

MARICOPA COUNTY ADULT PROBATION

ANNUAL REPORT FY2016

"Today I have
a home, I am going to school
and I have my health back."
- Probationer

"You are the only person
who gave me a chance
and believed in me."
- Probationer

"I see a difference in who I am
and what I stand for are more
than just words from a book,
but rather a lifestyle."
- Probationer

A Force for Positive 
CHANGE.



HOPE RECOVERY RESILIENCE

Table of Contents

3	Letter to Presiding Judge
4	Vision, Mission, Values and Goals
5	General Information
7	Managing For Results
9	Survey Results
	Pretrial Satisfaction Survey 09
	Victim Satisfaction Survey 11
	Treatment Provider/Community Partner Satisfaction Survey 12
13	Feature Articles
	Staff Wellness and Resilience 13
	Smart Drug Testing 15
	Smart Justice Collaboration: Workforce Reentry Services 17
	Next Steps in Evidence-Based Practice 19
	How Probation Officers and Probationers Approach Revocation 21
25	Division and Program Information
	Pretrial Services Division 25
	Presentence Investigation Division 26
	Reach Out Program 28
	Standard Probation Supervision 29
	Seriously Mentally Ill 31
	Sex Offender 33
	Domestic Violence 34
	Youthful Offender 35
	Minimum Assessed Risk Supervision 37
	Unsupervised 38
	Intensive Probation Supervision
	Community Reintegration Unit 40
	Work Furlough Program 42
	Indirect Services and Interstate
	Compact Outgoing 43
	Interstate Compact Incoming 44
	Fugitive Apprehension Unit 45
	Veterans Court 47
	Drug Court 49
	DUI Court 50
	Financial Compliance Program 51
	Garfield Probation Center 52
	Adult Education Program 54
55	Awards and Achievements
65	Organizational Chart

Dear Judge Barton:

I am pleased to present our FY2016 Annual Report which informs of progress and accomplishments in many important areas over the past year. The report reflects our professional commitment as members of the Judicial Branch in serving with excellence . . . every person, every day, every time.



The individuals we work with in the criminal justice system experience many challenges: trauma, mental illness, substance abuse, poverty, justice involvement, and more. We witness the tremendous harm caused by social ills and criminal behavior. Our daily work is filled with human struggles and triumphs. This Annual Report, entitled “Hope.Recovery.Resilience.”, reflects our vision of offering hope and honors the recovery and resilience that is part of the human experience. It is a pleasure to report programs that are making a difference and to provide a glimpse into the personal successes we see. I am delighted that four of our probation officers received professional recognition this year for their compassion and dedication in working with probationers who are homeless or seriously mentally ill.

Effectiveness in our field requires empathetic staff with significant skill to facilitate positive behavior change. We have institutionalized our stress management program, recognizing that we need to take care of ourselves in order to care for others. Professional development is an essential aspect of an evidence-based organization. There is an ongoing emphasis on training and quality assurance. With the assistance of Mark Carey, a national consultant, our Department began to set the direction to further advance our evidence-based knowledge and skills.

The e-delivery of presentence reports to the Superior Court was a significant advancement in FY2016, to be followed by the upcoming development of electronic court forms and reports. After much planning and anticipation, office space will be added next year at multiple locations. The leadership and support of the Judicial Branch in providing this critical infrastructure is very much appreciated.

As always, I look forward to working with you to advance justice and community safety.

Sincerely,

Barbara A. Broderick

Barbara A. Broderick
Chief Probation Officer

VISION STATEMENT

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

MISSION STATEMENT

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

We accomplish this through:

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

VALUES STATEMENT

We BELIEVE IN:

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

GOALS

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

General Information



- Arizona has 15 counties and a total population of **6,828,065** (2015 estimate).
- Maricopa County, located in central Arizona, has a population of **4,167,947** (2015 estimate). It is the state's most populous county and the fourth most populous county in the United States.
- Maricopa County has a land area of **9,200** square miles, measuring 137 miles from east to west and 102 miles from north to south. It is Arizona's fifth largest county in land size.
- There are twenty-five cities and towns located within Maricopa County. Its largest city, Phoenix, is the County seat and State capital.
- Maricopa County is home to five distinct campuses of Arizona State University.



MARICOPA COUNTY ADULT PROBATION

Established in **1972**

\$98,631,428 annual budget

1,163 employees

18 regional and area offices

53,309 probation population (Total End of the Year Population)

3,062 pretrial supervision population (Active End of the Year Population)

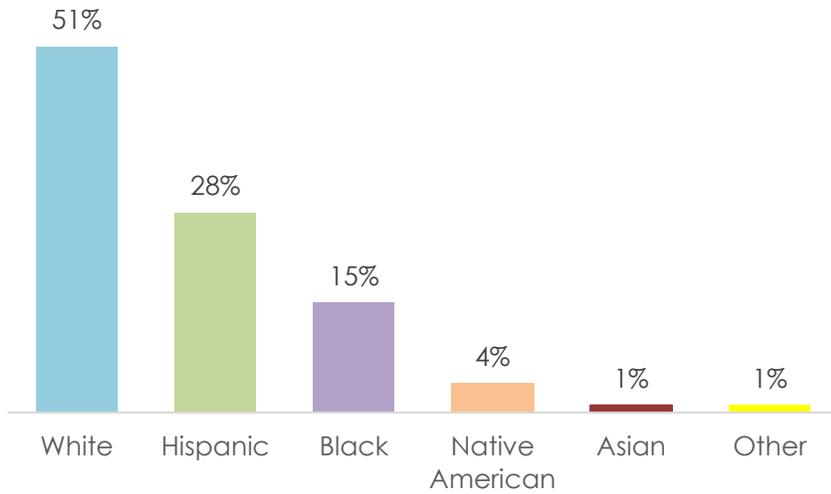
24,117 standard probation population (Active End of the Year Population)

1,001 intensive probation population (Active End of the Year Population)

2,620 arrests by Fugitive Apprehension Unit

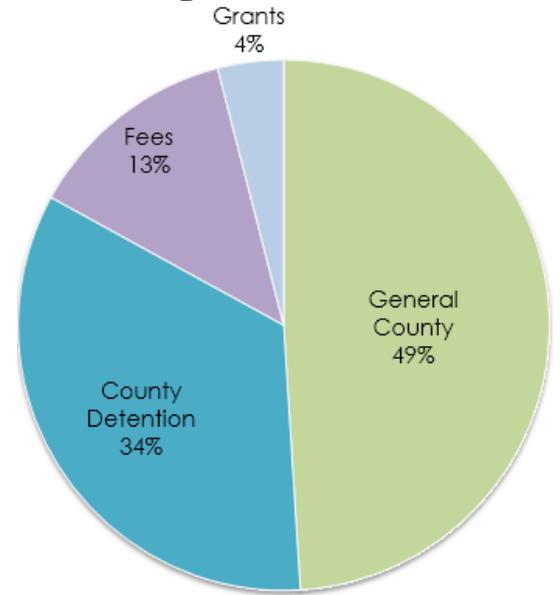


Probation Population Race/Ethnicity

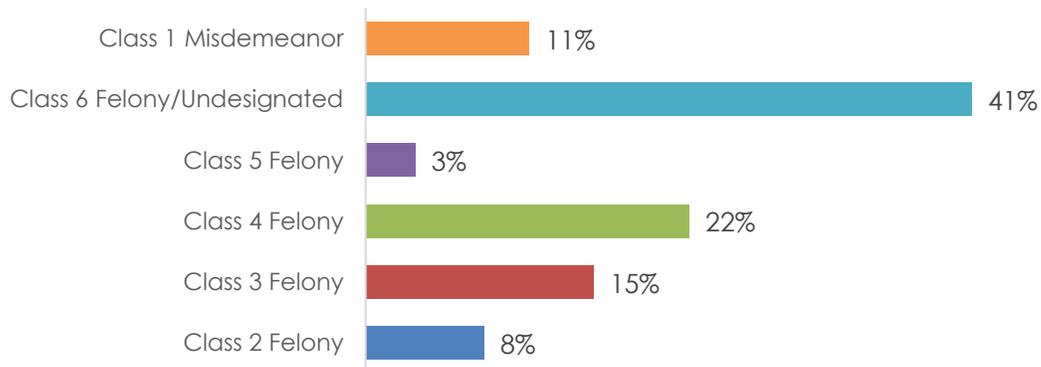


Maricopa County Adult Probation FY2016

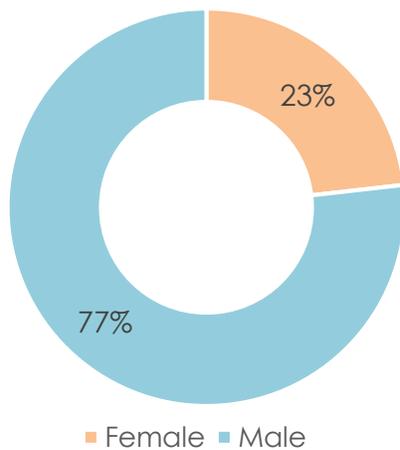
Annual Budget - \$98,631,428



Offense Category



Gender of MCPAD Population



Probation by Offense Category and Gender

Probation Offense	Female	Male
Class 1 Misdemeanor	11%	11%
Class 6 Felony/Undesig	48%	39%
Class 5 Felony	3%	3%
Class 4 Felony	21%	22%
Class 3 Felony	9%	17%
Class 2 Felony	8%	7%

Managing for Results



In Maricopa County, Managing for Results (MfR) is utilized to evaluate performance. This is a comprehensive and integrated management system that focuses on achieving positive results for the organization and customers. Utilization of MfR also enables departments to demonstrate accountability to the taxpayers of Maricopa County.

The established performance measures monitor agency performance in mission-critical areas and should yield the following benefits: information that is meaningful to internal and external stakeholders, results that are actionable by agency personnel, and a window into County operations and performance for the public.

To accomplish its mission, the Maricopa County Adult Probation Department (MCAPD) has established five (5) MfR strategic goals:

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

GOAL A. CRIME REDUCTION

MCAPD's primary goal is to enhance public safety. Adult Probation provides essential services that assist in enhancing community safety and aid in changing individual lives. Evidence-based practices continue to be a principle approach to crime reduction and are evident in the positive performance results.

Benchmark	Goal	FY2016 Results
Successful Completion of Probation	70% or higher	76.4%
Successful Completion of Pretrial	75% or higher	74.3%
Revoked to Department of Corrections	25% or lower	21.8%
New Felony Sentencing	8% or lower	6.5%

” Maricopa County APOs do an amazing job of balancing community safety with rehabilitation of the criminal defendants. Probationers often have been through a lot during the criminal process which has resulted in the conviction. The APOs treat the offenders as people, and often provide resources and encouragement to probationers when others do not. -Commissioner Keelan Bodow

GOAL B. COMPENSATION/RETENTION

The Department's goal is to recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction. The average years of service for an officer was 11.3 years, which meets the Department's goal of 10 years or more. The performance-based retention pay plan was approved for eligible employees effective July 2016. Employees who have been with the County more than two (2) years received an increase of 2.57%. Employees who have been with the County for more than one (1) year but less than two (2) received an increase of 1.55%. The Department also enhanced its efforts in the area of recruitment, participating in a number of recruiting events through Arizona State University and developing of a variety of tools to use in that effort.

GOAL C. PROCESS IMPROVEMENT

The Department's goal is for MCAPD customers and stakeholders to benefit from improved case processing. MCAPD delivered 99% of presentence reports to the Court on time without a continuance. The amount of restitution paid based on what was ordered is 64%, which is just below the Department's goal of 65%. Pretrial Services submitted 100% of the Initial Appearance packets to the Court on time, which is within 24 hours.

GOAL D. CUSTOMER SATISFACTION

MCAPD's goal is to improve services to neighborhoods, Courts, offenders, and victims. In FY2016, three (3) separate surveys were conducted under the direction of the Policy, Planning and Analysis Division to obtain feedback regarding the Department's performance from 1) clients under pretrial supervision, 2) opted-in victims, and 3) treatment providers/community partners. The pretrial client satisfaction rate is 90% and the treatment provider/community partner satisfaction is 86%, indicating high rates of satisfaction. The victim satisfaction rate is 57%. The survey results provide useful information for the Department as feedback from victims will be used to improve services.

GOAL E. SOLID AND SOUND INFRASTRUCTURE

In support of Goals A, B, C, and D, the Department's infrastructure goal is to have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to

provide efficient and effective probation services and promote staff and public safety. The Facilities Management Department continued to work with the Adult Probation Department updating the Adult Probation Department Master Plan for all Adult Probation facilities. An overview of the major findings was provided to the Court. In addition, capital requests were submitted as appropriate based upon the findings, and presentations were made to the Court's Leadership as well as County Administration. The Maricopa County Board of Supervisors approved capital projects to expand at both Black Canyon Building (BCB) and Southport area offices. Moreover, the Court and the County approved the inclusion of Adult Probation Department as part of the new Southwest Justice Facility, which will alleviate issues experienced at the Western Regional Center. Southwest is scheduled to open during the first few months of 2017 and the build-outs at Southport and BCB will begin in the upcoming fiscal year.

SURVEY RESULTS

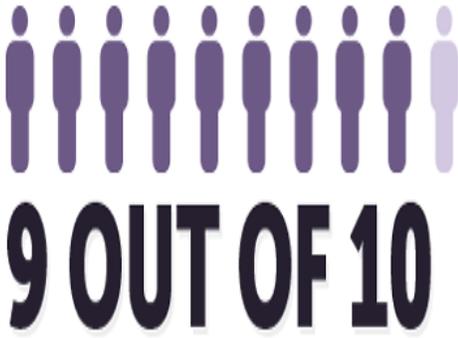
Pretrial Satisfaction Survey



In June 2016, the MCAPD conducted a survey to assess pretrial client satisfaction with the Pretrial Services Division. The last pretrial survey had been conducted in 2008. The Policy, Planning and Analysis Division worked with the deputy chief and the Pretrial division director to revise the survey and the procedures for survey distribution.

SURVEY ADMINISTRATION- The survey was distributed to clients at the Downtown Justice Court Center (DTJC) and the Southeast Facility over a two-week period in June. Clients who came into the office during that time frame were provided the opportunity to complete the survey. Clients were informed that their participation in the survey was voluntary and that their responses were confidential. Only clients who had previously met with Pretrial Services were eligible for the survey. The response rate of surveys administered in the lobby was 26%. Since clients on electronic monitoring do not come into the office, a mail survey was also used. The surveys were mailed in June in the same time frame as the surveys administered in the lobby. Postage-paid envelopes were provided so the survey could easily be returned.

RESULTS- The following highlights the results of the survey:
Nine (9) out of ten (10) respondents indicated the following:



- Pretrial staff treated them respectfully and listened to them.
- Pretrial staff emphasized the importance of appearing for Court dates and remaining crime free.
- They worked together with pretrial staff to help them be successful on pretrial supervision.
- They received clear and timely information regarding what was expected of them from pretrial staff.

90%

of pretrial clients surveyed are satisfied or very satisfied with the experience they have had with the MCAPD.

The survey provided the opportunity for respondents to provide comments and suggestions related to their experience with pretrial services. The positive comments expressed appreciation for the work done by pretrial officers and for the way they were treated:

“ She talked with me and listened. She helped me help myself. –Survey Respondent

“ My pretrial officer is great, always helpful and I feel he is on my side and has my best interest in mind. –Survey Respondent

“ My pretrial officer is very helpful and if I ever need anything I let him know. –Survey Respondent

CONCLUSION- The Pretrial Satisfaction survey was conducted because of the commitment of the Maricopa County Adult Probation Department to customer satisfaction. Customer satisfaction is identified as one of five (5) primary goals in the MCAPD’s strategic plan. When looking at the overall satisfaction results, the overwhelming majority of pretrial clients are satisfied with the service they are receiving. Every question on the survey elicited an overall positive response from clients. MCAPD remains committed to the goal of providing satisfactory services to clients.

SURVEY RESULTS

Victim Satisfaction Survey



In April 2016, the Department conducted its 18th annual survey of victims who have opted for post-conviction notification. MCAPD is mandated to notify opted-in victims of certain changes related to their cases. The survey focused on cases that required notification during FY2016.

SURVEY ADMINISTRATION-The survey contained 11 items. The first seven (7) items required respondents to rate contact with MCAPD staff. The overall satisfaction question was divided into three (3) parts to assess victim satisfaction with different aspects of the criminal justice process: 1) the criminal justice system, 2) the presentence probation officers (POs), and 3) the post-sentence POs. Respondents rated their overall experience with each of the entities on a five (5)-point scale ranging from 1 (unsatisfactory) to 5 (satisfactory). Survey respondents were also asked to indicate the status of the probationer(s) in their case.

This year, a second methodology to distribute the survey was used. An electronic version of the survey was created using a web-based program called Select Survey ASP. The electronic survey was distributed to victims who had email addresses on file in the Adult Probation Enterprise Tracking System (APETS). Surveys were distributed by mail to victims that only had a mailing address on file.

” Thank you for your dedicated desire for justice and fairness.
-Survey Respondent

The survey was administered to a random sample of 227 victims that had cases involving notification requirements; 17 were returned without forwarding addresses. A total of 47 opted-in victims responded, which is a response rate of 24%.

RESULTS-The following highlights the results of the survey:

- ▶ The mean ratings for the items pertaining to contact with MCAPD ranged from 3.48 to 4.30. All mean ratings fell above the neutral rating of 3.0 indicating a positive evaluation.
- ▶ The highest rating (M = 4.30) was for the item: *“Probation staff treated you with respect.”*
- ▶ The lowest ratings (M = 3.48) were for the items: *“You were notified of changes in the probationer’s status.”* and *“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 would be considered “satisfied or very satisfied”. Using this composite score, 57% of the opted-in victims who responded to the survey were satisfied with MCAPD.

CONCLUSION-The annual survey of opted-in victims is conducted because of the commitment of the MCAPD to customer satisfaction. Along with reviewing practices and revising training to identify opportunities for improvement, the Department is exploring new survey methods to measure satisfaction. The MCAPD remains committed to the goal of providing services to victims that treat them with dignity and respect.

SURVEY RESULTS

Treatment Provider/Community Partner Survey



In June 2016, a survey was conducted of treatment providers and other community partners. The Department’s goal is to maintain a satisfaction rating of 86% or higher among this group of customers.

The purpose of the Treatment Provider/Community Partner survey is to assess their overall satisfaction with the services provided by the MCAPD. The intent is to survey individuals from organizations that have routine contact with staff from the MCAPD. A list of individuals from treatment providers and other community partners was generated by staff throughout the Department. Surveys were distributed electronically and the results were analyzed by the Policy, Planning and Analysis Division.

The following highlights the results of the survey:

- ▶ Survey responses were obtained from 42 individuals within treatment provider or other community partner organizations.
- ▶ Half of the survey respondents were from treatment/service providers (n=21, 50%).
- ▶ Of those who responded to the survey, the majority (n=28, 67%) had at least weekly contact with the MCAPD. Almost 90% (n=37) had at least monthly contact.
- ▶ Over half of the respondents had routine contact with probation or surveillance officers (n=22, 52%).
- ▶ The majority of survey respondents agreed or strongly agreed that they were satisfied with their organization’s interaction with the MCAPD (n=36, 86%).

- ▶ All survey respondents agreed that the MCAPD is providing a valuable service to the community and nearly all (n=41, 98%) consider their organization a partner with the Adult Probation Department to enhance the safety of communities.

FEATURE ARTICLE

Staff Wellness and Resilience



The Maricopa County Adult Probation Department is dedicated to continuous improvement in the quality of community life by offering hope to neighborhoods, victims, and probationers. In order to best accomplish this mission, probation staff seek to foster productive relationships with community partners, carry out their duties in an ethical and empathetic way, and treat people in a dignified and respectful manner.

In the past decade there has been a growing trend within the field of probation towards evidence-based practices (EBP), principles empirically grounded in research which have demonstrated positive results by increasing public safety and reducing recidivism. The use of EBP has dramatically shifted the role of a probation officer from monitoring probationer compliance with Court orders to an active agent in the behavioral change process. While implementing EBP, probation officers conduct risk assessments, collaborate with probationers to create problem-oriented case plans, model pro-social behavior, and use enhanced communication and motivational techniques to promote behavioral change. Never before has a greater emphasis been placed on the officer's ability to engage and connect with probationers. In fact, the interaction and style of communication between officer and probationer is considered one of the most powerful ingredients in positive probationer outcome. High quality relationships (characterized as firm, fair, and caring) have even been found to protect against recidivism.

“ It's a good job all around. It makes you feel good about making a difference in the community and to make a difference in the person's life.
-Rosario Miller. APO

While compassion and empathy are believed to be necessary components for building rapport and working with probationers, there are limits to the professionals' capacity and endurance. From their initial involvement with a case during the pre-sentence investigation stage, probation staff are exposed to varying aspects of trauma as they read police reports, interview victims, and assess probationers' criminal and social histories.

After sentencing, field officers regularly meet with probationers and conduct home visits where they often bear witness to dysfunctional lives. In order to be most effective, probation officers also establish and develop relationships with the spouse, children, friends and collateral individuals involved in the probationers' lives. This practice exposes officers to the global impact of the probationers' choices if they return to drug use, abscond, are incarcerated, or re-victimize the family or community.

In 2007, MCAPD was the first probation agency in the country to participate in a groundbreaking study that examined traumatic stress in probation officers as a result of working with criminal offenders. The study discovered heightened traumatic stress symptoms and burnout in staff members who experienced challenging caseload events such as probationer suicide, sexual recidivism, and violent re-offenses that resulted in death to a victim or injury of a child. Other events associated with traumatic stress were the violent or unexpected death of a probationer, involvement in defending lawsuits against the Department, and line of duty violence, injury or death of a co-worker.

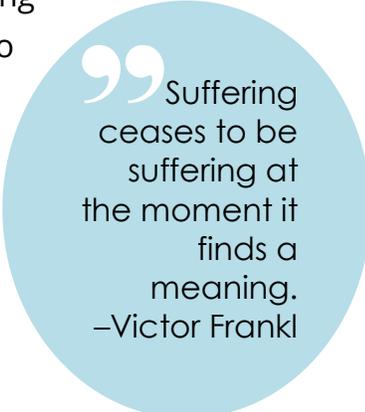
In a national sample of probation officers, a significant number of employees reported psychological, emotional, social, and physical symptoms of traumatic stress as a result of their work. For example, more than half of the staff reported feeling cynical, desensitized, hyper-vigilant, and a loss of empathy since working in the field of probation. Given that current evidence-based practices emphasize high quality relationships and rely on enhanced communication and motivational techniques, the reactions to traumatic stress have important implications for the quality of service in community corrections. It is ironic that compassion and empathy, the very qualities that allow staff to be most effective in their work, also make them most vulnerable...because it is through their interactions with victims, probationers, and community members that trauma is vicariously transferred.

“It's the only job I knew that you could keep the community safe by helping people get better. – Brian Thompson, APO

While evidence-based practices have shown positive results through a national increase in probation success rates, there is a departmental duty to safeguard the welfare of employees and to preserve and maintain their emotional well-being. Utilizing the results of the research, MCAPD developed a stress management program for employees in 2011 to actively address the impact of trauma exposure. The purpose of the program is to foster a work culture that promotes healthy coping, awareness, and self-care practices; and to create an environment where addressing job impact is considered paramount to sustaining the highest quality of professionalism.

Policies were examined and practices put into place that reflect the importance of staff care. When there is trauma in the organization, immediate resources are made available to impacted staff as a matter of protocol. Training starts at the onset of careers and is presented at the new employee orientation. Additional training is provided to all new field officers and conducted in the evenings with family members and significant others invited to attend. The program provides ongoing staff training that continuously addresses the challenges of probation work, normalizes job impact, presents new coping strategies, and focuses on the meaningful and rewarding aspects of public service.

An unexpected consequence of focusing on trauma exposure was the discovery that many employees are also reporting positive aspects of their experiences. Dealing with some of the worst forms of human behavior also exposes staff to incredible acts of altruism, forgiveness, courage, and recovery. The burden of bearing witness to people's suffering also provides the honor of witnessing, firsthand, the resilience of the human spirit. The strength and growth that come out of challenging experiences can vicariously inspire hope, optimism, and gratitude in others. And this exemplified a second irony...by making room for the negative job impacts it subsequently allowed space for the benefits to surface.



The mission of MCAPD is to enhance the safety and well-being of our neighborhoods. It is through the relationships and daily interactions with community partners, victims, and probationers that trust is built, empathy is conveyed, and hope for a better future is shared. The probation staff are the Department's greatest resource for accomplishing this objective. Therefore, a healthy workforce is not just an important factor to the overall functioning of MCAPD, the well-being of staff is mission critical in the delivery of effective practices and to the quality of services provided to a deserving community.

FEATURE ARTICLE

Smart Drug Testing



Drug testing is an important accountability tool used to monitor and assess individuals under probation supervision and provides the opportunity to respond to both compliant and non-compliant behavior. Good candidates for drug testing are probationers convicted for drug offenses, property crimes or other offenses motivated by substance abuse, or those who have

been screened and show a need for substance abuse intervention or treatment. Drug testing identifies individuals who are staying clean. It can act as a deterrent to future drug use and can provide incentive, support and accountability. Drug testing identifies probationers who use and those who have relapsed so intervention can occur. It is an adjunct to treatment or can be used for further behavioral assessment to determine if treatment is needed. MCAPD utilizes drug testing to manage and assess behavior and risk and afford opportunities to change.

MCAPD worked with its contracted urinalysis provider, TASC, to implement a modern, data-driven drug testing program that is effective, customizable to specific types of drug users, responsive to drug trends in the community, flexible, and that provides cost efficiencies in the drug testing options available. To be effective, drug testing must be unpredictable, unanticipated, and unannounced; the timing of drug tests must be random. Probationers on a drug testing schedule are required to call in to TASC's Interactive Voice Response (IVR) system seven days a week to learn whether or not they are required to test that day. The call-in can be completed by phone or the internet and the system is available through a smart phone application. On days when testing is required, probationers report to one (1) of four (4) TASC locations to test. Overall drug testing compliance involves calling in every day, testing as scheduled, and remaining substance free.

Probation officers communicate with TASC through the TASC Web Portal, which is accessible to officers via electronic devices including laptop computers and smart phones and which allows officers to view a wealth of useful information. Officers refer probationers to TASC electronically; communicating the probationer's identifying information, the frequency and time period for drug testing to be conducted, and the types of drugs for which the individual is to be tested. The flexibility built into the system allows probation officers to make changes to these instructions as needed. Officers can access a caseload view to see a list of all individuals on their caseload who have an active referral for drug testing and to identify those who are in compliance, as well as those who have failed to call in, missed scheduled tests, provided samples that did not meet requirements (such as an adulterated or diluted sample or attempted substitution), or tested positive for drug use. The individual probationer's record allows the probation officer to access more information, such as the type of drug for which the individual tested positive, the number of times the probationer failed to call in to the IVR system, the number of positive drug tests, and other information, along with the relevant dates of these actions. A report of compliance or non-compliance can be printed if needed for each individual probationer or by officer caseload. Another feature of the system is a calendar view that allows officers to quickly see dates when probationers on their caseload are scheduled for random drug testing.

TASC provides a substantial list of drug types for which testing can be done and allows probation officers to customize drug testing by selecting the number and types of drugs to be tested for each individual and to set this up on an ongoing basis or for a particular occasion. For example, officers can order a single drug test, a three (3) panel drug test, a five (5) panel drug test, or a variety of broad panel drug tests, which have varying price points. Data from TASC and probation officers' experience can be utilized to select which drugs to incorporate in drug testing for an individual. For example, certain types of drugs are commonly associated with opiate users and would be pertinent to drug testing for a probationer suspected of opiate use or with a history of opiate use. Particular drug trends among youth in the community, such as trends involving spice or bath salts, may inform the type of drug testing to conduct with youthful offenders. Efficiencies in the drug testing program benefit probationers as they are typically required to pay for their drug tests.

Drug test results are reported quickly, which allows probation officers to have a timely, meaningful response with probationers in support of positive behavior change. In addition to making test results available to probation officers through the TASC portal, a daily data feed posts drug test results in the probation case management system. This makes results easily accessible to officers in the information system where they routinely work with probationer records. TASC assisted with training for probation staff on use of the TASC drug testing system and effective drug testing practices. TASC also provides quarterly reports at the program and organizational level that summarize probationers' drug test results. This is a smart drug testing system that provides effectiveness, easy access, flexibility, cost benefits, and meaningful information.

FEATURE ARTICLE

Smart Justice Collaboration: Workforce Reentry Services



Maricopa County's Smart Justice Committee, an official sub-committee of the policy-level Criminal Justice Coordinating Committee known as MCJustice, has created specific goals to (1) enhance public safety by reducing the use of jail and/or jail days for non-violent low-risk offenders and (2) reduce recidivism amongst individuals deemed to be high risk to reoffend. Key partner agencies, including the Maricopa County Sheriff's Office (MCSO), Correctional Health Services, Human Services Department (HSD), and the MCAPD, have established collaborative strategies to achieve the goals of the Smart Justice Committee. Across partner agencies, a common language and understanding of evidence-based practices in corrections has been established, process efficiencies and better information sharing have developed, consistent

programming has been put in place, and collaboration has improved probationers' transition from jail to the community.

Many probationers lack job skills and/or a good work history and are faced with the impact of a felony record when seeking employment. Securing and retaining employment enables a probationer to make a living, provide for a family, pay victim restitution and Court-ordered fines and fees, and make a positive adjustment and contribution in the community. Employment contributes to self-worth, can inspire hope regarding the future, and reduces the risk of criminal behavior.

“ I thought having a felony meant I had limited options. Now I am confident and very positive for the road ahead of me. This is a blessing for me and I will never forget this. Thank you so much!
-Probationer

The HSD established a dedicated Workforce Development unit to work in coordination with the MCSO, MCAPD, and other justice system partners to implement a workforce reentry services model. Two of the programs implemented are Smart Justice Career Services and the Clean Start program.

Smart Justice Career Services – HSD provides career services for probationers at MCAPD's Adult Education Centers in Mesa, Phoenix, and Glendale. HSD personnel utilize space in the Education Centers and are available to assist probationers during dedicated hours each week. Referrals are made by

the assigned probation officer. The services provided include employment assessment, one-on-one career advice, case management, resume and interview support, job leads, and more, tailored to the individual's needs. Between November 2015 and June 2016, HSD served 786 clients at the MCAPD Education Centers and at least 135 clients were enrolled in intensive career services.

Clean Start – Justice-involved women were designated by the Smart Justice Committee as a priority population and HSD's Smart Justice Career Services, in collaboration with the MCSO and the MCAPD, initiated the Clean Start program in March 2016. Probation officers refer unemployed female probationers who meet program criteria. Females enrolled in the program have a full-time paid position for three (3) months, learning all aspects of working in the county jail laundry. Approximately 20 to 30 females are enrolled at a time.

“ (My probation officer) . . . is proud of me for completing the Clean Start Program. It's given me hope to not let this situation define me.
-Probationer

During the program, participants have an assigned career advisor and access to occupational skills training, career guidance, and job placement services. They participate in the cognitive-behavioral *Thinking for a Change* program facilitated by MCAPD. Job assignments at the laundry include machine operator, shipping and receiving, order processing, housekeeping, sorting and folding. Participants learn a variety of transferable skills that they can take to another job, such as communication, critical thinking, self-management, and interpersonal skills. HSD works to place participants in permanent employment in the community following graduation from the program.

By the end of FY2016, the first group of Clean Start participants had graduated and a second group had started. The MCSO experienced an increase in efficiency and output in laundry production. Five (5) participants from the first group were invited to stay involved and move into a lead capacity. As part of the second group, they are learning leadership skills, managing a community service project, and earning a slightly increased hourly wage, while encouraging the new participants to accomplish their goals and change their lives.

“ It feels amazing to have success and work hard towards my goal!
-Probationer

The statements of program participants regarding this program show that the benefits went far beyond earning a paycheck.

FEATURE ARTICLE

Next Steps in Evidence-Based Practice



In order to assist the MCAPD in continuing to systematically identify the right solutions and translate challenges into opportunities for the organization, the expertise of the Carey Group (TCG) was sought. Mark Carey is the President of TCG, a national consulting firm that provides training and technical assistance for justice and correctional professionals and community groups. The purpose of the organization is to aid in the achievement of criminal and juvenile justice system goals by working with organizational leaders and all employees within the organization.

[Managers' Forum Training](#)

In late April 2016, Mark Carey presented a two-day training on “Achieving Risk Reduction Through Effective Staff Interactions” at the Managers' Forum. All supervisors and the executive

staff had the opportunity to attend the training. The training began by illustrating that it is essential that the key factors needed to change offender behavior are pinpointed. Mark Carey illustrated the Pareto Principle, which indicates that 80% of outcomes are a result of 20% of activities. This emphasizes the need to focus resources and energy towards the areas where Department can affect behavior change.

Discussed were the specific steps needed for effective behavior change, which include risk, focusing on the key criminogenic need, skill deficit, intervention and adjustment based on responsivity.

Risk: It is essential that probationers are supervised at the appropriate level and that treatment dosage and intensity are matched to risk level. The majority of services must target probationers who are assessed as medium or high-risk to reoffend. As risk increases, service duration and intensity should also increase. It is essential that empirically based assessment tools are used consistently. Assessments need to be administered reliably in order to have confidence in the results. Using an empirically based assessment tool along with professional input increases the ability to develop an effective case plan.

Criminogenic Need: In order to effectively implement positive behavior change, it is essential to identify the criminogenic need that is the driving force behind the behavior, and which should subsequently be included in the case plan.

Skill Deficit: Cognitive behavioral intervention programs are extremely effective in changing negative behavior and reducing recidivism. Including skill practice techniques such as modeling, role-playing, reinforcement and graduated practice to build skills will assist in changing probationer behavior. Through role-playing, probationers have the ability to walk through the dialog of a challenging situation in order to raise their comfort level with the situation and develop strategies for engaging in the conversation.

Intervention and Adjustment Based on Responsivity: It is important that the needs of probationers are continuously evaluated and their progress assessed regarding the implementation strategies that have been employed. The ability to adjust methods and interventions is integral to the overall success of the probationer.

When you change thinking,
you can impact many of the
criminogenic needs.

Initiatives

The training provided MCAPD staff with valuable information, as well as a variety of resources that can be utilized. After the training, discussions began throughout the Department to identify the next steps to take as an organization to implement the strategies discussed in the training. All supervisors and those who attended the training were asked to brainstorm ideas. As a Department, MCAPD has already begun to implement key strategies that align with the Mark Carey training.

The Department recruited internally and created a group of EBP Advocates. The advocates attended the Mark Carey training and will assist in advancing and sustaining the use of evidence-based practices within the Department. The diverse group includes representation from across the Department, and includes line officers, counselors, and others. The EBP Advocates will begin work on developing and rolling out an EBP Evolution training. This training will highlight the Department's journey with EBP thus far, emphasize the importance of the professional relationship, and begin to introduce new terminology and reinforce key concepts from the recent Mark Carey training.

How to Impact Behavior:

- Spend 20 minutes or more in appointments.
- Affirm/identify positive behaviors.
- Build a meaningful alliance...show them you want them to succeed.
- Focus on skill building in criminogenic areas.
- Practice prosocial skills.
- Require offenders take action!

Through these initiatives, the Department has taken significant steps to implement strategies that were emphasized in the training. The MCAPD will continue to move in this direction to increase efficiency as an organization and capitalize on successes.

FEATURE ARTICLE

How Probation Officers and Probationers Approach Revocation



During FY2016, Patrick Tighe, a graduate student at Harvard's Kennedy School of Government, completed a Policy Analysis Exercise (PAE) for the Maricopa County Adult Probation Department. The MCAPD provided Patrick with direction on the topic for his PAE, which focused on probation

violations. The research questions identified were targeted towards areas where the MCAPD had gaps in knowledge that the department believed could be addressed through this project.

Two research questions were developed that became the focus of the PAE:

1. When probation officers have discretion, what influences them to file a petition to revoke?
2. Why do some probationers voluntarily reject probation and choose to complete their sentence in jail or prison?

Context of Probation Violations

Individuals supervised on probation have terms and conditions imposed by the Court that outline what a probationer must or must not do while on supervision in the community. If the probationer is non-compliant with the conditions of probation, the supervising probation officer may submit a petition to revoke (PTR) to the Court. Department policies dictate the circumstances and timelines of when a PTR must be filed. For certain behaviors, such as new criminal conduct, the filing of a PTR is mandatory. For other non-compliant behaviors, such as failure to report, officers have some level of discretion.

In FY2015, 8,759 probationers had a PTR filed. Of those, 51% were filed for technical violations of the conditions of probation. The first research question is designed to help the MCAPD understand what factors influence the officer's decision to file a PTR for technical violations.

When a probationer goes before the Court to receive a disposition on the PTR there are a number of potential responses. The individual may have their probation revoked which results in them completing their sentence in the Department of Corrections (DOC). They could also be reinstated to probation supervision. The probationer may also make a conscious decision to reject probation and choose to complete their sentence in DOC. In FY2015, of those probationers who were revoked to DOC during Probation Violation Court, 39% had rejected probation.

Methodology

To address the research questions, the scope of the project was narrowed to focus on non-specialized standard probation caseloads. The non-specialized standard probation population represents approximately 60% of those actively supervised by the MCAPD. Multiple strategies were used to gather information for this project.

- Observations of Probation Violation Court.

- ▶ Stakeholder interviews including standard probation supervisors, standard probation officers, public defenders assigned to Probation Violation Court, Commissioners presiding over Probation Violation Court.
- ▶ Survey of all standard non-specialized probation officers, obtaining a 67% response rate.

The project did not include review and approval by an Institutional Review Board, so information could not be obtained directly from the individuals going through the probation violation process. However, the information gained from the survey and interviews provides the MCAPD with insight on how probation officers make decisions and their observations about the decisions probationers make when going through Probation Violation Court.

Key Findings

What Influences the Decision to File a PTR for Technical Violations? The primary reason identified is that the officer believes the probationer poses a threat to the safety of the community. Officers assess threat to the community by considering the probationer's criminal history, the current offense, and the probationer's performance on probation. Special attention is given to whether there is violence in the criminal history or the current offense. Other factors were also identified as playing a role in the officer's decision to file a PTR. Officers reported being more likely to file a PTR if the probationer was high-risk, was unmotivated or resistant to authority, or was a threat to themselves. Officers also paid attention to the type of violation behavior and were more likely to file a PTR for drug violations or failing to report, than for failing to complete community restitution hours or failing to pay fines and fees. Overall, many factors can contribute to an officer's decision to file a PTR and officers make the determination on a case-by-case basis. The officer's concern with public safety is consistent with the mission of the department to enhance community safety.

Why do Probationers Reject Probation. Information obtained from officers about their personal experiences with probationers who chose to reject probation and be revoked to DOC indicate officers' belief that a probationer's decision to reject probation is a rational, cost-benefit decision. They also believe probationers with longer histories of incarceration are more likely to reject probation. However, there were differences of opinion about whether the behavior varied by gender or by race. The interviews highlighted that there is a great deal the MCAPD does not know about who rejects probation and why.

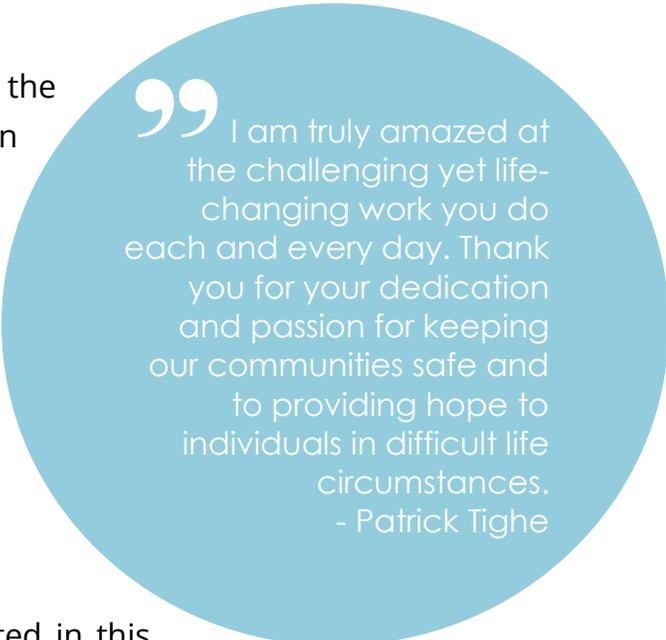
Recommendations and Next Steps

The analysis conducted through the project also provided the MCAPD with some recommendations to consider.

1. **Learn more about probationers who reject probation and who abscond.** While these are behaviors that occur on a consistent basis among those on probation, detailed data analysis on these populations has not been conducted. Additional data analysis could help identify who is absconding and who rejects probation to determine if strategies can be identified that help them stay engaged in probation and improve their access to services.
2. **Focus probation on what matters.** Individuals on probation are expected to abide by a significant number of conditions. A recommendation was made to review all of the standard conditions to see if they are all necessary. Another recommendation focused on incorporating ability to pay into decisions about the fines and fees imposed on probationers. A final suggestion was to enhance the reentry and reintegration services available for probationers since such a high number spend some time in prison.
3. **Incentivize probation officers to reduce PTRs for technical violations.** As there remain a high number of PTRs filed for technical violations, including absconding, can strategies be implemented that encourage officers to take additional steps to locate probationers and keep them engaged?

Overall, the PAE conducted by Patrick Tighe provided the MCAPD with meaningful information about probation violations and how officers respond to violation behavior. The results highlight how officers incorporate the mission of the Department into their decision making by considering community safety when filing a petition to revoke. The results also provide the MCAPD with items to consider as it strives to continually improve the services it provides to the community and to those under probation supervision.

The MCAPD is appreciative of the staff who participated in this research project and provided meaningful feedback. The Department also appreciates the effort put into this project by Patrick Tighe, who recognized the work done by probation officers on a daily basis. His acknowledgement to staff of the MCAPD conveys his appreciation.



” I am truly amazed at the challenging yet life-changing work you do each and every day. Thank you for your dedication and passion for keeping our communities safe and to providing hope to individuals in difficult life circumstances.
- Patrick Tighe

DIVISION AND PROGRAM INFORMATION

Pretrial Services Division

Active End of Year Supervision Population: 3,062
Average Daily Cost of Supervision Per Client: \$6.71
Annual Program Cost of Supervision: \$6,857,121



The Pretrial Services Division provides the Initial Appearance (IA) Court with timely and relevant information to assist Judicial Officers with making release/detain decisions. For defendants released to pretrial supervision, the Pretrial Services Division helps ensure the defendant's appearance in Court and that the defendant remains crime free while in the community. At the end of FY2016, there were 2,264 clients on general pretrial supervision and 798 clients on Electronic Monitoring (EM) supervision.

In FY2015 the Pretrial Services Division implemented a new risk assessment tool. The Public Safety Assessment (PSA) is a validated pretrial risk assessment developed by the Laura and John Arnold Foundation that uses nine (9) risk factors to assess the risk of new criminal activity, including new violent criminal activity and failure to appear pending case disposition. The PSA provides a basis for release recommendations and determines the supervision level of defendants released to pretrial supervision. All officers in the Pretrial Services Division are trained to administer the PSA, which is completed at the time of the initial appearance interview in the jail. This risk assessment tool has enabled officers to make more informed release recommendations to the Court and resulted in an increase of defendants released from custody to pretrial supervision pending the disposition of their Court case.

Pretrial officers assigned to the IA Court, in collaboration with the MCAPD Communication Center, were able to divert over 1,589 calls from probation officers in the field during after hours, holidays, and weekends and were also able to assist outside law enforcement agencies in authorizing holds on probationers who had been newly arrested. In addition, during this fiscal year, the officers assigned to the IA Court piloted a program to identify probationers arrested for a new offense who were scheduled for Initial Appearance so that hearings for probation violation and the new offense could be combined into one docket. This enables the IA Court and Maricopa County Sheriff's Office (MCSO) to process defendants more timely, reduce the number

of hearings and transportation costs, and lessen the amount of time defendants are held awaiting their initial appearance in both matters.

Defendants released to Pretrial Services are supervised based on the results of the PSA and the release conditions, and are provided with an initial in-person interview with an officer to assist in clarifying the Court's expectations for Court appearance and compliance with release conditions. Staff have also worked to update policies and forms to enhance communication with the Court and defendants and to improve Court appearance rates. Pretrial staff remind defendants of upcoming court proceedings via telephone calls, text messages, and electronic mail at least two (2) days prior to their next court date.

Pretrial Services' EM continues to offer an enhanced supervision option to the Court when establishing release conditions. During FY2016, EM leadership and staff collaborated with the MCSO to install GPS monitoring systems in jail and other facilities seven (7) days a week. This process improvement allows immediate monitoring by GPS tracking upon physical release from custody. EM utilizes state-of-the-art GPS monitoring technology to supervise pretrial defendants 24/7 including compliance with restriction zones that not only enhance the safety of alleged victims but the community as a whole. EM officers are issued smart phones and laptops which can be mounted in their department issued vehicles, allowing for quick access to applications and programs in support of 24/7 monitoring demands. EM officers are able to quickly access GPS location and event data from their vehicles while conducting fieldwork.

Presentence Investigation Division

Presentence Investigation Reports Completed: 15,013
Average Cost Per Presentence Investigation Report: \$656.56
Annual Program Cost: \$9,804,461



The Presentence Division prepares investigation reports for the Court following a defendant's conviction and prior to sentencing in Superior Court. The information contained in the report includes offense summaries, input from victims and interested parties, defendant statements, risk and needs assessments, program eligibility, and recommendations. A confidential section with criminal history and other protected information is also attached. These reports represent the assembly of pertinent information and presentation of objective recommendations to assist the Court with sentencing considerations. Following sentencing, the Presentence Report remains a critical tool for probation and/or Department of Corrections staff in the development of evidence-based supervision strategies, inmate classification, and targeted interventions.

The risk and needs assessments, coupled with program screening services, administered by MCAPD staff are a vital part of the Presentence Division's contribution to community safety. The MCAPD realizes – and evidence supports – that crime is not combatted purely through incarceration and punitive sanctions. Real and measurable progress is also made when offender risk areas are identified and interventions are implemented to address them. When specific treatment is used to manage an offender's unique needs, factors that lead to criminal behavior are reduced, and motivation to make better choices is increased. Accurate interpretation of risk and needs assessments and specialized MCAPD follow-up represents an offender's best opportunity to build resilience and offer hope for adhering to a law-abiding lifestyle.

In FY2016, the Presentence Division completed 15,013 reports with 99% submitted on time without a continuance. The entire Presentence Division remains committed to achieving the highest standards of timeliness, accuracy, and impartiality, to increase Court efficiency and better carry out the goals of the Judicial Branch in serving the public.

The Presentence Assessment Center represents the first MCAPD point of contact for most defendants as they navigate the judicial system. Presentence screeners conduct comprehensive interviews and administer a variety of screenings and assessments that assist with the formulation of the presentence report. The Center also facilitates healthcare enrollment in support of the Affordable Care Act for those individuals who lack health insurance. This service is essential to many defendants' physical and mental health and is helpful for locating appropriate treatment options as probation supervision strategies take shape.

FY2016 brought significant technological enhancements to Presentence Division business practices. The development and implementation of the Judicial Branch Integrated Court Information System Next Generation (iCISng) created an online vehicle for the presentence report e-sentencing application and a streamlined format for presentence assignments. Presentence reports are delivered to the Court electronically and crucial information is shared instantaneously, resulting in increased efficiency and resource conservation.

The MCAPD recognized an opportunity to maximize the functionality of iCISng and enlisted computer programmers to work with Court and probation staff to develop an online presentence report. Soon, the Presentence Division and the Adult Probation Enterprise Tracking System (APETS) database, where electronic probationer records are maintained, will be able to interface with iCISng and include all of the relevant information otherwise contained in a conventional presentence report without the use of an external word processing program. The

application will then compile this information into online documents nearly identical to those the Court has been receiving for many years. A particularly enterprising feature of the application allows the reviewing supervisor to give officer feedback and assemble the results of each report review into the employee's Annual Performance Evaluation. The advances in this effort move the Presentence Division ever closer to an entirely paperless product.

” At a time when institutions are challenged by the volume of cases and limitation on resources, the Maricopa County Probation Office somehow maintains an individualized approach to sentencing recommendations, recognizing the varying needs of probationers. This allows for an individualized system of justice that still honors general policies and mandates. I have seen first-hand that this has led to increased success by probationers. –Honorable Bruce Cohen

Reach Out Program



The Reach Out program identifies probationers with a substance use disorder who are serving jail time and are eligible for early release to residential treatment by court order. Reach Out screens these individuals through a clinical assessment with a licensed counselor. Once an individual is clinically assessed, Reach Out works with the Regional Behavioral Health Authority (Mercy Maricopa Integrated Care) to find appropriate treatment in the community. Reach Out is currently working with over six (6) community agencies and hopes to expand this collaboration even further in the upcoming months and years.

This year, Reach Out offered hope and recovery to 154 probationers by facilitating early release from jail into residential substance abuse treatment. This is a 44% increase in placements from the previous year. These placements resulted in 4,932 jail days saved at a total cost savings of \$421,637 to the County.



Standard Probation Supervision



Active End of Year Population: 16,720

Average Daily Cost per Probationer: \$5.30

Annual Program Cost: \$32,145,373

Authorized Caseload Ratio: 1 to 60

Success Rate: 69%

Drug monitoring results indicate that 65% of standard probationers were drug free in FY2016.

Victim Restitution Paid: \$9,662,398

Community Restitution Hours Completed by Standard Probationers (Including all specialized caseloads): 327,575

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

The MCAPD is committed to its mission and to the implementation of evidenced-based practices. In striving to enhance the safety and well-being of our neighborhoods, the MCAPD employs strategies that research has demonstrated are most effective at reducing recidivism.

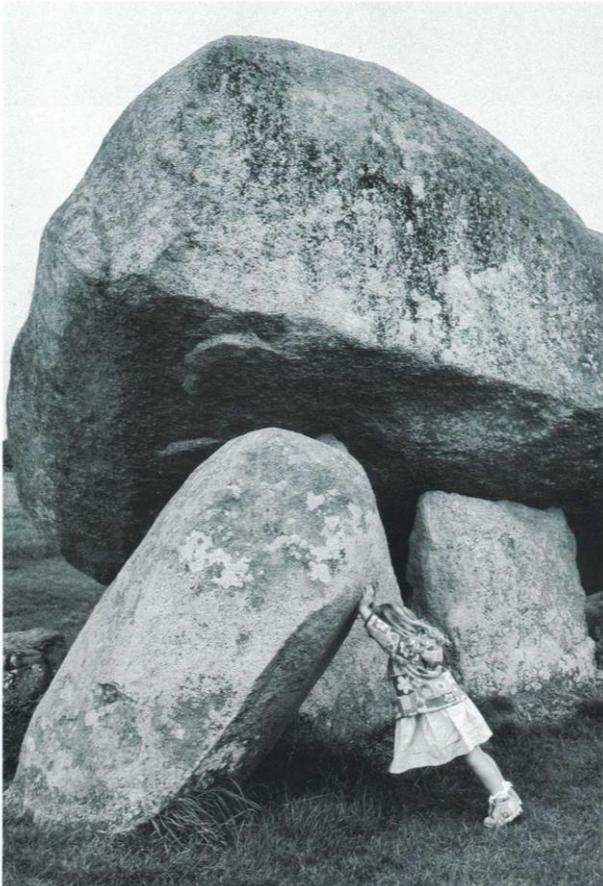
Standard Probation Supervision comprises the majority of probationers sentenced directly to supervised probation. Included in Standard Probation are the white collar caseloads. Typically the crimes found in that category are offenses like fraudulent schemes and artifices, credit card fraud, and taking the identity of another. Often the victims of these white collar crimes never meet their offender face-to-face, but the financial loss to those victims can be devastating. The MCAPD is ever vigilant in supervising this group of white collar offenders while offering hope and recovery to victims.

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

”

I see a difference in who I am and what I stand for are more than just words from a book, but rather a lifestyle. My relationship with my wife is growing and I truly enjoy my life now. Not because probation has pounded that in my head, but rather because I have a desire to be a better person and lead a healthy lifestyle. My desire to help others was always on my mind, but now I feel it is a calling to use my story to help others. -Probationer

Below is a card received from a probationer.



Thank you for holding the rock up long enough for me to crawl out from under it. You made an immeasurable difference in my life and I will always be grateful for it. God's seed

-Probationer

”

I always believed in people's capacity to grow and change, but to actually be involved in it and witness it, made all the difference.

-Brian Thompson, APO

”

You hold me accountable but also let me grow up and make choices.

-Probationer

”

I honestly believe that (PO) saved my life and I am eternally grateful.

-Probationer

Seriously Mentally Ill Program



Active End of Year Population: 767

Average Daily Cost per Probationer: \$6.20

Annual Program Cost: \$1,709,673

Authorized Caseload Ratio: 1 to 40

Success Rate: 76%

Drug monitoring results indicate that 62% of seriously mentally ill probationers were drug free in FY2016.

The Seriously Mentally Ill (SMI) program was specifically designed to assist those who have been diagnosed with a serious mental illness, who are also involved in the criminal justice system. Probation officers supervise specialized caseloads comprised of individuals with SMI. The officers work closely with treatment providers and other agencies in a collaborative environment to support and encourage probationers to reach their highest level of success possible.

SMI officers incorporate a variety of the tools introduced to the community supervision field by Mark Carey. Specifically, these officers focus on a proactive, hands-on approach to creating and implementing effective discharge and supervision plans that will empower their probationers to success. The collaborative approach between probation officers and the clinical teams provides an opportunity to more precisely identify the driving force behind a probationer's criminal behavior, while simultaneously addressing the psychiatric needs. The two may differ, however an overlap in these areas is commonplace.

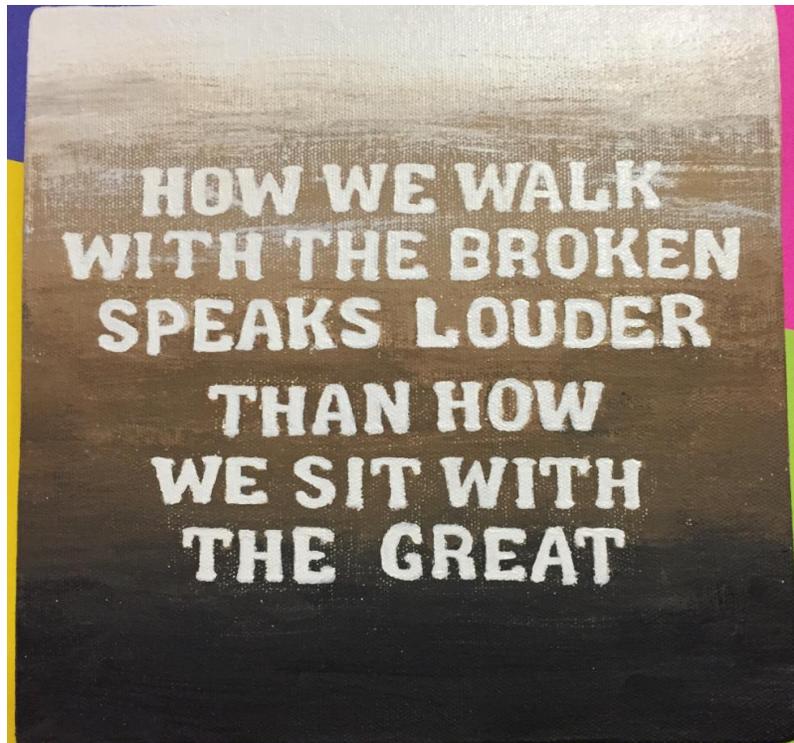
The Regional Behavioral Health Authority (RBHA) has made implementing evidence-based practices into their approach a priority over the last year. In doing so, they have focused on peer and family support groups, supported housing, supported employment and the creation of additional Assertive Community Treatment teams (ACT) as well as Forensic Assertive Community Treatment teams (FACT). This has expanded the clinical team's ability to not only collaborate with probation, but to provide a higher level of care to those in the community who depend on full wrap-around services outside of a hospital setting. In turn, several SMI officers from MCPD have facilitated trainings to the ACT teams to explain the role of probation and tools used to determine appropriate levels of supervision by the assigned officers. It is hoped that the continued use of these teams will assist in the on-going goal of minimizing the amount of time that probationers with SMI spend incarcerated.

An integral part of effective supervision for this population is a specialized Mental Health Court. This court effectively utilizes a collaborative approach between the assigned Judicial Officers, county attorneys, public defenders, probation officers and supervisors, the RBHA, peer supports

and jail staff (specifically the Sheriff Information Management System), Correctional Health Services, and the Mental Health Unit. This team approach allows for a more comprehensive review of each case in order to arrive at appropriate supervision and effective discharge planning for these individuals.

David's Hope, a nonprofit organization that leads the Arizona Mental Health and Criminal Justice Coalition, recognized three (3) SMI officers with awards for going above and beyond in their assistance to probationers with SMI. These instances prevented suicide attempts and assisted high-need probationers in reaching some success in their lives that they previously felt impossible. Many have commended SMI probation officers and their work, with a Judicial Officer saying: "they are the lifeline between the mentally ill and the available resources."

”As a supervisor I see hope, resilience and recovery in my officers after they help their probationers reach a milestone previously thought to be impossible. I see hope in the POs when they staff cases and they talk about the potential they see in a probationer that so many others have ignored or overlooked. I see it in Mental Health Court when the probationers are praised for their hard work. When an SMI probationer finally finds that program they click with, their whole demeanor changes, which leads to hope, resilience and recovery for the probationers and the officers. -Supervisor Jessica Ethington



Handmade canvas given to a probation officer as a gesture of appreciation from a probationer.

Sex Offender Program

Active End of Year Population: 2,417

Average Daily Cost per Probationer: \$8.00

Annual Program Cost: \$6,824,277

Authorized Caseload Ratio: 2 to 60

Drug monitoring results indicate that 91% of sex offender probationers were drug free in FY2016.



The purpose of the specialized Sex Offender Program is to provide a means of external control for those probationers who have the sex offender specialized conditions of probation, as well as means for them to develop internal controls. This is accomplished through increased supervision and intensive treatment. The goal of the program is to protect the community while managing risk and recurrence of crime. Less than 2% of sex offenders committed a new felony offense while on supervision in FY2016.

Probation and surveillance officers specifically trained in sex offender supervision are assigned sex offender cases. Supervising sex offenders requires the supervision officers to assess risk and needs, create individualized case plans, seek community support, and utilize evidence-based interventions. Supervision involves more frequent officer contacts with probationers, and very close coordination with treatment providers and local law enforcement in order to ensure compliance and minimize risk. 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 are re-entering the community having served a period of incarceration. At the end of FY2016, the program had 2,417 sex offenders on Standard Probation and 192 on Intensive Probation. In January of 2016, the reentry team had the exciting opportunity to present at the American Probation and Parole Association (APPA) Winter Training Institute in Atlanta, Georgia on the supervision strategies utilized to facilitate a sex offender probationer's successful transition into the community.

All probationers with specialized sex offender conditions of probation are evaluated for sex offender treatment services, unless the Court orders otherwise. Treatment must be consistent with research-based principles of effective criminogenic interventions, based on cognitive behavioral strategies, and services must target dynamic behaviors that are predictive of future criminal behavior. All therapists providing treatment have a minimum of a Master's level degree and must abide by the Association for the Treatment of Sex Offenders (ATSA) Code of Ethics, guidelines and standards. These professionals have specialized training in sex offender treatment.

Global Position System Monitoring (GPS)

The purpose of the GPS program is to enhance public protection. This is accomplished by probation and surveillance officers activating, monitoring, and responding to alerts and violations on a 24 hour a day, seven (7) days a week basis for those probationers who are Court ordered to wear a GPS bracelet. GPS is a supervision tool to assist trained staff in analyzing behavior patterns.

Arizona Revised Statutes (A.R.S.) 13-902(G) mandates GPS for offenders convicted of a dangerous crime against children on or after November 1, 2006, sentenced to probation, required to register, and classified as a level three (3) offender for community notification purposes. The Associate Criminal Presiding Judge continues to support the decision to request modification of GPS onto the conditions of probation for those sex offenders who become homeless. The GPS condition is deleted when approved housing is established.

Domestic Violence Program

Active End of Year Population: 906

Average Daily Cost per Probationer: \$5.76

Annual Program Cost: \$1,839,292

Authorized Caseload Ratio: 2 to 60

Success Rate: 49%

Drug monitoring results indicate that 65% of domestic violence probationers were drug free in FY2016.



The specialized Domestic Violence Program was designed to supervise domestic violence offenders placed on probation with convictions for offenses against an intimate partner or family member, including child abuse, and who pose the highest risk. The central intent of the Domestic Violence Program is to ensure the safety of persons who have been victimized by these probationers with the objective to end the abuse.

During FY2016, staff continued to play an important role toward ending domestic violence by enhancing victim safety, providing intervention opportunities for victims and probationers, and holding probationers accountable. Three (3) full-time victim advocates employed by Chrysalis, a local nonprofit organization, worked hand in hand with probation staff to provide services and assistance to empower victims. Domestic violence officers continually identify the presence of risk factors and use this information to develop individualized case plans. Probationers are required to attend domestic violence counseling and other programming to address areas of criminogenic need, those issues that directly relate to the probationer's likelihood to re-offend.

The adult domestic violence probationer has been afforded an opportunity to remain living in the community working toward the goal of reunification rather than being incarcerated. Immediate responses for violation of supervision conditions, poor attitudes or behavior problems are imposed through the Domestic Violence Court, which has been in operation in Maricopa County since 2002.

Fourteen (14) Domestic Violence (DV) teams consisting of a probation officer and a surveillance officer within two (2) units supervised approximately 900 domestic violence probationers throughout Maricopa County. To remain current, staff attended a variety of training opportunities ranging from the dynamics of domestic violence and offender treatment to DV and Traumatic Brain Injury and victim advocacy. Another way to stay current was through participation on task forces and fatality review boards in various jurisdictions within Maricopa County.

Youthful Offender Program

Active End of Year Population: 181

Average Daily Cost per Probationer: \$9.31

Annual Program Cost: \$683,225

Authorized Caseload Ratio: 1 to 40

Success Rate: 58%

Drug monitoring results indicate that 34% of youthful offender probationers were drug free in FY2016.



The Youthful Offender Unit offers hope, recovery and resilience to youthful offenders and their families. This is accomplished through team effort and collaboration. The program serves juveniles and adults up to age 21. The Juvenile Transferred Offender Program (JTOP) is a specialized Court, in which eligible youth participate. The JTOP team consists of the probation officers, a clinical coordinator, a Judge dedicated to the program, and public defenders. In this specialized program, probationers are given immediate consequences and rewards for their behaviors. These immediate responses help reinforce the positive and encourage compliance with the program.

“You are the only person who gave me a chance and believed in me.
-Probationer

During the past year, the JTOP Court experienced many positive changes. Phases were implemented within the program to provide a path to JTOP graduation. Within the phases, probationers are given clear direction and individualized short term goals, and are also required to complete life skills and maintenance plans. Their successes are rewarded through praise, incentives, and when appropriate, early termination from probation.

In addition to implementing phases, a JTOP Success Guide was created, and a “Probation 101” presentation is offered to probationers under the age of 18 who are incarcerated at the Lower Buckeye Jail. This presentation assists probationers in understanding what adult probation is about, and gives them the opportunity to ask questions, hopefully alleviating some anxiety prior to their release.

The JTOP team regularly collaborates with jail staff, mitigation specialists, the Departments of Child Safety and Juvenile Corrections, and the Juvenile Probation Department. The team works with schools, treatment providers, and residential facilities. In addition to meeting treatment and educational needs, team members often provide case management services, such as how to obtain a driver’s license or identification card, sometimes meeting their clients on site to assist. Paramount to meeting treatment needs is ensuring insurance coverage is in place. The clinical coordinator has the ability to verify Arizona Health Care Cost Containment System (AHCCCS) status and assist in the enrollment process, thereby removing a barrier to coverage and ultimately meeting treatment needs.

The team provides hope by standing by the youth and believing in their future. They provide resources and most importantly, support, while holding the youth accountable for their actions. The team instills resilience. The youth do not always succeed, especially the first time. The team does not give up, rather they assist in trying again, or working through how to make better choices. The team provides recovery and assists in finding resources and referrals to assist in this recovery. Each youth is treated as an individual, as one size does not fit all.

” Thank you for not giving up on me.
-Probationer



Minimum Assessed Risk Supervision (MARS)

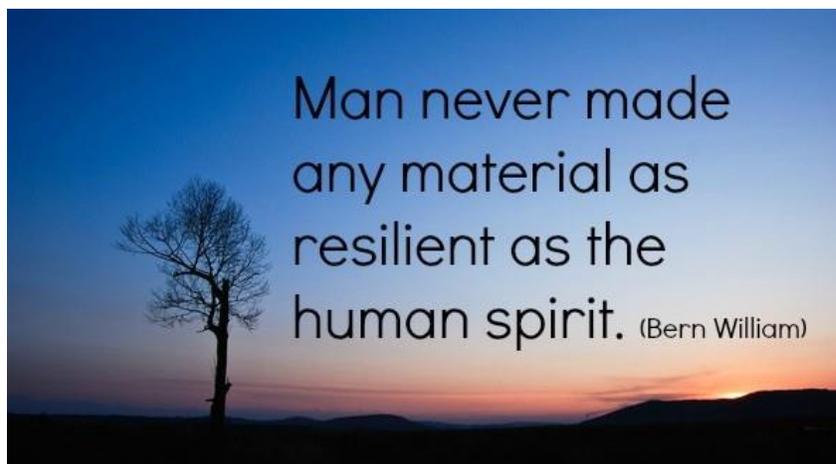
Active End of Year Population: 2,417
Average Daily Cost per Probationer: \$1.46
Annual Program Cost: \$1,172,448
Authorized Caseload Ratio: 2 to 350
Success Rate: 98%

Drug monitoring results indicate that 87% of MARS probationers were drug free in FY2016.



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

The MARS teams have successfully decreased the number of probationers convicted of new felonies to less than 1.2% of the entire program, and reduced the number of probationers revoked to DOC to 1.7%. By utilizing face to face contacts and graduated responses, the MARS program has been able to submit Earned Time Credit orders of discharge and Early Terminations, along with having 98% of probationers complete probation successfully. New hire training has been enhanced to teach new officers how to screen cases for MARS and determine eligibility for the program. This has decreased the number of minimum-risk cases that are being supervised on standard field caseloads and increased the number of probationers on the MARS standard field bank caseloads. The assignment of low-risk cases to the MARS program enables standard field officers to focus more attention on higher-risk cases. This is an evidence-based practice that reduces recidivism and utilizes resources wisely.



Unsupervised Probation

Active End of Year Population: 3,913
Average Daily Cost per Probationer: \$1.30
Annual Program Cost: \$2,071,758
Authorized Caseload Ratio: 2 to 500
Success Rate: 97%



Unsupervised Probation is a valuable program intended for low-risk, first time offenders with low-level felony or misdemeanor convictions. This primarily administrative program is highly successful and ideal for probationers who are likely to succeed with minimal intervention from adult probation staff. The onus of compliance with Court-ordered conditions remains with the probationer, while adult probation staff provide referrals and assistance as needed. Court-ordered conditions are minimal and once completed, Adult Probation staff request early termination of probation. As Unsupervised Probation is the lowest level of probation, supervised probationers not eligible for early release or determined to be low-risk, can be rewarded for successful completion of their Court-ordered conditions by being modified to Unsupervised Probation.

Intensive Probation Supervision

Active End of Year Population: 1,001
Average Daily Cost per Probationer: \$21.97
Annual Program Cost: \$8,154,214
Authorized Caseload Ratio: 1 to 15
Success Rate: 56%
Drug monitoring results indicate that 59% of intensive probationers were drug free in FY2016.
Victim Restitution Paid by Intensive Probationers: \$73,054
Community Restitution Hours Completed by Intensive Probationers: 115,434



The Adult Intensive Probation Supervision Program (IPS) is a sentencing option intended to provide probationers who are assessed as medium-high or high-risk to reoffend with the opportunity to address the factors contributing to their criminal behavior as an alternative to being committed to the Department of Corrections. The program provides a more enhanced level of supervision and accountability than Standard Probation supervision.

The program is comprised of progressive supervision levels with supervision strategies and goals that begin with extremely restrictive expectations progressing to a gradual reduction of expectations as a reward for advancement. IPS provides probationers the opportunity to graduate to standard supervision when progress is shown toward behavior change, the probationer exhibits pro-social thinking patterns and adheres to the IPS program requirements (e.g., completing a set amount of monthly community restitution hours and observance of a 24 hour agreed upon schedule). Consistent review of case plans coupled with graduated responses tailored to each probationer's specific set of risk and needs supports the goal of this program to reduce recidivism and facilitate behavioral change.

All managers, as well as a select group of staff, attended training by Mark Carey in April 2016. The training introduced the next wave of thoughtful implementation of evidence-based practices within the Department. IPS remains an ideal population to utilize innovative graduated responses and motivational interviewing skills because of the enhanced

“ Little things mean a lot and are big things to us. Thank you!
-Probationer

supervision and increased interactions with probationers. To ensure the program continues to target criminogenic needs and achieves effective risk reduction, officers utilize community resources, *Thinking for Change* classes and written assignments to target skill practice related to the most impactful factors of risk, anti-social peers, thoughts, feelings, attitudes, and beliefs.

The program continues to collaborate with community agencies to offer assistance to probationers seeking employment. The collaboration with the Smart Justice Program, as well as referrals to the Genesis Youth Program, provide valuable assets to promote marketable skills and direct probationers to employment opportunities. As officers continue to implement strategies to increase the number of probationers maintaining gainful employment, their efforts will have a positive influence on financial collections, including the payment of restitution to victims.

The Criminal Justice Drug Abuse Treatment Studies II (CJDATS II) process improvement plan continues to facilitate an effective and efficient information exchange with treatment providers and probation officers in the IPS Division. Monthly meetings serve to make information available to staff related to internal processes and procedures and provide officers and clinicians the opportunity to collaborate and develop strategies for

“ I've gotten letters from defendants, people telling me that you saved my life, hearing from collaterals, parents, so on and so forth - that makes it all worth it.
-Duane Aul, APO

probationers' success. To ensure there is an internal verification of the information, supervisors and officers continue to track every case in the CJDATS program. At each monthly meeting, cases which fail to meet the expected protocol are discussed and issues are resolved to ensure each case is brought back into compliance.

The IPS forum held in February 2016 provided the opportunity to train officers new to IPS on the information sharing protocol and gave them the opportunity to meet the treatment providers.

A select group of IPS officers continue to utilize *Effective Practices in Correctional Settings-II* (EPICS-II). In our continued effort to maintain skill proficiency and sustain the use of core correctional practices in offender case management, the combined coaches group continues monthly booster practice. The program has begun to add motivational interviewing refresher material to the skill practice, recognizing the benefit of identifying a probationer's stage of change. In addition, curriculum designed to meet the needs of probation officer supervisors is being developed to incorporate EPICS II skills into informed case staffing processes. Specifically, the training will guide the supervisors to verify that evidence-based processes are used consistently and effectively.

Community Reintegration Unit



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

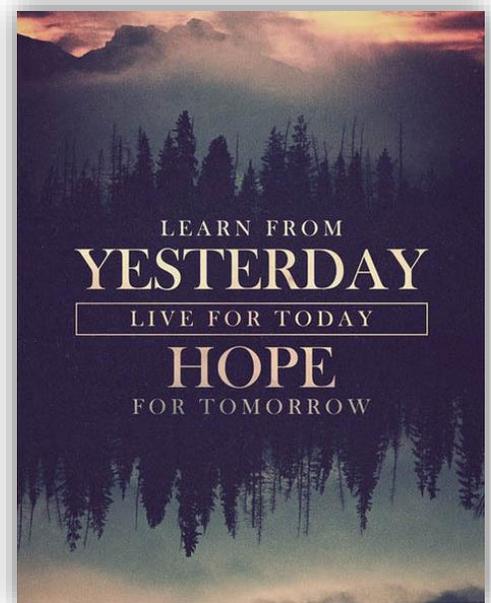
In an effort to reduce recidivism, CRU partners with multiple stakeholders. CRU serves as a liaison between the MCAPD and the Maricopa County Sheriff's Office (MCSO). In order to coordinate reentry efforts and enhance communication, the CRU ALPHA probation officer supervises all standard probationers in MCSO's in-custody substance abuse treatment program known as ALPHA. CRU initiates the early jail release of all eligible ALPHA graduates. In FY2016, 248 male and female ALPHA graduates were released early from jail through mass modification. This translates to a savings of 13,664 jail days and a financial savings of \$1,168,135.

A problem probationers often experience after release from custody is the lag time between jail release and connection with necessary behavioral health and substance abuse treatment services. This delay in services can increase the risk of relapse and negative behaviors that prompt probation violations and re-incarceration. In an effort to overcome the issue, CRU joined forces with the Regional Behavioral Health Authority and participating community providers to promptly connect eligible probationers with appropriate behavioral health and/or substance abuse treatment intake appointments in the community after jail release. Since January 2016, CRU officers have referred 236 probationers to attend general mental health and/or substance abuse treatment screenings and intake appointments in the community through this referral process.

During FY2016, CRU partnered with Maricopa County Healthcare Integration, Arizona Department of Economic Security, MCSO, and Keogh (a community-based organization) to help probationers graduating from the ALPHA Program complete applications for AHCCCS (Arizona's Medicaid Program) in anticipation of their release from jail. A total of 137 ALPHA graduates received Medicaid application assistance and benefit approval upon release from custody.

The CRU Intensive Probation Supervision team extends additional reentry services to the high-risk population they supervise, which includes face-to-face residence verifications and family orientations. Outcome data collected during FY2016 continues to support the conclusion that reentry services provided to probationers while in custody, coupled with transition meetings and successful community placements, increases likelihood of success within the first 30 days following release.

To promote positive behavior change with the jailed probationer population, CRU officers use a variety of behavior change interventions with probationers which include *Effective Practices in Correctional Settings-II* (EPICS-II), Motivational Interviewing, Carey Guides, and the *Merging Two Worlds* Curriculum (a cognitive intervention tool particularly relevant for the incarcerated population). Additionally, four (4) dedicated CRU officers co-facilitate *Thinking for a Change* groups in the jail with MCSO and community treatment providers.



-Albert Einstein

Work Furlough Program



MCAPD's Work Furlough Unit addresses the significant dynamic criminogenic needs of this population related to employment. Work Furlough staff work collaboratively with the MCSO, the Courts, Correctional Health Services (CHS), and community providers to offer Work Furlough participants supervised reintegration into the community through job readiness, job search, and employment. Court orders, MCAPD policies, MCSO policies, CHS policies, staffing requirements, and available funding for community resources combine to dictate Work Furlough policies and procedures, and determine the available programs and services that can be provided to Work Furlough participants.

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

A primary focus of the Work Furlough Program is to help probationers with a smooth transition from jail to the community. Through a partnership with St. Joseph the Worker and Desert Schools Federal Credit Union, Work Furlough participants attend monthly budget classes. Employment Outreach Specialists from St. Joseph the Worker drive their mobile "Bus for Success" to the Towers Jail three (3) times a month to provide probationers with one-on-one sessions with a job developer, computer/printer access, resume services, bus passes for job search or current employment, interview/work clothing, and vouchers for work shoes and tools. Work Furlough officers also successfully collaborated with community agencies such as Goodwill, the Job Center at the Ocotillo Library, Friendly House, Phoenix One Stop Center, Maximus, the East and West Maricopa Work Force, Father Matters, Dress for Success, Maricopa County Human Services Department's Smart Justice Program, and the Fresh Start Women's Center to address probationers' employment needs.

During the FY2016, 1,381 participants received an orientation into the Work Furlough Program. At the end of the fiscal year, the Work Furlough population was 245. Work Furlough collected \$996,612 in fees, Court-ordered restitution, and other financial assessments.

Indirect Services and Interstate Compact Outgoing



The Indirect Services (IDS) unit includes four (4) caseloads and is the largest administrative probation unit in the state of Arizona.

IDS staff monitor the release date of individuals committed to the Arizona Department of Corrections (DOC) who, upon their release from prison, are required to complete a probation term. The DOC caseload included 12,588 individuals at the end of FY2016.

Probationers on the Immigration and Customs Enforcement (ICE) caseload are verified as deported and are monitored for illegal reentry into the United States with the assistance of law enforcement and an automated nationwide program. The caseload included 2,093 at the end of FY2016.

The Out of County caseload staff monitor probationers who have committed crimes within Maricopa County, but are either legal residents in another county in Arizona or are in the application process to have their probation grants supervised in another county in Arizona.

At the end of 2015, the Federal Custody caseload was developed to relieve field officers of inactive cases. Cases are monitored for custody status, Court dates, and location in Federal Custody. The Federal Custody caseload was 174 at the end of FY2016.

The Convicted Person on Supervised Release (CPSR) assignment is a new addition to the IDS unit. It was developed to monitor all hits nationwide that are generated in the CPSR Hit Notices. The assigned officer is responsible for responding to information regarding illegal reentry and the commission of new crimes.

Interstate Compact Outgoing

Probationers on this administrative caseload committed crimes within Maricopa County but are either legal residents in another state or are in the application process to have their probation grants supervised by another state. There were 947 probationers on this caseload at the end of FY2016. The Interstate Compact (ISC) Outgoing cases are determined appropriate for supervision in another state according to federal rules governing this program. Additional criteria established by the M CAPD assist in maintaining community safety while assisting

probationers with meeting long-term goals and successful completion of probation. As ISC is a privilege, an eligible probationer will be supervised in the receiving state in the same manner as those convicted and placed on probation for the same offense in that state, regardless of whether the probationer is sentenced to Unsupervised or Standard probation here in Maricopa County. Staff use the Interstate Compact Offender Tracking System (ICOTS), a nationwide electronic information system that facilitates the transfer of supervision for probationers and parolees from one state to another.

The ISC Outgoing Unit also conducts investigations on individuals who want to transfer to Maricopa County from another state. Incoming investigations determine whether cases are accepted for transfer to the MCAPD for supervision based on the same standardized criteria used nationally to assess eligibility and assure appropriate investigation of ISC cases. All cases accepted by the Incoming Investigators will be supervised in the same manner as local probationers placed on probation for the same offense whether these cases originate as Unsupervised, Standard, or Intensive Probation Supervision. There were 630 transfer requests received for investigation throughout the year. Of these, 519 were accepted for supervision (82%).

This unit enjoys the satisfaction of seeing probationers succeed on probation whether being supervised in a different state or here in Maricopa County because of the financial and emotional support they receive in their home community.

Interstate Compact Incoming



The Interstate Compact (ISC) Incoming field unit includes probationers who are sentenced to standard probation in a state other than Arizona and are supervised in Maricopa County via Interstate Compact. The unit consists of standard probation officers as well as one (1) officer supervising ISC minimum-risk offenders.

There are many reasons why a probationer is supervised in Maricopa County for another state. The majority of probationers are or were residents in Arizona when sentenced to probation. Other clients transfer to Arizona to reside with their family, for employment opportunities, or as a result of a military transfer. These cases are considered mandatory acceptance in Arizona after investigation.

Arizona also accepts cases for supervision that are considered discretionary transfers. Some of the discretionary reasons for transfer could include: school attendance, veteran assistance, and attendance in treatment programs.

ISC officers are required to submit progress reports to the sending state on an annual basis or within 30 days of the sending state making a request. It is their responsibility to enforce not only Maricopa County conditions, but the sending state's conditions as well. The sending state is informed of the progress or lack of compliance with these conditions of probation. Communication with the sending states is processed through the Interstate Compact Offender Tracking System (ICOTS) and all communication is in writing. At the end of FY2016, there were 709 probationers supervised by the ISC Incoming Unit.

” It was the respect you showed that helped me get through the process with as little difficulty as possible and some of my dignity still intact. I know you have a tough job and you handled it with professionalism and humanity. - Probationer



Fugitive Apprehension Unit (FAU)



During FY2016, officers assigned to the Fugitive Apprehension Unit (FAU) were responsible for the resolution of 7,212 probation violation warrants. Officers' efforts, either directly or indirectly, resulted in 2,231 standard probation arrests, 324 intensive probation arrests, and 65 unsupervised probation arrests. In addition, 247 cases were cleared by FAU staff by purge,

quash, or other administrative functions. During FY2016, 337 pretrial warrants were cleared via direct or indirect arrest. An additional 1,345 pretrial warrants were cleared without involvement.

The FAU continues to have excellent working relationships with the Phoenix Police Department's Warrant Interdiction Squad, as well as the Major Offender Bureau, and various Neighborhood Enforcement Teams (NET). Officers also work with the Gilbert, Mesa, Chandler, and Glendale warrant units. Four (4) FAU officers are assigned to the United States Marshal Arizona Wanted Task Force. Warrant roundups are routinely scheduled with the Arizona Wanted Task force and other local agencies.

One of FAU's strongest relationships has been with the Phoenix Police Department's Gun Squad. They are a small but motivated group of detectives whose sole task is to investigate and prosecute gun-related crimes in the Phoenix Metro area. They also have staff who are technicians that test firearms and provide information to the National Integrated Ballistic Identification Network (NIBIN) program. FAU recently began the process of working with the Maricopa County Sheriff's Office's NIBIN unit. They provide the same service as the Phoenix Police Department. This allows FAU to have more options when they seize firearms. NIBIN provides federal, state, and local partner agencies with an automated ballistic imaging system that can discover formerly impossible-to-identify links between firearms-related violent crimes and unknown users.

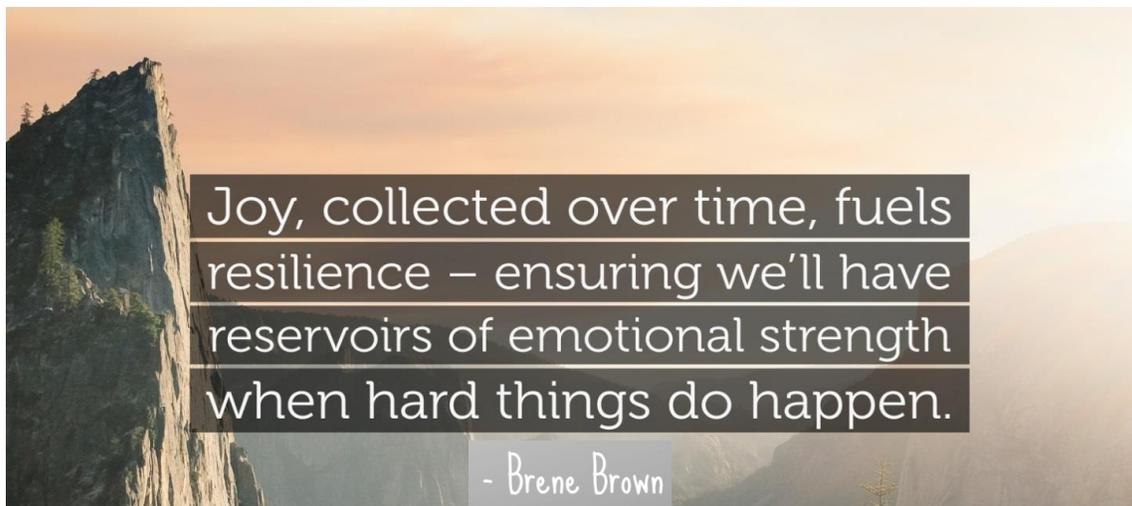
The FAU remains committed to the use of electronic intelligence gathering. During FY2016, the unit had one (1) FAU officer assigned to the Mesa Police Fusion Center, which allows the officer to access additional databases and have direct contact with police officers in the East Valley. FAU officers, working with the U.S. Marshal, have access to the Consolidated Lead Evaluation and Reporting (CLEAR®) program through the U.S. Marshal databases.

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

FAU has employees who handle the administrative functions. Caseload administrators are responsible for preparing Unsupervised Probation warrant cases, making arrest packets for these cases, and collecting Court-ordered fees on those who are out-of-state. Officers utilize a "Roadrunner" letter that is sent to probationers found living outside the state. This letter encourages probationers to pay off their fines in cases that would ordinarily not be extradited

back to Arizona. Additionally, they are doing “cold case” work-ups, assisting other staff with the flow of pretrial cases, and are continually working with the Court, the County Attorney, and MCSO to extradite cases from within and out-of-state. Finally, FAU has an officer completing avowals and Criminal Restitution Orders on absconder cases who remain in warrant status beyond 90 days. The officer is processing approximately 200 per month, and in doing so, holds absconders accountable for their fees even when they are on warrant status.

With the support of management and the training division, in FY2016 FAU became nearly self-sufficient in reference to safety training. A lead firearm trainer in the division took on the task of setting up FAU’s entire handgun and rifle training. He utilized the talents of three (3) state-certified firearm instructors from within the unit to assist him in putting the training into effect. He established and continues to run the Taser recertification program and other trainings specific to FAU staff. The only safety training that is still provided for FAU by the Department’s training unit is Applied Defensive Tactics and, under a pending proposal, FAU may take over that training as well.



Joy, collected over time, fuels resilience – ensuring we’ll have reservoirs of emotional strength when hard things do happen.

- Brene Brown

Veterans Court



Veterans Court continues to serve as an opportunity for justice involved U.S. Military Veterans to work with the Veterans Affairs (VA), MCAPD, the Court and community agencies in an integrated fashion to obtain essential resources. The goal of Veterans Court is to assist this population in

reacquiring responsibility and accountability in their everyday lives and to successfully complete probation.

Arizona is home to over 530,000 Veterans with over 400,000 being war-time Veterans. Many suffer from post traumatic stress, traumatic brain injury, and thoughts of suicide. It is known that at least 20 Veterans take their lives each day, which is nearly 21% higher than nonmilitary civilians. Many have committed crimes and were put on probation, thus causing potentially irreparable damage to their personal lives. Veterans Court benefits this population. A higher degree of supervision is necessary to afford the Veterans a greater probability of returning to the life they once enjoyed prior to their service. Throughout the nation, there are currently 351 operational Veterans Courts.

” I know it's not OVER. I know for my son, it will never be over. But now I feel that both of us are better equipped to handle whatever comes.
-Probationer's Mother

During the FY2016, Veterans Court heard a total of 255 hearings involving 72 different veterans who are on supervised probation. The father of one of the Veterans who graduated the program wrote the following letter to the Veterans Court team:

“Thank you for all that you have done for my son. You were the one that saved his life. There is not much I can say. I know that your task is difficult. I am grateful for you and your team and the veterans court. He has a desire to help other vets. He took a picture of his baby and him and it has been the happiest that I have seen him in the last five years. He always talked highly about you when we would have conversations. You were the only one that he could trust.” -Probationer's Father

At the end of FY2016, this unit was responsible for the supervision of 328 cases. A total of 135 cases in the Veterans Program were discharged from probation, with 107 (79%) of those cases successfully completing probation.

” Words can never do justice to the thankfulness in my heart for you and this program. My son would NEVER have gotten the help he needed without this special veterans court. He would have done his jail time, and gone right back into the life he had before. -Probationer's Mother

Drug Court

Active End of Year Population: 591
Annual Program Cost: \$2,555,074
Authorized Caseload Ratio: 1 to 40



The Maricopa County Adult Drug Court has been in operation since 1992. The program offers a cognitive based, outpatient counseling and drug monitoring program for drug offenders. Probationer program compliance is monitored regularly by the Drug Court team. The team consists of the Judge, county attorney, public defender, probation officer and counselor. Participants are drug tested randomly five (5) to eight (8) times per month and are required to attend weekly support group meetings in addition to group counseling sessions. Drug Court probationers participate in Healthcare Literacy classes in an effort to encourage healthcare enrollment and/or utilization of healthcare benefits. Finally, Drug Court provides a continuum of treatment services to include Medically Assisted Treatment (MAT), supervision, incentives and sanctions via a non-adversarial partnership amongst the treatment team.

Adult Drug Court Best Practice Standards Volume II, published in July 2015, by the National Association of Drug Court Professionals, recommends under Standard IX that caseload size be based on risk and need levels. With the support of Department administration, the program was able to lower caseload size to 1:40. With the addition of new probation officers, it was necessary to add a second probation supervisor to the team. In an effort to lower caseload sizes for the Judicial Officer, the Court has assigned a second Judicial Officer to begin in July 2016.

The Drug Court program continues to face numerous challenges related to the treatment of opioid and heroin addiction. This population is at risk for increased overdose related deaths. The program has made progress in this area by collaborating with Correctional Health Services (CHS) to provide Medication Assisted Treatment (MAT) services for the opioid addicted clients as recommended by the Substance Abuse and Mental Health Services Administration (SAMHSA). Drug Court provides referrals to CHS for MAT which allows clients to begin or continue on methadone while in custody. In addition, our continued collaboration with Community Medical Services (CMS) allows these probationers to receive MAT upon release from custody and continue services without interruption.

In order to address the high number of probationers who have experienced trauma in their lives, the Drug Court Program was able to begin using the Seeking Safety curriculum for all participants. The curriculum is an evidence based practice used to address the high number of

probationers struggling with trauma. The probationer graduation rate has improved over the past year. By implementing lower caseloads and updated curriculum, the program is moving towards providing best standards for probationers in this high risk population.

” You are a huge part of my journey through this and when I share my story that's something that I bring up almost every time because I have to never forget who has helped me get through the toughest time in my life. -Probationer

DUI Court

Active End of Year Population: 232
Annual Program Cost: \$850,025
Authorized Caseload Ratio: 1 to 40



The DUI Court program brings together the criminal justice system and treatment with the goal of reducing recidivism in DUI offenders. By following both the National Association of Drug Court Professionals *Defining Drug Courts: The Key Components* and the *Guiding Principles of DWI Courts*, the program has successfully blended the expertise, resources and interests of a variety of agencies to create positive outcomes for participants. A dedicated team supports participants as they advance through the structured phases of the DUI Court program, while holding them accountable to specific behavioral objectives such as completing treatment and abstaining from alcohol. Additionally, the participants are required to attend the Mothers Against Drunk Driving Victim Impact Panel and report to the Court what they learned from the experience.

Over the past fiscal year, the real-time alcohol monitoring system recorded 57,946 tests. Of those tests, 56,489 were compliant and 1,457 alerts required follow-up. The use of this advanced alcohol testing device has allowed officers to respond quickly to events of non-compliance. In addition to the supervision provided by probation officers, surveillance officers make periodic visits to the participants' residences and treatment facilities to monitor compliance and provide support.

A focus in the upcoming year will be the utilization of the Impaired Driving Assessment (IDA). All DUI probation staff have attended IDA training and received certifications to administer the IDA. This assessment is designed to provide guidelines for identifying effective community supervision approaches that reduce the risk of future impaired driving and to provide preliminary guidelines for services needed. In addition, the assessment estimates the level of responsiveness of clients to supervision and to DUI and other drug (AOD) education and treatment

services. Finally, the assessment identifies the degree to which the client's impaired driving has jeopardized traffic safety and serves as a guide in developing the supervision and service plan.

DUI Court continues its work with the Spanish-speaking and Native American populations. With two (2) specialty caseloads, DUI Court meets the needs of these participants with Spanish-speaking teams including the judge, probation officer and surveillance officer; and Native American support groups specifically structured around their lifestyles and traditions.



Financial Compliance Program



Many people are surprised to learn someone placed on probation has to pay for the privilege of being supervised in the community. Nearly everyone is assessed a monthly probation service fee and many are also assessed fines, fees, and restitution to be paid to victims. Paying these Court-ordered financial sanctions is part of complying with the conditions of probation but, understandably, it can be difficult for some people because they have a difficult time finding a job with a felony conviction. Probationers often also face other obstacles such as homelessness, mental health issues, and substance abuse that make compliance difficult.

The Financial Compliance Unit (FINCOM) was created to assist probation officers and probationers with improving compliance in collecting these Court-ordered financial sanctions. When someone on probation is identified as being two (2) months behind on their restitution payments, or three (3) months behind on probation service fees, they can be referred to FINCOM staff. In addition to functioning as collectors, sending payment reminders, making phone calls, and intercepting state income tax refunds, the FINCOM staff also provides job leads, teaches budgeting classes, and educates probationers on the negative consequences of failing to make their Court-ordered payments.

This year the FINCOM Unit plans to begin a collaborative effort with the Family Courts to identify probationers who owe child support, and assist them in addressing these delinquencies. We will also continue to support Restitution Court, which is a specialty Court where probationers found to be willfully non-compliant face civil sanctions including jail time for not paying restitution.

In FY2016 the FINCOM Unit collected nearly 3.3 million dollars from probationers through traditional collections and tax intercepts. As a result of these efforts, there is improved accountability for the probationers. Most importantly, a substantial amount of this money was restitution that was paid to victims. Also a significant portion of this money is allocated to the MCAPD to fund staff salaries and other departmental expenses.

The FINCOM Unit takes pride in its work. FINCOM staff not only aid the probationers they work with, but also assist the probation officers, victims and, ultimately, the community as a whole.

Garfield Probation Center



The Garfield Probation Center is a unique entity within the MCAPD. It has been located in the historical Garfield neighborhood for over 20 years. The facility boasts a literacy lab and GED program, a community restitution program, a community rehabilitation training program, a transitional living program for probationers, and a community garden.

A 26-bed transitional living program is located within the Garfield Probation Center that provides probationers in need of temporary housing with a safe, drug-free environment. All of the services available at the Garfield Probation Center such as job skills, education, and community restitution opportunities are easily available to enable probationers to work toward their case plan goals. Once stable employment is obtained, residents begin to focus on independent living. During FY2016, the program provided a residence, employment assistance, and other necessary referrals to 115 probationers.

Community restitution hours are available and completed seven (7) days a week at the Garfield Probation Center. The community restitution workers are responsible for not only the upkeep of the building, but projects in the surrounding neighborhoods as well, such as building renovations, grounds/landscaping improvements, and alley and yard clean ups. Collaborations have been developed with the City of Phoenix, the Garfield Neighborhood Association and the Roosevelt Row Association, to name a few. These efforts give probationers the opportunity not only to revitalize the community, but to gain valuable skills as well. Probationers completed 20,661 hours of work in the community over the last fiscal year.

The MCAPD is involved in the Restorative Justice Resources Coalition. The sole purpose of this group is to assist nonprofits with larger scale construction projects, utilizing a crew leader who

has his contractor's license and community restitution workers. Last year this group was involved in the redesign of a building in the downtown area for Tumbleweed to utilize as a day program for runaway teenagers. It was estimated that the services provided by this crew saved Tumbleweed approximately \$200,000 in construction fees.

The Garfield Center is known for its annual "Turkey Feast" at Thanksgiving for the local residents. A delicious meal and holiday surprises for the children are provided in an effort to strengthen the partnership between the surrounding community, law enforcement, and probation. This year, Walgreens Pharmacy was at the event to provide immunizations to the children, and 49 children received flu shots prior to seeing Santa Claus. In addition to the Garfield staff, there were 78 volunteers serving the 247 children and 258 adults in attendance.

THE GARFIELD COMMUNITY GARDEN

The Garfield Community Garden continues to flourish. It is self-sufficient and maintained by the homeowners of the Garfield neighborhood. The MCAPD won a NACo award for the Garfield Community Garden this year. The MCAPD has long been committed to being a good neighbor in the Garfield neighborhood. The Garfield Community Garden was built on this history of partnership with the community. With resources donated from various sources, the Garfield Community Garden has beautified the area, assisted residents, and strengthened the connections between the MCAPD, neighborhood residents, local businesses, and organizations. The common interest, participation, and investment in the garden adds to the community's acceptance and support for the Garfield Probation Center and reflects the MCAPD's commitment to the interests and needs of constituents.



Adult Education Program



MCAPD's Frank X. Gordon Education Program provides Adult Basic Education, GED, and English for Speakers of Other Languages classes to probationers and community residents alike in Mesa, Glendale, and Phoenix. The classes are year-round, Monday through Thursday, and are presented morning, afternoon, and at night. MCAPD provides four (4) fully equipped state-of-the-art educational computer labs for students' use. The Education Program provides individual and small group learning sessions.

MCAPD provides educationally disadvantaged adults with quality education programs and instruction and has demonstrated a high level of educational success serving at-risk and in-need adults. The Education Program continues to assist adults in becoming literate and in obtaining the knowledge and skills necessary for employment and self-sufficiency. Education contributes to reducing recidivism; many probationers can be rehabilitated through education and training, can increase the wages they earn, and can contribute constructively to society.

Services have been expanded to include Life Skills and Job Find classes and services. In addition, a partnership with the Maricopa County Human Services Department (HSD)/Smart Justice Initiative has resulted in 763 probationers receiving employment assistance from the HSD team that travels to each of MCAPD's education centers every week. They interview clients and assist them in locating meaningful employment. The program addresses specific obstacles that probationers face when job searching. These classes fill a gap in employment services available to people with criminal histories who are attempting to improve their lives by finding good jobs.

A former student returned to the Education Center to report passing the GED test. He informed his teacher that his probation officer had made him come to GED classes. The probationer admitted to not wanting to start high school level classes again and that he was actually afraid that he could not pass the GED. The client said he resisted, but after a couple months of studying and advancing on the Test of Adult Basic Education, he realized he could learn and could succeed. He thanked his teacher for all the help in class and for believing in him. He said he would have never been able to pass the GED without the push from his probation officer and the help and confidence the teacher provided him.

AWARDS AND ACHIEVEMENTS



David's Hope Crisis Response Officer of Distinction

David's Hope, a nonprofit organization that leads the Arizona Mental Health and Criminal Justice Coalition, selected three (3) MCAPD officers to receive Crisis Response Officer of Distinction Awards in FY2016. The awards are given to law enforcement officers who have shown exemplary response to individuals in mental health crisis.

In October of 2015, Adult Probation Officer Fred Wilhalme was recognized for his continued work with the Seriously Mentally Ill (SMI) population. As an adult probation officer of more than 25 years, Fred has worked with the SMI population within the MCAPD for the last eight (8) years. Fred has demonstrated a passion for assisting those who struggle with mental health disorders and overcoming a variety of obstacles that would have otherwise impeded their individual success. He utilizes Mental Health Court to assure probationers are held accountable for their probation terms, but also advocates that his clients receive the needed services and tools to be successful. He collaborates with agencies within the community, the mental health system, and the court system to assist his clients. Recently Fred has shifted his focus to assist members of the Seriously Mentally Ill (SMI) population who are homeless, specifically those residing at the Central Arizona Shelter Services (CASS) homeless shelter. Fred has worked to establish contact with numerous CASS probationers in order to eliminate the need for an arrest warrant. His efforts have led to many probationers being re-assigned to specially trained SMI probation officers in order to best address their unique needs. Fred's commitment to assisting probationers with special needs, many of whom are in crisis, demonstrates his worthiness of the David's Hope Award.



Fred Wilhalme and his supervisor, Jessica Ethington

AWARDS AND ACHIEVEMENTS

David's Hope Crisis Response Officer of Distinction



In June of 2016, Adult Probation Officers Kimberley Casey and Jazmaine Wilkins were both recognized and received their awards at the Step Up Arizona 2016 summit.

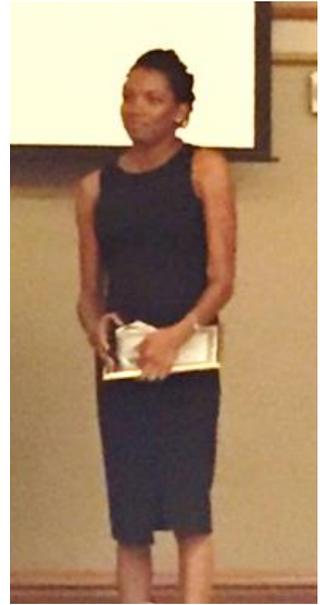
Kimberley Casey, who has been an adult probation officer for over 12 years, understands that her efforts working with the SMI population begin with the building of a trusting relationship with the person diagnosed SMI and involved with the criminal justice system. Kim has been working with the SMI population for seven (7) years, and volunteered to work in an area that is known to have high recidivism rates and a higher percentage of homelessness.

Kim demonstrated excellence in her dedication to the success of a young probationer who, at 25 years old, had spent most of his life in custody or institutions and was unprepared for and afraid of life in the community. She advocated for him and worked with the Mercy Maricopa Diversion Team when he had charges in City Court, while simultaneously keeping the Superior Court informed. The probationer began to see her as an ally and she was the one he called when he wandered into a homeless shelter for youth needing medical attention for dehydration. Kim followed up at his residence and found that he was without food and basic supplies. She insisted on higher levels of care so that he could reside safely in the community. When his condition worsened a couple of weeks later, he walked eight (8) miles to Kim's office for help. She was not there, but returned immediately to assess the situation. He admitted he had not been taking his medications and had used illegal drugs. Rather than call police to transport the probationer to urgent psychiatric care, Kim insisted on a response from the clinical team and stayed by the probationer's side for over four (4) hours until the clinical team came out to meet with him and transport him to a hospital. She ensured that he received the care he needed and deserved. This is just one example as to why Kim is such a deserving recipient of the David's Hope Crisis Response Officer of Distinction Award.



Kim Casey

Jazmaine Wilkins, who is no longer with MCAPD, was also nominated and selected for the award. Jazmaine had prior experience as a case manager working in the mental health system and was with MCAPD for five (5) years, over three (3) of which were with the SMI unit. After joining the SMI unit at MCAPD, Jazmaine shared the case management perspective with her peers which contributed to a more well-rounded approach to their supervision. Jazmaine worked with a challenging probationer last summer who refused to cooperate with probation and his clinical team. After a petition to revoke had been filed, the probationer called Jazmaine; he was clearly in distress and was making suicidal statements. She stayed on the phone with him for over two (2) hours, listening to his threats against himself, law enforcement, and those around him. As she listened and kept him calm, she coordinated with the Fugitive Apprehension Unit and police to calmly, quickly, and safely take him into custody. When police arrived at the residence, the probationer refused to leave. Jazmaine was able to convince him to slowly exit his apartment and he was taken into custody without incident. A few weeks later, Jazmaine saw the probationer in Court. He thanked her and told her that he had every intention of taking his life that afternoon and her efforts were the reason that he did not. Jazmaine's ability to remain calm during this stressful situation demonstrates the skills needed to be successful in working with those in mental health crisis.



Jazmaine Wilkins

AWARDS AND ACHIEVEMENTS



Arizona Line Officer of the Year

Subsequent to her nomination and selection for the Probation Officer of the Year for MCAPD (see next page), Martha Mays was eligible to be considered for the prestigious statewide Probation Employee Award of Excellence. The Arizona Probation Chiefs, a group comprised of all adult and juvenile probation chiefs in the state, have an annual awards program that recognizes outstanding probation employees from around the state.



Martha's nomination was submitted for the statewide probation award to further recognize her outstanding work with a specialized caseload of homeless probationers and the excellence with which she performs the job of probation officer. Martha goes the extra mile to help vulnerable probationers and she exemplifies the Department's vision and mission.

” She convinced me that a probation officer is someone who is there to help me and not hold me back. -Probationer

Martha Mays was selected by the Arizona Probation Chiefs to receive the Statewide 2015 Line Officer of the Year Award, which was presented at the Arizona Probation Chiefs' award banquet in September.

AWARDS AND ACHIEVEMENTS

“Of the Year” Awards



Employee of the Year: **Beatrice Sainz**

Beatrice Sainz is the administrative assistant for the Central Division. With quality in mind and a smile on her face, Beatrice capably manages one of the largest buildings in the Department and the busiest division in terms of officer movement (and each staff transfer is a lot of work). Just a few of her duties last year included managing a major building renovation, six (6) cars, and several training and conference room calendars, as well as chairing the Morale Committee. She is actively involved in the PRIDE committee and the Vehicle Accident Review committee, serves as the Wish List Coordinator for all badged staff, trains other administrative assistants, and has nominated nearly 100 employees for PRIDE awards.

Probation Officer of the Year: **Martha Mays**

Martha Mays has a standard caseload of homeless probationers. She is an experienced officer with a passion for helping the homeless. Martha treats homeless individuals with dignity and respect. She listens, sees, and helps the whole person, and makes recommendations to the right agencies to assist them with their needs. She will literally take a probationer by the hand and

walk him/her over to crisis or detox if the need arises, and all without judging the person. Martha truly offers hope to the probationers she serves. Martha went on to earn the esteemed honor of the Arizona Line Officer of the Year award.

Supervisor of the Year: Norma Brasda

Norma Brasda is the supervisor at the Garfield Probation Service Center, a 24/7 operation with 10 employees and 26 residents. Norma promotes teamwork and is always available for unexpected issues or emergencies. She models how to build good working relationships, whether it is with co-workers, residents, or the community. With experience, creativity, and natural empathy, Norma recognizes the strengths of each employee and helps employees as well as residents be the best that they can be.

Surveillance Officer of the Year: Robert Villasenor

Robert Villasenor is assigned to the DUI Court. Robert has a great rapport with probationers; his interactions are very professional and calm and he treats everyone with kindness and respect. Robert went above and beyond to help Drug Court officers when caseloads were high last year by seeing their high risk probationers in the field and finding probationers who were hard to locate or had impossible schedules. Furthermore, Robert is a great defensive tactics instructor and a member of the Critical Incident Stress Management team.



Pictured left to right: Robert Villasenor, Martha Mays, Chief Barbara Broderick, Beatrice Sainz, Norma Brasda

AWARDS AND ACHIEVEMENTS

NACo Achievement Awards



Four (4) MCAPD programs were recognized by the National Association of Counties (NACo) as recipients of 2016 NACo Achievement Awards. The Achievement Awards are given to recognize innovative county government programs. The award-winning programs are:

Building Sustainable Leadership: The Supervisor Leadership Academy

The MCAPD Supervisor Leadership Academy (SLA) was developed to prepare managers to lead a highly effective probation organization. The SLA is grounded in leadership principles and focuses on leadership in a learning organization. Scheduled two (2) days per month over a six (6)-month period, the SLA provides a rich mix of presentations and activities, and incorporates assignments and professional development between sessions. Each participant prepares an individualized leadership development plan. Nine (9) academies have been conducted with 162 graduates, who rated the training favorably. Seven (7) SLA graduates have since been promoted to the MCAPD Executive Team and leadership has been enhanced throughout the organization. In addition, MCAPD made training slots available to other probation departments in Arizona and leadership has been enhanced in their departments as well.

Development and implementation of the SLA filled a gap in the level of training available for supervisors, addressed the MCAPD's need for leadership succession planning and specifically addressed the training needed to develop leaders in an effective probation organization. Completion of the SLA by all supervisors in the Department has significantly developed and enhanced the leadership skills of individual supervisors, given supervisors across the Department a common language and understanding regarding leadership in the Department, strengthened peer relationships among supervisors, and affirmed that all supervisors in the organization have an important leadership role in managing change and achieving the Department's mission. Graduates of this academy understand the importance of leadership to organizational culture and performance, and know what they need to do to lead. The content and design of the SLA, including the significant ownership demonstrated by the Executive Team and the opportunity for participants to practice and develop skills over the course of the six (6)-month academy schedule, are innovative and effective. With the SLA, the MCAPD has taken great strides to build a cohesive, skilled, and participatory management team committed to leading a highly effective probation organization.



Pictured left to right, front row: Presiding Judge Janet Barton, Division Director Brandelyn Jackson, Chief Barbara Broderick; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucri.

Adult Probation and Arizona State University Collaborative to Combat Sex Trafficking

The problem of human trafficking, and sex trafficking in particular, has been a substantial problem in our communities and a strategic focus of local, State, and Federal Government agencies. The MCAPD, in partnership and collaboration with the Arizona State University (ASU) Office of Sex Trafficking Intervention Research (STIR), sought to address this issue through training, research, and the creation of practical tools for the field. Director of STIR, Dr. Dominique Roe-Sepowitz, and a Phoenix Police Commander, Jim Gallagher, provided training for the entire management team of Adult Probation (over 100 managers) related to treatment of survivors of sex trafficking and enforcement strategies of trafficking offenders. With a grant from the McCain Institute for International Leadership, ASU's Office of Sex Trafficking Intervention Research provided similar training for over 200 adult probation officers. The officers then participated in a first-of-its-kind study to determine the prevalence of sex trafficking (survivors and offenders) among the MCAPD population. The collaboration utilized a holistic approach to the problem, addressing both the enforcement side of the problem, teaching officers what to look for in violation behavior, as well as the therapeutic side of how to effectively work with survivors in a way that brings support and healing. Serving the most vulnerable in our community through

assisting survivors and holding offenders accountable is foundational both to the work Adult Probation does as well as the broader criminal justice system. The grant further provided for a unique training publication for probation officers which has been shared and well received by national organizations.



Pictured left to right, front row: Presiding Judge Janet Barton, Chief Barbara Broderick; Dr. Dominique Roe-Sepowitz, Associate Professor and Director of Office of Sex Trafficking Intervention Research, Arizona State University, and Deputy Chief Michael Cimino; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucuri.

Plarn Project

The Plarn Project is an ongoing recycling project geared towards disabled probationers who need to complete Court-ordered community service hours. Plarn is essentially “plastic yarn” made from plastic grocery bags. Plastic grocery bags are collected, sorted, cut, and then crocheted and recycled into large sleeping bag sized mats for the homeless to sleep on. These mats provide a waterproof cushion to sit/sleep on that are easy to roll up and are lightweight to carry. The purpose of this project is actually trifold. The project provides disabled probationers an opportunity to learn a new skill and assists them in completing their Court-ordered hours. Secondly, it provides homeless persons with a usable item to make their living situation better.

Thirdly, this project helps the environment by recycling grocery bags rather than placing them in our landfills. This last benefit is critical because plastic bags pose a real issue with waste companies due to their 500 year decomposition time. Because of the Plarn Project, roughly 82,000 grocery bags were saved from landfills in 2015. More importantly, over 200 probationers were able to complete community service and roughly 2,300 hours of retribution were paid due to the project. The success of the Plarn Project stems from collective efforts of various partners across the county to include public, private, civic, and charitable organizations, and has yielded multiple benefits for the people of Maricopa County.



Pictured left to right, front row: Presiding Judge Janet Barton, Supervisors Jack Dillon and Stephanie Donaldson, Chief Barbara Broderick; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucri.

Unearthing Community Connection: Garfield Community Garden

The Garfield Probation Center, located in the historical Garfield neighborhood, provides critical services to probationers and community members. Prior to 2011, a large portion of the property at the probation center was vacant and not being utilized. The MCAPD and the Garfield Neighborhood Organization collaborated and officially started the community garden in January 2012 to beautify the area and assist community residents. Soil, plants, and materials were donated by local businesses and organizations. Adult Probation staff, community service

workers, and Garfield community members prepared the garden beds, put in a watering system, and planted vegetables. The number of Garfield neighborhood residents that are involved in the garden has increased over time and the garden is flourishing. Wildflowers border the land making it an inviting space in the neighborhood. This collaboration has changed the face of the probation center and has made a positive impact in the neighborhood in which it exists.

The Adult Probation Department has long been committed to being a good neighbor in the Garfield neighborhood. The Garfield Community Garden has built on this history of partnership with the community. It has contributed to the rehabilitation of probationers by providing meaningful community service work. The common interest, participation, and investment in the garden adds to the community's acceptance and support for the Garfield Probation Center and reflects the Adult Probation Department's commitment to the interests and needs of constituents.



Pictured left to right, front row: Presiding Judge Janet Barton, Surveillance Officer Julie Quiroz and Supervisor Jack Dillon, Chief Barbara Broderick; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucri.

Organizational Chart

