

MARICOPA COUNTY SHERIFF'S OFFICE
PAUL PENZONE, SHERIFF

COURT IMPLEMENTATION DIVISION



2021 Annual Compliance Report

JULY 1, 2020-JUNE 30, 2021

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Executive Summary

This Annual Report assesses the Maricopa County Sheriff's Office ("MCSO" or "Office") level of compliance with the Hon. G. Murray Snow's October 2, 2013 Supplemental Permanent Injunction/Judgment Order (Doc. 606), as amended (the "First Order"), and the July 26, 2016 Second Supplemental Permanent Injunction/Judgment Order (Doc. 1765), as amended (the "Second Order") (collectively, the "Court's Order"). The reporting period for this annual report covers July 1, 2020 through June 30, 2021. This Annual Report is submitted to comply with Paragraphs 12 and 13 of the Court's Order. This report also summarizes the Monitor's assessment of MCSO's compliance with the Court's Order. There are two phases to the compliance assessment. The Phase 1 compliance assessment entails consideration of whether MCSO has developed and approved requisite policies and procedures, and personnel have received documented training on their contents. Phase 2 compliance is typically considered operational implementation and must comply with Order requirements more than 94% of the time or more than 94% of the instances under review. Overall, the Monitor gives MCSO a compliance rating on 212 Paragraphs of the Court's Order.

Under the direction of Sheriff Penzone, MCSO is committed to achieving compliance with the Court's Order. MCSO has implemented a Bureau of Compliance consisting of several sections: Court Implementation Division ("CID"), Bureau of Internal Oversight ("BIO"), Professional Standards Bureau ("PSB"), and the Training Division. While each of these sections maintains a specific purpose, collectively their focus is to promote compliance efforts and ensure existing compliance measures are maintained while collaborating with the Monitoring Team and the Parties to meet the requirements of the Court's Order. This is accomplished through the development and application of policies and procedures, directives along with internal audits and inspections, and updating and developing training protocols and lesson plans.

MCSO continues to promulgate all Office Policies and Procedures related to Patrol Operations and complete the comprehensive instruction required in each of these substantive areas.

The Covid-19 Pandemic has caused numerous challenges which MCSO has had to adjust for. While maintaining the guidelines put forth by the Centers for Disease Control and Prevention ("CDC") to mitigate the spread of the virus, numerous changes in operations have had to occur while still focusing on essential services. Executive Command continues to evaluate and adjust operations as needed to comply with CDC guidelines while working to meet the needs of the community and the organization. MCSO remains dedicated to serving the community during this time while exercising all needed safety measures and continued efforts towards achieving compliance with the Court's Order.

In an effort to continue moving forward towards compliance efforts, Sheriff Penzone has made changes in the executive command staff to include the promotion of Captain Phil Dougherty to Deputy Chief over patrol east which includes: District 1 (East Mesa and Guadalupe), District 4 (Carefree, Cave Creek, New River, and Anthem), District 6 (Queen Creek), and District 7 (Fountain Hills). Deputy Chief Richard Morris was promoted to Executive Chief over all Enforcement Operations.

Over the past year, a summary of MCSO's efforts related to obtaining compliance with the Court's Order include:

- The Auditing and Inspections Unit (“AIU”), within BIO, conducted over 155 audits in various areas including: CAD Messaging/Alpha Paging, Misconduct Investigations, Incident Reports, Patrol Shift Rosters, Traffic Stop Data Collection, Employee Emails, Complaint Intake Testing, Supervisory Notes (sworn, detention, and civilian), TraCS (Traffic and Criminal Software) Discussions, TraCS supervisory review, Patrol Activity Logs, Early Identification System (“EIS”) Alerts, Post-Stop Ethnicity Inspections, Semi-Annual Bias-Free Reinforcement Inspections, Constitutional Policing Plan Briefing Inspections, and Targeted Integrity Inspections. These inspections provide information to MCSO management to ensure employee compliance with policies and procedures and provide corrections where deficiencies are noted.
- BIO made significant progress on a program (the Traffic Stop Monthly Report, or “TSMR”) that analyzes traffic stop data on a monthly basis and intervenes with deputies who show warning signs or indicia of bias-based policing. The TSMR is an innovative, data-driven program that analyzes the traffic stop enforcement behavior of all patrol deputies over a rolling 12-month period. The analysis is designed to identify deputies whose traffic stops are racially or ethnically disparate from their peers on five benchmarks: stop length, citation rate, search rate, arrest rate, and seizure rate. With the Monitoring Team’s approval, a pilot TSMR program began in April 2021. The pilot is expected to last through the remainder of 2021.
- BIO successfully published the 6th Traffic Stop Analysis Report (“TSAR”) during the 2nd Quarter of 2021. This TSAR analyzed traffic stops occurring during the 2020 calendar year.
- The Research and Reporting Unit (“RRU”) within the Bureau of Internal Oversight was further developed to provide expertise to MCSO in reviewing and analyzing traffic stop data. This unit has worked collaboratively with the Monitoring Team and Parties in the development of methodologies for the TSMR and TSAR, as well as quarterly “deep dive” reports on traffic topics of interest (“TSQRs”). The RRU works with the assistance of our research and analytical partner, CNA Analytics and Solutions. In addition, RRU developed the “Traffic Stop Survey,” to solicit community feedback on how well MCSO is meeting procedural justice principles. The four principles of procedural justice are: (1) Treating people with dignity and respect, (2) giving individuals voice during encounters, (3) being neutral and transparent in decision making, and (4) conveying trustworthiness. As of May 1, 2021, the link and invitation information to complete this survey appear on all Office Citations, Warnings, and Incidental Contact forms. The survey was enacted as part of MCSO’s Constitutional Policing Plan Goal 5: Delivering enhanced training on cultural competency and community perspectives on policing. The RRU is expected to eventually assume all responsibilities for collecting and analyzing traffic stop data as well as meeting the research needs of the Office.

- MCSO continued to timely create and update its policies and procedures. Policy Assessments are critical to establishing foundations for employees to have a clear understanding of expectations and procedures. All MCSO Policies go through a six-stage process during the review and revision period. These stages consist of an internal review command review & Monitor/Party review, approval, publication, and electronic distribution. To ensure compliance with the Court's Order, MCSO continues to comprehensively review all Office patrol operations policies and procedures, consistent with Paragraph 19 of the Court's Order. Policies and procedures are also submitted to the Monitor Team and Parties for review and approval. During this review period MCSO reviewed approximately 186 Office Policies in preparation for revision, continued with its annual review of all Critical Policies, and published 60 Briefing Boards and 130 Administrative Broadcasts. This includes the publication of 34 Office Policies, 5 Briefing Boards, and 10 MCSO Administrative Broadcasts that were directly related to the Court's Order.
- MCSO focused in particular on developing a new Employee Performance Appraisals policy for sworn personnel (GC-4(S)) and corresponding training curriculum for supervisors. Both the policy and accompanying training materials have received final approval from the Monitoring Team and will be implemented with the sworn workforce in the coming year.
- MCSO continues to collaborate with several community advisory boards, including the Court-ordered Community Advisory Board ("CAB"). A member of MCSO's Executive Command is appointed as the single point of contact responsible for facilitating and organizing meetings, providing documents for review, and soliciting feedback from CAB members. The Sheriff also periodically speaks with the CAB to address feedback received. MCSO is sensitive to requests from CAB members and makes an effort to address them in a timely fashion.
- MCSO's quarterly reports and the Monitor's quarterly reports are placed on the online learning tool, The HUB, to allow all employees access to the reports. Employees at the rank of Lieutenant and above are required to read these reports. MCSO leadership made these reports required reading by Lieutenants and above because they want all leadership at MCSO to understand the importance of gaining compliance with the Court's Order along with what steps need to be taken to achieve compliance in areas in which they may have influence.
- MCSO continues to implement the CID Liaison Program with the Patrol Districts. Due to the pandemic the Program is limited to emails, phone calls, and sharing of documents. This Liaison Program continues to extend to several other divisions within the Compliance Bureau, under the same parameters, to include BIO and the Professional Standards Bureau ("PSB"). The effects of this program continue to be positive and MCSO plans to develop and expand these practices with the expectation that it will help future gains in compliance.

Over the past several weeks, MCSO Compliance Lieutenants have been meeting in person with patrol division personnel to reinforce efforts in spite of the COVID Pandemic to identify anywhere the districts are in need of support and how the bureau can assist.

- MCSO’s Training Division completed the documentary-style video on the subject of “The History of Discrimination in Maricopa County.” The video was created as part of MCSO’s Constitutional Policing Plan. MCSO sought input from the Monitoring Team, Parties, and CAB on the video, which includes interviews from Latino members of the community. MCSO will implement this video as part of the 2021 ACT and will continue our efforts in working with the Monitor, Parties, and CAB on future projects.

The below chart is excerpted from the Monitor’s Twenty-Eighth Quarterly Report (Doc. 2687). It displays the compliance assessments in the Monitor’s quarterly reports covering the reporting periods from the time Sheriff Penzone took office. The chart reflects that MCSO has successfully maintained compliance in many areas and continues to make progress in its compliance efforts on others.

		Report 12	Report 13	Report 14	Report 15	Report 16	Report 17	Report 18	Report 19	Report 20	Report 21	Report 22	Report 23	Report 24	Report 25	Report 26	Report 27	Report 28
10/2013 “First Order”	Phase 1	79%	88%	85%	85%	85%	85%	97%	97%	97%	96%	96%	96%	96%	96%	98%	98%	98%
	Phase 2	57%	67%	62%	65%	64%	66%	77%	75%	78%	76%	77%	79%	82%	81%	78%	79%	77%
7/2016 “Second Order”	Phase 1	12%	72%	75%	77%	77%	78%	78%	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%
	Phase 2	60%	63%	66%	72%	75%	80%	81%	90%	89%	91%	90%	92%	93%	90%	91%	92%	90%

Per the Monitor’s Twenty-Eighth Quarterly Report, MCSO is in “Full and Effective Compliance,” with 72 Paragraphs of the Court’s Order, of the 212 paragraphs MCSO is rated on. “Full and Effective Compliance” means that MCSO has successfully complied with the requirements in the paragraph for over three years.

MCSO is committed to achieving its goal of “Full and Effective Compliance” with all paragraphs in the Court’s Order, and this is a top priority for Sheriff Penzone. MCSO continues to dedicate financial and personnel resources to advance the organization towards compliance. MCSO’s path to compliance is a truly collaborative effort among MCSO, the Monitoring Team, and the attorneys representing the Plaintiffs and the Department of Justice, including technical assistance from the

Monitor when requested and substantive suggestions from the Parties and community advisory groups.

Court Implementation and Document Production

MCSO took major steps to implement Section III of the First Order. In October 2013, MCSO formed a division titled the Court Compliance and Implementation Division consistent with Paragraph 9. In February 2015, MCSO changed the name of this division to the Court Implementation Division, or CID. The CID is currently comprised of 8 MCSO personnel with interdisciplinary backgrounds and various ranks: 1 Captain, 1 Lieutenant, 2 Sergeants, 2 Deputies, 1 Management Assistant, and 1 Administrative Assistant.

Members of “the CID” work very closely with MCSO counsel and MCSO Command Staff to ensure that MCSO maintains a sustained effort to achieve its goal of full and effective compliance with the Court’s Order. CID coordinates site visits and other activities with the Monitoring Team and Parties, as the Court’s Order requires.

The CID strives to maintain positive and professional working relationship with the Monitor and parties. CID is committed to its vital role in the reform process and reaching MCSO Executive Command’s directive and sincere goal to be in full and effective compliance expeditiously. CID and BIO continue to push towards a more aggressive role in assisting commanders from various divisions and districts in identifying gaps with the Office’s efforts towards compliance and working collaboratively with the Monitor and Parties to identify different methods to bridge these gaps and work towards compliance with Court’s Order.

The CID, with the Sheriff’s approval, ensures the proper allocation of document production requests to the appropriate MCSO units to achieve full and effective compliance with the Court’s Order. Thus, the efforts to achieve compliance and to fulfill the Monitor’s requests involve the efforts of MCSO divisions, bureaus, personnel and command staff, as well as personnel from the Maricopa County Attorney’s Office (“MCAO”). This shared effort and allocation of assignments are set forth in Table #1:

TABLE 1: MCSO UNIT ASSIGNMENTS FOR COURT’S ORDER

MCSO Unit Assignments for Court’s Order	
Section	Unit Name
III. MCSO Implementation Unit and Internal Agency-Wide Assessment (First Order)	• CID • MCAO
IV. Monitor Review Process (First Order)	• CID • MCAO
V. Policies and Procedures (First Order)	• CID • Human Resources Bureau, ASD (Policy Section) • MCAO

VI. Pre-Planned Operations (First Order)	• CID • ASD (Policy Section) • Detective and Investigations Bureau
VII. Training (First Order)	• CID • MCAO • Training Division
VIII. Traffic Stop Documentation and Data Collection and Review (First Order)	• CID • BIO
IX. Early Identification System (“EIS”) (First Order)	• CID • BIO/Early Intervention Unit (EIU)
X. Supervision and Evaluation of Officer Performance (First Order)	• CID • Command Staff • Human Resources Bureau, ASD and Personnel Services Division
XI. Misconduct and Complaints (First Order)	• CID • Command Staff • PSB • Supervisors in each unit
XII. Community Engagement (First Order)	• CID • Community Outreach Division (COrD)
XV. Misconduct Investigations, Discipline, and Grievances (Second Order)	• CID • PSB • Training Division • COrD • MCSO Command Staff and District Commanders • ASD
XVI. Community Outreach and the Community Advisory Board (Second Order)	• CID • COrD • PSB

XVII. Supervision and Staffing (Second Order)	• CID • Command Staff • Human Resources Bureau, ASD and Personnel Services Division • BIO/EIU • Enforcement Bureau
XVIII Document Preservation and Production (Second Order)	• CID • Command Staff • Human Resources Bureau, ASD and Personnel Services Division
XIX. Additional Training (Second Order)	• CID • MCAO • Training Division
XX. Complaint and Misconduct Investigations Relating to Members of the Plaintiff class (Second Order)	• CID • MCAO • PSB

In response to Paragraph 19 of the Court’s Order concerning review of existing Policy and Procedures, and Paragraph 30 regarding timely submissions, the CID, working with the Policy Section, reviewed MCSO Policies and Procedures. Please see the Annual Policy Assessment Section for further details.

The First Order, Section IV directs submission of policies and appeals, and sets deadlines. Consistent with Paragraph 14, MCSO responded expeditiously to all requests for documentation. Consistent with Paragraph 15, MCSO completed resubmissions when requested (e.g., format changes to document requests, changes to training curriculum via the consultant, etc.). Additionally, as per Paragraphs 16 and 31, MCSO promptly disseminated Office Policies and Procedures, and other documents following Monitor approval.

In attempt to try and accelerate the pace of compliance, the Monitor circulated a draft policy and curriculum review proposal which was adopted. Both MCSO and the Parties have maintained established deadlines to provide their respective revisions and to voice any concerns with MCSO policies and training curricula being reviewed.

The CID is responsible for facilitating data collection and document production. The CID responded to numerous combined document requests during this reporting period and produced over 500,000 pages of documents. In addition to the Monitor’s document requests, the CID facilitates the production of training material and policies and procedures to the Monitor for review and approval.

Inspections and Quality Assurance Audits

Consistent with the Court's mandate to engage in periodic audits, on September 29, 2014, MCSO created BIO to provide timely and professional auditing, inspections, technical and review services. BIO provides assessments of employee performance, management performance, and division performance, among other topics, with a goal of promoting the integrity, economy, efficiency and effectiveness of Office programs, services and activities. The BIO inspections and audits allow MCSO to assess whether personnel are in compliance with the Court's Order and MCSO Policy.

The BIO includes two MCSO units, the Audits and Inspections Unit ("AIU") and the Early Intervention Unit ("EIU"). Within the EIU are two additional units, the Research and Reporting Unit ("RRU") and the Traffic Stop Analysis Unit ("TSAU"). The BIO team is comprised of a combination of sworn, detention and civilian staff.

The AIU's primary function is to conduct audit and non-audit services for the Office. The AIU conducts audits and routine compliance inspections on an ongoing basis. The purpose of the audits is to determine compliance with Office policy, promote proper supervision, and support compliance with the Court's Order.

The EIU is responsible for the implementation, maintenance, and operation of the EIS and for providing training and assistance to the EIS users. The unit conducts data analysis and where applicable, data input, and follow-up interventions to address problematic conduct and/or operating procedures.

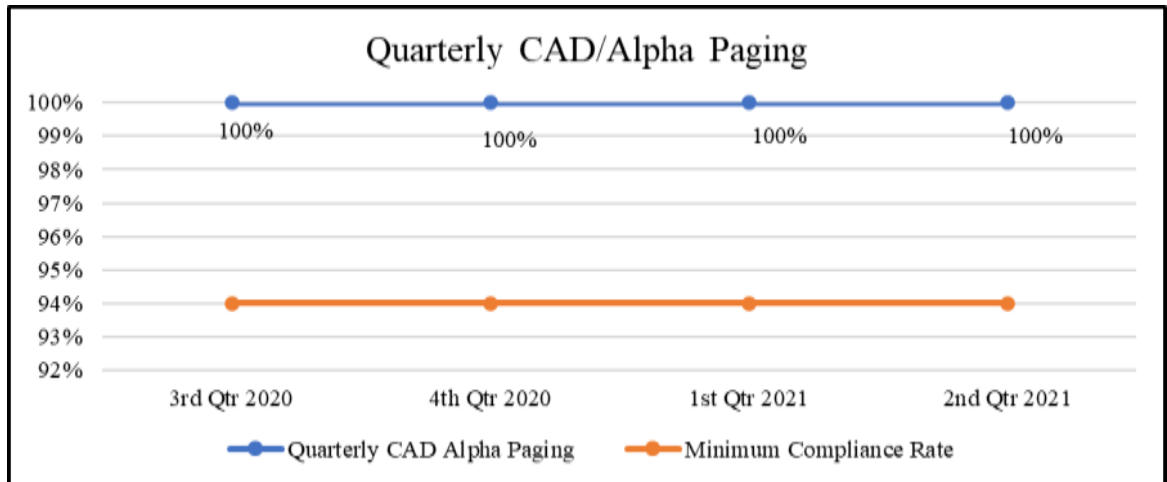
The TSAU is responsible for implementation, support, and maintenance of the Traffic Stop Analysis program. The unit conducts data analysis, data input, and review of activities exceeding thresholds in relation to traffic stop data to address potentially problematic conduct or operating procedures.

The RRU assists with the analysis and review of traffic stops and traffic stop data. They assist in the research and development of the traffic stop annual reports, traffic stop monthly reports, and traffic stop quarterly reports. The unit also meets the research needs of the rest of the Office.

One of the most important functions of the BIO is that it enables MCSO to audit and inspect MCSO and MCSO personnel to assure compliance with the Court's Order. During this annual review period, BIO completed the following inspections to verify compliance with the Court's Order requirements and identify any deficiencies. Below each inspection is the corresponding compliance of those inspections.

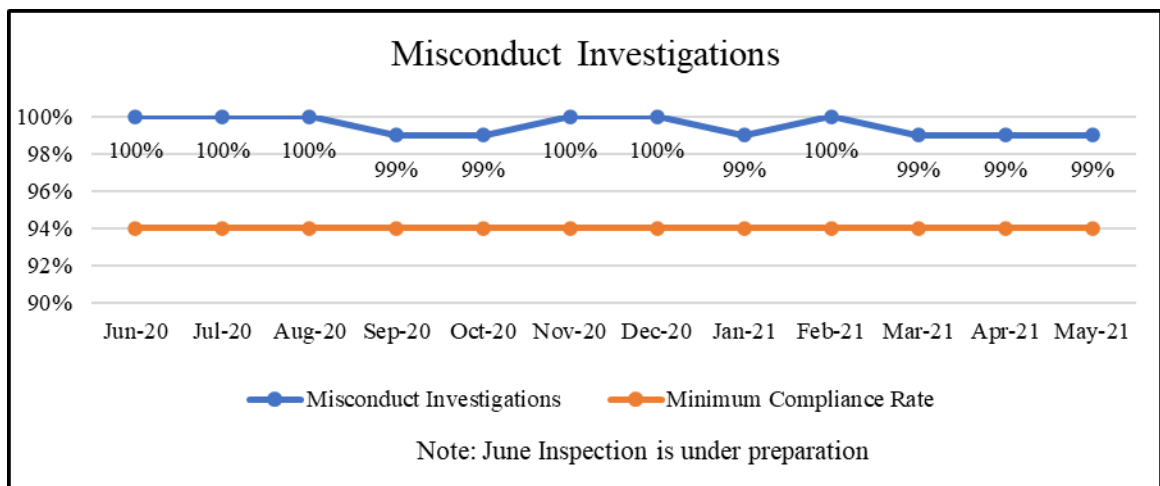
CAD/Alpha Paging Messaging Inspection

CAD Messaging/Alpha Paging System Inspection: The CAD Messaging/Alpha Paging System inspection is to ensure that CAD and Alpha Paging Messaging system entries adhere to Office policy and that those systems were not used by employees to discriminate or denigrate any persons, in compliance with the Court's Order. AIU used to conduct a CAD Messaging/Alpha Paging Inspection monthly by selecting a random sample of all CAD messages and Alpha Paging messages. During the October 2019 Monitor Team Site Visit, it was agreed that a CAD Messaging/Alpha Paging Inspection would be changed from monthly to quarterly.



Misconduct Investigations Inspection

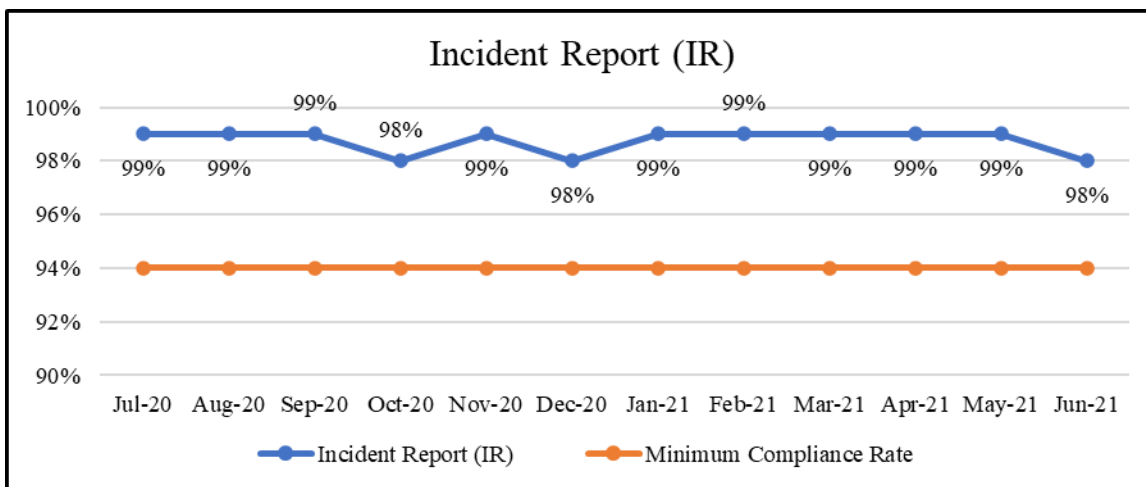
The purpose of this inspection is to determine if the selected administrative investigation cases were conducted in compliance with Office policy and in support of the *Melendres* Order (Paragraphs 33, 102, and 104). This inspection is completed monthly and all cases closed during the two calendar months prior to the month of inspection are inspected. If more than 25 cases are closed, a random sample of 25 closed cases are selected by the Monitor for inspection.



Incident Report Inspection

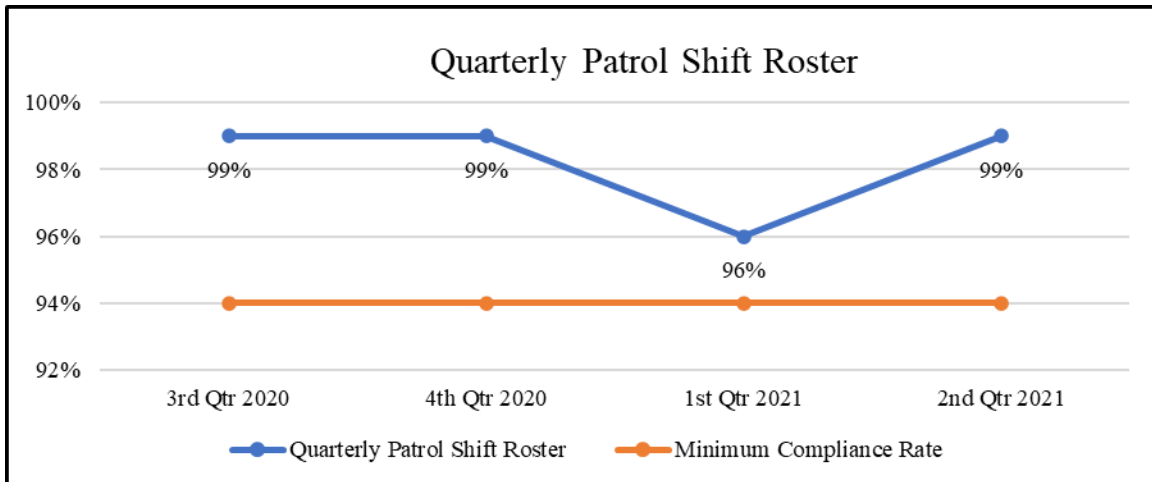
The Incident Report Inspection seeks to ensure that incident reports adhere to Office policy and federal and state laws, promotes proper supervision, and supports compliance with the Court's Order Paragraphs 75, 93, 94, and 96. The current methodology for the IR inspection was approved 6/6/2019. The Monitoring Team randomly selects up to 20 IRs turned down by the County Attorney for no probable cause, 20 in-custody reports and 20 criminal citations. Each inspection is reviewed using a 27-point inspection matrix. Compliance ratings are given for each inspection

point (total deficiencies divided by total reports inspected) and all deficiencies found divided by total inspection points of combined tests. This methodology typically has 1080 total inspection points each month.



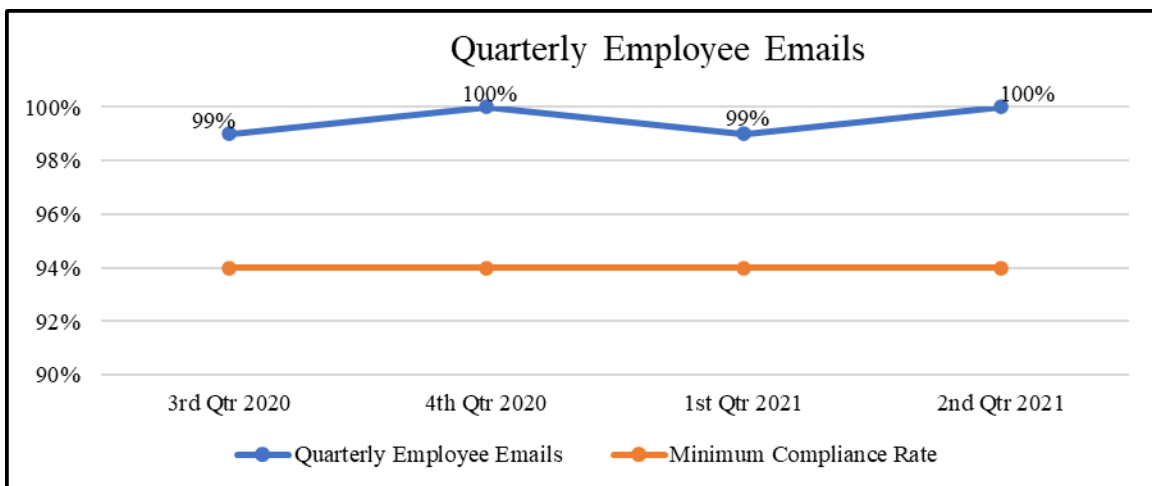
Patrol Shift Roster Inspection

The Patrol Shift Roster inspection is conducted to ensure consistency with MCSO Policy GB-2, *Command Responsibility*, and with Paragraphs 82, 84, and 86 of the Court's Order. This inspection was conducted by reviewing all Patrol Shift Rosters for the month inspected. During the October 2019 Monitor Team Site Visit, it was agreed that a Patrol Shift Roster Inspection would be changed from a monthly inspection to a quarterly inspection. The quarterly inspection consists of a random selection of 12 calendar days per month, in which the shift rosters completed in those calendar days are inspected. Each roster is inspected using an inspection matrix with 4 compliance inspection points. Additional non-compliance related areas are inspected such as the accurate input of information in the roster. Currently, MCSO Technology has a project to transition the shift roster into Praxis and away from an excel spread sheet-based roster. The aim is to increase the accuracy of the rosters as it corresponds to CAD data. This transition will allow the inspection to focus solely on the 4-point compliance matrix, as the accuracy of the roster data will be ensured by the Praxis program. The program will pull all the roster information from CAD, eliminating human inputting errors in an Excel document.



Employee Email Inspection

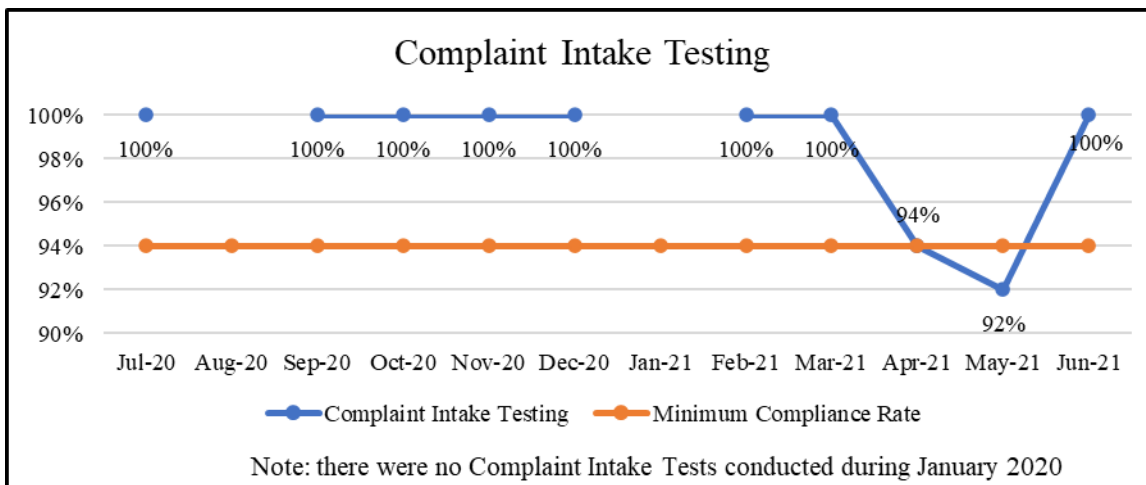
The Employee Email Inspection is conducted to ensure that employee email accounts are utilized in compliance with Office policy and the Court’s Order. During the October 2019 Monitor Team Site Visit, it was agreed the inspection would be changed from a monthly to quarterly inspection. A total 50 employees’ emails were randomly selected each quarter (17 employees for two months and 16 for the third month) for inspection.



Complaint Intake Testing Inspection

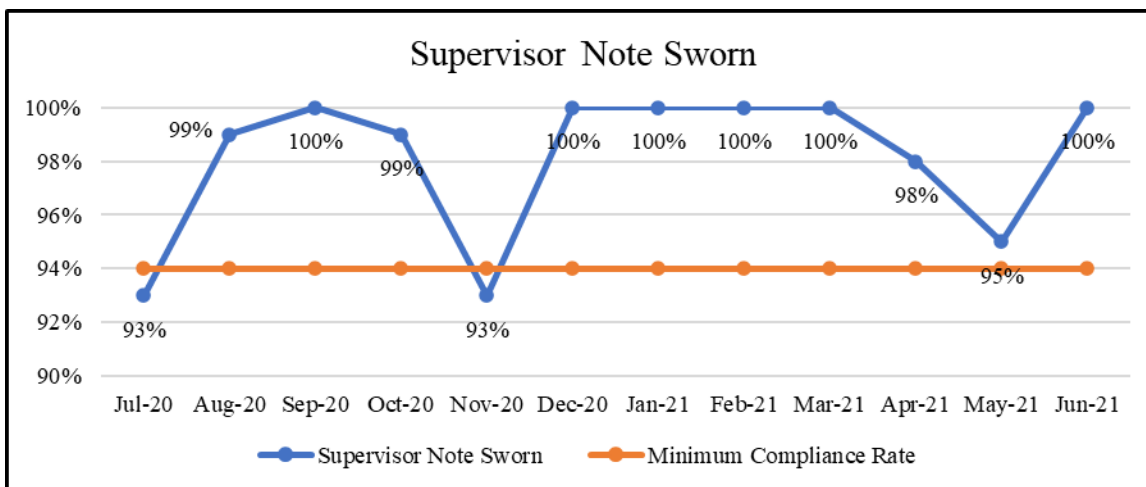
The Complaint Intake Testing inspection is conducted to ensure consistency with MCSO Policy GH-4, Bureau of Internal Oversight, AIU Operations Manual, and with Paragraphs 254-260 of the Court’s Order. This testing program is designed to assess whether MCSO employees are providing civilians appropriate and accurate information about the complaint process and whether MCSO employees are notifying PSB upon the receipt of a civilian complaint. There were no Complaint Intake Tests conducted during January 2020. The Complaint Intake Testing

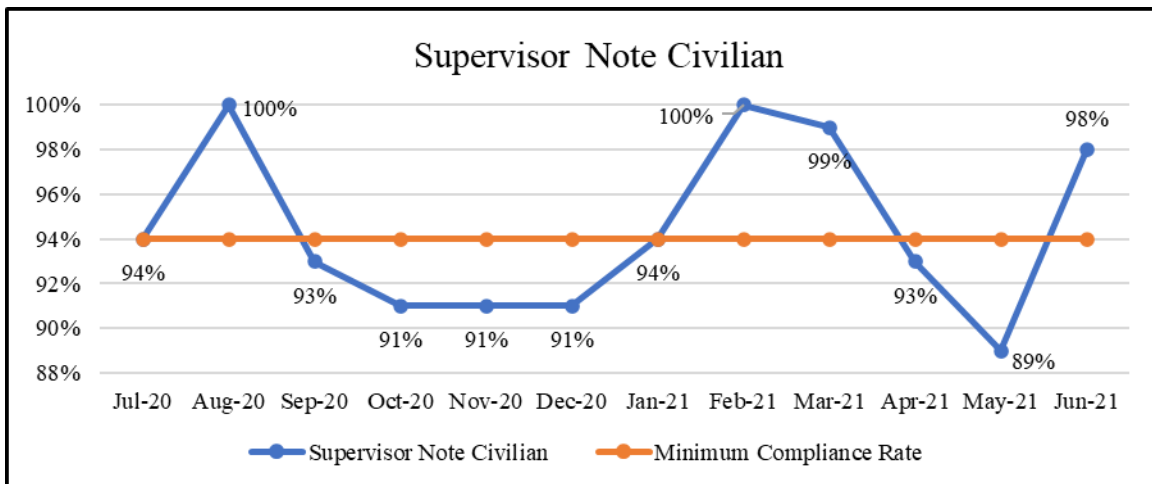
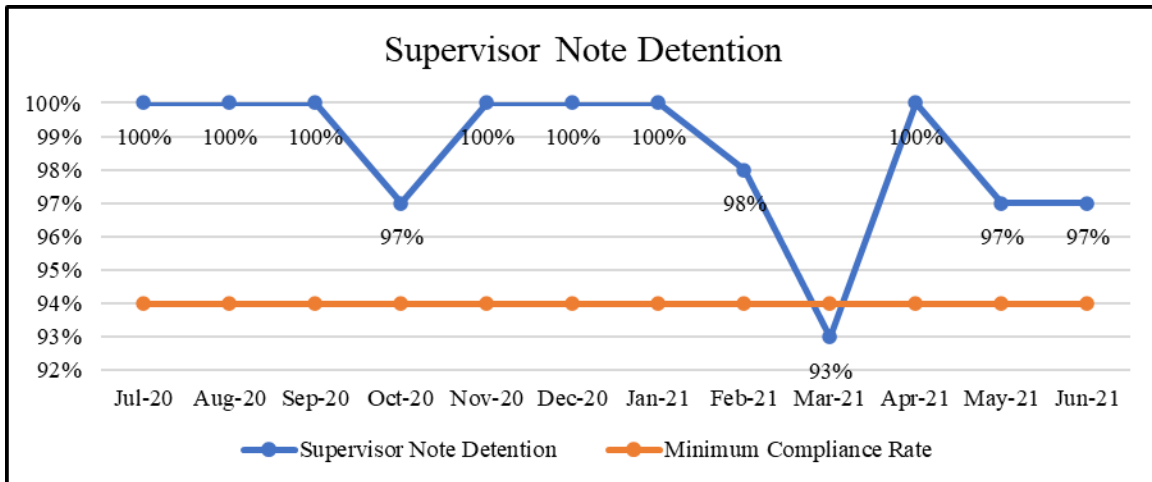
Annual Report methodology was approved in March 2020 and will be published for July 2019 through June 2020 on the MCSO website.



Supervisory Notes Inspection

The Supervisory Notes Inspection is conducted on sworn, detention, and civilian personnel to ensure that Supervisory Note entries in the Blue Team application are compliant with Office Policy and the Court's Order. This inspection is conducted by uniformly inspecting the Supervisor Note entries within the IAPro database for the random employees, utilizing the matrix developed by AIU in accordance with policies CP-8, EA-11, EB-1, and EB-2, GB-2, and GJ-35.





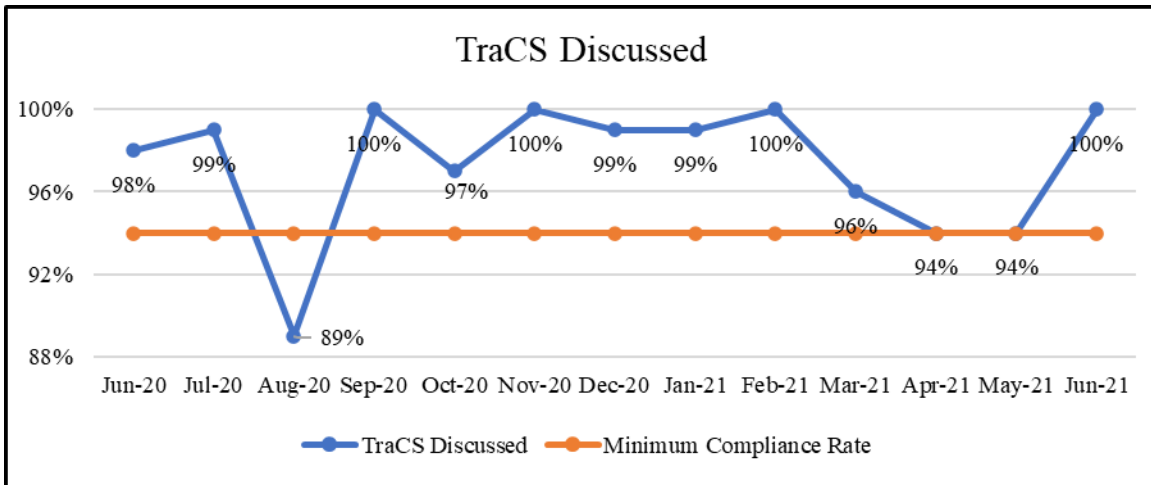
Facility and Property Inspection

The Facility and Property Inspections are conducted to ensure that all MCSO Sworn and Detention facilities are operating within Office Policy and that Property and Evidence is being properly secured and stored at the respective facility. They additionally ensure that facilities are not being used in any way that discriminates against or denigrates anyone. The Facility and Property Inspection alternates monthly between Sworn and Detention facilities (July-Detention, August - Sworn, etc.). The Audits and Inspections Unit of the Bureau of Internal Oversight did not conduct any inspections during the months of March 1, 2020 - present. All of the scheduled facility inspections, both sworn and detention, are temporarily postponed due to the COVID-19 pandemic.

TraCS Discussed Inspection

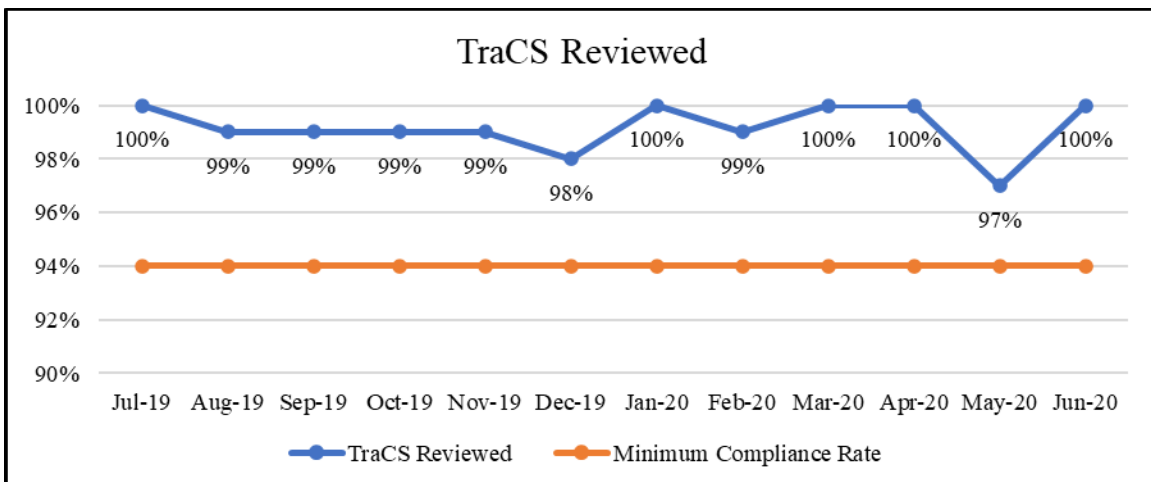
The TraCS Discussed Inspection is completed to determine supervisory compliance with Office Policy and the Paragraphs 69, 81, 85 of the Court's Order, as well as to promote proper supervision. This inspection is conducted using the TraCS System. A random sample of traffic stops selected by the Monitoring Team is uniformly inspected utilizing the AIU matrix, in accordance with the

procedures outlined in Policies EA-11, EB-1 and GB-2. The goal is to determine if a supervisor discussed the traffic stop with the deputy within 30 days of the stop being made.



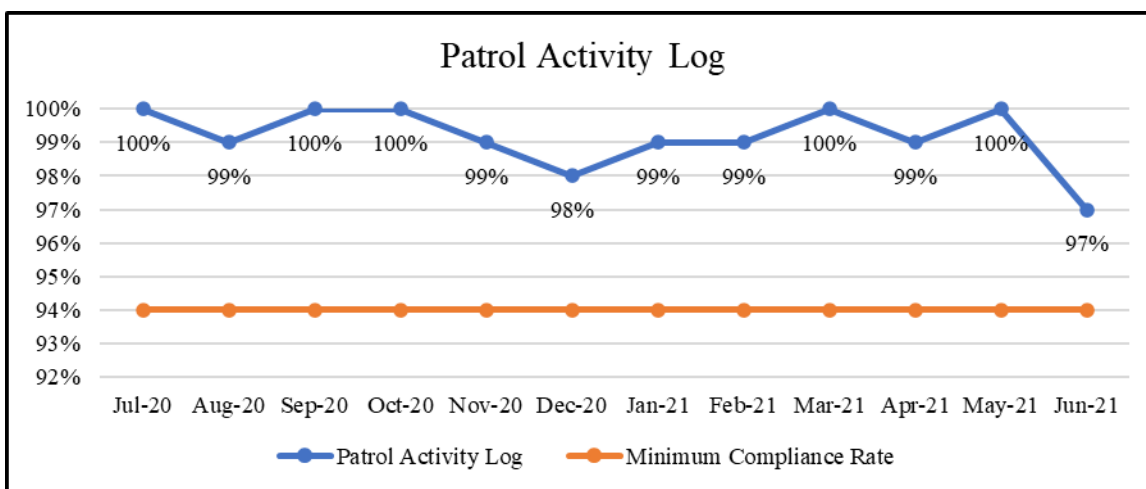
TraCS Reviewed Inspection

The TraCS Reviewed Inspection is completed to determine supervisory compliance with Office Policy and Paragraphs 69, 81, 85 of the Court's Order, as well as to promote proper supervision. This inspection is conducted using the TraCS System. A random sample of traffic stops selected by the Monitoring Team is uniformly inspected utilizing the AIU matrix, in accordance with the procedures outlined in Policies EA-11, EB-1 and MCSO Administrative Broadcast Number 16-56. The goal is to determine if a supervisor reviewed a traffic stop conducted by a deputy within 72 hours.



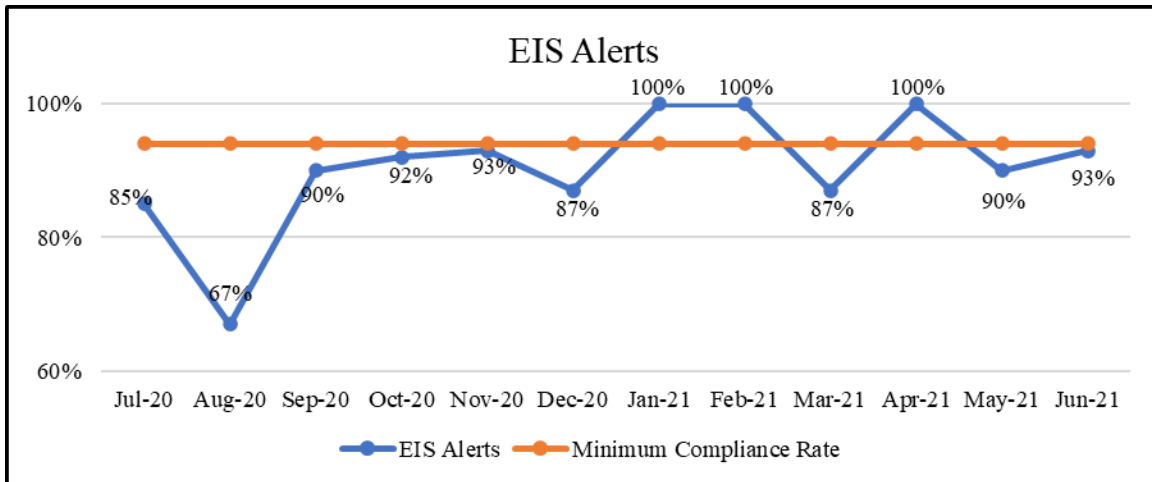
Patrol Activity Log Inspection

The Patrol Activity Log Inspection is conducted to ensure compliance with Office Policy and the Court's Order, as well as promoting proper supervision. Patrol Activity Logs are uniformly inspected utilizing the AIU matrix, in accordance with procedures outlined in MCSO Administrative Broadcast Numbers 16-53, 16-100, and 17-48. The Monitoring Team provides a sample of 35 deputies each month from all Patrol Districts/Divisions. All the patrol activity logs generated by each deputy during the month are inspected using the AIU matrix.



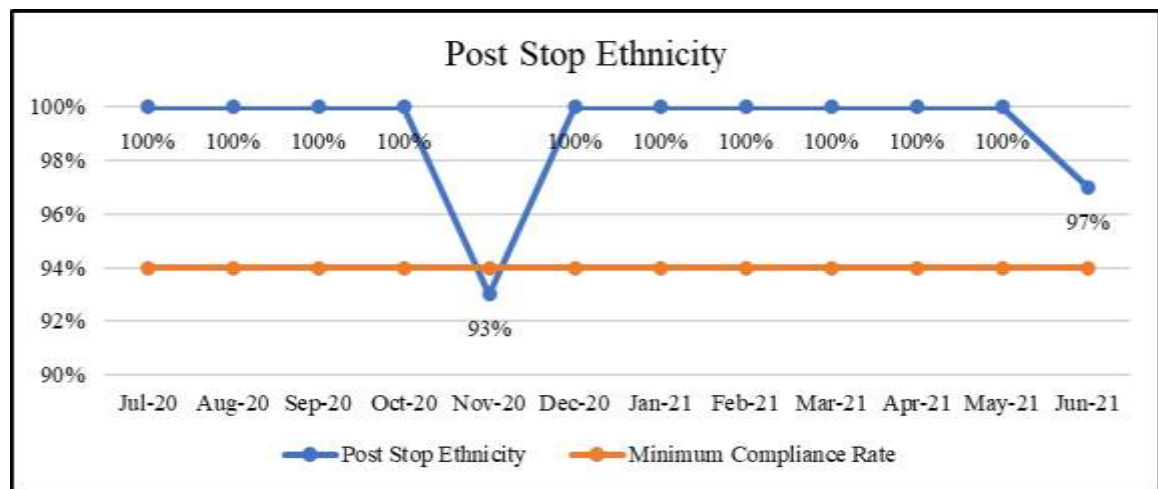
EIS Alerts Inspection

The EIS Alerts inspection is conducted to ensure consistency with MCSO Policy GB-2 and GH-5 and to promote proper supervision. The Audits and Inspections Unit conducts inspections of the Early Identification System ("EIS") Alerts monthly. The Monitoring Team provides a random sample of closed EIS Alerts for inspection. AIU uses the EIS Alerts Inspection Matrix to ensure that the selected EIS Alerts are returned to the Early Intervention Unit in the required timeframe. For April 2020 there were no EIS Alerts closed and no data to be examined. Starting in May 2020, BIO began to track all new EIS Alerts using project management software to assist Divisions in submitting the Alerts in the timeframes required by MCSO Policy. In addition to the system generated reminders, BIO utilizes liaisons to offer assistance to Divisions. BIO Commanders also will contact the Divisions as the due dates approach to offer assistance. The expectation is as Alerts opened prior to May 2020 are closed, and only Alerts generated after May 2020 are being inspected, compliance numbers should improve greatly.



Post Stop Ethnicity Inspection

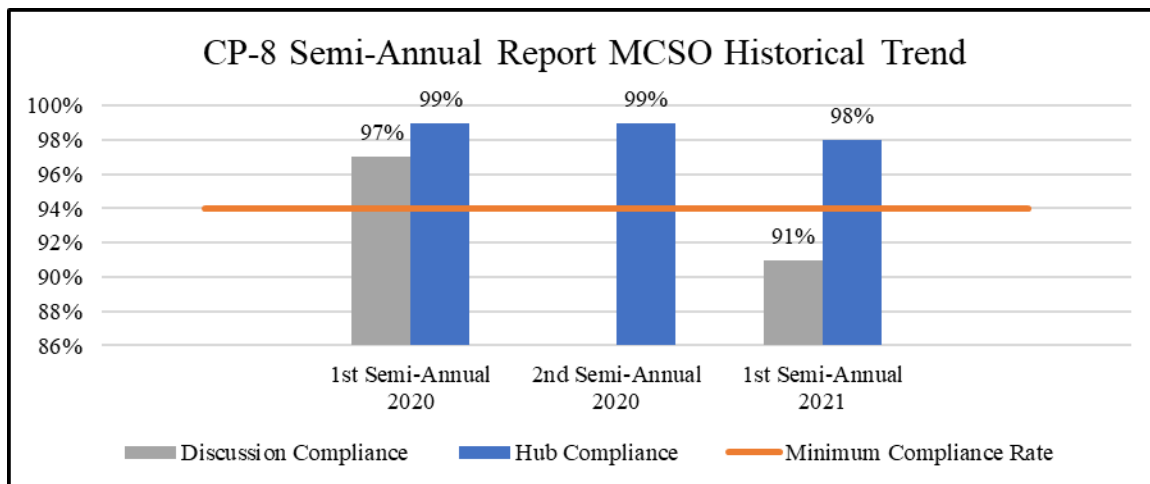
The Post-Stop Ethnicity inspection is conducted to ensure that sworn personnel accurately record pre-stop and post-stop ethnicity selections during traffic stops on the Vehicle Stop Contact Forms and are adhering to MCSO Policies EB-1, EB-2, GJ-35, CP-2, CP-5, CP-8. To achieve accurate inspection results the inspector will utilize data obtained from the TraCS system, Body-Worn Camera video, and a list of Hispanic surnames approved by the Monitor Team on May 20, 2019.. These entries are uniformly inspected utilizing a matrix developed by the Bureau of Internal Oversight.



Semi Annual Bias-Free Reinforcement Inspection

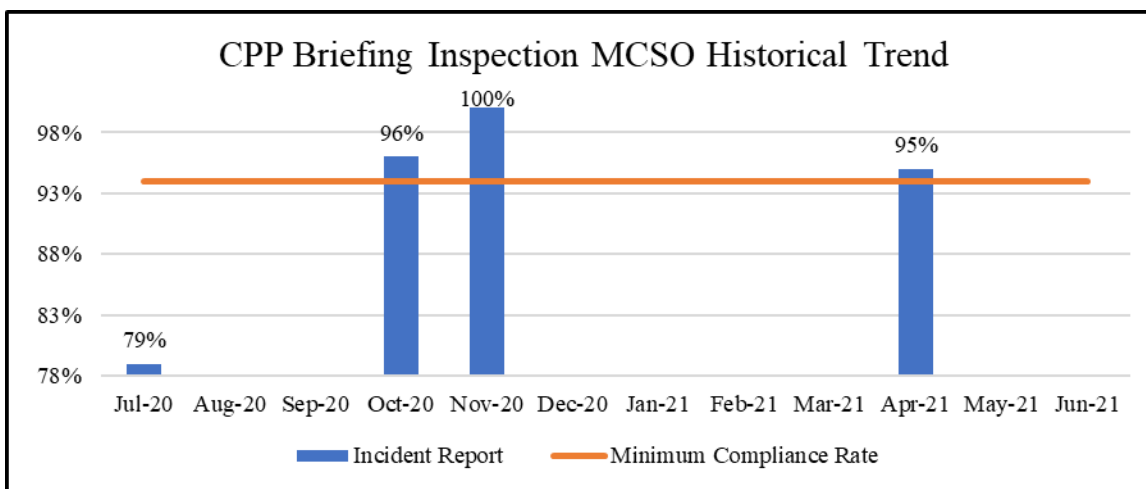
The Semi Annual Bias-Free Reinforcement Inspection is conducted to ensure compliance by Sworn, Detention, Civilian, Reserve, and Posse personnel with the requirements of MCSO Policy CP-8 to unequivocally and consistently reinforce that biased-based profiling and/or discriminatory policing are unacceptable. It is important that all supervisors unequivocally reinforced to their

subordinates that discriminatory policing is unacceptable through documentation in Blue Team Supervisor Note entries or Briefing Note entries in accordance with Office Policy as well as HUB Training requirements outlined in Administrative Broadcast 21-71.



Constitutional Policing Plan Briefing Inspection

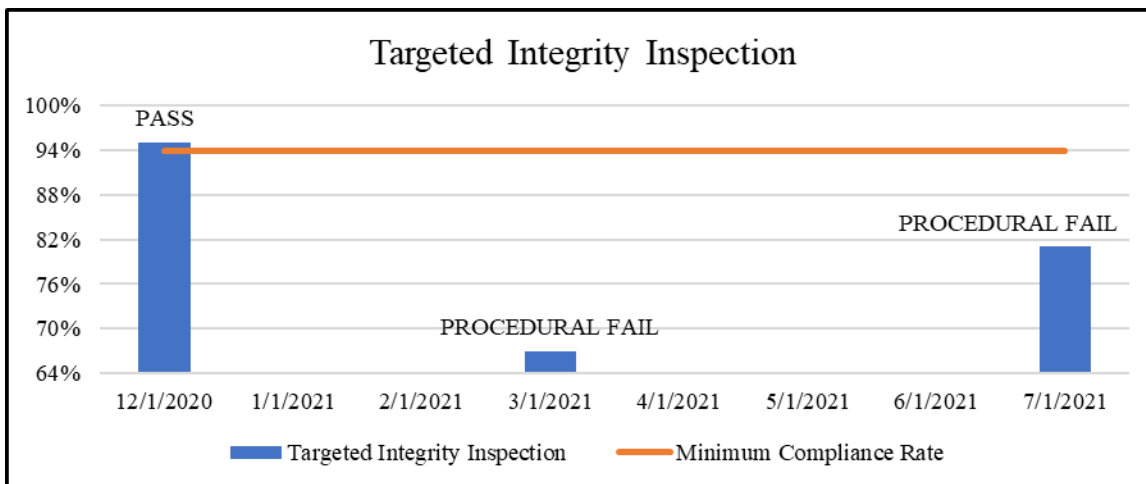
The Constitutional Policing Plan (“CPP”) Briefing Inspection is conducted to ensure that CPP Roll Call briefings are being conducted. The purpose of the inspection is to ensure compliance with Office policies and to promote proper supervision. It adheres to the Paragraph 70 of the Court’s Order. There were 4 inspections done during the reported timeframe in July, October, and November of 2020, and April 2021.



Targeted Integrity Inspection

Audits and Inspections Unit conducts targeted integrity inspections on an as-needed basis to examine a specific employee, or group of employees, who has or have been identified through an analysis conducted by the Bureau of Internal Oversight, the Professional Standards Bureau, the

Early Identification System, or other data collection methods, and is displaying indications, or concerns of involvement, related to potentially improper or illegal behavior. All documents are adhering to MCSO Policies EB-1, EB-2, GJ-35, and Section 303 of the AIU Operations Manual. There were 3 inspections done during the reported timeframe, in December 2020, March 2021, and July 2021. As the July 2021 Targeted Integrity Test was started in June it is included in this report. In two of the three conducted inspections AIU determined that the disposition was a PROCEDURAL FAIL, meaning that the behavior did not comply with MCSO Policy but did not constitute criminal or serious misconduct.



In an effort to adequately provide the public with current information about the audits and compliance inspections conducted by MCSO, updates are made to the BIO website on a routine basis to meet the requirements of the Court's Order. All audits and compliance inspections; the current MCSO Bureau of Internal Oversight Audits and Inspections Policy, GH-4; the current MCSO Early Identification System Policy, GH-5; the BIO organizational chart; and contact information for BIO can be found on the BIO website: <http://www.mcsobio.org>.

Annual Policy Assessment

MCSO's Policy Development Section is comprised of 10 employees who are responsible for reviewing and revising Office Policies. The Administrative Services Division Director Tiffani Shaw oversees the Policy Development Section which consists of (1) section commander, (1) detention sergeant, (1) sworn sergeant, (1) detention officer, and (6) management analysts.

All MCSO Policies go through a six-stage process during the review and revision period. These stages consist of review by division staff, command review, approval, publication, and electronic distribution. The policy database, Office Policy files, and MCSO publications are reviewed for inclusion, if necessary, within the policy. In addition, input is received from subject matter experts in the affected areas of the MCSO, including command personnel. Each Office Policy is reviewed for proper grammar, sentence structure, and formatting. Office Policies related to the Court's Order are subjected to additional review and approval by the Monitor. Since the amendment of the Second Order, the CAB has also played a part in the review of policies by providing recommendations that will increase community trust. Once the Office Policy has been finalized, approval is needed from the Policy Development Section chain of command, Executive Chiefs, and the Chief Deputy or designee.

Consistent with MCSO's obligation to deliver police services consistent with the Constitution and the laws of the United States and Arizona, and as required by Paragraphs 18 and 19 of the Court's Order, MCSO continually reviews its Patrol Operations Policies and Procedures and revises them as necessary.

Consistent with Paragraph 31 of the Court's Order, regarding MCSO personnel's receipt and comprehension of the Office Policies and Procedures, the Training Division utilizes The HUB system to distribute and require attestation of all *Briefing Boards* and published Office Policies. The HUB system memorializes and tracks employee compliance with MCSO Office Policy and Procedures; employees acknowledge they understand and shall abide by the requirements of Office Policies and Procedures. MCSO provides the Critical, Detention, Enforcement, and General Policies through The HUB as a resource for all MCSO personnel.

During this annual period, the Policy Development Section reviewed, revised, and published 34 Office Policies relative to the Court's Order. These Office Policies were reviewed and approved by the Monitor. (See Table #1):

TABLE 2: DISSEMINATION OF COURT ORDER RELATED POLICIES FOR 2020/2021

Dissemination of Court Order Related Policies

Policy No.	Policy Name	Published Date
CP-2	<i>Code of Conduct</i>	07/29/2020
CP-3	<i>Workplace Professionalism</i>	03/03/2021
CP-5	<i>Truthfulness</i>	09/10/2020
CP-8	<i>Preventing Racial and Other Bias-Based Profiling</i>	09/03/2020
EA-2	<i>Patrol Vehicles</i>	03/02/2021
EA-11	<i>Arrest Procedures</i>	05/27/2021
EB-1	<i>Traffic Enforcement, Violator Contacts, and Citation Issuance</i>	02/24/2021
EB-2	<i>Traffic Stop Data Collection</i>	06/14/2021
EB-7	<i>Traffic Control and Services</i>	04/22/2021
GA-1	<i>Development of Written Orders</i>	12/30/2020
GC-11	<i>Employee Probationary Periods</i>	06/24/2021
GC-12	<i>Hiring and Promotional Procedures</i>	07/22/2020
GC-13	<i>Awards</i>	07/21/2020
GC-17	<i>Employee Disciplinary Procedures</i>	05/27/2021
GD-9	<i>Litigation Initiation, Document Preservation, and document Production Notices</i>	09/30/2020
GE-3	<i>Property Management and Evidence Control</i>	06/08/2021
GE-4	<i>Use, Assignment, and Operation of Vehicles</i>	05/27/2021
GF-1	<i>Criminal Justice Data Systems</i>	04/13/2021
GF-3	<i>Criminal History Records Information and Public Records</i>	12/30/2020
GF-5	<i>Incident Report Guidelines</i>	05/20/2021
GG-1	<i>Peace Officer Training Administration</i>	03/30/2021
GG-2	<i>Detention/Civilian Training Administration</i>	03/30/2021
GH-2	<i>Internal Investigations</i>	06/25/2020
GH-4	<i>Bureau of Internal Oversight Audits and Inspections</i>	02/24/2021
GH-5	<i>Early Identification System</i>	05/27/2021
GI-1	<i>Radio and Enforcement Communications Procedures</i>	12/30/2020
GI-7	<i>Processing of Bias-Free Tips</i>	06/03/2021
GJ-3	<i>Search and Seizure</i>	06/03/2021
GJ-5	<i>Crime Scene Management</i>	04/22/2021
GJ-24	<i>Community Relations and Youth Services</i>	03/10/2021
GJ-26	<i>Sheriff's Reserve Deputy Program</i>	06/08/2021
GJ-27	<i>Sheriff's Posse Program</i>	06/24/2021
GJ-36	<i>Use of Digital Recording Devices (Non Body-Worn Cameras)</i>	04/22/2021
GM-1	<i>Electronic Communications, Data and Voice Mail</i>	02/24/2021

During this annual period, the Policy Development Section completed a Statement of Annual Review ("SOAR") for the following Office Policies requiring no changes during the

reporting period. The following SOAR Office Policies were acknowledged and approved by the Monitoring Team:

TABLE 3: SOAR POLICES FOR 2020/2021

SOAR Policies		
Policy No.	Policy Name	Approval Date
CP-11	<i>Anti-Retaliation</i>	10/14/2020
ED-2	<i>Covert Operations</i>	11/05/2020
ED-3	<i>Review of Cases Declined for Prosecution</i>	10/14/2020
GB-2	<i>Command Responsibility</i>	07/27/2020
GC-16	<i>Employee Grievance Procedures</i>	09/24/2020
GC-13	<i>Awards</i>	12/08/2020
GI-5	<i>Voiance Language Services</i>	09/24/2020
GJ-33	<i>Significant Operations</i>	09/24/2020

During this annual period, the Policy Development Section continued to review and revise the following Office Policies:

TABLE 3: ORDER-RELATED POLICIES UNDER REVIEW/REVISION FOR 2020/2021

Order Related Policies Under Review/Revision		
Policy No.	Policy Name	Date Opened
CP-2	<i>Code of Conduct</i>	08/12/2020
CP-3	<i>Workplace Professionalism</i>	06/02/2020
CP-5	<i>Truthfulness</i>	06/02/2020
CP-8	<i>Preventing Racial and Other Bias-Based Profiling</i>	06/02/2020
CP-11	<i>Anti-Retaliation</i>	06/02/2020
EA-2	<i>Patrol Vehicles</i>	08/13/2020
EA-3	<i>Non-Traffic Contact</i>	07/15/2019
EA-11	<i>Arrest Procedures</i>	06/01/2020
EB-1	<i>Traffic Enforcement, Violator Contacts, and Citation Issuance</i>	08/13/2020
EB-2	<i>Traffic Stop Data Collection</i>	06/02/2020
EB-7	<i>Traffic Control and Services</i>	06/02/2020
ED-2	<i>Covert Operations</i>	10/05/2020
ED-3	<i>Review of Cases Declined for Prosecution</i>	06/02/2020
GA-1	<i>Development of Written Orders</i>	06/30/2020
GB-2	<i>Command Responsibility</i>	07/27/2020
GC-4	<i>Employee Performance Appraisals</i>	11/17/2020
GC-4 (S)	<i>Employee Performance Management</i>	10/02/2019

GC-7	<i>Transfer of Personnel</i>	06/01/2020
GC-11	<i>Employee Probationary Periods</i>	06/01/2020
GC-12	<i>Hiring and Promotional Procedures</i>	08/24/2020
GC-13	<i>Awards</i>	08/17/2020
GC-16	<i>Employee Grievance Procedures</i>	06/02/2020
GC-17	<i>Employee Disciplinary Procedures</i>	06/25/2020
GD-9	<i>Litigation Initiation, Document Preservation, and Document Production Notices</i>	01/21/2021
GE-3	<i>Property Management and Evidence Control</i>	06/02/2020
GE-4	<i>Use, Assignment, and Operation of Vehicles</i>	07/01/2020
GF-1	<i>Criminal Justice Data Systems</i>	06/01/2020
GF-3	<i>Criminal History Record Information and Public Records</i>	06/02/2020
GF-5	<i>Incident Report Guidelines</i>	06/01/2020
GG-1	<i>Peace Officer Training Administration</i>	06/06/2020
GG-2	<i>Detention/Civilian Training Administration</i>	06/06/2020
GH-2	<i>Internal Investigations</i>	06/25/2020
GH-4	<i>Bureau of Internal Oversight Audits and Inspections</i>	06/02/2020
GH-5	<i>Early Identification System</i>	06/02/2020
GI-1	<i>Radio and Enforcement Communications Procedures</i>	06/02/2020
GI-5	<i>Voiance Language Services</i>	06/02/2020
GI-7	<i>Processing of Bias Free Tips</i>	09/28/2020
GJ-2	<i>Critical Incident Investigations</i>	02/11/2020
GJ-3	<i>Search and Seizure</i>	07/06/2020
GJ-5	<i>Crime Scene Management</i>	07/01/2020
GJ-24	<i>Community Relations and Youth Programs</i>	06/02/2020
GJ-26	<i>Sheriff's Reserve Deputy Program</i>	09/24/2020
GJ-27	<i>Sheriff's Posse Program</i>	06/19/2020
GJ-33	<i>Significant Operations</i>	06/02/2020
GJ-35	<i>Body-Worn Cameras</i>	07/10/2020
GJ-36	<i>Use of Digital Recording Devices (Non Body-Worn Cameras)</i>	06/02/2020
GM-1	<i>Electronic Communications, Data and Voicemail</i>	06/01/2020

The Community Advisory Board ("CAB") had access to the Office Policies below for input/recommendations throughout this Annual period. The Office Policies were separated by each quarter for input/and recommendations.

TABLE 4: POLICIES FOR CAB INPUT/RECOMMENDATIONS FOR 2020/2021

Policies for CAB input/recommendations		
Policy No.	Policy Name	CAB Quarterly Review
CP-2	<i>Code of Conduct</i>	07/01/2020
CP-8	<i>Preventing Racial and Other Bias-Based Profiling</i>	07/01/2020
CP-11	<i>Anti-Retaliation</i>	07/01/2020
EA-3	<i>Non-Traffic Contact</i>	10/01/2020
EA-11	<i>Arrest Procedures</i>	10/01/2020
EB-1	<i>Traffic Enforcement, Violator Contacts, and Citation Issuance</i>	10/01/2020
GC-13	<i>Awards</i>	01/01/2021
GH-2	<i>Internal Investigations</i>	01/01/2021
GI-5	<i>Voiance Language Services</i>	01/01/2021
GI-7	<i>Processing of Bias-Free Tips</i>	04/01/2021
GJ-24	<i>Community Relations and Youth Programs</i>	04/01/2021

The *Briefing Board* is an official informational publication used by MCSO to announce revised, time-sensitive changes to MCSO Office Policy. The *Briefing Board* has the same force and effect as written Office Policy. During this reporting period, the Policy Development Section published 5 Court Order-related *Briefing Boards*. (See Table #5):

TABLE 5: MCSO BRIEFING BOARDS FOR 2020/2021

MCSO Briefing Boards		
BB No.	Subject	Date Issued
BB 20-54	Policy Revision CP-8, Preventing Racial and Other Bias-Based Profiling Annual Sheriff's Video Reinforcement	09/03/2020
BB 20-60	Immediate Policy Change - GB-2, Command Responsibility	10/15/2020
BB 20-65	Special Briefing Board - Information Every Employee Needs To Know	12/02/2020
BB 21-26	Immediate Policy Change - EB-1, <i>Traffic Enforcement, Violator Contact, and Citation Issuance</i>	05/20/2021
BB 21-32	Immediate Policy Change – GJ-35, <i>Body-Worn Cameras</i>	06/08/2021

Further explanation of the Briefing Boards published during this reporting period:

- MCSO Briefing Board 20-54, published September 03, 2020, announced the annual requirements for viewing of the Sheriff's video associated with the publication of Office Policy CP-8, *Preventing Racial and Other Bias-Based Profiling*, completion of associated test questions and acknowledgment.
- MCSO Briefing Board 20-60, published October 15, 2020, announced an immediate policy change to Office Policy GB-2, *Command Responsibility*, Section 13.2.b. removing the VSCF reference from the requirement regarding supervisor's review of contact forms that did not include a detention.

- MCSO Briefing Board 20-65, published December 02, 2020, announced an annual reminder to all MCSO employees to ensure they familiarize themselves with Office Policies identified in the Briefing Board announcement as being critical to Office operations and the conduct of each employee.
- MCSO Briefing Board 21-26, published May 20, 2021, announced an immediate policy change to Office Policy EB-1, *Traffic Enforcement, Violator Contact, and Citation Issuance* adding additional clarification language regarding criminal traffic violations.
- MCSO Briefing Board 21-32, published June 08, 2021, announced an immediate policy change to Office Policy GJ-35, *Body-Worn Cameras*, adding procedures for deactivation of the body-worn camera when detaining an individual for questions, such as during an impaired driver investigation, where the individual has the right to consult with an attorney in private.

The MCSO Administrative Broadcast is an official Office informational publication used by MCSO for Office-wide announcements to include, but not limited to, written directives, critical information, procedural clarifications, and updates. During this reporting period, the Policy Development Section published 10 Court Order-related MCSO Administrative Broadcasts. (See Table #6):

TABLE 6: MCSO ADMINISTRATIVE BROADCASTS FOR 2020/2021

MCSO Administrative Broadcasts		
AB No.	Subject	Date Issued
AB 20-54	Constitutional Policing Plan Implicit Bias Roll Call Briefing	07/06/2020
AB 20-85	Constitutional Policing Plan Cultural Competency Roll Call Briefing	10/12/2020
AB 21-24	Change to Submitting Printed Incident Reports	03/01/2021
AB 21-29	Constitutional Policing Plan Cultural Competency Roll Call Briefing	03/19/2021
AB 21-40	Reminder: Constitutional Policing Plan Cultural Competency Roll Call Briefing	04/12/2021
AB 21-50	Traffic Stop Survey Launch Date	04/30/2021
AB 21-56	Office Policy CP-8 Required Video Viewing And Supervisor Documented Discussions Or Briefings	05/10/2021
AB 21-62	Incident Report Narrative On Criminal Traffic Violation Citations	05/20/2021
AB 21-67	Consent to Search Form Now in TraCS	06/03/2021
AB 21-71	REMINDER - Office Policy CP-8 Required Video Viewing And Supervisor Documented Discussions Or Briefings	06/09/2021

Further explanation of the MCSO Administrative Broadcasts published during this reporting period:

- MCSO Administrative Broadcast 20-54, published July 6, 2020, announced the implementation of the Constitutional Policing Plan in order to provide staff with additional training and roll call briefings based on trends in traffic stop data.
- MCSO Administrative Broadcast 20-85, published October 12, 2020, announced the implementation of the Constitutional Policing Plan in order to provide staff with additional training and roll call briefings related to cultural competency based on trends in traffic stop data.
- MCSO Administrative Broadcast 21-24, published March 1, 2021, announced an update to submitting Incident Reports electronically in TraCS to the Departmental Reports Section of the Records and AFIS Division. Incident Reports issued after December 31, 2020 are no longer required to be submitted in hard copy in addition to electronically in TraCS.
- MCSO Administrative Broadcast 21-29, published March 19, 2021, announced an annual Constitutional Policing Plan in order to provide personnel with additional training and roll call briefings related to cultural competency based on trends in traffic stop data.
- MCSO Administrative Broadcast 21-40, published April 12, 2021, was a reminder to MCSO Administrative Broadcast 21-29, published March 19, 2021, which announced an annual Constitutional Policing Plan in order to provide personnel with additional training and roll call briefings related to cultural competency based on trends in traffic stop data.
- MCSO Administrative Broadcast 21-50, published April 30, 2021, advised deputies that beginning May 1, 2021, the MCSO will launch to members of the public the opportunity to participate in an Office-provided Traffic Stop Survey. The link and invitation information to complete this survey will appear on all Office Citations, Warnings, and Incidental Contact forms issued after May 1, 2021.
- MCSO Administrative Broadcast 21-56, published May 10, 2021, announced the required video viewing and supervisory documented discussions or briefings specific to the requirements of Office Policy CP-8, *Preventing Racial and Other Bias-Based Profiling*, in order to reinforce that racial and bias-based profiling and/or discriminatory policing are unacceptable. Attached reference material was also provided with this announcement.
- MCSO Administrative Broadcast 21-62, published May 20, 2021, provided information and clarification to deputies when choosing to complete an *Incident Report* narrative within the “***Officer’s Narrative***” field on the *Arizona Traffic Ticket and Complaint* form within TraCS.
- MCSO Administrative Broadcast 21-67, published June 3, 2021, announced the Consent to Search form, in both English and Spanish, was added into TraCS for deputy use. A User Guide was also provided in this announcement.
- MCSO Administrative Broadcast 21-71, published June 9, 2021, announced as a follow-up and reminder to Administrative Broadcast 21-56, to the required video viewing and

supervisory documented discussions or briefings specific to the requirements of Office Policy CP-8, *Preventing Racial and Other Bias-Based Profiling*, in order to reinforce that racial and bias-based profiling and/or discriminatory policing are unacceptable. Attached reference material was also provided with this announcement.

During this reporting period, the Policy Development Section has taken major steps toward compliance with the Court's Order by:

- Reviewing, revising, and re-publishing CP-8, *Preventing Racial and Other Bias-Based Profiling*, to clearly prohibit discriminatory policing, pursuant to Paragraph 21 of the Court's Order.
- On September 3, 2020, Briefing Board 20-54 was published to require all employees to log into to The HUB to view the Sheriff's video, answer associated test questions, and acknowledge the viewing of the video and Office Policy CP-8, *Preventing Racial and Other Bias-Based Profiling*.
- MCSO Administrative Broadcast 21-56 was published May 10, 2021, advising that supervisors shall unequivocally and consistently reinforce to subordinates that racial and bias-based profiling and/or discriminatory policing are unacceptable. Such direction shall occur, at a minimum, once in the first half of the calendar year and once in the second half of the calendar year.
- To further reinforce the requirements of Paragraph 70 of the Court's Order, MCSO has implemented the Constitutional Policing Plan. The MCSO Training Division provided material used for Roll Call Briefings through the publications of MCSO Administrative Broadcasts AB 20-54 (published July 6, 2020), AB 20-85 (published October 12, 2020), AB 21-29 (published March 19, 2021), and AB 21-40 (published 04/12/2021).
- Reviewing and revising Office Policies related to traffic enforcement (EB-1, *Traffic Enforcement, Violator Contacts, and Citation issuance*, EB-2, *Traffic Stop Data Collection*, GH-5, *Early Intervention System*), to prohibit racial profiling in the enforcement of traffic laws, pursuant to Paragraph 25 of the Court's Order.
- Reviewing and revising Office Policies related to detentions and arrests (EA-11, *Arrest Procedures*) to ensure that race or ethnicity is not a factor in establishing reasonable suspicion or probable cause, pursuant to Paragraph 26 of the Court's Order.
- Reviewing and revising Office Policies for pre-planned operations (GJ-33, *Significant Operations* pursuant to Section VI of the Court's Order); for command authority (GB-2, *Command Responsibility* pursuant to Paragraph 83 of the Court's Order); and for uniform guidelines and procedures for the development, distribution, and availability of Office Policy (GA-1, *Development of Written Orders* pursuant to Paragraph 31 of the Court's Order).

- Reviewing and revising policies and procedures as necessary upon notice of a policy deficiency during audits or reviews, pursuant to Paragraph 34 of the Court Order.

The Policy Development Section will continue to review all patrol operations policies and procedures and make appropriate amendments as needed to ensure they reflect the Court's permanent injunction and the Court's Order and remain current with professional standards and the laws of the state of Arizona and the United States Constitution.

During this annual period, the Policy Development Section reviewed approximately 186 MCSO Office Policies in preparation for revision, continued with its annual review of all Critical Policies, and published 60 Briefing Boards and 130 Administrative Broadcasts.

This includes the publication of 34 MCSO Office Policies, 5 Briefing Boards, and 10 MCSO Administrative Broadcasts that were directly related to the Court's Order.

Pre-Planned Operations

Paragraph 36 of the Court's Order requires that MCSO develop a written protocol including a statement of operational motivations and objectives, parameters for supporting documentation, operational plans, and instructions for supervisors, deputies, and posse members. To comply with Paragraph 36, MCSO developed and disseminated Office Policy GJ-33, *Significant Operations*. GJ-33 includes protocol templates and instructions for Significant Operations and Patrols as the Court's Order, Section VI directs.

MCSO did not conduct any significant operations during this annual reporting period.

MCSO has been in Phase 1 and Phase 2 compliance with Section V (Pre-Planned Operations) of the Court's Order (delineated in Paragraphs 35-40), since December 31, 2014.

Training

The MCSO Training Division delivered several Court Order-related courses critical to the overall success of MCSO. MCSO recognizes the importance of this training. Not only will it assist in obtaining Full and Effective compliance, but it is key to ensuring the continued deliverance of constitutionally sound policing.

The COVID-19 pandemic this past year presented a unique challenge to the Training Division. The Division met this unprecedented challenge with the attitude of getting as much meaningful training delivered as safely possible. Even though a significant number of Training Staff became ill at one point or another through the year we still successfully delivered the below-described training. We took all precautionary steps as recommended by the CDC while physically at MCSO's offices. Like many community members, the Training Division was also impacted by employees whose children no longer could attend school. This required those employees to telecommute or work alternative schedules. The Training Division takes great pride in the fact we did not create a work stoppage through this challenge, and instead continued to develop and deliver training. Despite best efforts, some of the 2020 training delivery was delayed due to the pandemic. The Division hopes for a more normal training delivery year in 2021.

To accomplish the goal of full and effective compliance, the Training Division has continued to evolve and to deliver quality and impactful training. The First Order requires MCSO to develop three types of training: (1) Bias-Free Policing consistent with Paragraphs 48 and 49; (2) Detentions, Arrests, and Immigration-Related Laws consistent with Paragraphs 50 and 51; and (3) Supervisor and Command Level Training consistent with Paragraphs 52 and 53. The Second Order requires MCSO to develop additional misconduct related training and misconduct investigations training for supervisors consistent with Paragraphs 178-182.

MCSO has worked towards making changes to meet industry standards as well as incorporate Monitor and Party recommendations including non-binding recommendations when possible.

During this reporting period the Training Division completed a history video related to the Constitutional Policing Plan titled "The History and Impact of Discriminatory Policing in Maricopa County." This final approved product will be featured in the 2021 ACT.

In March of 2021, MCSO CORT Training staff members attended a 3-day course hosted by the Public Agency Training Council titled, "Identifying Implicit-Explicit Bias." This course was attended to further the development of MCSO's in-house instructors.

The 2020 PSB-8 Internal Training course for all investigative personnel assigned to the Professional Standards Bureau was delivered on October 16, 2020. The course was taught by an outside vendor which the parties had previously worked with and were familiar with.

The 2020 PSB-8 External Training course for all supervisors who may investigate employee misconduct began with the Teach the Trainer ("TTT") course on January 8, 2021 and continued with classes through April of 2021. Again, MCSO had the students complete a misconduct investigation from beginning to end with a new set of scenarios, building off that of 2019. MCSO produced several videos, making it a priority to improve compliance deficiencies found by the Monitor Team in District level PSB cases. The 2021 PSB 8 TTT was held August 19, 2021 and is currently being delivered.

The 2020 Supervisor Responsibilities: Effective Law Enforcement (SRELE) began with TTT on August 5, 2020 and continued with classes through February of 2021. The 2021 SRELE TTT is tentatively scheduled for October 27, 2021.

Due to the COVID-19 Pandemic and with Monitor approval, the 2020 Annual Combined Training was delivered Office wide via The HUB. This began with TTT held December 10-11 of 2020. The recording for The HUB was filmed on December 16 and 18, 2020. By March 5, 2021 the recording was edited and released into The HUB. The majority of the training had been delivered by May of 2021. The 2021 ACT TTT is tentatively scheduled for September 20, 2021.

In relation to the Constitutional Policing Plan, other than the completion of the aforementioned video, MCSO was able to complete the FTO Cultural Competency Training. This was a Privilege Workshop presented by Dr. Neil Lester of Arizona State University. MCSO provided two separate sessions of this workshop, October 23rd and October 30th of 2020.

Also in relation to the CPP was a Fair and Impartial Decision Making class, an original creation of the MCSO Training Division. This class was a HUB course first provided on February 5, 2021.

In relation to the Cultural Competency Training required by the CPP, the Training Division completed a HUB course containing curriculum ascertained directly from the community of Aguila, which MCSO serves. The class was approved April 5, 2021, and subsequently rolled out onto The HUB. This is the first of its kind and also the first part of a continuing series that will include other areas of the County within MCSO's jurisdiction. The next project, Guadalupe, is in the final stages.

The Training Division completed three major overhauls of previously-approved classes that needed significant updates beyond an annual review. The first was the 20-hour Bias Free and 4th and 14th Amendment Training. This TTT occurred on February 5, 2021. The second was the PSB 40-hour introductory class. This TTT was completed from March 1st to March 5, 2021. The third was the Blue Team 1&2 hour courses. These TTT occurred on May 24, 2021.

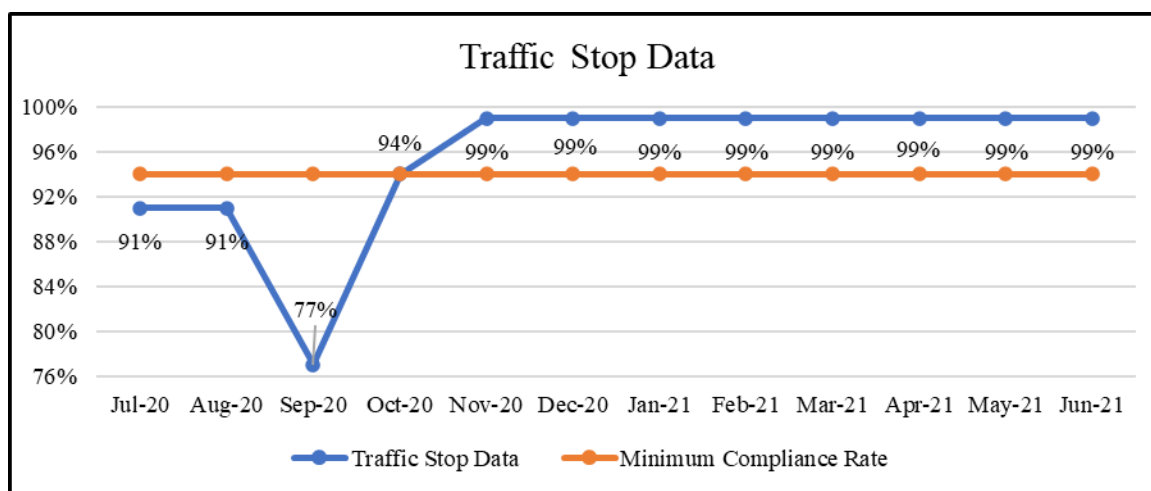
The Training Division continues to evolve with the guidance and assistance from the Monitoring Team and Parties. The vision that Constitutional policing is the best and only way to provide law enforcement services guides MCSO's training and curriculum development.

Traffic Stop Documentation and Data Collection and Review

During this rating period, the BIO conducted twelve traffic stop-related inspections to comply with the Court's Order, Paragraph 64 (See Section III-D). The Monitoring Team chose a random sample of traffic stops for each inspection. The inspections comply with MCSO Policies EB-1, Traffic Enforcement, Violator Contacts, and Citations Issuance, and EB-2, Traffic Stop Data Collection; and is consistent with the Court's Order, Paragraphs 54 a-m, 55, 56, and 57. Respective division commanders received BIO Action Forms for any deficiencies.

During the third quarter of 2020, the overall compliance rate for the quarter was 86%. July's and August's compliance rates were 91%, and September's compliance rate was the lowest at 77%. 35 traffic stops were inspected and a total of eight deficiencies were found. Four deficiencies were from deputies not properly documenting additional units on scene, two were for searches not documented on all applicable forms, and one deficiency for a deputy incorrectly identifying a driver as White when the BWC review revealed the driver was Asian, and finally a vehicle was not towed when required by policy. All deficiencies were addressed through Bio Action Forms (BAF's).

- The fourth quarter of 2020 had an overall compliance rate of 97%. The monthly compliance rates were 94% for October, 99% for November and December.
- The first quarter of 2021 had an overall compliance rate of 99%. The monthly compliance rates were 99% for January, February, and March.
- The second quarter of 2021 had an overall compliance rate of 99%. The monthly compliance rates were 99% for April, May, and June.



In addition to the Monthly Traffic Stop Data Inspections completed by the Bureau of Internal Oversight, MCSO continues their partnership with CNA Analytics and Solutions (“CNA”). CNA is an organization with over 75 years of experience helping federal, state, and local law enforcement agencies analyze and improve their organizations in a variety of areas. CNA aids in the analysis and review of Traffic Stops and Traffic Stop Data.

BIO’s Research and Reporting Unit is comprised of 3 graduate-level researchers who work with CNA to analyze traffic stop data. The RRU will eventually take over all responsibilities for collecting and analyzing traffic stop data. The RRU has contributed across all units in BIO, contributing to AIU, EIU and TSAU’s work where practical.

During this reporting period, BIO and the RRU primarily focused on the Traffic Stop Monthly Report (“TSMR”), a data-driven program designed to analyze traffic stop data on a monthly basis and intervene with deputies who show warning signs or indicia of bias-based policing. The RRU worked tirelessly to refine and implement the approved methodology for the TSMR. The approved methodology analyzes the traffic stop enforcement behavior of all patrol deputies over a rolling 12-month period. The analysis is designed to identify deputies whose traffic stops are racially or ethnically disparate from their peers on five benchmarks: stop length, citation rate, search rate, arrest rate, and seizure rate. With the Monitoring Team’s approval, a pilot TSMR program began in April 2021. The pilot is expected to last through the remainder of 2021.

The RRU has assisted or conducted 3 Traffic Stop Quarterly Reports over the last year.

- TSQR2, published in December 2020, analyzed feedback from 17 supervisors who participated in previous deputy interventions that were based on the 3rd Traffic Stop Annual Report. The report assessed their thoughts on the effectiveness of the interventions and the time needed to conduct a thorough review and intervention on deputies who were flagged as outliers through the statistical analysis in the 3rd TSAR. The report concluded with recommendations to consider for the current TSMR pilot.
- TSQR3, published in March 2021, looked at the frequency and accuracy of the Extended Traffic Stop Indicators (“ETSI”) used by patrol deputies to determine if they were used appropriately during traffic stops and if there were racial disparities in how often ETSIs were used. The report found that deputies appropriately used ETSIs 95% of the time. The report concluded with recommendations to increase the accuracy even further.
- TSQR4, published in June 2021, identified the frequency and duration for Long Non Extended Traffic Stops (LNETS), racial disparity in LNETS, and the situational context of stops that resulted in LNETS. Information derived from this report may be used to make changes to the MCSO traffic stop data collection, traffic stop review policy, and traffic stop policy.

The Monitoring Team and Parties have agreed in principle on the topics for forthcoming quarterly reports that will be completed by either MCSO units (TSAU and RRU) or CNA as methodologies are approved.

The MCSO has worked with the Monitor Team, the Parties, and CNA to develop the Traffic Stop Annual Report (TSAR). The sixth TSAR was published during the 2nd quarter of 2021, and analyzed traffic stop data for calendar year 2020.

Additionally, the RRU developed and deployed MCSO's Traffic Stop Survey which provides information on MCSO deputies' adherence to procedural justice principles as part of MCSO's Constitutional Policing Plan Goal 5: Delivering enhanced training on cultural competency and community perspectives on policing. The survey has been designed to capture the community's perspective on how well MCSO is meeting procedural justice principles. The four principles of procedural justice are: (1) Treating people with dignity and respect, (2) giving individuals voice during encounters, (3) being neutral and transparent in decision making, and (4) conveying trustworthiness.

The RRU is also assisting with the Constitutional Policing Plan Goal 9: Building a workforce that provides constitutional and community-oriented policing and reflects the community we serve and is working with HR to develop, deploy and report out on an Employee Engagement Survey.

Early Identification System (EIS)

The EIU was created to assist in the identification of employees who may exhibit problematic behaviors that, if addressed and corrected, may assist employees in continuing to function in an efficient and productive manner. In addition, the EIU supports the effective supervision and management of employees, including the identification of and response to potentially problematic behaviors, including racial profiling and unlawful detentions and arrests.

The EIU is responsible for administration of the Early Identification System (“EIS”) along with development and updates of GH-5 Policy. EIU has continuously worked to update/revise GH-5, develop sections of BIO/EIU Operations Manual, and create training courses which provide procedures and effective resources for the EIS. The EIS is designed to assist supervisors with consistently evaluating employees, conducting performance evaluations, identifying outstanding employee performance, identifying those whose performance warrants further review, intervention, and when appropriate, a referral to the PSB for alleged misconduct. It is the policy of the Office to use data from the EIS to support effective supervision, evaluation, and management of employees to promote lawful, ethical, and professional police practices; to identify behavior that represents a risk to the employee, community, or the Office; and to evaluate Office operating procedures.

EIU command regularly works with CID, PSB, Training, Administrative Services, Human Resources, MCSO Technology Bureau and Policy sections to achieve shared goals related to the EIS. Additional assistance is provided by outside vendors CNA and CI Technologies.

During this reporting period, the IA Pro system triggered 985 alerts:

- The EIU forwarded 217 alerts to supervisors for further review.
- The EIU processed and quality-assured the following:

Incident type	Jul/Sep 2020	Oct/Dec 2020	Jan/Mar 2021	Apr/Jun 2021	Totals
Academy Notes	86	35	83	46	250
Award Recipient	85	53	33	37	208
Briefing Notes	593	617	554	930	2694
Coaching	38	51	54	56	199
Commendation	185	171	163	198	717
Critical Incident	7	8	8	15	38
Data Validation	17	38	10	16	81
E I S Action	65	20	32	93	210
EIS Alert	70	41	53	53	217
Employee reported activity	161	134	145	145	585
Firearm discharge	3	6	3	3	15
Forced entry	4	2	4	3	13
Higher Award Nomination	12	29	34	19	94
IR Memorialization	6	13	4	5	28

Line Level Inspection			872	1020	3434
MCAO Further Notice	106	62	64	66	298
MCAO Turndown Notice	353	209	126	154	842
Minor Award Nomination	26	23	28	22	99
Performance Asmnt Measure	150	168	172	147	637
Supervisor Notes	14518	14153	13819	13928	56418
Vehicle accident	39	40	31	38	148
Vehicle pursuit	2	1	1	4	8
Total:	17253	16689	16293	16998	67233

During this reporting period, the EIU has continued efforts to maintain the day-to-day basic functions of the EIS and utilizes the system to its full potential and while continually working to improve the EIS through enhancement and modification. Aside from the day-to-day maintenance of the EIS, there are numerous ongoing projects that further the EIU goal to improve efficiency and support effective supervision.

Completed projects for this year include updates to the Blue Team one- and two-hour training lesson plans. These courses are the introductory classes taught at the Sworn and Detention academy. Both lesson plans were due for an update and EIU staff worked with the Training Division to complete the project.

Other projects remain in progress, including the updated lesson plan for the EIS Supervisor Class and EIS Threshold Analysis Project. The EIS Supervisor Class is intended to be the entry-level EIS class for newly hired/promoted supervisors. EIU and the Training Division completed the updated version and submitted it to the Monitoring Team and Parties for approval during this reporting period. EIU continues to work on the EIS Threshold Analysis Project. The objectives of this project are to develop policy and procedure for determining EIS thresholds, routine review of thresholds, and implementation of new thresholds. This project timeline was extended beyond 2020 as a new approach to threshold analysis was being developed in conjunction with the TSMR methodology. EIU, with the assistance of the BIO Research Unit, plans to submit the initial proposal during the 3rd quarter of 2021. Once a procedure is in place for threshold analysis, the EIU can explore the accuracy of generated alerts and explore new thresholds that may need to be a part of the EIS process.

Supervision and Evaluations of Deputy Performance

Efforts in the area of supervision and performance management are recognized as critical to the overall effectiveness of the Office's efforts to gain compliance. Providing supervisors with the training, resources, and skills necessary to ensuring proper supervision and evaluation is a priority in the development of our employees in order to serve our communities in the most efficient, professional, and unbiased manner.

In 2019, an MCSO workgroup was established to explore improvements to the Office's Employee Performance Appraisal (EPA). During the past year, the Human Resources Bureau continued efforts that the workgroup began in 2019 aimed at streamlining the performance management process and improving supervisor effectiveness in evaluating employee performance. Key topical areas of this initiative include but are not limited to:

- promoting a performance management attitude that includes goal setting and performance planning at the beginning of the performance cycle;
- adopting a philosophy of supervisors managing to consistent employee competencies and role-based performance expectations;
- updating the performance management evaluation scale to utilize ratings that permit recognition of variations in employee performance (i.e., successful, exceptional, improvement needed)
- ensuring appropriate appraisal sections so there is consistency in how supervisors document required performance areas in a manner necessary to achieving compliance; and
- deploying a user-friendly electronic application for evaluators to prepare performance appraisals in an efficient and streamlined manner that includes ready access to supervisor notes.

Development of a new performance management policy GC-4(S), Employee Performance Appraisals for sworn personnel, and a corresponding training curriculum, was a primary focus and received final approval during this reporting period. Both the policy and accompanying training materials will be implemented with the sworn workforce. An appropriate training schedule across all levels of sworn supervisory personnel will occur during the coming year. Concurrent with development of the policy and related training, consultation between the Human Resources and Technology Bureaus regarding an electronic EPA tool, one that allows supervisors to successfully manage employee performance consistent with the new policy, resulted in the engagement of Maricopa County's contracted performance management application vendor to replace the current internally developed software application. Preliminary planning and implementation discussions began and will continue in the next year.

Beyond the scope of work on performance management, the Human Resource Bureau furthered its recruitment and retention efforts consistent with the Constitutional Policing Plan (CPP) goal #9 to recruit a diverse workforce. Through FY21, the Human Resources Bureau continued an advertising campaign and utilization of an outside marketing firm to promote the Office as an employer of choice and promote hiring of employees from diverse backgrounds. The campaign included billboard advertising, radio ads, and social media.

The Bureau successfully engaged a third-party consultant to supply a modernized Deputy Sheriff pre-employment examination to aid in this critical yet time-consuming aspect of hiring law enforcement professionals. This effort ensured that the exam components being utilized were aligned with the necessary competencies as they exist today for successful performance. Enhanced pre-employment physical readiness standards (based on a prior validation study), moved to the later stages of the hiring process to provide applicants with additional time to prepare for the assessment. Additionally, applicants were provided with a preparation guide as well as assistance from Training Division staff during the physical readiness assessment. Moving the physical readiness component to the end of the hiring process has resulted in a higher success rate for well-qualified candidates.

Work continued to improve the efficiency of the background investigation process being experienced through the implementation in 2020 of eSOPH, a cloud based, case management system designed for the processing of pre-employment background investigations. eSOPH and utilization of a 3rd party background vendor to run credit reports, employment verification, education verification, etc. allowed the Office to leverage technology and allow processing of candidates during the pandemic with limited interruption as much of the processing could take place virtually.

Efforts were ongoing to refine the Office's practices through the implementation of background investigation tiers to align pre-employment processes with the needs of the specific position while ensuring integrity and suitability for employment. The new background tiers as well as new hiring standards for marijuana and hard drug use implemented for certain positions resulted in an increased applicant pool.

Unfortunately, despite best efforts and process improvements, the hiring gains made in the immediate prior year diminished due to the challenge of hiring during the COVID-19 pandemic. Overall hiring, of new hires/rehires only, from July 2020 through June 2021 fell to:

- Detention Officers – 96 (74% decrease from 377 in FY20)
- Civilians – 106 (32% decrease from 155 in FY20)
- Deputy Sheriff/Trainee – 50 (4% decrease from 52 in FY20)
- Total = 252 (57% decrease from 584 in FY20)

It is important to note that while the Deputy Sheriff/Trainee numbers above are specific to new hires/rehires only, during FY20, there were 24 current MCSO employees that transitioned to Deputy Sheriff Trainee.

Misconduct and Complaints Annual Report

The PSB contracted a subject matter expert to provide specialized misconduct training to investigators assigned to the PSB. The PSB-Internal annual training in conducting investigations involving critical incidents; and the annual 8-hour refresher training for supervisors outside of the PSB who conduct misconduct investigations, were completed.

Consistent with the Court's Order, Paragraph 251c, in 2020 the PSB created a survey in order to collect demographic information from its complainants to ensure that complainants are treated fairly and without bias. The survey is available on-line and in print format, and sent to complainants upon closure of the investigation. During this reporting cycle, PSB received 17 responses from the approximately 290 surveys that were sent out.

During this reporting period, the PSB again experienced an influx of complaints, resulting in a significant backlog of investigations and division case review. The PSB attempted to alleviate the workload by implementing the following:

- Hired an additional three civilian investigators for a total of six to assist with investigations.
- Hired eight additional administrative staff members and a supervisor to provide case and administrative support to investigators.
- Complaints regarding an inadequate level of service due to manpower or resources, or statutory authority required of MCSO; or a complaint that is not an allegation of employee misconduct, were processed as service complaints, which requires less investigative action than an administrative investigation. Additionally, a short form Service Complaint is used to expedite the process for handling service complaints in which it can immediately be identified that the complaint does not involve an MCSO employee.
- Increased utilization of the PSB Commander's discretion to determine that internal complaints alleging minor policy violations can be addressed without formal investigation if certain criteria exist.
- Utilized the protocol for situations in which witness interviews may not need to be conducted, for example, when there is convincing evidence without the need to interview some potential witnesses, misconduct did nor did not occur.
- Utilized a protocol of offering an in-person interview of external complainants, witnesses, and investigative leads; and when appropriate, conducting interviews over the phone to expedite information gathering.
- PSB engaged supervisors from the Administrative Support Division to assist with the initial case reviews of district investigations; and engaged in a partnership with

Maricopa County Human Resources to initially vet employee relations complaints to determine whether a policy violation occurred.

- Created the Employee Retention and Performance Division under Human Resources Bureau which is tasked with supporting supervisors and managers in resolving workplace concerns that can be appropriately addressed through human resource consultations rather than administrative investigations.
- Initiated pilot program to explore the feasibility of contracting with an additional vendor to assist with the current backlog of administrative investigations.

The PSB updated its Operations Manual in December 2020. Also, the PSB continued to publish on its website the Semi-Annual Public Report of Misconduct (as required by Paragraph 251 of the Court's Order) and monthly website summaries of completed investigations (as required by Paragraph 252).

To assure that MCSO's actions comply with the Court's Order and the high standards the Office expects, MCSO continued with a multi-step approach to address misconduct and complaints.

- First, PSB continues to review all division level investigations and provide written feedback to division level investigators and their chains of command in order to improve the thoroughness of the investigations, obtain structure and consistency in format, ensure the inclusion of proper forms, and provide assistance with future investigations. The intent of the feedback is to evaluate, educate, assist, and provide suggestions for future division level investigations. The PSB also provides feedback regarding the efficiency and thoroughness with which the divisions undertake and complete administrative investigations. The PSB reviews division cases for quality control prior to final submission to the appointing authority for final findings.
- Second, A sworn lieutenant and one sworn sergeant are permanently assigned to PSB to act as liaisons with the other divisions. They are tasked with the primary responsibility of reviewing all division level cases for thoroughness and accuracy; providing investigative feedback to the investigator and his chain of command; and documenting and tracking investigative deficiencies, pursuant to the Second Order, Paragraph 211. The PSB continues to monitor and track investigative deficiencies that occur at the division level.

PSB also worked with the Policy Section to revise Office Policy GH-2, Internal Investigations, to include additional compliance elements listed in the Second Order. Office Policy GH-2 revisions were published in May 2021.

In addition to GH-2, the PSB worked with the Policy Section to revise Office Policy GC-17, Employee Disciplinary Procedure, to include revised discipline matrices; and protocols for coaching as a non-disciplinary action between a supervisor and employee that supports an individual in achieving personal and professional goals by providing training, advice, and guidance in response to a specific situation. GC-17, Employee Disciplinary Procedure revisions were published May 2021.

Pursuant to Paragraph 275 of the Second Order, the Monitor is vested with the authority to supervise and direct all administrative investigations pertaining to Class Remedial Matters (“CRMs”). The PSB continued to meet with the Monitoring Team to determine and establish protocols on how to proceed with the reporting, investigation, and review of CRM investigations (Paragraph 278). The PSB commander continues to meet weekly with members of the Monitor Team to review and discuss CRM investigations and subsequent discipline in sustained investigations.

Consistent with the Court’s Order, Paragraph 102, the MCSO mandated that any internal or external misconduct allegations must be reported to the PSB. Whenever misconduct is alleged, the PSB must assign an IA case number. During this reporting period, the PSB assigned 718 IA case numbers and completed and closed 417 IA cases. PSB assigned 26 CIA (criminal) cases and closed 12 CIA cases. The PSB also assigned 36 critical incidents and closed 32 critical incidents.

Consistent with the Court’s Order, Paragraph 102, requiring all personnel to report without delay alleged or apparent misconduct by other MCSO personnel, during this reporting period, PSB received 249 internal complaints during this reporting period, demonstrating compliance with the Court’s Order. Of the 249 internal complaints received, 232 were administrative investigations and 17 were criminal investigations. Additionally, PSB received 430 service complaints (Paragraph 188).

Consistent with the Court’s Order, Paragraph 32, requiring that all patrol operations personnel report violations of policy; during this reporting period, PSB received 277 complaints from patrol personnel.

Consistent with Court’s Order, Paragraph 33, requiring personnel engaging in discriminatory policing to be subject to administrative investigation and discipline; during this reporting period PSB received 63 complaints and completed 24 investigation alleging discriminatory policing.

Consistent with the Court’s Order, Paragraphs 90, 91, and 249, requiring that PSB track as a separate category, allegations of unlawful stops, searches and seizures, or arrests; during this reporting period PSB received 10 complaints and completed two investigations alleging unlawful stops, searches, seizures, or arrests.

Consistent with the Court’s Order, Paragraph 24, requiring a response to hotline complaints, during this reporting period the PSB received 5 complaints via the PSB hotline.

Community Engagement

Community Engagement is an area MCSO strives to promote with our Civilian Employees, Detention Officers and Sworn Personnel. Deputies in the field are encouraged to develop positive relationships with community members and the local businesses we serve. In furtherance of the Community activities and meetings we attend, the Community Outreach Division (COoD) is dedicated to building relationships and regaining the community's trust. This is not only a requirement of the Court's Order, but this is also consistent with Sheriff Penzone's vision and values to improve and build relationships within the community in a non-law enforcement environment.

MCSO's quarterly register records community policing activities performed by MCSO Patrol Deputies across the County. During this annual assessment period, the Sheriff's Office registered several hundred events, where combined public attendance exceeded thousands. During this same period, MCSO recorded numerous occasions of community policing utilizing the Computer Aided Dispatch System; those engagements totaled over thousands of staff hours and are primarily attributed to the community policing activities of Patrol Deputies.

In all these endeavors, MCSO puts forth the effort to build sustainable outreach programs, many of which are listed on the MCSO webpage. MCSO also utilizes social media to communicate and share information about events taking place within the community as well as sharing information about employees, public safety announcements, and recruitments are just a few of the areas captured.

There are many programs that benefit community members that are rarely spoken about, such as MCSO's liaison program with the Central American Consulates. This program has facilitated unprecedented access for the Consulate's staff to perform official duties and outreach within the jail system. The collaborative relationship with the Central American Consulates expanded to include their donation of Spanish language books for distribution to Mexican National inmates within the jail system, promoting literacy.

Several community advisory boards have been created at the direction of Sheriff Penzone, in addition to the Court-ordered Community Advisory Board. These community advisory boards advise the Sheriff on important matters that affect the community as well as being a voice to and for the communities they represent. Hispanic, African American and LGBTQ+ Advisory Boards are made up of Dreamers, businesspeople, activists, educators, and community leaders. Each person was identified by members in the community as strong voices and active members.

In July 2020, the Community Outreach Division collected items from the Training Center, which had been replaced with new exercise equipment and disseminated to several community partners to assist with providing wellness. The exercise equipment was offered and accepted by the Community of Aguila and the Town of Guadalupe, and both were excited about the exercise equipment and have implemented the exercise equipment to community members.

On August 5, 2020, MCSO partnered with ASU, Chicanos Por La Causa, and the Boys and Girls Club for a virtual disco party for young adults ages 16 through 24. This event allowed youth to express themselves, speak their minds, and have a good time. The virtual disco party included an open dialogue about the role law enforcement plays in our communities and how we can build better trust and healthy relationships.

On August 31, 2020, the Community Outreach Team met with Mexican Consul Lilian Cordoba. The objective of the meeting was to ensure the Mexican National pretrial detainees in MCSO custody had access to speak to the Consulate. Due to COVID-19, all staff from the Mexican Consulate were assigned to work from home, and this hindered them from performing the vital task of speaking to inmates in MCSO custody. The Community Outreach Team worked with Visitation's Administrative Sergeant House to grant Mexican Consulate staff video visitation access. The access provided to the consulate allows them to visit the inmate with no time limit or cost to the consulate. Video visitations are coordinated by Community Outreach on a weekly basis to our jails.

On September 3, 2020, members of Community Outreach Division were involved in a virtual interview with Estrella Mountain Community College Students. Professor Gibson Thurman invited us to speak to the students about "what to do when stopped by the Police". This conversation was very engaging and challenging. We were able to provide life experiences and listen to those of the students. In the end we all learned from each other. Professor Thurman thanked us and said that her students really enjoyed the conversation.

In September 2020, the Community Outreach Division collected additional items from the Training Center, which are utilized as exercise gear and donated it to the Franklin Police and Fire High School. This equipment is designed to help the students learn self-defense. The school is eager to use the equipment and a training session has been set to employ certified defensive training instructors at the high school to teach the students some police techniques and self-defense.

On September 26, 2020, Community Outreach was in attendance at the "National & Global Day of Prayer." This event, which happened simultaneously around the nation and globe, is a day when different religious and denomination organizations get their congregations together to pray and show gratitude. This particular event took place at the Arizona State Capital and was organized by Chaplain Magdalena Schwartz, who is a strong and prominent leader within the Hispanic Community. Events such as these allow us to strengthen our connections to such organizations and leaders, ultimately allowing us to serve those who are too scared to contact law enforcement on their own along with many others at different capacities.

On October 17, 2020, La Gallo Spanish Radio station invited Community Outreach to attend a community breast cancer survivor picnic. Due to October being the designated Breast Cancer Awareness month, La Gallo radio hosts wanted to recognize local community members for their courageous battle with breast cancer. The Spanish speaking event included live music, food and plaques recognizing the survivors. The MCSO had an opportunity to address the crowd and present the plaque to community members.

The Community Outreach team works with the Korean consulate to facilitate any request involving Korean nationals housed inside the jails or nationals who have been victims of a crime in the Sheriff's jurisdiction.

On October 22, 2020, Community Outreach Division partnered with Sporting AZ FC and the Arizona Sports Collective for the initial series of the "Come Out and Play" community soccer clinics initiative. The "Come Out and Play" Free Soccer education initiative, open to boys and girls

ages 9-11, is a free clinic promoting healthy physical activity through the game of soccer while inspiring a sense of community. Approximately 30 people attended this event in the Guadalupe community.

In October of 2020, the Community Outreach Division collaborated with the Community Advisory Board (“CAB”) in a discussion regarding the Comment and Complaint Forms. During this discussion it was determined that the Community Outreach Division will locate additional locations for the Comment and Complaint Forms. The increase of the Comment and Complaint Forms is to assist community members in contacting MCSO with any concerns they may have with the Office. This is an ongoing project, which will include the input of the CAB and Monitoring Team.

Community Outreach was invited to the HiWay Baptist Church Fall Festival, an event held every year in October for the HiWay Baptist Community. This year it was in question if the event was even going to be held due to the pandemic. The community came together and made sure they made it happen all while taking safety precautions and it was a success. With plenty of social distancing and everyone wearing their masks, all kids and adults alike had a blast. Going from trunk or treat car to car, looking at all the displays enjoying the music. Community Outreach was in attendance with the booking van and we were able to provide lots of candy. It appeared that we had in attendance about 300 people whom throughout the night approached us to answer a lot of questions regarding the booking van itself and MCSO as an agency.

On November 5, 2020, the Community Outreach Team hosted the red ribbon week at the Aguila Elementary School. Due to COVID-19, presentations were done in small groups and social distancing was practiced. Children from Kindergarten to 8th grade learned about the meaning behind red ribbon and how drugs impact lives negatively. District 3 deputies were also present and were available to assist with questions referencing patrol. At the conclusion of the presentation, children received a red ribbon pencil and MCSO Junior Deputy badge pledging to be drug free for their whole life.

On November 12, 2020, the Community Outreach team and Mentor Kids USA participated in a Thanksgiving dinner giveaway. The purpose of this event was to ensure families in the south/central Phoenix area were provided a hot meal and to celebrate thanksgiving with their families. The MCSO was present and had an opportunity to socialize with community members and sit at the tables to enjoy a meal with attendees. Lastly, community leaders, teachers and local church members had an opportunity to address the crowd and show thankfulness/appreciation to the people in attendance.

On November 17, 2020, the Community Outreach team met with the Ignatius Orthodox Christian Church. The church requested to meet and discuss security measures on the property for the safeguard of the community who will be attending church services. This church is located in the MCSO’s jurisdiction.

On December 12, 13 and 14 2020, Community Outreach was able to finish the year with a wonderful Holiday Season in which MCSO was again able to participate in AZLEOS yearly Shop with a Cop. It initially was a challenge as so many components, logistics and individuals are to be

taken into consideration. This year MCSO concentrated its efforts in the towns of Guadalupe, Aguila and Gila Bend. All three towns are made up of mostly low-income communities with the majority being that of Hispanic minority. AZLEOS allotted MCSO a total of 70 slots. Community Outreach was not only able to bring some smiles and joy to the children who participated, it was also able to help many struggling parents and/or guardians who were feeling the stress of the holidays. MCSO provided transportation to the event for Gila Bend and Aguila kids which was a safe and clean vehicle.

In December of 2020, the Community Outreach team participated in a charity toy drive with the Aguila Fire Department. MCSO provided food for the charity softball tournament. The event was a big success with 50 participants and over 100 toys being donated for Aguila youth.

On December 19, 2020, the Community Outreach team participated in Magdalena Schwartz's Christian Chaplaincy Graduation ceremony. The Community Outreach team has a great relationship with Pastor Schwartz and members of the church who work closely with the Hispanic community. Members of the church are appreciative of the Office's efforts and the Office is always invited to their events to participate and foster good relationships with the Hispanic community.

On December 23, 2020, members of the Community Outreach team participated in a Facebook live event in English and Spanish, allowing the community to get to know one MCSO Community Outreach team. Approximately 3,600 people viewed the video, and people liked and shared this video.

On February 17, 2021, the Community Outreach Division and the Custody Support Division hosted a Clothing Drive to collect clothing items that will go towards inmates being released from our custody and re-entering society. MCSO encouraged all employees to participate in this event as a way of giving back to those it serves.

On February 24, 2021, the Community Outreach team participated in two separate virtual presentations with students from the Franklin Police and Fire High School. The presentation was about the Sheriff's Office Mobile Field Force. MCSO interacted with the students virtually, and answered many questions posed by students.

On February 21, 2021, the Community Outreach Team partnered with the Arizona Coyotes to raise money towards a hockey scholarship fund. The event "Skatin' for Leighton" was in honor of Leighton Accardo who tragically lost her battle with stage 4 cancer at the young age of 9. Lyndsey Fry (Leighton's former coach and Arizona Coyotes Community Engagement Director) roller-bladed over 96 miles, raising \$75,000 in memory of Leighton. Lyndsey started her adventure in Phoenix Children's Hospital and skated to every single skating rink in the metropolitan Phoenix area, finishing in Gila River Arena. The money raised went toward a girl's hockey scholarship fund in Leighton's memory so more young girls can play a sport that Leighton loved. The MCSO was honored to safely guide and cheer on Lyndsey at all her stops and support the event until the final stop.

On February 28, 2021, the Community Outreach team along with the Mounted Unit participated in a parade made for Luke. Luke is a child that was diagnosed with Leukemia and had gone through

a bone marrow transplant. The Sheriff's Office Mounted Unit was present to honor Luke, his family and friends. Luke's family showed great appreciation for utilizing the horses to interact and bring much happiness to the children.

On March 6, 2021, the Community Outreach team participated in an event called Mujeres. The event was made by the radio "La Reina" for the Hispanic community. The Community Outreach team has a great relationship with La Reina Radio. They have helped MCSO communicate with the Hispanic community to form a better relationship between the community and the Sheriff's Office. During this event MCSO had the opportunity to speak with the community who participated.

Also on March 6, 2021, MCSO also participated in a community event with a newly built church in the Sunnyslope area. This event was a Spanish-speaking event and was to celebrate the opening of El Shaddi Church. MCSO was in attendance with a patrol vehicle and an informational booth. Being present at this event allowed for the community that was hesitant to approach MCSO employees in the beginning to become familiar with us and create a dialogue.

On March 13, 2021, the Community Outreach team participated in Buckeye Family Resource Center's Health and Safety Fair. The fair was a drive-through style to promote social distancing and provide the community with information. In attendance were several health organizations, Buckeye Fire Department, Buckeye Police Department, and the MCSO.

On March 25, 2021, the Community Outreach team and Sheriff Penzone visited Children First Leadership Academy (CFA). CFA is a unique school that provides its students stability and support in a safe environment. It was a privilege to meet students, answer their questions, and build a stronger, positive relationship between the community and the office. The students gifted Sheriff Penzone with thoughtful, handwritten letters, and were given items from MCSO.

To honor Dr. Seuss on his Birthday in March, MCSO Deputies, Detention Officers, and civilian staff were invited to read to the Taft Elementary students their favorite Dr. Seuss stories. MCSO had over 10 employees reading the books, including Sheriff Penzone with his wife. Due to COVID-19 restrictions, we could not attend this year personally at Taft Elementary School and instead sent pre-recorded stories to the teachers for the students.

Conclusion

Fiscal year 2020-2021 posed unique challenges because of COVID-19, but MCSO continued to focus on its obligations under the court's orders in Melendres. Ongoing training, policy review, audits, reports and other processes continued as required. The pilot for monthly traffic stop reports began, which is a significant step forward. Community outreach efforts changed because of COVID-19, but they continued. Completing in a timely manner the volume of administrative investigations that are opened under the order remains a challenge, and MCSO continues to work to address that issue but MCSO has taken steps to address the current backlog of cases under the constraints of the Court Order. All of these efforts are aimed at providing the policies, accountability, and culture that will prevent the type of constitutional violations that led to this Court's Orders from occurring at MCSO.

Appendix A: MCSO Melendres Court Order Compliance Chart

Paragraph No.	Requirement	07/01/2020-09/30/2020 26th Report		10/01/2020-12/31/2020 27th Report		1/01/2021-03/31/2021 28th Report		4/01/2021-06/30/2021 29th Report		Date of Compliance	Projected Date of Full Compliance
		Phase 1	Phase 2	Phase 1	Phase 2	Phase 1	Phase 2	Phase 1	Phase 2		
Section III. MCSO Implementation Unit and Internal Agency-wide Assessment											
9	Form a Court Order Implementation Unit	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/15	06/29/18
10	Collection and Maintenance of All Data and Records	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/15	06/29/18
11	MCSO Quarterly Report	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/15	06/29/18
12	MCSO Annual Internal Assessment - Information	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/15	09/29/18
13	MCSO Annual Internal Assessment - Dates/Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/15	09/29/18
Section IV. Policies and Procedures											
19	Conduct Comprehensive Review of All Patrol Policies and Procedures	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	03/30/18	03/29/21
21	Create and Disseminate Policy Regarding Biased-Free Policing	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	03/30/17	03/29/20
22	Reinforce Discriminatory Policing is Unacceptable	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/19	12/30/22
23	Modify Code of Conduct Policy (CP-2): Prohibited Use of County Property	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/15	09/29/18
24	Ensure Operations are Not Motivated, Initiated, or Based on Race or Ethnicity	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/17	12/30/20
25	Revise Policies to Ensure Bias-Free Traffic Enforcement	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Deferred	Pending	Pending	09/30/17	09/29/20
26	Revise Policies to Ensure Bias-Free Investigatory Detentions and Arrests	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/15	06/29/18
27	Remove LEAR Policy from Policies and Procedures	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/14	09/29/17
28	Revise Policies Regarding Immigration-Related Law	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
29	All Policies and Procedures shall Define Terms Clearly, Comply with Applicable Law and Order Requirements, and Use Professional Standards	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
30	Submit All Policies to Monitor within 90 Days of Effective Date; and Have Approval by Monitor Prior to Implementation	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
31	Ensure Personnel Receive, Read, and Understand Policy	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	03/31/16	03/31/19
32	All Personnel shall Report Violations of Policy; and Employees shall be Held Accountable for Policy Violations	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
33	Personnel Who Engage in Discriminatory Policing shall be Subject to Discipline	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
34	On Annual Basis, Review Policy and Document It in Writing	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/15	12/30/18
Section V. Pre-Planned Operations											
35	Monitor shall Regularly Review Documents of any Specialized Units Enforcing Immigration- Related Laws to Ensure Accordance with Law and Court Order	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/15	09/29/18
36	Ensure Significant Ops or Patrols are Race-	In	In	In	In	In	In	Pending	Pending	12/31/14	12/30/17

	Neutral in Fashion; Written Protocol shall be Provided to Monitor in Advance of any Significant Op or Patrol	Compliance	Compliance	Compliance	Compliance	Compliance	Compliance				
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37	Have Standard Template for Op Plans and Standard Instructions for Supervisors, Deputies, and Posse Members	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
38	Create and Provide Monitor with Approved Documentation of Significant Op within 10 Days After Op	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
39	Hold community outreach meeting within 40 days after any significant operations or patrol in the affected District(s)	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/17	09/29/20
40	Notify Monitor and Plaintiffs within 24 hrs. of any Immigration Related Traffic Enforcement Activity or Significant Op Arrest of 5 or more People	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
Section VI. Training											
42	Selection and Hiring of Instructors for Supervisor Specific Training	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/18	09/30/21
43	Training at Least 60% Live Training, 40% On-line Training, and Testing to Ensure Comprehension	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/17	06/29/20
44	Training Schedule, Keeping Attendance, and Training Records	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/17	06/29/20
45	Training may Incorporate Role-Playing Scenarios, Interactive Exercises, and Lectures	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/16	06/30/19
46	Curriculum, Training Materials, and Proposed Instructors	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/16	06/30/19
47	Regularly Update Training (from Feedback and Changes in Law)	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/17	06/29/20
48	Bias-Free Policing Training Requirements (12 hrs. Initially, then 6 hrs. Annually)	Not Applicable	In Compliance	Not Applicable	In Compliance	Not Applicable	In Compliance	Pending	Pending	12/31/14	12/30/17
49	Bias-Free Policing Training Shall Incorporate Current Developments in Federal and State Law and MCSO Policy	Not Applicable	In Compliance	Not Applicable	In Compliance	Not Applicable	In Compliance	Pending	Pending	12/31/14	12/30/17
50	Fourth Amendment Training (6 hrs. Initially, then 4 hrs. Annually)	Not Applicable	In Compliance	Not Applicable	In Compliance	Not Applicable	In Compliance	Pending	Pending	12/31/14	12/30/17
51	Fourth Amendment Training Shall Incorporate Current Developments in Federal and State Laws and MCSO Policy	Not Applicable	In Compliance	Not Applicable	In Compliance	Not Applicable	In Compliance	Pending	Pending	12/31/14	12/30/17
52	Supervisor Responsibilities Training (6 hrs. Initially, then 4 hrs. Annually)	Not Applicable	In Compliance	Not Applicable	In Compliance	Not Applicable	In Compliance	Pending	Pending	09/30/16	09/30/19
53	Supervisor Responsibilities Training Curriculum	Not Applicable	In Compliance	Not Applicable	In Compliance	Not Applicable	In Compliance	Pending	Pending	09/30/16	09/30/19
Section VII. Traffic Stop Documentation and Data Collection and Review											
54	Collection of Traffic Stop Data	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
55	Assign Unique ID for Each Incident/Stop, So Other Documentation Can Link to Stop	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
56	Maintaining Integrity and Accuracy of Traffic Stop Data	Not In Compliance	Not In Compliance	Not In Compliance	Not In Compliance	Not In Compliance	Not In Compliance	Pending	Pending		
57	Ensure Recording of Stop Length Time and Providing Signed Receipt for Each Stop	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/17	06/29/20
58	Ensure all Databases Containing Individual-Specific Data Comply with Federal and State Privacy Standards; Develop Process to Restrict Database Access	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/16	12/31/19
59	Providing Monitors and Plaintiffs' Representative Full Access to Collected Data	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/15	06/29/18
60	Develop System for Electronic Data Entry by Deputies	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	09/30/15	09/29/18
61	Installing Functional Video and Audio Recording Equipment (Body-Cameras)	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	06/30/16	06/30/19
62	Activation and Use of Recording Equipment (Body-Cameras)	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/18	12/30/21

63	Retaining Traffic Stop Written Data and Camera Recordings	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/16	12/31/19
64	Protocol for Periodic Analysis of Traffic Stop Data and Data Gathered for Significant Ops	Not In Compliance	Not In Compliance	Not In Compliance	Not In Compliance	Not In Compliance	Not In Compliance	Pending	Pending		
65	Designate Group to Analyze Collected Data	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
66	Conduct Annual, Agency-Wide Comprehensive Analysis of Data	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/2019	12/30/22
67	Warning Signs or Indicia of Possible Racial Profiling or Other Misconduct	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
68	Criteria for Analysis of Collected Patrol Data (Significant Ops)	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17
69	Supervisor Review of Collected Data for Deputies under Their Command	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
70	Response to/Interventions for Deputies or Units Involved in Misconduct	In Compliance	Not In Compliance	In Compliance	Not In Compliance	In Compliance	Not In Compliance	Pending	Pending		
71	Providing Monitor and Plaintiffs' Representative Full Access to Supervisory and Agency Level Reviews of Collected Data	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	In Compliance	Pending	Pending	12/31/14	12/30/17

Legend
Phase 1 – Development of Policy and Procedures
Phase 2 – Operation Implementation

Appendix B: List of MCSO Acronyms

AIU:	Audits and Inspections Unit
BIO:	Bureau of Internal Oversight
CAD:	Computer Aided Dispatch
CID:	Court Implementation Division
EIS:	Early Identification System
EIU:	Early Intervention Unit
IR:	Incident Report
MCAO:	Maricopa County Attorney's Office
PSB:	Professional Standards Bureau
TraCS:	Traffic and Criminal Software
VSCF:	Vehicle Stop Contact Form
NTCF:	Non-Traffic Contact Form
CORd:	Community Outreach Division
RRU:	Research Review Unit
TSAU:	Traffic Stop Analysis Unit
TSMR:	Traffic Stop Monthly Report
TSQR:	Traffic Stop Quarterly Report
TSAR:	Traffic Stop Annual Report