

# Maricopa County Sheriff's Office 2017 Annual Report



# We are oneMCSO



Upon taking office, Sheriff Penzone was determined to make the Maricopa County Sheriff's Office less about one person and more about the men and women who serve our community every day. The first step was uniting the Office into a single team of sworn, detention, and civilian staff who work together for the good of each other and everyone we serve. Together, we are working to build a Sheriff's Office that we are proud of and one that you can count on. We call it "oneMCSO."

Throughout the year, it became clear that oneMCSO was not just an empty label. Time and again, we saw evidence of our staff working together for the benefit of the community we serve. Whether coming to the aid of our detention officers who were assaulted by inmates or partnering with local law enforcement agencies to increase community safety, we performed as one united organization to achieve impressive results.

As an Office, we have become oneMCSO by respecting each other, acknowledging good work by all, and supporting efforts that make a difference. OneMCSO represents our organization and our accomplishments.





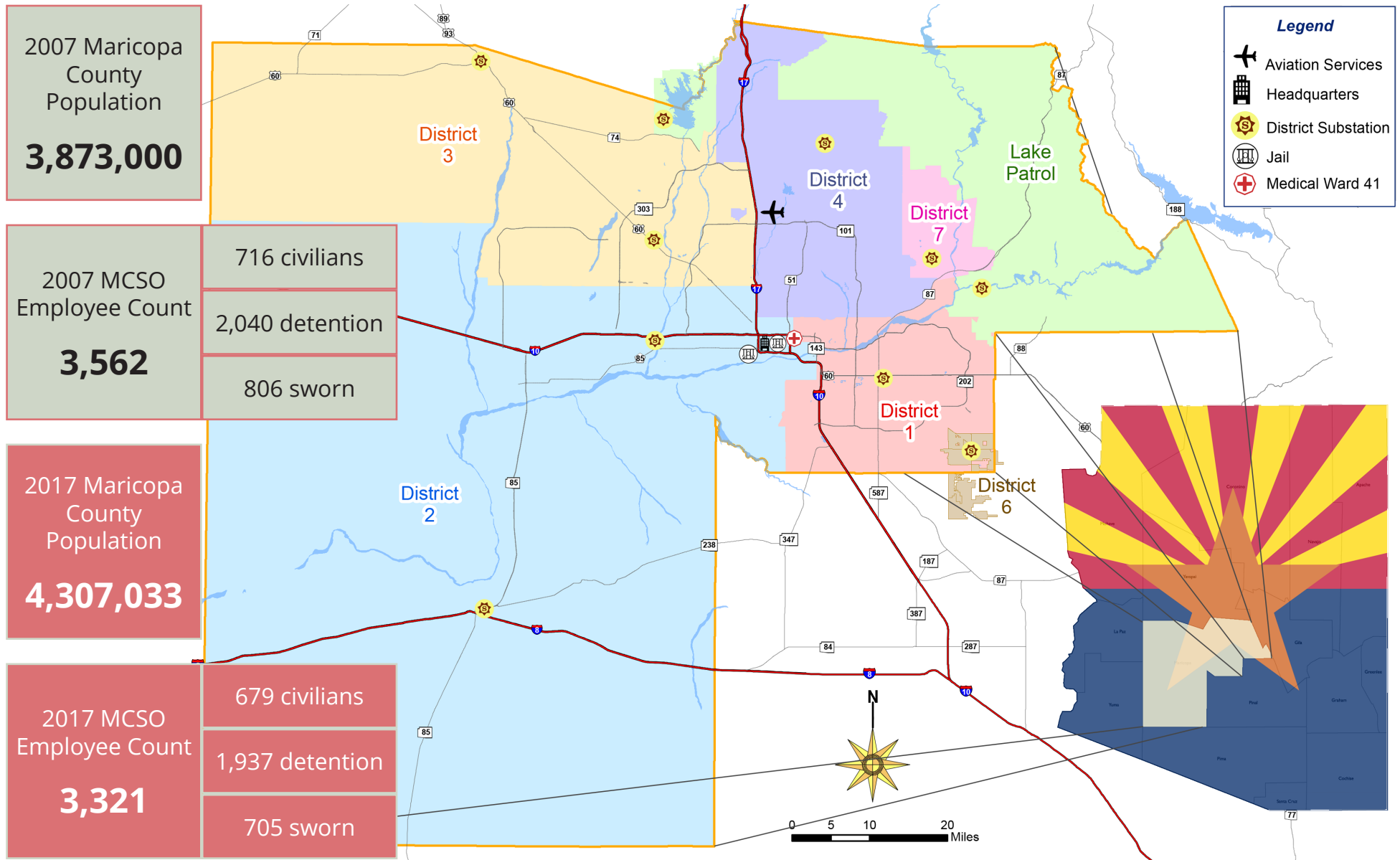
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# Maricopa County Jurisdiction





# Message from the Sheriff

Greetings,

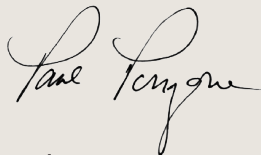
On behalf of the entire Maricopa County Sheriff's Office, I am proud to share with you the progress we have made in 2017, which is a baseline for the exceptional work that we are confident will continue for many years to come.

This report includes just a few of the numerous accomplishments in 2017 that reflect the Office's progress and our direction toward the future. As we continue to serve and protect our large and diverse community, we do so with a promise to uphold the law and the rights of the people of Maricopa County.

In this first year as your Sheriff, I am exceedingly grateful to the service of the men and women of the Maricopa County Sheriff's Office to the community. Their daily acts of professionalism, honor, bravery, and courage are truly the inspiration for our growth.

To the many deputies, detention officers, and civilian staff, I appreciate your commitment to serve and protect our community in many capacities. To our community, we wish you and your family health, happiness, and safety and we look forward to continuing to work with you and for you.

Your Sheriff,



Paul Penzone



# Significant Changes

The Maricopa County Sheriff's Office has seen numerous changes in 2017; from the election of a new Sheriff and the creation of a new leadership team to introducing new programs to help increase trust between our Office and the community. Sheriff Penzone's team operates with the highest ethical standards and full respect for the law and people we serve. MCSO is fully focused on lawfully solving crimes and keeping Maricopa County safe. This is done through a concentrated effort in compliance, rebuilding trust, and focusing on smart and efficient government initiatives.

## ICE in the jail

After a thorough case law review, the County Attorney advised Sheriff Penzone that the practice of detaining individuals for allegations of civil immigration violations between 24-72 hours after being released from custody for criminal charges violated the 4th Amendment. This process, referred to as courtesy holds, was deemed unlawful because there is no legal basis to detain an individual once the lawful process leads to release on state law criminal charges.

While courtesy holds are no longer practiced, Immigration Customs Enforcement (ICE) continues to have access to everyone who is booked into the Maricopa County jail. ICE agents are provided advanced notice prior to the release of inmates who ICE has flagged for federal civil immigration violations. ICE can then take custody at the point of release.

In 2017, out of the over 98,000 individuals booked, ICE took custody of approximately 2,700 detainees.

## Creation of FATE

Sheriff Penzone created the Fugitive Apprehension Tactical Enforcement Unit (FATE), thus establishing a unique partnership with the FBI and local law enforcement agencies resulting in 147 arrests and counting. FATE works to keep the most dangerous criminals off the streets.

See page 9 for more information

## Closure of Tent City

Tent City was transformed to treat addiction and reduce recidivism. Within the old indoor Tent City space, MOSAIC inmates work to kick drug habits and become productive contributors to the community. Reallocating this space allowed MOSAIC to expand by 50%, to over 700 qualified inmates at no additional taxpayer expense. Additionally, the closure of Tent City allowed \$4.5 million to be reallocated to improve staffing and safety of MCSO detention officers.

See pages 36 and 39 for more information

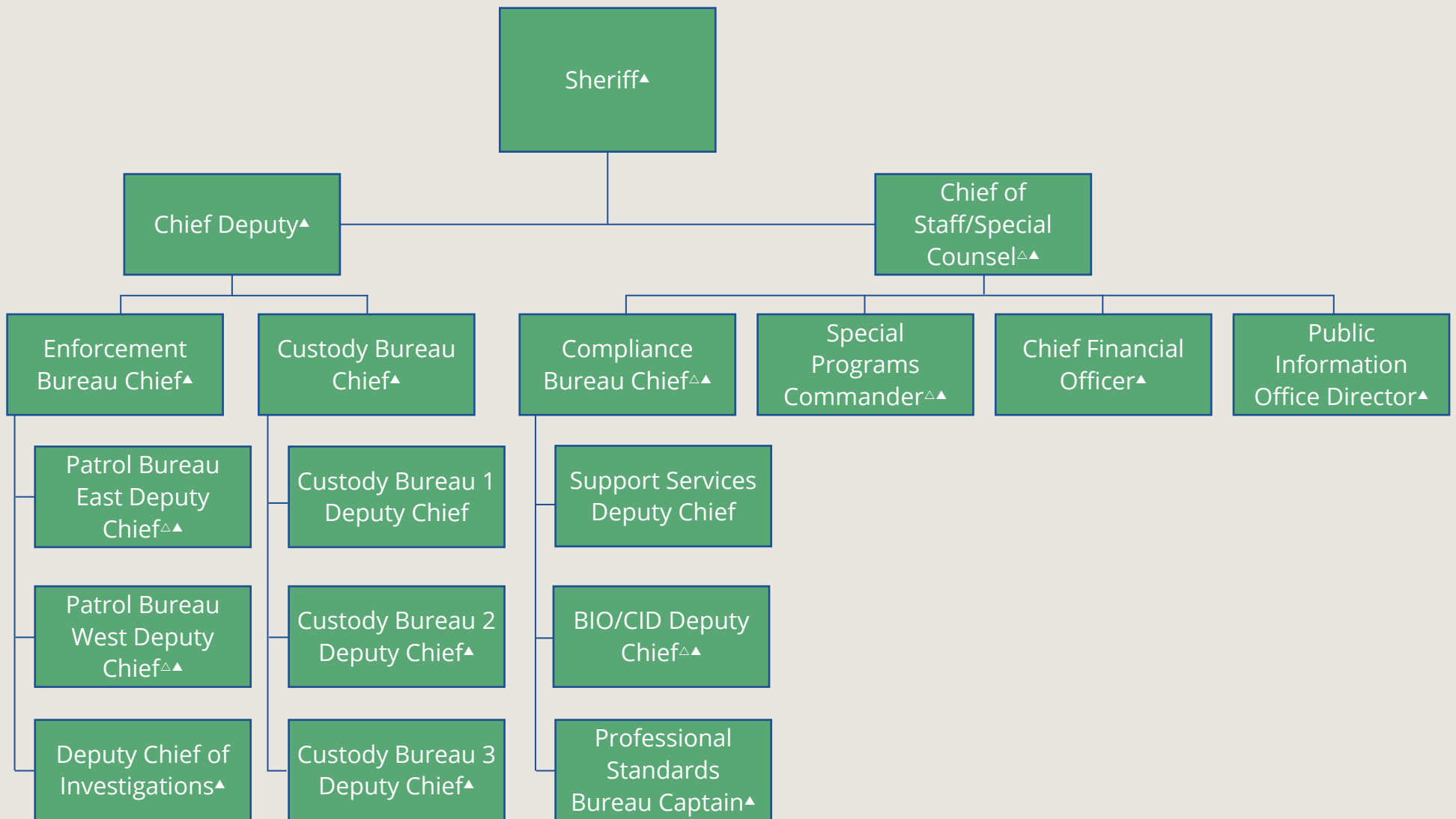
## Community Focus

Sheriff Penzone's team is working to build trust and partnerships through hundreds of community meetings and events, as well as feedback from community advisory boards.

See page 28 for more information







▲ Indicates new individuals in the position

△ Indicates new positions created by Sheriff Penzone



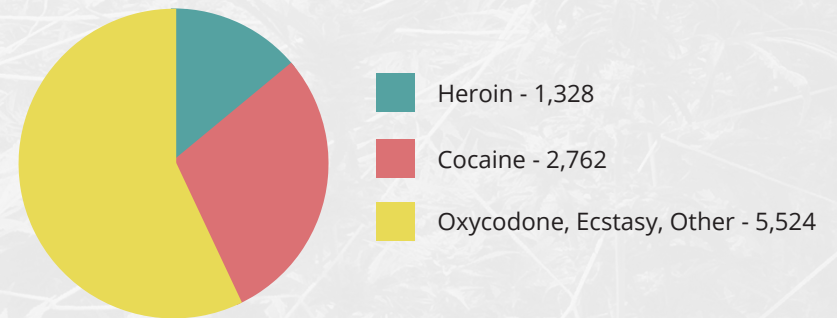
# Proactive Crime Fighting

## Special Investigations Division

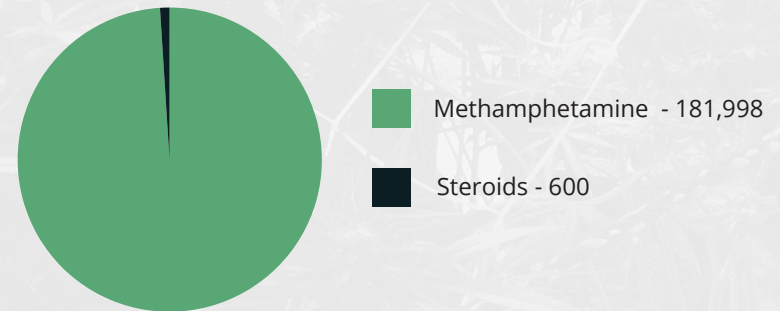
Special Investigations Division (SID) is MCSO's front line in drug crime enforcement, focusing on the Racketeer-Influenced and Corrupt Organizations (RICO) commonly referred to as the "cartels." The Division investigates, arrests, and prosecutes individuals involved in narcotics trafficking, money laundering, and other illegal activities. Operating in the deserts and on the streets, SID seeks to dismantle the system of manufacturing, transporting, distributing, selling, and using of all illegal drugs in or being transported throughout Maricopa County.

Estimated Street Value of Drugs Seized in 2017:  
**\$19,483,838**

### Narcotic Drugs Seized in 2017 (in grams)



### Dangerous Drugs Seized in 2017 (in grams)



### Marijuana Seized in 2017

Packaged in grams 2,871

Packaged in pounds 14,605

Full plants 1,748





# Fugitive Apprehension Tactical Enforcement Unit

In March 2017, Sheriff Penzone officially activated the Fugitive Apprehension Tactical Enforcement (FATE) Unit. FATE's mission is to locate and apprehend fugitives wanted on outstanding felony drug, gang, and violent crimes arrest warrants issued within Maricopa County. FATE partners with federal, state, and local law enforcement agencies to locate and apprehend these subjects.

Since March 2017, FATE has arrested 147 subjects with felony warrants. Those arrested are individuals accused of committing violent crimes who did not appear in court as ordered and continue to show defiance and disrespect for the law.

Felony warrants continue to increase, further pointing to the fact that the work performed by the Unit is critical to the continued safety of our community.

During 2017, two key events, Operation Purge and Operation Justice, were held in partnership with local law enforcement agencies and the Federal Bureau of Investigations (FBI).



Upon taking office, Sheriff Penzone recognized the critical need to actively pursue dangerous criminals with outstanding felony warrants.

***"I believe these absconders pose the greatest ongoing threat to our community."***

*- Sheriff Paul Penzone*



Above: High Intensity Drug Trafficking Area (HIDTA) Initiative Task Force / Narcotics

2017  
Outstanding  
Felony Warrants  
**30,519**

Sheriff Penzone is working with the courts, Adult Probation, and his law enforcement peers to build a more aggressive plan to address the problem of outstanding felony warrants in 2018.



# Criminal Intelligence Unit

The Criminal Intelligence Unit (CIU) gathers and analyzes information to produce tactical and strategic intelligence. CIU assists with the coordination of events involving the planning, training, and implementation of emergency management as well as critical infrastructure and key resources.

CIU is tasked with planning and coordinating major events, including all events at Chase Field. The largest of these events was to provide support for the visit of President Trump in August 2017. A total of 340 staffing hours were spent in the planning and response to this event.

In 2017, the MCSO established the Mobile Field Force Program. The Mobile Field Force responds to protests or civil disturbances to protect the community, maintain crowd control, and preserve public property. Implementation included developing policy and procedures, equipment selection and allocation, tracking, training, and organizing personnel, planning, and responding to incidents and events.



Above: Mobile Field Force Training

Planned and coordinated  
**46**  
events

Completed  
**27**  
threat assessments  
on critical  
infrastructure

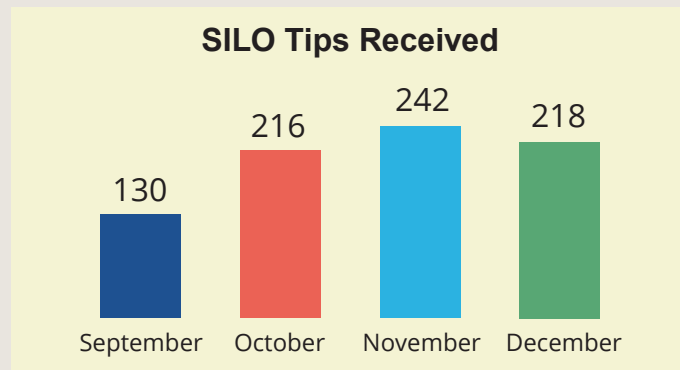




## Sheriff's Intelligence, Leads, and Operations Unit

The MCSO recognizes the important partnership between our deputies and detectives and the community. It is impossible for MCSO to be everywhere and see everything. Therefore, we count on our community to report tips to help us keep the community safe. In September, the Sheriff's Intelligence, Leads, and Operations Unit (SILO) became operational. The Unit collects, vets, processes, and tracks all tips provided by members of our community. Incoming tips are collected via telephone, e-mail, text message, written correspondence, in person, and through the website. All tips are reviewed and shared with the appropriate MCSO division, district, or outside law enforcement agency for investigative follow-up.

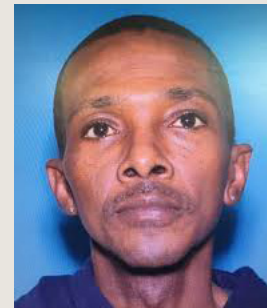
In just over three months, the Unit has received hundreds of tips from the public. We encourage you to continue reporting tips.



## Criminal Research and Analysis Unit

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

For example, in 2017, CRAU analysts assisted District III detectives with the identification and apprehension of Willie Timmons, known as the 'Crazy Eight



Bandit.' For nearly five months, Timmons (pictured left) was responsible for approximately 16 armed robberies within the jurisdictions of Peoria, Surprise, and Maricopa County. Timmons currently faces a long list of charges.



# Major Crimes Division

The Major Crimes Division (MCD) is committed to providing an effective problem-solving approach to our law enforcement services. Through hard work and dedication, the MCD advocates for victims and their families by ensuring all investigative cases reflect the highest level of professionalism.

The Major Crimes Division is made up of the following Units:

Animal Crimes | Arson | Cyber Crimes | Homicide | Jail Crimes | Special Victims | Vehicular

## Animal Crimes Investigation Unit

One of the larger investigations in 2017 took place in Buckeye. The complainant requested a welfare check on dogs, horses, and donkeys in small pens with no noticeable food or water. The female occupant agreed to allow detectives to see the animals. Detectives observed livestock animals with little or no water. They also observed horses and donkeys with damaged, unkempt, and unhealthy hooves and legs. One donkey had difficulty walking because its hooves were so overgrown. Detectives observed dogs inside and outside the house. There were trash buckets and sharp objects found inside animal pens that posed a threat to the safety of the animals. Detectives authored and executed a search warrant for the property. The Animal Crimes Investigation Unit rescued a total of 124 animals from these inhumane conditions with the assistance of the MCSO Animal Safe Haven (MASH) Unit and veterinarians from the Durango Equine Clinic and Palm Glen Animal Hospital.



Above: rescued victim, rehabilitated by our MASH Unit

**13**

Arrests

**244**

Animals  
seized



## Arson Unit

The Arson Unit responds to and investigates arsons, suspicious fires, fires involving serious physical injury or death, fires that are classified as hate crimes and those involving churches, schools, or government offices, explosions, and other fire-related matters. Arson investigators work closely with local fire departments.

39

Investigations

1

Arrest

## Homicide Unit

The Homicide Unit responds to and investigates homicides, suspicious deaths, and critical incidents including officer-involved shootings. Homicide has a particularly difficult job because they must piece together the story for victims who deserve justice yet cannot speak. Additionally, the Unit may find itself in the middle of the desert where only a body is found and there are no eyewitnesses. From the moment a body is discovered, the Unit works tirelessly to help solve the case and provide closure to the victim's family. Because of the unique circumstances of each investigation, some cases may take years to solve.

75

Investigations

15

Arrests





## Jail Crimes Unit

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



### Jail Crime Investigations

Assault on officers

**118**

Inmate on inmate assault

**381**

Sexual assault

**39**

Destruction of property

**40**

Promoting contraband

**64**



# Cyber Crimes Unit

A quick check of the news proves that computer-related crimes are evolving and developing at a tremendous pace. We understand the importance of investigating crimes in which technology is involved. In August 2017, detectives from the Cyber Crimes Unit (CCU) assisted in the investigation of sexual misconduct with minors in the town of New River. The suspect in this investigation was thought to have had recorded video of children being molested and was selling the footage online. The detectives of the CCU, along with those of the Special Victims Unit (SVU) and District IV patrol deputies executed a search warrant and spoke with the suspect. Through their hard work and dedication, evidence of the crimes was located and the suspect was arrested. The victims, who were minors, were placed under the protection of the state.

Although the suspect was arrested, the investigation continued to seek possible accomplices and those who purchased the illegal footage online. The CCU pursued the suspect's online accounts and through their attention to detail and steadfast diligence, additional arrests were made. These types of crimes are extremely time-consuming and require significant work, but the CCU stands ready for the challenge in the pursuit of justice.



**Cyber  
Crimes**

**Investigations**

**42**

**Arrests**

**12**



# Special Victims Unit

The Special Victim's Unit (SVU) is comprised of the East Valley Unit, the West Valley Unit, and the Sexual Offender Notification Unit. The SVU responds to and investigates sexual offenses, child abuse cases, and other sensitive matters. The Southwest Family Advocacy Center collaborates with MCSO and three other local law enforcement agencies along with the Department of Child Safety, Phoenix Children's Hospital (PCH), Scottsdale Healthcare, Childhelp, and the Maricopa County Attorney's Office regarding the investigation, treatment, management, and prosecution of interpersonal violent crimes.

In 2017, the SVU has been dedicated to overcoming past discrepancies by adding additional detectives to bolster the unit as well as additional resources and training. The detectives assigned to the SVU are experienced investigators who are specially trained in areas including forensic interviewing of minors, child abuse, and traumatic victim behaviors.

In September, SVU Detectives responded to a local hospital regarding an infant diagnosed with a broken leg and multiple rib fractures. The infant's injuries were so severe the child was transported to PCH for treatment. Detectives interviewed the parents who initially denied having any information as to how the infant sustained his severe injuries. After continuing to interview the father, he admitted he was frustrated by the infant's crying and picked up his son and squeezed his rib cage before grabbing the infant's leg and throwing him down on to the bed.



**455**  
Investigations

**31**  
Arrests





# Vehicular Crimes Unit

The Vehicular Crimes Unit (VCU) responds to and investigates all traffic collisions involving fatalities. The Unit will also respond to traffic collisions involving potentially life-threatening injuries, as well as hit-and-run traffic collisions, and those involving MCSO vehicles.

In July 2017, deputies responded to a two-vehicle collision at the intersection of Avondale Boulevard and Lower Buckeye Road. Three passengers, including an unrestrained four-year-old girl listed in serious condition, were transported to area hospitals. The VCU detectives worked diligently to obtain information from the mother to determine whether she was impaired at the time of the accident. Additionally, deputies on the scene discovered a half-empty bottle of Fireball Whiskey in the mother's vehicle. The VCU detectives received a confession from the mother that she had been drinking prior to putting her unrestrained daughter into a borrowed vehicle and driving. The mother was booked into the 4th Avenue Jail on Aggravated Assault, Endangerment, and Aggravated Driving Under the Influence charges. The Department of Child Safety was also notified of this incident.

**101**  
Investigations

**39**  
Arrests





Often responding to the most dangerous incidents, the SWAT Division is critical for the protection of our community.

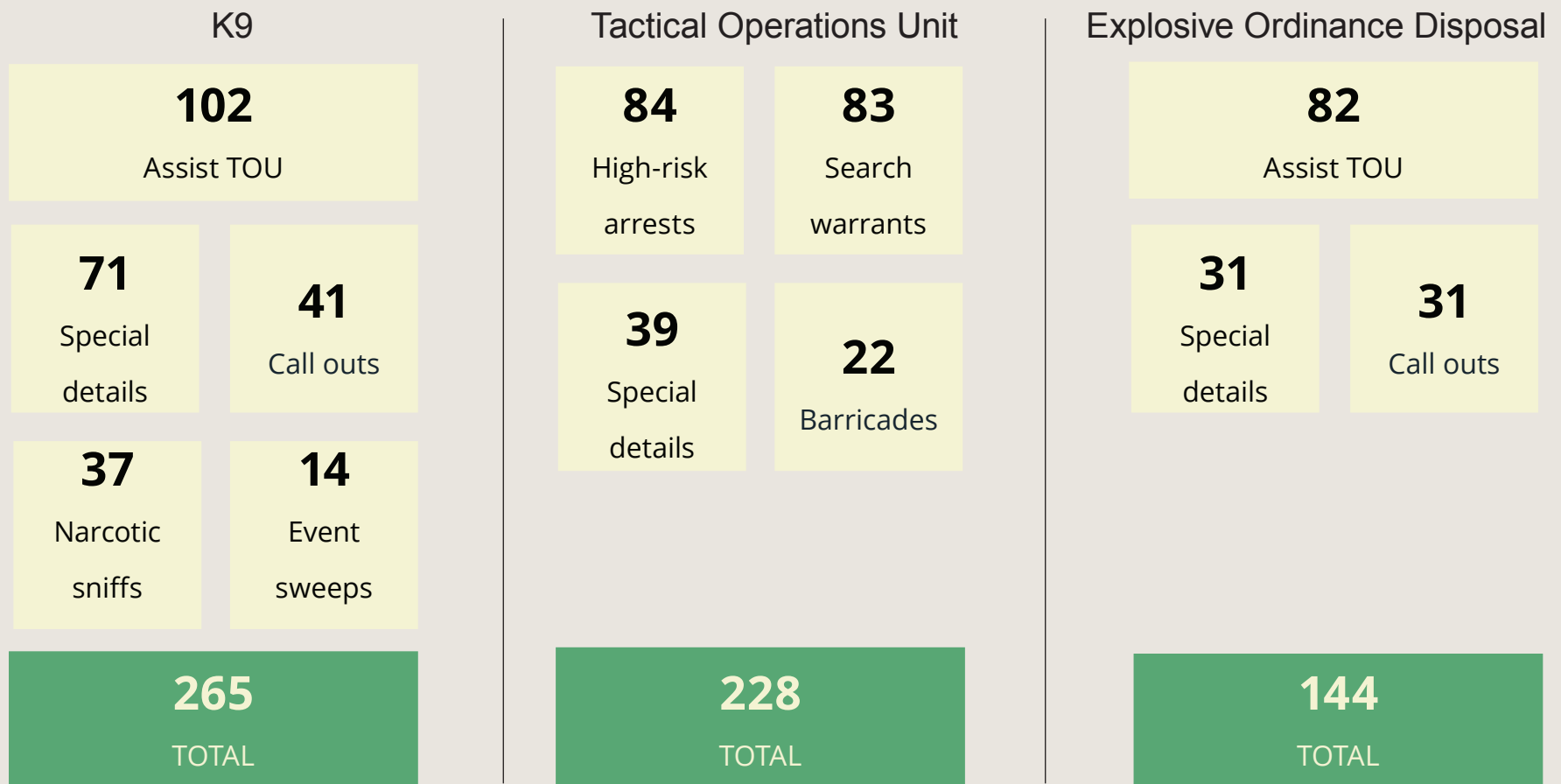


# Special Weapons and Tactics

The Special Weapons and Tactics (SWAT) Division is made up of three units: the Tactical Operations Unit (TOU), Explosive Ordnance Disposal (EOD), and K9. SWAT supports the MCSO and any other requesting law enforcement agencies with a tactical response capability. The following situations could justify a SWAT response:

Barricade | Hostage | High-Risk Entry, Search, and/or Arrest Warrants | Executive Security | Civil Disorder

SWAT had a very active year. The statistics below highlight the work of each Unit.





# Patrol Districts

Maricopa County is the fourth largest, and fastest growing, county in the United States. For purposes of law enforcement, the county is divided into six geographical areas referred to as Districts plus Lake Patrol. Districts are usually staffed by a District Commander (Captain), Deputy Commander (Lieutenant), uniformed sergeants and patrol deputies, detectives, and administrative staff. Districts primarily serve unincorporated areas of Maricopa County as well as contracted services in cities and towns.

District 1	District 2	District 3	District 4	District 6	District 7	Lake Patrol
Incidents: 48,303	Incidents: 52,120	Incidents: 56,355	Incidents: 26,249	Incidents: 38,283	Incidents: 18,738	Incidents: 14,501
Arrests: 1,008	Arrests: 405	Arrests: 314	Arrests: 152	Arrests: 201	Arrests: 102	Arrests: 115

MARICOPA COUNTY'S  
LEADING LAW  
ENFORCEMENT AGENCY

Total Incidents  
**254,547**

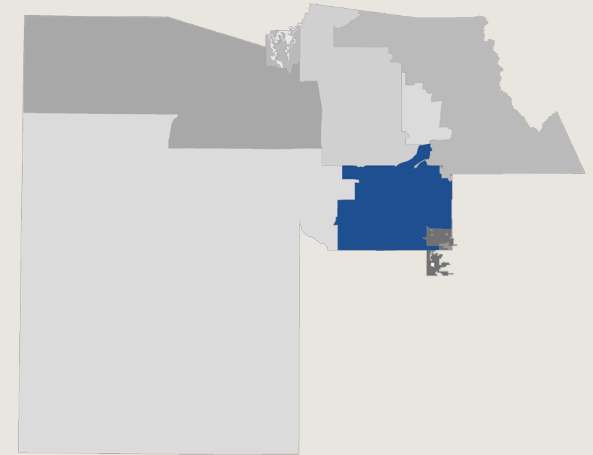
Total Arrests  
**2,297**

See page 64 for District office contact information.



# District I

District I covers an area of 502 square miles in the southeast quadrant of the county. Within District I, the MCSO serves as the primary or backup law enforcement agency for Apache Junction, Chandler, Gilbert, Guadalupe, Mesa, Tempe, south Scottsdale, Sun Lakes, and Queen Creek. Although not the largest district geographically, District I is the busiest district in Maricopa County.



In March, MCSO received a 9-1-1 call reporting a gunfight outside of a home in the town of Guadalupe.

Witnesses saw three men shooting at each other, one of whom fled the scene by carjacking a passing vehicle at gunpoint. District I deputies pursued the man through numerous streets. MCSO K9 deputies and Tempe Police joined the pursuit. The suspect finally collided head-on with an MCSO patrol vehicle. Deputies immediately converged upon the armed and extremely dangerous suspect. The pursuit ended in an officer-involved shooting. The suspect was treated for his injuries and transported to a nearby hospital.

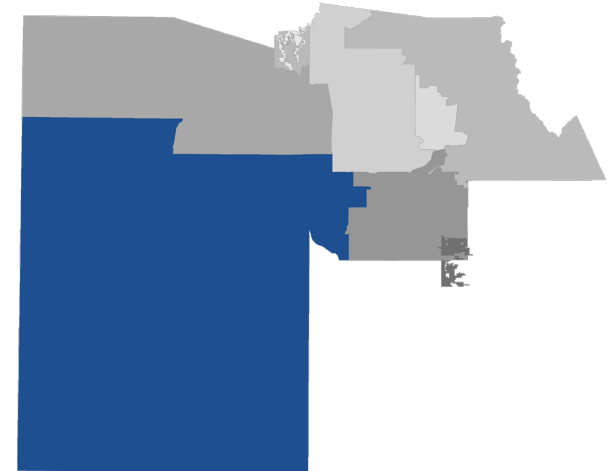
Witnesses stated that the other men involved in the shooting were hiding inside a residence. Members of the MCSO SWAT were called to the scene to safely remove the subjects. During their operation, MCSO received outstanding help from the Tempe Police Department who set up a perimeter to keep the residents safe and SWAT deputies free from outside distractions. Over 18 detectives from District I and the Major Crimes Division, including Homicide and Vehicular Crimes, responded to investigate the incident, which included numerous crime scenes. Although deputies feared for the lives of those in the community as well as their own lives, in the end, arrests were made and none of the residents from the Town of Guadalupe, nor any law enforcement officers, were seriously injured.

This incident demonstrates how important the relationship is between the Town of Guadalupe and MCSO. In 2017, this relationship has strengthened to new heights and has contributed to positive community interactions and more open dialogue between MCSO and the Town of Guadalupe.



## District II

District II covers an area of 5,216 square miles in the southwest quadrant of the county. Within District II, the MCSO serves as the primary or backup law enforcement agency for Laveen, Litchfield Park, Gila Bend, Tonopah, Mobile, Arlington, Wintersburg, Rainbow Valley, Buckeye Valley, Harquahala Valley, parts of Goodyear, Avondale, Glendale, Buckeye, and unincorporated land.

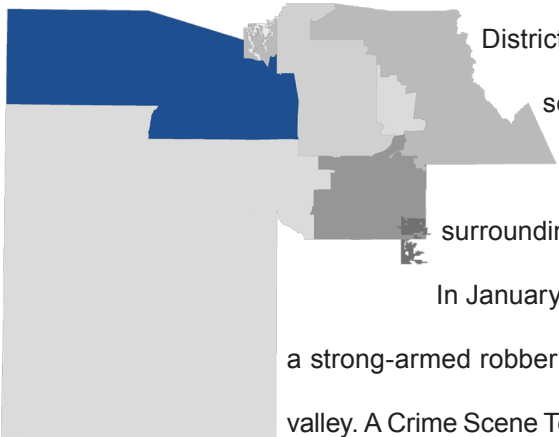


In February, a male suspect robbed the Tonopah General Store at gunpoint. Deputies pursued the suspect's fleeing vehicle that he soon crashed causing it burst into flames. The suspect fled on foot while



brandishing an assault rifle. Deputies rescued a handcuffed female from the burning vehicle. The suspect was located and arrested by District II detectives with the assistance of Special Investigations detectives.

## District III



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

In January, two suspects stole items from a convenience store in Sun City. In February, the same suspects committed a strong-armed robbery. Investigating detectives discovered the same suspects had committed multiple robberies throughout the valley. A Crime Scene Technician obtained a suspect's palm print

from the second robbery, which identified one suspect and he was brought into custody.

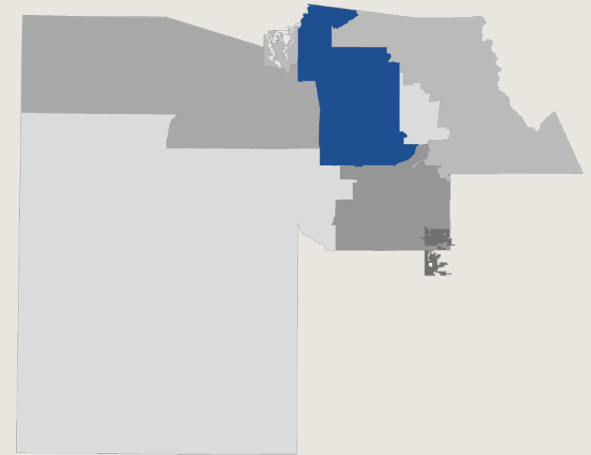
District III detectives are currently working with detectives in other MCSO districts and the Tempe Police to identify and bring charges against the other suspect.





# District IV

District IV covers an area of 668 square miles in the north-central quadrant of the county. Within District IV, the MCSO serves as the primary or backup law enforcement agency for northern areas of Phoenix and Scottsdale, parts of Peoria, and unincorporated Maricopa and Yavapai County land.



District IV personnel initiated an investigation in late April 2017 when two individuals used a fake credit card to purchase jewelry valued at \$14,000 from an Anthem jewelry store. The deputy obtained a lead on a single suspect. Unfortunately, the victim was unable to positively identify the suspect in

a lineup. Two months after the case was inactivated, the investigator came across an article detailing robberies in Sedona by a group known as the “Force Sale” crew. The deputy recognized that the two men described in the article were consistent with the description given by the victim of the jewelry store robbery. After working with a detective in Sedona, the deputy put together a photo lineup and the victim identified the suspect.

Further investigation resulted in the recovery of some of the stolen jewelry along with video surveillance of the suspect. After viewing the video, investigators determined the jewelry was pawned by a second unidentified suspect. To complete the pawn transaction, the second suspect provided his fingerprint. The

deputy sent the pawn ticket to the crime lab for comparison and was able to identify that suspect. Charges are currently pending.



District IV deputy in the community

<b>4</b> Command Staff	<b>40</b> Patrol	<b>7</b> Detectives
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## District VI

District VI is the primary enforcement agency for the Town of Queen Creek, which covers an area of 46 square miles.

In September, District VI detectives assisted patrol deputies with an investigation involving six stolen off-road vehicles from various residences. Most victims were unaware that their vehicles were stolen until contacted by deputies, who had already recovered the vehicles. Although limited information was available, detectives did identify three investigative leads, all of whom were teenage boys who

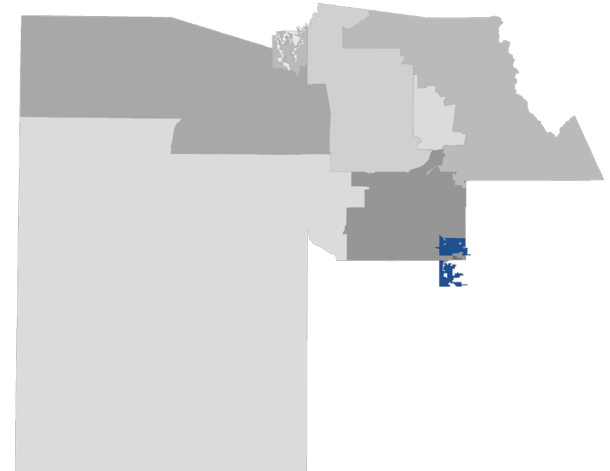
attended Queen Creek High School.

Detectives sat down with one of the boys believed to be involved. The boy confessed his involvement to detectives, leading to the arrest of two additional suspects.

**2**  
Command  
Staff

**36**  
Patrol

**4**  
Detectives



## District VII

District VII covers an area of 124 square miles in the northeast quadrant of the county. Within District VII, the MCSO serves as the primary enforcement agency for Fountain Hills, Rio Verde, McDowell Mountain Park, and unincorporated Maricopa County land.

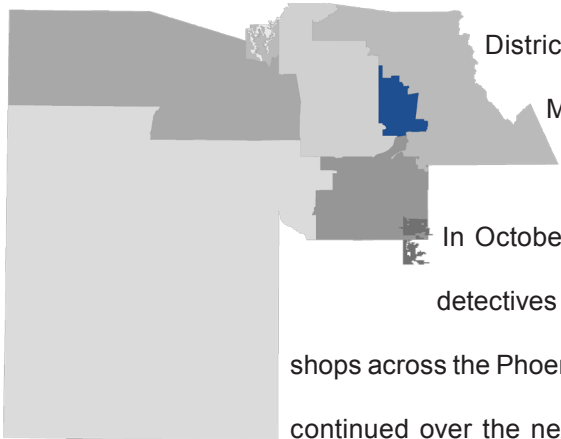
In October 2017, a male subject robbed a Subway sandwich shop simulating a weapon under his shirt. District VII detectives quickly determined that the suspects in this case were on a crime spree and had robbed multiple Subway shops across the Phoenix area that very night. These robberies continued over the next few weeks and a multi-agency task

force was assembled. Ultimately, three suspects were apprehended and linked to the robberies. The suspects were booked on over 20 felony charges.

**2**  
Command  
Staff

**28**  
Patrol

**4**  
Detectives



# Lake Patrol

Lake Patrol is responsible for patrolling all of the lakes, waterways, recreational, and wilderness areas of Maricopa County. Lake Patrol covers an area of 1,086 square miles.

The Remote Operated Vehicle (ROV) team assisted Phoenix Homicide in the search for a missing person in late Spring 2017. Over 240-man-hours were invested in clearing and eliminating several areas



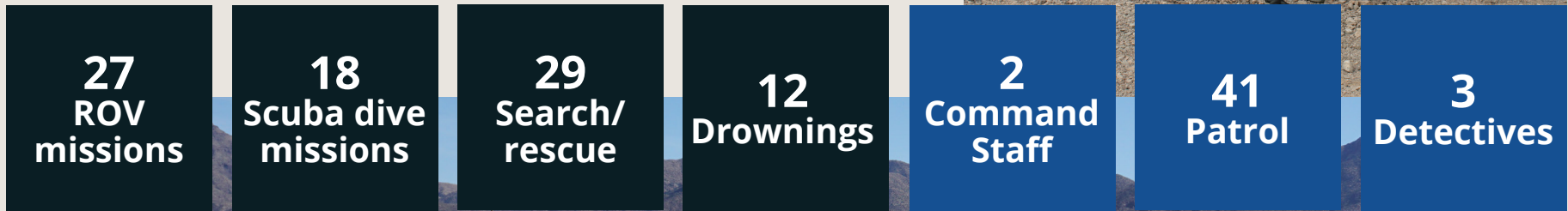
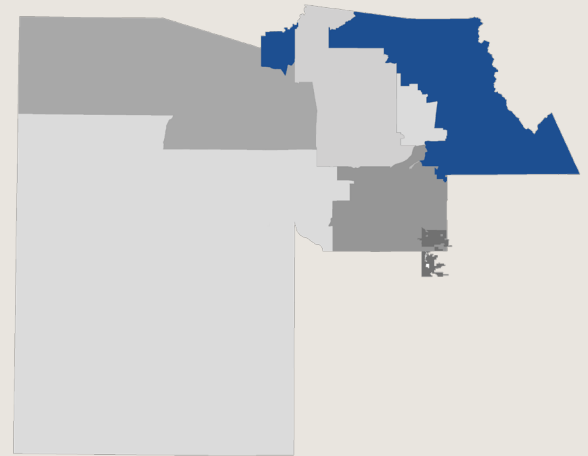
of Lake Pleasant. Once the lake level dropped, the deceased individual was found, and Lake Patrol

assisted with the recovery. All suspects are currently accounted for and have been charged.

In July 2017, Gila County called the Dive Team to assist with the search and recovery of victims of the flash flood in Payson where 10 family members perished. This involved hiking with and moving several

hundred pounds of dive gear throughout the forest to several ponds and pools of muddy water and clearing each body of water.

The Dive and ROV Teams often assist the FBI and many other agencies in the recovery of automobiles, safes, and guns, many of which are canal operations. One of the most successful recoveries was a firearm used in a police shooting.





# Developing Strong Partnerships

The MCSO establishes working relationships with nearly every law enforcement and public safety entity in Maricopa County. Depending on the event, we may partner with the United States Secret Service, Phoenix Police Department, Phoenix Fire Department, the Arizona Department of Public Safety (AZDPS), and the Arizona Counterterrorism Information Center (ACTIC).

We have collaborative partnerships with the Arizona Department of Homeland Security, Arizona Department of Emergency Management, the Maricopa County Department of Energy Management, and both state and county Departments of Public Health, Arizona Radiological Regulatory Administration, Palo Verde Nuclear Generating Station, Arizona Game and Fish Department, US Forest Service, Arizona Governor's Office of Highway Safety, and the Maricopa County Parks Department.

One such partnership is the Cities Readiness Initiative (CRI) which aligns with the Center for Disease Control (CDC) Strategic National Stockpile Site Security Plan. CRI was developed to assist the Maricopa County Department of Public Health in the event the CRI becomes operational. The CRI is an emergency preparedness project intended to increase and enhance the readiness of

Maricopa County in the event of a biological terrorist attack, such as anthrax, covering a large geographic region. In the event of such an attack, there would be an urgent need to provide antibiotic prophylactic medication to the affected population within a 48-hour time to reduce the onset of disease and mortality. There are two types of Points of Dispensing (POD), Open and Closed. Both Open or Closed PODs have the same goal, to provide Strategic National Stockpile medications (antibiotics) and other medical supplies to states, counties, cities, towns, and tribal communities, after a biological terrorist attack (such as anthrax). Open PODs are traditionally set up at local high schools and community colleges, whereas Closed PODs are located at local governments and larger commercial business.



# Arizona Child Abduction Response Team

Arizona Child Abduction Response Team (AZCART) is a task force of state and federal law enforcement and related personnel. Having a child abducted is a terrifying ordeal, especially when statistics indicate that nearly 90% of abducted children are murdered in the first 24 hours. Recognizing the critical nature of these cases, AZCART provides additional resources to the investigative agency to rapidly respond to child abduction cases while protecting any criminal investigation that is warranted. The MCSO took the lead role in this task force for part of 2017. In 2017, AZCART responded to three incidents, all ended in the safe return of the child.





# Rebuilding Trust in the Community

Immediately upon taking office, Sheriff Penzone began working on initiatives to restore trust with the community. Since January, the Sheriff and MCSO staff have attended thousands of meetings and events involving neighborhood associations, faith-based groups, community organizations, activists and other civic groups. Our patrol districts also do an incredible job staying involved with the communities they serve. From “Coffee with a Cop,” to presenting at Rotary Clubs, and hosting Public Safety Days, our deputies attend numerous events every year.

**6,505**  
meetings / events







**African American Advisory Board**



**SPEAR**



**LGBTQ Advisory Board**

## Advisory Boards

In 2017, Sheriff Penzone created several community advisory boards.

- Sheriff Penzone's Executive Advisory Review (SPEAR) is comprised of diverse community members from across Maricopa County. The first item on the SPEAR agenda was a data-driven analysis of Tent City, providing a recommendation to the Sheriff on whether it should remain open in its current state. After receiving SPEAR's recommendation, analyzing the data, and consulting with experts both inside and outside of MCSO, the Sheriff decided to close Tent City.
- The Hispanic Advisory Board is made up of Dreamers, businesspeople, activists, educators, and community leaders.
- The Sheriff has also formed an African American Advisory Board and an LGBTQ Advisory Board.
- In August 2017, the Court granted MCSO's requests to expand the Community Advisory Board (CAB) to five members. The Sheriff looks forward to continuing to work directly with the affected community and the new CAB.



# Community Academy

The MCSO Community Academy is a four-day academy designed to provide community members an exclusive view of the many aspects of the Sheriff's Office and law enforcement. The educational opportunity to participate in this unique experience provides an insight into day-to-day operations with the goal of fostering a greater partnership and awareness between law enforcement and the community we serve. During these four-days, residents experience one-on-one interactive education from deputies, detention officers, and civilian staff. Community members learn the fundamentals of Aviation, Criminal Investigations, Laws of Arrest, Patrol Overview, and more. Attendees also participate in tours of the Lower Buckeye Jail, the Food Factory, and have the chance to be hands-on at the MCSO Shooting Range. The Maricopa County Sheriff's Office Community Outreach Division is the facilitator of the Community Academy.

If interested in attending an upcoming Community Academy, please visit [www.mcso.org](http://www.mcso.org) or email [cat@mcso.maricopa.gov](mailto:cat@mcso.maricopa.gov).

In 2017, the MCSO Community Academy was held three times with 50 community members in attendance. Two academies were presented in English and one in Spanish.

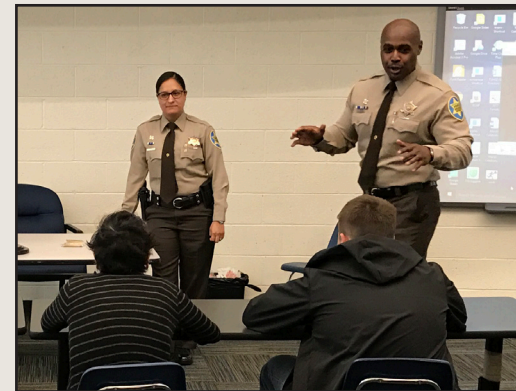




# Prescription Drug Take-Back | Fraud Prevention Education

The Office facilitated two Prescription Drug Take-Back events in 2017. Through these events, the MCSO collected over 4,000 pounds of unused prescription drugs at ten (10) sponsored locations, including the MCSO District Offices. Since the Prescription Drug Take-Back event in October, Sheriff Penzone has placed permanent prescription drug disposal boxes at all the MCSO District Offices and headquarters for community members to dispose of their unused prescription drugs throughout the year.

The MCSO also hosted events to provide education to the public on how to prevent fraud and identity theft. One class was held in Sun City and another in Mesa. Reserve deputies from the Enforcement Support Division taught the classes and provided students with important resources and tips to help protect themselves from identify theft and other scams.





# Missing in Arizona

There are approximately 2,000 people registered as long-term missing in our vast state. Additionally, nearly 1,400 human remains are unidentified. A partnership between law enforcement, medical examiners, humanitarian groups, foreign consulates, and the Arizona State University was created to help bring closure to family and friends of missing persons. October 21, 2017 marked the 3rd Annual Missing in Arizona Day. However, this year, the partnerships of agencies expanded to include Pima and Pinal County Sheriff Offices, Tucson Police, and Arizona's tribal law enforcement. If someone missing was thought to have been in Arizona, even just passing through, the MCSO detectives want to know. Our message to those with missing loved ones is that we want to remove barriers that interfere with making a missing person's report.



57 cases processed

Four cases from the 1970s

48 new cases

58 DNA samples collected

Four resolutions (three alive)

The above statistics are from the October 21, 2017 Missing in Arizona Day.



# Court Implementation Division

Since taking office, Sheriff Penzone has made compliance with the *Melendres* federal court orders a priority. The MCSO works collaboratively with the Monitor, American Civil Liberties Union (ACLU), and Department of Justice (DOJ) to achieve compliance. In 2017, a Compliance Bureau was created, headed by the Chief of Staff/Special Counsel and an Executive Chief. Sheriff Penzone recognizes that gaining full and effective compliance with the Court's Orders will ensure the MCSO is following the best police practices thus making the MCSO a leader in the profession. The concentrated emphasis on compliance has benefited MCSO and the community. In the first half of 2017, Sheriff Penzone oversaw an approximate 50% increase in compliance. Looking forward, the MCSO will continue to embrace the work ahead to achieve full and effective compliance.

*“Under Sheriff Penzone, there is a heightened level of cooperation at the highest levels of the Office.”*

- Monitor's Twelfth Quarterly Report

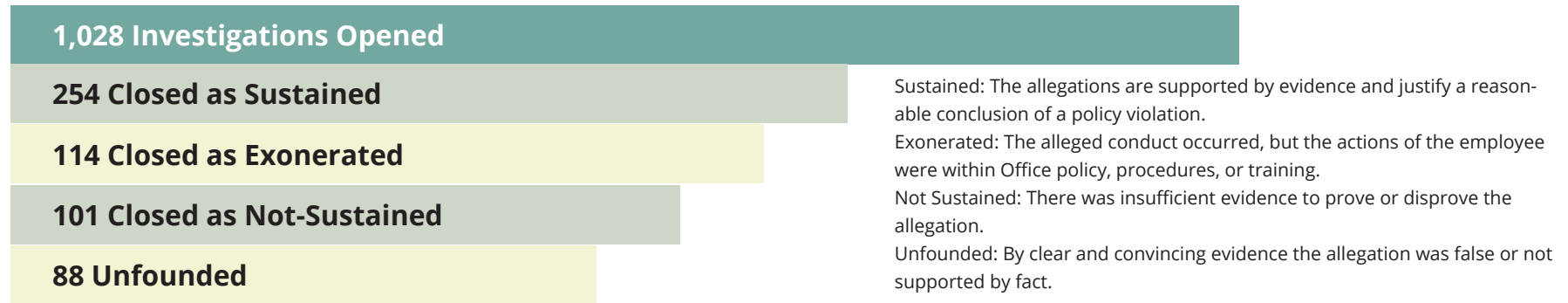
		Q1 & Q2, 2014	Q3, 2014	Q4, 2014	Q1, 2015	Q2, 2015	Q3, 2015	Q4, 2015	Q1, 2016	Q2, 2016	Q3, 2016	Q4, 2016	Q1, 2017	Q2, 2017	Q3, 2017	Q4, 2017	
10/2013 "First Order"	Phase 1	4%	10%	44%	40%	51%	57%	61%	60%	67%	60%	63%	79%	88%	85%	85%	
	Phase 2	0%	0%	26%	25%	28%	37%	38%	39%	44%	49%	50%	57%	67%	62%	65%	
7/2016 "Second Order"	Phase 1	N/A										1%	10%	12%	72%	75%	77%
	Phase 2	N/A										43%	46%	60%	63%	66%	72%

Q1, 2017 is the first reporting period under Sheriff Penzone's leadership.



# Professional Standards Bureau

The objective of the Professional Standards Bureau (PSB) is to receive and investigate complaints and allegations of employee misconduct and inappropriate behavior, conduct fair and impartial investigations in a timely manner, while protecting the employees' rights and the professional image of employees and the MCSO. The PSB also identifies and assesses equipment, policy, tactical, and training concerns and coordinates with the Policy Unit, the Training Division, and Division Commanders to address these concerns. To enhance the investigative abilities and performance of PSB and district investigators, and to ensure that the MCSO continues to conduct quality administrative investigations, the PSB developed and presented a 40-hour training curriculum to all sworn supervisors on the topic of conducting effective employee misconduct investigations.



2017 investigations include Internal and External Complaints, Critical Incidents, Criminal Allegations, and Service Complaints





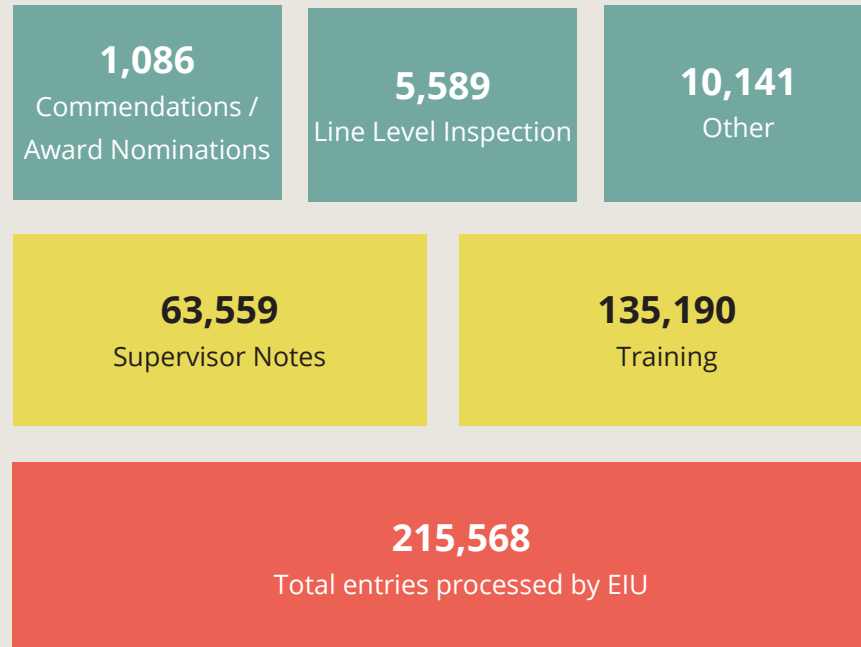
# Bureau of Internal Oversight

The activities of the Bureau of Internal Oversight (BIO) are directed at assisting the Office accomplish its mission by establishing systematic, disciplined approaches to the evaluation and improvement of effectiveness for all facets of the Office. BIO's strategic efforts are designed to communicate findings that aid supervisors in the management of personnel and resources. BIO is comprised of two Units:

Early Intervention | Audits and Inspections

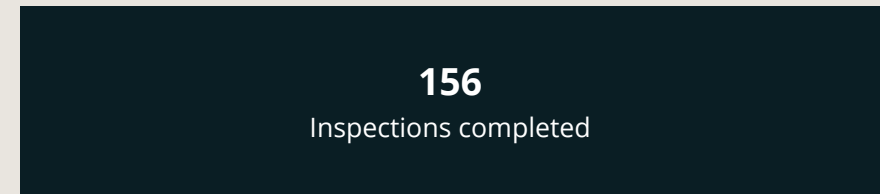
## Early Intervention

The Early Intervention Unit (EIU) supports effective supervision, detects and prevents individual-level, unit-level, and/or systematic problems within the Office to uphold the highest standards of lawful, ethical, and professional police practices. In 2017 the EIU processed and quality assured the following EIS entries



## Audits and Inspections

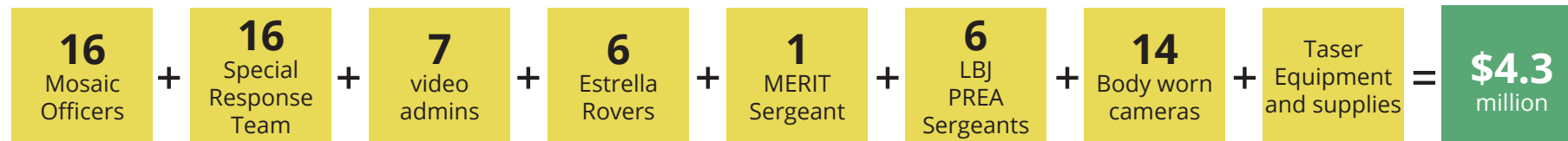
The Audits and Inspections Unit (AIU) conducts monthly, quarterly, and semi-annual inspections, as well as on-going audits to improve compliance with Office Policies. Audits and inspections completed by the AIU are available at [www.mcsobio.org](http://www.mcsobio.org).



## Tent City Closes

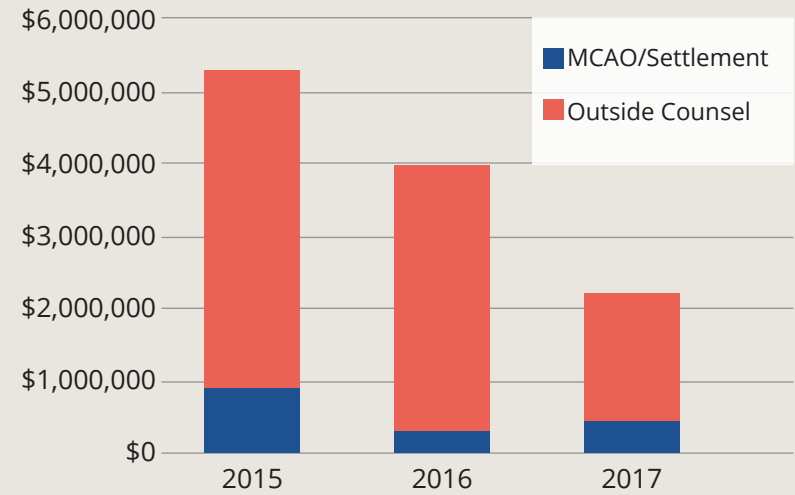
On April 4, 2017, Sheriff Penzone announced his decision to close Tent City and redirect resources to benefit our operations and enhance the safety of our detention officers. On April 25, the female inmates from the Tents were rehoused at the Estrella Jail. The following day, on April 26, hundreds of male inmates from the Tents were rehoused at the Durango Jail. As of late May, all remaining inmates were rehoused, and the Tents were empty. The work furlough and work release inmates assigned to Con-Tents were rehoused in Durango Jail on October 7, 2017, marking the final closure of Tent City.

Closing Tent City allowed for the reallocation of \$4.3 million to increase the safety of our detention officers. The closure of Tent City also resulted in additional benefits. The indoor space at Tent City was transformed into an area to treat addiction and reduce recidivism, thereby increasing the number of inmates that could benefit from the MOSAIC program.



## Saving on Legal Fees

Upon taking office, Sheriff Penzone eliminated costly outside counsel in the *Melendres* litigation and began using the Maricopa County Attorney's Office as legal counsel. Because of sound fiscal practices and better management and policies overall, MCSO has realized a cost savings of nearly \$3 million from the legal fees and settlements accrued in 2015 as compared to 2017.



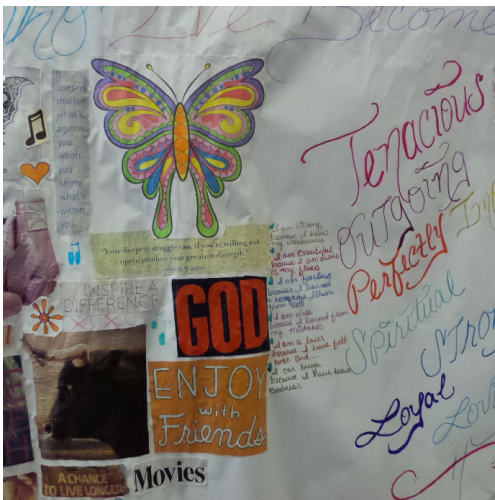
## Returning the Howitzer

The self-propelled Howitzer, referred to as “the Tank” had been sitting in a detention parking lot for years, and could not be moved without replacing tires on the trailer for \$50,000. The original agreement with the Department of Defense (DOD) required that the Howitzer be returned to DOD. The DOD arranged to have the Arizona National Guard haul the Howitzer at no cost to the County.





# Addressing Recidivism



# MOSAIC

The closure of the Tents Jail provided an opportunity to utilize existing space for a new purpose. The space has been remodeled into two direct supervision style housing units and is now being utilized for Correctional Health Services' MOSAIC Program. Inmates enrolled in the MOSAIC Program receive an intense amount of counseling and education to deal with substance abuse and mental health issues. Participants are screened and monitored to provide the greatest success of reentry into the community upon their release from jail. Correctional Health and the MCSO work together to ensure the success of this program. Utilizing the old Tent City indoor space allowed Correctional Health to expand MOSAIC by 50%.

In 2017, twelve (12) different groups of inmates (six male groups and six female groups) participated in the six-week courses. The December group was the first to be held in the new facility.



*“Since the beginning of this program, I have learned many things to which some I thought wasn’t even possible or in my reach. I have learned healthier ways to express myself, better ways to cope with my feelings and depression, and been given many reasons to live life again.”*

2017 MOSAIC graduate





## Orange is the New Black and White Stripes

A seemingly insignificant change to the inmate uniform will save the MCSO nearly 12% on inmate uniform costs. Striped 2XL pants cost \$7.16 each, the same pants in orange cost \$5.40 each. An unsentenced striped shirt was \$4.66, the same shirt in orange is \$4.26.

**Savings: \$22,000 annually**

*“Our staff has done an excellent job examining our entire operation to find cost savings and workplace efficiencies that will stretch our dollars without compromising safety. Changing the inmate uniform is one more way we can deliver top service at reduced expense.”*

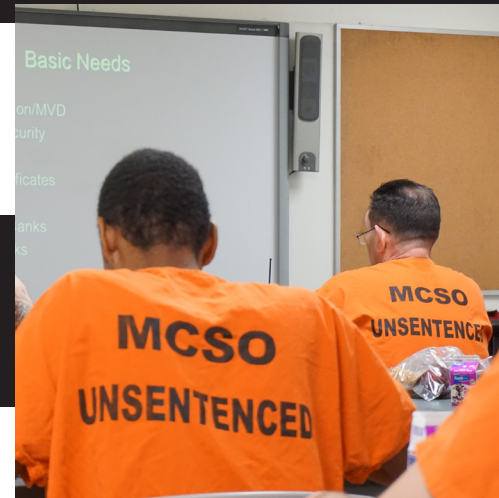
- Sheriff Penzone



## Jail Mattress Program

Mattresses are used throughout our detention facilities. Replacing a mattress costs approximately \$106. Rather than replacing a mattress, the mattress program uses inmates to sew new covers for inmate mattresses. Sewing our own mattress covers and reusing the old foam significantly reduces the cost. Additionally, inmates learn how to sew and they benefit from developing other marketable skills such as teamwork and completing tasks.



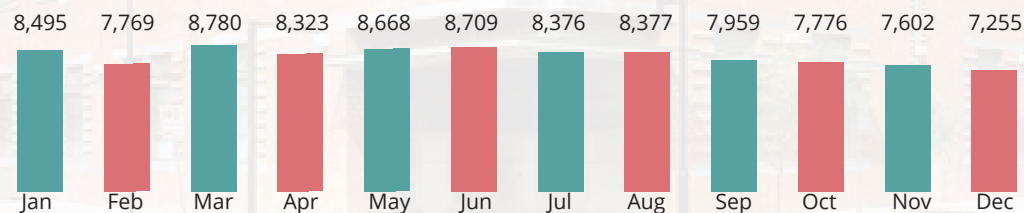


# Custody Bureau

Detention officers within the Custody Bureau maintain the safety and security of the inmate population in the five Maricopa County detention facilities, the nation's fourth largest. They also manage numerous programs within the jails, including Adult Programs, Juvenile Education, Religious Services, Volunteer Services, MCSO Animal Safe Haven (MASH), and Special Projects. Detention officers provide daily necessities to those awaiting court and those who stay in our custody after sentencing. The MCSO is the primary booking facility in Maricopa County. The Custody Bureau's Intake Division oversees this task by assisting numerous law enforcement agencies in booking inmates.

Every day, detention officers deal with the threats of harm, suicide, medical issues, and verbal abuse. These brave women and men protect what matters most, our family, friends, and our community. These dedicated officers save people from harming themselves, harming each other, and help people over the hurdles of medical concerns to safely return them to our community. Detention officers must be skilled in verbal de-escalation, teamwork, problem-solving, selflessness, and resilience.

The Custody Bureau saw many changes in 2017. For instance, construction began on two new jail facilities while another closed. In preparation for the upcoming changes, the MCSO has worked in partnership with the MCSO Training Division, American Jail Association, American Correctional Association, and National Institute of Corrections to explore industry best practices, staff development and professional certification, and research more efficient methods of running safe and constitutional jails while focusing valuable resources on public safety and recidivism reduction.



2017 Monthly Inmate Booking Numbers

**98,089**  
total  
bookings





## The Future of Custody

In 2017, ground was broken on the construction of the new Intake Transfer and Release Facility as well as a new 1,280-bed jail. Both facilities are scheduled to be operational in the year 2020 and are a culmination of several years of planning and assessing the current jail system capacity, Maricopa County population growth projections, and the assessment of current jail facility's life expectancy. The budget for this project was set by the Maricopa County Board of Supervisors at \$185 million, which will be paid out of detention fund surplus.



## Religious Services Unit

The Religious Services Unit acknowledges the inherent and constitutionally protected rights of those incarcerated to believe, express, and exercise the religion of their choice. Chaplains coordinate religious services within all five MCSO Jails by scheduling religious programming, managing volunteer involvement, conducting religious services and counseling inmates, responding to requests, and notifying inmates of serious illness/death.





# Choose to Change

In 2017, the Adult Programs Section offered 47 classes to the jail inmate population, including basic education, substance addiction/treatment, job readiness, personal growth, parenting, cognitive restructuring, personal health, and behavior modification. These classes offer inmates opportunities for personal growth, achievement, and self-sufficiency, with the goal of reducing recidivism. Nearly 18,000 inmates took advantage of these opportunities this past year.

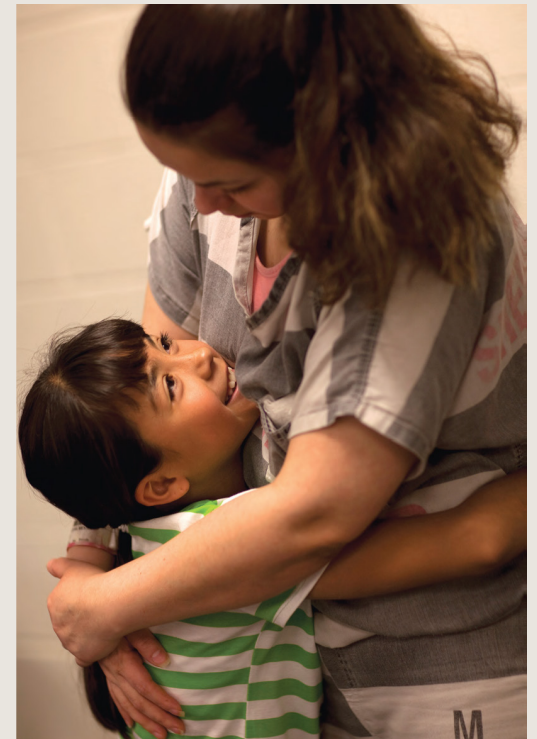
One of these programs, which began in April, is Choose to Change, an eight-week intensive re-entry program offered to all inmates housed in general population. The program has seen over 200 inmates enrolled in Durango, Estrella, and Towers Jails. The program classes based on Risk, Need, and Responsivity Principles. Classes provide tools for participants to develop pro-social thinking and problem-solving skills. Employment skills are taught, both how to apply for a job and how to keep a job. Participants are given a wealth of community resources and if eligible, are enrolled in Arizona Health Care Cost Containment System (AHCCCS). Weekly workshops are offered on continuing education, preventative healthcare, managing finances, and more. Inmates receive over 200 hours of community service hours through Adult Probation upon completion of the program.



# Girl Scouts Beyond Bars

Girl Scouts Beyond Bars is one of the more unique programs offered to our female inmate population. This program, offered in partnership with the Arizona Cactus-Pine Girl Scout Council, brings incarcerated mothers and their daughters (between the ages of 5 and 13) together twice a month in a Girl Scout troop setting at the Estrella Jail. The program is designed to reduce the traumatic effect on the daughter when a mother is arrested and incarcerated.

Activities focus on five important social and emotional outcomes; a strong sense of self, positive values, challenge seeking, healthy relationships, and community problem-solving. The goal is to create tomorrow's leaders. Developed by the National Institute of Justice, Estrella Jail was the first in the country to implement this model.





# Maricopa County Sheriff's Office Animal Safe Haven Unit



The MCSO Animal Safe Haven (MASH) Unit was created to provide support for the Animal Crimes Investigations Unit and the animals that are seized as evidence. In 2017, the MASH accepted and rescued 224 animals from cruelty and neglect cases across Maricopa County. Each animal is treated by a veterinarian and nursed back to health by MASH staff and our sentenced female working inmates. Once the cases are adjudicated, the animals are made available for adoption.

While waiting to be adopted, the animals participate in our inmate education programs. MASH employees teach inmates vocational skills including animal care and grooming. MASH also brings animals into the jails to teach human-animal interaction to inmates, resulting in a lower number of disciplinary problems for the inmates while increasing the socialization and adoptability of the animals.

Created in 2017, the "Employee Assisted Socialization" program brings animals into various MCSO workplaces for short periods of time to interact with employees to increase the animal's trust in people and relieve employee stress. Additionally, employees working downtown can voluntarily walk dogs during their lunchtime. These activities greatly increase the adoptability of the animals and prepare them for a loving "fur-ever home."





**308**  
vocational  
classes taught



**1,069**  
inmates  
attended  
vocational  
classes



**1,600+**  
inmates taught  
human-animal  
interaction  
skills





## Medical Transport Services

Medical Transport Services (MTS) provides safe and secure transportation for all inmates sent to medical facilities, courts, or other outside destinations requiring special transportation. MTS maintains custody of inmates admitted to an area hospital or medical facility.

**135,817**  
miles  
driven

**14,421**  
inmates  
transported



## Mental Health Power Squad

The MCSO Mental Health Power Squad provides security for Correctional Health Services (CHS) Staff during mental health evaluations. Officers assist the mental health staff and work in such a manner that CHS can provide services effectively, efficiently, and safely while maintaining custody and security of the inmates being treated.

**20,049**  
inmate  
mental health  
appointments  
and interviews

**3,300+**  
increase  
over 2016



## Nearly 2,000 detention officers work in the MCSO jails





# Behind the Scenes

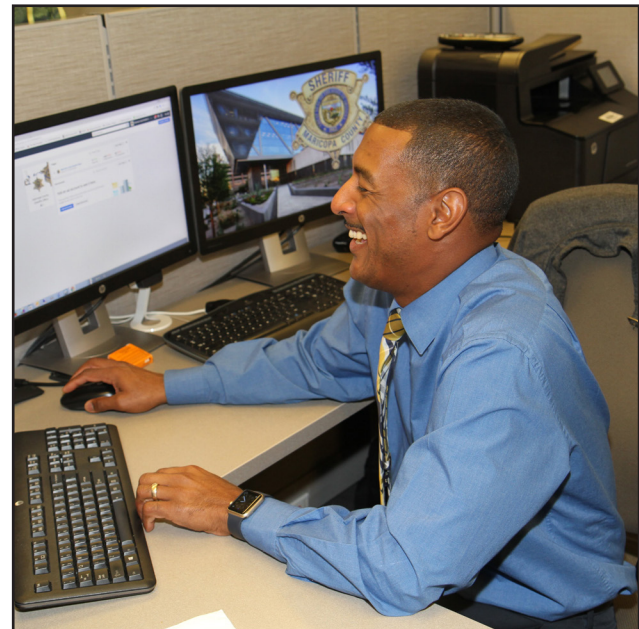
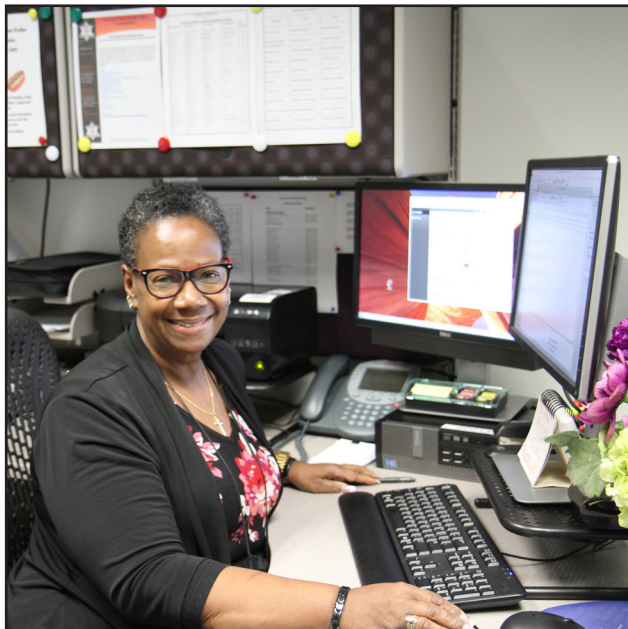
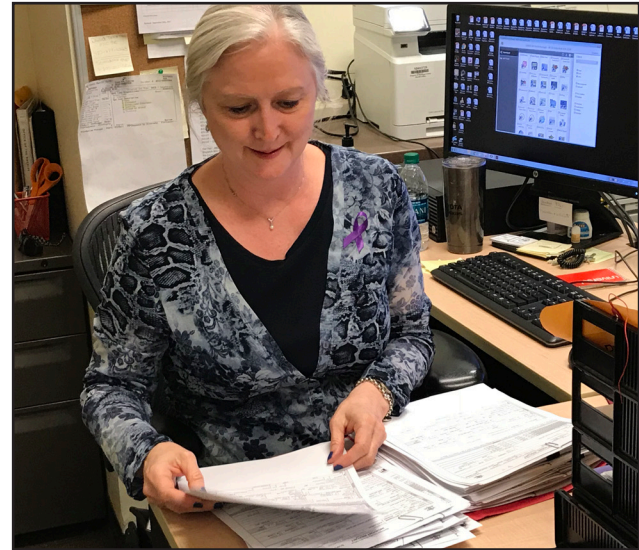
The men and women of the Maricopa County Sheriff's Office are committed to making Maricopa County the safest community in America.

All MCSO employees are guided by our values:

*Respect for the Law*

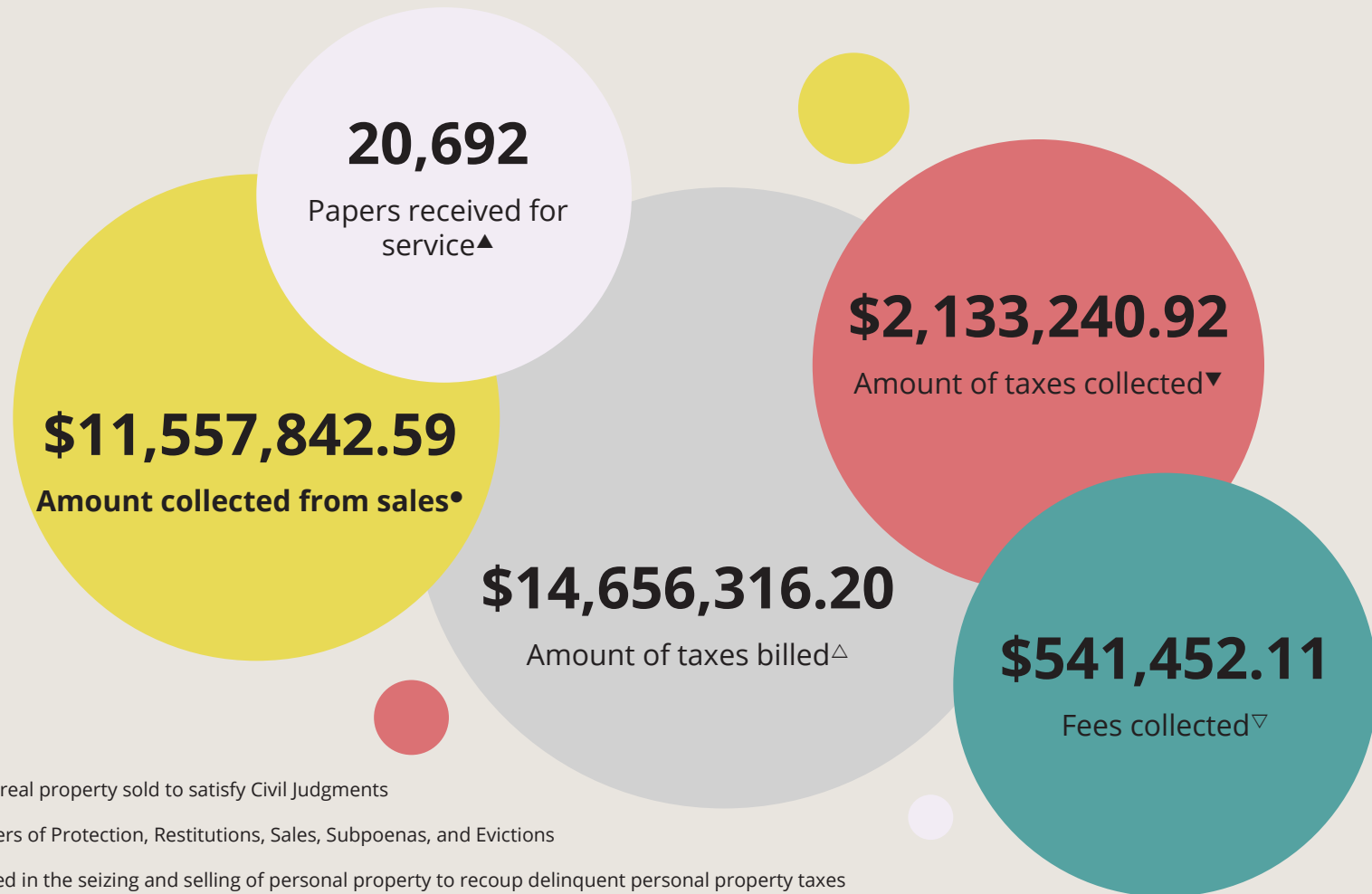
*Respect for the people we serve*

*Respect for each other*



# Judicial Enforcement Division

The Judicial Enforcement Division (JED) serves and enforces various court processes and orders in accordance with the Constitution, law, and Judicial rulings. These services include such items as Service of Subpoenas, Orders of Protection, Injunctions Against Harassment, Evictions, and more.

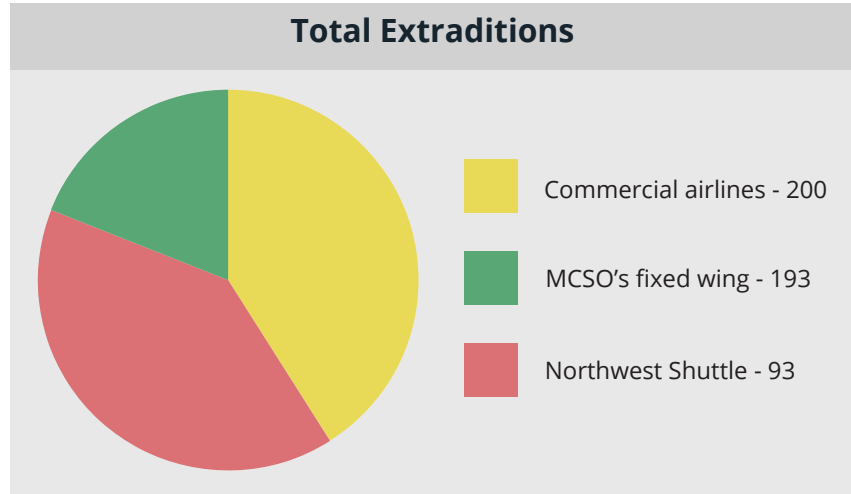


- Personal and real property sold to satisfy Civil Judgments
- ▲ Includes Orders of Protection, Restitutions, Sales, Subpoenas, and Evictions
- ▼ Taxes collected in the seizing and selling of personal property to recoup delinquent personal property taxes
- △ Delinquent personal property taxes billed
- ▽ Includes serving paperwork and fees associated with selling personal and real property to satisfy Civil Judgments



# Extraditions Unit

The Extraditions Unit is responsible for extraditing individuals who have absconded to other states or violated the Interstate Agreements, back to Arizona for legal proceedings. The Unit coordinates with law enforcement agencies in other states to facilitate the extradition of individuals who have absconded to Arizona. To accomplish the mission, the Unit works closely with partners from the Governor's Office, Maricopa County Attorney's Office, as well as agencies throughout Maricopa County. Individuals are extradited by using commercial airlines, MCSO Aviation Service Division's fixed-wing airplane, or the Northwest Shuttle system, which is a cooperative effort across northwest states to move prisoners expeditiously and economically from one jurisdiction to another. MCSO attempts to recover some of the cost related to these extraditions by requesting restitution from the prisoners for the extradition cost.





# Aviation Services Division



The Aviation Services Division (ASD) provides aerial support to all aspects of the MCSO. One primary function includes Search and Rescue missions. However, ASD

also serves in direct support of law enforcement functions where aircraft becomes necessary, such as patrol support, surveillance, transportation, command and control, traffic management, disaster relief, communications, and aerial photography. Above all, the primary objective is to provide these services with the highest degree of safety.

From landing in the flat desert regions of the county to picking up a lost person to utilizing a short-haul with technical equipment to extracting a seriously injured



person from a cliff, the Rotor Craft Unit averages one such mission per day. Throw in aerial support for patrol, which includes incidents such as searches for suspects, pursuits, and barricaded subjects, the MCSO rotor wing is working 24 hours a day to protect our community members.

**2,611**  
Total flight hours

**1,356**  
Total missions

**428**  
Assist to Patrol

**326**  
Search and Rescue

**83**  
Suspect Search





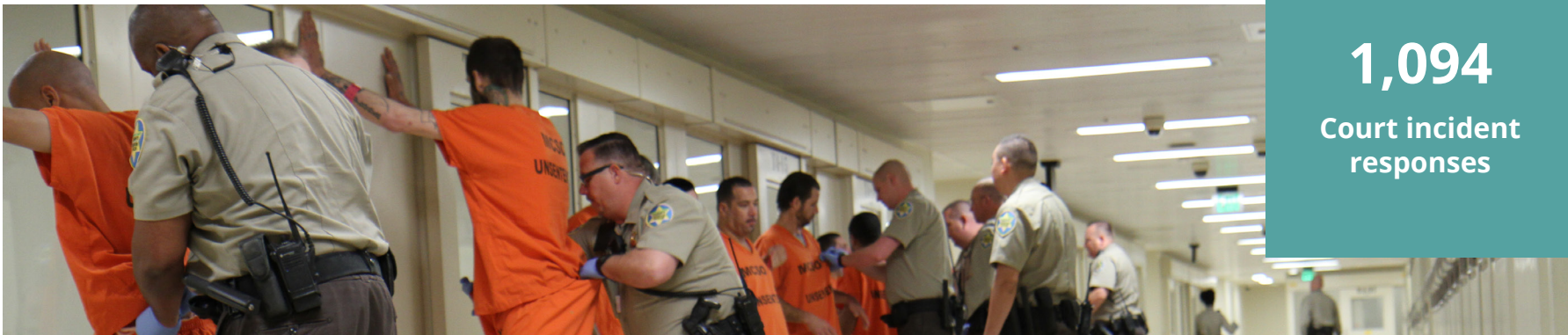
**128,438**  
Inmates  
transported to  
courts

## Court Security and Court Operations Divisions

The Court Security Division assists in providing for the safety and security of office personnel, judges, jurors, attorneys, court personnel, inmates, and the public for each Superior Court building in Maricopa County. The Court Operations Division provides the custodial transport of inmates to all court appearances. Both divisions work together to ensure inmates arrive at their court appearances safely and on time.

In 2017, Court Security deputies provided security for numerous events including four off-site Judicial Conferences, the bi-annual Juvenile Adoption Day, and the annual “Stand-down” event, which allows veterans to come in and take care of outstanding court-related issues, as well as re-set court dates that may have been missed due to unforeseen circumstances.

**1,414**  
Court arrests/  
removals



**1,094**  
Court incident  
responses





# Enforcement Support

The Enforcement Support Division manages ancillary support services to aid all Districts, Investigative Units, and special events such as Mall Patrol, toy drives, Shop with the Sheriff, Fiesta Bowl security, and other community events throughout Maricopa County. Through the Explorers Program, thousands of young men and women cadets have been mentored and thus pursued a career in law enforcement. Some graduates are now serving as MCSO deputy sheriffs and detention officers. Enforcement Support also manages the volunteer Posse personnel, who use their varied skills and interests in support of the MCSO. They train in many functions including Search and Rescue, Crime Scene Security, Patrol Support, Disaster Relief, and Emergency Details.



Cactus Bowl



Posse Personnel



Explorers Cleaning Jake



Christmas Shop with the Sheriff



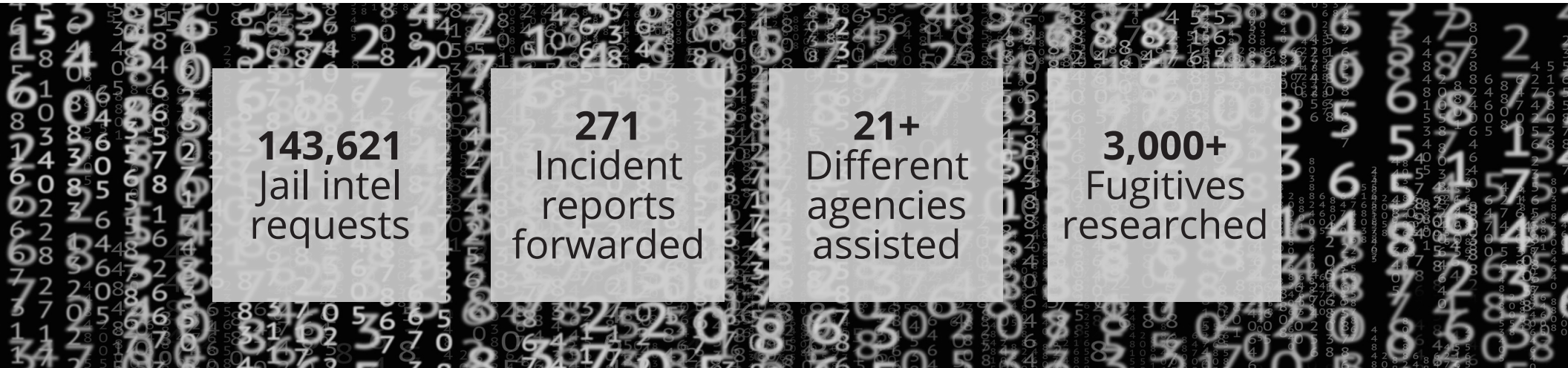
Phoenix International Raceway





# Jail Intelligence Unit

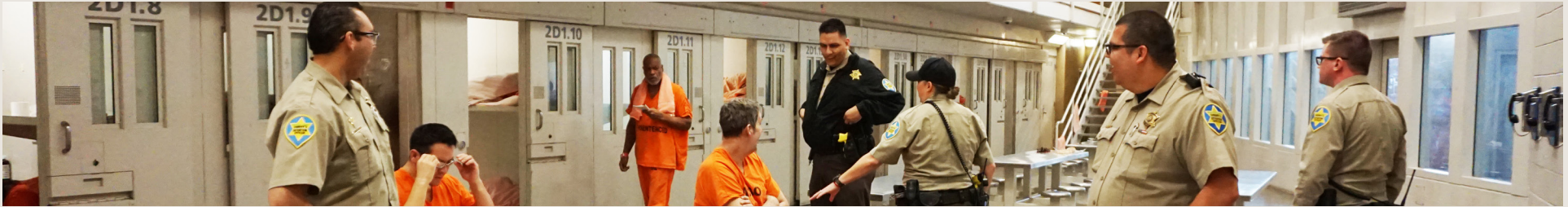
The Jail Intelligence Unit collects, evaluates, analyzes, stores and disseminates intelligence data regarding criminal activity within the Maricopa County jail system. Intelligence and information are gathered for the primary purpose of ensuring the safety and security of the MCSO jail facilities and are used to support criminal investigations.



# Case Support Unit

The Case Support Unit (CSU) supports multi-faceted criminal investigations originating from the Maricopa County jail facilities, Special Investigations Division (SID), Jail Crimes Unit (JCU), Major Crimes Division (MCD), other MCSO Investigative Units, and outside agencies. Case support detention analysts are trained to mine and analyze data from law enforcement and open source databases and use resources such as jail phone and video systems to apply analytical and investigative skills to the criminal investigations to which they are assigned.





## Video Visitation Monitoring Unit

The Video Visitation Monitoring Unit (VVMU) is responsible for obtaining, interpreting, and disseminating criminal intelligence by monitoring non-attorney-client visits of inmates to ensure the safety and welfare of inmates, officers, and the public. Among other things, VVMU is responsible for reviewing recorded non-legal video visits which have a criminal predicate, detention security concern, inmate health/welfare concern, or any potential threat to the community and public safety members. Additionally, the VVMU provides criminal intelligence and investigative assistance to the MCSO and other law enforcement agencies.

**105,449** web-based visitations

## Inmate Telephone Monitoring Unit

The Inmate Telephone Monitoring Unit (ITMU) assists with various investigations for MCSO and many other agencies. This includes investigations ranging from safety and security concerns within the facilities to assisting other MCSO investigative units and outside agencies with investigations including missing persons, homicides, drug activity, burglaries, sexual assaults, threats, and other criminal activities that have developed into a criminal investigation.

**74,290** monitored call minutes

**93** incidents identified

**8,713** monitored video minutes

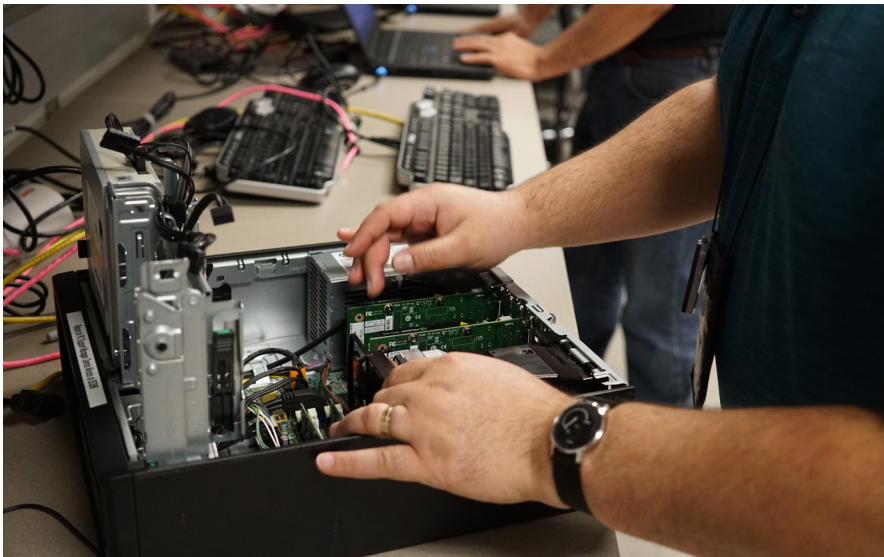
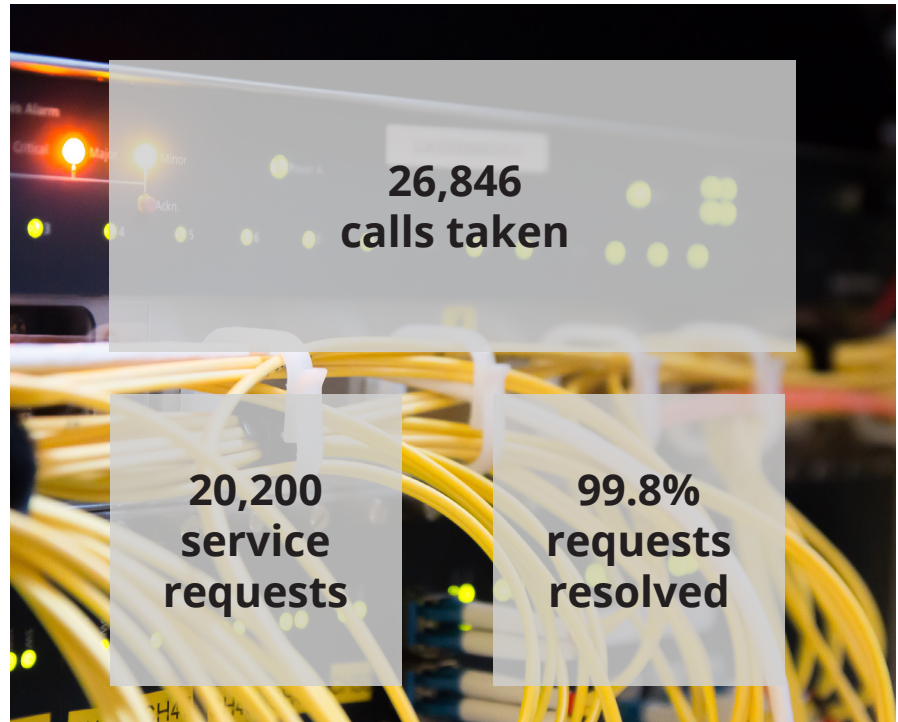




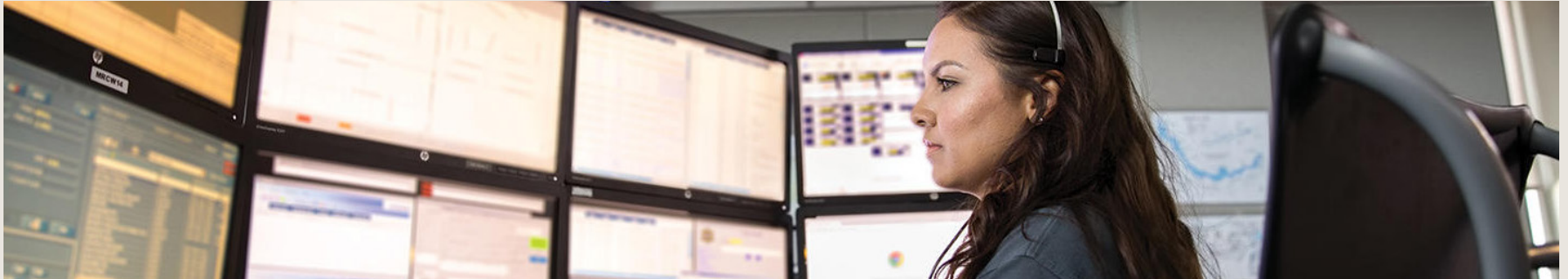
# Technology Bureau

The Technology Bureau provides a myriad of technical and business services to the MCSO to improve work efficiencies through the strategic use of applied technology. The Bureau is responsible for daily operational support and maintenance, including 911 dispatch communications services, as well as developing long-term strategies and plans to keep systems and equipment current and reliable.

The various divisions within the Technology Bureau work in concert to provide seamless support and services for all MCSO technology needs. Bureau staff also works closely with vendors, external agencies, and other partners to ensure the technical services they provide to MCSO are consistent and reliable and continue to evolve to meet future needs.



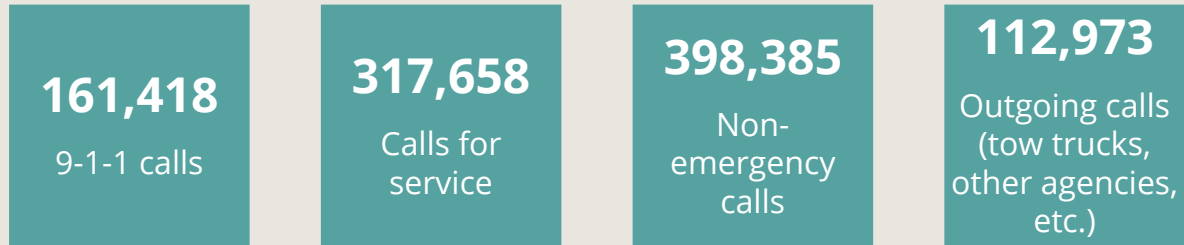
# Dispatch | Communications Division



The Communications Division is a 24-hour emergency operations center. The Communications Division consists of two primary elements: call handling (including 9-1-1) and dispatch. Communications personnel receive calls from the public for police services or referrals to other law enforcement entities and public service agencies. Service calls are entered into a state-of-the-art computer-aided dispatch system that tracks the calls from start to finish.

On December 22, SpaceX launched a Falcon 9 rocket in the early evening hours without much fanfare. However, the lack of knowledge caused confusion and concern from a large portion of the public, prompting an overabundance of 9-1-1 calls. During the 6:00 pm hour, while the rocket was visible in the sky, MCSO communications fielded sixty-six 9-1-1 calls. The expected call average for that hour is 25-28. Even with the increased volume, there was no degradation of services provided to the deputies or the residents of Maricopa County.

Over the course of 2017, the Communications Division's call answer times improved. The division is now just a few percentage points away from meeting the industry standard of 90% of 9-1-1 calls answered in under 10 seconds during the busiest hour. Prior years showed that statistic was in the 60% range. During the first quarter of 2017, bomb threats were made at the World Wildlife Zoo and at the Sheriff's Office headquarters. The detailed information gathered by our call takers allowed detectives and FBI personnel to successfully identify a suspect.





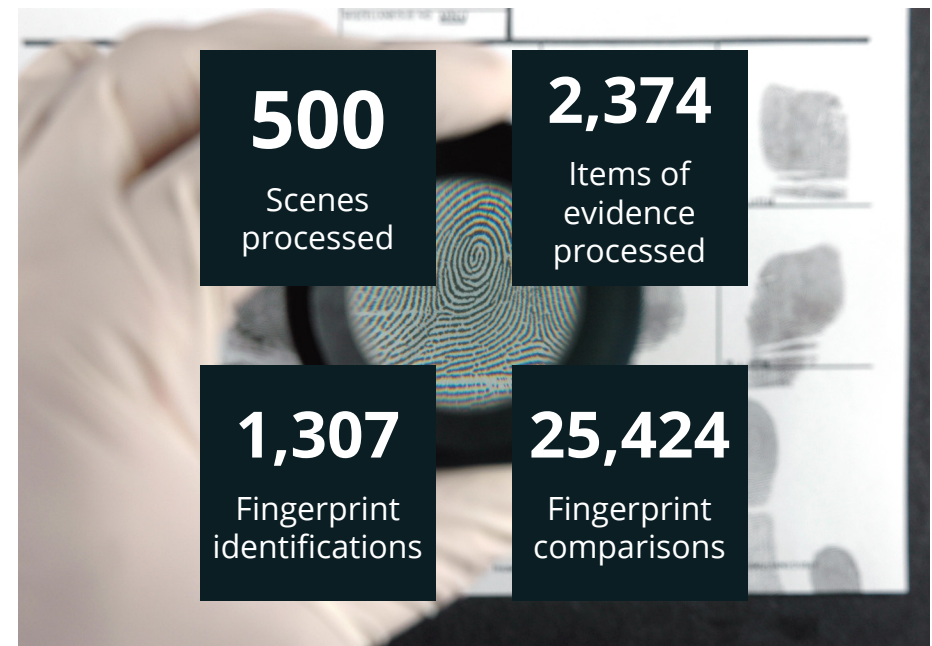
## Human Resources Bureau

During 2017, the Human Resources Bureau (HRB) began significant efforts aimed to revitalize the MCSO recruitment efforts. Specifically, staff began conducting continuous, year-round and candidate-centric recruiting efforts for detention officers. This included offering orientations in the early morning, evening, and weekends as well as offering background screening appointments on some Saturdays. The hiring process was streamlined, and timelier job offers were made. This new approach reduced the time it took from application to background check by 30 days and resulted in an uptick in detention officer staffing to date. The Detention Academy Class #943 was the first full class in over two years - a huge accomplishment by this team.



## Scientific Analysis Division (Crime Lab)

The MCSO's Scientific Analysis Division is a service-oriented group with a commitment toward excellence. Its purpose is to provide superior forensic science services and technical support to the community by utilizing proper equipment and techniques, and to present objective, unbiased conclusions to the judicial system.



# Training Division

MCSO's Training Division educates, trains, and inspires our personnel toward continuous improvement. The Division strives to develop employees of character and commitment to duty and provides them with the knowledge and skills needed to be competent and attain professional growth throughout their career. The Academy and Advanced Officer Training programs achieve this with a focus on the intellectual, physical, mental, and emotional growth necessary for professional excellence.

**2,102**

attended American Heart Association CPR classes

**43,433**

hours of mandatory training

**192,128**

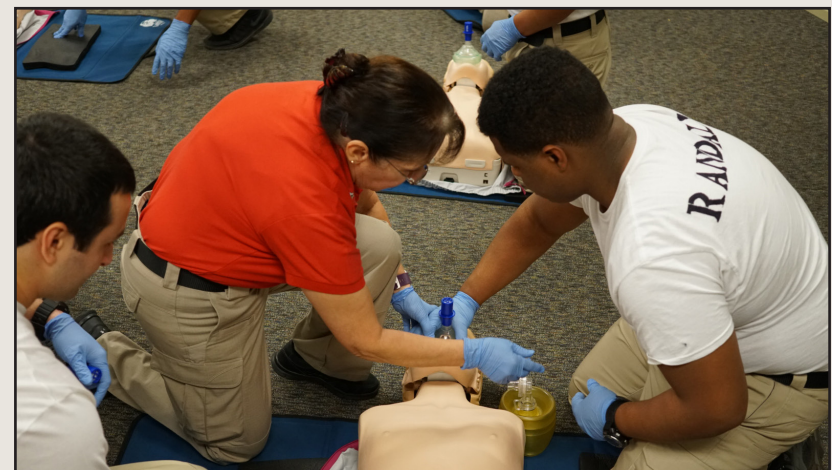
total hours of in-person training delivered

**50,085**

online training hours delivered

**99%**

employees attended mandatory training





## Compliance Division

The Compliance Division is responsible for the administrative coordination of the discipline process and provides clear and concise policies for MCSO employees. The Compliance Division also responds to public records requests, subpoenas, document production requests and preservation notices, and provides prompt records and information to the Maricopa County Attorney's Office and private counsel handling litigation matters for the Office.

The Compliance Division is comprised of three Units:

Policy Compliance | Legal Liaison | Policy

**37**

General policies  
published

**6**

Critical policies  
published

**5**

Enforcement  
policies published

**3**

Detention policies  
published

## Legal Liaison Unit

**181**

Media Public  
Records Requests

**246**

Document  
Preservation  
Requests

**1,316**

Public Records  
Requests

Behind the scenes with the MCSO employees.





# District Contact Information



**District I**  
1840 S. Lewis Street  
Mesa, AZ 85210  
(602) 876-1853



**District II**  
920 E. Van Buren Street  
Avondale, AZ 85323  
(602) 876-1865



**District III**  
13063 W. Bell Road  
Surprise, AZ 85374  
(602) 876-1602



**District IV**  
37622 N. Cave Creek Road  
Cave Creek, AZ 85331  
(602) 876-1742



**District VI**  
20727 E. Civic Parkway  
Queen Creek, AZ 85142  
(602) 876-5055



**District VII**  
16705 E. Avenue of the Fountains  
Fountain Hills, AZ 85268  
(602) 876-1869



**Lake Patrol**  
7307 N. Bush Highway  
Mesa, AZ 85215  
(602) 876-1636





# General Contact Information

Sheriff Penzone  
(602) 876-1801

Community Outreach  
(602) 876-1508

General Switchboard  
(602) 876-1000

Report a Crime Tip  
(602) 876-8477

Professional Standards Bureau  
(602) 876-5429  
(844) 887-4483 - Toll Free

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

Public Records  
(602) 876-1070

Victim Information Line  
(602) 876-8276



MCSO Helicopter



MCSO Deputies with K9



Agency Partnerships



MCSO Dive Training





**We are oneMCSO!**





Everyone at the MCSO considers it an honor and privilege to serve and protect our community members, doing so with integrity and accountability. Sheriff Penzone and the entire organization is working to make Maricopa County the safest community in the nation. The accomplishments outlined in this report are just a sampling of the work we do for our community members every day. We look forward to continuing to serve and protect you in 2018 and beyond.







Maricopa County Sheriff's Office  
550 West Jackson Street  
Phoenix, AZ 85003  
602.876.1000 | [www.mcso.org](http://www.mcso.org)