

ANNUAL REPORT

MARICOPA COUNTY
ADULT PROBATION

FY2018

*POSITIVE
BEHAVIOR CHANGE
FOR SAFER
COMMUNITIES*

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The Organization



Dear Judge Barton,

I am pleased to present the Fiscal Year 2018 Annual Report for the Maricopa County Adult Probation Department and to share our accomplishments during the past year. Our Department accomplished 82% of its strategic goals in FY2018, meeting or surpassing 9 of 11 goals. This report highlights our deliberate and focused efforts to increase public safety utilizing the latest research-supported strategies and tools for risk reduction. The research is clear -- the greatest impact that we can have on crime reduction is to help probationers gain the knowledge and skills to achieve long-term positive behavior change. These risk reduction strategies are more important now than ever. The risk level of the probation population has been increasing; in just a few short years, the percentage of probationers assessed as medium-high or high risk increased from 36% to 51%. While we do not hesitate to bring individuals back before the Court who pose a risk to community safety, we endeavor to provide probationers with opportunities for change and to support their efforts toward positive change.

Our greatest resource is our employees. I am reminded of their passion and dedication by a card that a probation officer received from a probationer. The probationer recognized her probation officer with a note that says, "Thank you -- for saving my life." I am pleased by the positive results from the employee satisfaction survey, which affirmed that most employees like working here. The talent and hard work of staff are the life force of our organization.

Collaborations with health care partners continue to progress and there are many exciting developments in the quantity and delivery of services that probationers are receiving to address substance use, mental health disorders, and other needs, helping them to live healthier and more productive lives.

It is an honor and a privilege to be part of the Judicial Branch and to serve the public. I look forward to our continued work to advance justice and community safety.

Sincerely,



Barbara A. Broderick

Barbara A. Broderick
Chief Probation Officer



Vision

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



Mission

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

We accomplish this through:

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



Values

We **BELIEVE** in:

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



Goals

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

General Information



Maricopa County Adult Probation

ARIZONA-NUMBER OF COUNTIES

15

ARIZONA-TOTAL POPULATION

7,016,270 *2017 estimate

MARICOPA COUNTY-TOTAL POPULATION

4,307,033 *2017 estimate

MARICOPA COUNTY-TOTAL NUMBER OF CITIES AND TOWNS

27

Maricopa County is the fourth most populous county in the nation and the county with the largest population gain in 2017.

In Arizona, probation is part of the judicial branch of government.

ESTABLISHED IN
1972

REGIONAL OFFICES
19

PROBATION POPULATION
54,026

*total end of FY2018

PRETRIAL SUPERVISION POPULATION
2,808

*active end of FY2018

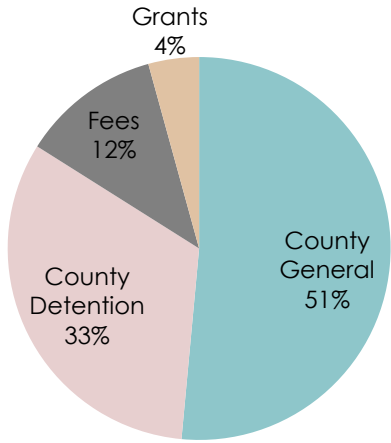
STANDARD PROBATION POPULATION
25,072

*active end of FY2018

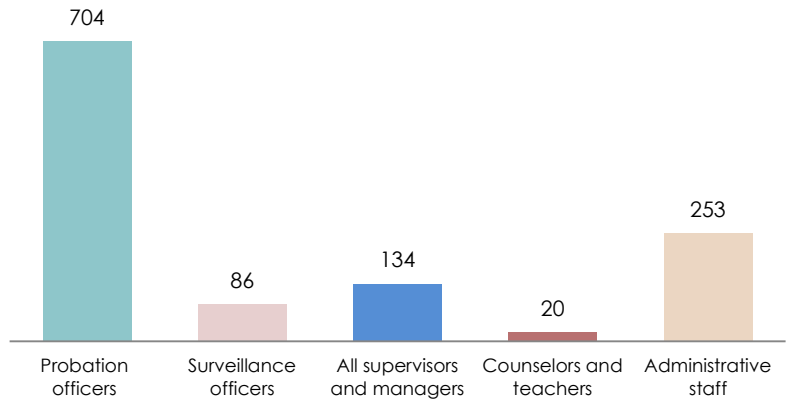
INTENSIVE PROBATION POPULATION
1,111

*active end of FY2018

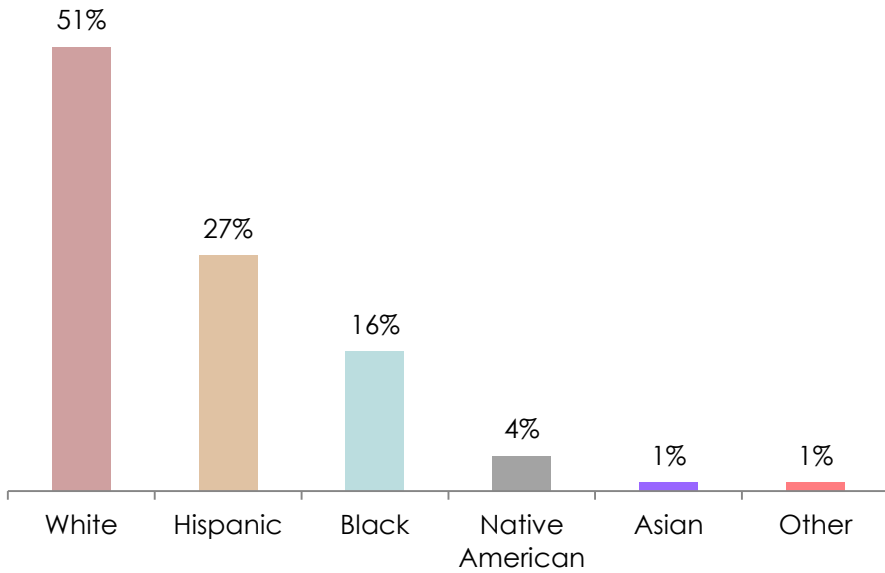
**Maricopa County Adult Probation FY2018
Annual Budget - \$108,923,739**



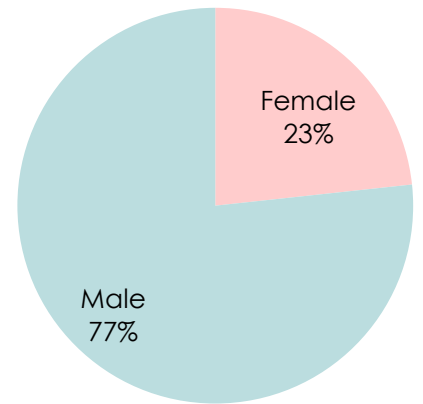
Personnel Types



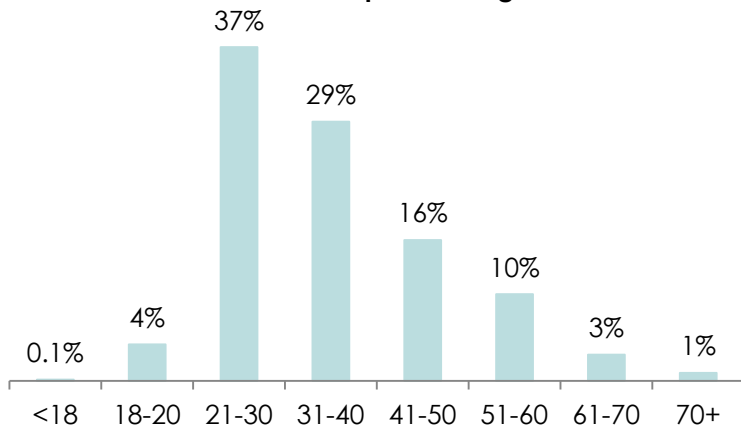
Probation Population Race/Ethnicity



Probation Population Gender



Probation Population Age



Probation by Offense Category and Gender		
Probation Offense	Males	Females
Class 1 Misdemeanor	8%	8%
Class 6 Felony/Undesignated	36%	46%
Class 5 Felony	3%	3%
Class 4 Felony	25%	24%
Class 3 Felony	19%	10%
Class 2 Felony	9%	9%

Strategic Goals

The Maricopa County Adult Probation Department (MCAPD) maintains a set of comprehensive Strategic Goals that influence Department planning, decision-making, reporting, budgeting, and evaluations. The Strategic Goals establish performance measures and results in mission-critical areas, generate actionable information for the Department and stakeholders, and demonstrate accountability to the public and County by providing information about the Department's operations and performance. There are five Strategic Goals for the Department. The results for FY2018 are presented below.

Goal A: Crime Reduction

Consistent with its mission and values, the primary goal of the MCAPD is to reduce crime and enhance public safety. The Department has maintained its commitment to implementing 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.

Benchmark	Goal	FY2018 Results
Successful Completion of Probation	70% or higher	76.9%
Successful Completion of Pretrial	75% or higher	70.5%
Revoked to Department of Corrections	25% or lower	20.5%
New Felony Sentencing	8% or lower	7.9%

Goal B: Retention and Compensation

The Department remains committed to recruiting, hiring, and retaining a quality and diverse workforce. In FY2018, the average years of service for badged staff was 10.8 years, which meets the Department goal of 10 years or more. A survey was conducted by the Judicial Branch in Maricopa County to assess employee satisfaction. The overall satisfaction rate for MCAPD employees was 90.7%, which exceeds the target of 75% or higher. For the third year in a row, a performance-based retention pay plan was approved; effective July 2018, eligible employees received a pay increase of about 3%. The Department continues to work with the Court to offer alternative work schedules to many staff, which allows for additional flexibility. Further, the Department engages in efforts to recruit quality staff by participating in recruiting events and consulting with other agencies about recruiting strategies.

Goal C: Process Improvement

The Department's goal is for its customers and stakeholders to benefit from improved case processing. In FY2018, MCAPD delivered 99.1% 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). The amount of restitution paid, compared to what was ordered, was 79.1%, which is an improvement from FY2017 and exceeds the

Department's goal of 65%. The Department also improves and streamlines processes by continuously reviewing and updating internal policies. This year, the Department developed an electronic Policy Manual that is inclusive of all policies in one location, providing staff with a user-friendly, searchable manual.

Goal D: Customer Satisfaction

MCAPD remains committed to providing quality service to all of its customers, including neighborhoods, courts, law enforcement, victims, treatment providers, and community partners. The Department assesses customer satisfaction by distributing surveys to customers and partners, which offer respondents an opportunity to share their satisfaction with services and interactions with staff, and provide a means of sharing suggestions and feedback. In FY2018, surveys were conducted for two stakeholder groups:

- Treatment Providers and Community Partners
- Post-Conviction Opted-in Victims

From these stakeholder groups, the Department received positive feedback, in addition to constructive suggestions.

Stakeholder Group	Satisfaction with Services
Treatment Providers Community Partners	92.0%
Post-Conviction Opted-in Victims	65.3%

Goal E: Solid and Sound Infrastructure

To support Goals A through D, the Department maintains the goal to have industry standard equipment, adequate facilities, and improved communication through technology. This infrastructure is important in providing the best possible probation services and to promote staff and public safety. This past fiscal year, capital improvements began for the Black Canyon Building and Southport. Construction for Black Canyon is expected to be completed by February of 2019, and construction for Southport is expected to begin in the fall of 2019. Each project includes an additional 10,000 square feet of space for staff and interview suites. Funding was also approved by the County for a new Mesa facility which will co-locate with four Justice Courts. On the technology front, MCAPD has continued its work to streamline the filing of forms and reports with the creation of the electronic presentence and probation violation reports, along with the conversion to eFiled forms of all Department forms filed with the Court. The completion of these eFiling processes will likely conclude in FY2019, and will provide substantial time-savings and efficiency for both the Department and the Court. Results from the Employee Satisfaction Survey provide a benchmark for this Goal. Employees' overall satisfaction with MCAPD resources, equipment, and safety services is 94.1%, with a Department goal of 85% satisfaction.

Survey Results



Employee Satisfaction Survey

In July 2017, the Judicial Branch of Arizona in Maricopa County conducted an Employee Satisfaction Survey (ESS) to gauge employee satisfaction and to help identify areas in need of improvement. All Judicial Branch employees, which include the employees of Maricopa County Adult Probation Department (MCAPD), had the opportunity to participate in the survey.

The MCAPD recognizes its staff as the greatest resource in accomplishing its mission and believes that employee satisfaction is an important aspect of organizational success. This belief is reflected in Strategic Goal B of the Department's Strategic Plan, which focuses on "Retention and Compensation." One benchmark set to assess this goal is to achieve an overall employee satisfaction score of 75% or higher for all MCAPD staff.

The survey was distributed electronically to 1,165 MCAPD employees who were provided three weeks to complete the survey. A total of 714 employees completed the survey, resulting in a 61.3% response rate. A significant portion of the survey content comes from the CourTools Performance Survey, which was developed by the National Center for State Courts, and provides a standardized set of performance measures across all court departments. These measures were introduced in the Employee Satisfaction Survey conducted in FY2014 and were incorporated in the FY2018 survey.

Six categories from the ESS were identified as key measures for MCAPD. These categories are defined in the CourTools Performance Survey as:

Achievement

Employees need to know what is expected of them and receive timely, regular feedback on how they are doing. At all levels of an organization, employees want to be kept informed and recognized for their accomplishments.

Work Conditions

Working conditions, including work space and the tools for the job, shape the interactions of employees with the public and the ability of staff to get their job done.

Work Content

For employees to be satisfied, they need to know that the work they do is important and their tasks contribute meaningfully to the common purpose.

Interpersonal Relations

The level of camaraderie and teamwork in the employee's immediate work group is a key factor.

Supervision and Relationship with Boss

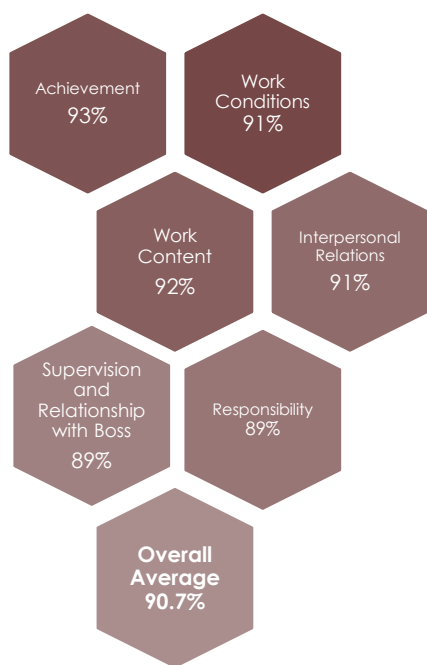
The critical role of effective supervision requires good leadership skills and the ability to treat all employees fairly and respectfully.

Responsibility

Employees are more motivated to do well if they are given the appropriate freedom and authority to carry out their work in the best way possible. Employees become more satisfied when the Court supports and encourages staff to grow and develop their abilities on the job.

A total of 30 statements were listed within the aforementioned six categories of the ESS. The satisfaction level for each statement was captured using five choices: strongly disagree, disagree, neutral, agree, and strongly agree.

The following graphic displays MCAPD's ESS results in each of the six survey categories. Positive responses are an aggregate of strongly agree, agree and neutral. Negative responses are an aggregate of strongly disagree and disagree. Overall employee satisfaction was 90.7%, compared to 87.4% from FY2014.



In addition to the six categories above, employees answered eight questions to assess the perceptions of safety in the workplace. Safety is one of the key areas of concern for the Department and the ESS survey provided an opportunity to gather feedback in this area. The survey results on safety reflected that, on average, 94.1% of MCAPD employees were satisfied with safety in their workplace.

The FY2018 ESS found that the Department not only exceeded the benchmark set for measuring Strategic Goal B, but the FY2018 rate of 90.7% surpassed the employee satisfaction rate from FY2014. The average rate of 94.1% satisfaction on safety also reflects positively on the Department's practices and policies as it pertains to safety in the workplace. The improved results of the FY2018 ESS are encouraging and illustrate a strong overall employee satisfaction rate.



Victim Satisfaction Survey

Consistent with the Department's strategic goal and commitment to customer satisfaction, in May and June of 2018, the MCAPD conducted its 20th annual survey to assess victim satisfaction with post-conviction opted-in victim notification services provided by the Department. The 10-item survey was sent to opted-in victims who had contact with the Department in the past year. The first seven items asked respondents to rate their contact with MCAPD staff. Each item was rated on a 5-point scale that ranged from 1 (never) to 5 (always). The last three items assessed overall satisfaction with different stages of the criminal justice process, and respondents used a similar 1

(unsatisfactory) to 5 (satisfactory) scale to rate these items. Additionally, victims were prompted to provide comments and feedback.



Surveys were distributed electronically to victims who had an email address on file and by mail to those who only had a mailing address. A total of 388 surveys were initially distributed; 54 were returned for invalid email addresses or undeliverable mail, resulting in a final sample of 334 survey sent to opted-in victims. A total of 126 opted-in victims responded, resulting in a response rate of 38%.

Responses to the survey yielded the following highlights:

- The mean ratings for the seven items pertaining to MCAPD contact ranged from 3.68 to 4.27. All mean ratings fell above the neutral rating of 3.0, indicating positive results.
- The item that received the highest mean score (M=4.27) was for the item "Probation staff treated you with respect."
- The lowest rating (M=3.68) was for the item "Probation staff put you at ease on what to expect."
- When all items are included to create a mean score for each respondent, those with a mean score of 3.5 and higher are considered

'satisfied.' Using this composite score, 65.3% of victims who responded were satisfied with services provided by the Department. Therefore, MCAPD did not reach its strategic goal of 70% or higher victim satisfaction.

Survey respondents provided comments that expressed appreciation with MCAPD services. In addition to the positive comments, feedback was received that will assist MCAPD in improving communication with victims and hopefully improving their overall experience with the criminal justice system.

The FY2017 Victim Satisfaction Survey Report made recommendations for improved survey methods and to include relevant role-playing in trainings to improve communication between staff and victims. Since last year's report, the Department has begun to phase in more role-playing scenarios and victim interaction etiquette into new officer trainings and department-wide informational messaging. Going forward, the Department will continue to implement more role-playing and communication strategies specifically addressing victim concerns. Providing quality services to victims to ensure and improve their satisfaction remains a priority for MCAPD.

Treatment Providers/ Community Partners Survey

Customer Satisfaction (Goal D) is one of the primary strategic goals of the MCAPD. Therefore, the Department periodically conducts surveys of partners to assess satisfaction with the services MCAPD provides and to identify areas for improvement. In

May 2018, the Department conducted a survey of treatment providers and other community partners. MCAPD's goal is to maintain the satisfaction of treatment providers and community partners at 86% or higher. Emails were sent to individuals identified by MCAPD as regular community partners or treatment providers, with a link to complete the survey electronically.

Surveys were initially sent to 236 providers and partners; 28 failed delivery resulting in a final sample of 208 surveys distributed. Responses were received from 94 respondents for a response rate of 45%. Respondents identified their organizations as treatment provider/counselors, community service agencies, education agencies, and county/government and indicated that they have most of their MCAPD contact with probation officers and supervisors.

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

Results:

- Overall, 92% of survey respondents agreed or strongly agreed that they were satisfied with their interaction with MCAPD; thus, the Department exceeded its goal of 86% satisfaction among community partners and treatment providers.
- At least 9 out of 10 respondents agreed or strongly agreed that:
 - MCAPD staff responds to their needs and/or requests for service in a timely manner.

- MCAPD staff treats them and their staff with dignity and respect.
 - MCAPD is providing a valuable service to the community.
 - The services provided by MCAPD benefit their organization and/or the community.
 - They consider their organization a partner with MCAPD to enhance safety in communities.
- 8 out of 10 respondents agreed or strongly agreed that:
 - They are aware that the MCAPD has implemented evidence-based practices as a strategy to reduce recidivism.
 - Their organization's services align with MCAPD's evidence-based practices to reduce recidivism.

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

“

I feel the probation officers communicate well and most importantly look at the individual they are working with for who they can become instead of who they were. I have had a great experience with the officers.

-Community Partner

Feature Articles



Risk Reduction Initiatives: Taking Probation Supervision to the Next Level

Evidence-based organizations are learning organizations that continue to incorporate new knowledge learned from research and experience into operational practices in order to achieve optimal outcomes. Recognizing the need for continuous learning and transformation, the MCAPD is advancing Risk Reduction Initiatives with the ultimate goal to increase public safety. Historically, the predominant practices in the community corrections field involved responding to criminal behavior or violations. As the profession evolves, there has been a significant shift: in addition to helping guide people toward successful completion of probation, there is also focus on teaching probationers life-long skills to prevent unlawful conduct.

The Department has two Risk Reduction Initiatives that focus on skill-driven supervision:

- Risk Reduction Training, which is being provided to all probation and surveillance officers.
- *Effective Practices in Correctional Settings-II* (EPICS-II), which is being continued and expanded with Intensive Probation Supervision (IPS) officers.

With these initiatives, the Department is making an investment in the continued development of staff's knowledge and skills and is providing strategies and tools to help probation officers be most effective in their work with probationers. Two evidence-based practices (EBP) supervisors have been dedicated to these efforts, with one EBP supervisor assigned to coordinate and lead each initiative.

Risk Reduction Training

A major training initiative was implemented in FY2018 that had been taking shape over the past two years. The MCAPD is utilizing three curriculums developed by The Carey Group, a national consulting firm that assists community corrections agencies. The curriculums are entitled:

- "Achieving Risk Reduction through Effective Staff Interactions"
- "Achieving Risk Reduction through Effective Staff Interactions for Supervisors"
- "Risk Reduction Coaching for Supervisors"

While the MCAPD has already demonstrated success in the implementation of evidence-based practices, the Risk Reduction Training reinforces the existing tools, resources, and practices; and the training provides new concepts, techniques, and tools to enhance the Department's efforts. The goal is to have effective staff interactions with probationers to best achieve long-term positive behavior change.

A risk-based supervision approach means that an agency can achieve the greatest impact in reducing recidivism by 1) focusing resources on probationers who are medium to high-risk of recidivism, 2) targeting criminogenic needs that are tied to criminal behavior, and 3) utilizing interventions and techniques that are based on research-supported models and the unique characteristics of individual probationers.

The validated risk assessments utilized by the Department identify each probationer's risk level and criminogenic needs, which are the needs tied to criminal behavior. This information is utilized to determine the appropriate supervision level and to develop a case plan to reduce risk. Case plans assist the probationer and the probation officer in identifying behavior that needs to be addressed and outline goals and steps the probationer can take to make positive behavior changes.

“ There are at least a dozen ways to answer the question, **WHY** risk reduction? I will give you a million. If every justice system applied the risk reduction research with fidelity we would have a minimum of one million fewer victims per year. If that isn't grounds for motivation, I don't know what is.

- Mark Carey, President, The Carey Group



Probation Officer Michelle Crouch during an office visit with a probationer.

Through the Risk Reduction Training, probation officers are learning how to work with probationers to identify the underlying factors, or the driving force, behind their criminal behavior. While the probationer's criminogenic needs, or risk factors, are identified with a risk assessment, typically, the criminogenic need that represents the driving force is not apparent without gaining more information about a probationer and his/her patterns of criminal conduct. Often, the driving force involves antisocial thinking, personality, or relationship

factors. An understanding of the driving force provides a significant focal point for case planning and ongoing supervision. The Risk Reduction Initiative involves helping probationers learn and practice new skills, based on their primary risk factors and associated skill deficits, so that they are able to handle situations differently. It is important to help probationers learn what they can say and do to manage risky situations to achieve more positive outcomes.

Probation officers are learning new strategies to increase their effectiveness during their interactions with each probationer. Positive behavior change takes time; typically, an individual needs to gain knowledge and practice new skills in order to accomplish behavior change. Increasingly, skill-building activities are an ongoing aspect of probation officer-probationer interactions throughout the course of supervision. Ultimately, it is hoped that individuals leave probation empowered with prosocial skills to handle situations over the long term.

The Department has taken a number of strategic steps to help transfer the knowledge and tools from the Risk Reduction Training into ongoing skill-based supervision practices. The Department provided the training to officers in four modules with time in between modules for officers to apply the information they learned to their daily work practices before moving on to the next module. The Department also established supervisory coaching, easy access to the tools, and additional activities to reinforce learning.



COHORTS. The Risk Reduction Training for line officers, “Achieving Risk Reduction through Effective Staff Interactions,” began in July 2017. Twenty-eight cohorts were formed and were scheduled to attend one module monthly for four months. The last of the cohorts will complete their training in October 2018. At the end of FY2018, 545 line officers had completed the training. The officers received a total of 16 hours of training and were provided with various tools. After the initial 28 cohorts complete their training, new cohorts will be formed to provide the Risk Reduction Training to newly hired officers.



SUPERVISORS. Probation officer supervisors received two trainings. Initially, all supervisors participated in a two-day Managers’ Forum on “Achieving Risk Reduction through Effective Staff Interactions” held in April 2016, and since then, new supervisors have received eight hours of “Achieving Risk Reduction through Effective Staff Interactions for Supervisors.” Beginning in the summer of 2017, supervisors also received eight hours of “Risk Reduction Coaching for Supervisors.” This additional training enhances supervisors’ abilities to assist and support line officers in the use of the risk reduction skills, tools, and strategies.



QUALITY ASSURANCE CONSISTENCY COMMITTEE. The Department’s Quality Assurance Consistency Committee provides department-wide quarterly topics for supervisors to discuss and to share with their units. To reinforce what was learned through the Risk Reduction Initiatives, the committee developed guided discussions and resources for the quarterly topics. The materials were distributed to staff through division meetings and unit meetings to help promote learning and proficiency in the risk reduction skills. These efforts are ongoing.



LEARNING TEAMS. Field units have started to participate in quarterly Learning Teams facilitated by an EBP supervisor. The Learning Teams are following a mock case through the probation process, incorporating the risk reduction tools. This provides an opportunity to review specific content and for staff to gain additional hands-on practice and experience with specific skills. The Learning Teams provide a safe environment for staff to discuss the challenges and successes they have experienced as they implement the new tools and techniques.



Pictured is a Learning Team in a classroom setting.



RELATED ACTIVITIES. The Probationer Report Form, that probationers complete at the beginning of an office visit, is being revised to better align with the risk reduction strategies and facilitate meaningful interactions that are proactive, efficient, and effective. Additionally, some measures in the Probation Officer Performance Appraisal are being revamped to be in line with skill-driven supervision.

EPICS-II

EPICS-II was developed by Christopher T. Lowenkamp, Charles R. Robinson, and Melanie S. Lowenkamp and covers eight main supervision techniques which can be applied in a multitude of circumstances. Designed to be used in daily interactions, these behavioral change strategies and tools help probation officers build effective professional alliances with probationers, increase motivation to change, provide opportunity and skill building for change, and hold probationers accountable. Some of these tools involve Role Clarification, Effective Use of Reinforcement/Disapproval, the Cognitive Model, and Effective Use of Authority.

The Department focused its implementation of EPICS-II with IPS officers, who manage small caseloads of higher risk probationers under a highly structured type of supervision. In January 2018, the MCAPD dedicated an EBP supervisor position to support IPS risk reduction and skill building with officers, utilizing a specific focus on EPICS-II skills.

The EPICS-II techniques are designed to help officers and probationers identify and target the behavioral and thought patterns (including triggers and drivers) in criminal and violation behaviors. The tools are designed to build a therapeutic alliance, shape behavior, and to develop a relapse prevention plan with probationers to avoid, manage, or cope with high-risk situations that might lead to criminal behavior. Studies on these specific skills and tools have shown a 50% risk reduction for moderate-risk offenders and a 23% risk reduction for high-risk offenders as compared to traditional practices.

Approximately 100 IPS officers are attending monthly EPICS-II classes that include instruction in the principles of Risk, Need, Responsivity; supporting research; skill review; and skill practice. The time in between classes involves staff using skill practice via role playing with probationers. In addition, IPS officers are incorporating the practice of recording themselves using the skills and engaging in self-assessment/feedback for purposes of advancing their skill understanding and proficiency.

Nineteen officers with varying levels of coaching expertise are taking an additional role in providing peer feedback and supporting skill practice among the ranks. Approximately 10 of these officers completed a week-long "immersion" training sponsored by the Administrative Office of the Courts (AOC) and will ultimately complete a train the trainer so they may become trainers for the MCAPD, sustaining this risk reduction effort and the peer coaching components.

Since sponsoring the first EPICS-II training in Arizona in 2013, the AOC has been instrumental in the implementation of EPICS-II statewide. With a \$750,000 federal grant, the AOC is taking additional steps to enhance these efforts. It is hoped that staff will soon be able to upload recordings to a statewide database and receive expert feedback to uphold quality assurance and proficiency standards.

Going forward, the MCAPD will soon institute IPS unit-based EPICS-II activities during monthly unit meetings to provide staff with additional support and practice opportunities. Specific supervisor training is being planned with the AOC to better equip supervisors to effectively monitor and support staff in their risk reduction efforts using skill-based supervision.

All of the activities associated with MCAPD's Risk Reduction Initiatives are intended to increase the effectiveness of officers ability to address those criminogenic needs which are most closely tied to recidivism. These research-supported strategies and tools have been shown to significantly reduce recidivism and align with the Department's mission to enhance the safety and well-being of our neighborhoods.



Making a Difference: *Thinking for a Change*

The MCAPD completed a three-year Smart Supervision grant project funded by the Bureau of Justice Assistance in FY2018. The project's purpose was to strengthen and sustain the cross-agency *Thinking for a Change* (T4C) program in order to reduce recidivism and increase community safety. An independent evaluation of the project was completed by John Hepburn, PhD, and Senior Research Associates Laura Beckman and Katherine Kempany, from the School of Criminology and Criminal Justice at Arizona State University.

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

MCAPD's implementation of the T4C program began in 2009 and has evolved and expanded since that time. Medium-high and high-risk probationers are targeted for participation in the program. With the Smart Supervision grant, the Department set out to increase the number of T4C groups provided, the number of locations where groups were available, and the number of probationers served. The grant offered the additional opportunities to 1) develop a replicable community provider-probation partnership model to deliver T4C, and 2) utilize Arizona Health Care Cost Containment System (AHCCCS) as an additional funding option. Terros Health, an integrated healthcare provider, collaborated with the Department, providing T4C groups at four locations, where Terros shared space and facilitator responsibilities with the Department. Additionally, Terros worked with the Department to identify and work through the challenges of a collaborative model, increase the number of probationers served, and utilize AHCCCS funding to teach AHCCCS-enrolled probationers. In the last year of the project, the model was successfully replicated with La Frontera-Empact and additional community providers were identified.

“ In T4C I learned who I was, where I wanted to go, and who I wanted to be. T4C is Thankful 4 Class and I am grateful for the class. It was the best part of my week. I started telling myself 'I can be a better person if I just listen and do what I learn in this class.' ”



- T4C Graduate

Over the two and a half year implementation period of the grant project, 128 T4C groups were provided and 2,240 probationers received services, far exceeding project targets to provide 65 groups and serve 864 probationers. The average wait time from referral date to start date was cut nearly in half (from 75 days to 38-44 days). T4C groups were provided at 15 locations - 10 MCAPD locations and five provider locations. Half of the participants successfully completed the program. This is a positive completion rate considering that participants are medium-high and high-risk, and T4C participants are allowed no more than three absences in a 25-session program that spans over a 13 week-period.

Additional goals of the grant project included educating staff about T4C, increasing referrals, and increasing engagement and retention. A total of 598 MCAPD staff received some form of T4C-related training, which included new hire trainings, unit meetings, and T4C facilitator training. A two-day Immersion class was developed and delivered to Intensive Probation Supervision staff, allowing them to experience the full T4C curriculum in order to better engage and support probationers and encourage attendance. An automated referral process was implemented and the average number of referrals per quarter increased from 280 in the first full year of implementation to 344 in the second full year of implementation. During the life of the grant, a total of 3,806 referrals were received.

Throughout this project, there was a commitment to program fidelity and sustainability. To ensure a sufficient number of qualified facilitators, 130 new T4C facilitators from a variety of agencies were certified. In addition, MCAPD increased its capacity to provide training for future facilitators.

The recidivism results from the project were very positive. The outcome evaluation included a randomly selected comparison group of medium-high and high-risk probationers who were not referred to T4C. As shown in the table below, recidivism results were compared across four groups: 1) individuals who were referred to T4C but did not enter, 2) individuals who entered T4C but did not complete, 3) individuals who completed T4C, and 4) individuals who were never referred to T4C.

T4C Participants and Comparison Group Outcomes				
Outcome	1) Referred to T4C	2) Entered T4C	3) Completed T4C	4) Comparison Group
Revoked to Incarceration	13.0%	8.8%	2.7%	25.6%

The evaluation concluded that MCAPD successfully achieved the goals of the grant program, and referrals to the T4C program and participation in T4C were significant predictors of successful probation outcomes.

Since the completion of the federal grant, the Department has been able to sustain T4C program services and continues to build partnerships with community treatment providers in order to increase the number of

locations and the quantity of T4C groups available. The Department recognizes that T4C is a valuable intervention that reduces recidivism, and investment in T4C makes a difference in probationers' lives and increases public safety.

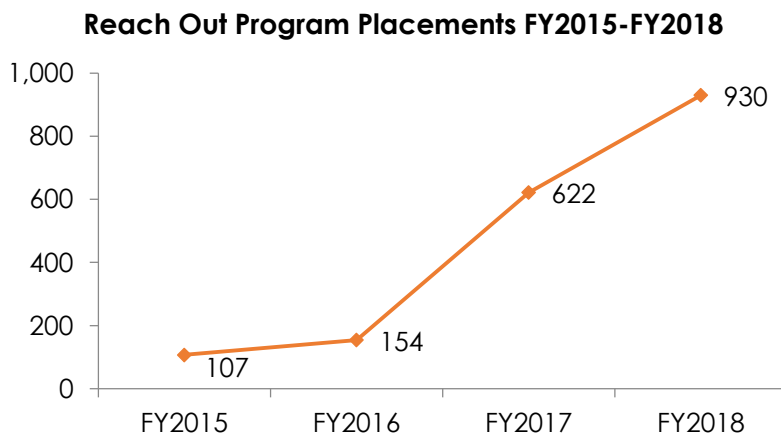
Reach Out Increased Placements for Residential Substance Use Treatment

Reach Out, a county-wide collaboration, brings together a wide variety of disciplines to make a positive impact in the lives of probationers. The purpose of the Reach Out Program is to properly address and treat substance use disorders and criminogenic factors in order to achieve prosocial change while reducing recidivism. The goal of the Program is to identify probationers currently incarcerated in the Maricopa County Jail who need residential substance use disorder treatment and to place these individuals into the appropriate level of care within the community.

The Reach Out process begins at sentencing, when the probationer is ordered to serve jail time as a condition of probation. Additionally, it is ordered in the conditions of probation that the probationer is eligible for early release from jail to attend residential substance use treatment. Through the Reach Out Program, these individuals are clinically assessed by licensed counselors to determine a professional level of care recommendation. Keogh Health Connection assists the probationer with an AHCCCS application as needed. The Reach Out team coordinates with Mercy Care and the community treatment partners to secure treatment placement. When an appropriate placement is available, Reach Out staff contact the judicial officer and request an order of release be signed for the probationer to be released on a specific date and time to a specific provider. On the day of release, staff meet with the probationer at the jail to sign paperwork and conduct a warm hand off to the treatment facility, whose staff is there to pick up and transport the probationer to enter treatment.

Reach Out began in October 1999 with grant funding to pay for community treatment for incarcerated probationers. This funding ended and Reach Out faced many challenges. One major challenge was getting probationers from jail to the treatment facility. At that time, probationers were given bus passes and instructed to report directly to treatment. Many probationers would not make it to the treatment facility due to relapse and other issues. The Reach Out Program was revamped in November 2015 when MCAPD approached AHCCCS with the significant number of probationers currently incarcerated who were not receiving the level of substance use treatment needed. AHCCCS contacted the Regional Behavioral Health Authority, Mercy Care, and a new collaboration was implemented in March of 2016. The collaboration now consists of the following agencies: MCAPD, Mercy Care, Maricopa County Correctional

Health Services, Maricopa County Sheriff's Office, AHCCCS, Maricopa County Superior Court, Keogh Health Connection, 12 community treatment providers (Crossroads, Chicanos Por La Causa [CPLC] Corazon, Lifewell, Native American Connections, National Council on Alcoholism and Drug Dependence, Inc. [NCADD], Casa de Amigas, Unhooked Recovery, Ebony House, Elba House, Destiny Sober Living, Calvary Healing Center, and Valley Hospital), Maricopa Integrated Health System's RELINK Program, and justice liaisons from the AHCCCS health plans.



The impact of this new collaboration was seen immediately. During the first two quarters of FY2016, 44 probationers were placed into treatment. In the third and fourth quarters of FY2016, 110 probationers were placed into residential substance use treatment. This represents a 150% increase in placements between

the first half of the fiscal year and the second. The impact of this collaboration was further demonstrated by the continued increase in placements over the next two fiscal years. During FY2018, 930 probationers were placed into treatment which is a 769% increase in placements from FY2015.

The new collaboration addressed previous challenges experienced by the Reach Out Program, such as transportation, communication between entities, and a small network of providers, and also moved forward to address new challenges. Mercy Care expanded treatment options for Reach Out probationers by incorporating all of their contracted AHCCCS residential treatment centers into this collaboration. Mercy Care also required that all providers transport probationers from jail directly to treatment. Transportation is provided by peer supports and has proved to be a very effective means of engagement.

The treatment providers have been very responsive to referrals from the Reach Out Program and the need for transportation. One day, the program manager for CPLC Corazon received a phone call from Mercy Care explaining the need to place 17 individuals into treatment on the same day. CPLC Corazon had just received authorization for more treatment beds and they immediately sprang into action. This action involved calling behavioral health professionals from around CPLC Corazon to assist

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I am proud to be a part of a program that is making a positive difference in people's lives every day by providing them the treatment they so desperately need at a time when they are most able and willing to accept it.

-Reach Out Counselor

with the intake process in addition to buying more bed linens, towels, and food to prepare for the increase in population. CPLC Corazon staff arrived at the jail with a bus to transport all 17 probationers directly to treatment. CPLC Corazon continues to be a valuable partner in this collaboration. They have a current commitment to accept five probationers every week.

Another provider that has been responsive and readily engaged with the new collaboration is Crossroads, Inc. During FY2018, Crossroads accepted 448 probationers into treatment. Crossroads has been willing to help with emergency placements and strives to keep the focus on recovery first and foremost. A community-wide gap in services for women has been identified; many of the probationers who were not placed over the last two years due to lack of treatment bed availability were women. To meet this need, Crossroads opened a new 102-bed facility for women – Crossroads Complete Care 360.

Reach Out also faced the challenge of coordination of care between multiple entities and disciplines. Most probationers referred to the Reach Out Program are both high-risk and high-need. Many have co-occurring issues such as behavioral health/substance use and medical diagnosis. There were times when probationers were released on a Friday and did not have needed medications such as insulin. To combat this challenge, Mercy Care developed a collaborative Release of Information (ROI) which allows information to be exchanged between all stakeholders within this collaboration. Reach Out also strengthened and expanded its partnership with Maricopa County Correctional Health Services (CHS) to include medical transition into the community. Probationers are now discharged with medications/medical equipment or a prescription for needed medications. Reach Out has the probationers sign the CHS medical ROI and a copy is provided to the treatment agencies upon jail release to allow the treatment facilities to access medical records for continuation of care.

CHS has developed protocols surrounding medical discharge to improve the jail to community treatment transition process. Reach Out has a number of probationers who are currently receiving medically assisted treatment (MAT) services for substance use disorders while incarcerated. CHS coordinates this service transfer to a community agency and arranges the intake appointment prior to jail discharge. The acceptance of MAT services has been another community-wide challenge. To battle this challenge, MCAPD has partnered with CHS, Mercy Care, and community agencies to help with education and expansion of this option for recovery. Research indicates that a combination of medication and behavioral therapies can successfully treat substance use disorders. Research also indicates that for some people struggling with addiction, and opioid use disorder in particular, MAT can help to sustain recovery.

Funding for treatment was another challenge experienced during this expansion process. Reach Out encountered many probationers whose AHCCCS benefits expired during incarceration. To counter this challenge, Reach Out partnered with Keogh Health Connection and AHCCCS to have benefits established upon jail release. This process has been evolving over the last year, and currently AHCCCS benefits are

being activated within 24 hours of jail release. Mercy Care also made substance abuse block grant money available to Reach Out providers for probationers who do not qualify for AHCCCS coverage.

An effort has been made within MCAPD to more effectively track Reach Out Program results. To that end, an attribute was added to the probation case management system which allows the Department to track results and long-term impact of individuals released through Reach Out. A preliminary analysis of treatment and probation outcomes for individuals released to treatment in FY2017 demonstrates the positive impact Reach Out is having with this population that data confirms, is both high-risk and high-needs. The majority of those released to treatment in FY2017 successfully completed treatment (60.8%). The majority have also remained successful on probation. Overall, 35.1% of those released have had their probation revoked, while 64.9% have not. Significant differences can also be seen when comparing those who successfully completed treatment with those who have not. Only 24.6% of those who successfully completed treatment have been revoked to the Department of Corrections (DOC), compared to 51.7% for those who did not completed treatment. These results are very encouraging and demonstrate the positive impact that treatment is having for this population.

With the shift toward integrated health that is occurring in Arizona, the Reach Out team is making a concentrated effort to form relationships with new partners. On March 5, 2018, AHCCCS awarded contracts to managed care organizations to provide AHCCCS Complete Care integrated services. Effective October 1, 2018, behavioral health and substance use services are being managed by seven health plans rather than one. To keep up with the current shift in Arizona toward integrative care, Reach Out staff members have met regularly with all involved treatment providers in addition to establishing relationships with the seven AHCCCS Complete Care (ACC) plans within Maricopa County. Through this collaborative effort, Reach Out is assisting probationers make positive, life changing behavior change. It is life changing not only for them, but also for their families.

“ It is important to remember that their progress is done in small steps. Every step matters and encouragement of these steps in the right direction encourages them to take the next.

-Reach Out Staff

SUCCESS STORY

Jane had been homeless for some time and had been incarcerated multiple times for drug-related charges. Many of her family members were actively using substances and she had no positive support system. Jane also had a history of untreated trauma, which affected her ability to maintain long-term sobriety. When Jane left the jail with a Reach Out placement at Crossroads, she was grateful to begin a recovery program. She did not want to use anymore, was ready to ask for help, and wanted to change her life. Jane has made good progress in treatment and is taking it seriously. A major focus is to continue to practice healthy communication with her support group about where she is in her sobriety, how she is feeling, and needs that she may feel are unmet. Her treatment goals include continuing to learn and implement tools and coping skills in everyday living. The program manager states, "She knows her life is changing and is taking advantage of the opportunity to plan for long-term sobriety and stay connected to recovery. She has known addiction her whole life and wants a new, different plan for her and her daughter."

-Story submitted by Treatment Provider

SUCCESS STORY

Reach Out placed John in residential substance use treatment at Crossroads in early 2018. He actively participated in all aspects of his treatment programming, which included remaining abstinent from all mind-altering substances, participating in group discussion, completing all supplemental educational services, as well as therapeutic community service. John transitioned into intensive outpatient programming, where he continued to actively participate and remain clean and sober. He demonstrated accountability and responsibility by securing gainful employment. Moving on to the Relapse Prevention phase of his programming, he continued to make progress in all areas. John recently told treatment staff that the best thing that ever happened to him was his time in jail and then the opportunity to complete the Crossroads Program. He said he has been sober for eight months now. He has a job, pays his fines, is doing service work within the recovery community, and is sponsoring other men. He is grateful for his journey and accepts his responsibilities now.

-Story submitted by Treatment Provider

“ Looking back at the incredible progress that has been made in Reach Out, I am amazed at what can be accomplished when we work across disciplines and pull together in the same direction.

-Director of Crisis, Cultural, Prevention,
& Court Programs for Mercy Care

“ It amazes me to think that Reach Out was able to place more than 900 probationers into substance abuse treatment facilities this last year. This is the kind of positive impact that can help them change their lives and I am definitely glad to be part of this dedicated team.

-Reach Out Judicial Clerk Lead

Pretrial Services



■ Initial Appearance Unit

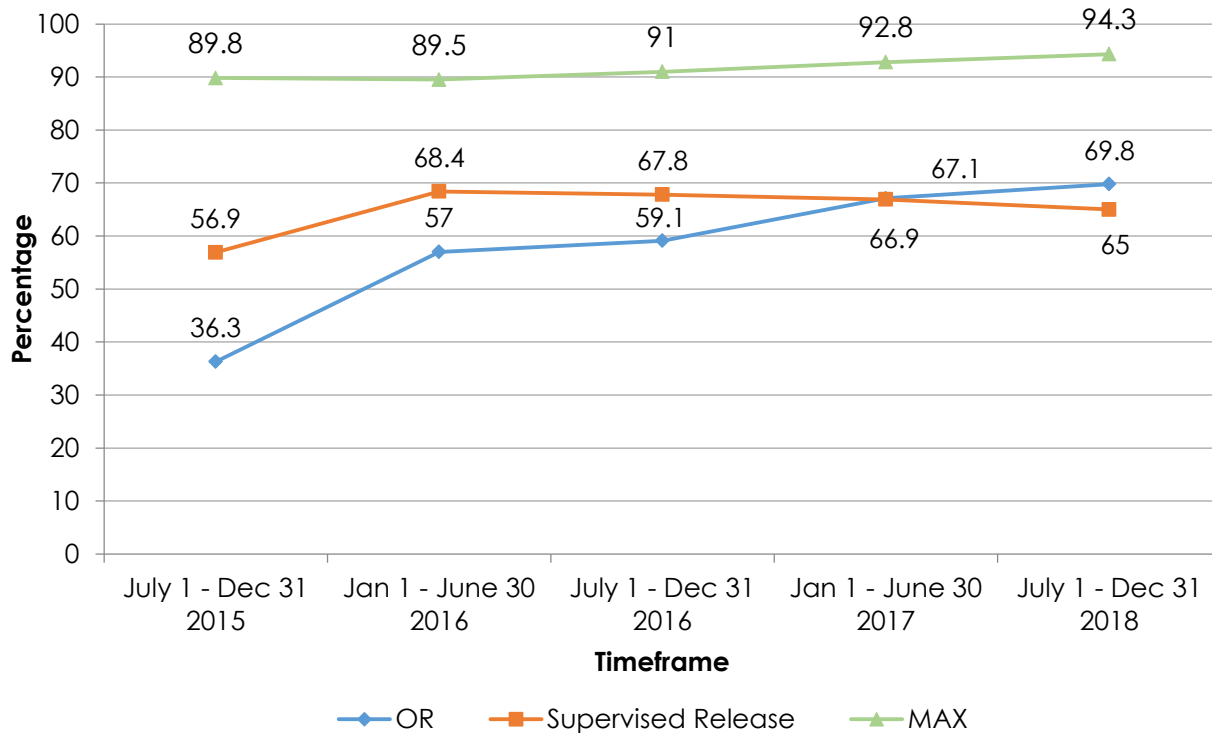
- IA Packets Completed: 51,292
- Average Cost per IA Packet: \$50.80
- Annual Program Cost: \$2,602,261

The Initial Appearance Unit (IAU) provides crucial decision making information to the Initial Appearance (IA) Court which holds dockets every three hours, eight times a day, every day. IAU officers conduct numerous vital functions for the MCAPD and the Court. The IAU is comprised of three units of adult probation officers to ensure staffing 24 hours a day, seven days a week, including holidays. Officers conduct financial interviews with defendants and provide assessment results, criminal history disposition information, and pertinent documentation to the IA Court, making it possible for the Judicial Officer to set release conditions and determine indigence within 24 hours of arrest. The IAU implemented the Public Safety Assessment (PSA) developed by the Laura and John Arnold Foundation in June 2015. The PSA provides the basis for the IAU officer's recommendation to the Court. If the defendant is released to pretrial supervision, the PSA score is used in determining pretrial supervision contact standards and is also included in Bond Review Reports submitted to the Court for subsequent bond modification hearings.

The decision to implement the PSA was driven by leadership within the Superior Court with a recognition that it was a validated pretrial risk assessment tool based on current research that would provide meaningful and valuable information to the Court. The PSA provides scores to identify the risk for failure to appear, new criminal activity, and includes a flag to identify risk for new violent criminal activity. The PSA also results in a recommendation to the Court. The potential recommendations are Release on Own Recognizance (OR), release to Pretrial Supervision, or MAX. The recommendation is presented to judicial officers in IA Court, who use the information from the assessment, along with other factors, to make a release decision.

Data comparing the PSA recommendation and the release decision indicate that, over time, the level of agreement between the two has increased. During the first six months of implementation, 36.3% of the individuals with a PSA recommendation of OR had a corresponding release order for OR. In the first six months of FY2018, this had increased to 69.8%. Increases in the level of agreement have also been seen for recommendations of Pretrial Supervision (from 56.9% to 65%) while the level of agreement when the recommendation is MAX has always been high (89% or higher).

Agreement between PSA Recommendation and Release Decision



The IAU is responsible for placing virtually all new probation violation holds on behalf of field probation officers when a probationer is arrested for the commission of a new offense. Due to the IAU's close relationship with the Maricopa County Sheriff's Office (MCSO) and the 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, which assists the Court by providing the totality of the information available regarding the probationer and ultimately reducing the amount of time the probationer is awaiting a hearing in either matter.

The IAU strives to maximize release, maximize court appearance, and maximize law abiding behavior. The IAU is constantly looking for ways to improve upon these metrics. One such way is the partnership with Maricopa County Correctional Health Service (CHS) to refer defendants who are eligible for release per the PSA, have a serious mental illness (SMI) diagnosis, and have previously worked with a SMI provider. Over the past fiscal year, the IAU referred 1,023 defendants into this program, and 163 were accepted. This program assists defendants with obtaining the behavioral health care they need, and also assists in increasing the likelihood the defendant will appear in court.

■ Pretrial Supervision

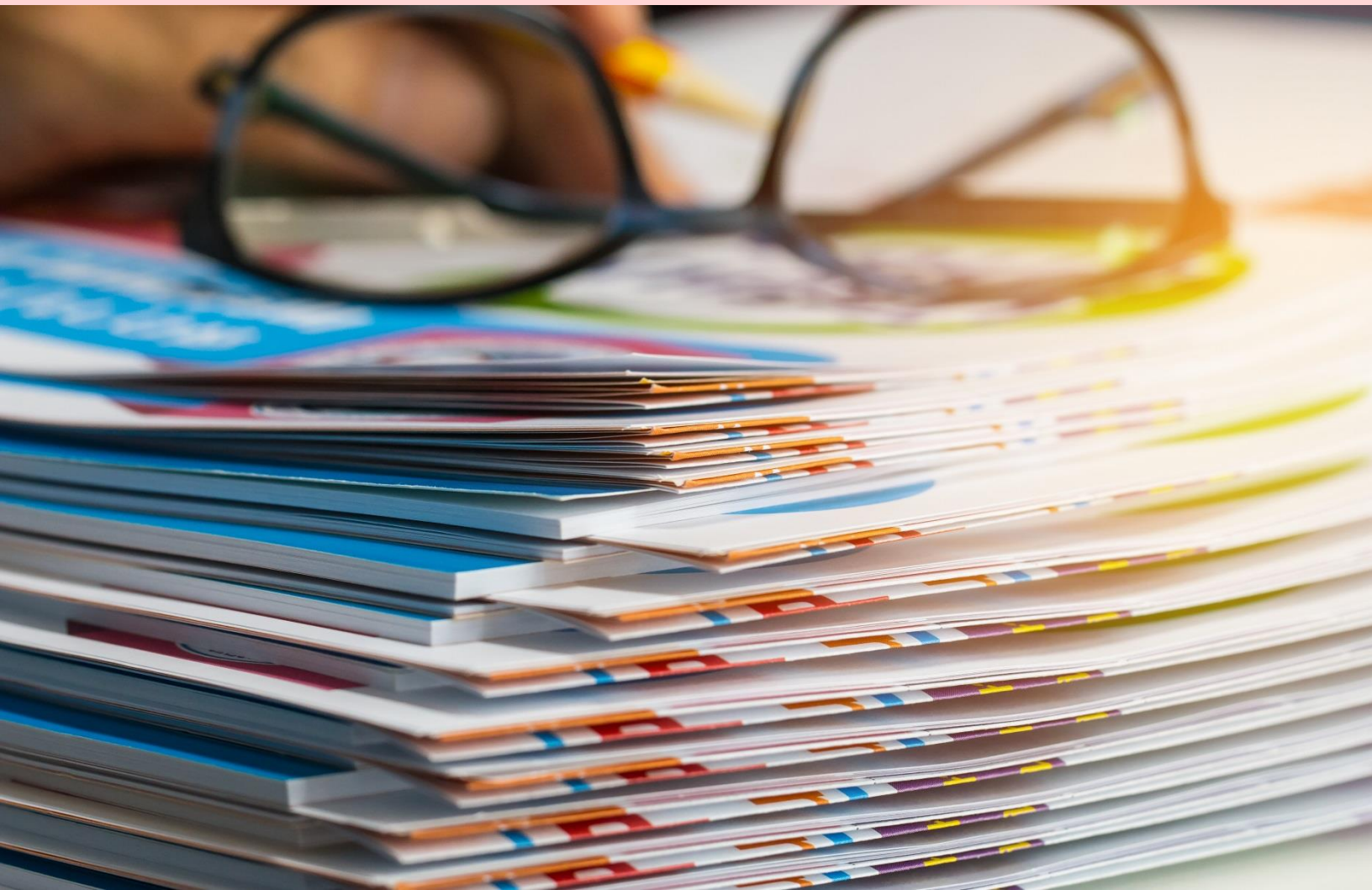
- Active End of Year Supervision Population: 2,808
- Average Daily Cost of Supervision Per Client: \$8.18
- Annual Program Cost of Supervision: \$8,402,388

Defendants released to the supervision of Pretrial Services are provided with information, reminders, and resources to support their compliance with their conditions of release pending adjudication of their case. Supervision is based on the Release Order and the results of the PSA. Defendants released to pretrial supervision are seen while still in custody by the IAU immediately following their Initial Appearance and provided with reporting instructions and directions regarding their next court appearance. Defendants ordered to electronic monitoring (EM) are seen by EM officers while still in custody and have the monitoring device installed prior to being released to the community.

Pretrial officers meet with defendants in person in the office to promote compliance with conditions of release. During this fiscal year, a third location was opened within the Court to provide greater access for defendants to meet with Pretrial officers. Random drug and/or alcohol testing may be ordered as a condition of release. During FY2018, testing was converted to a true randomized experience and testing standards were updated to reflect the use of the Treatment Assessment Screening Center (TASC) Interactive Voice Response system and remain aligned with legal and evidence-based practices.

During this fiscal year, the EM Program received a NACo Achievement Award from the National Association of Counties for the Install Before Release (IBR) Program. The EM Program also experienced growth, resulting in the addition of a fourth supervisor. The EM Program improved communication with the Court by improving monitoring procedures for defendants authorized by the Court to travel outside of Arizona. Defendants on EM who are authorized to travel now remain installed on EM while outside of Arizona, unless removal is specifically authorized by the Court. If traveling by air, defendants are provided a written authorization to present to the Transportation Security Administration affirming EM is required per a court order and travel is authorized. In an effort to increase defendant accountability, the Pretrial Services Division worked with the Maricopa County Attorney's Office and improved procedures to submit requests for new criminal charges when an EM device is lost or intentionally damaged by the defendant. Additionally, new procedures were instituted to expedite court authorization to remove ankle bracelets for medically necessary procedures, while also substantially reducing the amount of time the ankle bracelet is removed. Pretrial officers now meet defendants at the designated medical facility to remove the device, remain at location or promptly return, and then reattach it before the defendant leaves the medical facility. At the end of FY2018, there were 2,013 defendants on general pretrial supervision and 795 defendants on EM supervision.

Presentence Investigations



Presentence Investigations

- Presentence Investigation Reports Completed: 13,906
- Average Cost Per Presentence Investigation Report: \$741.74
- Annual Program Cost: \$10,289,311

The Presentence Division is comprised of Screener Units, Officer Units, the Assignments Unit, and the Records Unit. The Division is tasked with generating investigative presentence reports, managing case assignments throughout the MCPD, and curating probation records across the hard copy and digital spectrums.

The presentence report includes information surrounding the offense, the defendant's criminal history, standardized risk assessments, input from victims and interested parties, and a sentencing recommendation to enable the judicial officer to pronounce well-informed, evidence-based sentencing decisions. It represents a collaborative effort between screeners and officers and provides valuable data, not only for sentencing, but also for future offender supervision and individualized interventions aimed at reducing risk to the community. In FY2018, the Presentence Division completed 13,906 reports and submitted 99.8% of the reports to the Court on time. In addition to the presentence reports, the Division completed 1,597 criminal history only reports.

INFORMATION – ASSESSMENT – INVESTIGATION – RECOMMENDATION

The Presentence Division uses the Offender Screening Tool (OST), a validated risk assessment tool, to determine defendant risk factors and criminogenic needs. This essential information is pertinent to the Court to identify appropriate sentencing options and to the assigned field officer to identify appropriate supervision planning.

The Assessment Center is where the presentence process begins. Screeners conduct an interview with each defendant, whether in or out of custody, after a change of plea or determination of guilt. Screeners gather defendant information and administer the OST assessment during the interview. They compile a comprehensive criminal history and begin the data entry process with defendant and court case information. Screeners work closely with health care navigators and licensed counselors to assist with health care enrollment and substance use and mental health referrals for out of custody defendants. The foundational functions of the presentence process, described above, are conducted by the screener. The detailed investigation and formal preparation of the full presentence report and criminal history is the responsibility of the presentence officer/writer. Finally, the presentence process concludes with assignment to a field officer for supervision for appropriate cases.

As of December 2016, all presentence reports are delivered to Court electronically utilizing the Judicial Branch Integrated Court Information System Next Generation (iCISng). This online report streamlined data

collection, improved efficiency, and allowed for instantaneous transmission of a completed report to the Court and other stakeholders. Supervisors are also able to review reports and provide feedback electronically to officers, as well as track officer performance in a seamless interface. In May 2018, the National Association of Counties (NACo) recognized the advancements of this application and granted the MCAPD a 2018 NACo Achievement Award for its program titled “Using Technology to Improve Process: Automated Presentence Report” in the category of Information Technology.

Beginning in FY2017, the MCAPD began a collaborative relationship with the Maricopa County Family Court Division in support of executing an administrative order authorizing MCAPD to assist in the collection of information regarding child support from defendants in a joint effort to reinforce Family Court's child support collection endeavors. In FY2018, this program implemented automated data sharing between MCAPD and the Maricopa County Clerk of the Court (COC). When a probationer with an active child support order experiences a change in their employment status, the probation officer enters the information into the Adult Probation Enterprise Tracking System (APETS). Updated information is transmitted to the COC on a daily basis. As a result, the amount of child support collected from probationers in Maricopa County increased by 133% in calendar year 2017.



Reentry Services



Prison Reentry Program

- Active End of Year Population: 403
- Average Daily Cost per Probationer: \$17.93
- Annual Program Cost: \$2,776,891
- Authorized Caseload Ratio: 1 to 20
- Drug monitoring results indicate that 78% of Prison Reentry Unit probationers were drug free in FY2018.

The Prison Reentry Units supervise individuals being released from the Department of Corrections (DOC) to a subsequent Standard Probation term. The Program provides needs assessments, planning, and immediate interventions and engagement to ease the transition between prison and probation. Reentry Units quickly engage individuals released from prison to probation upon their return to the community in order to reduce recidivism and the number of initial absconders, thereby increasing neighborhood safety and the efficiency of the criminal justice system. As a result, 2.3% of individuals assigned to the Reentry Units initially absconded during FY2018.

Due to the increasing population, staffing for the Reentry Units has continued to grow and, over this past year, the Program reorganized into three separate units: Reentry Pre-Release, Reentry West, and Reentry East. Post-release supervision is coordinated by 22 probation officers across the three Reentry Units. Staff for the Pre-Release Unit includes seven surveillance officers. Four surveillance officers liaison 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 probationer risk, medical and mental health needs, housing issues, and appropriateness of their release environment. Over this past year, the pre-release officers conducted 1,498 pre-release interviews, averaging 125 interviews each month. In addition to the pre-release officers, two surveillance officers investigate proposed housing situations and contact the family and other sources of support for the probationer to prepare them for release. One surveillance officer also acts 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 specialized Reentry officer so services can be established.

A reduced caseload ratio allows Reentry officers to immediately address the specialized needs of each individual released from prison. The Reentry officers assess and develop case plans for probationers in order to address criminal risk factors, and target interventions to reduce recidivism and absconding rates. Because emphasis is placed on evidence-based practices to drive supervision models, the Reentry Program, in accordance with department-wide initiatives, participated in and adopted several risk reduction techniques over this past year. Reentry officers work to transition probationers to a Standard Probation caseload in 90 days or less, and each probationer has a detailed case plan outlining services implemented and supervision goals. Reentry officers also liaison with the

supervising field officer once the probationer is stabilized, in order to ease the transition to Standard field supervision.

Reentry staff meet with probation and community partners to identify probationers with significant mental health needs earlier in the release process in order to streamline these services. This coordination continues to support the transition of Seriously Mentally Ill (SMI) probationers into the community, as well as earlier transition to a SMI caseload for ongoing supervision. In addition, Reentry supervisors have coordinated with the Domestic Violence (DV) caseload supervisors to establish an identification and transitioning protocol for expedited probationer assignment to a DV caseload, thereby increasing supervision structure of this specialized population and reducing risk to victims. Lastly, the Reentry Program has continued to work with community partners to serve the needs of this population and has participated in events such as Reentry Simulation exercises and a TEDx event held at the Perryville Prison. The Reentry Program remains committed to evolving in an effort to serve the intersecting and dynamic needs of the released probationers and the community as a whole.



Community Reintegration Unit

The Community Reintegration Unit (CRU) supervises individuals who are serving a jail term of 60 days or more as a condition of probation. CRU officers help probationers identify and address barriers in order to foster a smooth transition into the community, and help reduce recidivism by providing transitional planning for high-risk probationers.

CRU coordinates and collaborates with multiple stakeholders to benefit probationers. For example, CRU works closely with the Correctional Health Services' MOSAIC Program, which is an evidence-based program that provides gender-specific substance use treatment to those detained in the Maricopa County jails. In FY2018, CRU initiated the early jail release of 505 MOSAIC graduates. This translates to a savings of 34,046 jail days and a financial savings of \$3,463,159.12 to the County.

The Unit worked with the Maricopa Integrated Health System (MIHS) and other partners on a reentry collaboration called RELINK. RELINK is encompassed within MIHS under a federal grant, and connects 18 to 26 year-old justice-involved individuals to healthcare, including primary care, dental, behavioral health, health literacy, and social services. In FY2018, CRU helped identify and enroll 21 eligible probationers for the RELINK grant. Additionally, CRU continued to partner with the Regional Behavioral Health Authority

(RBHA) and community providers to connect eligible probationers with appropriate behavioral health and/or substance use treatment upon release.

The CRU Intensive Probation Supervision (IPS) officers continued to extend reentry services to the high-risk population they supervise. Residential verification is conducted to confirm suitability, and prosocial support and family orientations are provided to family members. Transition meetings are held between probationers, field officers, and CRU officers to solidify reentry plans and reinforce expectations. The CRU IPS team continued to track outcomes for these various jail-to-community transition efforts. Results continue to support the conclusion that reentry services combined with transition meetings and successful community placements increase the likelihood of success within the first 30 days following release from custody.

The Unit maintains a clear focus on providing transition services which primarily rely on the use of evidence-based, behavioral change curriculums and tools such as *Thinking for a Change* (T4C), *Merging Two Worlds*, and *Carey Guides*. All of the CRU IPS officers are involved in EPICS-II training and several are training to become EPICS-II coaches. EPICS-II is a recidivism reduction program that teaches effective behavioral change techniques to offending populations. Additionally, one CRU officer serves as an Evidence-Based Practices Advocate, and another completed the train-the-trainer program for T4C. These efforts and programs further enhance the ability of CRU to effectively employ evidence-based practices to promote positive behavior change to probationers.

Work Furlough Program

The Work Furlough Program of the MCAPD works with the Maricopa County Sheriff's Office (MCSO), the Courts, Correctional Health Services (CHS), employers, and community providers to offer appropriate Work Furlough participants supervised reintegration into the community through job readiness, job search, and employment. The Work Furlough Program addresses the significant dynamic criminal risk factors related to gaining and maintaining employment by utilizing evidence-based practices. Court orders, MCSO policies, CHS policies, MCAPD policies, staffing requirements, and available funding for community resources combine to dictate Work Furlough policies and procedures, and these items determine the available programming and services that can be provided to eligible participants. Defendants court-ordered to pay child support by Family Court are also eligible to participate in Work Furlough and Work Furlough job search programs. Work Furlough officers also provide guidance to probationers ordered to pay child support regarding the remaining amount due to qualify for release.



During FY2018, Work Furlough officers processed 1,434 participants through Work Furlough orientation. Officers supervised an average daily population of 238; of this number, the average daily working population was 212. The Program also supervised an average of 11 probationers ordered to pay child support each month.

Several changes and updates occurred within the Work Furlough Program in FY2018. The Program has benefitted by adding AmeriCorp volunteers, and staff from the Arizona Attorney General's Office toured the Durango Jail Work Furlough housing location and met with program staff to foster more communication and collaboration. The previously established ConTents housing location of the Work Furlough Program moved from outside tents to inside custody housing at the Durango Jail in October 2017. Collaboration between MCSO, CHS and MCAPD staff allowed for a smooth transition with minimal impact to operations. In light of the national opioid epidemic and several other challenges with the Work Furlough population, MCAPD, MCSO and CHS worked together to develop new screening and eligibility criteria for Work Furlough participants in order to ensure participants are connected to the most appropriate services possible. All Work Furlough officers recently attended a training provided by Sonoran Prevention Works on opioid overdose prevention. Additionally, the Work Furlough Program supervisor has begun monthly participation in a work group involving staff from CHS, MCSO and MCAPD to discuss the challenges and status of the Work Furlough Program and participants.

The Work Furlough Program has continued to foster relationships and cooperate with community partners. In FY2018, the Program continued to collaborate with St. Joseph the Worker and added a partnership with Dress for Success. As a result of the partnerships with St. Joseph the Worker and Dress for Success, computer access, employment referrals, vouchers for work-related items, access to work clothing and shoes, and monthly bus passes are available to participants. Goodwill Industries is also an important community partner, as they provide the resources of a Career Service Center and employ a large number of probationers in the Work Furlough Program. Another integral community partner is Father Matters. Each month, staff from Father Matters conduct a job readiness class for Work Furlough participants. Newly developing partnerships with other community based programs include Fresh Start and Madera Component Systems.



Seriously Mentally Ill Program

- Active End of Year Population: 865
- Average Daily Cost per Probationer: \$6.69
- Annual Program Cost: \$2,067,544
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 74%
- Drug monitoring results indicate that 66% of SMI probationers were drug free in FY2018.

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

Partnering with the RBHA, the SMI Program is able to create a unified goal of success for clients through collaboration and evidence-based practices. In aligning the goals and practices of both agencies, results suggest that probationers with mental disorders have a higher likelihood of completing probation and remaining stable in the community. This collaborative approach allows the probationer to address their behavioral health needs while also working to reduce the criminal risk factors. In order to support this effort, supervisors and probation officers within the SMI Program have facilitated monthly "Justice Series" trainings for case managers and community treatment providers.

These trainings cover a wide range of topics and help case managers and community treatment providers understand the criminal justice system, the goals of the Department, and the unique risks and needs of the justice-involved SMI population. In May 2018, the SMI Program was recognized by the RHBA for their collaboration and contributions in a national award earned by the RHBA for their Forensic Assertive Community Treatment Program.

The SMI officers also have daily interactions with other community stakeholders to ensure the success of the probationer. Whether it is the constant contact with the clinical teams, assisting with release - planning by contacting the MCSO, contacting CHS to check on medication compliance, or reaching out to both the Maricopa County Attorney's Office and the Public Defender's Office regarding an upcoming Mental Health Court date, SMI officers maintain consistent communication with community stakeholders. By utilizing collaborative supervision strategies for each probationer, SMI officers aim to provide stabilization first in order to then focus on risk reduction and positive behavior change.

One of the best resources that the SMI Program has in order to assist with behavior change is the use of a specialized Mental Health Court. This therapeutic and problem-solving court allows for a team of stakeholders to come together and address any problematic behavior, as well as recognize and reinforce positive behavior and progress in a review hearing setting.

SUCCESS STORY

Derrick had been in trouble since he was a minor. While serving time in the Juvenile Department of Corrections, he assaulted staff, resulting in his first adult charge. Derrick was placed on probation; he experienced problems, and within 16 months, rejected probation and went to prison. In 2013, he committed a serious new offense and subsequently received a five-year probation grant. Derrick had previously been diagnosed with a mental illness and was eligible for case management services.

MCAPD assigned him to a specialized probation officer in the SMI Unit and Derrick had access to the Mental Health Court. Derrick worked diligently to prove he could be successful. When he felt dissatisfied with the services from his clinic, he took it upon himself to change to another one. Derrick completed peer support training and showed an interest in helping others. He volunteered at two non-profit agencies. Along the way, he developed a group of associates that were truly interested in seeing him succeed. Derrick secured employment and was able to advocate for himself in the Mental Health Court.

Impressed with the changes he had made, the Mental Health Court Commissioner granted an early termination of probation in spring 2018. Derrick still wants to help others and would like to seek volunteer opportunities with MCAPD.

-Story submitted by Probation Officer

Garfield Probation Center

The Garfield Probation Center is unlike any other building in the Department. Not only is it situated in the heart of a historic downtown neighborhood, but a primary objective of the facility is to provide male probationers with temporary, emergency housing in a safe and drug free environment within a 26-bed residential facility. Residents are expected to obtain employment, save money, and work towards living a stable life while focusing on treatment and prosocial activities.

In FY2018, 162 men resided at Garfield in this program that is staffed 24 hours a day. Residents are provided with food from St. Mary's Food Bank, as well as one hot meal every day of the year from St. Vincent de Paul. They often come in with only the clothing on their back and are able to select clothing and shoes from a closet of donated items. While living at Garfield, responsibility is a focus; men learn and practice respectful conflict management, must follow a set of rules, and are required to contribute to the program by doing chores. The surveillance officers and program manager supervising the program are extremely caring individuals dedicated to risk reduction and teaching life skills. Many individuals leave Garfield with hope for the future and the confidence to succeed through adversity.

“ The Garfield House has given me time to utilize my self-worth in finding myself, realizing that more, as each day goes by.

-Garfield Resident

In collaboration with the MCAPD Community Restitution Program, Garfield surveillance officers supervise crews of probationers performing community restitution work. Throughout the year, individuals reported to a work crew a total of 2,199 times and probationers were given credit for 19,827 hours of community restitution. Not only were the work crews responsible for weekday cleaning of the probation building, they also participated in the set-up and clean-up of numerous events including: the Grant Park event, Garfield Elementary Annual Fair, Irish Cultural Fair, McDowell Street Project, Annual Coronado Neighborhood Home Tour, Garfield Community Tree Planting, Garfield Turkey Feast, monthly Fire and Water Church events, First Friday events, and St. Vincent de Paul weekly projects. Community restitution crews also assisted Garfield neighborhood residents with yard and alley clear-outs.

MCAPD has partnered with the Restorative Justice Resources Council for over 16 years overseeing the Housing Rehab Program. The program coordinator directs community restitution work crews in completing extensive renovations for non-profit agencies in our communities. These projects included work for the following agencies: Hunkapi Programs, Gibson Lane Probation building, Irish Cultural Center, Sacred Heart Church, Garfield Probation

building, and Garfield Community Garden. At the end of the fiscal year, a large painting project began at Central Arizona Shelter Services; their Chief Executive Officer stated the facility was “in desperate need” and it appears work will continue for quite some time at the shelter.

Additionally, the Garfield Probation Center hosts an annual Turkey Feast, held on the Thursday before Thanksgiving. During the FY2018 event, 259 meals were served to adults, as well as 327 meals served to children. Each child received candy from Mrs. Claus and was able to visit with and receive a gift bag from Santa. Gifts included toys, games, stuffed animals, and books, which were donated by MCAPD employees. Music was played and children were able to get their faces painted. Several organizations were in attendance to offer resources to the community.



Pictured is the Garfield Probation Center and Community Garden.



Adult Education Program

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

The Education Program provides free General Equivalency Diploma (GED) preparation, adult basic education, and English for Speakers of Other Languages (ESOL) classes year-round in central Phoenix, Mesa, and Glendale. Although the GED preparation and ESOL classes are located in MCAPD buildings, these classes are open and offered to all community members, not just those involved in the criminal justice system. Therefore, the Education Program increases access to high-quality educational services for all those in need, regardless of criminal justice involvement. Each Education

Program center has a fully equipped Internet computer lab which students may use for online learning, job searching, resume building, and developing computer and Internet skills. In order to ensure students have basic computer literacy skills needed in a modern job market and educational system, the Program provides access to an online learning program called Odysseyware. Odysseyware allows students to study online at home, at a public library, or in the computer lab at the Program centers.

MCAPD recognizes the value of education in rehabilitation efforts for probationers and their families. Therefore, the Department supports the Education Program by providing staff, classroom resources, technology and physical locations for classes. The Program also competes for and receives Workforce Innovation and Opportunities Act (WIOA) federal funding through the Arizona Department of Education. These funds are used in partnership with Arizona@Work (which is co-located in Education Program centers) to connect education training to workforce and/or college and career training.

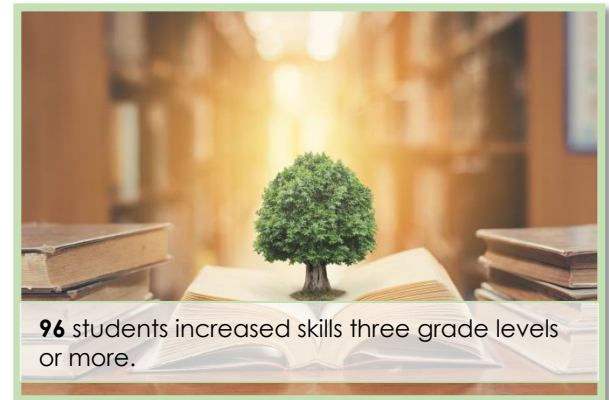
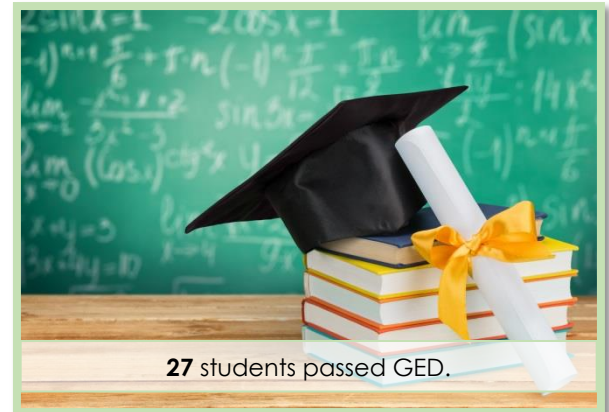


The Program's Arizona@Work partner is a special team created to support and work specifically with probationers to find career and job opportunities through the Smart Justice Program. The Smart Justice Program, under the Maricopa County Human Services Department, travels between the Education Program centers to provide employment assistance for probationers,

including training opportunities, paid internships and apprenticeships, interview and resume help, financial assistance, and job placement. Additionally, the Smart Justice Program addresses specific obstacles that probationers face when job searching. In FY2018, the collaboration between MCAPD and the Smart Justice Program completed its third year.

For pretrial defendants and probationers who are struggling to find jobs, the Education Program also provides intensive Job Skills classes at its Phoenix location. These classes are 10 hours long over two consecutive days, and the classes address 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. The Job Skills classes have a high success rate: 83% of those who completed the class gained employment. When these individuals find jobs, they are less likely to recidivate and more likely to complete the term of their supervision.

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



Programs



Drug Court

- Active End of Year Population: 601
- Average Daily Cost per Probationer: \$11.96
- Annual Program Cost: \$2,683,511
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 48%
- Drug monitoring results indicate that 30% of Drug Court probationers were drug free in FY2018.

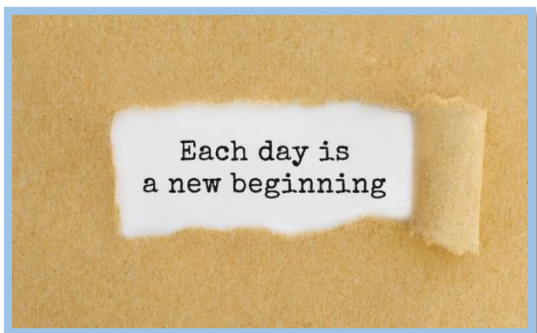
The Maricopa County Adult Drug Court has been in operation since 1992 and strives to follow the National Drug Court model. The cognitive behavioral-based program requires substance use counseling and drug use monitoring for probationers convicted of drug-related offenses or offenses motivated by their drug use and who are diagnosed with a moderate to severe substance use disorder via a licensed clinician's assessment. Participants progress through *paths* based on their compliance in the Program, which is monitored regularly by the Drug Court team. The team consists of the judicial officer, public defender, probation officer, and counselor. The level of substance use disorder treatment is determined by licensed counselors. Because probationers can be in various stages of change and have varied needs, many resources are often used to obtain the best results for each probationer. These can include individual counseling sessions, *Decision Points* and/or *Thinking for a Change* sessions, peer support, and medication assisted treatment (MAT), most of which are offered in-house by the MCAPD.

During FY2018, the Drug Court Unit entered into a pilot project partnership with Health Current, which operates Arizona's statewide Health Information Exchange (HIE), to provide probation officers with access to electronic health records for the probationers they supervise. Feedback from the probation officers who participated in the pilot was that having access to the HIE portal allowed them to make faster and better-informed supervision decisions. Although the pilot project ended in December 2017, its success bodes well for future expansion and permanency of the partnership with Health Current. Drug Court Unit is now utilizing skills learned in "Achieving Risk Reduction Through Effective Staff Interactions" and participating in refresher "Learning Teams" to further improve their outcomes in assisting the probationers they supervise in achieving long-term, positive behavioral changes. The Unit is continuing to support the recent implementation of tobacco cessation resources in the Drug Court substance use disorder treatment groups as part of the five-year Maricopa County Justice-Involved Tobacco Cessation Project with the University of Colorado Behavioral Health and Wellness Program.

In addition to incorporating tobacco cessation into their new updated curricula, the counseling component of the Drug Court Program completed a clinical overhaul in preparation for becoming an Arizona Health Care Cost Containment System (AHCCCS)/ Medicaid biller: the counselors were trained to administer the American Society of Addiction Medicine (ASAM) assessment to all of their clients; the MCAPD entered into a contract with the Regional Behavioral Health Authority to provide clinical services; and MCAPD staff developed the new

clinical forms that will now be built into the Electronic Health Record. The Drug Court clinical staff, support staff, and probation officers recently adopted an electronic intake appointment scheduling and reminder system in which appointments can be scheduled, changed, or cancelled via a shared Outlook scheduler, and reminder phone calls are made in advance of each appointment, all with the goal of decreasing scheduling delays and increasing probationer engagement.

The Program continues to focus on providing resources for the Drug Court probationers, most of whom encounter challenges and barriers. High-risk/high-need participants continue to be referred to peer support specialists to provide transportation, on-going individualized support, and linkage to community resources. Additionally, many of the participants in the Drug Court Program who have been assessed by the clinical staff as needing a higher level of substance use disorder treatment do not take full advantage of residential treatment in the community. Drug Court staff continue to work with the Reach Out Program for the early releases of those in custody directly to residential treatment. With the use of the ASAM during the intake process, intake counselors are able to make referrals for residential treatment and start the probationer with the indicated level of care.



DUI Court

- Active End of Year Population: 132
- Average Daily Cost per Probationer: \$14.19
- Annual Program Cost: \$733,224
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 93%
- Drug monitoring results indicate that 43% of DUI Court probationers were drug free in FY2018.

Some may consider DUI Court as a therapeutic court program; yet, it is also an accountability court. DUI offenders rarely see themselves as an offender or the harm caused to others and to the community, especially if there was no accident and "no one was hurt." Addressing thinking and cognitive distortions are a major part of DUI Court, as participants must reconcile their beliefs about driving and perceived "loss of personal freedom," in addition to substance use disorder. The monitoring of DUI Court participants demands coordination and communication between probation and surveillance officers. Surveillance officers conduct frequent testing in the community, and observe participants for, or respond to reports about, indications the participant is driving. Research shows that DUI Courts are effective in holding DUI offenders accountable for their actions, effecting behavioral change that ends DUI recidivism, stopping the abuse of alcohol, and protecting the safety of the public.

DUI Court officers have been using the Impaired Driving Assessment (IDA) on all new DUI Court

participants since January 2018. The IDA was developed through a partnership between the American Probation and Parole Association and the National Highway Traffic and Safety Administration. It screens for risk to reoffend, especially as it relates to driving impaired, and may eventually assist in determining effective community supervision strategies. The IDA accomplishes this by assessing the probationer's responsivity to intervention efforts and considers the probationer's driving behaviors relative to their impact on traffic and public safety. DUI Court staff are presently gathering data and the implementation of the IDA remains an on-going process.

Identification of the target population for DUI Court continues to evolve as research emerges. The research summarized in *Painting the Current Picture: A National Report on Drug Courts and Other Problem-Solving Courts in the United States* identifies several key behaviors to guide identification of the appropriate population rather than basing decisions solely on traditional risk assessment tools. As DUI Court increases the use of the IDA, DUI Court candidates will be more effectively identified. Identifying the correct target population is the first guiding principle of the *Guiding Principles of DWI Court* by the National Center for DWI Courts. Eventually, the goal is to incorporate the use of a stacked assessment, such as the IDA, to better identify the target population.

Veterans Unit

- Active End of Year Population: 301
- Average Daily Cost per Probationer: \$5.63
- Annual Program Cost: \$598,662
- Authorized Caseload Ratio: 1 to 60
- Success Rate: 87%
- Drug monitoring results indicate that 57% of veterans were drug free in FY2018.

The Veterans Unit supervises medium- and high-risk veterans sentenced to Standard Probation with a focus on the special characteristics and needs of veterans. Probation officers assist veterans with access to the Department of Veterans Affairs (VA) for eligibility determination and facilitate veterans' enrollment and participation in relevant services through the VA or other community providers.

Veterans may participate in the Veterans Court, a problem-solving court that provides additional resources to help veterans complete probation successfully. The Veterans Court team creates and supervises treatment plans to address the underlying causes of the veteran's behavior and/or substance use issues. Issues commonly addressed include: post-traumatic stress disorder, traumatic brain injury, military sexual trauma, anger issues, domestic violence, and substance abuse.

By focusing on the root problems that contribute to involvement with the criminal justice system and providing specific rehabilitation programs, Veterans Court provides an opportunity for

veterans to return to the community in a more advantageous and beneficial manner.

The Veterans Court Alumni Association (VCAA) was awarded a grant from the Arizona Department of Veterans Services that enabled current and past veteran probationers to enjoy various prosocial activities throughout the year. On two occasions, Veterans Court, VCAA, and Drug Court collaborated to host a softball game for veterans, their families, and others offering positive support. Between both events, there were over 140 attendees. The attendees played softball, listened to music, socialized in a positive environment, and enjoyed the food that was served. At the October event, information and free promotional merchandise was available for the veterans from Veterans Court and Stand Together and Recovery Center (S.T.A.R.). S.T.A.R. is a peer recovery agency for behavioral health recipients in Arizona that recently started accepting veterans. At the December event, kids participated in a scavenger hunt, colored Christmas drawings, and played games. Ebony House was present for their outreach efforts, which included free HIV testing, and they gave out \$10 incentive cards to participants who tested. Information and promotional merchandise was available for the veterans, and gift baskets were raffled.

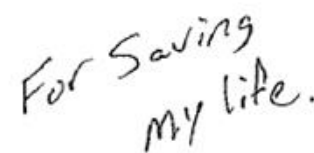
Through a partnership with the Creating Art, Nurturing Vision, Achieving Success (CANVAS) Program, the veterans were able to participate in the First Friday event hosted by People Service Action (PSA) Art Awakenings in downtown Phoenix. PSA Art Awakenings promotes hope, recovery, diversity, and wellness through an innovative and strengths-based treatment

program. It is a peer-driven program, with staff working collaboratively with artists on their journey to recovery. Six veterans were able to have their creative art pieces displayed in an art gallery for the weekend. In addition, some of the art work created by veterans was entered into the art competition at the 2018 Arizona Association of Drug Court Professionals Problem Solving Court Conference.

Note received by a Veterans Unit probation officer from a probationer being supervised.



Thank
You



For Saving
My Life.

Youthful Offender Unit

- Active End of Year Population: 209
- Average Daily Cost per Probationer: \$8.50
- Annual Program Cost: \$642,503
- Authorized Caseload Ratio: 1 to 40
- Success Rate: 46%
- Drug monitoring results indicate that 43% of youthful probationers were drug free in FY2018.

The Youthful Offender Unit is a specialized unit working with both juveniles and young adults who have been placed on adult probation. Probationers supervised in this Unit can take advantage of the services offered up to the age of 21. One of the benefits of being placed on this caseload is an opportunity to take part in the Juvenile Transferred Offender Program (JTOP) Court Program. This Program has dedicated judges, attorneys, probation officers, and a clinical coordinator. The team works together to determine appropriate consequences for poor decisions made by the participants, and to share

resources and information for programming that may help lead to success and graduation from the Program. The Court Program consists of three phases leading up to graduation. For positive behaviors and phase promotions, the participants get recognized by the Court, receive gift incentives for their progress, and when they graduate, can have jail time deleted by the Judge, or possibly earn an early termination from probation.

This year has been a year of change and transition for the JTOP Court team. A second judicial officer was added to the Program providing two Courts to serve the JTOP Court participants. This change allowed the participants more face time in Court to address their strengths and barriers. This change also provided the opportunity for knowledgeable judicial coverage when either judicial officer is not available. Other changes included a new judge, probation supervisor, probation officers, clinical coordinator, and of course, many participants. These changes should bring new ideas to the Program's success.



JTOP Graduation

As not all probationers supervised by the Youthful Offender Unit are ready for positive behavior change, strategies are in place to hold probationers accountable for their actions. In the JTOP Court, essays, community restitution, and short jail terms are often imposed to discourage negative behaviors. A smaller caseload size is offered to the probation officers to allow a quicker response to these negative behaviors. The caseload size allows officers not only time to work with the Court team, but also to follow up on concerns from the community and victims, while also acting quickly when negative behaviors are escalating.

While not all probationers supervised by this specialized unit qualify for JTOP Court, all youthful offender probationers have resources available. One of the barriers that many probationers face is the cost of drug testing. Because of the age of the youthful offenders, this could be even more difficult; therefore, these probationers are not required to pay for the drug testing. Transportation can be an issue, especially for those too young to obtain a driver's license. Bus passes are often provided when the probationer presents transportation as a barrier to their success. Another challenge can be getting health insurance set up and navigating the treatment referral system. The Youthful Offender Unit has a clinical coordinator on staff to assist probationers in checking their AHCCCS status or even enrolling in AHCCCS, along with counseling services and referrals.

Reach Out Program

The MCAPD Reach Out Program receives referrals from the Court regarding probationers who have been identified with substance use needs and qualify for early release from incarceration into residential substance use treatment. Reach Out conducts clinical assessments with these probationers to determine medical necessity for treatment. Reach Out assessments are conducted by licensed counselors who go into the jail, conduct assessments, make appropriate treatment recommendations, and complete AHCCCS applications. The focus for Reach Out during FY2018 has been process improvement in addition to forming and strengthening relationships in an effort to allow more probationers the chance of treatment and positive behavior change. Reach Out placed 930 probationers into residential substance use treatment last year, representing 26,918 jail days saved.

Over the last year, Reach Out strengthened its partnership with Keogh Health Connection, which has resulted in AHCCCS benefits being activated within 24 hours of jail release. Reach Out continues to partner with Maricopa County Correctional Health Services for a smooth transition into the community for probationers. Progress has been made to ensure that probationers leave the jail with needed medications and medical equipment. Reach Out is now sharing assessment results with other

MCAPD Programs and partner agencies to lessen duplicate efforts, increase appropriate treatment services, and improve communication. Reach Out has also established new relationships with Maricopa County treatment providers who only accept private insurance in order to place probationers who have this coverage.

While Reach Out has been challenged by lack of residential placements for women, a community provider recently opened a 102-bed facility for women. It is hoped this resource will assist in meeting this need. Over the last year, misconceptions regarding treatment length have presented challenges for this Program. Residential treatment length is determined by the treatment provider based upon ongoing assessment. Efforts have been made to educate probationers and others in order to increase their buy-in and engagement.

“ Transitions are difficult, and transitioning from incarceration back into society, for a population that generally has few resources in healthy family, friends, education, or housing, it is even more difficult. Being released from jail or detox in the early hours of the morning do not place them on a path that is helpful as the only places open at that time are the dealers. Asking them to change a habit of not going straight back to that lifestyle without support, safety, and structure proves overwhelming to many of them. This program allows this population to have a new option, hope, and support immediately.

-Reach Out Counselor

Thinking for a Change

Thinking for a Change (T4C) is a 25-session evidence-based program for medium-high and high-risk probationers that teaches participants how to take control of their behavior by taking control of their thinking. The program has three major components: social skills, cognitive self-change, and problem solving.

The Second Chance Act Smart Supervision grant from the Federal Bureau of Justice Assistance ended in September 2017 and all grant goals and objectives were met or exceeded (see feature article, on page 21 for more grant information and results).

T4C continued to grow and expand in FY2018 with 61 new T4C groups starting at MCAPD offices and community partner locations throughout the county. Of the 1,254 probationers who started T4C, 439 graduated and 14 groups with 121 participants were still in progress at the end of the fiscal year. Both Terros Health and Empact – La Frontera expanded their T4C programs, with each adding an additional location, and Southwest Behavioral Health's Buckeye facility held their first T4C classes. A facilitator certification class was provided and 25 staff from a variety of agencies completed the training. Two MCAPD T4C facilitators completed the National Institute of Corrections' T4C Training for Trainers Program for a total of five MCAPD staff now able to conduct the T4C facilitator certification course. The results of the T4C surveys previously distributed to MCAPD staff, T4C

facilitators, and community partners were positive and showed great support for and belief in the program. Staff continue to refer an average of 154 probationers to the program each month.

In October 2017, 36 staff from various county agencies were trained as *Decision Points* (DP) facilitators. DP is an open-ended, self-paced cognitive program designed for high-risk adults and juveniles in contact with the justice system. DP targets anti-social thoughts and skill deficits through an interactive behavioral approach, equipping participants with alternative ways to examine their thinking and the actions that lead them into trouble. DP teaches participants about the trouble cycle and skills necessary to lead them away from trouble. DP is being offered as a pre-engagement program for participants waiting to get into T4C (as well as T4C aftercare) and has thus far been beneficial for those who have attended. DP is still in the implementation phase and is currently being offered at five probation offices throughout Maricopa County.



Do you think T4C class is helpful?

“ Yes, it provides new and different ways of thinking.

Yes, it just works.

The class helped me gain the skills that help me to communicate better with others and build stronger and healthier relationships.

The class teaches you real life skills and anyone could benefit from taking the class, not just people on probation.

-Responses from T4C class participants

Regional Field Operations



Standard Probation

- Active End of Year Population: 25,072
- Success Rate: 77%
- Victim Restitution Paid: \$9,671,284
- Community Restitution Hours Completed by Standard Probationers: 335,487

Standard Probation Excluding Specialized Supervision

- Active End of Year Population: 15,334
- Average Daily Cost per Probationer: \$5.19
- Annual Program Cost: \$28,261,588
- Authorized Caseload Ratio: 1 to 60
- Drug monitoring results indicate that 69% of Standard probationers were drug free in FY2018.

Standard Probation Supervision comprises the majority of probationers sentenced directly to supervised probation. At the end of FY2018, there were a total of 25,072 probationers sentenced to Standard Probation. This section of the Annual Report includes 15,334 probationers who were sentenced to Standard Probation but not assigned to specialized units (Sex Offender, Domestic Violence, Transferred Youth, 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.

In striving to enhance the safety and well-being of our neighborhoods, the Department focuses on using strategies that research has

demonstrated are the most effective at reducing recidivism. Key elements of supervision include conducting ongoing assessments of the probationer's risk and needs and engaging the probationer in developing a case plan targeting appropriate risk factors. The Department continuously offers trainings related to evidenced-based practices including Risk Reduction Training. Most Standard officers have completed the Risk Reduction Training, which provides them additional skills and tools in order to focus their attention on the higher-risk population and provide more opportunity for probationers to change their behavior.

Conversations with probationers are now targeted to define what drives a probationer's criminal behaviors. Tools are utilized by officers, such as Brief Intervention Tools (BITS), Carey Guides, and referrals to *Thinking for a Change*, to assist probationers in understanding their impulses. Officers are offering job opportunities through the Smart Justice Program, allowing probationers to learn skills and find permanent jobs. All of these efforts assist in probationers turning their lives around. The continuous learning environment and focus on proven supervision strategies have shown to be effective and meaningful to the lives of those under supervision and the betterment of the community.

“ Change the way you look at things and the things you look at change.

-Dr. Wayne W. Dyer, Self-help author

That statement goes a long way to explain the philosophy of Risk Reduction and the way Standard Probation officers are now approaching their jobs.

SUCCESS STORY

Amy has had a rollercoaster of a ride while on probation. Amy was placed on probation for a dangerous drug possession/use charge in 2016. Initially while on probation, Amy was unemployed, showed no desire to be on probation, relied on her family member's disability checks for financial security, and admittedly used methamphetamine. During the probationer's first few months, she began to recognize the areas of improvement she needed to make in her life in order to be successful. She completed the ALPHA Program, *Thinking for a Change*, and SAGE Counseling. Amy also obtained two part time jobs. At this point in time, life was looking like a turnaround for Amy. Around October 2017, Amy started to test positive for methamphetamine again and missed a few tests. She opened up that she was struggling with her family member attempting to commit suicide and resorted to the drug for comfort. Recognizing the probationer's addiction and need, she was directed to residential treatment, ultimately being unqualified for a detox facility, she was placed into an outpatient program so she would be able to continue with her employment. To this day, Amy has had consistent negative tests for drugs since January 2018, received better full-time employment, and resides with a friend so she is able to pay her fines and fees. Amy is headed towards an early termination! At each visit Amy has shown an improvement of attitude and now appreciates what probation has been able to provide for her in her times of need.

-Story submitted by Probation Officer

SUCCESS STORY

Because Kayla had white collar conditions she was regularly being rejected from employers. The probation officer worked with the probationer and convinced her to interview for the St. Mary's Food Bank Community Kitchen Program. The Program is several weeks long and is unpaid, but the probationer agreed to interview and was accepted. The probation officer and probationer communicated regularly regarding the pros and cons of the Program, including how the Program assisted in the probationer's long term goals. The probationer successfully graduated from the St. Mary's Food Bank Community Kitchen and was immediately hired for a position in a trendy neighborhood restaurant. She has maintained her employment and pays 10% of her gross monthly income to her fines and fees.

-Story submitted by Probation Officer



Intensive Probation Supervision

- Active End of Year Population: 1,111
- Average Daily Cost per Probationer: \$21.82
- Annual Program Cost: \$9,704,653
- Authorized Caseload Ratio: 1 to 15
- Success Rate: 48%
- Drug monitoring results indicate that 58% of Intensive probationers were drug free in FY2018.
- Victim Restitution Paid: \$70,474
- Community Restitution Hours Completed by Intensive Probationers: 44,838

The Intensive Probation Supervision Program (IPS) is a sentencing option intended for probationers assessed as high risk in accordance with the Offender Screening Tool (OST) and Field Re-Assessment Offender Screening Tool (FROST). Once deemed appropriate for IPS, a team of officers work closely with the probationer, community partnerships, 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.

The IPS Program is based on a multi-step, progressive level system, which encompasses rewards based on completing monthly community restitution, securing employment, maintaining employment, reporting as directed, addressing case plan goals, and maintaining a weekly schedule. Once the probationer has

shown progress in these areas, a gradual reduction in supervision level is requested through the Court. Ultimately, the goal is for the probationer to receive reduced supervision on Standard Probation and eventually be off probation altogether, utilizing the tools obtained while on IPS and never returning back into the criminal justice system. IPS offers probationers an opportunity to work closely with their officer to address areas of concern within their case plan and offers support and structure while targeting their most significant needs. These areas are addressed in the probationer's case plan and utilize evidence-based practices tools, such as *Carey Guides* and *Effective Practices In Correctional Settings-II* (EPICS-II) to create rapport, facilitate relationship based supervision, and target thought productive responses for meaningful conversations with their officer, which will facilitate positive behavioral change. The IPS Program continues to work closely with employment and education services to enhance employment and scholastic opportunities. In addition, IPS partners with collateral contacts such as family, employment, and treatment to work as a team and assist the probationer with success in the community.



Probation Officer Areli Montane during an office visit with probationer using the Cognitive Model tool.

In the past year, IPS has undergone several changes, the most notable being IPS screenings are no longer conducted by IPS supervisors. It was determined all high-risk probationers who are not assessed as 100% in mental health or health would be appropriate for IPS. This has reduced the number of probationers being placed on IPS and targeted the cases with the greatest need for the enhanced level of supervision. In addition, all IPS officers and supervisors have attended Risk Reduction Training and continuing education in the form of monthly EPICS-II booster sessions to increase the likelihood officers utilize these tools in support of evidence-based practices and risk reduction.

IPS continues to adapt as a program utilizing the most up-to-date and innovative resources to enhance community supervision while targeting the highest risk population. Community partnerships, along with meaningful interactions, produce risk reduction efforts to target criminogenic needs to ensure community safety at all levels of supervision.



“

My main goal right now, is to stay out of jail. Like, so I can be a part of my kids' lives, regardless of what that looks like. And because she didn't arrest me, I did the thinking tool that she's started to push on me, and I implemented it. And I didn't run because of it.

I've done several of activities my probation officer assigned me to do, and I've actually caught myself in the middle of implementing it. So, I know that it's working. The thoughts that come into my head are different.

-Probationer

“

I hope she feels that I do have her best interest in mind. And that I'm not here to lock her up and throw away the key. And as long as she's willing to work on herself, I'm willing to work with her too.

Addiction is difficult to deal with. If you lock them away, they may be sober for the amount of time they're locked away. But as soon as they get out, they come right back to where they are. Now I try and find a good balance between holding them accountable but also understanding that we're all human beings.

-Probation Officer

Sex Offender Program

- Active End of Year Population: 2,579
- Average Daily Cost per Probationer: \$8.78
- Annual Program Cost: \$8,202,163
- Authorized Caseload Ratio: 2 to 60
- Drug monitoring results indicate that 90% of sex offender probationers were drug free in FY2018.

The purpose of this specialized program is to provide enhanced management of sex offenders utilizing evidence-based practices to manage risk, prevent further victimization, and to enhance community safety. The Sex Offender Division uses a Dynamic Containment Model that focuses on collaboration, sex offender treatment and assessments, and increased supervision strategies. The goal of the program is community protection, while assisting probationers in making positive behavioral changes in their lives to prevent further victimization and reduce recidivism.

Sex Offender probation and surveillance officers are provided with ongoing specialized training and work closely with contracted treatment providers, the community, and law enforcement. Officers assess risk and needs, create individualized case plans, seek community support, and utilize evidence-based interventions to promote positive behavioral changes to increase community safety. All probationers with specialized sex offender conditions are evaluated for sex offender treatment, assessments, and testing services that are consistent with evidence-based practices as

recognized by the Association for the Treatment of Sex Offenders' (ATSA) Code of Ethics, Guidelines, and Standards.

Within the Program, officers supervise sex offenders who were granted Standard and Intensive Probation, as well as those who are youthful, seriously mentally ill, and those who have been court-ordered to wear a Global Positioning System (GPS) bracelet. In addition, within the Program there is a Reentry team that provides support to those reentering the community having served a period of incarceration. These officers are able to assist with reentry planning prior to release to better prepare the probationers for the challenges they may face when transitioning back into the community.



The work on the Sex Offender Intervention and Progress Scale (SOTIPS) grant, which was awarded to the M CAPD by the Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking (SMART) Office on October 1, 2012, came to an end this past year. The study revealed positive results and indicated SOTIPS is a useful tool in monitoring dynamic changes and can assist officers and therapists

with decision making regarding supervision, treatment intensity and termination, and in measuring risk factors that predict sexual offending and other behaviors. SOTIPS, along with other sex offender assessments, assist officers with developing specific case plan strategies to promote positive behavioral changes to address risk and needs, while enhancing community safety and preventing future victimization.

Domestic Violence Program

- Active End of Year Population: 955
- Average Daily Cost per Probationer: \$6.63
- Annual Program Cost: \$2,317,617
- Authorized Caseload Ratio: 2 to 60
- Success Rate: 55%
- Drug monitoring results indicate that 68% of DV probationers were drug free in FY2018.

The MCAPD has a specialized Domestic Violence (DV) Program that uses a team supervision approach. DV teams consist of a probation officer and a surveillance officer. The officers have received specialized training in the dynamics and characteristics of interpersonal violence 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 the increased safety of victims as well as community safety.



In the last several years, the DV Program has seen significant growth in the population that requires supervision on a DV caseload. This has led to growth internally as new DV teams have been brought to the Program. Traditionally, the DV Program has consisted of two units, East and West. With the continued growth the Program has experienced, the need for a third unit became evident, and in June 2018, a Central DV Unit was formed. As the DV Program has grown, community partners have also experienced growth and expanded their programming. For example, Chrysalis, the non-profit organization focused on breaking the cycle of domestic abuse, has grown their Court Victim Advocacy team from three members to six total members. This team works in collaboration with the MCAPD DV Program to provide outreach, advocacy, crisis intervention services, and follow-up to the victims of the probationers being supervised under the DV Program.

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 community partners as well, which has created greater opportunities for providing tools and resources to victims. Treatment providers have implemented reunification groups, which provide treatment services specifically for the victims of domestic abuse and their partners, ensuring both parties have tools to facilitate a reunification should they choose this process. Additional programming includes a mediation service that edits the electronic communications sent from abusers prior to them being received by the victim. This helps teach probationers proper communication by providing them feedback on the way they communicate and shows them what healthy communication looks like.

In addition to the treatment and service providers, the State, as well as local law enforcement, has made efforts to push victim safety to the forefront of the conversation. Implementation of electronic orders of protection will allow a faster and easier process for victims to have orders served on their abusers. Many local law enforcement agencies utilize the Lethality Assessment Program (LAP) when responding to calls of service. LAP is an assessment instrument that helps law enforcement officers identify victims of domestic violence who are at a high risk of being seriously injured or killed by their abuser. This assessment is now beginning to be included with the other documents submitted to the Initial Appearance Court in order to allow judicial officers to set appropriate bond status given the potential threat to the victim.



Every October, the DV Program promotes Domestic Violence Awareness Month. This is an opportunity to raise awareness to those outside of the Program and to inform them of new programs, outreach efforts, services, and studies. This past year, the Department provided community outreach to local DV shelters by collecting donations for infants/children housed at these facilities and DV Unit members volunteered at the Chrysalis Gala, which is Chrysalis' annual fundraiser. In April 2018 during National Crime Victims' Rights Week, 48 individuals, including several DV Program officers, received a Certificate of Appreciation for working with, or doing work on behalf of, victims of crime. The individuals were recognized by the Department for conduct that exemplifies professionalism, dedication, willingness to help others, often times going beyond and above what is required to assist a victim, and their commitment in working toward a safer community.



Fugitive Apprehension Unit

The MCAPD's Fugitive Apprehension Unit (FAU) continues to excel in the areas of successful apprehension of probation absconders and doing so in a safe and professional manner. Given the high volume of warrants sent to FAU for location and apprehension, the Unit has demonstrated efficiency in processing the warrant files quickly, with officers following up on all leads and working diligently to bring those individuals back before the Court. No FAU officers were seriously injured during FY2018, which is a testament to the continued training and focus on safe practices.

For FY2018, FAU received 10,603 warrants for location and apprehension. Of these, 7,007 were from Standard Probation Supervision, 1,171 were from IPS, 282 were from Unsupervised Probation, and 2,143 represented pretrial warrants issued by the Court. On average, there are approximately 884 warrants assigned to the FAU on a monthly basis. Field supervision warrants (Standard, IPS, and Unsupervised) averaged 705 per month, while Pretrial averaged 179 per month.

FAU field officers are primarily responsible for tracking down and apprehending 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 in locating and coordinating the arrest of those persons, known as a direct arrest. For FY2018, FAU officers completed a total of 2,144 direct arrests.

Additionally, FAU officers often provide information to various police departments statewide and across the nation, leading to the location and arrest of fugitives locally or in another jurisdiction. These indirect arrests resulted in clearing 1,137 warrants in FY2018. The FAU also works to administratively clear other warrants and purge or quash warrants that are no longer active, which resulted in 410 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 4,983 field warrants being cleared and 1,305 pretrial warrants being removed from the roster.

At the beginning of FY2018, FAU consisted of two units. Essentially the two units split Maricopa County in half geographically, creating two very large areas of coverage for both units. Each unit was supervised by one supervisor, who managed 13 to 14 staff. With the focus of continuing to improve efficiency while maintaining focus on officer/community safety, the FAU expanded to three units in April 2018, which created more manageable geographic areas. The supervisors have more time to directly work with officers and interact with officers and law enforcement in the community. In addition, one focus of the new supervisor was to primarily focus on the FAU Safety Training Program, by allowing the new supervisor to work with a reduced number of direct reports and spend nearly half of his time coordinating training, ensuring all staff are up to date on safety training requirements, and developing new training to enhance officer skills. The FAU hopes to see the results of the growth unit by improved efficiency and a continuation of the FAU's already impeccable safety record.

Compliance Monitoring



Minimum Assessed Risk Supervision

- Active End of Year Population: 2,012
- Average Daily Cost per Probationer: \$1.71
- Annual Program Cost: \$1,399,528
- Authorized Caseload Ratio: 2 to 350
- Success Rate: 99%
- Drug monitoring results indicate that 86% of MARS probationers were drug free in FY2018.

The Minimum Assessed Risk Supervision (MARS) Units are Standard field units supervising 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 prior to acceptance. Some cases are assigned to MARS after initial sentencing by the Assignments Unit. These caseloads are supervised by a team consisting of one probation officer and one case administrator.

Utilizing evidence-based practices, these probationers are not over-supervised and the overall results have been very positive. The number of probationers convicted of new felonies is 1.3%. The MARS Units are committed to building rapport and maintaining good communication with probationers, assisting them in achieving successful completion of probation, and utilizing graduated responses. The Units routinely submit earned time credit orders of discharge and early terminations to the Court.

This Program has been very successful as indicated by the high success rate. The number of probationers transferred to MARS continues to increase, allowing traditional Standard field officers to focus on higher-risk clients.

Unsupervised Probation

- Active End of Year Population: 2,792
- Average Daily Cost per Probationer: \$1.42
- Annual Program Cost: \$1,563,700
- Authorized Caseload Ratio: 2 to 500
- Success Rate: 99%

Unsupervised Probation is the lowest level of probation offered by the Court. It is meant for low to medium-low risk offenders, who typically do not have supervision needs. An eight-hour drug education class is sometimes ordered as a condition of Unsupervised Probation. Placement on Unsupervised Probation typically occurs at the initial sentencing, however, it can also be ordered at reinstatement or modification from the field as a result of a denied early termination. Once on Unsupervised Probation, probationers are only required to report once in person to sign a review and acknowledgement and receive the necessary information and documentation needed to be successful on probation. Probationers may reside anywhere in the state of Arizona while on Unsupervised Probation and in some instances, based on the offense, anywhere in the United States. In FY2018, there were two supervisors, six probation officers and six caseload administrators, with locations at the South Court Tower and Western Regional Center.

Intakes are completed at the South Court Tower and South East Facility (by Pretrial), Monday through Friday during Court business hours.

Indirect Services

The Indirect Services Unit (IDS) provides a variety of services to various areas in the MCAPD. The Unit is composed of four caseloads and is the largest administrative probation unit in the State of Arizona.

The Department of Corrections (DOC) Caseload: IDS staff monitor the release date of individuals sentenced to the DOC who, upon their release from prison, are required to complete a Standard or Intensive Probation grant. The DOC caseload included 12,091 individuals at the end of FY2018.

The Out of County (OOC) Caseload: IDS staff monitor probationers who are convicted of crimes within Maricopa County, but who are residents or have resident family or employment in another Arizona county and have had their probation grants transferred to that county. The OOC caseload included 1,117 probationers at the end of FY2018.

The Federal Custody Caseload: IDS staff monitor inactive cases previously monitored by field officers. Cases are monitored for custody status, court dates, and location in federal custody. The Federal Custody caseload included 189 cases at the end of FY2018.

The Immigration and Customs Enforcement (ICE) Caseload: IDS staff monitor probationers who are verified as deported after their illegal reentry into the United States. This is accomplished with assistance from law enforcement and an automated nationwide program. The ICE caseload included 2,205 probationers at the end of FY2018.

In addition to these caseloads, there is a probation officer assigned to what is called the Convicted Person on Supervised Release (CPSR) assignment. The officer monitors nationwide law enforcement queries and responds to information regarding illegal reentry and the commission of new crimes to determine if the person could be one of MCAPD's previously deported individuals.

Interstate Compact

An individual may be convicted of a crime in one state and, for varying reasons, they may wish to reside in a different state. Perhaps they are actually a resident in a different state, or have family members that reside there; maybe they have an opportunity for a new job, or a military transfer, or just want a new start. The Interstate Compact allows probationers to transfer their probation supervision to a different state. The probationer is required to complete an application process, and the receiving state must complete an investigation of the proposed new residence and verify the plan of supervision.

INTERSTATE COMPACT INCOMING

The Interstate Compact (ISC) Incoming Unit is made up of probationers who are sentenced to probation in a state other than Arizona and are supervised in Maricopa County via Interstate Compact. The Unit consists of Standard Probation officers, one of which is assigned only low-risk probationers and referred to as the ISC MARS caseload. One caseload administrator is also assigned to the ISC MARS caseload to assist with managing the minimum-risk caseload.

If the probationer is found appropriate for transfer, MCAPD notifies the sending state of the approval and provides reporting instructions for the individual. Once the probationer arrives in Maricopa County, he or she meets with the assigned probation officer and is supervised the same as a probationer sentenced in Maricopa County. The probation officer completes an assessment to determine the appropriate level of services and supervision in order to assist the probationer with opportunities for prosocial change. The probation officer keeps the sending state updated on the probationer's compliance and progress through a national database called the Interstate Compact Offender Tracking System (ICOTS). Officers in the Interstate Compact Incoming Unit are not only required to work within MCAPD's policies, but also within the Interstate Commission of Adult Offender Supervision rules. Officers are required to attend annual training to stay updated with current ISC rules. At the end of FY2018, there were 753 probationers supervised by the ISC Incoming Unit.

INTERSTATE COMPACT OUTGOING

The Interstate Compact Outgoing Program was initially authorized by the U.S. Congress to allow felons to transfer to their home and be supported by family members in order to increase the number who successfully complete their probation grant. Since it is a federal program, there is no discretion permitted by adult probation departments. Any applicant requesting transfer from the State of Arizona to a different state in the United States must be found eligible under established federal rules. This Program allows mandatory acceptance for probationers convicted of felonies and a limited number of misdemeanors, who are either residents of the receiving state or have immediate family members residing there and have the expectation of employment. It also provides a discretionary opportunity for probationers to request transfer to a receiving state for a specific and acceptable reason. In these cases, the receiving state is not required to accept applications. Before applying for Interstate Compact transfer, probationers must be in compliance with all the Maricopa County conditions of probation. The opportunity to transfer through Interstate Compact is a privilege and not a right. However, once accepted, a probationer is required to remain in compliance with two sets of conditions of probation - one from Maricopa County Superior Court and one from the receiving state. Should a probationer become noncompliant, the receiving state may request or require Arizona to resume supervision. This Program is extremely successful and it is only a very small number of probationers who are required to return to Arizona due to noncompliance.

The MCAPD has trained probation officers who specialize in these transfers. These officers are extremely knowledgeable of the Interstate Compact eligibility rules and undergo annual training in these rules, as well as any newly added amendments. The officers are deeply committed to maintaining public safety and believe in the mission of this assignment. They utilize the ICOTS database to facilitate all information for initial transfer, as well as to communicate any issue that occurs during supervision up to the point of successful discharge from probation. There were 983 probationers sentenced in Maricopa County who were successfully residing in almost every other state in the United States through Interstate Compact at the end of FY2018.

INCOMING INVESTIGATIONS

The Incoming Investigations Team is tasked with determining whether probationers convicted of a felony or eligible misdemeanor in a different state are eligible for transfer of their probation grant to the State of Arizona through Interstate Compact. These officers are responsible for evaluating an applicant according to the same eligibility rules that govern Outgoing cases mentioned above. The officers in this assignment are also specially trained in Interstate Compact rules, undergo annual training, and use ICOTS. These officers must also be very aware of the MCAPD policies in order to determine whether any additional conditions must be required of a particular applicant. During FY2018, this team processed and accepted approximately 45 cases monthly. Like the Outgoing Team, Incoming Investigations is deeply committed to the mission of this assignment. They work with

applicants in order to accept returning residents or those who have immediate family members residing in Maricopa County who will assist these probationers emotionally and financially until they locate employment. They also assist applicants who do not have immediate family members residing in Arizona, but who have a specific and acceptable reason to transfer to Arizona through the Interstate Compact. The officers are capable of determining acceptance of a case typically within 33 days of receiving the request for Interstate Compact transfer, which is well ahead of the federally designated time of 45 days to complete an investigation.

Community Restitution Program

The Community Restitution Program (CRP) has a long history of service to the municipalities and nonprofits in Maricopa County. The CRP staff interview probationers and direct them to projects that are suited to their needs and abilities. The CRP sponsors weekend projects that mostly include landscape beautification projects at parks and neighborhoods. The CRP assists some residents who meet certain criteria with residential clean ups. Probationers who cannot attend weekend projects can report to nonprofit agency partners. These partners include churches, food banks, and charitable organizations. Probationers help these partners achieve their organization's mission, while complying with the court's orders to complete 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, draw string bags, and crochet knit caps. The CRP donates these finished sewing projects to hospitals and shelters. CRP has expanded its partnership with the Arizona Heart Foundation (AHF). The AHF uses probationers as patient models for students learning how to perform cardiac and vascular ultrasounds. When probationers have completed their community restitution hours, they are eligible to be compensated for future participation.

In FY2018, the CRP planned and supervised 1,309 projects. Probationers worked and earned 397,247 hours, with the majority being earned at CRP work projects in Maricopa County.

“ I’m so happy... I’ve restored my rights! Thanks for all your guidance! It was a tough first year [on probation] but I probably wouldn’t be having my rights restored had I not had your structure! So excited to share this with you.

-Former probationer

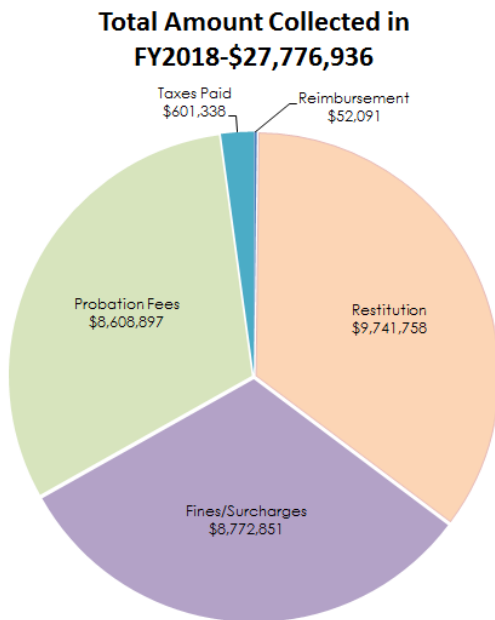


CRP has supported Alternative Living for several years. In 2017 CRP completed 13 projects at several of their locations, typically performing landscape duties. During the 13 projects, 120 probationers worked 600 hours at the properties. Based on a comparative market analysis of \$13 per hour, the savings to this nonprofit was nearly \$7,800.



Collections

The Court frequently orders conditions of probation that require payment of restitution, fines, and/or other mandated fees. As part of monitoring and supervision of probationers, in FY2018 the Department collected \$27,776,936.



FINANCIAL COMPLIANCE PROGRAM

While 92% of the amount collected by the MCAPD was collected during the normal course of business, the Financial Compliance Program (FINCOM) enhanced collections as an intervention for probationers who became delinquent. FINCOM provides a comprehensive integrated approach to the successful payment of court-ordered financial obligations. Fourteen full-time collectors assist probationers by encouraging compliance with payments in order to successfully pay all court-ordered monies.

Once probationers have been identified as being delinquent, FINCOM staff work with the probationers to secure payments. This includes providing job leads, education on budgeting,

and explaining incentives such as earned time credit, which allows probationers to reduce the length of their probation grant if they remain current with their financial obligations and are also making positive progress towards their case plan goals and community restitution. FINCOM assistance can result in probationers meeting eligibility requirements for an early termination from probation.

Collectors also make referrals to the Tax Intercept Program (TIP) to include the probationer's name, identifying information, and total balance due. TIP intercepts Arizona state tax refunds and Arizona state lottery winnings. In FY2018, \$683,415 was collected as a result.

Restitution Court, a specialty Court, was created to identify probationers who are willfully noncompliant with restitution payments. Probationers who appear in this Court may face civil sanctions including jail time for failing to pay restitution. The Restitution Court has been successful in increasing the collection of restitution for victims of crime.

FINCOM also provides services to probationers residing out-of-state under Interstate Compact Supervision who have outstanding financial obligations to the Court which are delinquent.

Through an agreement with the Family Court, FINCOM offers assistance to probationers who have a child support order. Resources and contact information are provided.

In FY2018, FINCOM collected a total of \$2,221,627 by working on collections with probationers who had delinquencies. FINCOM makes a substantial contribution to collection of victim restitution as well as to total collections.

Organizational Development & Support



Organizational Development & Support

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

The **Research, Planning, and Policy Team** collects, compiles, and analyzes statistical data; 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. During FY2018, an online policy manual was completed, which allows staff to easily navigate various policies contained in one user friendly document. Automated statistics were implemented for populations in the Compliance Monitoring Division. A survey completed this year reflects that the move to automated statistics in FY2017 for Standard Probation and Intensive Probation resulted in significant time savings across the Department.

The **Data Systems Team** provides support services to the Department with a high level of customer service. They act as the primary liaison with the Administrative Office of the Courts when changes or problems occur with the statewide case management system (APETS). They collaborate with stakeholders to implement technology changes and support various applications that officers use in their daily work. The Data Systems Team extracts important data that drives decision making. This year, the Data Systems Team received a NACo Achievement Award from the National Association of Counties for their work on the electronic petition to revoke project. The Team has continued their collaboration with Court Technology Services to implement electronic court forms and work has commenced on the next phase to electronically file the documents with the Court. Additionally, work has continued on electronic court reports and probation violation reports are now being electronically delivered to the Court.

The **Staff Development and Training Team** provides evidence-based training to Department staff. This includes, but is not limited to, safety training such as firearms training and defensive tactics, new officer training academies, new employee orientation, mandatory training, and training initiatives in response to current trends and research. The Training Team assists the Human Resources Department with onboarding and new probation officer interviews. The Training Team also manages a high volume of safety equipment issued to officers. In collaboration with the Executive Team, the Division held the 2017 Supervisor Leadership Academy, which is a six-month academy open to adult and juvenile probation leaders from across the state. Twenty-eight participants successfully completed the rigorous program.

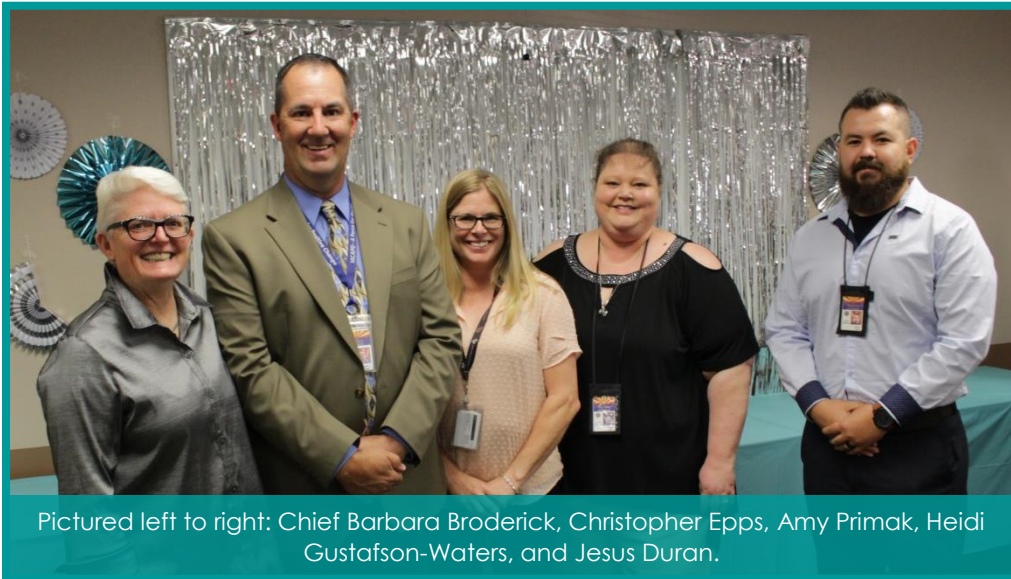
The **Communications Center** operates around-the-clock, 365 days per year. Employees monitor officers in the community, respond to emergency radio traffic, monitor after hours GPS alerts, and respond to over 7,000 customer calls each month. The Communications Center received a 2018 NACo Achievement Award recognizing its successful co-location with the Maricopa County Sheriff's Office 911 Center. In collaboration with the Office of Enterprise Technology, work continues on the county-wide radio system upgrade, which involved coordinating the programming of hundreds of officer radios throughout the year.

Awards and Achievements



“Of the Year” Awards

The annual “Of the Year” Awards recognize a few of MCAPD’s finest individuals nominated by their fellow employees for going above and beyond in the performance of their duties and for promoting the mission and vision of the Department.



EMPLOYEE OF THE YEAR: HEIDI GUSTAFSON-WATERS

Heidi Gustafson-Waters is a case administrator and trainer in the Unsupervised Program. A wealth of knowledge and assistance for her team, Heidi is actively involved with educating case administrators and new probation officers on the Program. During changes in the Unsupervised Program over the past couple of years, Heidi has been a constant optimistic force, approaching changes with an open mind and positive attitude. She encourages not only her teammates, but also the probationers, to share her attitude, for which she receives positive feedback from probationers and their families. Heidi models the way with her actions and attitude and truly goes above and beyond.

SUPERVISOR OF THE YEAR: CHRISTOPHER EPPS

Christopher Epps supervises a Drug Court Unit and, for a period of time, Chris supervised both Drug Court Units (16 officers). Even within the demanding environment and with a large workload, he remains calm, professional, and highly effective. Chris values his officers’ opinions/input and he will drop everything to address their questions and concerns, and acknowledge successes. He encourages officers to follow their own styles and strategies, but also offers ideas for improvement. In addition to the outstanding leadership he provides to officers, Chris continuously works to improve the Drug Court Program through research, engagement with court and probation staff, and by participating in county-wide programs such as the Tobacco Cessation Initiative.

PROBATION OFFICER OF THE YEAR: AMY PRIMAK

Amy Primak currently supervises an IPS sex offender caseload and has spent a significant part of her 14-year tenure with the Department in the Sex Offender Division. Her supervision style with probationers is a personal combination of kind understanding and strict adherence to the requirements of probation. She is uniquely skilled and educated in working with sex offenders and GPS monitoring, making her a mentor and expert for her peers and new officers. In the field, she has guided many probationers to successful outcomes, thus maintaining the ultimate goal of public safety. Even with the challenges of supervising a sex offender caseload, Amy's unique and engaging personality shines through and she brightens up her coworkers' days with humor and laughter.

SURVEILLANCE OFFICER OF THE YEAR: JESUS DURAN

Jesus Duran has been a surveillance officer in the Sex Offender Division for about two years. As he stepped into the position, Jesus quickly understood the risk factors to look for in the high-risk population and operated as though he had been on the job for years. Jesus has a unique ability to find probationers' smart phones or internet capable devices. He works well with external entities (including the Federal Bureau of Investigations, Internet Crimes Against Children Task Force Program, and the Phoenix Police Department's Special Assignments Unit) to identify probationers, share information, and ultimately make the community a safer place. Overall, Jesus is knowledgeable, professional, dedicated, and has a great sense of humor, which is a requirement for the work he does.

American Probation and Parole Association Sam Houston State University Award

The American Probation and Parole Association (APPA) recognized Chief Barbara A. Broderick with the Sam Houston State University Award. This award honors a practitioner who has published an article in a national or regional journal regarding probation, parole, or community corrections that provides new information and insight into the operation, effectiveness, or future of the community corrections profession. Chief Broderick and co-authors, Wendy Still (Chief Probation Officer, Alameda County, California) and Steven Raphael (Professor, Goldman School of Public Policy, University of California, Berkeley) wrote "Building Trust and Legitimacy Within Community Corrections," which was published by the National Institute of Justice (NIJ). The article presents six principles to guide community corrections in the 21st century, and provides supporting



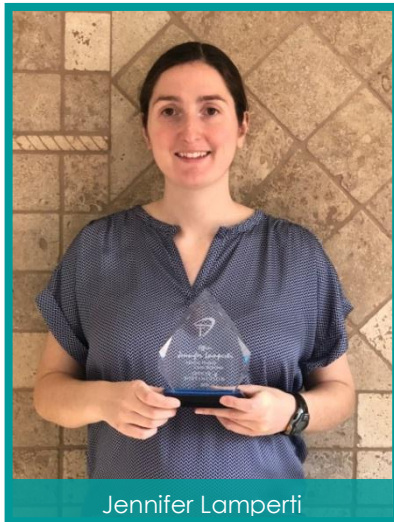
Chief Barbara A. Broderick

evidence. A new model for community corrections is one that can improve public safety while recognizing that individuals on probation and parole are members of the communities in which they live and are supervised. The article is a product of The Executive Session on Community Corrections. The Executive Sessions are a project of the NIJ and the John F. Kennedy School of Government at Harvard that brings together leading policymakers, practitioners, and researchers of independent standing who are committed to improving responses to social challenges. Chief Broderick participated in the Harvard Executive Session on Community Corrections between 2013 and 2016.

David's Hope Awards

David's Hope, a nonprofit organization that works to reduce incarceration and promote treatment for those with mental illness and addictions in Arizona and across the nation, honored three MCAPD employees with awards for their work on behalf of justice-involved individuals with mental disorders.

CRISIS RESPONSE OFFICER OF DISTINCTION AWARD: JENNIFER LAMPERTI



Jennifer Lamperti

Probation Officer Jennifer Lamperti received a Crisis Response Officer of Distinction Award. This award is given to recognize outstanding service to those in mental health crisis. Jennifer discovered that a probationer on her caseload was struggling to meet his daily needs and was living in a home with no electricity or running water during the heat of the summer. Relying on her Crisis Intervention Team training (received while a former police officer), Jennifer made note of his behaviors and sought assistance from specialized probation officers who work with the mentally ill, in order to get the probationer the services and assistance he needed. The probationer was experiencing a severe psychotic episode, but with the assistance Jennifer arranged with local law enforcement, the probationer was petitioned and taken peacefully to the hospital. Historically, this

probationer had resisted such efforts until charges were filed against him. This time he went to the hospital with minimal resistance. Once discharged, he was able to obtain temporary residence while repairs were completed at his home and the water and electricity were restored. Jennifer's efforts led to obtaining the probationer's buy-in regarding his condition and resulted in full compliance and engagement with treatment, sobriety, and no new charges. Jennifer's efforts may have saved his life and, at a minimum, made life more enjoyable for him. Although Jennifer had not been with MCAPD for very long, she demonstrated a calm and genuine approach to the probationer's overall well-being and success.

MENTAL HEALTH AND CRIMINAL JUSTICE COLLABORATION AWARD

Years ago, Supervisors Norma Brasda and Rebekah Trexler were supervising MCAPD's Seriously Mentally Ill (SMI) Units when they started having regular meetings with Dr. Dawn Noggle, then Director of Mental Health Services at Maricopa County Correctional Health Services (and still with CHS), and Shelley Curran, then Director of Justice and Court Services with the Regional Behavioral Health Authority (and still with Mercy Care). Their discussions focused on the delivery of mental health services to justice-involved individuals prior to, during, and after incarceration, which were noticeably fragmented. Together, they set out to "save the world," brainstorming through obstacles, developing more efficient processes, seeking increased access to treatment services for the mentally ill, and working towards a more evidence-based approach to services. Their workgroup soon expanded to include more agencies and community members, and the Arizona Mental Health and Criminal Justice Coalition emerged in 2008. Today, the Arizona Mental Health and Criminal Justice Coalition is led by David's Hope and is comprised of government and law enforcement agencies, private businesses, faith communities, consumers, peers, and family members across Arizona, who are working together to reduce the number of mentally ill persons incarcerated in Arizona. David's Hope bestowed the Mental Health and Criminal Justice Collaboration Award upon Norma Brasda, Shelley Curran, Dawn Noggle, and Rebekah Trexler in recognition of their substantial roles as co-founders of the Arizona Mental Health and Criminal Justice Coalition.



Pictured from left to right, Dr. Dawn Noggle, Maricopa County Correctional Health Services; former MCAPD Supervisor Norma Brasda; Shelley Curran, Mercy Care; and MCAPD Supervisor Rebekah Trexler.



Arizona Probation Excellence in Education Award

Surveillance Officer Lance Nickell was honored by the (Arizona) Committee On Probation Education with the 2018 Firearms Excellence in Education Award. Lance is the master range officer for MCAPD. During his 24-year tenure, Lance has managed a number of assignments and was instrumental in establishing the Firearms Program. He became lead firearms instructor in 2003 and a lead rifle instructor in 2013. Lance assisted with development of the rifle curriculum used by the Department's Fugitive Apprehension Unit. He manages approximately 350 armed officers and 26 firearms instructors. His responsibilities include creating new curriculum every quarter and maintaining training standards for annual re-qualifications. Lance ensures that every training he facilitates is purposeful, practical, and applicable to real life scenarios. Whether he is leading an entire class or helping an officer on an individual basis, he maintains a safe, fun, and professional learning environment.



NACo Achievement Awards

The National Association of Counties (NACo) granted the MCAPD six 2018 NACo Achievement Awards. The awards are given to recognize innovative county government programs. Below is a summary of each award-winning program.



USING TECHNOLOGY TO IMPROVE PROCESS: AUTOMATED PRESENTENCE REPORT

The Presentence Division writes over 13,000 presentence reports per year. In previous years, the Division had been compiling paper reports from online and printed sources. Duplicate data was entered multiple times throughout the preparation process, quality assurance was limited to human review processes, and the distribution of reports to the Court and other stakeholders was cumbersome and subject to error. The development of the Integrated Court Information System Next Generation (iCISng) and its newly-established connectivity with the Adult Probation Enterprise Tracking System (APETS) cleared the way for MCAPD to work alongside the Superior Court's Business Services Division and Court Technology Services on the creation of the automated Presentence Report (ePSR) and its merger with the nascent Electronic Sentencing Application (eSentencing). By December 2016, the entire Presentence Division was completing every presentence report in the digital format using the ePSR and eSentencing applications. The ePSR

represents nothing less than a revolutionary advancement in the preparation and delivery of presentence investigation reports, leading to significant improvements in quality assurance, efficiency, resource conservation, and other areas.

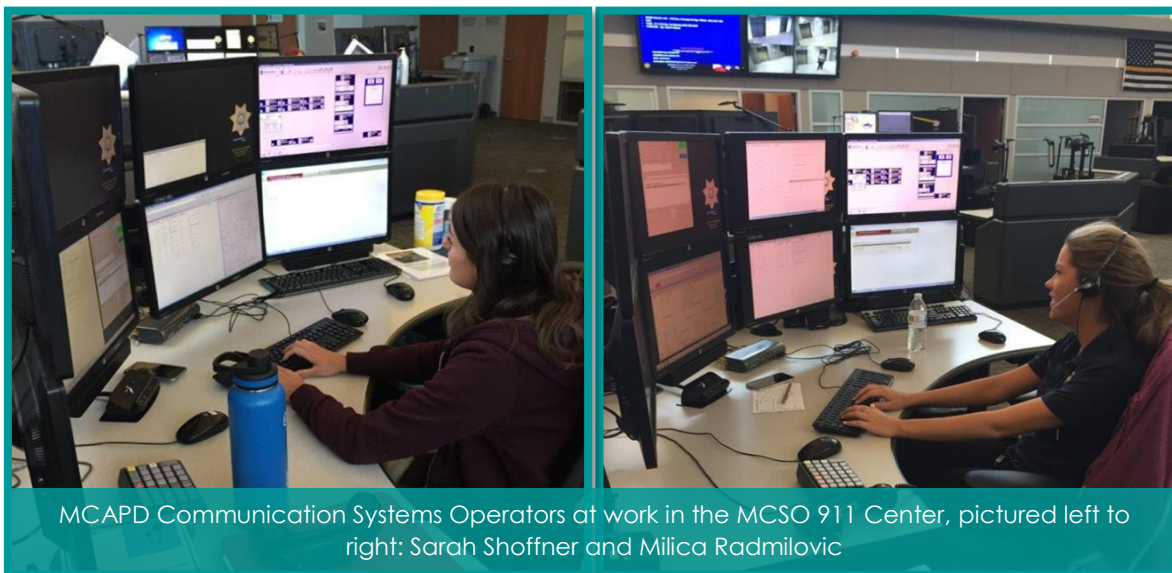


EPSR Workgroup, pictured left to right: first row - Jill Gondek, Adelita Nunez, Allison Thompson, Karen Vaniman, and Jairo Torres; second row - Heather Peckham, Bill Grimes, Michele Saldana, Pete Sanborn, and Tanya Kluender; third row - Cindi Barocas and Staci Thomas; and fourth row - Don Warrington, Tammy Allen, and Mike Miller. Not in the photo: Cynthia Stevens, Brandelyn Jackson, Jennifer Lennox, Denise Pine, Richard Rama, Shoni Hodges, Lauren Guida, Diane Knuepfer, Jesse Andrews, Alicja Podlacha Sabo; Diana Hegyi, Todd Herrera-Ridenhour, and Correnia Snyder, Superior Court Business Services Division; and Chris Holly, Court Technology Services.

ENHANCED EFFICIENCY AND WORKING CONDITIONS: COMMUNICATIONS CENTER CO-LOCATION

MCAPD's 24/7/365 Communications Center provides officer safety monitoring to the MCAPD, Juvenile Probation Department, and Court Security staff who work at probation buildings. The Communications Center also serves as a resource to probation officers and law enforcement in the field by responding to phone calls and collecting and sharing pertinent information. These services require state-of-the-art equipment and technology to meet the needs of officers in the community and the operators who work at the Center. The Communications Center had aging equipment, some of which was unsupported, and lacked sufficient space and design to meet the demands of an around-the-clock, 365 days a year operation. When the Maricopa County Sheriff's Office (MCSO) built a new headquarters with a 911 Center,

both agencies recognized an opportunity to share this state-of-the-art space designed to enhance public and officer safety. After careful planning, the MCAPD Communications Center was relocated to a shared space within the MCSO 911 Center. This collaboration resulted in an efficient use of resources, generated cost savings, upgraded working conditions for employees, and enhanced cross-agency coordination.



OUR VISION OF THE FUTURE: ADULT PROBATION'S FUGITIVE APPREHENSION UNIT

The availability of safety equipment/tools can greatly improve the Fugitive Apprehension Unit (FAU) officers' ability to safely and effectively locate and arrest persons who refuse services and present a risk to the community. FAU officers took on the duty to research the needs of the FAU and develop a proposal. Research supported the need for additional safety equipment and related training. FAU officers provided not only the justification for the equipment, but a detailed training plan, which included the initial training of each officer, plus the continued training and enhancement of officer skills to ensure a



high level of competence. The officers made a very compelling presentation to Adult Probation command personnel, the Presiding Judge, and finally to the Administrative Office of the Courts. After overwhelming approval, management provided funding and FAU officers re-wrote policy, designed and implemented training, and ensured the issuance of all equipment. The true achievement of this program is that it was 100% designed, proposed, and implemented by line staff for the enhancement of their safety and efficiency.

MAXIMIZING PUBLIC SAFETY: THE PRETRIAL INSTALL BEFORE RELEASE PROGRAM

The Pretrial Services Division provides community-based supervision of more than 2,800 pretrial defendants. Roughly one-third (900) of pretrial defendants receive enhanced supervision with electronic monitoring (EM). Historically, EM supervision was initiated after the defendant's release from custody when the defendant reported to a Pretrial Services office during business hours for intake and the installation of EM equipment. Since defendants are released from custody 24/7, it was not unusual for a few days to elapse before EM equipment was installed. This gap in supervision presented some serious public safety concerns, especially given that some defendants charged with violent offenses had court-ordered restrictions regarding their movements in the community. Additionally, the number of defendants being released with EM conditions was increasing rapidly. The MCAPD worked diligently with the Maricopa County Superior Court and the MCSO to address this supervision gap. The Install Before Release (IBR) Program enables Pretrial Services officers to install EM equipment on defendants prior to their release from custody. Judicial officers now order IBR on nearly 90% of the Pretrial EM releases. The IBR Program ensures that Pretrial defendants with EM are receiving the level of enhanced supervision intended by the Court immediately upon their release from custody. Alleged victims and the community at large can take comfort in knowing that GPS monitoring of these defendants is taking place without delay upon their release from jail.



Pictured left to right, first row: Sheila Jones, Jennifer Borgen, Porche Williams, Lolita Rathburn, Maria Chanto, Jennifer Ellsworth, Suzanne Segarra; second row: Delma Navarro, Stephanie Ramirez, Joe Lopez, James Morones, Manuel Peraza, Kim Westphal, Lindsay Hertzler, Meri Romero, Elisa Young, Alanna Rubin, Robin Hargrove, Clayton Hunt, Taylor Pile; third row: Michael Wollangk, Omar Rodriguez, Justin Robnett, Jason Westcott, and Jason Hathcock.

CREATIVE. BRIEF. INFORMATIVE: DID YOU KNOW?

Did You Know (DYK) is a creative marketing tool within the MCAPD. The Communication Committee developed DYK to convey Department-related information and available resources intended to further educate staff and improve overall internal communication. The DYK is an innovative communication approach that is formatted and designed to capture attention with a snapshot of the subject matter including a brief summary and contact information. DYKs are delivered department-wide via email, which allows for consistent and accurate delivery of information that provokes interest and provides resources for continued education on a topic. The engaging format has resulted in frequent requests for submittals on topics to be developed into a DYK. The DYKs enhance staff knowledge and awareness and have been an effective strategy to improve overall internal communication, which is critical to employee satisfaction and organizational effectiveness.



Communication Committee members, pictured left to right, first row: Martha Romero, Kyesha Gatison, Sanja Markovic, Kristi Ward, and Jessica Hogg; second row: Tiffany Butler, Lolita Rathburn, Daphne Haslerig, Douglas Murphy, Joi Alicea, Michele Butcher, Jill Gentry and Karie Strauss. Not in the photo: Taylor Pile.

ELECTRONIC PETITIONS TO REVOKE: ENHANCING PUBLIC SAFETY AND EFFICIENCY

The goal of the Electronic Petition to Revoke (ePTR) project was to create a paperless system to deliver documentation from the probation officer to the judicial officer informing the Court of violation behaviors of a probationer and to improve the timeframe for posting arrest warrants. This was the first eFiling project between Adult Probation and the Superior Court and it involved cooperation and data integration across six county and state departments and agencies. Superior Court Technology Services (CTS) led the effort. A

team of MCAPD staff assembled to build the workflows, data dictionaries, and quality assurance measures for tracking progress and assuring delivery of quality documents. Two MCAPD business analysts headed up this analysis and served as liaisons with CTS. The ePTR was piloted in January 2013, and the project was fully implemented in October 2013 with MCAPD electronically filing all PTRs. Since implementation, on average more than 3,200 PTRs per quarter have been filed electronically, and MCAPD-Court processing time for PTRs/warrants has been dramatically reduced from 12 business days to generally one business day! This means that probation violators can be arrested and removed from the community sooner, reducing the risk of victimization and harm to the community. The automated process has saved significant staff time and departmental resources while also enhancing public safety.



Pictured left to right, first row: Anna King and Brandelyn Jackson (MCAPD), and Linna Guo (Superior Court); second row: Barbara Broderick (MCAPD), Diana Hegyi, Brian Gay, Chris Holly and Judge Janet Barton (Superior Court); third row: County Supervisors Denny Barney, Steve Chucrí, Bill Gates, and Steve Gallardo; County Manager Joy Rich; and County Supervisor Clint Hickman.



AmeriCorps

AmeriCorps is a national service program that can be thought of as the domestic Peace Corps. The Program is federally funded and implemented at a local level. MCAPD's AmeriCorps Program is administered by the Governor's Office of Youth, Faith, and Family, and managed through the Arizona Administrative Office of the Courts' Adult Probation Services Division. The Program is currently hosted in five counties across Arizona, with the largest site being Maricopa County. AmeriCorps has four goals: to get things done, to strengthen communities, encourage responsibility, and expand opportunity. Members complete a term of service, which is a commitment of hours of direct service, including training. In addition to direct service, they are required to complete three community volunteer events. Members receive a modest living stipend and, upon the completion of all program requirements, are eligible for an educational award.

The MCAPD is currently in its second year as a host site for AmeriCorps. Over the past year, 23 individuals have volunteered their time with the Program, committing to over 8,000 hours. In their efforts of service, they have helped to ease the workload of probation officers. Members served in a variety of units and programs within the Department, including SMI, Transferred Youth, Drug Court, Garfield, Work Furlough, Domestic Violence, Court Liaison, Reach Out, Standard Probation, *Thinking for a Change*, Prison Reentry, Community Restitution, and Pretrial Services at the Fourth Avenue Jail.

During FY2017, the MCAPD had nine AmeriCorps members serve across seven units. For FY2018, the Program has more than doubled in size, with 23 members across 14 units. This year, many officers spoke out about the value of having an AmeriCorps volunteer in their unit. In addition to assisting with daily functions, many members assisted in the Problem Solving Courts and completed special projects as requested.



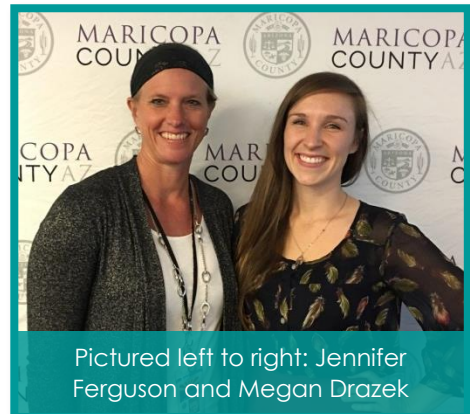
Pictured left to right, AmeriCorps members Sara Neves Pereida, Haley Bargery, Simon Hawks, Emily Morton, Charlie Whitten, and Courtni Tran are all smiles after being sworn in at the Arizona Administrative Office of the Courts.

Besides the living stipend and educational award, members receive professional work experience and leadership experience. Several members have also used their term of service as an internship opportunity. The Department has an opportunity to teach members a new skill set and then capitalize on those skills. Additionally, AmeriCorps has the potential to be a recruitment tool. One member was hired as a probation officer after serving two back-to-back terms with AmeriCorps and is currently working as an officer in an SMI Unit. Several others have expressed interest in applying for other positions at the end of their service. The Program offers a great opportunity for each member to experience probation firsthand.

The AmeriCorps Program has been an invaluable asset to the Department. Members have provided thousands of hours of work. They have gained practical experience, while serving their community.

Maricopa County Leadership and Education Advancing Public Service (MCLEAPS)

In FY2018, the MCAPD continued its engagement with the MCLEAPS Internship Program. The MCLEAPS Program is a partnership between Maricopa County and the College of Public Service and Community Solutions at Arizona State University (ASU). Through this unique partnership, interns work full-time for participating departments, gaining valuable, real-world work experience. Departments have the opportunity to showcase the work they do, the opportunities that exist, and the value of a career in public service within their organization. FY2018 represented MCAPD's third year participating in the MCLEAPS Program, and the first time with an intern in both the fall and spring semesters.



Pictured left to right: Jennifer Ferguson and Megan Drazek

“ I am impressed with MCAPD's dedication to continuously improve, both internally as an organization and externally through probation and public safety outcomes. As I continue a career in public service, I hope to see more public organizations follow the lead set by this Department, embracing those data-filled spreadsheets in their decision making and strategic planning.

– Megan Drazek

MCLEAPS participants that intern with the MCAPD are assigned to the Organizational Development and Support Division (ODS). This assignment provides interns the opportunity to obtain a broad perspective of the different roles and functions across the Department. 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.

The MCLEAPS interns for the MCAPD were Megan Drazek in the fall of 2017 and Erin Sitz in the spring of 2018. Both women made significant contributions to the work of the ODS, often through the ongoing review of data to ensure that reports developed and submitted were accurate. They were also willing to provide honest feedback and raise questions which often resulted in better work products for the Department.



Pictured left to right: Jennifer Ferguson and Erin Sitz

In FY2018, the MCAPD hired a former participant of the MCLEAPS Program who was an intern with the Maricopa County Treasurer's Office; he joined the ODS as a management analyst in October 2017. Overall, the MCLEAPS Program continues to be a meaningful experience for both the interns and the Department, and the MCAPD anticipates maintaining its participation in the future.

“ By connecting probationers with residential treatment programs and outpatient therapy, they have a chance to live a better life. This realization fostered my growing interest in criminal justice, and I can now see myself working with offenders in the future.

— Erin Sitz



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 Butherus Dr, Scottsdale AZ 85260

Sex Offender Division

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

Western Field Division

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

Presentence Investigations

Assessments, Assignments & Records

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

Pretrial Services Division

Initial Appearance, Pretrial Supervision & Probation Revocation Court

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

Programs Division

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

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

Reentry Services Division

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

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