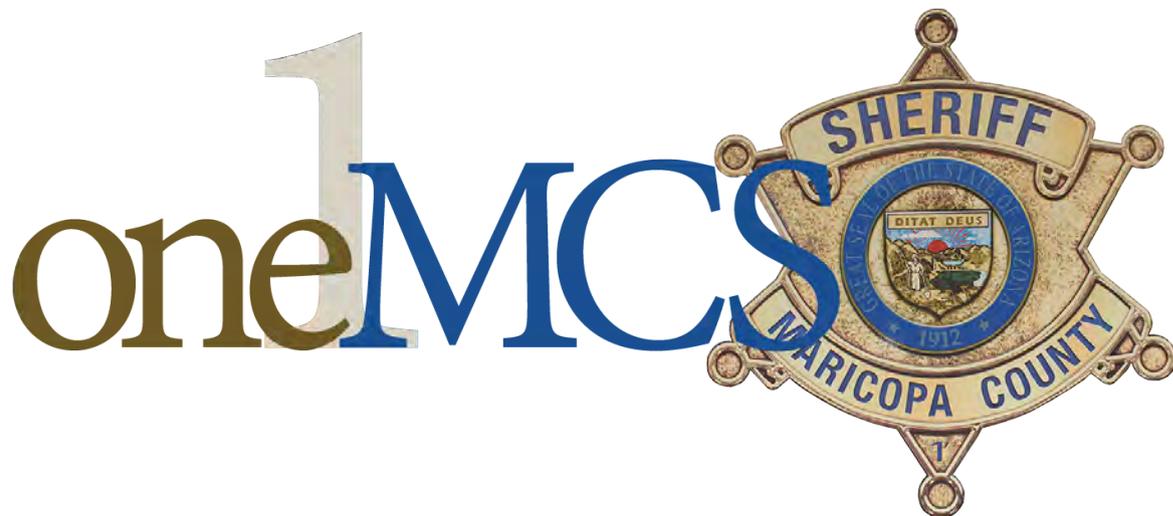




2021 MARICOPA COUNTY SHERIFF'S OFFICE
ANNUAL REPORT





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Message from the Sheriff



Our annual report reflects the hard work the organization has achieved resulting in another year of great accomplishments and tremendous growth. The year 2021 continued to further test us as we were faced with challenges that were met and overcome with incredible results. Our organization continues to grow and learn each year. We have continued to stand united while overcoming another year of significant loss and suffering leading us into inevitable change. It is crucial that we continue to adapt, grow and develop in new and innovative ways.

Tragic loss is an inevitable part of life and I strongly believe that it provides an opportunity to learn and realize what is truly important allowing us to continue moving forward. I want you to use these words to reinforce and strengthen words and actions of integrity. Those who we have lost will always be remembered and the respect we have for them is reflected in how we come together to protect each other and fight for a common cause.

The evolution of the pandemic has continued to burden the organization requiring us to constantly adapt. You rose to the challenge by creating innovative ideas to ensure the public safety and health of our communities. You did so with confidence, dignity and an overpowering desire to improve the welfare of Maricopa County. Change will never cease, and our organization will continue to adapt and grow while staying committed to the health and safety of those in our community.

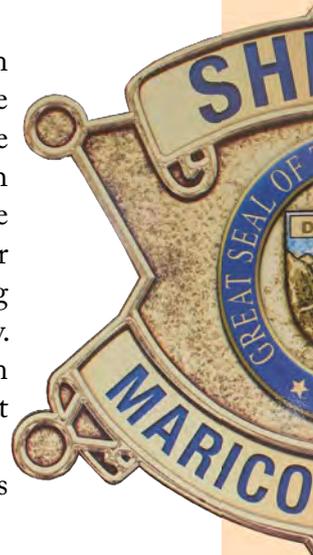
As I reflect on the images in this annual report, I am confident that there is no challenge our organization cannot overcome.

I want to thank you all for what you have done to make this organization one that I am proud to represent.

With the utmost respect,

Sheriff Paul Penzone

A handwritten signature in black ink that reads "Paul Penzone". The signature is written in a cursive, flowing style.



MISSION

WORKING TOGETHER TO SAFEGUARD OUR COMMUNITIES

VISION

ENSURING MCSO IS A LEADING LAW ENFORCEMENT AGENCY, UNITED WITH OUR COMMUNITY

VALUES



HONESTY

WE ARE TRUTHFUL IN OUR WORDS AND ACTIONS

HUMILITY

WE ARE COMMITTED TO LEARNING FROM AND SERVING

PERSEVERANCE

WE ARE IN THE CONSTANT PURSUIT OF EXCELLENCE

RESPECT

WE EMBRACE THE DIVERSITY OF OUR COMMUNITY

TRUST

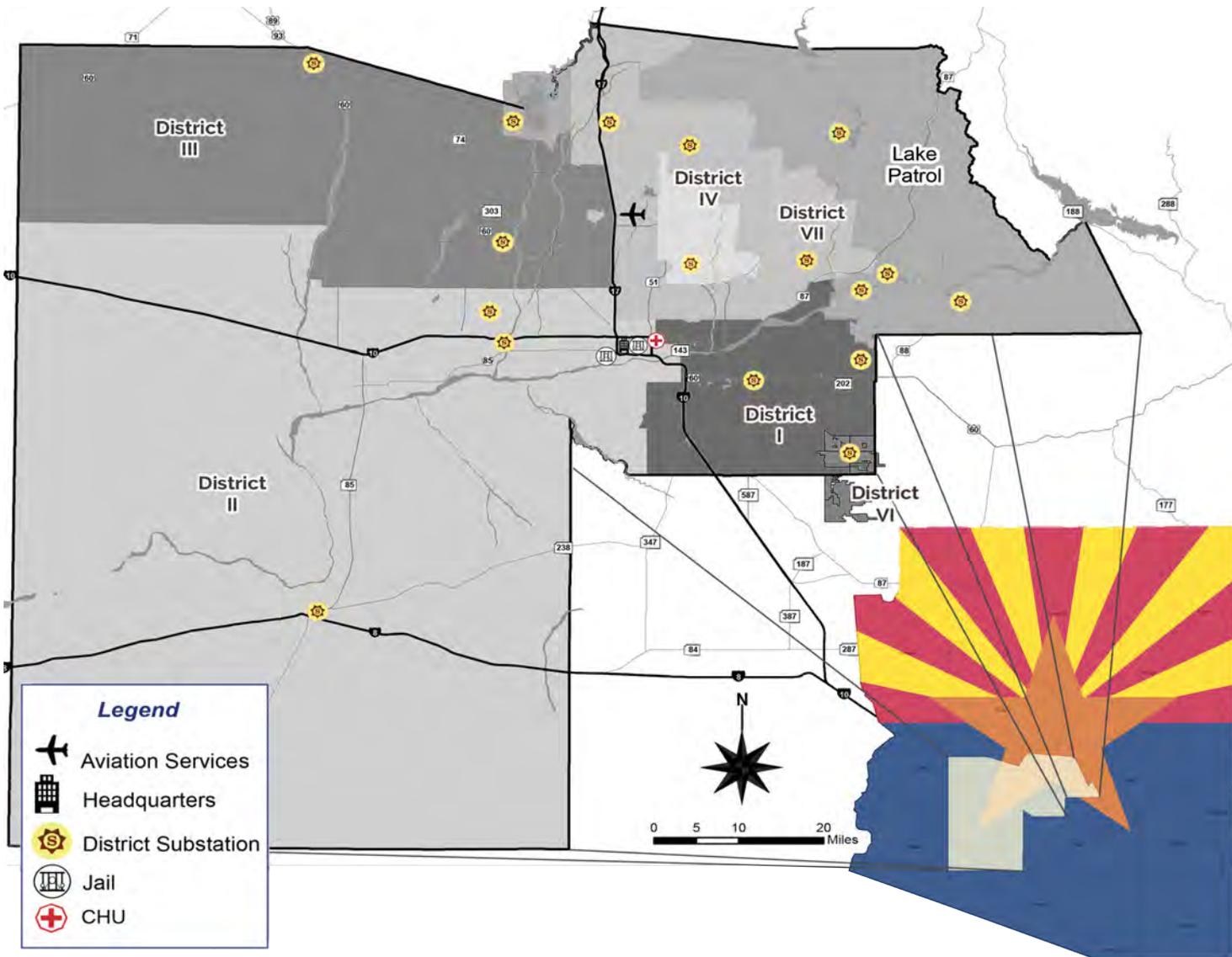
WE BELIEVE TRUST IS THE FOUNDATION OF OUR RELATIONSHIP

UNITY

WE ARE WORKING TOGETHER TOWARD COMMON GOALS







Maricopa County 9,276 Square Miles

District I...502 Square Miles
 District II...5216 Square Miles
 District III...1631 Square Miles
 District IV...668 Square Miles

District VI...48 Square Miles
 District VII...124 Square Miles
 Lake Patrol...1087 Square Miles
 County Parks...22 Square Miles

Maricopa County is the fourth largest and fastest growing county in the United States. For purposes of law enforcement, the county is divided into six geographical areas referred to as Districts as well as Lake Patrol. Each district has a commander, deputy commander, uniformed sergeants, patrol deputies, detectives, and administrative staff. District personnel primarily serve unincorporated areas of Maricopa County as well as contracted services in cities and towns.

District I



District I covers an area of approximately 502 square miles in the southeast quadrant of the county. It serves as the primary law enforcement agency for Guadalupe, unincorporated East Mesa, and Sun Lakes. District I borders and assists the jurisdictions of Apache Junction, Mesa, Tempe, Phoenix, Scottsdale, Chandler, Gilbert, and Queen Creek.

Calls of Service - 21,617

Cite and Released - 146

Arrests - 247

District I Deputies, Detectives, Deputy Service Aides, and administrative staff have embedded themselves in the communities they proudly serve. Being one of the busiest districts in the county that spans multiple demographic areas and rich cultures, deputies ensure their contacts with the public are professional and foster a healthy relationship to those they serve.

Responding across dense city populations in the east valley, District I deputies and detectives work hand in hand with our law enforcement partners combining resources to respond to crime using modern policing practices. These relationships have proven effective when deputies recently worked together with Tempe Police to form a partnership and share information and resources to reduce an uptick in crime in the district. It is through this type of cooperation and leadership the community has come to expect and ultimately benefits from.



District II covers an area of approximately 5,216 square miles in the southwest quadrant of the county. These areas include Laveen, Litchfield Park, Gila Bend, Tonopah, Mobile, Arlington, Wintersburg, Rainbow Valley, Buckeye Valley, Harquahala Valley, parts of Goodyear, Avondale, Glendale, Buckeye, and unincorporated Maricopa County land.



920 E Van Buren Street Avondale, AZ 85323
(602) 876-1853

Calls of Service - 21,886

Cite and Released - 216

Arrests - 251



Deputy
Juan M. Ruiz

Deputy Juan “Johnny” Ruiz

District II lost one of its finest, Deputy Juan “Johnny” Ruiz, this year after suffering considerable trauma during an assault from a suspect he was booking into custody. He will never be forgotten and will be missed. He is honored every day as we continue to serve and protect with honor and with respect for Deputy Juan “Johnny” Ruiz’s legacy.



District II Detectives had another busy year with a record number of call outs. Detectives were called out 123 times in 2021. Detectives also wrote and served 63 Search Warrants.

District Detectives are also a support unit for Patrol when staffing is short, and they have been called upon for numerous special details to include several protest and field force operations, Community engagement events and any other task or detail at the discretion of the Sheriff and District Commander.



The support squad has played an important role in the operations of District II. The squad consists of a Sergeant, Traffic Car Deputy, Admin/Community outreach deputy, FTO/OIT Coordinator Deputy, and a Deputy Services Aide Officer. Combined, they have conducted over 500 traffic stops, over 300 IRs written, over 250 traffic accident reports written and have conducted over 20 Community service outreach events such as back-to-school drives, Coffee with a Cop, Christmas toy drives, and more. This squad has also tackled several key issues and concerns facing the citizens we serve in the District II area to include illegal off-highway vehicle operations in the river bottom, illegal shooting details, and have worked several County sponsored DUI Task Force Details throughout Maricopa County.

District III



13063 W Bell Road Surprise, AZ 85374
(602)876-1602

District III covers an area of 1,631 square miles in the northwest quadrant of Maricopa County and is the primary law enforcement agency for Aguila, Circle City, Gladden, Morristown, Sun City, Sun City West, Waddell, Whispering Ranch, Youngtown, Wittman, White Tanks Regional Park, and unincorporated areas surrounding Glendale, El Mirage, Peoria, Phoenix, Surprise, and the Town of Wickenburg.

Calls of Service - 24,069

Cite and Released - 106

Arrests - 178

District III has consistently put the community and community related efforts as its primary focus. District III partnered with the City of Youngtown to utilize camera technology to aid in crime fighting efforts. As a result, License Plate Readers (LPRs) were installed around the Town to allow the Sheriff's Office to utilize and develop suspect leads. This resource resulted in 12 stolen vehicles recovered, 11 felony arrests, 2 misdemeanor arrests, 4 drug arrests, 1 felony theft and 1 illegal dumping.

District deputies, in conjunction with the Sun City West Posse's, continued to be active in community related events such as back-to-school drives, Shop with a Cop, Toy Drives, Coffee with a Cop, parades, and many more.

One such parade was especially significant for a young man named, Luke. Luke was suffering from a severe case of Cancer and in need of a bone marrow transplant. It was determined that his older brother, Josh, was a perfect match for the bone marrow transplant. Just prior to the painful surgery, Luke's family celebrated his birthday. The Maricopa County Sheriff's Office saw an opportunity to make a significant impact in two young lives. This event was put together by numerous divisions in the Office to include the Sheriff, District III, District I, Aviation, the Mounted Unit, K-9, Community Outreach, and an overwhelming support from Luke's family, neighbors and friends. Luke, Josh and their family had never seen such an overwhelming outpour of support and outreach as they did that day.



District IV covers an area of approximately 668 square miles in the north-central quadrant of the county. This area includes the northern areas of Phoenix and Scottsdale, parts of Peoria, and unincorporated Maricopa and Yavapai County land. They primarily serve the communities of Anthem, Carefree and Cave Creek.



Calls of Service - 10,392

Cite and Released - 121

Arrests - 62



During 2021, District IV worked with our public safety partners to improve communication and training, particularly with our Fire Service partners. This improved partnership was significant due to the rainy season and swift water rescues that were conducted during the fall of 2021. The coordination with police, fire, and aviation assets prevented significant loss of life during these events.

Traffic enforcement also remained a priority in 2021. As the total number of calls for service slightly declined, our traffic enforcement numbers increased from the prior year. Overall, District IV also saw a decrease in property crimes, while crimes against persons remained leveled.



November of 2021, the Community of Anthem celebrated the 20th anniversary of the Anthem Veteran's Memorial, in which MCSO provided event security and traffic operations. Several MCSO employees were also recognized by students from a local elementary school.



District VI



District VI proudly served its final year as the contracted primary law enforcement agency serving the Town of Queen Creek, including the San Tan Regional Park.

Calls of Service - 18,737

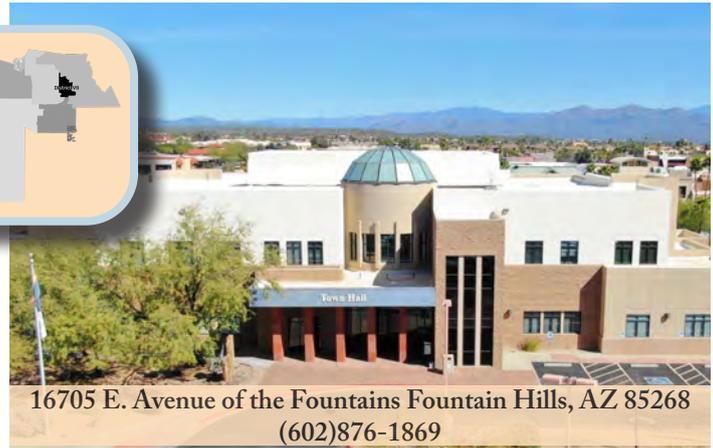
Cite and Released - 159

Arrests - 266

In 2021, the MCSO District VI Patrol Division focused on strengthening community partnerships and community-based policing strategies to address quality of life issues. Throughout the year, District VI worked with Town of Queen Creek leaders to ensure a seamless transition of their new police department. District staff also participated in community events such as the annual Founders Day and Trunk or Treat events, and sought innovative ways to give back to the community by recognizing community volunteers.



District VII of the Maricopa County Sheriff's Office serves the Town of Fountain Hills as their contracted law enforcement provider, as well as the unincorporated areas of Rio Verde, Goldfield Ranch, and the McDowell Mountain Park. MCSO ensures these areas are safe, with residents and visitors alike enjoying some of the lowest crime stats in the entire state.



Calls of Service - 6,300

Cite and Released - 125

Arrests - 52

One of the focuses of District VII personnel during 2021 included the on-going commitment to enforcing traffic laws to ensure the safety of residents and visitors. Deputies in District VII conducted over 2,700 traffic stops, with nearly 1,700 of those stops being for speed related offenses. Deputies provided strict enforcement in town Safety Corridors, which resulted in a decline of vehicle and pedestrian accidents in these areas from the year prior.



Additionally, District VII Command personnel continued to serve on the Town of Fountain Hills Pedestrian and Traffic Safety Committee where effective safety strategies are discussed, adopted, and then implemented by deputies and town staff. This is just one example of the many ways District VII personnel worked in partnership with stakeholders to positively impact the public.

Deputies assigned to District VII enjoyed taking part in community engagement activities. While slowed by the pandemic, deputies continued to put forth efforts in these areas by participating in the Town of Fountain Hills Make a Difference Day where deputies helped hundreds of volunteers do yard work and household repairs for elderly or underprivileged people in the community. Deputies also participated in the Fountain Hills Cares event, the Fountain Hills Leadership Academy, the DEA Drug Take Back Days, partnering with the Drug Coalition, and guest speaking at local community groups and activities, just to name a few.



Lake Patrol



Lake Patrol is a specialized division consisting of many units that safeguards the lakes, rivers, recreational, and wilderness areas of Maricopa County and the Tonto National Forest. The Underwater Dive Operations Search and Rescue Operations, Emergency Medical Services by our EMT's and Paramedics, Mounted Patrol, Off Highway Vehicles (OHV) Patrol, Boat Patrol, and DUI enforcement make up this unit. Lake Patrol Deputies maintain and deploy their specialized skills to ensure we are providing the highest level of public safety.

The Mounted Unit purchased three additional horses in 2021. Two Clydesdale, and one Appaloosa. These young, well-trained, horses have diversified the existing herd and expanded the capabilities of the unit in all the many situations in which they are called upon.

Lake Patrol's Search and Rescue Team ventures out into the desert, waters, and canyons to search for those who have lost their way. Using hounds, helicopters, ropes, boats, horses, UTVs, technology and good old-fashioned teamwork, they reunited many persons with their families this year. Search and Rescue added a new hound, Nix, to the Search and Rescue family.

Lieutenant Chad Brackman

On November 10, 2021, MCSO lost a Lake Patrol veteran when Lieutenant Chad Brackman was killed while working off-duty. Lieutenant Brackman is missed, and he and his family will forever be in our hearts.

Lake Patrol is a specialized division consisting of many units that safeguards the lakes, rivers, recreational, and wilderness areas of Maricopa County. The Underwater Dive Operations, Search and Rescue Operations, Emergency Medical Services by our EMT's and Paramedics, Mounted Patrol, Off Highway Vehicles (OHV) Patrol and DUI enforcement make up these units. Lake Patrol Deputies maintain and deploy their specialized skills to ensure we are providing the highest level of public safety.

Search/Rescue - 95

Arrests - 1,172

Remote Operated Vehicle Mission - 32

Watercraft Violations - 918

Operating Under the Influence - 42

Scuba Dive Missions - 42

Total Incidents - 11,697



The Extradition Unit coordinates the transfer of fugitives across state boundaries when authorized by a valid court order. When a defendant charged with a crime in Maricopa County flees, and is arrested in another state, the Extraditions Unit works closely with law enforcement and prosecuting authorities to secure the extradition of that defendant back to Maricopa County for trial and/or detention. Similarly, when a fugitive from another state is located within Maricopa County, the Extradition Unit places a criminal hold on that person pending extradition back to the state in which they are wanted for that crime. The Extraditions unit ensured all persons wanted for felonious charges in a jurisdiction are rightfully and promptly returned to the requesting jurisdiction in the most efficient and cost-effective manner possible. This is accomplished by abiding by federal and state law, Interstate compact agreements, and ensuring all person's rights are preserved through due process.



Extradition Highlights

- Gordon Golding (December 2021): Gordon Golding, 56, a kick-boxing instructor accused of assaulting multiple underage girls in 2019 was taken into custody by the U.S. Marshalls on November 20, 2021, in Lake Tahoe, California. Golding was originally facing 43 charges relating to sexual conduct with a minor, voyeurism, and sexual abuse. He failed to appear for court (Sentencing) in September 2021. Golding was extradited to Arizona December 21, 2021, by MCSO Extraditions.

- Amy Harshbarger (September 2021): A warrant was issued in September 2021 for a Tempe mother who fled with her two children after failing to turn over custody of her 7-year-old son to his custodial parent in mid-August, according to the Chandler Police Department. On Aug. 18, the child's father, Shawn Hammack, filed a police report and attempted to contact the mother, Amy Harshbarger, according to court documents. A week later, a missing person case was filed for Harshbarger and her children after police learned the three had not been to their Tempe home since Aug. 13. She had stopped using her cellphone the day prior, possibly destroying it, according to court documents. Harshbarger had told friends they were going camping in the Prescott or Payson area but was not specific, according to family. Court documents show police spoke to a "subject" who denied any knowledge at first, but then said Harshbarger had fled Arizona with her children and she had traded her two vehicles in exchange for a third, which was photographed by a license plate reader in Alabama, to evade police. The documents also say the subject and Harshbarger had a mutual friend who had recently moved to Tennessee. The subject also told police Harshbarger fled because she said Hammack was abusive to their shared child. However, court documents say those allegations have been investigated by police and by the family division of the court and have been unfounded. Amy and her two young boys were found in Greenbrier County in West Virginia by the Greenbrier County Sheriff's Office. Amy was arrested for her warrant and the children have been returned to their family in Arizona. Amy was extradited to Arizona September 30, 2021, by the MCSO Extradition Unit.

- Jasan Stover (May 2021): Stover was initially arrested by U.S. Marshals in Georgia on April 12 on charges of first-degree murder, attempt to commit first-degree murder, and assault. The victim, identified as 32-year-old Walter Woods, was shot, and killed in February near 16th Street and Southern. The shooting reportedly happened during a fight, and Woods was declared dead at the scene. Walter Woods was a Phoenix business owner, and family man, and left behind three children. Officers discovered a second victim, a 34-year-old man, had also been shot during the fight. A friend took him to a nearby hospital with serious but non-life-threatening injuries where he was treated and released.

Aviation Services Division



The Aviation Services Division (ASD) provides air support to all areas of the MCSO. The Division is divided into three sub-sections to include Rotor-wing, Fixed-wing and Maintenance sections.

Rotor-wing

Flight Hours - 870
Missions - 776
Search and Rescue - 159

Subjects Rescued - 85
Suspect Searches - 57

The primary function of the Rotor-wing section includes search and rescue as well as direct support of law enforcement functions where an aerial platform is beneficial or necessary. This includes patrol support, surveillance, transportation, command and control, traffic or disaster management, communications and aerial photography.

Maintenance

Repairs completed - 136

Inspections - 222

The Maintenance section oversees, manages and ensures all MCSO aircraft remain airworthy and safe to operate and that inspections and maintenance are performed in accordance with Federal guidelines.

Fixed-wing

Flight Hours - 719
Extradition Trips - 94

Inmates Moved - 174
Miles Flown - 92,349

The primary function of the Fixed-wing section is the extradition of out of state inmates back to Maricopa County for criminal prosecution. The fixed wing aircraft performs regional extraditions for all States west of the Mississippi River.

Savings versus Commercial: \$165,607



This year we added a brand new, twin engine, hoist equipped rescue helicopter to our fleet (Fox 1). The extra power, cable hoist, and twin engines, allows us to more safely rescue people in the adverse conditions we encounter in our remote wilderness areas.

Special Weapons And Tactics Division

The Special Weapons and Tactics Division (SWAT) is comprised of three separate, specialized units: Tactical Operations Unit (TOU), Explosive Ordnance Disposal Unit (EOD/ Bomb Squad), and the K9 Unit.

All personnel assigned to this division are full-time, highly trained deputies and detention officers who respond to the most serious high risks incidents in the community and jail facilities. These include: Barricade-Hostage situations, active shooters, and execution of Search and/or Arrest Warrants. They also perform assignments such as Executive Security, respond to Civil Disorders, and support for district patrol activities.



The MCSO K9 Unit competed in the 2021 K9 trials and brought home 12 trophies after two days of tough competition, with K9's from across the State. Every single one of the MCSO K9 handlers and their canine partners did an outstanding job, especially Deputy McBride and canine partner Anubis who won this year's tough dog competition!

In 2021, Tactical Operations Unit, Deputy Campbell, was awarded the very first Arizona Tactical Officer's Association; Greg Carnicle Tactical Officer of the Year Award. The award is given to a tactical operator who exhibits unselfish dedication to the enhancement of their tactical team, proven efforts to increase safety through training and the exchange of information, displays an act of valor in the line of duty, and has the highest standards of professionalism and honor.

K9 Unit:

TOU Assist- 375
Patrol Assist- 226
Apprehensions- 241
Searches- 445
Special Detail/Demonstrations- 86
Event/EOD Sweeps- 84
Narcotic Searches- 199

EOD Unit:

EOD Calls- 43
Assist TOU- 30
Special Detail/Demonstrations- 5
EOD Sweeps/Special Events- 25
Specialty Training Events- 72

TOU Unit:

Search Warrants- 48
Barricade/Hostage Rescue- 11
High Risk Arrest- 43
Special Details- 73
Callout Missions- 227

The MCSO Explosive Ordnance Disposal (EOD) Unit purchased two Packbot 510 robots. The robot platforms are utilized on SWAT call out missions, where they are used to open doors, clear buildings and structures for people, and allow for negotiating capabilities. The robots are designed to conduct explosive ordinance reconnaissance and to deliver render safe procedures.



Stories From The Street

District III

In June, District III Deputies responded to a mass shooting that took place in the west valley. A suspect was actively shooting at random victims that started in Peoria and continued through Surprise and across Bell Road in the District III jurisdiction. There were ultimately eight different shooting scenes with 1 homicide and numerous aggravated assault victims. The suspect was taken into custody by Surprise Police. District III Detectives processed one of the eight crime scenes that occurred in MCSO's jurisdiction involving two victims who were shot at, one of which was injured, while driving in their vehicle. Following this incident, Sgt. Contino was recognized by the Sun City Elks Lodge for his Outstanding Service in Law Enforcement.

District III

In July, a district III deputy responded to a call for service in which two subjects were armed with guns... When the deputy arrived on scene, he contacted one suspect who admitted to having firearms in his vehicle. While addressing the one suspect, the second suspect opened fire on the deputy from behind. The deputy returned fire, causing the second/shooting suspect to flee the scene. The deputy remained focused and took the first suspect into custody, obtaining relevant information from the interrogation of the suspect he took into custody. The suspect who shot at the deputy was identified and taken into custody by the Sheriff's F.A.T.E. Team two days later. During this investigation, it was alleged that the suspect who shot at the deputy, had murdered another victim prior. The Deputy's bravery and courageous response to the situation saved the life of the caller's mother who was hiding in a neighbor's house from her ex-boyfriend, which was the shooting suspect. The Deputy was recognized by The Knights of Columbus for his Outstanding Service and Dedication related to this incident.

Aviation Services - FOX 1

Fox 1 was dispatched to assist Lake Patrol with an injured 70-year-old male hiker that had fallen approximately 15 feet, and was in and out of consciousness in the Bulldog Canyon area, near the Salt River. Due to the extreme rugged and mountainous area, a crew of three Aviation deputies, and one Lake Patrol deputy medic boarded Fox 1, then flew to the area, and immediately located the victim and his party, at the listed location. Fox 1 was able to insert the paramedic and one Aviation crew member at a hover on the mountain side approximately 50 feet above the victim. The Fox 1 crew then hiked down into the canyon and assessed the victim, who possibly had a broken clavicle and advised that he was unable to walk.

The Fox 1 crew were able to place the victim onto a backboard and subsequently hoist him from the canyon, into the aircraft. Fox then flew the victim to awaiting medical and ground unit deputies at the Weaver's Needle Vista parking area. Fox then returned to the accident scene and picked up the rescue crew and victim's daughter. The daughter was taken to the same location.



Cyber Crimes Unit

Cyber Crimes Unit Another investigation which reinforced the CCU's never quit attitude began after a women approached a patrol deputy and explained her adult daughter had received images and videos depicting a young female engaged in sex acts from an unknown individual on Snapchat.

CCU Investigators immediately prioritized this information and verified the images and videos sent to the complainant's daughter depicted a young female (approximately 6-8 YOA) engaged in sex acts with what appeared to be an adult male. CCU used every resource at its disposal to investigate this crime and identify the victim since the images and video were likely newly manufactured with an unidentified child victim. CCU Investigators contacted the National Center for Missing & Exploited Children (NCMEC) and the Internet Crimes Against Children Task Force (ICAC) to deconflict the images and videos. As suspected, NCMEC and ICAC both confirmed, by the embedded data hash values, that the images and videos from the Snapchat account were not in their known database, nor could they confirm the child victim had been previously identified or rescued by law enforcement.

CCU Investigators immediately submitted for expedited legal process, utilized open-source data, and any other Law Enforcement investigative techniques in hopes of identifying the victim and suspect. Dozens of potential leads were identified, processed, and cleared before CCU Investigators believed they had potentially identified the victim. Investigators then contacted several elementary schools in the Chandler and Glendale areas coordinating with school staff or the assigned School Resource Officer to access prior yearbook photos.

Less than 8 hours into the investigation, CCU Investigators arrived at an elementary school in Chandler and requested school staff to assist with confirming the identity of the potential victim, as well as confirming her being safe in class. CCU Investigators were able to confirm with school staff the victim was either a 7-year-old female, or her 8-year-old sister. School Staff was extremely cooperative and agreed to bring the two sisters to the Administration Office prior to the end of the school day to wait for their guardian. Once the sisters arrived at the office, CCU Investigators were able to positively identify the victim as the 8-year-old female.

CCU Investigators spoke with the victim's guardian and gathered leads for the male suspect observed in the Snapchat images and videos.

Less than 16 hours into the investigation, the CCU executed a Search Warrant at the suspect's residence and took him into custody. The suspect initially denied any sexual contact, but later admitted to CCU Investigators that he had engaged in sexual conduct with the victim approximately 20 times during a 3-4-year period. The CCU's quick work, creative investigative techniques, and relentless determination ensured this suspect would never have a chance to victimize the young female ever again.

Lake Patrol

On Memorial Day weekend of 2021, a young woman was pulled from the water by her friends and resuscitated aboard the MCSO Airboat by Deputy and Paramedic Jim Cesolini. She and her parents returned to Lake Patrol, thanking Deputy Cesolini and Deputy Madrigal, who was the airboat pilot during her rescue.









The Maricopa County Sheriff's Office Investigation Bureau consist of the Intelligence Information Division, the Special Investigations Division, Major Crimes Division, the Scientific Analysis Division and Enforcement Support.

Major Crimes Division

The Major Crimes Division provides a high level of service for victims and their families by ensuring all investigations are conducted thoroughly and professionally. The Major Crimes Division of the Maricopa County Sheriff's Office includes Homicide, Special Victims, Sex Offender Notification, Cyber Crimes, Arson, Animal Crimes, Jail Crimes and Vehicular Crimes.

Homicide Cold Case Unit

This squad maintains a cold case registry and investigates cold case homicides as new workable leads, suspects, and evidence is identified. The registry contains cases from the 1960's through present day. In addition to reviewing and investigating cold cases, they also provide assistance to other agencies relating to homicides in their jurisdictions. This includes agencies within Arizona as well as across the country. This year, they provided assistance for 10 cases out of agency.

In 2021, cold case detectives covered active homicide investigations due to the volume of calls for services and the close proximity of back-to-back call outs. During this year Cold Case Detectives investigated a homicide that occurred in the Town of Guadalupe. As a result of this investigation, Cold Case Detectives arrested one suspect and charged him with one count of 1st degree murder.



Special Victims Unit

The Special Victims Unit (SVU) is comprised of three squads. There is an East and West Valley Squad which investigates sex crimes and child abuse cases originating from all the districts including Lake Patrol and a Sex Offender Notification Unit which is responsible for monitoring sex offenders residing within the jurisdiction of the Maricopa County Sheriff's Office. Detectives assigned to the SVU receive specialized training in the areas of forensic interviewing of minors, child abuse investigations, interview and interrogation, and traumatic victim behaviors. The nexus for crimes investigated by the SVU includes cases alleging child abuse or cases involving sex crimes both child and adult victims.

Unfortunately, SVU Detectives are sometimes faced with cases alleging both child abuse and sex abuse. One such case in 2021 began with an 8-year-old female visiting a local hospital for redness on her neck, small abrasions, and a bruised ankle. SVU Detectives soon discovered the injuries were only the tip of the iceberg as the victim later disclosed being sexually assaulted then trapped between a mattress and box springs by her guardian.

Further investigation by SVU Detectives uncovered prior statements made by the suspect describing how he had sexually assaulted the child and placed her inside the mattress because his fear that she might be pregnant. SVU Detectives spoke with the victim who corroborated the assault saying she could not yell because she could not breathe, even though the suspect had cut a hole in the mattress for her to breathe.

SVU Detectives immediately served a Search Warrant at the identified residence and found the suspect's bed modified in such a manner as to conceal a person with a hollowed-out portion between the mattress and box springs. The suspect was interrogated by SVU Detectives and booked into jail for charges relating to Sexual Conduct with a Minor, Molestation of a Child, and Child Abuse. This is only one such case worked by the SVU in 2021,



Cyber Crimes

The Cyber Crimes Unit (CCU) is comprised of two distinct teams. The first team is an investigative squad staffed with highly trained Sworn Detectives who work criminal cases related to sexual exploitation of minors on the internet, high dollar internet fraud crimes, and any other internet related high-profile crimes.

The second team is located within the CCU cell phone forensic lab and at the Arizona Fusion Center Computer Lab. It is staffed with highly trained Certified Computer Forensic Examiners whose focus is supporting the investigators assigned to the CCU as well as all other investigative units of the Maricopa County Sheriff's Office.

In 2021, the CCU continued its focus on identifying and rescuing potential victims from sexual predators no matter the difficulties encountered. A perfect example of their relentless pursuit of justice was observed during a case which began with little to no information being provided to CCU Investigators. The information initially provided was limited to two images believed to depict a prepubescent female being uploaded to the internet using a mobile phone.

The first hurdle encountered by the CCU was the images were of such quality that confirmation of age was not possible. CCU Investigators enlisted the help of medical professionals by requesting a sexual maturity rating for the images. Unfortunately, the medical professionals were also unable to make a determination of age leaving CCU Investigators short of Probable Cause to submit for legal process or search warrants.

Nonetheless, CCU Investigators persevered forward with the investigation knowing there was a small chance a child victim could be suffering ongoing sexual abuse. CCU Investigators continued their search by combing through open-source data and social media. These efforts eventually lead them to a residence in Surprise, Arizona; where they learned the resident's roommate had a 5-year-old female grandchild who would visit from time to time.

With the suspicion that the roommate's grandchild was the child depicted in the images, CCU Investigators began searching the metro area for the roommate. After checking several locations in the Valley, CCU Investigators were able to make contact with the roommate by phone and have him return to the residence in Surprise. CCU Investigators interviewed the roommate, then later confronted him on taking the images. The roommate admitted to CCU Investigators that he had photographed the female child while she slept and was taken into custody for Sexual Exploitation of a Minor. The tenacity shown by the CCU in this case revealed an undisclosed crime and prevented any further access to the victim by the suspect.

In 2021 the MCSO Cyber Crimes Unit received: (84) Cyber Tips from the National Center for Missing and Exploited Children, (7) MCSO SILO Tips for investigation, investigated (34) cases forwarded from MCSO Patrol Deputies



Homicide Unit

The Homicide Unit is responsible for investigating homicides, suspicious deaths, child deaths, and critical incidents, including Officer Involved Shootings. The Homicide Unit responded to numerous call outs during 2021, as well as requests to assist other division inside MCSO and other agencies. This year had a larger volume of call outs compared to the previous year and a record number of critical incidents investigated.

In 2021 MCSO Homicide unit responded to 44 call outs and investigated the following:

18	Homicides	9	Child Deaths
9	Suspicious Deaths	8	Critical Deaths

Homicide closed (44) cases and of those cases (16) resulted in an arrest.



Animal Crimes

The Animal Crimes Unit conducts investigations on incidents involving crimes against animals. In 2021, Animal Crimes detectives responded to 34 alleged animal crime incidents. The MCSO Animal Crimes Unit seized 96 animals for safekeeping and evidentiary purposes. A case of note is regarding the seizure of dogs from the Shelter Paws rescue in 2018 that was resolved when the suspect took a plea deal on the 5th of October 2021.



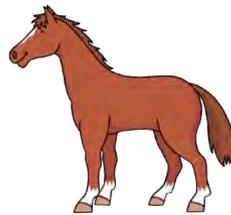
Animals Seized:



55 Dogs



26 Cats



5 Horses



4 Guinea Pigs



3 Chickens



2 Pigs



1 Bird

Arson Unit



The Arson Unit investigates arsons, suspicious fires, fires involving serious physical injury or death, fires classified as hate crimes and those involving churches, schools, or government offices. The Arson Unit responded to 34 call outs in 2021 and was assigned 47 new cases. In one case, an ex-husband set his ex-wife's property on fire. The ex-husband, who was wanted by other agencies, was located by Arson Detectives and arrested by Tempe's Fugitive Apprehension Detail (FAD).

Vehicular Crimes Unit

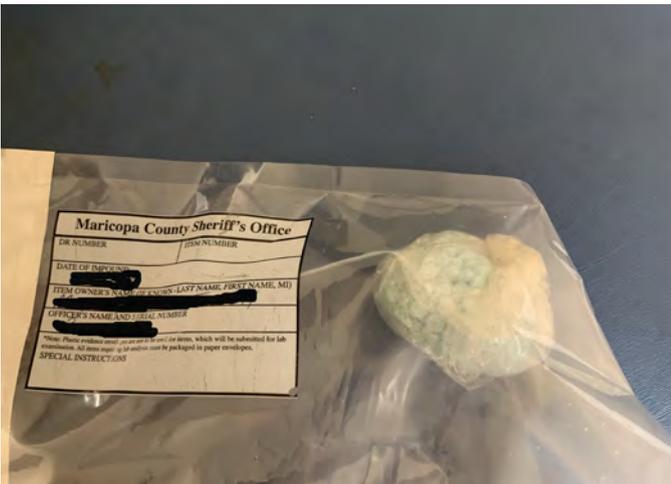


The Vehicular Crimes Unit (VCU) investigates all traffic collisions involving fatalities and responds to traffic collisions involving potentially life-threatening injuries, hit-and-run accidents, and those involving MCSO vehicles. VCU responded to 101 assigned cases, assisted patrol with 8 investigations, assisted outside agencies with 9 investigations and assisted other detective units (Homicide, Arson, District Detectives) with 26 investigations. Of the 101 cases, 75 have been cleared with 35 resulting in charges.

Jail Crimes

The Jail Crimes Unit investigates crimes committed within the Maricopa County Sheriff's Office Jail System, Maricopa County Court Facilities, and the Maricopa County Juvenile Detention Centers. Investigations include deaths, aggravated and sexual assaults, escapes, promotion of jail contraband, and destruction of jail property.

In 2021, the Jail Crimes Unit was assigned 542 new cases and responded to 142 incidents. Jail Crimes detectives conducted multiple illegal drug investigations within several jail facilities and were able to execute several search warrants including a residence and a local motel, making two (2) arrests. This resulted in the seizure of drugs that were prepared to enter the jail facilities.

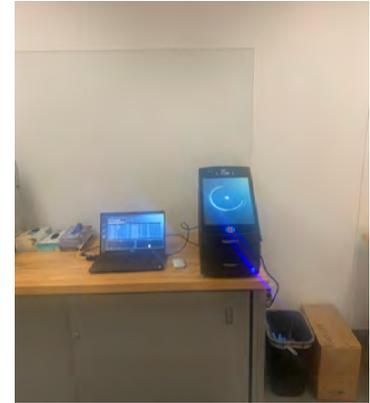


Scientific Analysis Division

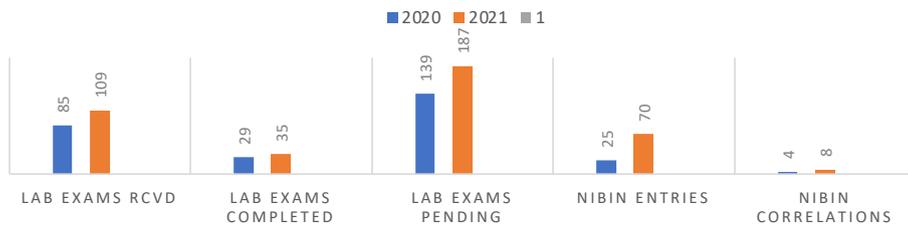
The Scientific Analysis Division is comprised of the crime lab unit and firearms lab unit, providing superior forensic science services and technical support to the community by utilizing proper equipment and techniques and to present objective, unbiased conclusions to the judicial system.

In February of 2021, the division obtained its own RapidHIT ID system. The RapidHIT ID system will allow a user to input a single-source DNA sample into the instrument and within 90 minutes, potentially have a DNA profile, which would then be uploaded to the state database where it is searched for a possible match. This technology will impact case work as we see a dramatic decrease in turn-around time on single-source DNA samples.

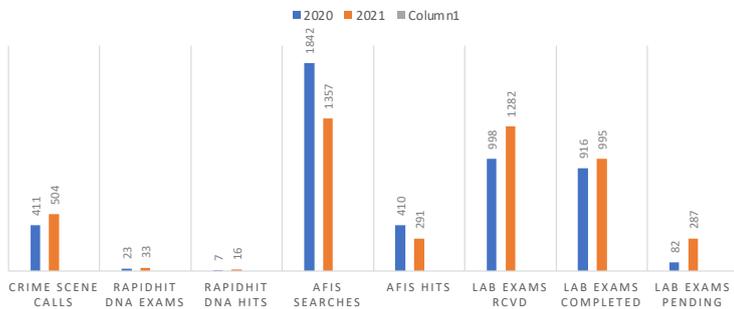
The division also acquired a new FARO 3D crime scene scanner. This scanner allows a user to complete 3D scans of crime scenes within minutes and incorporates close-up photographs, drone photographs, etc. The Scientific Analysis Division acquired an additional three drones this year.



2020/2021 FIREARMS LAB UNIT STATISTICAL COMPARISON



2020/2021 CRIME LAB UNIT STATISTICAL COMPARISON



The Scientific Analysis Division participated in several community events throughout the year to include “Eats & Treats for Cops” and supported the office during the loss of Deputy Ruiz and Lieutenant Brackman. The division also adopted a needy family from Peoria, donating toys, clothes, a TV, and food to their house for Christmas.



Counter Terrorism Unit (CTU)



The Counter Terrorism Unit (CTU) is comprised of Deputies who are certified as both a Threat Liaison Officer (TLO) and a Crisis Negotiator. The CTU is responsible for gathering information based upon a criminal predicate, analyzing that information to produce both tactical and strategic criminal intelligence, and disseminating this intelligence within the Office and to other appropriate law enforcement or first responder agencies. CTU is responsible for the accounting of all MCSO sworn staff certified as TLOs by the Arizona Counter-Terrorism Information Center (ACTIC), as well as those detectives assigned to the FBI Joint Terrorism Task Force (JTTF). CTU is also responsible for the accounting of all MCSO staff certified as a Crisis Negotiator and for the training and coordinating of the Negotiations program. The CTU will assist with the coordination of events involving the planning, training, and implementation of emergency management as well as critical infrastructure and key resources. CTU is also responsible for providing the MCSO with Crisis Negotiators and provides critical incident coverage for the Tactical Operations Unit (TOU) 24/7.

Criminal Research and Analysis Unit (CRAU)

The Criminal Research and Analysis Unit (CRAU) is an analytical and information management unit supporting law enforcement operations. The unit's mission is to enhance the efficiency and effectiveness of the Maricopa County Sheriff's Office (MCSO) by providing timely, accurate and useful information to patrol deputies, detectives, and command staff pertaining to tactical, strategic, operational, and administrative crime analysis.

Sheriff's Intelligence, Leads, and Operations (SILO)

The responsibility of the Sheriff's Intelligence, Leads, and Operations (SILO) unit is to collect, vet, process, and track all tips provided by members of our community. The partnership between the Sheriff's Office and the community is vital when recognizing, preventing, and solving crimes. Often, we rely on the community's vigilance to report tips to help keep our community safe. Incoming tips are collected via telephone, e-mail, text message, website submission, and written correspondence, in person, through our social media pages, and through the www.mcso.org website.



Type of Tip	Tips
Location of Warrant Suspects	509
Use and Sale of Drugs	756
Suspicious Activity	286
Violation of Emergency Order	576
Total	3,862

- On multiple occasions throughout 2021, the SILO staff worked with Detectives from the Counter Terrorism Unit to provide them actionable intelligence that furthered the Detectives investigations.
- SILO staff worked closely with several other entities within the office and third-party vendors to strengthen cross platform integration and streamline the processing of incoming tips.

Case Support Unit (CSU)

The Case Support Unit (CSU) supports multi-faceted criminal investigations originating from the Jail Facilities, Special Investigations Division (SID), Jail Crimes, Major Crimes, other MCSO Investigative Units, and outside agencies. In 2021, the Case Support Unit has developed several new initiatives and levels of support for the Office. CSU analysts fulfill roles within the Crisis Negotiations Team, administer and train on key databases throughout the Office, and staff primary intelligence functions within MCSO's Emergency Operations Room (EOR) associated with protests and large-scale events.

Special Investigations Division

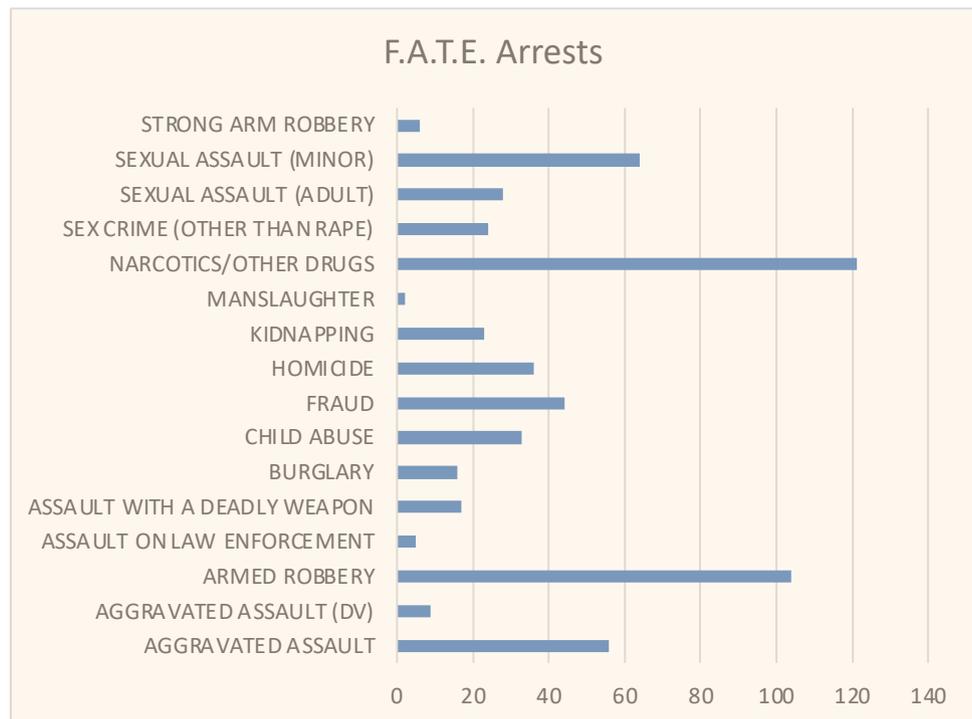
The Special Investigations Division (SID) is comprised of a variety of diverse units, that focus on various types of undercover, specialty and often in depth and complex investigations. The Division is comprised of The Fugitive Apprehension Tactical Enforcement (FATE) Team, Threat Management Unit (TMU), Technical Surveillance Unit (TSU), The HIDTA Enforcement Action Team (HEAT), Maricopa County Drug Suppression Task Force (MCDST), The Rico Asset Investigations and Disruption Section (RAIDS) and Intelligence Research and Analysis Unit.

The SID accomplishes its mission by developing multi-agency, Federal and Local level task forces that work on building relationships with various internal and external partners. SID partners at the Federal Law Enforcement Level with The Federal Bureau of Investigation (FBI), The Drug Enforcement Administration, The Department of Homeland Security Investigation, The United States Border Patrol, The Internal Revenue Service Criminal Investigation Division, and The National Guard. SID partners at the local police level with Police Departments from The Cities of Tempe, Buckeye, Phoenix as well as Agents from The Attorney General's Office.

Fugitive Apprehension and Tactical Enforcement (FATE)

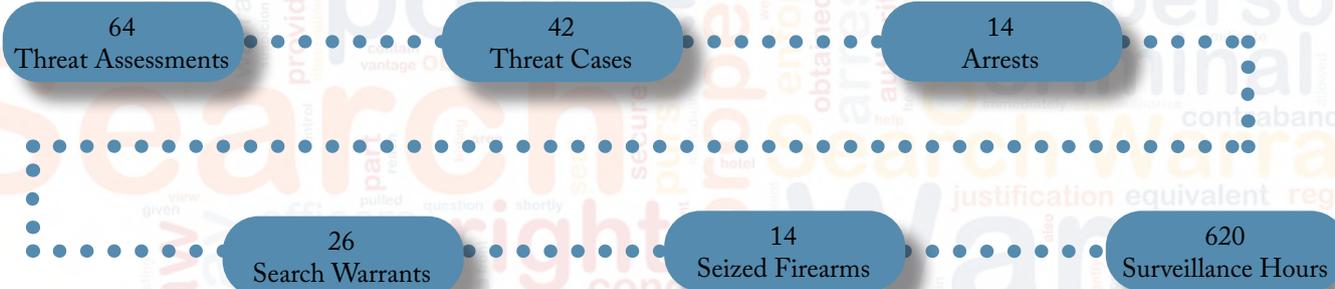
Since 2018, The FATE team has been a member of the FBI Desert Hawk Violent Crime Task Force (DHSVCTF). This year, FATE welcomed the MCSO Threat Management Unit as the newest member of the FBI DHSVCTF. This expansion of the DHSVCTF was made possible in part because of the successful working relationship between the FATE Detectives and the Agents from the FBI.

FATE and the FBI DHSVCTF continues to innovate arrest tactics with the goal of ensuring the safety of the public, law enforcement personnel, as well as any suspects. FATE enlisted the assistance of The Technical Surveillance Unit's Drone operation to give the Task Force a real-time intelligence feed to aide in making tactical decisions in planning the arrests of the various violent offenders. FATE worked with outside vendors and police agencies to bring tactical equipment and techniques for use within the Task Force, which enhances the ability to safely apprehend suspects. FATE works with MCDST and HEAT to utilize these learned tactics in the various narcotics arrests and search warrant executions conducted by those teams. FATE and MCSO Tactical Operation Unit (TOU) have been training and working together to apprehend high risk and potentially violent fugitives. FATE and TOU have worked in unison to develop successful tactics that work to complement each other's strengths and work to minimize any dangers.



Threat Management Unit (TMU)

The Threat Management Unit has joined the FBI Desert Hawk Violent Crimes Taskforce in 2021 and has been an integral partner regarding MCSO's investigations. The integration into the FBI DHVCTF has provided valuable resources to assist with threat investigations and threat mitigation. TMU is dedicated to a proactive, coordinated and planned identification, prevention, assessment, management, communication and reduction of interpersonal and behavioral threats.



Technical Surveillance Unit (TSU)

The Technical Surveillance Unit is dedicated to a proactive, coordinated, and planned development of various electronic devices used for identification, prevention, assessment, management, communication, and mitigation of criminal activity through overt and covert means. The use of various camera and tracking devices are valuable assets to many investigative functions. TSU not only supports MCSO, but various other agencies throughout the valley and the FBI.



UAS Drone
Deployments
156

UAS Drone
Program hours
1,110

UAS Drone
Flight Hours
293.5



Electronic Tracker Deployments	45
Camera Deployments	129
MESH Network Deployments	15

In 2021, TSU also joined the FBI Desert Hawk Violent Crime Taskforce with regards to provided UAS drone support. TSU has dramatically increased the Unmanned Aircraft System (UAS) drone support missions and utilization by several divisions within MCSO, as well as other agencies. The increase in UAS drone operations has proven to be a very valuable asset to many different investigations and operations.

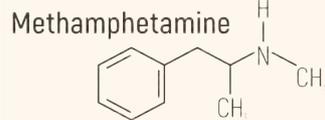
HIDTA Enforcement Action Team (HEAT)

The High Intensity Drug Trafficking Areas (HIDTA) Enforcement Action Team is MCSO's narcotics investigations unit. HEAT is responsible for the investigation of the sale and trafficking of drugs and follow-up on drug activity complaints. In addition, HEAT is also tasked with the initiation of undercover operations as necessary to facilitate criminal prosecutions by assisting other divisions within MCSO as well as other local and federal agencies. Detectives assigned to HEAT are also cross certified as Task Force Officers (TFO) with Homeland Security Investigations (HSI). During 2021, HEAT worked with several other divisions to assist in undercover operations, surveillance, and apprehension of persons wanted in association with other crimes. HEAT Investigates all manner of crimes reported through SILO tips that require undercover operations or surveillance.

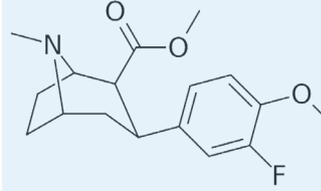
DRUG SEIZURES



Marijuana Flower 644 Pounds
 Marijuana Plant 2,102 Plants
 THC Concentrate 24.3 pounds
 THC Vape Pens 29,648 pens



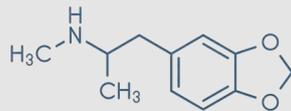
Methamphetamine 697 pounds



Cocaine 45 pounds

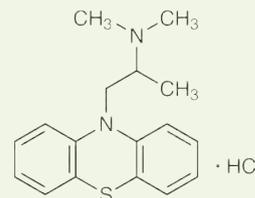


Guns (rifles/handguns) 278



MDMA

MDMA 11.5 Grams
 Ecstasy 372 DU's



Promethazine 9 pints



US Currency \$1,695,500 (cash)



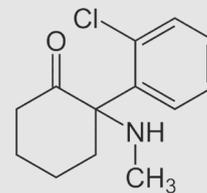
LSD

Lysergic acid diethylamide

LSD 167,000 Dosage Unit's



Alprazolam (Xanax) 1000 DU's



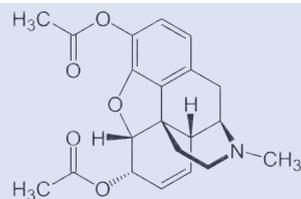
Ketamine 8g



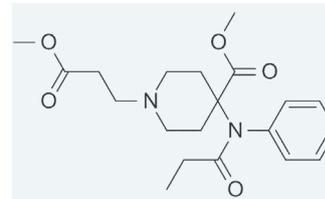
Vehicles 51



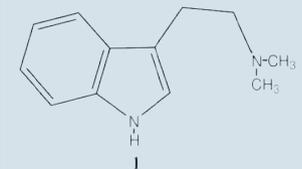
Psilocybin Mushrooms 17 pounds



Heroin 18 pounds



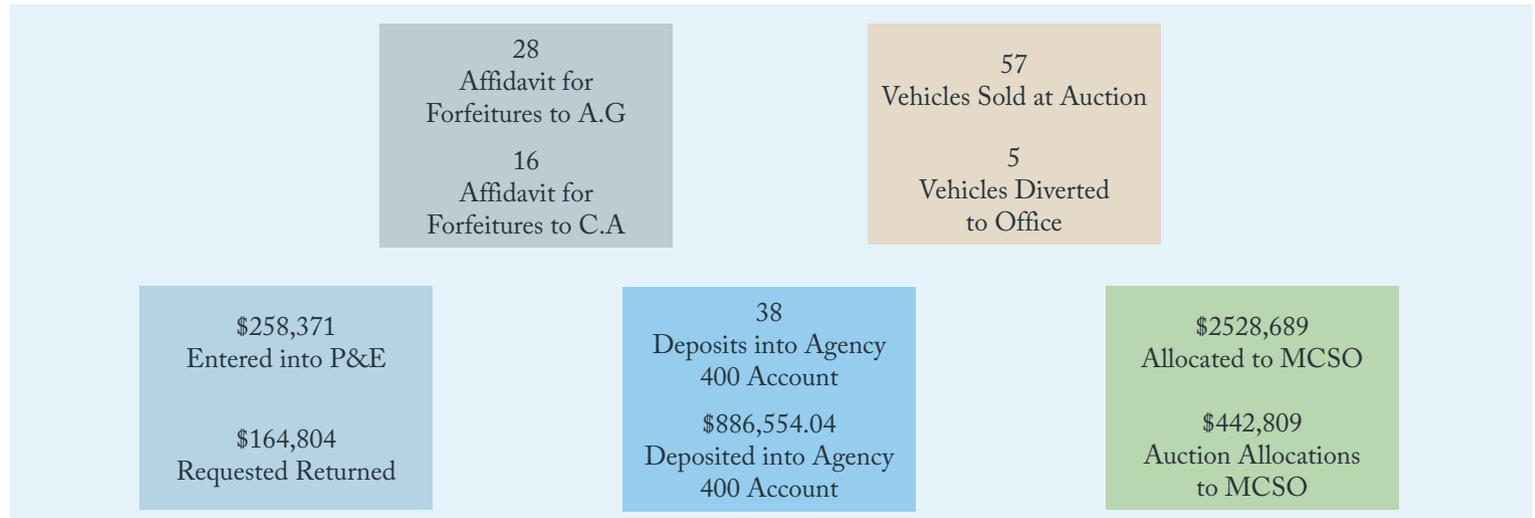
Fentanyl Pills 514,000 pills
 Fentanyl Powder 86 pounds



DMT 30 grams powder,
 10 gallons in solution

RICO Asset Investigation and Disruption Section (RAIDS)

The Racketeer Influenced and Corrupt Organizations (RICO) Investigations and Disruption Section uses the State Civil RICO Act Forfeiture laws to attempt to further disrupt and dismantle organized crime, drug cartels, and any other money laundering organizations by using these laws to seize and then sell off the organization's assets and equipment. The proceeds from these seizures are then used to support Law Enforcement Programs, Training, and Equipment for the betterment of the Law Enforcement Profession as a whole. This year alone, these forfeitures have directly added \$971,498.00 in these funds directly to MCSO for use.



MCSO's Drone Program / (Intelligence Information Division)

The objective of the MCSO's Drone Program is to provide quick response aerial support for ground units. The Drone Program provides this in several ways including, but not limited to, live encrypted video feeds to ground personnel during large and quickly evolving events, photographs to document crime scenes, overwatch for SWAT/Barricade calls, overhead viewing for Search & Rescue missions, Community Outreach Event demonstrations, etc. This information can be streamed live to any device with internet/cellular access, so that commanders have the ability to direct ground units utilizing real-time video.

The MCSO's Drone Program has become well known, not only across the Valley, but around the country, encouraging other law enforcement and first responder agencies to start their own drone programs. MCSO's drone pilots happily share their unique knowledge/experience so this technology can assist other agencies as we all strive to better serve our communities.

In 2021, MCSO drone pilots logged a combined 1,782 flights for a total of 413 flight hours. This added to our overall 3,543 flights with 989 total hours. MCSO continues to be a leader in the use of drone technology for first responders.

Ballpark and Special Events Program

This year Chase Field opened its doors and reintroduced the fan base to our baseball season. The year began with COVID-19 precautions to ultimately transitioning to a full capacity of fan base. With fans returning to enjoying America's favorite pastime, MCSO presence was critical. As the lead law enforcement agency, we provided this service to 84 regular season games along with various special events at the ballpark. The year concluded with the Guaranteed Rate College Bowl game. It was great to work with all the stake holders and public safety counterparts in providing the best spectator environment for all events held at Chase Field.

MCSO/ Intelligence and Information Division takes great pride in providing law enforcement staffing for Chase Field. With this we continue to grow our relationship with each season and look forward to our future experiences.

Enforcement Support

The Enforcement Support Division oversees and manages the Maricopa County Sheriff's Office (MCSO) youth education Cadet Program, the Sheriff's volunteer Posse Program, the volunteer Reserve Deputy Program, the MCSO Honor Guard Unit, the Crisis Negotiations Program, the MCSO mobile Command Post (CP), the mobile booking van, and the inspections for all funeral escort vehicles in Maricopa County.

The Enforcement Support Division staff, unit members, and volunteers provide a large variety of support across the county. Some examples include coordinating line of duty police funerals, supporting patrol and special enforcement details, assisting with community outreach events, various support during mutual aid requests, and leading special projects and details as designated by the Office. The Enforcement Support Division responded to approximately 450 call outs and covered over 50 extra shifts at Chase Field during the year.



In 2021, the Enforcement Support division assisted with multiple COVID-19 Vaccination distribution centers, the National Sheriff's Association (NSA) Conference, Palo Verde Nuclear Drills, Desert Dog Police K9 Trials and Public Safety Expo, Gila Bend Community rescue and clean up responses due to intense flooding declared a National Disaster, 4 Holiday toy collection events, 6 Holiday toy distribution events, 4 Annual Community Days, and new parade float design then build.

Negotiation Team

The Maricopa County Sheriff's Negotiation Team consist of selected Deputy Sheriffs who are specially trained to mitigate crisis situations and preserve the lives of hostages, the public, law enforcement officers, and suspects in emergency situations. Team members respond to crisis events in addition to their regularly assigned duties. The MCSO Negotiations team works closely with the Tactical Operations Unit (TOU) Deputies train on a regular basis to ensure the most up to date and effective strategies are in place. Training consists of out-of- agency speakers, seminars, scenarios, and training exercises with other crisis negotiation teams in Maricopa County. All MCSO negotiators are trained by the Federal Bureau of Investigation (FBI). They are also certified in Crisis Intervention Training (CIT), meaning they are specially trained in responding to people in mental health crisis.



The MCSO's Negotiations Team goal is always to talk to the involved person and convince them to surrender peacefully. The unit responded to over 51 call outs during 2021, involving barricaded subjects, hostage situations, suicide threats, and/or mentally disturbed persons alongside our Tactical Operations Unit (TOU).

The Cadet Program

The Maricopa County Sheriff's Office youth education Cadet Program provides criminal justice and leadership education for young people, ages fourteen (14) to eighteen (18). Cadet classes and events are designed to provide knowledge of criminal justice operations within a dynamic hands-on learning environment. Education includes:

- Criminal Justice System
- Ethics and Professionalism
- Human Relations
- Physical Training
- Health and Wellness
- Community Wellness and Leadership
- Patrol Procedures
- The Contemporary Role of Law Enforcement
- Finger Printing and Fingerprint Classification
- Radio Procedures
- Criminal Law
- Traffic Law
- Search and Arrest Laws
- Crime Scene Investigation
- Report Writing
- Accident Investigation
- Rules of Evidence
- Community Service



In 2021, with COVID-19 as a major obstacle, the 20 MCSO Cadets who remained in the program during school closures and community restrictions, completed a total of 2515 education hours.

The MCSO Cadets also provided a total of 2,245 service hours assisting with community events and details.

Volunteer Posse Program

The Sheriff's Volunteer Posse Program consists of non-compensated personnel who volunteer to assist the Maricopa County Sheriff's Office and their community by giving back. The Posse volunteers work under the direction of the Enforcement Support Division with deputies and civilian staff to enhance public safety, by supporting patrol, investigations, and community outreach divisions. Volunteers spend long hours at Search and Rescue incidents, crime scenes, helping at emergency details, assisting with law enforcement and civilian training, providing security patrols, and much more. In 2021, approximately 174 Volunteer Posse Members donated approximately 64,373 hours. Saving the citizens of Maricopa County an estimated \$ 1,637,005.39 .



Reserve Deputy Program

The MCSO Reserve Deputy Program consists of non-compensated or volunteer personnel who assist the Sheriff's Office and give back to their community. Reserve Deputies are Arizona Peace Officer Standards and Training (AZPOST) certified sworn law enforcement, who use their varied skills to support Patrol Districts and Specialty Divisions of the Office. Reserve Deputies also assist with special events, Search and Rescue missions, emergency details, aid with training, teach classes, and much more.

In 2021, the average of 42 Reserve Deputies donated approximately 6,500 volunteer hours, saving the county approximately \$175,500.00.

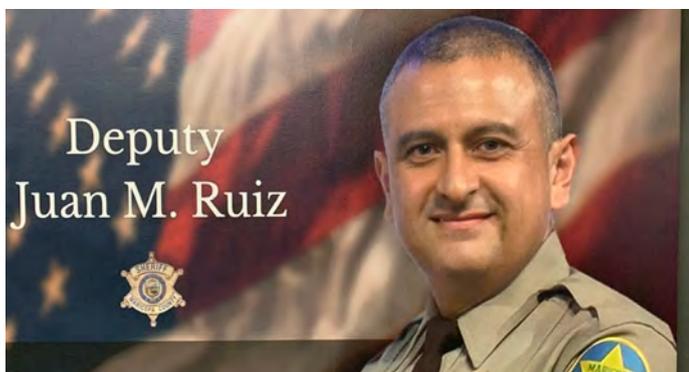
MCSO's Memorial Fund

Founded in 1998, the MCSO Memorial Fund helps the families of fallen and injured law enforcement officers throughout Arizona. The Fund was started by a group of prominent businesspeople who wanted to help the MCSO by establishing a foundation to take care of families when their lives had been turned upside down by the injury or loss of a loved one in the law enforcement family. The MCSO Advisory Council was established to oversee fundraising efforts, manpower, and management of the Memorial Fund. If you would like to contribute to the Memorial Fund or get involved with the Advisory Council, contact the Fund at www.mcsomemorialfund.com.

Lieutenant Chad Brackman, 47, had been working traffic control while off-duty at a construction site when he was hit and he died at the hospital from his injuries.

Brackman was a 22-year veteran with MCSO and was serving at the department's lake division.

He leaves behind a wife, two children and two stepchildren.



Deputy Ruiz was attacked and left unconscious Oct. 9 while processing a suspect at a sheriff's substation outside Phoenix. The suspect fled in the deputy's patrol vehicle, was later found after getting shot and wounded during an encounter with a Tonopah homeowner. Ruiz was put on life support but died two days later.

In 2021, the MCSO Memorial Fund provided \$192,931.63 in benefit payments to the families of fallen and injured law enforcement officers.

www.mcsomemorialfund.com

MCSO Honor Guard

The Maricopa County Sheriff's Office Honor Guard unit is a ceremonial law enforcement unit committed to representing the Sheriff's Office, law enforcement, and dedicated to upholding the highest values and traditions of the men and women in Maricopa County. The MCSO Honor Guard is comprised of detention officers and deputies who represent the Sheriff's Office with pride, dedication, and excellence. Members of the Honor Guard participate in addition to their regularly assigned duties.

2021 was a sorrowful year with the deaths of two deputies. Tragically, in October the MCSO lost Deputy Juan "Johnny" Ruiz and in November, we suffered the loss of Lieutenant Chad Brackman. Representatives from across the nation came to honor the ultimate sacrifice that was given and support the families and friends of the fallen.

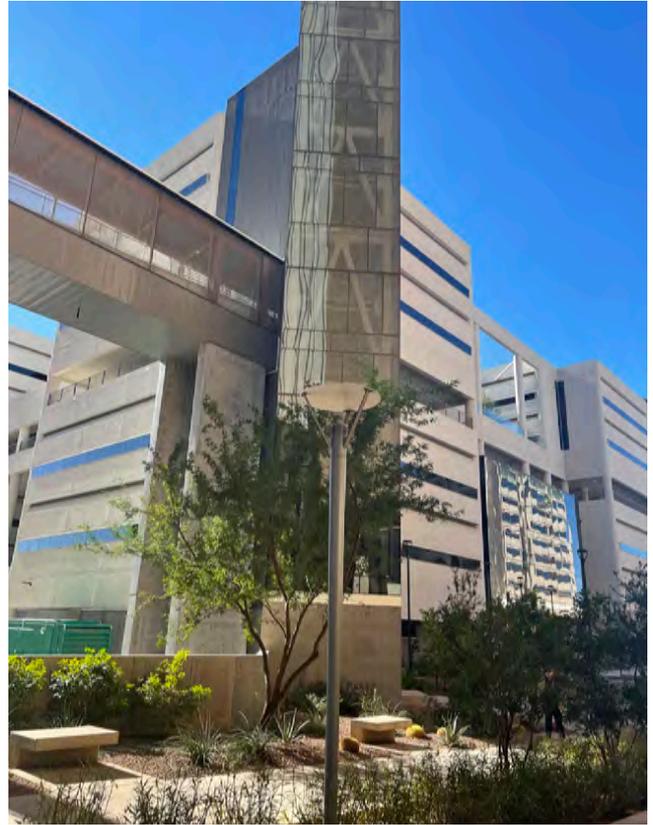


The Honor Guard performed honors for 36 Law Enforcement related funerals, 7 MCSO Detention Officer Graduations, 3 MCSO Deputy Graduations, and 76 miscellaneous events consisting of MCSO promotion ceremonies, award ceremonies, memorials, casket watch, parades, and multi-agency events. MCSO hosted the National Sheriff's Association (NSA) Conference, and the Honor Guard coordinated the opening and closing ceremonies. In total, the Honor Guard participated in 122 details.



Funeral Escort Vehicles Inspections

The Division coordinates, completes, and records all the funeral escort vehicle inspections for service providers in Maricopa County to ensure escort vehicles follow Arizona Revised Statutes (ARS) regulations. Thirty (30) additional escort vehicles were approved for service in 2021.



The Support Services Bureau is made up of the Court Security, Judicial Enforcement Division, Property Management Division, Records and AFIS Division and Communications Division.

Judicial Enforcement Division

The Judicial Enforcement Division performs civil law enforcement operations on behalf of the Maricopa County Sheriff as he executes his statutory duties to serve court process, collect delinquent taxes, regulate pawn & adult businesses, and report multiple firearms sales to the Federal Bureau of Alcohol, Tobacco, Firearms (ATF) and Explosives.



Civil Unit Stats

- 14,133 Service Requests Processed:
- 9,770 Family and Civil Court Orders
- 5,925 Protective Orders
- 3,479 Subpoenas (Criminal, Mental Health, Scofflaw, and Civil)
- 884 Writs (Replevins, Garnishments, Executions, etc.)
- 518 Real Estate and Personal Property Sales Set
- 80 Auction Sales Held
- \$9,541,110.97 in Bid Sales
- \$494,950.96 Collected Fees

Tax Unit Stats

- 2 Deputy Postings (Delinquent Tax Notices, Seizures Notices and Sale Notices)
- 4,572 Demand for Payment Letters issued
- 1 Properties Set for Sale 6 Properties Sold
- \$1,379,460.50 Delinquent Personal Property Tax Amount Collected



Pawn, Adult Business Licensing & ATF Unit Stats



- 7 New Pawn Licenses
- 107 Pawn Renewals
- 27,948 Pawn Tickets Received and Reviewed for accuracy
- 17 Cases Investigated/Cleared
- 11,160 Alcohol Tobacco and Firearms (ATF) Forms Processed for purchases of more than one firearm.
- 280 Adult Business License (ABL) Applications Processed
- 6,140 Background Checks Orders of Protection
- 505 Background Checks Warrants

Property Management Division



The Property Management Division is comprised of three main areas: 3511 Tow Program, Off-Site Records Warehouse, and Property/Evidence Warehouse.

The 3511 Towing Program ensures compliance with ARS 28-3511 and the tenants of the Maricopa County Towing Contract through consistent, unbiased, and fair application of the law and contract requirements.

The Off-Site Records Warehouse exists to perform in the retention and destruction of documents.

The Property/Evidence Warehouse receives, catalogs, safely stores, and maintains the integrity of evidence, found property, and property for safekeeping.

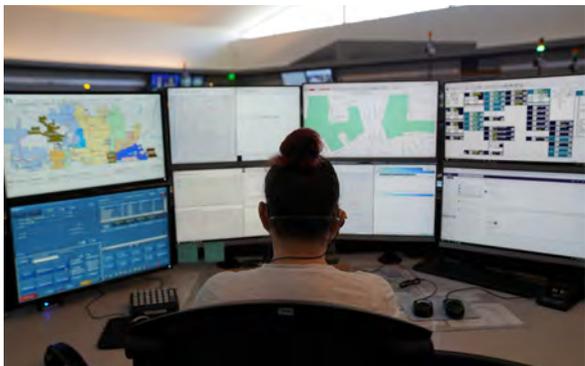
In 2021, the Property Management Division completed the annual inventory of the Property/Evidence Warehouse in a record-breaking 6 months utilizing thirteen personnel, minimal overtime, and yielding a 100% accountability of all items of evidence, found property, and safekeeping. Historically, the inventory spanned over 12 months utilizing fifteen personnel..



Items Inventoried	451,032
Locations Inventoried	20,113
Items Destroyed	26,820
Firearms Released	688
Firearms NIBIN Tested	49



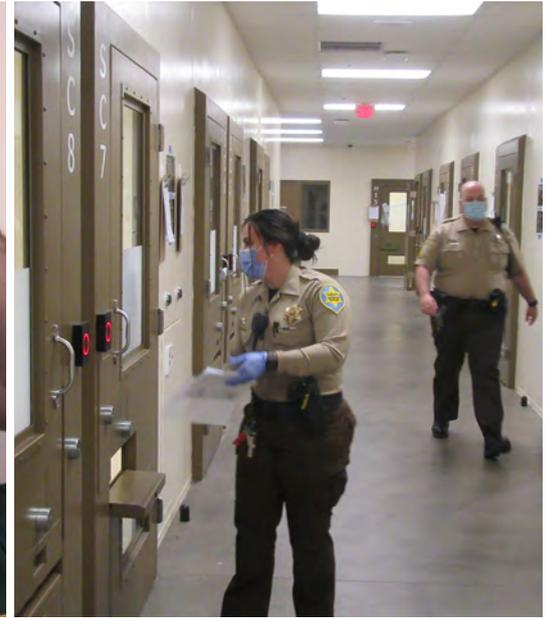
Communications Division

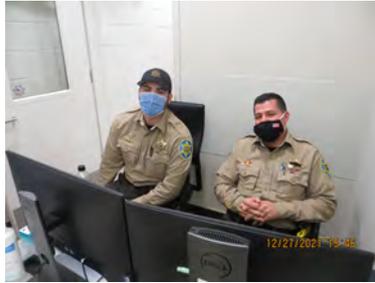
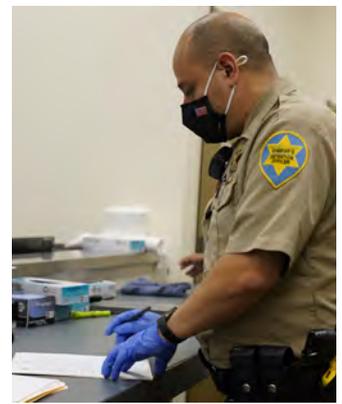
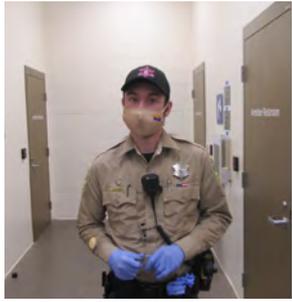


The Maricopa County Sheriff's Office Communications Division operates 24 hours a day, 365 days a year, serving our citizens. Our extremely dedicated and highly trained staff receives 9-1-1 and non-emergency calls for multiple communities and generates calls for service for deputy response. Serving as the first point of contact, our call takers and dispatchers routinely encounter customers experiencing various degrees of life-threatening and high-stress incidents. Remaining calm and composed, the Communications staff obtains crucial information to ensure proper response and support. Additionally, our team coordinates with multiple agencies, including fire departments, law enforcement agencies, the Department of Forestry, and others, providing exceptional customer service.

During 2021, the Communications Division experienced staffing shortages due to the ongoing COVID-19 pandemic. During this time, our staff demonstrated exemplary professionalism and dedication in providing the same quality of service and support our community expects and deserves.





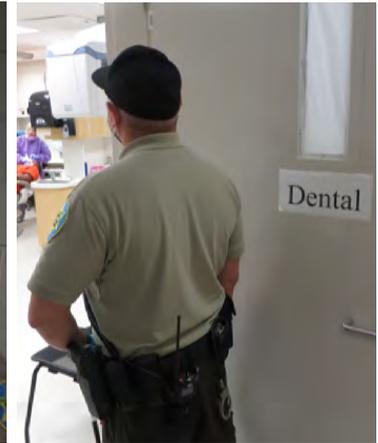


Detention officers within the Custody Bureau maintain the safety and security of the inmate population in the five Maricopa County detention facilities, the nation's fourth largest. Detention officers provide daily necessities to those awaiting court and those who stay in our custody after sentencing. The MCSO is the primary booking facility in Maricopa County. The Custody Bureau's Intake Division oversees this task by assisting numerous law enforcement agencies in booking inmates.

4th Avenue Jail



The role of the 4th Avenue Jail is to safely house and manage inmates of the highest security classification in the Maricopa County Jail system. Staff completes this objective by operating a uniquely designed facility that provides secure access to nearby courts and eliminates contact with the public. Inmates are managed using a progressive approach to security that alters the level of inmate and staff interaction to create the safest housing environment possible. The 4th Avenue Jail had approximately 1,525 inmates throughout the year, which was the highest inmate population of any Maricopa County Jail.



The 4th Ave Jail endured an interesting year in 2021 and worked through a multitude of challenges. The challenges of the ongoing pandemic resulted in the facility rising to meet the county's largest medical observation units' goals. National changes to court proceedings led to significant alterations of procedures resulting in increases of telephonic and video court appearances, increased legal representatives appearing through alternative mediums, and the significant increase in documentation and review. Staff rose to these challenges with enthusiasm. The Inmate Tablet system at the 4th Avenue Jail initiated over fifty thousand inmate requests. The staff at 4th Ave Jail had the privilege of completing the 11th Annual Toy Drive benefiting the children at Valley-wise Health Medical Center.

Video Regular Visits	296,636
Tablet Court Hearings	535
Remote Legal Visits	19,239
Facility Legal Visits	10,238

Totaling 326,648 for Facility Legal Visits, Tablet Court Hearings, Regular Video Visits, and Legal Video Visits completed at the 4th Ave

The Towers Jail Division, opened in 1982, is one of five MCSO detention facilities. With the closure of the Durango Jail Division, the Towers Jail is now the oldest detention facility to house in-custody detainees. Although the “oldest” detention facility, the Towers Jail Division completed some improvements to the physical plant of the campus in 2021. Improvement projects included the installation of enhanced security lighting of the exterior perimeter of the jail, the installation of LED lighting throughout the entire jail, adding West and North vehicle gate sensors, adding concrete sidewalks along the inner perimeter areas of the jail, adding two inmate holding areas and adding security features to all the holding cell doors in the Intake/Property area for enhanced staff and inmate safety.



The Towers Jail Division has six housing units similarly designed with a “podular-remote layout.” Each housing unit has four pods, each pod having 15 cells with a 2-person capacity. The current maximum capacity of the Towers Jail is 720. In 2021, the average daily population of Towers Jail was 546. In adherence of procedures put in place in response to the COVID-19 health concerns, the Towers Jail has been utilized as the receiving jail “hub” for newly booked inmates into the MCSO jail system. As a result, the Towers Jail staff processes approximately 300 newly booked inmate moves into the jail on a weekly basis. The Towers Jail staff utilize the “Strategic Inmate Management” philosophy and training with increased communications and interactions to positively influence the behaviors of detainees.

The staff assigned to the Towers Jail Division have successfully met the daily challenges and difficulties of carrying out the MCSO Mission of “Working together to safeguard our communities” as it pertains to custody operations. The officers, sergeants, and lieutenants have continually “done more with less” by adhering to the MCSO Values, particularly by working with “UNITY” “PERSEVERANCE” “HONEST TRUST” and “RESPECT” as a dedicated team of individuals displaying “HUMILITY,” coming together as “oneMCSO.”



Estrella Jail



The Estrella Jail is a predominantly female inmate facility built in 1991, it is composed of four tower housing units and nine dorm-style housing units with the total design capacity of 1,671 inmates. The jail houses all classifications and housing categories of sentenced and unsentenced inmates. Special programming is offered to inmates through the Custody Support Division and Correctional Health Services.

During the 2021, the Estrella Jail found many opportunities to increase productivities and procedures in response to the COVID pandemic while continuing to focus on the staffing proficiencies and training development.

Despite the difficulties Estrella faced during this time, staff was still able to focus their attention to the community by volunteering time and through personal donations.

Estrella Jail is the most dynamic facility when dealing with housing considerations during the COVID pandemic. Not only is COVID safety and precautions at the forefront of housing, but considerations for classification have to remain intact as well. Estrella Jail is the only facility that houses ALL classifications, except for juveniles. Estrella also has some housing limitations within the towers for bed availability, specifically lower level/ lower bunk, and in the dorms with the direct supervision set up in four out of eight dormitory units.

In 2020, positive cases in custody for Estrella were minimal. Estrella had mostly temporary quarantine housing units. Most of those inmates returned negative results. However, this changed drastically in March of 2021 when the Delta Variant of SARS CoV2 started sweeping through the world, and through the jails. The Delta Variant impacted operations immensely and forced the facility and stakeholders to become creative with housing options.

This is when Estrella started to see the uptick in quarantined housing units. We quickly realized that newer inmates did not function well in the housing units with the direct supervision set up. We maneuvered our plans to only have EFGH hallway, which are atypical supervision dorms, to house our open cohorts, which typically house new transfers until the dorm is filled enough to transition to a closed cohort. There were many points in which traditional housing units, like the tower for Disciplinary Restrictive Housing, had to be re-imagined in order to house inmates accordingly due to the COVID and Classification status.



Despite the struggle, staff still chose rely on the comradery of each other. There were babies born, lives saved, lives lost. There were days that felt never-ending with the heaviness of continued response, and days that flew by with gregarious laughter throughout the halls. New staff arrived bustling and ready to start their career, and others joined the well-deserved ranks of retirement. Through it all, it was the strength of the Estrella family that helped Estrella push through an arduous 2021. In 2022, the goal is to capitalize on the momentum in which we left 2021.



The Watkins Jail is a state-of-the-art jail facility that houses male unsentenced minimum and medium security inmates in a total of 5 housing units designed in a “podular- direct supervision” layout. Each housing unit has four pods, each pod having eight cells with a ten-person capacity. The Watkins Jail has a maximum capacity of 1,600 inmates and an average daily population of 1,343.

The Watkins Jail facility opened on May 28, 2020 and is designed and operated on the system of Strategic Inmate Management (SIM) using the principles and philosophies of Direct Supervision (DS) and Inmate Behavior Management (IBM). This inmate management system assumes that most inmates will comply with jail rules, regulations, and staff expectations. Staff use positive reinforcement, incentives, and accountability to achieve an environment that is safe, secure, clean, and quiet. SIM is achieved by the intentional integration of the principles and strategies of DS and the elements of IBM as a unified operational philosophy.



On May 28, 2021, the Watkins Jail celebrated its one-year anniversary and its continued commitment to the operational philosophies of SIM, which have been around for over 40-years in jails and corrections resulting in fewer inmate deaths, assaults on staff, costly property damage, and an increase to inmate programs which lead to a reduction of recidivism which in turn provides safer communities.

To mark the event in history, command staff came together to celebrate and cooked hamburgers, hot dogs, and provided chips and beverages for all Watkins Jail staff members to enjoy.



Lower Buckeye Jail



The Lower Buckeye Jail (LBJ) is the largest detention facility in Arizona. This all-male facility includes a variety of Non-Sentenced Minimum and Medium General Population, Sentenced Working Inmates, Administrative Restricted, Nature of Charges inmates, as well as all classifications of Remanded Juveniles.



In 2021, LBJ has maintained a Medical Observation Housing Unit that houses inmates that are being treated for COVID-19 related issues. The housing unit has dedicated medical staff that interact daily with the inmates being treated. To date, this has resulted in zero deaths from COVID-19 in the Lower Buckeye Jail and provided top quality medical care to those in need.

LBJ has struggled for many years with radio reception inside the facility. This has caused areas of the facility to be a “dead zone” where handheld radios struggled to function properly. In 2021, Facilities Maintenance completed a major upgrade to the antenna system within the facility, greatly improving radio reception for not only the Sheriff’s Office, but also the City of Phoenix. This has improved security and safety for those individuals that rely on the utilization of radio communications to complete their jobs.

In 2021, the LBJ completed an upgrade of the entire lighting system within the facility, moving away from traditional lighting to more energy efficient LED lighting. This upgrade ensures the Sheriff’s Office is working toward a greener future and save the taxpayers money in the long run.



Intake Transfer and Release Division

The Intake, Transfer and Release Division (ITR) is responsible for receiving all new arrests, Superior Court, Justice Court and City Court remands and processing those subjects into the custody of the Maricopa County Sheriff's Office. In addition, the ITR facilitates the fingerprinting of the detainees and ensures newly arrested detainees are seen in Initial Appearance Court within 24 hours of arrest. ITR staff work with our partners in Correction Health Services and the Classification Division to process all inmates that will remain in MCSO custody and transfer them to one of the housing facilities.



2680 South 28th Drive Phoenix, AZ 85009
(602)876-0322

The ITR Division celebrated its first-year anniversary on November 15, 2021. This transition was a monumental shift in the way MCSO manages agency bookings, the manner MCSO manages custodial holding during the intake process, and the need for collaboration both internally and with other County stakeholders.

Bookings	Releases
73,550	68,687
County IA Court Hearings	Phoenix IA Court Hearings
55,240	16,900



Court Operations Division



The Court Operations Division is responsible for the coordination of mandated court appearances for inmates in the custody of the Maricopa County Sheriff's Office. Court Operations Detention Officers provide judicial security in the courtrooms conducting hearings and trials for in-custody defendants as well as processing defendants into custody that have been remanded to the custody of the Sheriff by the Court.

In 2021, the Court Operations Division escorted 77,975 inmates to court appearances throughout Maricopa County and facilitated 1,725 video appearance hearings. Due to COVID-19 protocols, Court Operations helped coordinate 2,501 jail tablet hearings, to ensure inmates continue to have their court hearings when movement restrictions prevented their physical appearance in court.

Additionally, Court Operations processed 1,905 remanded defendants into Sheriff's Office custody.

Detention Mobile Field Force (DMFF) operations are coordinated by the Court Operations Division. DMFF is a conglomerate of Detention Officers, throughout the Detention Bureau, with specialized training and equipment that are prepared to mobilize along with Deputy counterparts to ensure safety and security of county buildings, assets, and the community at large. During 2021, DMFF resources were activated six times, covering 13 days, resulting in 416 man hours.



Jail Wagon Division

The mission of the Maricopa County Sheriff's Office Jail Wagon Division is to provide safe and efficient transportation for individuals arrested by MCSO Deputies and Department of Public Safety Troopers (DPS) to Intake for processing.

In 2021, over 4,500 inmates were transported to or from court by Jail Wagon staff. The Jail Wagon Intake supports both Instate Extraditions and Court Remands by booking their prisoners into MCSO custody after hours. (Clarification) Frequently, the Jail Wagon Intake officer is sought out by other agencies in the ITR facility when help is needed booking prisoners.

Jail Wagon staff spend many hours on the road picking up prisoners and are ready to lend a hand to the community when circumstances allow. They have performed CPR at accident scenes, put out vehicle fires, assisted with flat tires, provided directions to lost citizens, and prevented inmates from attempting to escape.



164,421 - Miles driven
5,945 - Inmates booked
(1,889 MCSO and 4,056 DPS)



Transportation Division

The mission of the Maricopa County Sheriff's Office Transportation Division is to enhance the quality, security, and efficiency of inmate movement through the dedicated effort and management of resources.

The officers of the Transportation Division take pride in their ability to manage inmate traffic even with the extra demands placed on them by Covid-19. The division have remained flexible, steadfast, and responsive to the many changes, and getting the job done safely with health and sanitation in mind.



In addition to the normal activity of moving inmates between court and facilities, the Transportation division assisted with:

- Providing transportation services relating to tours of the National Sheriff's Association conference
- Medical Examiner / funerary escorts for fallen Detention and Sworn staff
- Two in-line of duty death funerals
- Numerous roadside assistances to the public

Statistics:

Total vehicles: 19

Miles driven: 299,796

Number of inmates transported: 127,510



On May 31, at 11:45 pm, while outside a restaurant, an 86-year-old female approached Sgt. Gwatkin and asked for help by calling her insurance company because she had a flat tire. Sgt. Gwatkin explained that she and Sgt. Rodriguez would be happy to change the tire. The sergeants noticed that the car had two severely punctured tires and needed a tow truck. As Sgt. Gwatkin began speaking with the citizen, she learned the woman lived in San Bernardino, California. She told the woman that she was in Phoenix, but the woman had no idea how she had made it to Arizona. Sgt. Gwatkin used the woman's phone to contact her daughter in California. The daughter said her mother had been missing for several hours. California law enforcement was preparing to broadcast a Silver Alert message regarding her disappearance. Sgt. Rodriguez called MCSO Dispatch to have the Phoenix Police Department respond. Phoenix PD contacted the San Bernardino Sheriff's Office to advise that she was safe and in Phoenix. Sgt. Gwatkin spoke to the daughter and advised her of the location of her mom's vehicle and where her mom would be waiting with Phoenix PD. Sgt. Rodriguez and Sgt. Gwatkin were extremely helpful in ensuring the woman remained safe while waiting to be reunited with her family.

Inmate Medical Services Division

The Inmate Medical Services Division (IMSD) is comprised of four subdivisions which are the Mental Health Unit (MHU), Custody Hospital Unit (CHU), Infirmary, and the Behavioral Health Power Squad (BHPS). The IMSD works closely with Correctional Health Services (CHS) to ensure inmates receive the best medical care while in MCSO custody. Mental Health Unit: The MHU consists of six housing units and can house up to 255 inmates. MHU staff work side by side with CHS mental health professionals to provide the best mental health treatment possible to inmates experiencing mental health crisis.

Custody Hospital Unit

The CHU operates out of the Valleywise Medical Health Center. The CHU is responsible for providing coverage for inmates who require medical attention outside of their jail facility. The CHU also transports inmates who are wheelchair bound from jails to and from medical appointments, court appointments and hospitals within Maricopa County.

CHU has transported:

- 3,527 inmates to/from clinincor doctor appointments.
- 2,828 inmates to/from Emergency Room (ER) runs.
- CHU provided coverage for 994 ER runs.



Behavioral Health Power Squad

The BHPS is a group of ten officers who escort mental health professionals within the jail facilities. They provide a safe and secure work environment during mental health appointments and restoration to competency evaluations. BHPS assisted with organizing and administering COVID-19 tests, COVID-19 vaccinations and Flu shots alongside both CHS and the National Guard.

- In 2021, BHPS assisted with 23,344 mental health appointments.

Mental Health Unit

The MHU consists of six housing units and can house up to 255 inmates. MHU staff work side by side with CHS mental health professionals to provide the best mental health treatment possible to inmates experiencing mental health crisis.

- 3,500 inmates were treated in the MHU.
- MHU modified six cell traps with the MPACS 500 Trapdoor system.



The Infirmary

The Infirmary is a 60-bed medical unit that provides long term, individualized care for inmates who are in the need of extensive medical attention while incarcerated. The Infirmary allows inmates to receive hospital level care while housed in a custody setting.

- In 2021, 588 inmates were housed in the Infirmary



Ancillary and Institutional Services Divisions

The purpose of Ancillary/Institutional Services Unit is to provide support to the Custody Bureau and to assist in the operation of a safe and constitutional jail system. The units which comprise these divisions are the Central Mailroom, Custodial Services, Custody Bureau Hearing Unit (CBHU) and the Prison Rape Elimination Act (PREA) Unit, Distribution, Inmate Canteen, Inmate Legal Services (ILS), Inmate Library, the Limited English Proficiency (LEP) Unit, and the Sheriff's Laundry. Like many divisions within the Office, these units have endured, persevered, and thrived during another difficult year.

Distribution

The Distribution team logs thousands of combined miles each week, while ensuring that basic necessities such as laundry and meals are delivered on schedule to each of our custody facilities. Further, the Distribution team works with several local charitable organizations to transport and store goods, showing their extraordinary dedication to the community.

Custodian

Custodial Services manage the cleanliness in all MCSO facilities and clean millions of square feet on a weekly basis.

Canteen

The Inmate Canteen processes millions of dollars' worth of product orders annually. Net proceeds are used to fund programs, products, and services that directly benefit the health and welfare of our inmate population.

Laundry

The Sheriff's Laundry is a state-of-the-art industrial laundry complex, capable of laundering millions of pounds of linens for our inmates.



Library

The Inmate Library provides educational and entertaining material to the inmates and promotes enrichment through reading programs, with increasing participation rates each year.

Central Mailroom

The Central Mailroom is responsible for processing hundreds of thousands of items annually, as well as delivering all inter-office mail throughout the Sheriff's Office.

Inmate Legal Services

Inmate Legal Services staff provide assistance to the inmate population with legal mailings, research requests, court filings, and many other assorted tasks that inmates cannot fulfill themselves while in custody. The ILS is directly responsible for ensuring the MCSO is providing a constitutional level of court access to the inmates.

Bureau Hearing Unit and PREA section

The CBHU and PREA Units conducts hearings, processes grievances, reviews Preliminary Inquiry Reports and investigates any alleged acts of sexual misconduct or assault, all in keeping with the philosophy that inmates are allotted due process while in MCSO's custody.



Discipline Action Reports - 15,532

Grievances - 30,475

External Grievances - 963

Preliminary Inquiry Reports completed on grievance that allege misconduct - 713

Inmate Classification Division (ICD)

The Inmate Classification Division (ICD) is responsible for assigning security levels and housing types for inmates being held in MCSO jail facilities. The team works 24/7, 365 days a year to ensure the safety and security of inmates, staff, and its facilities.

As a result of the ongoing COVID-19 pandemic, the ICD along with Correctional Health Services (CHS) and Custody Business Operations (CBO) met on a daily basis to discuss COVID-19 related housing needs amongst the inmate population. Over the course of the year, the housing team conducted 250 meetings and were on call for 52 weekends for housing needs.

17,714
Housing
Transfers

19,959
Housing
Changes

7,720
Reclassifications

33,802
Initial
Classifications

Special Response Team (SRT) Division

- The Special Response Team (SRT) Division is a specialized division within the custody bureau that is delegated with the responsibility of providing 24/7/365 support for all Office jail facility operations. This support is geared towards emergency situations and high-risk incidents which the SRT staff regularly trains and prepares for.

- SRT coordinated with three different private training vendors to host a specialized training that provided attendees with instructor level education and certifications. These correctional-based training courses provided the most up-to-date training material from subject matter experts. Attendees included personnel from in and out of the state and federal agencies.

- SRT worked in coordination with MCSO Training staff on creating official training curriculum on less lethal weapons and tools utilized by the SRT. One of these courses was instruction for staff on Spit-Masks, which included storage, use, and disposal of the product.

- SRT maintained a presence at the National Sheriff's Association Annual Conference interacting with and answering questions from attendees and also instructed at the JailCon21 on the topic of cell extractions.



7,360 Searches

391 total calls of service

95%
De-escalation rate
when responding
to incidents



The Custody Bureau Intelligence Unit (CBIU)

It is the mission of the Maricopa County Sheriff's Office's (MCSO) Custody Bureau Intelligence Unit (CBIU) to gather and analyze information from all sources in a manner consistent with the law, to further crime prevention and enforcement objectives/priorities identified by MCSO.



In 2021, CBIU hosted the newly created Central Arizona Round Table Assembly (CARTA), an open forum event for all law enforcement professionals who are assigned to or specialize in drugs, gangs, or intelligence. CARTA included sworn, detention, corrections, and civilian law enforcement professionals from 17 local, state, and federal agencies.



Engaged in the continual challenge of preventing the introduction of illegal drugs into our MCSO Jails, the CBIU received certifications for TruNarc and VeroVision Drug Detection Devices. These devices detect and analyze drugs and cutting agents that have been either concealed or diluted, such as found on soaked postcards or during searches of inmate living areas. Utilization of said devices allow for minimal direct contact, providing a significantly safer environment for staff.

As technology advances, so do opportunities of exploitation. With the introduction of the Global Tel Link (GTL) Tablet for inmate usage, the CBIU identified a technical exploit in the GTL firewall that allowed inmates' access to outside URLs, creating security concerns. In collaboration with GTL Technicians', CBIU staff were able to replicate the exploit and provide inquiry and re-evaluation of GTL firewall restrictions to enhance security measures.

Type	Total	Total Reviewed
Inmate Telephone Calls	10,079,534	178,132
Inmate Video Visits	728,421	33,118
Inmate Electronic Messages	5,980,203	112,544
Inmate Photographs	289,344	14,152

Although, the majority of CBIU efforts are confidential, the statistical analysis provide by our analyst demonstrates the impressive performance and productivity of the unit and the commitment by each team member to successfully carry out the mission of safety and security to both MCSO and the Community.

Construction Maintenance Operations Unit

The Construction Maintenance Operations Unit consists of five staff members who are responsible for all MCSO facility Construction and Maintenance projects. This unit supports all 89 MCSO facilities to include Headquarters, Substations, Jails, Offices, and remote locations from Gila Bend to Apache Lake and Cave Creek. We coordinate with MCSO Business Operations, County Facilities Management, Facility Maintenance Officers, and various other staff to ensure facility building maintenance and improvements are in compliance.



This unit operates behind the scenes coordinating facility projects for necessary upgrades, repairs, maintenance, furniture, cleaning, landscaping, and space allocations to name a few.

Several important projects completed this year include new boat lifts and docks at all lakes, nine new K-9 housing kennels, 36 Echelon exercise bikes installed, facility generator upgrades, room conversions, shower upgrades, jail security key watcher systems, landscape upgrades, and numerous security and safety upgrades.

Sheriff's Information Management Services (SIMS)

The Sheriff's Information Management Services (SIMS) division is affectionately referred to as the division that "facilitates justice!". SIMS is a 24/7 operation, encompassing over 25 individual duty stations located at the 4th Avenue Jail and at the Intake, Transfer and Release (ITR) facility. SIMS converts legal source documents to automated records with the Sheriff's Inmate Electronic Data (SHIELD) jail management system. The division continuously updates the judicial status of in-custody defendants and provides information to the public and other criminal justice agencies. SIMS works with numerous agencies and offers a wealth of services to these agencies, the public, and the Sheriff's Office. The Bonds & Fines function, Victim's Assistance & Notification Unit (VANU) and the Workbox Unit are part of the SIMS Division.

SIMS

Court Orders Processed-95,844
 Inmates Scheduled for Court- 148,889
 New Files Processed-34,823
 Bonds Processed-8,236
 Bonds Total-\$26,566,856.17

The Bonds & Fines section accepts bonds and fine payments from the public, law enforcement officers, and licensing bonding agents. SIMS Clerks update the SHIELD jail management system to reflect bond and fine payments, maintain accountability of negotiable instruments in accordance with MCSO policy, disseminate bond and fine information to the public, process bond surrenders, and addresses problems relating to bond and fine payments with appropriate courts and agencies.

The Workbox unit maintains the commitment files and processes releases for all sentenced inmates, responds to questions from law enforcement and judicial agencies, assigns sentenced inmates' jobs, maintains inmate work records, liaises with the Department of Public Safety DNA crime lab regarding rejected DNA samples, and oversees MCSO's Sexual Violent Persons Program.

WORKBOX

New Files Processed-4,824
 Jobs Assigned-1,284
 Releases Processed-4,302
 Warrants Verified-1,146
 Inmate Requests Answered-10,068

VANU

Letters mailed regarding
 IA Court or Release notification-45,902
 Calls IA Court or Release notifications-13,993
 Crime Victim Impact Statements-1,856
 AZPOINT In Custody Protective
 Orders Served and entered-885

The Victim's Assistance and Notification Unit (VANU) offers 24/7 service and is responsible for notifying crime victims of their rights, makes notifications regarding Initial Appearance, Work Furlough, Release notifications, point of contact for the Arizona Protective Order Initiation and Notification Tool (AZPOINT) program, and facilitates the service of Orders of Protection, and much more.

Procurement Unit

The Procurement Unit has four employees responsible for procuring protective equipment, supplies and services essential for the safe and efficient operation of the Sheriff's Office. The team works together to procure necessary items as expeditiously as possible while following internal office policy and procedures as well the Maricopa County Procurement Code. Procurement staff assists internal MCSO customers, vendors, other County departments and external agencies with procurement related inquiries.

During 2021, the Procurement Unit processed 3,746 purchase orders with 148 of them being issued for emergency Covid-19 related PPE supplies.

Contract PO's Issued 2,446	Non-Contract PO's over \$10k issued 564	Non-Contract PO's under \$10k issued 445	Inventory PO's issued 291
\$52,950,039.18	\$5,676,048.61	\$507,509.31	\$3,847,636.37

Warehouse Operations Unit

The Warehouse Operations Unit consists of six staff members who are responsible for purchasing, receiving, storing, and shipping approximately 2,400 orders annually. This unit supports all MCSO custody, enforcement, support staff, inmates, and assists many other County departments. The warehouse team works with County vendors to ensure inventory is readily accessible for any event.

MCSO's staff of approximately 3500 and 6000 inmates depend on the warehouse for supplies such as PPE gear, hygiene items, cleaning supplies, evidence supplies, office supplies, , and inmate apparel and footwear, etc. These orders consist of over 400 different items. This small team works together assisting each other to ensure all orders are processed quickly, often ready within an hour. It is our goal to come together as oneMCSO to protect those who protect us. "We exist to assist"

Although supply chain problems have created additional challenges for this unit, this team's dedication, determination, and good business practices continue to prevail to ensure supplies are available. This year, the warehouse purchased and distributed over 800,000 inmate face masks, 28,000 cloth masks, 10,000 containers of wipes, over 800 gallons of hand sanitizer, almost 4 million pairs of nitrile gloves and inmate soap.



- 500-line items stocked
- 2,400 orders processed and shipped annually
- 13,000-line items shipped annually
- 404,000 total units shipped annually

- 82 different PPE items shipped annually
- 18 other Maricopa County Departments purchase from MCSO warehouse.



Custody Business Operations (CBO)

The Custody Business Operations (CBO) supports every division in the custody bureau with projects, reports, housing updates and inmate facility movement. Information sharing occurs daily, sending reports to MCSO executive and facility command staff.

In 2021, the CBO was available seven days a week and was a major contributor to the housing of all inmates in MCSO Custody. CBO in collaboration with the Maricopa County Correctional Health Services (CHS), MCSO Classification section, along with a facility liaison would strategically review the daily housing populations and responsibly direct all new inmates coming into our custody to a cohort unit.

Cohort Housing is a unit where asymptomatic inmates are housed separately from other inmates during their first days of incarceration. Cohort Housing keeps pre-symptomatic/asymptomatic patients who may be infected with COVID-19 from mixing with the established jail population.



Food Services Division operates 170,000 square foot production facility and is responsible for preparing inmate meals daily. This past year approximately 5,500 inmates were served twice a day.

During the 2021 year, like everyone else, the Food Services Division faced many unprecedented challenges. The global pandemic affected us greatly. Systems and procedures that had worked for years before were suddenly ineffective and labor intensive. We began to build emergency stockpiles of sack lunches and minimize operating procedures. Inmate labor demands went from 70 to 80 inmates down to 15 to 20. On occasions there were no inmates, only food service workers and detention staff to ensure food production was completed daily.



New equipment and procedures help pave a way to successfully continue producing meals for all jail facilities. Two new peanut butter machines were added to replace old, outdated machines. The new machines required only 2 food service workers to operate.

The bakery, normally ran with 14 inmates and three staff members to make the hoagie and dinner rolls, was redesigned to make only a bun and have it served in the sack lunch and dinner meal, while only using 6 inmates and 2 staff members. Along with the new procedure came new ovens for Bakery.

New fruit and vegetable washers became game changers for bulk production. The new machines cut production times in half, allowing to run bulk production a few days a week.

Staff came up with a new system using smaller, less expensive flat carts for the sack lunches which we called the red cart project. Food Service staff load each cart with the morning meals, including diets, simplifying meal service.

The Food Services Division is a unique environment combining two classifications of employees. Detention and food service personnel work together to achieve the daily task of ensuring all food production is completed. During this year we have seen improved cooperation and interaction between the two groups. Many days we were amazed that we were able to meet our production needs, even with all of the challenges we faced.



Inmate Programs

Juvenile Education

During these difficult and trying times in our local communities, MCSO has strived to continue to provide free accessible education to all juvenile inmates who are under 18 years of age and adults that qualify for Special Education services through 21 years old. Our overall goals are for the juveniles to (1) master as many academic skills in math, reading, and language arts (2) earn their GED and (3) transition back to the community successfully.

This year has been especially challenging because of the long-term effects of the Covid-19 pandemic on our education system. The interruption and lack of consistent access to our public education system resources have proven especially challenging to our students' academic progress in the classroom. This has become more evident when our juveniles take their diagnostic assessment. They are entering our classroom performing below grade level. To address these academic challenges this year, first, we had to reevaluate and update our continuum of services to ensure that our juvenile population within our facility would receive the best possible educational services that would ensure they can obtain their GED. Our students are required to and were able to attend school uninterrupted, Monday through Thursday, in 2021. While in class, students used a teacher facilitated on-line program that provides a continuum of services focusing on academic skill building. Juveniles were given the opportunity to work at their own pace on individually tailored curricula and were afforded supplemental and enrichment materials to continue addressing their academic needs. Aside from having had a wide array of supplemental content material to meet their needs, they had access to one-on-one help from additional certified classroom support staff. Our support staff is working in conjunction with the classroom teacher to better-support struggling students.

To further meet our juveniles needs of successfully transitioning into the community, our Curriculum Specialist created a 45 lesson, three-module highly interactive transition program specifically created with our juvenile population in mind. Each module was developed with a particular theme in mind based on classroom observation of students and their needs. Our students are provided resources once they are released back into the community.

Adult Programs

The objective of the Adult Inmate Programs section, of the Custody Support Division is to promote, encourage and support inmates in the active participation and achievement of independence and personal growth through education, spirituality, and additional learning opportunities. This program encourages them to work toward being functional members of the community upon re-entry.

GTL Tablet Classes

In 2021, the utilization of the GTL Inmate Tablet system continued due to the COVID-19 pandemic. This system provided over 60 programs that inmates were able to complete and receive a transcript of programs taken that could be provided to the court. The programs included but were not limited to substance abuse education, anger management, re-entry videos, employment, conflict resolution, and coping skills, to name a few. MCSO Program staff were able to add additional programs to the tablet for inmates such as Critical needs, Suicide prevention, and the Did you know series that highlight community resources and various community linkage programs monthly. The MCSO added classes became very popular with the inmates as it was a mechanism to get local information and inspirational material to inmates during a year of many challenges. The classes created were recognized and won a National Association of Counties award in 2021. Additionally, MCSO Program Staff began translating available programs into Spanish so that, non-ESL inmates could receive the same access to programs as their English-speaking counterparts. It should be noted that in October, the GTL - Learning Management System migrated to an Updated EDOVO learning platform offered through GTL that boasts a curriculum of over 714 programs ranging from basic education and G. E. D. prep to auto repair programs. There is a wide variety of classes for inmates to enroll in that helps prepare them for all facets of life. Upon release, the inmate can continue their education with the learning platform by continuing to have access to the classes at no cost.

GED and AZ Civics Test Administered
35



Passed and Earned GED
16

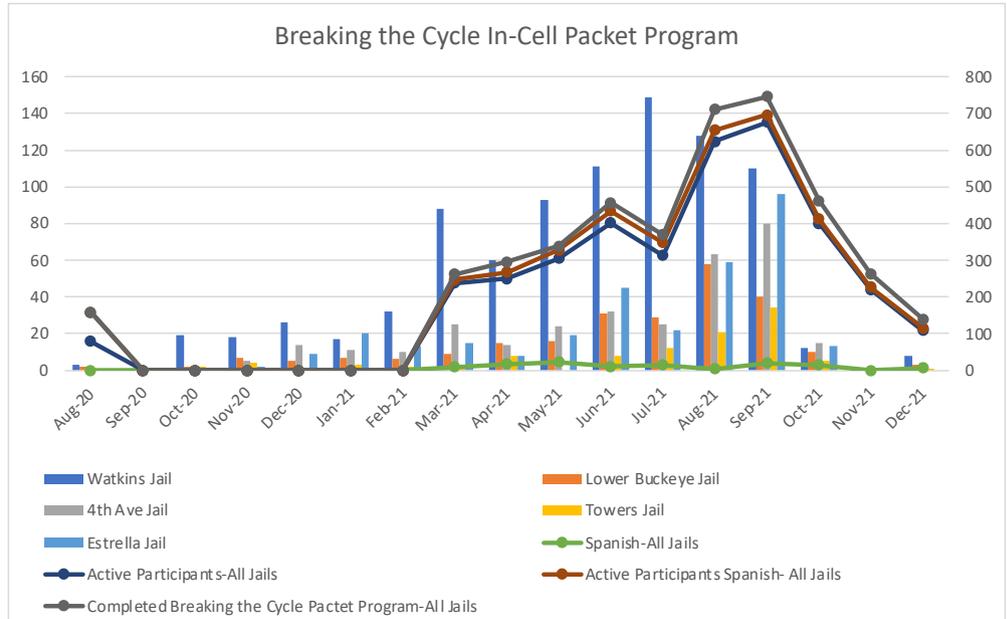
Adult Education

Adult Education assists adult inmates, 18 years of age and older, to improve their basic education skill levels to earn their General Education Development (GED) certificate. MCSO provides a classroom at each jail, laptop computers, inmate tablets, and up-to-date software and curriculum for both. GED teachers provide direct instruction, additional worksheets for extra practice and for those who learn best using paper and pencil. They also assess, and grade inmate product for the purpose of relaying meaningful feedback to the student. Teachers offer lessons on GED test taking skills that will assist the inmate/student in passing and earning their GED. Enhancing the inmates' GED ready skills for prison provides them a better chance for success. Ultimately, it gives them a better opportunity to find meaningful employment and/or continue their education upon release.

In Cell Packet Work

In 2021, due to all MCSO traditional in-person programs because of the COVID-19 pandemic, continuing to be placed on hold, and inmates continued voraciousness for programming and self-improvement, some inmates required additional programming not available on the GTL-inmate Tablet. These requests for more programming required Adult Inmate Program staff to think outside the box, Breaking the Cycle In-Cell Packets were introduced in 2020.

Over the course of 2021, we had 1,798 inmates participate in the addiction packets. There are 20 packets in this thought-provoking program. This program has been approved by Maricopa County Adult Probation for 40 hours of community service credit. The Breaking the Cycle addiction packet program is available in both English and Spanish for all inmates, at all jails and custody levels.



Inmate Clothing Closet

The Inmate Clothing Closet was created to assist Inmates with Re-entry back into the community after incarceration. In February of 2021, a MCSO staff clothing drive was held in which we received an overwhelming outpouring of support from all MCSO staff. This enabled the clothing closet to outgrow its space at the Lower Buckeye Jail and it was transferred to a much larger space at Estrella Jail. To date, the inmate clothing closet has provided 119 inmates with appropriate clothing upon their release and re-entry into the community.

By ensuring inmates are dressed appropriately upon release, we give them an opportunity to feel better about re-entering society with a clean set of clothes.



MCSO Animal Safe Haven (MASH) Unit

The Maricopa County Sheriff's Office Animal Safe Haven (MASH) was created in 2000 to provide support for the Animal Crimes Investigations Unit, with a primary mission to care for and rehabilitate the animals that are seized as evidence in criminal neglect and abuse cases. Our furry friends get the best of care and are treated by a veterinarian and nursed back to health by the MASH Staff along with several adult sentenced working female inmates who are part of the MASH Program. MASH offers programming for our inmate population utilizing the animals in our care while waiting for their cases to be adjudicated and they are cleared for adoption.

Our animals participate in inmate education classes, a program designed to impart marketable skills to our program inmates such as grooming, and basic animal care.

Despite normal operations being severely curtailed in 2021 due to the COVID Pandemic, the Unit accepted 98 animals of which 50 were rescued from neglect, abandonment, and abuse cases.

MASH also took in 31 of our furry friends whose owners had sadly passed away. Some of these later went to relatives of their owner, and the others we helped find new forever homes.

In 2021, MASH conducted 167 grooming and basic animal care classes for 63 different inmates, of which over 1/3 graduated the entire program and were designated MASH Graduates. This accomplishment will help them stay on track and reduces their chance of returning to jail by helping them in finding lasting employment.

The animals in our care also learn socialization through regular interaction with inmates in the jails, and with the staff of the many departments of Maricopa County, a program in which over 1,375 employees of Maricopa County benefited from visits from our furry friends.

MASH also utilizes civilian volunteer staff throughout the County via the dog walker program which allows all our non-evidence dogs to go on walks during our workdays and utilizes a small group of dedicated volunteers to routinely socialize and play with our furry feline friends.

This year the unit attended 47 animal adoption events and found "forever homes" for 227 animals.



Religious Services

Employees, Contract chaplains, and volunteers minister to inmates of the jail system and assist those who desire to deepen and expand their knowledge, understanding and commitment to the beliefs and principles of their religious life. The staff and volunteers of this section also assist inmates, when requested, in resolving personal conflicts that relate to religious beliefs. The role of the chaplain or volunteer is to illuminate the relationship between God and inmates.

Since the inception of the GTL Tablets, Religious Services has received and processed 9,444 electronic inmate requests and 140 electronic inmate grievances. They continue to process paper requests as well. Chaplain Debbie Lowery has been working diligently on adding free religious classes to the tablets providing the inmate population with more spiritual information and guidance. There are six MCSO chaplains, a supervisor and one chaplain assigned to each of the 5 MCSO Jails.

Stats- January through March (all services stopped due to COVID-19)
24,353 – Total number of inmates who attended Services and Bible Studies
1,296 – Worship Services Offered to the inmates
2,075 – One-on-One Religious Services Sessions

Volunteer Services

Employees, Contract chaplains, and volunteers minister to inmates of the jail system and assist those who desire to deepen and expand their knowledge, understanding and commitment to the beliefs and principles of their religious life. The staff and volunteers of this section also assist inmates, when requested, in resolving personal conflicts that relate to religious beliefs. The role of the chaplain or volunteer is to illuminate the relationship between God and inmates.

To ensure the safety of our inmates and community members during the pandemic, the use of electronic tablets has facilitated meeting the spiritual needs of the inmates. Volunteers from the community have provided one-on-one virtual visits with the inmate population. Since the inception of the GTL Tablets, Religious Services has received and processed electronic inmate requests and electronic inmate grievances. They continue to process paper requests as well. One of our staff chaplains worked diligently on adding free religious classes to the tablets providing the inmate population with more spiritual information and guidance. MCSO was honored with receiving a National Associations of Counties (NACO) award of creating new faith-based courses this year. In addition, Chaplain Debra Herrera was chosen to be the Chaplain of the year by the Salvation Army. The staff chaplains worked diligently to answer thousands of inmate requests and as the pandemic eased, they were able to provide limited in person religious services while maintaining Covid-19 safety protocols. Some of the training they received to better serve the inmates included chaplain crisis care training, active listening and counsel skills focusing on inmates who were affected by suicides.



Inmate All Inclusive Tablet Project

Maricopa County jail inmates have access to tablets installed and maintained by Viapath Technologies.

The jail tablet system, provides the following resources weekly for free:

- five-minute phone call
- 30 minutes of visitation
- up to two hours of content



In October of 2021, Viapath upgraded the programs and education platform in partnership with Edovo to provide over 250 classes to the inmates. Classes include self-help and self-development, mental health, parenting, and skills development, both life skills and technical skills. The facility Chaplain and education divisions also create content in addition to the religious materials available through the platform.



Number of tablet sessions	18,764,086
Hours spent using tablets	4,060,445
Messages sent/received	5,789,483
Photos shared	223,443
Visits completed via tablet	718,893
Forms submitted	393,692

Popular Applications



Viapath Education
over 295,689 hours spent on
educational programming

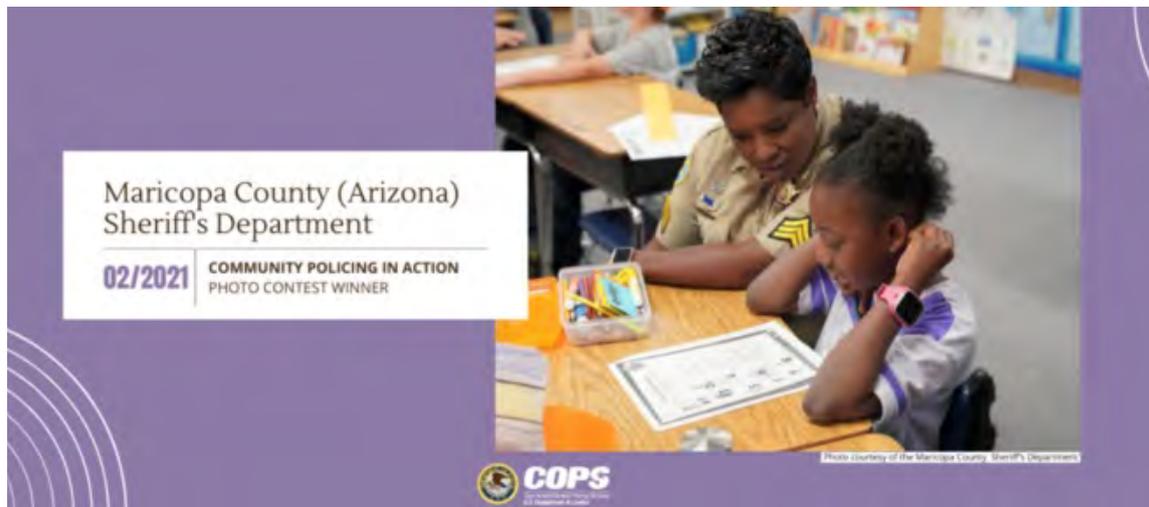






Community Policing in Action

In 2021, COPS Magazine recognized the Maricopa County Sheriff's Office as the February 2021 winner of the "Community Policing in Action" photo contest. This photo is a great example of our continued commitment to bridge the gap between our youth and law enforcement. We will continue to do our very best to serve our communities.



The Maricopa County Sheriff's Office cannot be an effective advocate for public safety without the trust of the community we serve. We talk a lot about working in partnership with our community, but it goes beyond that: we ARE our community. Our deputies, officers, civilian employees and volunteers are living, working, and raising their families here, too.

Our Community Outreach Division was created in 2017 to find opportunities to restore trust and reinforce our mission by ensuring our diverse community knows that we are here to serve them.

Community Outreach Division

The Maricopa County Sheriff's Office Community Outreach Division (COrD) works to build trust amongst our community through meaningful relationships. We do this by engaging in positive interactions, attending community events, and educating and providing information to the community on the operations of the Office. Although the COrD team is small in size, it relies on all MCSO staff to help bridge the gap between law enforcement and the community.

COrD facilitates the annual Combined Charitable Campaign (CCC). The CCC is strictly volunteer for employees and raises funds for various non-profit organizations that align with the County's strategic priorities. In addition, the CCC helps ensure that people in need have a place to turn for assistance. Each year, since its inception, there has been a notable increase in employee participation and funds donated. In 2021, MCSO raised \$37,355.40 for charity.



Public Information Office / Media Relations

The Public Information Office (PIO) is responsible for providing timely and accurate information to the public and media organizations by using a variety of multimedia and social media platforms. Our Public Information Officers (PIOs) work 24/7 to answer inquiries about crimes, accidents, rescue operations, jail incidents, office policies, and more. The main goal of the PIO unit is to keep the community informed about the operations of the Maricopa County Sheriff's Office and be a direct link to information. This is accomplished through press conferences, social media posts, videos, our annual report, and through our MCSO website.

In 2021, the PIO unit played an important role in the preparation and coordination of the 2021 National Sheriff's Association (NSA) conference, which was held here in Phoenix, AZ. The PIO team created a variety of print and marketing materials, coordinated interviews with the media, and photographed and video recorded workshops and award ceremonies held throughout the week-long conference producing a recap video at the end highlighting the NSA experience. All of this took a tremendous amount of work by the PIO team.

Due to the ongoing COVID-19 pandemic, the PIO unit continues working with our Human Resources Bureau to distribute weekly COVID-19 updates to our staff as well as publishing COVID-19 related information on our website and social media platforms.



MCSO's Animal Safe Haven (MASH)



MASH has been around since 2000, but our current facility has been obsolete since even before that time. When Sheriff Paul Penzone took office in 2017 he conceived a new state-of-the-art, purpose-built facility utilizing the latest research about animal care and the best ways to foster the human-animal bond.

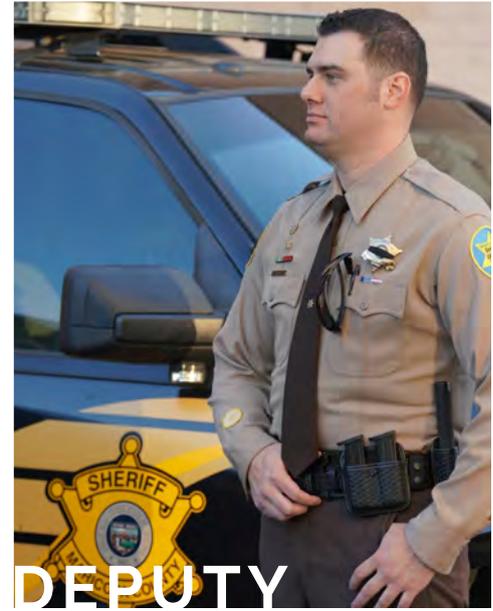
The new MASH will be built for the housing, care, and rehabilitation of 100 dogs and 200 cats. There will be space for on-site veterinary care, and an outdoor dog run to provide exercise opportunities.

For more information please go to
www.mcsomash.org



Our MASH unit expands on our care for mistreated animals with programs dedicated to our inmate populations: incarcerated mothers, veterans recovering from PTSD, juveniles, and those with substance abuse issues. The new MASH will have classrooms for inmates to learn about animal care and compassion, and obtain valuable work-life skills.

NOW HIRING!



The Human Resources (HR) Bureau performs a myriad of functions within the Sheriff's Office. Primarily, it is responsible for the recruitment, hiring, retention, training, and development of all our Detention, Sworn, and Civilian employees. It ensures that all employees are equipped with the necessary tools to perform their jobs in serving and protecting our communities.

Human Resource Service Division

The Human Resource (HR) Services Division: Consists of three sections: Employment Services, Payroll, and Retirement/Special Projects. The HR Services Division is responsible for the ensuring compliance with federal laws, state statutes, MCSO and County policies regarding employee records management and payroll transactions.

Employment Services

Employment Services is responsible for the coordination of all recruitment and hiring activities, maintaining personnel records, reporting employee statistics to command staff, managing the employee identification and security systems, processing transfers, maintaining the table of organization, conducting all aspects of out-processing, maintaining the badge inventory, and assisting with the service recognition and award programs.

4,600	ID Cards issued	300	Administrative changes processed
3,000	ID Fuel Station Access Added	275	Record Checks
700	Transfers	150	Promotions/Demotions
400	New Hire processed	50	AZ POST status changes

Payroll

Payroll is responsible for safeguarding that all employees are paid accurately and timely with the correct withholdings and deductions, coordinate labor level transfers, process manual warrants, make adjustments to time and accruals, oversees payroll auditing, tax preparation, employee reimbursements and annual uniform allowance.

5,700	Supervisory Changes	3,200	EPA's Processed
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Retirement/Special Projects

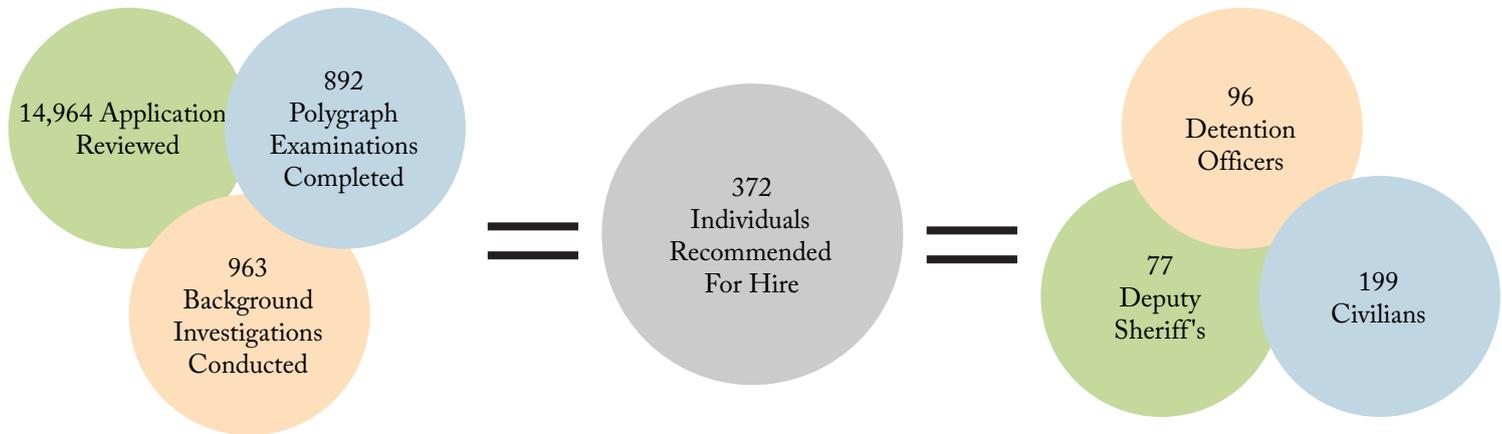
Retirement/Special Projects staff provides support of key priorities, initiatives, and activities associated with the Public Safety Personnel Retirement System (PSPRS) and the Corrections Officers Retirement Plan (CORP). Administering all aspects of retirement benefits to sworn and detention personnel, and serving as the local board secretary. Special projects include, researching, planning, and implementing key HR and Office initiatives, consulting on benefit issues, retirement, and promotional test development.

1,700	Detention Cancer Insurance Applications	35	Entered DROP
260	Refund Applications	25	Surviving Spouse/Designated Beneficiaries
200	PSPRS/CORP Enrollment Process	20	Disability Applications Processes
90	Retirements	3	PSPRD/CORP Elections Processes

Pre-Employment Division

The Pre-Employment Division handles the recruitment, selection, and pre-hire processing for all MCSO positions.

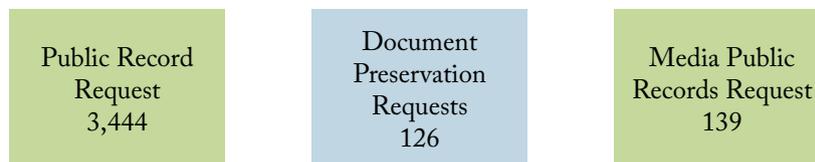
In 2021, the Pre-Employment Division



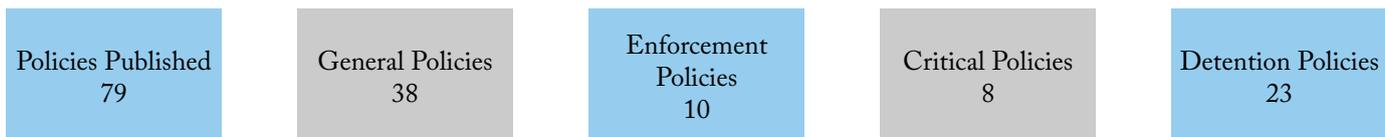
Administration Services

The Administrative Services Division is responsible for the administrative coordination of the discipline process and provides clear and concise policies for Office employees. The Division also responds to and fulfills public records requests, subpoenas, document production requests, and preservation notices.

Legal Liaison Section



Policy Development Section



Employee Retention and Performance Division

The Employee Retention and Performance Division (ERPD) of the Human Resources Bureau is comprised of the Leave Management, Compensation, and Retention and Performance Sections. The Division is responsible for providing services critical to retaining an engaged and productive workforce.

While continuing with its day-to-day responsibilities, the Division continued to work on important long-term strategic projects in 2021. Two key projects, designed to promote the retention of a successful workforce, were to enhance the Office's performance management practices and to improve processes associated with medical leave, military leave, and disability management. The ERPD made progress on the two projects during the year, both of which are critical to the strategic management of the Office's workforce.

First, in July 2021, the ERPD Leave Management Section (LMS), in collaboration with the Office's IT Bureau, implemented a newly licensed leave case management software application to replace what had been a historically manual and time-consuming process associated with managing employee needs under the FMLA and ADA. For LMS staff, the new application significantly streamlined the process of assisting employees who require leave or request an accommodation. It aided LMS staff with the handling of their case work under the FMLA and ADA and is expected to afford the ERPD reporting capabilities not previously available without significant manual work.

Secondly, the ERPD continued its work throughout the year towards enhancing the Office's performance management practices for sworn personnel. The ERPD took the lead in facilitating the work necessary in the adoption of a new GC-4(S), Employee Performance Management policy and its accompanying training curriculum. That work culminated in the fourth quarter of 2021 with the release of the new policy and training sessions conducted with sworn leaders of all levels.

Finally, the ERPD focused on handling the ongoing devastating impact to our workforce due to the COVID-19 pandemic. The ERPD has been a key driver in the organization's management of pandemic related issues, including leave related services for more than 1,000 employees experiencing a COVID-19 positive test result since the pandemic began as well as other health and safety issues not previously experienced. The ERPD continued to take the lead in researching, recommending, implementing, and adapting continually evolving protocols and practices founded in federal, state, and local public health guidance, federal legislation or regulations, state executive orders, or county policies modified due to the pandemic.

Snapshot of 2021 ERPD Accomplishments

Number of Individuals Impacted	Description
3,000+	FY2021-22 Performance Retention Based Salary Increases Processed
1,526	FY2021-22 Detention Officer Market Based Salary Adjustments Processed
400+	FY2021-22 Market Based Salary Adjustments Processed Involving Approximately 55 Market Range Titles
1,100+	Placements in Range Calculated
1,500+	Employee Leave Cases Processed
500+	Employee Requests for Modified Duty or Accommodation Managed
60+	Manager or Employee Performance Management Consultations

Training Division



MCSO's Training Division educates, trains, and inspires our personnel towards continuous improvement. The Division strives to further develop employees' character and commitment to duty and provides them with the knowledge and skills needed to be successful, competent and attain professional growth throughout their career. The Academy and Advanced Officer Training Programs achieve this with a focus on the intellectual, physical, mental, and emotional growth necessary for professional excellence. With most COVID restrictions still in place, the Training Division had to grow the on-line training platform, increasing the quality and quantity of virtual sessions, which became a staple for the divisions output.

This past year the MCSO Training Division delivered updated Court Order related training. This included Bias Free Policing and Fourth and Fourteenth Amendment Training for all sworn and posse personnel, as well as supervisory and misconduct investigation training for all sworn supervisors.

97 in person classes, offering a total of 931 training hours.	71 new detention officers
380 on-line training classes	297 newly firearms certified personnel
6 sworn classes, total of 175 graduates	1215 firearms re-certifications

Health and Wellness Division

The Health & Wellness Division is responsible for providing comprehensive health, fitness, and wellness programs, resources, and training to employees of the Maricopa County Sheriff's Office (MCSO) to enhance employee performance and retention, reduce occupational injury and illness, improve workplace morale, and achieve a healthy work/life balance.

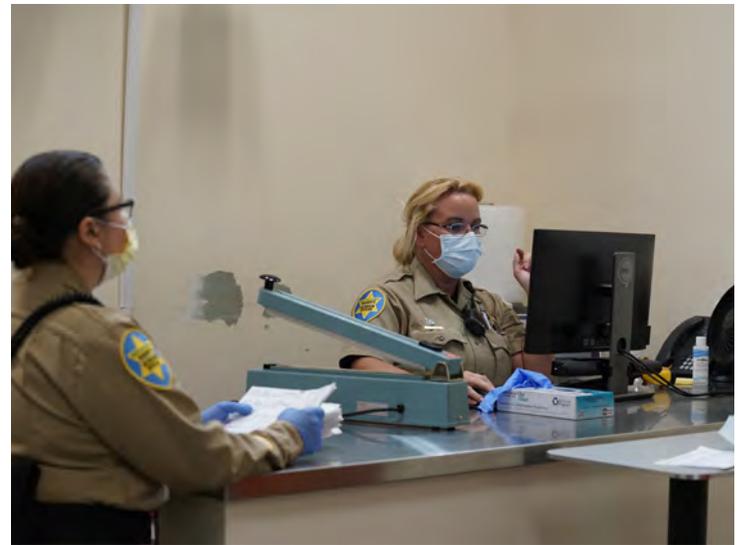
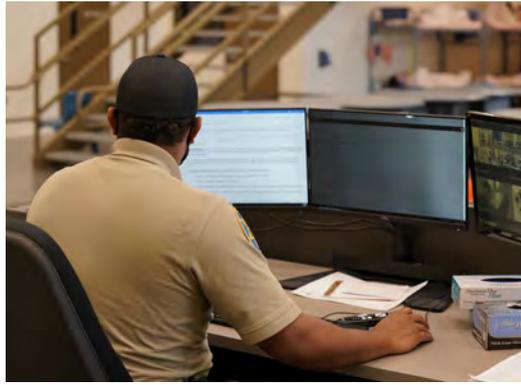
CISM Team

- The Critical Incident & Stress Management (CISM) Team has been the liaison for 15 employee's families who have passed away this year, as well as 22 retiree families. They have also attended and provided support at 37 collective funerals/services.
- The CISM Team has responded to approximately 5,000 requests from employees with stress related concerns, mental health resources, financial resources, food boxes, housing assistance, and funeral support for family members.

The Health and Wellness division took on the role of Crisis Intervention Team training coordinators to ensure sworn personnel were given opportunities for advanced mental health training, and guidance to community partners to assist with mental health contacts while on patrol.

- The Health and Wellness Team coordinated Office attendance at National Police Week in Washington, D.C. to honor fallen Detention Officer Jim Lee.
- The Health and Wellness Team started a uniform donation closet to assist their peers in securing replacement uniform items for no cost.
- The full-time CISM team expanded by adding a deputy sheriff to allow for more coverage for employee assistance needs.





The Technology Bureau provides technology and business services to improve work efficiencies throughout the office, daily operational support and maintenance, and 911 dispatch services for our community. We develop long-term strategies to keep systems and equipment current and reliable. The various divisions within the Technology Bureau work together to provide seamless support and services for the MCSO's present and future technology needs.

Technology Bureau

The Technology Bureau is equipped with a topnotch, latest technology stack including Cloud Computing (Azure), Firewall Security, Virtualization, MS Visual Studio, MS Dynamics (CRM), and Team Foundation Server based Development Technologies to support Consumer off the Shelf and In-House software products. We support approximately 35 applications, with 20 developed in-house.

In 2021, MCSO Technology Bureau started utilizing an IT Problem Management tool for Incident Management. The purpose of Problem Management is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents and managing workarounds and known errors. Problem Management is a process that includes problem identification, problem control and error control which will benefit MCSO by preventing repetitive incidents and supporting timely incident resolutions.

Project Management Office and Governance Division

The Project Management Office and Governance Division (also called the PMO) is a department, within MCSO's Technology Bureau, that provides guidance and standards in the execution of technology projects.

The PMO strives to standardize and introduce economies of repetition in the execution of projects. By utilizing the PMO, the organization has accessibility to project management technical expertise and support.

Following are some of the key benefits of utilizing PMO:

- Ensure all projects are aligned to organizational strategy
- Engages senior leadership and stakeholders
- Simplifies project processes
- Develops a culture of collaboration with the organization and customers
- The creation of central project oversight and control
- Improvement in project and business integration
- Reduction in project disarray and greater project success

The Project Management Office provides a strategic link to the operational areas of an organization and facilitates the integration of project and corporate objectives. The PMO guides how to manage multiple projects simultaneously by identifying support requirements throughout project life cycles.



1,808
Desktops

1,259
Laptops

14,786
Operations Resolved on
First Call

16,424
Operations Center
Resolved

22,650+
IT Support Request

Enterprise Applications and Data Services

- Amount of data in databases – 11TB
- Total Training hours completed in 2021- 343
- Average delivery time of an application enhancement – 3-6 weeks

Enterprise Infrastructure

Provides support for JSS (Jail Surveillance Systems) which operates live camera monitoring / recording and door control systems for our jails and Central Services.

Provides support for Axon BodyCam network, docking stations, dedicated and shared internet connections, network infrastructure and cabling.

Provides support for Axon Interview network for PSB, Polygraph, Districts, Major Crimes Division, and Lake Patrol.

Provides support for the Crestron video network in HQ.

Provides on-site and on-call support for activations of the EOR (Emergency Operations Room) in HQ.

Provides Data connections to JSS , Axon and Zone 2 networks.

Provides Voice connections over both county Zone 3 and dedicated Avaya networks.

Provides complete Mobile phone deployment, repair, replacement, training and customer support.

Provides on-site and remote support for on-the-fly telephone activation, repair and programming.

Provides support for Faxing data to Deputies, Detention Officers, Courts and other Law Enforcement Agencies over dedicated and mobile networks.

Provides complete MDC (Mobile Data Computer) support for use as desktops, mounted in patrol and specialty vehicles, and in our Aviation Unit helicopters.

Provides complete firewall configuration and support between our JSS, Axon, Zone 2 and camera networks throughout the county.

Provides support for CAD (Computer Aided Dispatch) and MPS (Mobile for Public Safety) for APD (Adult Probation Department), MCSO Deputies and Detectives, MCSO Detention Officers, and other county, state and federal agencies.

Provides complete support for mobile, handheld, console and base-station radio systems used for communication between our Dispatchers, Deputies, Detention Officers and other state, county and city agencies.

Provides complete support for building, printing and distributing custom maps as requested by MCSO sworn, detention and civilian divisions using MCSO, county and public map layer data.

Our friendly and knowledgeable staff cheerfully provides free-refills from our buffet of happiness, smiles, laughter, and that dedicated personable customer service that ensures complete customer satisfaction!

Facts around Shield, TraCS, CAD

o SHIELD – Sheriff’s Inmate Electronic Data (SHIELD) is an MCSO jail management system that provides MCSO detention services with a scalable tool for managing inmates from intake to release. This system helps MCSO better manage such core business functions as inmate housing, grievance and appeals processing, court operations and inmate programs.

o TraCS – Traffic and Criminal Software (TraCS) is a program used by MCSO to document traffic stops and the data is used to determine racial disparities for traffic stop variables (stop length, searches, citations, arrests, and seizures). TraCS provides a significant increase in officer safety and efficiency for law enforcement reducing exposure and time spent at the roadside (for every minute an officer is on the roadside the chance of a secondary incident goes up 2.8%) and substantially fewer errors due to data validation rules as well as increasing in the timeliness, accuracy, and completeness of data.

o CAD – Computer Aided Dispatch (CAD) is a highly specialized system used by MCSO that allows for the coordinated communication, assignment and tracking of MCSO resources in response to calls-for-service.



The Compliance Bureau consists of several different divisions that work in concert together. These divisions include Court Implementation, the Professional Standards Bureau, the Training Division and the Bureau of Internal Oversight.

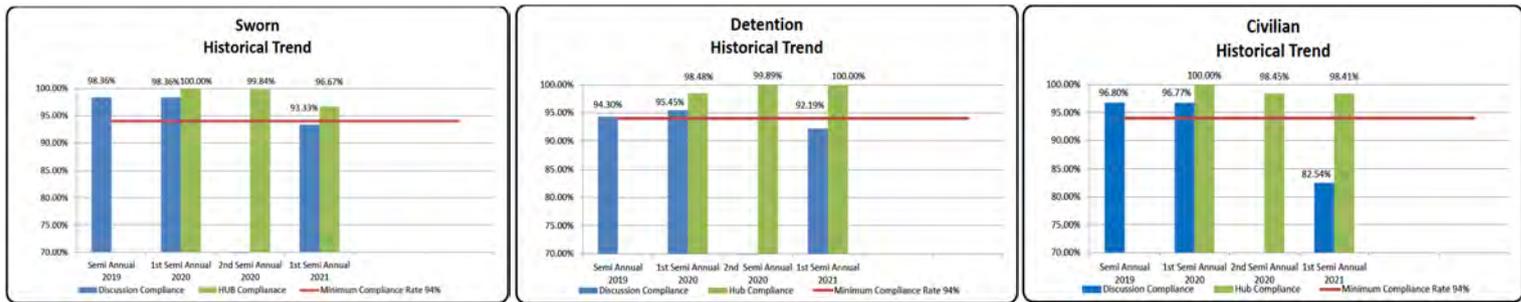
Bureau of Internal Oversight

The Bureau of Internal Oversight (BIO) assists the MCSO in accomplishing its mission by evaluating processes and providing recommendations for improvement. BIO's strategic efforts are designed to communicate findings that aid supervisors in the management of personnel and resources. BIO is comprised of Early Intervention, Audits and Inspections, and the Traffic Stop Analysis Unit.

Audits and Inspections

The Audits and Inspection Unit (AIU) conducts monthly, quarterly, semi-annual, and annual inspections, as well as ongoing audits to improve compliance with Office Policies.

During 2021, AIU completed 171 inspections, which can be found at www.mcsobio.org.



Early Intervention Unit

The Early Intervention Unit (EIU) supports effective supervision, detects and prevents individual-level, unit-level, or systematic problems within the Office to uphold the highest standards of lawful, ethical, and professional police practices. In 2021, the EIU participated in Internal Town Hall events which provided an open forum for all MCSO employees to ask questions, voice concerns, or give feedback to the Compliance Bureau. During these events, the EIU took note of comments and questions which led to suggested policy changes, training ideas, and a BIO liaison program that lends support to supervisors who have questions or need assistance from the BIO. EIU processed 729,463 entries made by employees and supervisors which included commendations, line level inspections, supervisor notes, and training.

Traffic Stop Analysis Unit

The Traffic Stop Analysis Unit (TSAU) was created in July 2018 and focusses on traffic stop related data analysis. In 2021, MCSO in partnership with vendor Center for Naval Analysis (CNA), published the sixth Annual Traffic Stop Report that analyzed 20,281 traffic stops. The Research and Reporting Unit published four quarterly reports in 2021 that analyzed traffic stops and the traffic stop process in more detail. In 2021 TSAU began analyzing the traffic stops of individual deputies. The TSAU works with employees to better understand traffic stop analysis and makes changes to our methodology based on employee feedback.

Court Implementation Division (CID)

The Sheriff's Office Court Implementation Division (CID) is within the Compliance Bureau. The focus of CID is to act as a liaison between the Court appointed Monitors and the Maricopa County Sheriff's Office to streamline the process of achieving full compliance with the Federal Court Orders in Melendres v. Arpaio.

Compliance with the Melendres Federal Court Orders continues to be a priority for Sheriff Penzone and the Office. During the 2021 calendar year, the office made progress in many areas and achieved several notable successes. The continued commitment and dedication of all MCSO personnel towards compliance with the court's orders is clearly reflected in the overall compliance ratings. The hard work has enabled the MCSO to continue asserting additional Paragraphs for "full and effective compliance" with the Orders. This means that we have complied with the respective Paragraphs, in both phases, for at least three consecutive years.



Our progress emphasizes the commitment the MCSO personnel and Sheriff Penzone have in achieving compliance. Through our consistent efforts, the MCSO continues to demonstrate to the community we serve, the Parties involved in the case, the Court, and the Monitor that we embrace the positive transformational change and are adopting the requirements of the Order as best practice, making MCSO a leader in law enforcement.

Professional Standards Bureau (PSB)

The objective of the Professional Standards Bureau (PSB) is to receive and investigate complaints and allegations of employee misconduct and inappropriate behavior; and conduct fair and impartial investigations, while protecting employees' rights and the professional image of the employees and the MCSO. The PSB also identifies and assesses equipment, policy, tactical and training concerns and coordinates with the Policy Section, the Training Division, and Division Commanders to address these concerns.

In 2021, the PSB focused efforts on the efficiency of the administrative investigation process to enhance the level and quality of service provided to the public and the employees of the Office. These efforts included utilizing a collaborative approach with the MCSO Human Resources Employee Retention to support supervisors and managers in resolving workplace concerns, facilitating supervisory training on administrative interview techniques, and promoting the utilization of the supervisory intervention process when appropriate. In addition, the PSB hired additional civilian investigators and employed the contractual services of a consulting firm to further assist with investigating administrative investigations while continuing to carry out the Office's Mission.

Administrative Investigations Opened	698	Total Closed Administrative Investigations	456
Service Complaints Opened	448	Total Closed Service Complaints	532
Criminal Investigations Opened	26	Total Closed Criminal Investigations	33

"Those we Lost..."



4/25/2021
Corriveau, Pierre
Courier



8/1/2021
Magee, Kimberly
Detention Officer



8/4/2021
Jurca, Stephan
Detention Officer



8/9/2021
Carter, Alicia
Detention Officer



9/2/2021
DeDamos, Kenneth
Detention Officer



9/10/2021
Thomas, Kendall
Detention Officer



9/10/2021
Wierschem, Thomas
Lieutenant



9/24/2021
Hale, Matthew
Detention Officer



10/11/2021
Ruiz, Juan "Johnny"
Deputy



11/10/2021
Brackman, Chad
Lieutenant



11/26/2021
Garner, Shari
Deputy



12/11/2021
Datingaling, Herminia
Detention Officer



12/13/2021
Ellet, Denise
Record Specialist Sr.



12/16/2021
Braaten, Shawn
Captain



12/30/2021
Pomeroy, Leslie
Detention Officer



Sheriff Penzone
550 West Jackson Street
Phoenix, AZ 85003
(602) 876-1000

Community Outreach
(602) 876-1685

Report a Crime Tip
(602) 876-8477

Professional Standards Bureau
101 West Jefferson Street
Phoenix, AZ 85003
(602) 876-5429
(844) 887-4483

Jail Information Line
(602) 876-0322
TDD (602) 876-0729

Public Records
(602) 876-1070

Victim Information Line
(602) 876-8276

   @mcsoaz

  @mcsoazespanol

 @mcsoazk9



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