

Maricopa County
Adult Probation
Annual Report

FY2010



A Force for *Positive* **CHANGE.**

Dear Judge Davis,

The 2010 Adult Probation Department Annual Report illustrates the Department's ongoing commitment to enhance public safety and promote positive behavior change from individuals under our supervision. During the year, significant steps were taken in our continuing initiative to fully integrate evidence-based practices into our organizational culture.



One important area of focus was completion of policy revisions and trainings required by the Administrative Office of the Courts to transition to governance under the revised Codes of Judicial Administration, which reflect evidence-based practices. As the fiscal year closed, many of these requirements had been met and the Department was on track to complete the final requirements.

The Evidence-Based Practices Technical Assistance Project with the Crime and Justice Institute and the National Institute of Corrections neared completion, and an organizational reassessment was conducted to look at the Adult Probation Department's progress as an evidence-based organization. Improvements have been made in targeted areas, such as internal communication and involvement in decision-making.

Of utmost importance, the consistent efforts of our dedicated employees are producing positive results. The benefits anticipated from the implementation of evidence-based practices are now evident. Overall, the Adult Probation Department met and exceeded our public safety goals and the Department achieved continued gains over last year's positive results. The percentage of probationers who were sentenced for a new felony crime dropped substantially. Furthermore, significantly fewer probationers are going to state prison because of probation violations and more probationers are successfully completing their probation. Improved results have been accomplished with special populations, including probationers re-entering the community from prison, domestic violence offenders, and transferred youth. These positive results are encouraging and gratifying. In order to sustain positive outcomes going forward, the Department is committed to using practices that are proven to reduce recidivism.

Our management team underwent significant change this year as several executives, including two deputy chiefs, retired or left the department, after serving careers at Adult Probation and making numerous, lasting contributions to the organization. Capable managers have stepped up to fill the executive positions. Individually, they have demonstrated commitment to evidence-based practices, working in partnerships, and pursuing performance excellence. They will provide substantial leadership at Adult Probation.

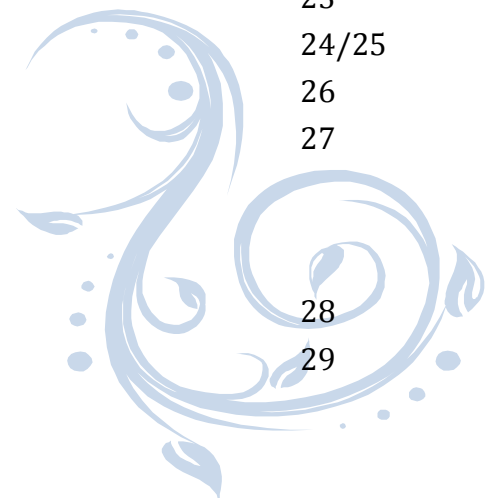
As always, service to the Court and the community is an honor. The Adult Probation Department looks forward to serving as a force for positive change in the coming year.

Sincerely,

Barbara A. Broderick

Barbara A. Broderick
Chief Probation Officer

SECTION I	PAGE
Letter to Presiding Criminal Court Judge Norman J. Davis	2
Vision, Values, and Mission Statement	4
General Information	5/6
Evidence-Based Practices	7
Evidence-Based Practices Probationer Outcomes	8/9
Managing For Results	9
State and Federal Grants	10
C.H.O.I.C.E.S. Access to Recovery Program	11
Edward Byrne Competitive Grant/Prison Reentry Initiative	12
Global Position System Monitoring (GPS)	12
 SECTION II	
Pretrial Services	13
Presentence Investigation	14
Standard Probation	15
Seriously Mentally Ill	16
Sex Offender	17
Domestic Violence	18
Transferred Youth	19
Intensive Probation	20
Indirect Services & Interstate Compact	21
Fugitive Apprehension/Southern Borders Grant	22
Compliance Monitoring	23
Custody Management Unit/Work Furlough Program	24/25
Drug & DUI Courts	26
Education/Drug Treatment Education Fund	27
 SECTION III	
Maricopa County Adult Probation Fiscal Year 2010 Awards	28
Maricopa County Adult Probation Organizational Chart	29








MARICOPA COUNTY ADULT PROBATION VISION STATEMENT

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

VALUES STATEMENT







We **BELIEVE** :

-  In treating all people with dignity and respect.
-  People can change and that probation services are a viable means to affect positive change.
-  In promoting and maintaining a positive, safe, and healthy community environment.
-  In the value of our positive relationships with our stakeholders.
-  Staff is the greatest resource in accomplishing our mission.

MISSION STATEMENT

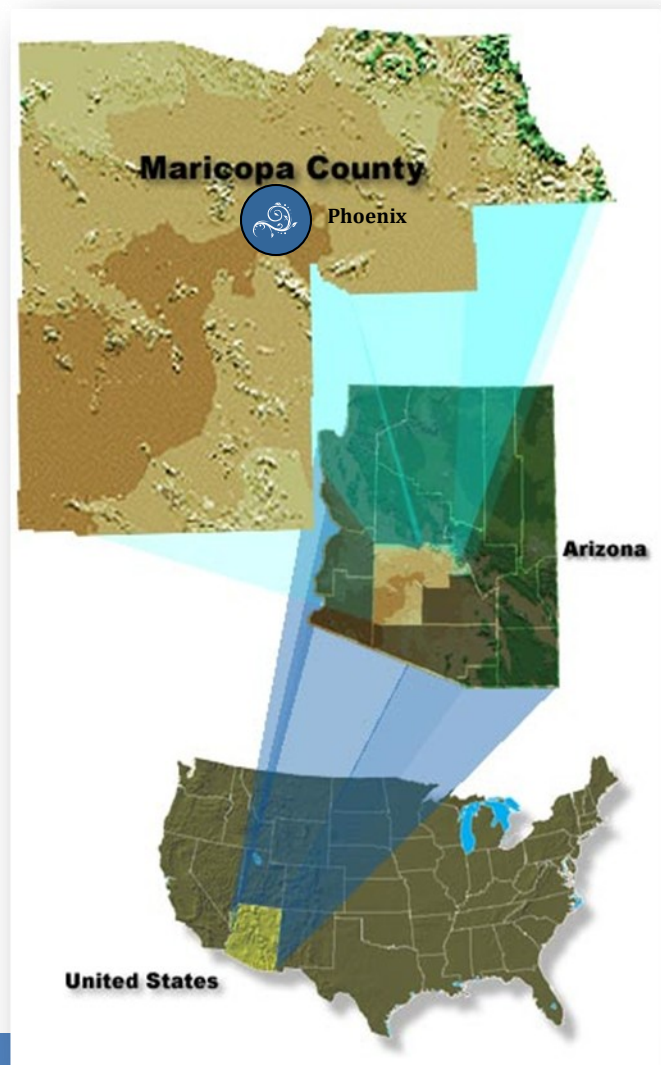
To enhance the safety and well being of our neighborhoods.

We accomplish this through:

-  Working in partnership with the community to provide research based prevention and intervention services;
-  Assessing offenders' risk/needs in order to help guide Court decisions and to apply the appropriate level of supervision;
-  Managing offender risk by enforcing Court orders, affording opportunities for pro-social change and expecting law-abiding behavior and personal accountability;
-  Facilitating victim involvement and restorative justice services;
-  Recognizing and rewarding staff performance and achievement;
-  Providing training to enhance our professional skill and build leadership.

MARICOPA COUNTY ADULT PROBATION GENERAL INFORMATION - MARICOPA COUNTY AT A GLANCE FY2010

- Arizona has a population of over **6,595,778 people** (2009).
- Maricopa County has a population of over **4,023,132 people** (2009).
- It is the fourth most populous county in the nation and is home to more people than **twenty-five states** and the District of Columbia.
- Maricopa County has a land area of **9,226 square miles**, of which **1,441 square miles** are incorporated (16 %) and **7,785 square miles** are unincorporated (84 %).
- It is the largest of Arizona's **fifteen counties**.
- The county measures **132 miles** from east to west and **103 miles** from north to south.
- **Twenty-four** cities and towns are located within Maricopa County's outer boundaries.



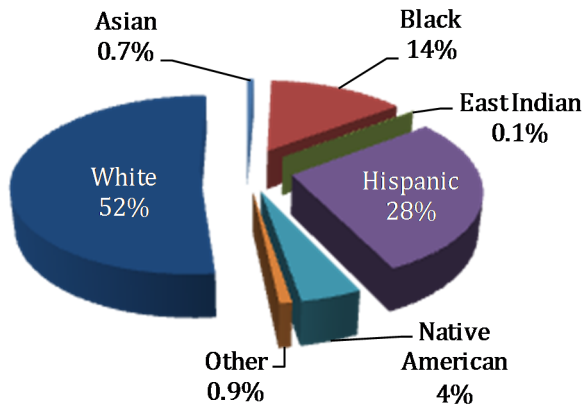
MARICOPA COUNTY ADULT PROBATION

- Maricopa County Adult Probation was established in **1972**
- **\$80,193,811** Annual Budget
- **1,020** Employees
- **17** Regional and Area Offices
- Average of **1,648** offenders under pretrial supervision per month
- **2,449** direct arrests by Fugitive Apprehension Unit in FY2010
- **22,411** Standard Probationers
- **813** Intensive Probationers
- Average monthly total population of **56,777**

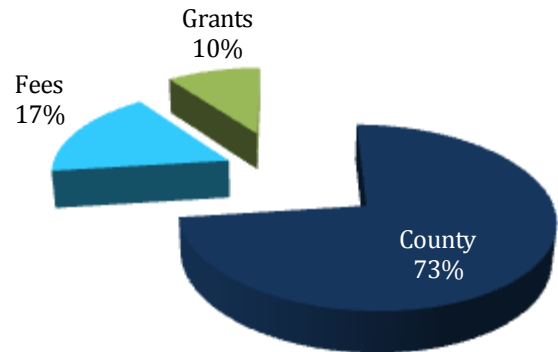
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MARICOPA COUNTY ADULT PROBATION GENERAL INFORMATION - MARICOPA COUNTY AT A GLANCE CONTINUED

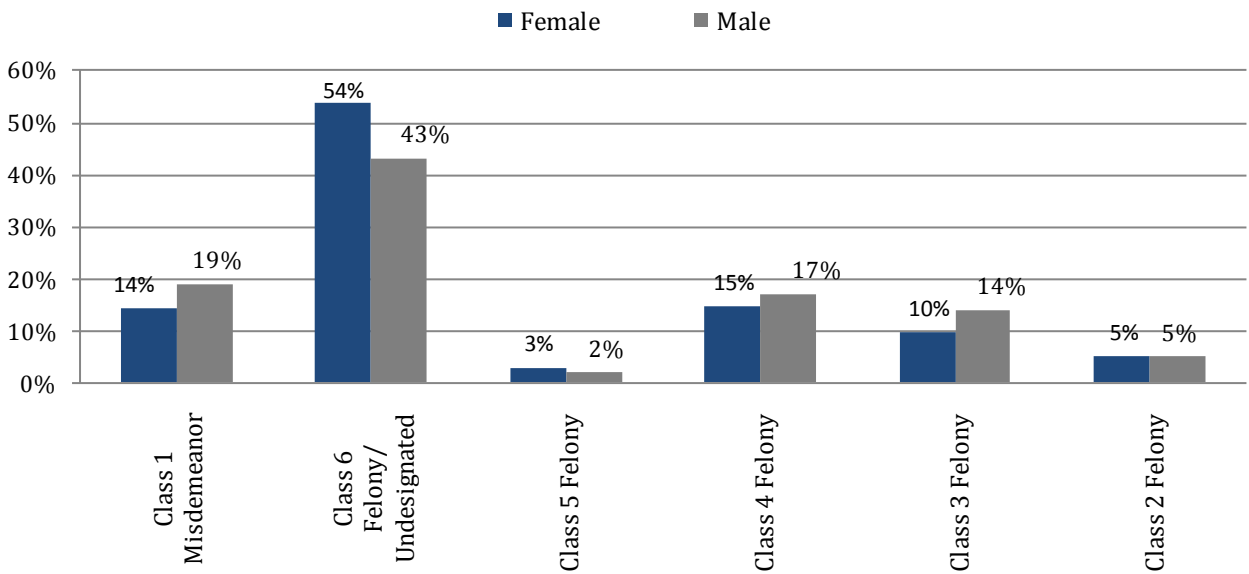
Maricopa County Adult Probationer's Race/Ethnicity



Maricopa County Adult Probation's FY2010 Annual Budget - \$80,193,811



Maricopa County Adult Probation Population by Gender and Offense Category



Offenses by Category

Category	Total	Percentage
Class 1 Misdemeanor	4,780	18%
Class 6 Felony/ Undesignated	7,449	27%
Class 5 Felony	691	3%
Class 4 Felony	4,423	16%
Class 3 Felony	3,568	13%
Class 2 Felony	1,381	5%

Average Monthly Active Probation Population:

31,143

Average Monthly Total Population:

58,264

On probation for Felony Offenses

82%

In FY2010, the Department was in the second year of technical assistance from the Crime and Justice Institute (CJI) for *Implementing Effective Correctional Management of Offenders in the Community*. The technical assistance was intended to help the Department further its implementation of evidence-based practices and the integrated model developed by the National Institute of Corrections. In the first year of the project, the Department engaged in an organizational assessment and used the results to further develop a strategic plan for the implementation of evidence-based practices and to set strategic goals. Examples of these goals included improving internal communication, developing a comprehensive training plan, and involving staff in decision making. The second year provided the opportunity for reassessment to determine what kind of changes occurred in the organization as a result of the efforts that were made.

The instruments used to assess the organizational culture of the department included the Texas Christian University Survey of Organizational Functioning, the Likert Organizational Climate Survey, and a case vignette. Staff from all levels of the department, including executive management, supervisors and line staff, provided feedback. Key findings are presented here.

Changes occurred in the areas where the Department focused the most attention. The Department made a significant effort to change the way that decision making and communication occurred. The efforts were most significant among the executive management team and mid-managers. The reassessment showed that both of these groups perceived an improvement in communication and in their involvement in decision making.

The Department operates as a more consultative system than before. The Likert Survey helps assess the style of management used by the Department. At the time of the initial assessment, the Department was perceived largely as a benevolent-authoritative system, characterized by a lack of communication among various levels, a lack of interaction, and a lack of trust. However, at the time of the reassessment, the Department was perceived as much more consultative, characterized more by increased communication, interaction, and involvement, as well as a greater degree of trust.

The Department provides a balanced approach to supervision. The case vignette allows staff to rank the importance of various supervision tasks to the supervision of a hypothetical probationer. The tasks include both control-oriented tasks and support-oriented tasks. Examples of control tasks include monitoring compliance with conditions, imposing jail time and requiring frequent office contacts. Examples of support tasks are conducting a risk/needs assessment, helping the offender develop a case plan, and having the offender develop a resume. The two types of tasks reflect the dual purpose of probation. While the mission of the Department is to “enhance the safety and well being of our neighborhoods,” this is done both by enforcing Court orders and by providing opportunities for pro-social change. The results of the case vignette show that officers recognize both roles and provide a balanced approach to supervision. The gap between the average score for control tasks and the average score for support tasks was .26, a minimal difference, which reflects that both are viewed as important to officers. This helps demonstrate that in the effort to change offender behavior, probationers are still being monitored and held accountable.

The technical assistance provided by the Crime and Justice Institute will end in FY2011. However, the Department’s commitment to implementing evidence-based practices will continue.

MARICOPA COUNTY ADULT PROBATION EVIDENCE-BASED PRACTICES PROBATIONER OUTCOMES

One part of the technical assistance received from the Crime and Justice Institute (CJI) was an evaluation of the impact of the evidence-based practices (EBP) implementation activities on probation outcomes. CJI contracted with Dr. Alex Holsinger, an associate professor at the University of Missouri-Kansas City, who has expertise in areas of research and evaluation and in community corrections to conduct the evaluation. The purpose of the outcome evaluation was to determine if there were any differences in probation outcomes for probationers supervised before the beginning of the technical assistance period compared to after the technical assistance period, when the Department had engaged in significant efforts to improve the implementation of EBP department-wide.

Probation outcomes for probationers who terminated from probation before the implementation of the technical assistance (Cohort 1) were compared with probation outcomes from individuals who terminated from probation after implementation (Cohort 2). Data were collected on 2,797 probationers, with 1,411 terminating before the technical assistance and 1,386 terminating after implementation.

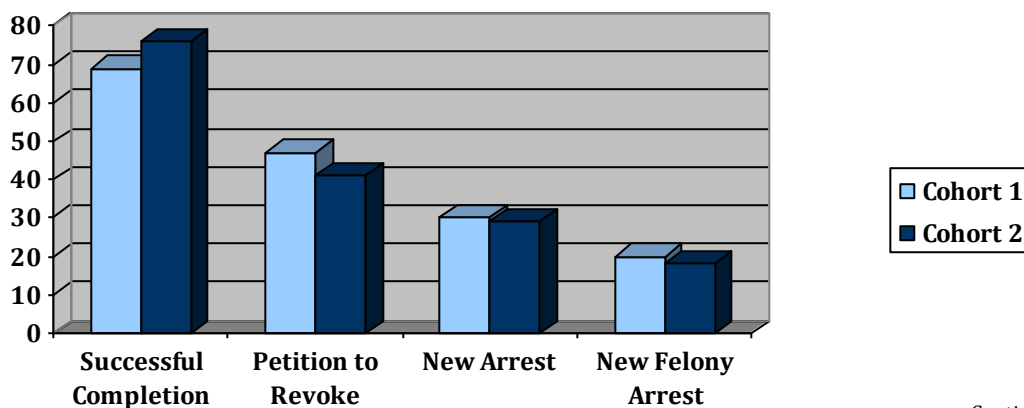
The evaluation looked at four different outcome measures. They included:

- Termination type – was the probationer successful or unsuccessful on probation supervision?
- Petition to Revoke – did the probationer have a petition to revoke filed while on supervision?
- Any Arrest – did the probationer get arrested (for a felony or misdemeanor) while on probation?
- Felony arrest – did the probationer get arrested for a felony while on probation?

No statistically significant differences were found between the two groups in the percentage that were arrested while on supervision, either for any crime or specifically for felonies. However, while not statistically significant, a slightly lower percentage of individuals were arrested after the implementation of the technical assistance.

Significant differences were found for the other outcome measures. Those who were terminated from probation after the start of the technical assistance had a significantly higher rate of successful termination than those who terminated before the technical assistance (76% vs. 69%). In addition to having a higher success rate, there were also significantly fewer Petitions to Revoke filed on probationers after the start of the technical assistance compared to before the technical assistance (41% vs. 47%). A comparison of outcomes is provided in the figure below.

Comparison of Outcomes Between Cohort 1 and Cohort 2



Continued on page 9

MARICOPA COUNTY ADULT PROBATION EVIDENCE-BASED PRACTICES PROBATIONER OUTCOMES CONTINUED

Although not all of the differences in outcomes between the two groups were statistically significant, they were in the expected direction if the implementation of EBP is having an impact. In addition, the analysis conducted found that risk level and supervision level were predictors of successful completion of probation. Those who are higher risk and those who are over supervised are more likely to be unsuccessful. This is consistent with the Department's emphasis on focusing more resources and attention on higher risk individuals. Overall, the Department is encouraged by the results that were found through the evaluation and remains committed to the ongoing implementation of EBP.

MARICOPA COUNTY ADULT PROBATION MANAGING FOR RESULTS

In Maricopa County, achieving positive results has been the mandate of county government for the past ten years with an initiative called *Managing for Results (MFR)*. This is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of Maricopa County.

Performance measures are designed to monitor agency performance in mission-critical areas, and should yield the following benefits:

- Generate information that is meaningful to internal and external stakeholders
- Return results that are actionable by agency personnel
- Provide the public a window into County operations and performance

To accomplish its mission, the Maricopa County Adult Probation Department has established five MFR strategic goals (Crime Reduction, Retention and Compensation, Process Improvement, Customer Satisfaction, and Solid and Sound Infrastructure).

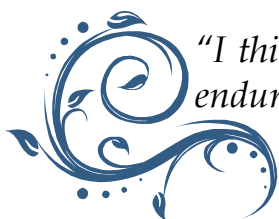
One of the five primary goals within the Maricopa County Adult Probation Department's (MCAPD) strategic plan is Customer Satisfaction. The MCAPD works with, or provides services to its employees, victims, offenders, judges and other community and criminal justice partners. MCAPD conducts surveys of its partners to assess satisfaction with the services provided by the Department and to help identify ways that services can be improved. Law enforcement and criminal justice partners were surveyed in July 2010. Among the key results:

- One hundred percent of survey respondents agreed that MCAPD staff respond to needs and/or requests for service in a timely manner and treat them with dignity and respect.
- Ninety-five percent of survey respondents agreed that the Adult Probation Department provides a valuable service to the community, that the services provided benefit their organization and/or the community, and that they are a partner with the MCAPD to enhance safety in communities.
- Two-thirds of survey respondents were aware of the MCAPD's efforts to implement Evidence-Based Practices.

Maricopa County Adult Probation is committed to the success of pretrial participants and probationers throughout our Department. *Managing for Results* provides information so that Maricopa County Adult Probation can continue its endeavors to be a data-driven organization.

The American Recovery and Reinvestment Act (ARRA) provided a multitude of new grant programs to create and retain jobs, and it significantly increased the availability of grant funding. Maricopa County Adult Probation Department (MCAPD) was successful in receiving seven grants worth over \$4 million – a significant accomplishment given the level of competition for these grants. Here is a list of some of the grants MCAPD received from all sources.

- ***Combating Criminal Narcotics Activity Stemming from the Southern Border of the U.S. (ARRA):*** This two-year stimulus grant from the U.S. Department of Justice provides for five surveillance officers (SO) in the Fugitive Apprehension Unit. The officers work warrants on probation violators with drug-related charges.
- ***Justice Assistance Grant - JAG (ARRA):*** This three-year stimulus grant from the U.S. Department of Justice funds two SO positions to work in the Community Restitution Program.
- ***Edward Byrne Competitive Grant (ARRA):*** This two-year stimulus grant from the U.S. Department of Justice supports a new Prison Reentry Initiative to improve the transition of offenders released to probation after serving a sentence in the Department of Corrections. The grant funds seven probation officer (PO) positions, seven SO positions, and one unit supervisor position.
- ***Adult Treatment Drug Courts Grant:*** This three-year grant project funded by the federal Substance Abuse and Mental Health Services Administration supports a partnership with Community Bridges to enhance treatment services for opiate abusers participating in the drug court program.
- ***Body Armor Partnership Grant:*** This two-and-a-half year grant from the U.S. Department of Justice pays part of the cost to replace body armor.
- ***Justice Assistance Grant - JAG - Local:*** This grant from the U.S. Department of Justice assists the Community Restitution Program with one SO position and on-call weekend crew supervisor hours for one year.
- ***Drug, Gang & Violent Crime Control Program Grant:*** This state-funded grant provides four case administrators in Court Liaison as well as eight screeners and one judicial clerk associate in Presentence for one year. Three of the positions are growth.



"I think a hero is an ordinary individual who finds strength to persevere and endure in spite of overwhelming obstacles."

-- Christopher Reeve

MARICOPA COUNTY ADULT PROBATION C.H.O.I.C.E.S. ACCESS TO RECOVERY PROGRAM

The goals of the Arizona’s Access to Recovery (AZ ATR) program, called Changing How Open Independence Can Ensure Success (CHOICES), were to expand capacity, support probationer choice, and increase the array of faith-based and community-based providers for clinical treatment and recovery support services. Arizona’s Access to Recovery did this by developing and implementing a cost-effective treatment and recovery support services voucher system for individuals with methamphetamine-related substance use disorders.

Maricopa County was one of the three initial county drug courts recruited to participate in the ATR program and began provider and client recruitment in early 2008. At the outset, clients were recruited exclusively from the drug court population; however, in April 2009, this was expanded to include women with children served out of the Black Canyon office and probationers with serious mental illness who met the criteria for being methamphetamine-affected.

Once an individual’s eligibility for the ATR program was established, an intake interview was conducted, part of which included a staff-administered Government Performance and Results Act (GPRA) instrument. The GPRA was also administered six months after the client’s intake, and again upon discharge from the ATR program.

The intention of ATR is to expand capacity, service availability, and support for individuals who need assistance in their attempts to quit using alcohol and illegal drugs. In reaching these objectives, probationers’ success hopefully translate into decreases in alcohol and drug use. Between the client’s intake and 6-month follow-up assessment, one would expect a program that is experiencing successes to see the alcohol and drug use rates decrease. Table 1 provides a breakdown of the percentage of clients reporting alcohol and/or drug use at intake and again at the six-month follow-up.

Table 1

N=231 In the past 30 days:	% at Intake	% at 6 month follow-up	% Change
clients reporting alcohol use	23.4%	7.4%	-68.5%
clients reporting intoxication 5+ drinks	7.3%	1.9%	-75.0%
clients reporting intoxication 1-4 drinks	13.7%	5.0%	-63.2%
clients reporting illegal drug use	73.6%	12.1%	-83.5%
clients reporting both alcohol and illegal drug use	69.2%	33.3%	-83.3%
clients reporting marijuana use	23.8%	2.6%	-89.1%
clients reporting heroin use	3.2%	0.4%	-88.9%
clients reporting methamphetamine use	71.4%	9.5%	-90.5%

All categories of alcohol and illegal drug use saw a reduction in substance use between intake and the six-month follow-up. Because ATR serves methamphetamine-affected individuals, it is of particular interest that there was a 90.5% decrease in methamphetamine use. Additionally, marijuana use and illegal drug use in general decreased substantially (by 89.1% and 83.5%, respectively). Over two-thirds (68.5%) fewer clients reported alcohol use in the six months between intake and the follow-up interview.

MARICOPA COUNTY ADULT PROBATION EDWARD BYRNE COMPETITIVE GRANT/PRISON RE-ENTRY INITIATIVE

Maricopa County Adult Probation implemented a Prison Re-Entry Initiative with an Edward Byrne Competitive Grant in late 2009. With this grant award, we were able to save seven surveillance officer positions. These seven SOs along with a unit supervisor/grant manager and seven probation officers, form the new prison re-entry unit which became operational January 4, 2010. Prison inmates with a consecutive probation grant are contacted while in-custody for pre-release planning. Upon release, these probationers are assigned to a re-entry PO for a risk/need assessment so that a case plan can be completed. Once critical needs are addressed, the probationers are transitioned to field probation officers, usually within 30 to 90 days. If a probationer fails to report after Department Of Corrections (DOC) release, specially trained SOs attempt to locate and re-engage the offender with probation rather than filing a warrant. As shown below the first six months of this new program have been very successful.

First six months of the Prison Re-entry Initiative:

- The re-entry unit averaged 111 new cases each month; 16 new cases per month per officer.
- Of the 661 cases handled by the re-entry unit, 441 have been successfully transitioned to regular field caseloads.
- The specialized re-entry probation officers carried an average caseload of 29. Without the project, the offenders would have been assigned to standard field caseloads with an average of 56 probationers.
- Only 2.3% of the offenders failed to initially report to MCAPD after release from the Arizona Department of Corrections. Prior to the grant project, 23% failed to initially report to probation following release from prison.
- Only 7.9% of the offenders who received re-entry unit services had a petition to revoke filed. In the six months prior to the grant project, 15% of standard probationers had a petition to revoke filed. This indicates a 47% decrease in petitions to revoke filed.
- Eight new partnerships were formed and the partnership with the Arizona Department of Corrections has been significantly strengthened.

MARICOPA COUNTY ADULT PROBATION GLOBAL POSITION SYSTEM MONITORING (GPS)

Global Positioning System (GPS) Monitoring is statutorily mandated for any person convicted of a dangerous crime against children after November 1, 2006. The monitoring continues for the duration of the individual's probation grant. MCAPD Communications Center staff, along with three GPS monitoring analysts, manage a 24/7 operation to adequately monitor and respond to violation alerts. As increasing numbers of offenders are placed on GPS monitoring, MCAPD has seen a corresponding increase in the number of violation alerts. By the end of FY2010, MCAPD monitored an average of 137 GPS cases each month compared with an average of 120 GPS cases during that same period in FY2009. The GPS program receives an average of five new cases per month via new sentencing, jail release or modification in addition to one a month from the Arizona Department of Corrections. There is an average of three cases removed from the program through court order monthly. In addition, there is an average of three cases removed from the program either temporarily or permanently due to arrest. These numbers will increase significantly for FY2011 as more GPS-ordered cases move through the Arizona Department of Corrections system and the practice of APD modification to include GPS on homeless sex offenders increases.

The Pretrial Services Division has five primary responsibilities with Adult Probation. They conduct background checks on arrested defendants, which involves interviewing and information verification for persons booked into the Maricopa County Jail System. They provide standard, intensive, and electronic monitoring services for defendants released to Pretrial Services and secure that defendant's appearance in court. They track defendants who fail to appear. They refer defendants to needed social services, including drug treatment, and they complete Bond Modification investigations and reports for the Court.

Average Supervised Population FY2010	1,648
Average Cost Per Defendant Supervised	\$5.42
Annual Program Cost FY2010	\$3,248,936
Electronic Monitoring Officer Caseload	1: 33
General/Intensive Officer Caseload	1:61

Pretrial Services Jail Unit conducted 49,892 interviews of arrested defendants in the Maricopa County Jail System in FY2010. There was an average of 1,388 referrals a month from the Maricopa County Initial Appearance Court to Pretrial release supervision.

The Pretrial Supervision Unit supervised an average of 1,648 defendants per month which equates to an average of 554 under general supervision, 865 under intensive supervision, and 229 under electronic monitoring supervision. The unit completed an average of 495 Initial Intakes and 1,836 office visits per month during this fiscal year. The Bond Report unit completed an average of 90 reports per month on in-custody defendants to assist the Court in determining the appropriateness of release modifications.

As a result of Pretrial Service's efforts, the estimated calculated jail days saved during this period has been 624,057 days and \$44,735,361 in jail costs.

Major Events

- Expanded jail interviewing and investigative duties to assure better-informed release decisions.
- Contracted with the Pretrial Justice Institute to gather data elements for analysis and research to develop an evidence-based practices (EBP) risk assessment that can be used to assist in recommendations for release determinations.
- Developed a model for referring pretrial Seriously Mentally Ill (SMI) identified cases to the Comprehensive Mental Health Court (CMHC) to ensure cases are appropriately tracked through the court process in an effort to maintain continuity of care and increase successful outcomes.
- Collaborated with Correctional Health Services to identify, triage and assess those newly arrested who appear to be in need of CHS services for both medical and mental health needs.
- Established two specialized pretrial SMI caseloads to collaborate with the CMHC continuity of Care calendars.
- Developed core competencies for the various functions within pretrial to be utilized in developing training curriculum, performance evaluations and professional development objectives/plans for pretrial staff.
- Incorporated questions regarding military service at initial appearance in an attempt to assess veteran status and engage in planning for a therapeutic veterans' post-disposition court.
- Adapted the Carey Guides to be utilized with the pretrial population and modified forms to reflect EBP and best practices.

MARICOPA COUNTY ADULT PROBATION PRESENTENCE INVESTIGATIONS

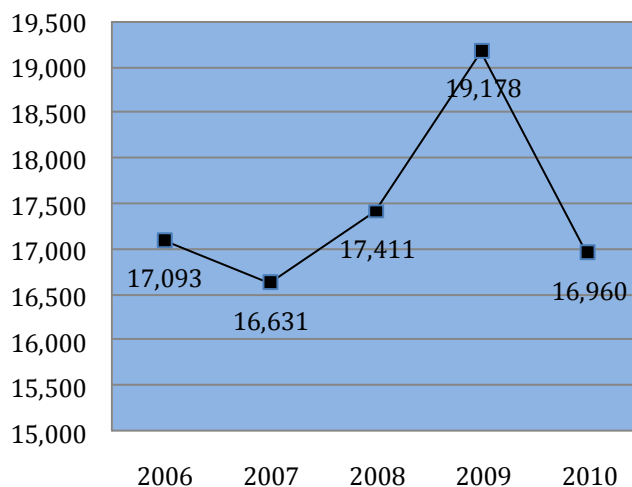
The Presentence Division prepares investigation reports upon the finding of guilt of an offender. The primary purpose of the report is to provide the Court with objective, pertinent information and an objective sentencing recommendation to assist the Court in sentencing the offender. Cases processed through the Regional Court Center (RCC) and Early Disposition Court (EDC) typically set sentencing for seven to fourteen days after the determination of guilt, and the Presentence Division provides the Court with an Expedited Report. Cases processed through the other divisions are provided a Standard Presentence Investigation report, typically set for sentencing twenty-eight days after the determination of guilt. Probation officers and presentence screeners interview the offender and administer assessments that aid in determining the offender's risk and areas in need of intervention. Victims and other interested parties are also contacted for input in the report. Further, a criminal history record is also provided. This information assists judges with sentencing decisions and is utilized by field officers in developing supervision strategies for those sentenced to terms of probation.

The Criminal History and Disposition report (CHD) continues to be enhanced to incorporate criminal history data from across the country and be a critical part of the presentence investigation process in terms of gathering reliable and timely information. In conjunction with the Administrative Office of the Court's (AOC) mandate for consistent statewide evidence-based presentence reports, the standard report format has been revised to better present information gathered by the Offender Screening Tool (OST) as well as other screening tools and assessments. Not only does this information allow the Court to better understand the offender's overall risk to reoffend, but it indicates criminogenic domains that require intervention as well as areas of stability in the offender's life. Finally, most of the presentence division's policies have been updated over the past year to be consistent with current operating procedures and with the department's move towards evidence-based practices.

In FY 2010, the Division completed 16,960 reports. Presentence continues to strive for excellence in the delivery of timely and thorough reports to the Court. There are currently 63 officers and 42 screeners operating at a success rate near 100% for on-time reporting, which contributes to swift delivery of justice and reduced costs.



Presentence Reports Completed

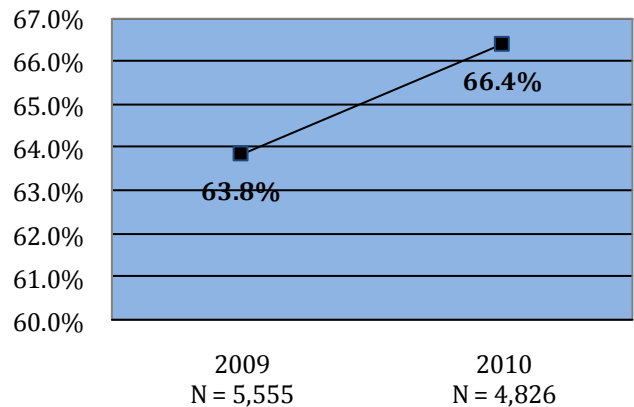


MARICOPA COUNTY ADULT PROBATION STANDARD PROBATION

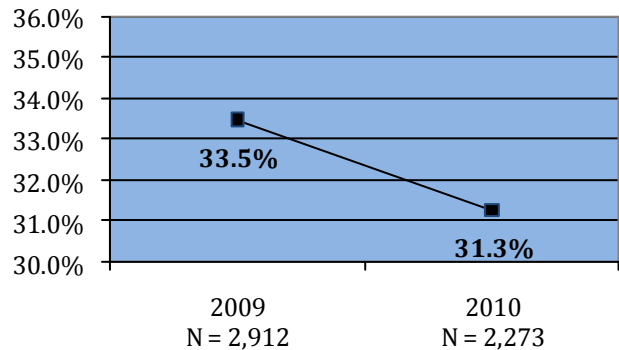
Standard Probation focuses on the eight principles of evidenced-based practices (assess offender risk/need, enhance offender motivation, target interventions, address cognitive-behavioral functioning, provide positive reinforcement, provide ongoing support, measure outcomes, provide quality assurance). Through application of these principles, our goals are to encourage behavior change and reduce recidivism, thus making our communities safer.

The past year has shown promising trends in achieving this goal. The rate of successful completion has increased to 66%, an increase of almost 3% over last year. The revocation rate has once again shown a decrease and now measures at 31%, which has surpassed the departmental goal of 33%. Most importantly, efforts have shown a clear and dramatic decrease in offenders being convicted for new felony offenses. This number has dropped from 11% in 2009, to 8.4% for 2010, just missing the goal of 8%. These trends are extremely promising and clearly show that the efforts of Maricopa County Adult Probation staff have been successful in making communities safer.

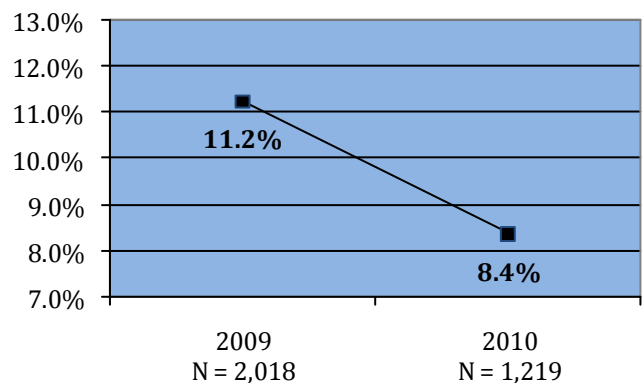
Standard
Successful Completion



Standard
Revoked to Department of Corrections



Standard
New Felony Convictions



Average Population FY2010	15,214
Average Daily Cost Per Probationer	\$4.36
Annual Program Cost FY2010	\$24,125,266
Average Caseload	1:56

Drug monitoring results indicate **70%** of Standard probationers were drug free during FY2010.

Community Restitution Hours
Completed by
Standard Probationers:

262,404

Victim Restitution
Paid by
Standard Probationers:

\$ 8,906,541.47

MARICOPA COUNTY ADULT PROBATION SERIOUSLY MENTALLY ILL

The purpose of the Specialized Mental Health Unit is to improve the Seriously Mentally Ill (SMI) offender's opportunities for success on probation through close supervision, timely case management, education and training, advocacy, and effective collaboration with community agencies.

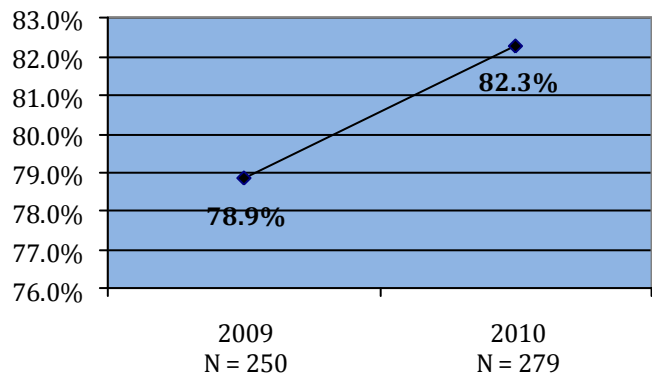
Two supervisors and fifteen specialized probation officers are located throughout Maricopa County and work with an average of 603 SMI offenders at a ratio of one officer to 40 SMI probationers. In July of 2010, existing Probation Department positions were modified, growing the unit from the existing fifteen officers to the current seventeen probation officers. This increase is designed to meet existing needs for specialized supervision with this population. These officers have unique training and skills and provide specialized supervision, intensive monitoring, and advocacy.

The Maricopa County Adult Probation Department's specialized SMI Unit has been recognized both nationally and locally for its work with the mentally ill. The SMI Unit has presented their model for specialized SMI supervision nationally at events in Austin, New York City, Boston, Phoenix, Las Vegas, Anaheim and Orlando.

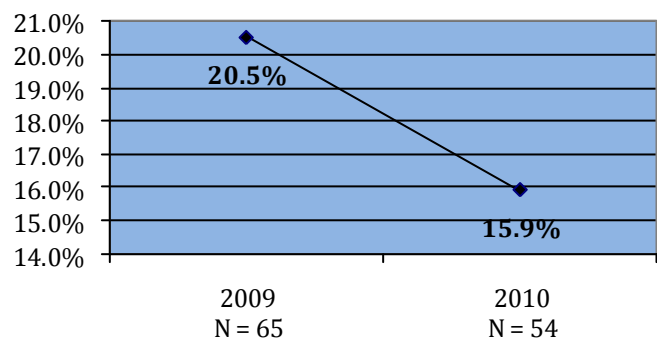
Average Population FY2010 603
Average Daily Cost Per Probationer \$5.67
Annual Program Cost FY2010 \$1,247,021
Average Caseload 1:40

Drug monitoring results indicate **68%** of Seriously Mentally Ill probationers were drug free during FY 2010.

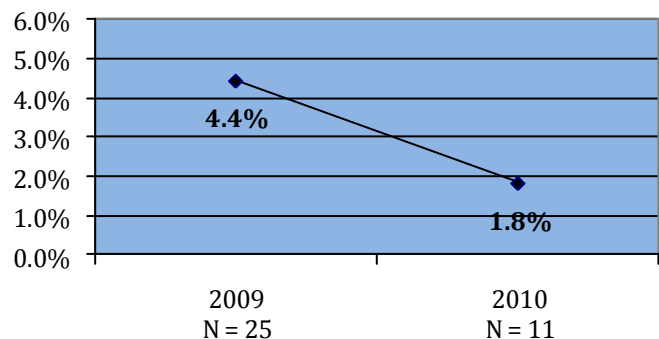
Seriously Mentally Ill
Successful Completion



Seriously Mentally Ill
Revoked to Department of Corrections



Seriously Mentally Ill
New Felony Convictions



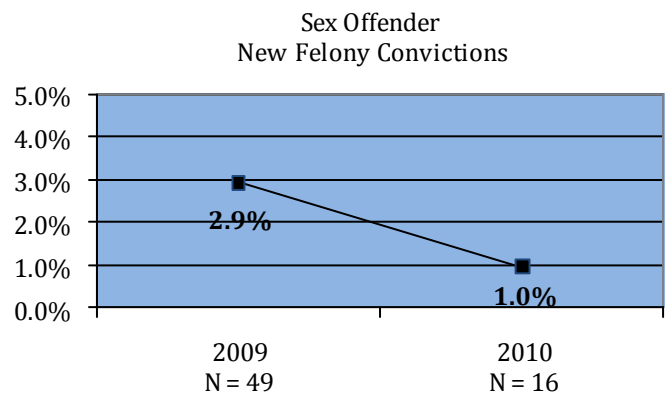
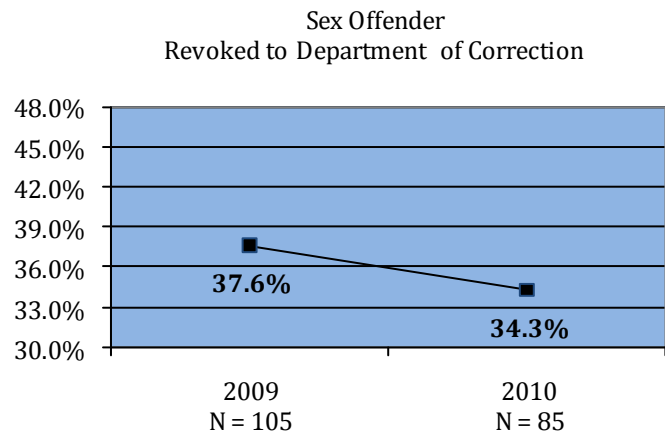
MARICOPA COUNTY ADULT PROBATION SEX OFFENDER

The Sex Offender Program includes five standard and two Intensive Probation Supervision (IPS) sex offender units, which is managed by one division director and seven supervisors. Staff includes twenty-nine standard probation officers, twenty-seven standard surveillance officers, and twelve IPS probation officers, one residential coordinator, one contract oversight administrator and three monitoring analysts. The program utilizes the Dynamic Containment Model as a comprehensive approach to sex offender management that is assessment driven both in supervision and treatment.

The U.S. Bureau of Justice Assistance (BJA) enhancement grant began July 1, 2007, and included a long-term study of the original Positive Re-entry Program (PRP) pilot group for an outcome assessment of offender performance on probation once released into the community. The final report included a marked difference in the first year of re-entry for PRP participants in comparison to the control group. The grant ended on June 30, 2009, and due to the positive outcome, the PRP program continues under county funding.

Probation staff in the Sex Offender Division continues to revise the polygraph testing process to best utilize that tool with the ultimate goal of community safety. The Division continues to utilize the revised sex history polygraph questionnaire that was developed and put into use in March of 2009.

The Superior Court in Maricopa County conducts an annual review hearing for juvenile sex offenders sentenced to probation in the adult criminal justice system. The annual review process recognizes that youthful sex offenders respond well to treatment, have low recidivism rates, and that their maturation and progress deserve individual review and recognition. The Annual Review of Juvenile Sex Offenders provides an incentive for youthful sex offenders to make progress in treatment and on probation. The Court is able to review all factors and determine what legal options are in the best interest of the offender and the community.



Average Standard Population FY2010	1,646
Average Daily Cost Per Probationer	\$7.01
Annual Program Cost FY2010	\$4,195,159
Average Caseload	2:57

Drug monitoring results indicate **85%** of Sex Offender probationers were drug free during FY2010.

MARICOPA COUNTY ADULT PROBATION DOMESTIC VIOLENCE

The Domestic Violence program currently has eleven probation officer (PO) and surveillance officer (SO) teams that supervise cases sentenced out of the Superior Court as well as the limited jurisdiction courts. The program is managed by one division director and two supervisors. Staying in line with the program philosophy that victim, community safety and offender accountability are the main priorities in the enhanced supervision of violent offenders, officers made numerous residential contacts as well as conducted searches/arrests that had an immediate impact on victim safety.

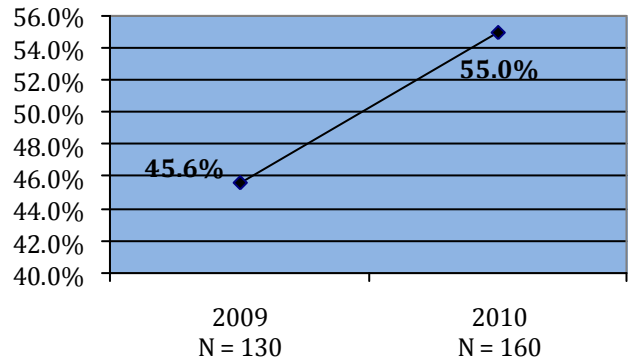
While the officers utilize many graduated response tools to encourage long-term behavioral change with the offenders, Domestic Violence Court is an integral component to the DV program. This court allows for a quick response to non-compliant behavior and encourages successful completion on probation including domestic violence treatment.

A joint grant with the Chrysalis DV shelter provides two full-time advocates that attend the Domestic Violence Court weekly in addition to providing services, individual counseling and tools for empowerment to the victims. This program assisted 341 victims during FY2010, receiving over 200 new referrals from the probation teams.

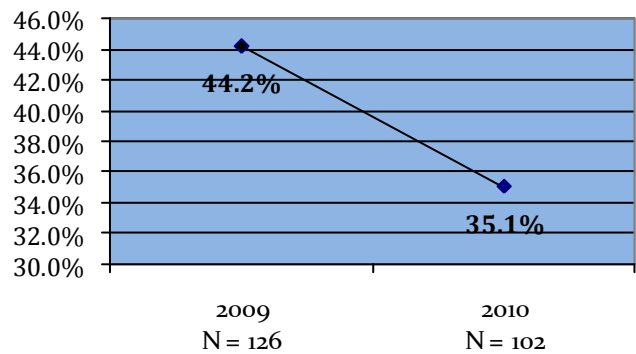
Average Population FY2010 610
Average Daily Cost Per Probationer \$5.61
Annual Program Cost FY2010 \$1,248,257
Average Caseload 2:55

Drug monitoring results indicate **78%** of Domestic Violence probationers were drug free during FY 2010.

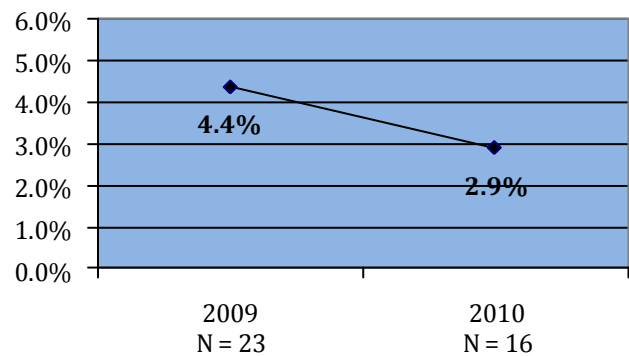
Domestic Violence
Successful Completion



Domestic Violence
Revoked to Department of Corrections



Domestic Violence
New Felony Convictions



MARICOPA COUNTY ADULT PROBATION TRANSFERRED YOUTH

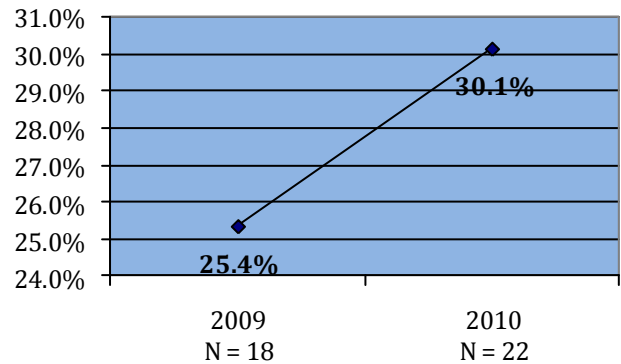
The purpose of the specialized Transferred Youth caseload is to provide the youthful probationer with an officer who possesses expertise in managing juveniles in the adult system and can coordinate the specialized services needed by this unique population.

Because of the smaller caseload and the close working relationship with family, schools, and the probationer's peers, the officers are able to provide for a higher level of community safety. Currently the Adult Probation Department has transferred youth offenders assigned to standard, intensive and sex offender officers.

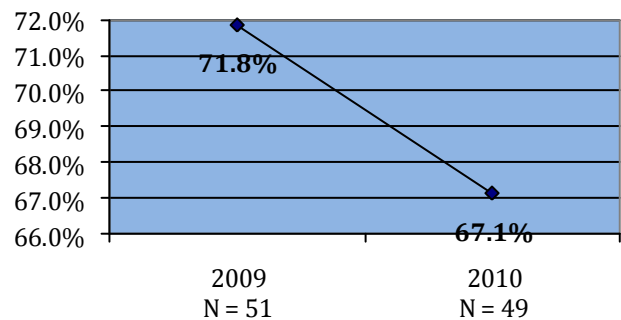
Juvenile Transferred Offender Program (JTOP)

In order to better meet the unique needs of this population, juvenile transfers are required to participate in the Juvenile Transferred Offender Program (JTOP), a specialized court. The judge presiding over the program conducts monthly status hearings to address violations and reward compliance. Transferred Youth officers provide reports to the court to summarize the progress of the offender. Reward cards are distributed in recognition of positive accomplishments such as earning a General Equivalency Diploma, obtaining and maintaining employment, and engaging in pro-social activities. However, when significant non-compliance occurs, the court can also impose consequences such as a curfew, community service hours, or a short jail term as a punitive sanction in lieu of a petition to revoke. Due to the high recidivism rates of this group, in June of this year, the JTOP population was chosen to participate in a pilot program based upon Hawaii's successful Project Hope. The program targets drug abuse, and imposes swift consequences for any instances of use. It is hoped that positive results, like those in Hawaii, can be achieved with this population utilizing the same concept.

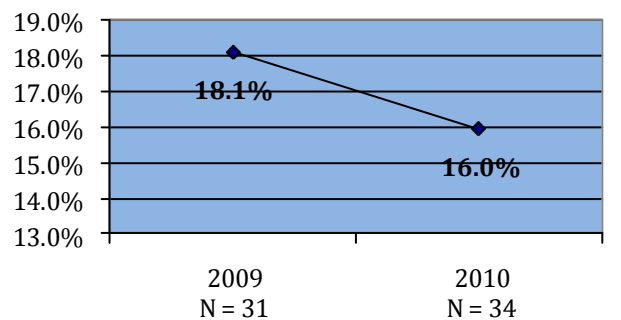
Transferred Youth
Successful Completion



Transferred Youth
Revoked to Department of Corrections



Transferred Youth
New Felony Convictions



Average Population FY2010	213
Average Daily Cost Per Probationer	\$5.80
Annual Program Cost FY2010	\$455,270
Average Caseload	1:30

Drug monitoring results indicate **59%** of Transferred Youth probationers were drug free during FY 2010.

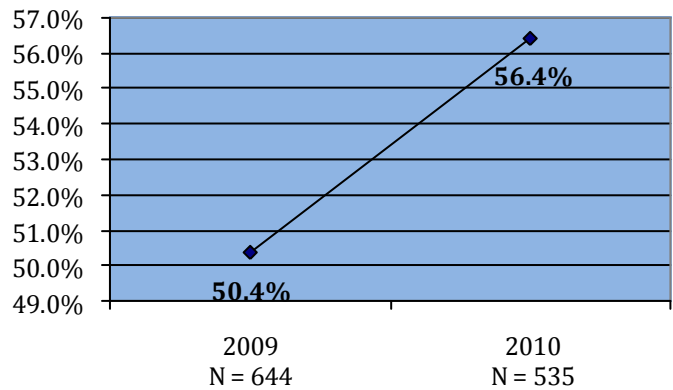
MARICOPA COUNTY ADULT PROBATION INTENSIVE PROBATION

The Adult Intensive Probation Supervision program (IPS) is designed as a community supervision option for medium and high risk offenders. Standardized risk assessments and screenings are utilized to determine appropriateness for the program, which offers a higher degree of accountability and structure than standard probation supervision, and allows for rehabilitation efforts in a community-based setting rather than one in the Department of Corrections.

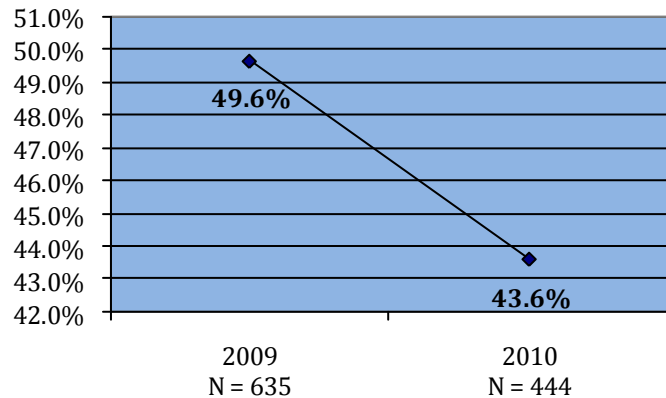
The goal of this program is to reduce crime by assisting offenders in making and adhering to positive behavioral change. Evidence-based practices indicate higher risk offenders require not only increased supervision, but also regular review of individualized case plans and a focus on matching appropriate interventions to the correlating risk and need.

Offenders under IPS are organized by risk into levels that range from highly restrictive at placement in IPS to less restrictive as progress is made and need for the program diminishes. Offenders who demonstrate a commitment to positive change, coupled with progress in both cognitive skills and requirements such as monthly community restitution hours and adhering to a set schedule, are submitted to the Court via Petition to Modify for "graduation" to standard probation.

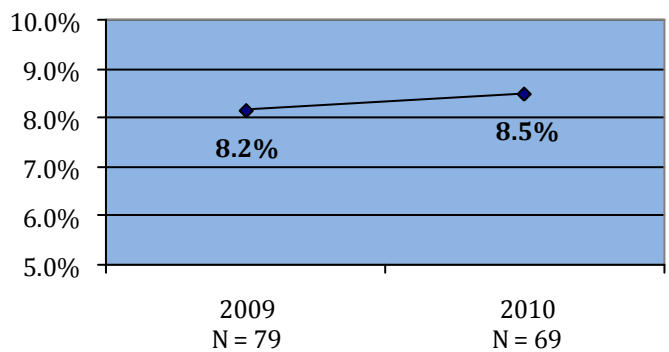
Intensive Probation Supervision
Successful Completion



Intensive Probation Supervision
Revoked to Department of Corrections



Intensive Probation Supervision
New Felony Convictions



Average Population FY2010 813
Average Daily Cost Per Probationer \$22.72
Annual Program Cost FY2010 \$6,750,449
Average Caseload 2:24

Drug monitoring results indicate **65%** of Intensive probationers were drug free during FY 2010.

Community Restitution Hours
Completed by
Intensive Probationers:

145,224

Victim Restitution
Paid by
Intensive Probationers:

\$ 118,692.13

MARICOPA COUNTY ADULT PROBATION INDIRECT SERVICES

The Maricopa County Adult Probation Indirect Services Unit is the largest administrative unit in the state of Arizona. It is comprised of four caseloads: the DOC caseload, numbering approximately 8,000 cases, which acts as a gatekeeper for those re-entering the community from the Arizona Department of Corrections (DOC) and who are required to complete a probation grant upon their release; the Immigration and Customs Enforcement caseload (ICE), numbering approximately 8,000 cases, which is comprised of those who are deported; the Interstate Compact Outgoing caseload (ISC/O), numbering approximately 1,000 cases, which is comprised of those who commit crimes within Maricopa County but who are either legal residents of other states or who wish to apply to have their probation grants supervised by other states; and the Intercounty Outgoing Transfer (OOC) caseload, numbering approximately 1,000 cases, which is comprised of those who commit crimes within Maricopa County but who are either legal residents of another Arizona county or who wish to apply to have their probation grants supervised by another Arizona county.

Average Population
FY2010
17,825

Average Daily Cost Per
Probationer
\$0.14

Annual Program Cost FY2010
\$891,274

Drug monitoring results indicate 85% of Indirect Incoming probationers were drug free during FY 2010.

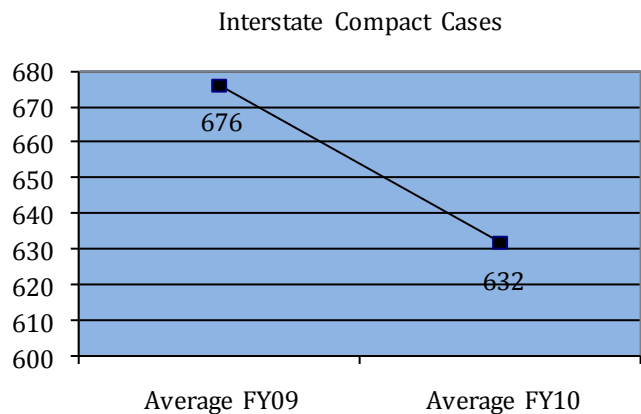
MARICOPA COUNTY ADULT PROBATION INTERSTATE COMPACT

Probationers who commit offenses in other states and reside in Maricopa County are supervised by probation officers assigned to the Interstate Compact Incoming Unit. Officers conduct investigations on incoming transfer requests. They are required to perform the same services for Interstate Compact Incoming probationers as they would for probationers sentenced in Maricopa County Superior Court.

During FY2010, the Interstate Compact Incoming Unit completed a total of 688 investigative reports. The on-time completion rate for the investigative reports averaged 97%. The number of investigation requests for Maricopa County continues to represent the vast majority of cases assigned to the state.

"Without continual growth and progress, such words as improvement, achievement, and success have no meaning."

- Benjamin Franklin



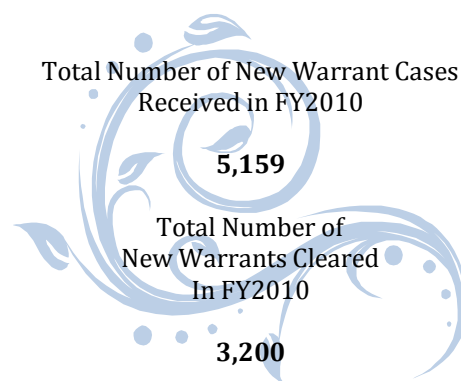
MARICOPA COUNTY ADULT PROBATION FUGITIVE APPREHENSION

The Fugitive Apprehension Unit (FAU) is comprised of two supervisors, eight probation officers and eleven surveillance officers. A total of 5,405 probationers on warrant status were arrested during the fiscal year. Fugitive apprehension officers were involved in 2,449 of the arrests and other police agencies arrested an additional 1,721 probationers during this reporting period with information from FAU. An additional 660 cases were quashed or purged during the fiscal year. At the end of the fiscal year, the number of outstanding warrants for Standard and Intensive Probation was 7,145.

The Fugitive Apprehension Unit has regular ongoing round-ups with the Phoenix Police Fugitive Apprehension Unit, Tempe CAST Unit, Glendale Police Department and the U.S. Marshals Wanted Task Force. Round-ups for specific crimes such as domestic violence and sex offenders have also been conducted with various agencies. Four officers were assigned to work with the U.S. Marshals' Arizona Wanted Unit. All sex offender cases are tracked by level, and the U. S. Marshals' Task Force and other agencies are used to assist in apprehending them.

Additionally, five FAU officers are assigned to work drug-related cases under the Southern Border Grant. The drug cases are prioritized to apprehend those who are high risk, known gang members and those committing new offenses. Our intelligence officer continues to utilize databases such as Accurint, Rocky Mountain Information Network (R.M.I.N.), Silent Witness, E-Trace and Entersect to enhance our arrest rate.

Of the 5,159 active warrants issued in FY 2010, the Fugitive Apprehension Unit cleared 3,200 warrants within the same fiscal year, thus giving this unit a closure rate of 62%.



MARICOPA COUNTY ADULT PROBATION SOUTHERN BORDERS GRANT/FUGITIVE APPREHENSION UNIT

Last summer, the Adult Probation Department received an American Recovery and Reinvestment Act grant to retain five jobs and combat criminal narcotics activity stemming from the Southern Border. Five surveillance officers were added to the Fugitive Apprehension Unit to locate and arrest individuals with a probation violation warrant for a drug or drug-related offense. Previously, many of the probation violation warrants for drug offenses were not being served because of an emphasis on apprehending probation violators with person or property offenses.

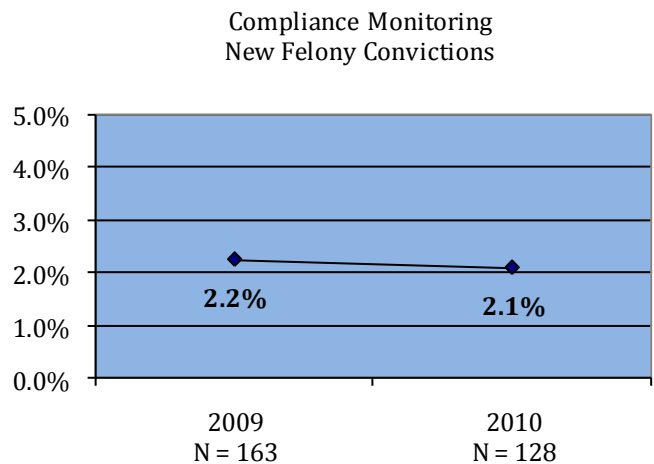
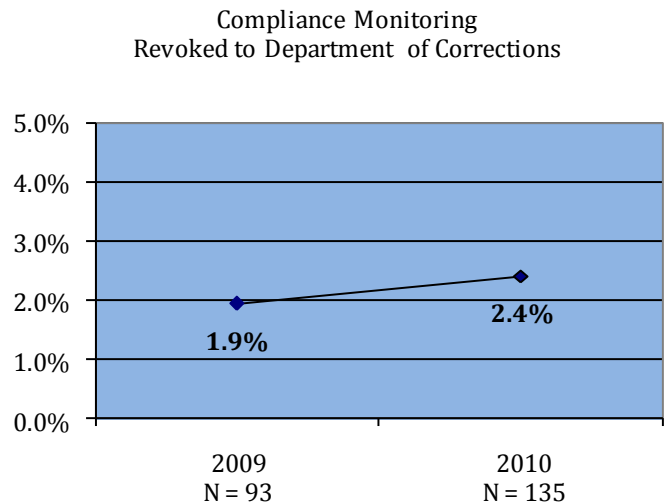
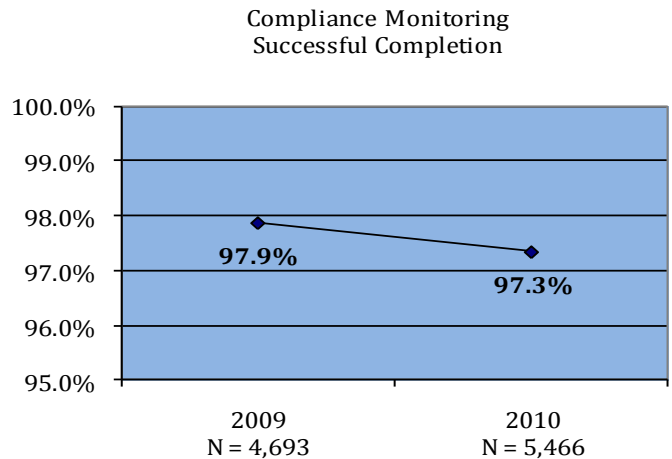
Since October 2009, the five grant-funded surveillance officers have arrested 559 probationers with a probation violation warrant for a drug or drug-related offense and brought them back into the justice system. In addition, the officers assisted in clearing another 279 probation violation warrants on individuals with drug or drug-related offenses by providing information to local law enforcement agencies. In the course of their apprehension work, the officers conducted 54 probation searches that took illegal drugs, drug paraphernalia, and weapons off the streets, including 28 firearms. The officers have formed working relationships with numerous local law enforcement agencies.

MARICOPA COUNTY ADULT PROBATION COMPLIANCE MONITORING

Compliance Monitoring provides case management for probationers who are low-risk, unsupervised, and/or have been on probation for a non-violent offense over an extended period of time and have adhered to the conditions of their probation.

At the end of FY2010, there were four supervisors, 23 probation officers, three intake officers, 22 case administrators and two support staff managing an average of 11,291 cases. This division has saved approximately 69,000 supervision hours from the standard field units.

Average Population FY2010 11,291
Average Daily Cost Per Probationer \$ 0.78
Annual Program Cost FY2010 \$3,198,537
Average Caseload 2:491



“Leadership is practiced not so much in words as in attitude and actions.”

- Harold S. Geneen

MARICOPA COUNTY ADULT PROBATION CUSTODY MANAGEMENT UNIT

During FY 2010, the Custody Management Unit (CMU) supervised an average of 652 in-custody probationers (standard and IPS) per month. The unit is comprised of eight non-field probation officers (including four specialized caseloads; domestic violence, mental health, Spanish speaking, and sex offender), three field IPS officers, and one caseload administrator who supervises short-term jail cases (less than sixty days).

Average CMU/Work Furlough Population FY2010	770
Average Daily Cost Per Probationer	\$5.15
Annual Program Cost FY2010	\$1,447,558

The unit monitors participants in the Maricopa County Sheriff's Office (MCSO) residential treatment ALPHA program, conducts presentations for each ALPHA class and initiates the early release of all appropriate ALPHA graduates. The unit also monitors availability of and makes referrals to the Positive Re-Entry Program (PRP), a sex offender treatment program; facilitates community treatment placements through the Reach Out program; works as a liaison between MCSO and MCAPD; completes Interstate Compact packets and Out-of-County supervision requests; files expirations on co-terminus cases; interviews IPS and standard probationers for court reports (as a courtesy to field officers); provides additional assistance to Drug Court, DUI Court, Mental Health Court and Domestic Violence Court judges; and assists Reach Out and Work Furlough in getting additional cases into residential treatment and the Work Furlough program. The CMU supervisor and a number of officers also became certified trainers of the National Institute of Corrections' *Thinking for a Change* curriculum. They established a class for in-custody inmates and are currently on their third series of classes. They have been asked to expand this class to the various other jail facilities and will explore securing commitment from other certified instructors throughout the department.

CMU and Work Furlough continue to work together to create a Jail Transition program, named "JTx: Stripes to Solids," the focus of which is to better prepare in-custody probationers to transition to the community, increasing their likelihood for greater success on probation.

CMU began working with the supervisors and staff of the Seriously Mentally Ill caseloads to increase the re-entry services for this unique population. Increased collaborations with Correctional Health Services, the county's Regional Behavioral Health Authority (Magellan) and Adult Probation's SMI units afforded CMU the use of the Comprehensive Mental Health Court as an avenue to provide services to incarcerated SMI probationers. This strong collaboration has grown into a multi-agency effort known as the Arizona Mental Health and Criminal Justice Coalition (AzMH&CJC). In June, CMU met with representatives from the Department of Economic Security: Family Assistance Administration and was given authority to submit applications for Arizona Health Care Cost Containment System (AHCCCS) so that benefits might be coordinated with inmates' release dates.

CMU has three probation officers who took over the supervision of Intensive Probationers and are working to implement a re-entry program for this population. The use of Carey Guides has been incorporated, as well as, conducting address verifications (requiring these positions to become field positions). The officers are providing probationers an introduction to IPS and giving insight as to what to expect upon release. These officers are part of the Intensive Probation Officer committee and are actively involved in the creation and delivery of the IPS forum. They attend field IPS unit meetings, have established unit liaisons, visit halfway houses, and connect with various community resources.

Continued on page 25

MARICOPA COUNTY ADULT PROBATION CUSTODY MANAGEMENT CONTINUED

They are designing an in-custody curriculum that consists of multiple sessions covering topics such as the IPS schedule, surviving IPS, interviewing and job skills, and other evidence-based group activities. Additional activities include jail contacts, address verifications, Carey Guide activities, and facilitating face-to-face meetings between field officers and inmates prior to release providing opportunities to discuss the probationer's progress while in custody, the re-entry plan, and address any other questions, concerns or obstacles in an effort to increase successful community transition. Our goal is to expand the re-entry program to the remaining CMU population once procedures are finalized.

MARICOPA COUNTY ADULT PROBATION WORK FURLOUGH PROGRAM

Work Furlough (WF) is a collaborative effort between the Adult Probation Department, Maricopa County Sheriff's Office and the Courts. The WF program gives participants the opportunity for supervised return into the community through employment. WF also works with several community-based programs that assist participants in engaging in limited classes that address either job-readiness, interventions, such as parenting classes, or economic-stability (budgeting). Court orders, the policies of MCSO, and the policies of APD all dictate the rules and regulations of the WF program.

Total Work Furlough
Fees Collected
FY2010

\$618,058

During FY2010, Work Furlough Officers supervised an average of 118 probationers per month. During this past fiscal year, WF collected a total of \$618,058 in fees alone. WF staff concentrate efforts to help offenders secure employment and begin to address immediate needs upon release from custody. In doing so, probationers transition back into the community with a "head start" on addressing their probation obligations.

WF continues to find new ways to implement evidenced-based practices into supervision strategies. Collaboration with outside agencies specializing in working with criminal offenders to secure meaningful employment is one means. During this fiscal year, WF intends to collaborate with treatment providers, both internal and external, so that probationers may begin addressing specific dynamic criminogenic needs, such as substance abuse. WF currently is updating its policy to incorporate EBP, and modifying its publications so that the community may know more about WF and its efforts. Finally, WF intends to modify its screening tools to align itself more with EBP, with the hope of expanding the program to include more probationers and assist in obtaining stable employment and addressing criminogenic needs.



"Unless a man undertakes more than he possibly can do, he will never do all that he can."

- Henry Drummond

MARICOPA COUNTY ADULT PROBATION DRUG COURT

Drug Court is a non-adversarial program that utilizes a team approach to break the cycle of substance abuse and addiction. Through intensive treatment, drug testing, and frequent Court intervention, probationers are given the tools to lead a clean, sober, and crime-free lifestyle. The judge, defense attorney, probation officer, and treatment provider work together toward a goal of making the probationer successful in his or her recovery. Timely sanctions and motivational incentives assist in changing behavior, consistent with evidence-based practices. Two hundred and two new participants were admitted in the Drug Court program during the fiscal year and 123 probationers successfully graduated from the program.

Drug Court is also in its first year of participation in a Drug Court Opiate Treatment Enhancement Program grant which provides outpatient detox to opiate addicted drug court participants, physician-based resources, a full continuum of treatment services, focused pain management treatment, and peer to peer services. Preliminary data show increases in reported abstinence and employment.

"Success is not measured by what you accomplish but by the opposition you have encountered, and the courage with which you have maintained the struggle against overwhelming odds."

-Orison Swett Marden

Drug Court
Average Monthly Population

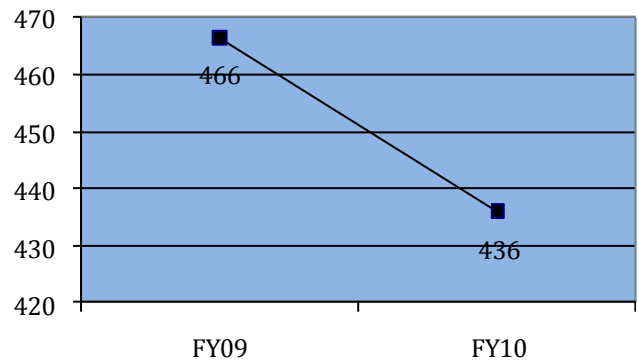
436

Annual Treatment Cost
FY2010

\$1,078,401

Drug monitoring results indicate that of the 17,544 samples, 15,623 (89%) samples were negative during FY 2010.

Drug Court
Average End of Month



MARICOPA COUNTY ADULT PROBATION DUI COURT

Driving Under the Influence (DUI) Court targets the goal of changing decisions regarding alcohol use, in addition to changing drinking and driving behaviors. In effect, this reduces the probationer's risk to the community. Similar to the Drug Court model, probationers have monthly Court interaction, are monitored for alcohol use, and are expected to comply with probation directives and a treatment plan. Probationers attend a Mothers Against Drunk Drivers (MADD) Victim Impact Panel and report to the Court on their experience. DUI Court includes both English and Spanish-speaking Courts.

DUI Court
Average Daily Population

311

Annual Treatment Cost
FY2010

Probationer Self-Pay

Alcohol monitoring results indicate that of the probationers monitored (270), 85% were compliant during FY 2010.

MARICOPA COUNTY ADULT PROBATION EDUCATION

The Supreme Court and the Administrative Office of the Court recognize that illiteracy impacts the Court system and is one of the contributing factors to recidivism in the probation and prison populations. In 1987, the Arizona Supreme Court established education centers for the juvenile and adult probation departments to combat illiteracy in these populations. The probation departments became the lead agencies in establishing LEARN (Literacy, Education, and Resource Network) education centers. LEARN enhances the probation departments' education programs. The education programs are equipped with personal computers at each site. Adult Basic Education (ABE), General Educational Development (GED) preparation, English for Speakers of other Languages (ESOL), and Job-Find classes are taught. By providing an education continuum, the probationer's educational needs can be effectively met. Learning to speak English and receiving a GED diploma are essential to gaining permanent employment. Often, bleak economic factors lead a person to crime. Literacy can break the cycle of crime and poverty, enhance self-esteem, and turn around a negative lifestyle associated with the majority of the probation and prison population.

Successful Completion of Education Goals FY2010	70%
Average Student Population FY2010	580
Annual Daily Cost Per Student	\$3.32
Annual Program Cost	\$697,332



*“Ability is what you're capable of doing.
Motivation determines what you do.
Attitude determines how well you do it.”*

- Lou Holtz

MARICOPA COUNTY ADULT PROBATION DRUG TREATMENT AND EDUCATION FUND (DTEF)

The Drug Treatment and Education Fund (DTEF) is a state program established to divert first and second time non-violent drug offenders from prison and provide substance abuse education or treatment services. DTEF funds are also used for substance abuse evaluations, cognitive-based curriculum and substance abuse counseling both in-house and in the community.

DTEF Daily Population	140
Annual Treatment Cost FY2010	
State Total	\$982,544
Grand Total	\$1,326,278

NACo Achievement Award:

The Evidence-Based Practices (EBP) Quality Assurance Project: To advance its primary goal of crime reduction, the Maricopa County Adult Probation Department committed to an Evidence-Based Practice (EBP) Initiative. Recognizing the overarching principle of quality assurance, along with the ongoing need to promote a positive learning environment, three Quality Assistance (QA) supervisor positions were created in August 2007.

The QA supervisors have played a significant role in the training and coaching of staff, as well as the dissemination of information geared to improve staff's understanding and use of the techniques that work. Evaluation has demonstrated advances in staff's EBP skill level. Special recognition to the QA Supervisors: Tricia O'Connor, Julie George-Klein, and (recently retired) Mary Anne Boyden.



Pictured from Left to Right: Deputy Chief Zach Dal Pra, QA Supervisors; Julie George-Klein, Tricia O'Connor, Retired QA Supervisor, Mary Ann Boyden, and Program Specialist Robert Cherkos

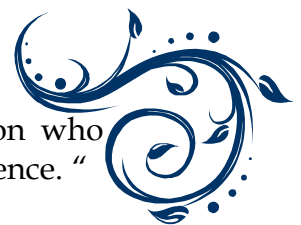
MCAPD Education Program Certificate of Achievement: The MCAPD Education Program was recognized by the Arizona Department of Education with a Certificate of Achievement for exceeding the Arizona state performance goals for student educational gains.

Mountain Plains Adult Education Association (MPAEA) Award: The organization promotes and provides professional development opportunities for adult educators and is on the cutting edge of research-based successful adult education tactics. MCAPD's Education Program and three of its staff won awards. Bill Pebler, Dan Sitzler and Kristi Wimmer were recognized for their participation in the 2009 Teachers Investigating Adult Numeracy (TIAN) project. TIAN is a professional development initiative that teaches research-based mathematic principals to instructors of adults. Research-based TIAN is a way for MCAPD teachers to effectively show the adult learners in the community and probationers how to solve math problems in the classroom, at home and on the job. In addition, APD's Education Program was also recognized for exceeding all the Arizona State Performance goals.



From Left to Right: Bill Pebler, Kristi Wimmer, Dan Rodgers, Dan Sitzler, Lindell W. Rhodes

“Every job is a self-portrait of the person who does it. Autograph your work with excellence.”



- Author Unknown

MARICOPA COUNTY ADULT PROBATION ORGANIZATIONAL CHART

