF MONTHLY STATISTICS

The Department and its stakeholders depend on quality data to make significant decisions regarding policy, services, personnel and strategic planning. The main source of data for MCAPD is the state-run case management system, APETS, in which MCAPD staff are required to enter and maintain data on probationer outcomes. Prior to automation of monthly statistics, probation officers were also required to compile and calculate monthly performance statistics manually for each assigned probationer using a network of interconnected Excel spreadsheets. The spreadsheets were vulnerable and errors would carry across spreadsheets, for which additional time and efforts would be dedicated to corrections. At the beginning of FY2017, MCAPD executive leadership created a new Reentry Services Division which restructured 11 units and their corresponding caseloads into the new division. Organizational Development and Support staff estimated that at least 150 hours would be needed to make the required corresponding changes to the network of spreadsheets and were also concerned about potential data quality issues related to the numerous changes. Staff leveraged the creation of the new division and the corresponding restructuring to implement an automated statistics process that would extract data directly from APETS using existing resources and technology.

Beginning in March 2017, probation officers supervising eligible populations were relieved of the requirement to compile manual statistics for their probationers. This affected 454 probation officers and 53 supervisors. All of the caseload information was captured automatically from APETS and exported into a user-friendly format. The officer and supervisor roles in the monthly statistics process were simplified to reviewing APETS data entry, instead of time-intensive data collection. Since implementation, officers and supervisors combined reported saving an average of 992 hours each month. The automation of statistics has greatly improved efficiency and provided time savings that can be invested in enhancing supervision efforts.



Pictured from left to right: Jennifer Ferguson, Randy Tirado, Brandelyn Jackson, and Sanja Markovic.

INMATE COMMUNITY SERVICE: ADULT PROBATION/SHERIFF'S OFFICE PARTNERSHIP

The MCSO Inmate Labor Detail (ILD) is a program in the Maricopa County Jail that provides incarcerated inmates the opportunity to volunteer to work in the community to improve neighborhoods and communities. MCSO's ILD Program assists the community with numerous projects identified by city entities. For example, inmate crews provide labor to maintain cemeteries, clear alleyways, and improve walking paths. The ILD gives inmates practical experience that they will be able to translate to real-life work skills. MCSO was in need of more inmate volunteers for the ILD Program, and they were looking for some way that participants could be rewarded and/or motivated to participate in the program. Additionally, the MCAPD was challenged with providing a sufficient number of community restitution opportunities for all probationers who are court-ordered to complete community restitution hours.

The MCAPD and the MCSO combined their goals to improve the communities while encouraging incarcerated probationers to comply with court-ordered community restitution hours. Beginning in 2017, the MCAPD and the MCSO provided incarcerated probationers the opportunity to participate in the ILD Program and receive community restitution credit. Probationers performing service in the community through the ILD Program receive one hour of community restitution credit for every one hour of work toward their court-ordered hours.

As a result of the ILD Program collaborating with the MCAPD Community Restitution Program, the number of inmates wanting to participate in the program increased. In 2017, a total of 2,577 community restitution hours were completed by incarcerated probationers participating in this program. In 2018, a total of 10,621 community restitution hours were completed. Therefore, inmates who volunteer for this program are choosing to serve their jail time in a productive way and contribute to improving local neighborhoods and the communities they serve.



Pictured from left to right: Anna King, Jack Dillon, Sergeant Deana Wierschem, Officers Aaron Hatfield, Jason Stevens, Diane Prazak, Sophia Fricovsky, and Field Training Officer Garfield Cruz. Not pictured: Lisa Gardner and Samuel Hiatt.

M C L E A P S

MARICOPA COUNTY LEADERSHIP AND EDUCATION ADVANCING PUBLIC SERVICE

FY2019 represented the MCAPD's fourth year participating in the MCLEAPS Internship Program. The MCLEAPS Program is a partnership between Maricopa County and the Watts College of Public Service and Community Solutions at Arizona State University. Through this unique partnership, interns work full-time for participating county departments, gaining valuable, real-world work experience. Departments have the opportunity to showcase the work they do, the career opportunities that exist, and the value of a career in public service within their organization.

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



Pictured from left to right: Laura Mandt, Jennifer Ferguson, and Jason Ortiz.

The MCLEAPS experience also allows learning to go both ways. Engaging with those who receive the internship provides an opportunity for the Department to develop a better understanding of what local students are taught about probation and the perceptions or assumptions that they bring about probation to the experience.

The MCAPD was fortunate to have two interns during the Fall 2018 semester, Laura Mandt and Jason Ortiz, who were both pursuing their Masters in Criminal Justice. Although they had both completed their undergraduate degrees in Criminal Justice, they acknowledged that they did not have extensive knowledge about probation and even expressed skepticism about its effectiveness. Throughout their time with the Department, they made significant contributions on various projects and expanded their knowledge of the role of probation and the amount of work done by probation staff. Overall, the MCLEAPS Program is a meaningful and valuable experience for both the interns and the Department, and the MCAPD looks forward to ongoing participation in the program.



The Department is at the forefront of criminal justice programming by continuously developing and implementing programs that are evidence-based...Through this opportunity I was able to see the impact that each of these programs has on the individual lives of probationers, their families, and the community as a whole.

-Laura Mandt

AMERICORPS

In FY2019, MCAPD continued its engagement with the AmeriCorps national service program. The AmeriCorps Program is federally funded and implemented at a local level. AmeriCorps members commit their time to serve in a variety of settings in order to address critical community needs. MCAPD's program is administered by the Governor's Office of Youth, Faith, and Family and managed through the Administrative Office of the Courts Adult Probation Services Division. This is MCAPD's third year as a host site. Over the year, 16 members have served, completing 5,700 hours of service. Members commit to either 300 or 450 hours, to be completed over a four month period. They are paid a modest stipend and upon the successful completion of their hours, are eligible for an educational award.

AmeriCorps members served in many different areas over the past year, including Standard Probation, Drug Court, DUI Court, Indirect Services, Unsupervised Probation, Reach Out, Work Furlough, *Thinking for a Change*, Pretrial Services, SMI, JTOP/ Youthful Offender, and Interstate Compact.

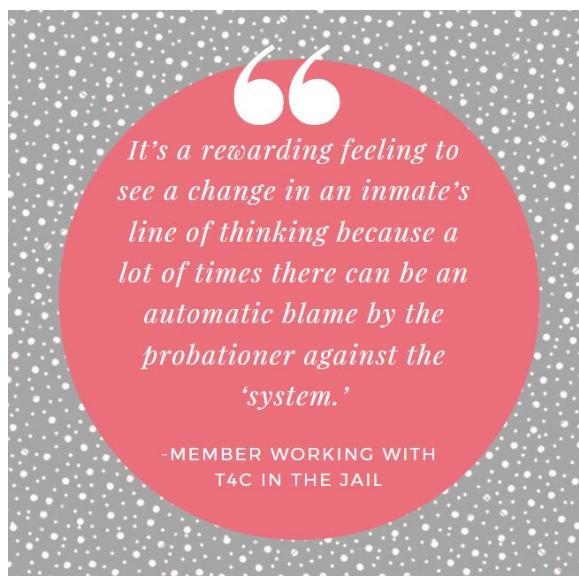


Opportunities like this help me really see the influence probation officers and their support staff have on the criminal justice system and defendants themselves.

MEMBER WORKING WITH T4C IN THE JAIL

Additionally, members were provided the opportunity to observe and experience units outside of their assignment in order to gain a greater understanding of the many functions of the Department. Members are also required to complete three community service projects. Over the year, the projects were varied and included book drives, working at food banks and donation centers, and participating in a reentry simulation at the statewide probation conference. Additionally, members participated in the MLK National Day of Service, provided overdose prevention outreach, and worked with several different projects through Hands On Greater Phoenix.

AmeriCorps provides unique opportunities to members, and the program allows them to gain a better understanding of probation and the probationers the Department serves. One member stated that after working with reentry probationers, he had a much greater understanding of how probationers view the world after their release from the Department of Corrections.



It's a rewarding feeling to see a change in an inmate's line of thinking because a lot of times there can be an automatic blame by the probationer against the 'system.'

-MEMBER WORKING WITH
T4C IN THE JAIL



Organizational Chart

ADULT PROBATION DEPARTMENT

Chief Probation Officer Barbara Broderick

ADMINISTRATIVE SERVICES

Deputy Chief Michael Cimino

Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

COMMUNITY SUPERVISION

Deputy Chief Saul Schoon

Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

ASSESSMENT & DEVELOPMENT

Deputy Chief Therese Wagner

Downtown Justice Center
620 W Jackson, Phoenix AZ 85003

Compliance Monitoring Division

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

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

Organizational Development & Support Division

Communications Center, Staff Development & Victim Services

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

Professional Conduct Coordinator

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

Central Field Division

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

Eastern Field Division

Fugitive Apprehension

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

Northern Field Division

Domestic Violence

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

Sex Offender Division

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

Western Field Division

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

Presentence Investigations

Assessments, Assignments & Records

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

Pretrial Services Division

Initial Appearance, Pretrial Supervision & Probation Revocation Court

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

Programs Division

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

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

Reentry Services Division

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

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