

The Chronicle

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Chiefly Speaking: *UPDATE ON THE EBP INITIATIVE*



M CAPD applied for the CJI/NIC "Implementing Effective Correctional Management of Offenders in the Community" project last June because we saw it as an opportunity to continue our implementation of evidence-based practice, renew our commitment to EBP, and address some gaps in our implementation. As you may recall, the Crime & Justice Institute and the National Institute of Corrections selected our department, in a highly competitive process, to participate in the project.

EIGHT GUIDING PRINCIPLES FOR RISK/RECIDIVISM REDUCTION



One reason that MCAPD was selected was the progress we have already made in implementing EBP. This progress includes conducting risk and needs assessments and reassessments using the OST and FROST, developing case plans based on assessment information to focus attention on criminogenic needs, focusing attention on medium and high-risk offenders, and developing QA supervisor positions.

Another reason for our selection was our willingness, as a department, to recognize areas in need of improvement. Many organizations have been attempting to implement EBP, but have found that their efforts stagnated, they lost focus, and changes were not institutionalized. NIC's Integrated Model is based on the premise that successful implementation of evidence-based principles in community corrections organizations can only be achieved through an equal and integrated focus on Evidence-Based Principles, Organizational Development, and Collaboration. The integrated approach provides the necessary depth and breadth for lasting systemic change.

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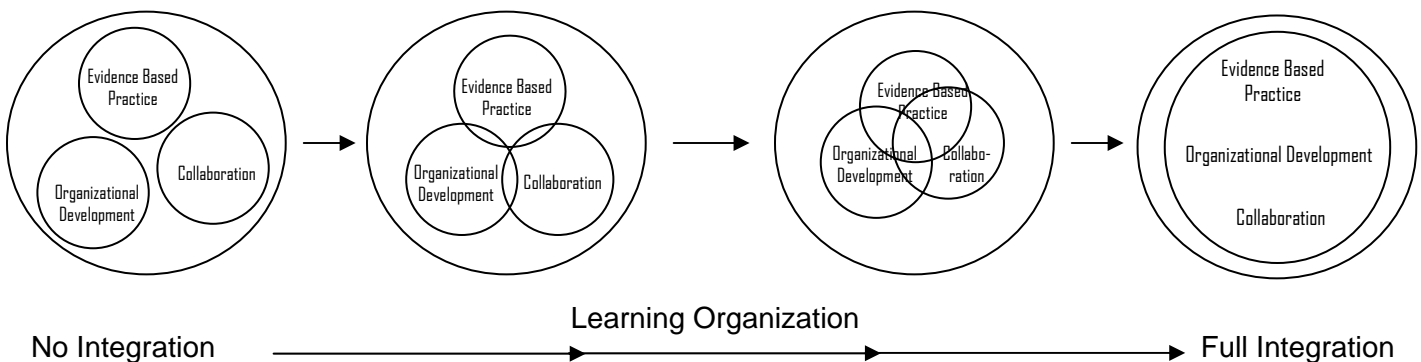
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THE INTEGRATED MODEL



We want to accomplish organizational alignment with EBP, for example, by implementing effective strategies in hiring and promotional practices, providing the training needed to develop core skills, and measuring performance relevant to EBP. In our collaborations, we want to make improvements so that consistent messages and philosophies are used throughout the offender’s supervision. Our collaborations include the Court, other criminal justice agencies, and treatment providers. The CJI/NIC project aims at merging the three separate areas of focus – Evidence-Based Principles, Organizational Development, and Collaboration -- into one integrated model.



The CJI/NIC project is slated for two years during which we will work with the Crime & Justice Institute and consultants that they identify as experts in the field. These are experts with hands-on experience, such as Judith Sachwald, the former Director of Parole and Probation for the state of Maryland; Charlene Rhyne, Quality Systems and Evaluation Services Manager, Multnomah County (Oregon) Department of Community Justice; and Nancy Campbell, of Campbell and Associates. Dr. Chris Lowenkamp, from the University of Cincinnati, will be conducting a project evaluation to see how the integrated model and all of the steps we take over the next two years impact our outcomes.

In February, CJI surveyed MCAPD supervisors as one step in identifying our strengths and weaknesses and assessing the organization’s specific needs in the implementation of EBP. Fifty percent of supervisors, of all types, participated in the focus groups.

An upcoming survey of line staff, facilitated by CJI, is tentatively scheduled for May. An online survey will be administered to approximately 20 percent of line staff of all positions. Focus groups with some staff are also anticipated. Staff will be asked questions about organizational climate, organizational change, job-related tasks, and staff characteristics related to EBP. Feedback from you is important for helping the Department move forward and identifying the resources you need. The results of the surveys will be used to inform and prioritize organizational development efforts.

An EBP Action Plan has been developed targeting our implementation of all three areas of the NIC integrated model – Evidence-Based Principles, Organizational Development, and Collaboration. Members of the executive team are taking leadership roles in each of the objectives identified in the plan.

Three important committees have been formed to work on areas identified as priorities in the department's EBP Action Plan:

Graduated Responses Committee. Co-chaired by Manny Gomez and Tom O'Connell, this committee is made up of POs, PO supervisors and the Quality Assurance supervisors, and has approximately 12 members. The primary objective is revision of the intervention guidelines policy, which will be renamed the graduated responses policy. Additional objectives include: 1) development of a formal purpose statement for the graduated responses policy, 2) development of a case flowchart that covers probation from beginning to end, and 3) revision of forms so that they are more in line with EBP. The committee has already made a lot of progress and will be working on the policy content, which will focus on addressing probationer behavior, both positive and negative, from the beginning of probation to the end, with everything tied back to the case plan. Jennifer Cobia and Judy Sachwald from CJI are working with this committee.

Quality Assurance Committee. Led by Mary Walensa and Mark Hendershot, the committee includes the Quality Assurance Supervisors, Planning and Research unit staff, and Staff Development. The primary objective of this committee is to improve the quality of our implementation of evidence-based practices in case-management. The committee is focused on the development of quality assurance initiatives in the areas of assessment, case planning, communication, targeting interventions, performance management and training. For each initiative, training curriculums and outcome measures will be developed to ensure that the performance objectives have been met. Jennifer Cobia, CJI, and Charlene Rhyne, from Multnomah County, Oregon will be working with this committee.

Capacity Committee: Led by Mark Hendershot, Manny Gomez, and Colleen Dorame, this committee also includes Mike Goss and CJI representatives, Jennifer Cobia and Meghan Howe. The three focus areas are: 1) examining all of our hiring and promotional practices for alignment with EBP, 2) refining the supervisor promotional process to align with EBP, and 3) learning to build EBP performance reviews. The field officer performance review has been completed. Performance reviews are being built for surveillance officers, presentence officers, and then managers. It is hoped that these can be completed this calendar year. Nancy Campbell, consultant, will assist this committee and will be a featured speaker at the next Managers' Forum, which will be held in May.

As we engage in this project over the next two years there will be opportunities for staff to be involved. Our staff are essential to the work that we do. The improvements we have seen in the employee satisfaction survey results demonstrate the department's commitment to its staff. In order for us to continue to improve as an organization and provide you with the support and resources you need, we need your ongoing feedback. Keep this in mind as we move forward during this exciting and challenging time.

If you would like more information about the CJI/NIC project, please contact Mark Hendershot.

APD Centralizes Surveys to Align with Evidence Based Principles

By Shari Andersen-Head



The movement to align Maricopa County Adult Probation's business practices with Evidence Based Principles has raised the need to reexamine the manner in which department surveys are created and managed. By centralizing this function we will bring about efficiency and consistency in survey presentation and build a common survey results data repository for providing management information. Centralization will also provide a common methodology for the creation and technical support of surveys distributed by Adult Probation.

In order to achieve these goals, all surveys will be requested and managed through the Planning, Research & Information Systems division. If you have any questions regarding surveys in your area, please contact Shari Andersen-Head, at heads@apd.maricopa.gov or (602)372-0302 or Mary Stuart-Bronski, at mbronski@apd.maricopa.gov or (602) 506-6458.

Quality Assistance Evidence-Based Practice Umbrella



The Maricopa County Adult Probation Department is committed to using evidence-based practices to enhance public safety through behavioral change. In a multi-year endeavor, the department is implementing the Integrated Model developed by the National Institute of Corrections (NIC) to help probation departments achieve sustained reductions in recidivism.

The implementation of evidence-based practices in community corrections is based upon eight principles of effective intervention.

1. **Assess Offender Risk and Needs.** The foundation of implementing effective interventions for offenders is offender risk and need assessment. This should be done using a validated assessment tool that measures the probationer's risk to reoffend and identifies need areas that, when addressed, can reduce the risk of criminal behavior. Key need areas include attitudes, peers and associates, and substance abuse.
2. **Enhance Offender Motivation.** For probationers to be successful, they need to have some motivation to change. Through their interactions with offenders, probation staff have the opportunity to help motivate offenders. This can be done through effective communication, including motivational interviewing.
3. **Target Interventions.** Research has clearly identified where interventions are most effective. Interventions are most effective when they focus on the higher risk offenders and are targeted toward criminogenic needs, those factors that are closely related to criminal behavior. In addition, interventions are more effective when individuals are matched to appropriate programs, when the programs provide the appropriate dosage, and when the treatment is timely.
4. **Provide Skills Training using Cognitive-Behavioral Treatment Methods.** Research has identified cognitive-behavioral treatment programs as having significant success in reducing recidivism. Programs that incorporate cognitive-behavior techniques address anti-social attitudes and are designed to teach offenders new skills through practice and role-playing.
5. **Increase Positive Reinforcement.** Research indicates that positive reinforcement is an important component of achieving sustained behavioral change. An appropriate ratio is four positive reinforcements to every one negative reinforcement.
6. **Engage On-going Support in Natural Communities.** Research indicates the importance of pro-social relationships and activities in helping achieve positive results for offenders.
7. **Measure Relevant Processes and Practices.** Evidence-based practices have been identified because of the research that has been done, including data collection and analysis. Providing accurate documentation of case information and continual measurement of outcomes allows knowledge of effective practices to continue.
8. **Provide Measurement Feedback.** It is important to use the data collected to provide on-going feedback. This includes providing feedback to offenders on the progress they are making on their case plan. It also includes feedback to management and staff to help engage in data-driven decision-making.

MFR - Planning for Vacation Results

By Ed Guerrero

Riding to work this morning, it was hard to ignore the gradual warming in morning temperatures. My leather vest has replaced the jacket. So now I look like a “wanna be” John Wayne cowboy. But I still keep walking into walls as I do my best imitation of The Duke’s *slanted walk*.

Each spring Mother Nature gives us warmer temperatures that provide us enjoyable choices that best suit our interests:

- Planting a vegetable garden
- A family vacation (during school break/ after graduation)
- Long motorcycle rides in northern Arizona
- Snoozing in our swimming pool
- Playing on the lakes

Depending on which activities you choose - - it is either free, or the cost depends on the extravagance of your vacation plans, or the price of gas to run your jet skis or ski boats.

Before you all leave on your vacation, I’ll get to the point while you’re still here at work reading this article. So here is the MFR spin:

1. Mother Nature provides warmer temperatures that provide Valley residents enjoyable choices. A successful business (Mother Nature) provides a service (warmer temperatures) that benefits (enjoyable choices) their customers (Valley residents.)
2. How much we enjoy ourselves depends on how we benefit from the warmer temperatures. This is based on what we feel is the most important.
 - Services are: The deliverables (warmer temperatures) or products that the customer receives.
 - Result measures are: The impact or benefit (family enjoyed skiing on Lake Pleasant 60 percent of the week) the customer experiences as a consequent of receiving the services of the Activity (Mother Nature providing weather year round); expressed as a percentage or rate.

Planning for Results: involves examining current and future trends in terms of how they may affect achieving results for the customers.

- How will the price of gas affect my planned week-long skiing vacation at Lake Powell? What is the price of gas today? What will be the price of gas when we vacation two months from now?
- Because of rising gas prices, we’ll go to Lake Pleasant instead of Lake Powell. With the money saved on gas by not travelling farther, we can rent two jet skis, upgrade to a penthouse suite, and eat steaks all week!

Yeah, kind of a stretch with the Cinderella ending but exaggerated to make a point. By incorporating some basic Managing for Result principle, we can multiply our odds for success. See you on the lake!!!

Employee Satisfaction and Suggestions

By Cathy Wyse



Chief Barbara Broderick has been making the rounds to the various MCAPD offices to present the results of the most recent Employee Satisfaction Survey, taken in December 2007, and to hear employees' suggestions for improvements in the Department. Twelve Employee Satisfaction Survey Forums were held during March and April, with two at PSC, two at WRC, two at BCB, one at the DTJC, one at Northport, one at Scottsdale, one at Durango, one at SEF, and one at WCB. The last forum will be held on May 7th at Garfield.

The survey results show steady improvement in the level of employees' satisfaction when compared to the last two employee satisfaction surveys taken in fiscal years 2004 and 2006. The fiscal year 2008 survey shows an overall employee satisfaction rate of 5.87, up from 5.47 two years ago. Despite positive results in every category, there is always room for improvement. Chief Broderick stated that we should be doing better in these four areas and she asked for employees' suggestions on how the Department can improve:

- Communication Between Departments
- Number of Employees in Unit vs. Amount of Work
- Amount of Interest the Court Expresses in Your Welfare
- How Promotions Are Earned in the Department

Employees formed breakout groups at the forums and brainstormed how the department could improve in these areas. Many wonderful ideas came forward. All of the suggestions are being typed up for the Executive Team to use in their action planning. They have already identified ideas that they can act on quickly! Thanks to everyone who



Congratulations Are In Order!

By Alison Cook

Planning and Research is excited to announce that for the month of March, the active end of the month probationer count from APETS is within 2.2% of the handcounts turned in by probation officers!

Your efforts in tallying and reporting statistics monthly is really paying off—we are one step closer to automating the process and being able to rely more heavily on the APETS counts.

KEEP UP THE GOOD WORK!

Motivational Incentives Work Well in Drug Court

By Cathy Wyse

In the past, the incentive most commonly used in Maricopa County's Drug Court was a reduction in jail days. Members of the drug court team wanted to revise the approach to motivational incentives to better align with national drug court standards and the implementation of evidence-based practices.

With state drug court grant funding, contingency management was implemented in the drug court in October 2006. The principal of contingency management is to reinforce alternative behaviors other than drug use, so that not using drugs becomes a more positive experience and using drugs becomes a less positive one. As demonstrated by at least three studies, contingency management was consistently effective in enhancing behavioral change with multiple types of substance abusers.

Two specific objectives were developed consistent with the behavioral changes desired in drug court participants:

- Reduce the rate of positive drug tests
- Improve treatment attendance

The contingency management pilot was established with drug court clients who were participating in intensive outpatient treatment. Rewards, in the form of coupons, were placed in a fish bowl. Participants qualified for a draw from the fish bowl for each time they attended treatment and each time they submitted a clean drug test. Each coupon had a value ranging between 0 and \$100, with specific odds established for drawing coupons at each prize level. Coupons with no dollar value contained a positive statement affirming the participant's progress. Coupons with a monetary value were immediately exchanged for specific items and gift cards after the fish bowl drawings. Fish bowl drawings were held on a weekly basis at a treatment session, and provided regular, tangible, positive reinforcement to program participants based on their treatment attendance and negative drug tests. Participants responded to the contingency management program with enthusiasm.

Program staff carefully selected the prizes, considering factors such as public perception and consistency with participants' treatment goals. For example, restaurant and market gift cards were limited to establishments where alcohol could not be purchased and family friendly environments were considered consistent with treatment goals. The cost per participant in the pilot program was approximately \$102.

Jennifer Ferguson, MCAPD research analyst, conducted a study to determine if the contingency management program had an affect on clients' treatment attendance and drug tests. Drug court intensive outpatient program records were reviewed and data collected on program clients during a three-month period prior to implementation of contingency management. A second set of data was collected on intensive outpatient program clients during a three-month period following contingency management's implementation.

Preliminary results, based on the analysis of this data, indicated that contingency management was having a positive impact on both the treatment attendance and drug testing of drug court intensive outpatient program participants.

Prior to implementation of contingency management, intensive outpatient program participants attended, on average, 64% of the required treatment sessions. After contingency management was implemented, intensive outpatient program participants attended, on average, 84% of the required sessions. When looking at the median, it was notable that after the implementation of contingency management, half of the participants attended 100% of the required sessions while prior to the implementation of contingency management, the median was only 69%.

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As seen in the table below, after the implementation of contingency management, fewer clients tested positive for drugs, the percentage of negative drug tests increased, and the number of missed tests decreased.

Comparison of Drug Testing of Drug Court Intensive Outpatient Participants Prior to and After the Implementation of Contingency Management		
	Prior to Contingency Management (June-August 2006), n= 108	After Contingency Management Implemented (January – March 2007), n = 98
Percent of clients with a positive drug test	45.0	12.3
Percent of drug tests that were negative	59.5	73.8
Percent of drug tests that were positive	13.5	9.8
Percent of drug tests that were missed	27.0	16.4

Based on the positive results, the Maricopa County Drug Court expanded the use of contingency management so that all drug court clients participate in a contingency management program.

Along with the expansion, some logistical modifications were made. The drug court is using gift cards only, rather than varied prize items, and the fish bowl drawings are now being held monthly, prior to drug court, rather than weekly, during treatment sessions. With the reduced frequency of drawings, the program eliminated the zero value draw – the prizes now have a minimum value of \$10.

Two MCAPD Trainers Receive Nominations for Excellence in Training

By Shari Andersen-Head

On Monday, April 7th, two Maricopa County Adult Probation employees were honored for the Judicial Staff Education Committee “Trainer Excellence Award” at the Arizona State Courts Building. Kathy Daniels and Stephanie Bradley received nominations for their excellence in training while leading new hires through the many hours of orientation.

Congratulations to both ladies for their outstanding training efforts.



Left to Right: Kathy Daniels & Stephanie Bradley

First Top Ten Most Wanted Sex Offender Arrested

By Shari Andersen-Head

The January/February issue of *The Chronicle* introduced the Top Ten Most Wanted Sex Offender information. Based off a tip provided to the fugitive hotline on March 27, 2008, by US Marshalls in Tulsa, OK, our first arrest was made. After a name query in GOOGLE, a citizen was linked directly to our web page and contacted authorities, which lead to the arrest. If you would like information on the Top Ten Most Wanted Sex Offenders in Maricopa, County, just copy and paste to the link below.

http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top_ten_fug.pdf

Dr. Rebecca Loftus Visits Oxford, England

By Shani Martinez



Dr. Rebecca Loftus, Adult Probation Supervisor and Policy Coordinator, is also an adjunct professor at ASU and one of thirty-four scholars from around the world who were invited to the prestigious Oxford Round Table in Oxford, England in March of 2008. Dr. Loftus presented a paper on Internet Child Pornography. The Oxford Round Table is a not-for-profit organization that gathers select leaders from public and private sector, as well as scholars, to discuss public policy over a five-day period in a “think-tank” atmosphere.

The Communications Center Open House was a HIT!

By Tammy Allen

On February 28, 2008 the MCAPD Communications Center held its Open House. This event was a great success! The intent of the event was to showcase the Center’s new facility and state of the art equipment.

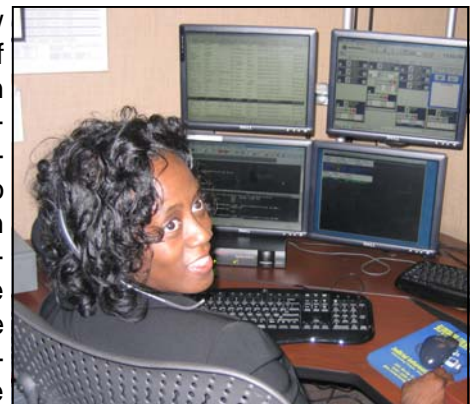


In July 2007, the Center moved from its former location at an Adult Probation Department building at 3355 W. Durango St. to its present location inside the Juvenile Probation Department’s building at 3125 W. Durango St. The new facility is almost triple the size of the former location and was remodeled specifically to fit the needs of the Communications Center. The walls are reinforced to limit outside sounds from inhibiting staff’s ability to hear officers during radio transmissions. The Center has its own UPS system, which essentially is a backup generator to the overall generator that is used during power outages. Having this backup system practically eliminates any need for the Center to ever be out of service, thus continually providing 24/7 radio coverage for officers working in the field.

Everything from the carpet to the furniture is new in this facility. The chairs are durable, ergonomic and aerated in order to provide to most comfort to staff around the clock; the desks can be moved to allow for different sized staff to sit at any station and even work comfortably while standing, if they chose to do so; and the expansion in the size of the Center creates a more



(Left to Right) Communication System Operators, Amy Melgaard and Vickie Jones



Communication System Operator, Delicia Johnson

comfortable work environment for staff while also allowing for the growth of the Center. In addition to participating in a tour of the Center’s ‘floor’, attendees of the event were treated to an overview of the Sex Offender Division’s GPS Tracking Program. This program is currently housed within the Communications Center, and during off hours, holidays, and weekends, Communications Center staff assists GPS Tracking Officers with coverage.

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Many staff and dignitaries from around the Department attended the event. Two field units from the Sex Offender Division even had their unit meetings in the adjacent conference room after taking a tour of the Center. Additionally, several people from outside the Department attended as well, to include dignitaries from the Juvenile Probation Department and representatives from Human Resources, visitors from other local communication centers, and Telecommunications, a.k.a. 'The Radio Shop'. Those who attended the event were met with refreshments, smiles, and tours of the facility. Many questions were answered and curiosities satisfied!

If you happened to miss the event, please stop by anytime for a tour! If you would like to hold your next unit meeting at the Communications Center, please contact Supervisor Tammy Allen at 602-372-5901 to make arrangements. Also, staff may sit with a Communications System Operator anytime to see what it's like to be on 'the other side' of the radio and earn COJET! What a great opportunity to get to know the staff that has your back in the field! We hope to see you soon...

Safety Matters

By Gary S. Streeter

Recently, several Staff Development employees had the opportunity to attend a presentation by Dr. Kevin Gilmartin, author of the book "Emotional Survival for Law Enforcement." In addition to having earned a doctorate degree in clinical psychology, he also spent over twenty years as a deputy with the Pima County Sheriff's Office.

His presentation was extremely informative and although his research, expertise and background are in law enforcement, much of the material is applicable to probation and surveillance officers. So, don't let the title of the book turn you off; it is a very worthwhile read for all probation staff.

The emotional impact that our chosen profession can have on us, especially over an extended period of time, can be significant. And, it might be a little more subtle than the impact felt in law enforcement. Below are just a few of the topics from the book as food for thought on the subject, and hopefully to stimulate more interest.

The chapters on hypervigilance are especially applicable given that many of our training classes emphasize the color codes of awareness, increased vigilance, and situational awareness. Additionally, Dr. Gilmartin offers excellent insights into the emotional toll that hypervigilance can have on officers.

- Officer Survival
- Are The (Emotional) Changes Inevitable
- Hypervigilance, The Hypervigilance Biological Rollercoaster and The Long-Term Effects of Hypervigilance

How To Become An Emotional Survivor

More information about Dr. Gilmartin, his book, and the subject of emotional survival can be found at: www.emotionalsurvival.com.

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and Their Families**

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Northern Division Celebrates Open House at Scottsdale Office

By Shari Andersen-Head



On Monday, March 24th the Northern Field Division welcomed guests to their new facility located in northern Scottsdale. Division Director Tom O’Connell, along with his staff, provided guided tours throughout the newly designed building.

The Scottsdale Adult Probation Department Office is in a former Arizona Motor Vehicle Department and Scottsdale Justice Court. The building was adapted from Court rooms, judicial chambers, and detention cells to an open and multifunctional use area. There are currently 44 employees working in the office servicing an area bounded by the Tempe City line on the South to Happy Valley Road in the North from an area of 52nd Street on the West to US 87 on the East.

The communities of Scottsdale, Tempe, and Fountain Hills, along with the Fort McDowell and Salt River Indian Nations, are served with over 1500 probation cases supervised, including specialized caseloads and Minimum Assessed Risk Supervision (MARS) clients.

Special attention was given to security when designing the office layout so that probationers enter the lobby through an initial security screening entrance with a separate exit. This allows probationers and the public to only have access to the lobby and interview rooms, which increases officer safety. There is a conference room located directly off of the entrance to the lobby as well, providing convenient access for meeting and training functions.

In addition to probation services, Community Restitution and Collections staff are also located in the office.

Specialized cases supervised include:

- Intensive Probation Supervision
- Domestic Violence Caseloads
- Seriously Mentally Ill Probation Cases
- MARS (Minimum Assess Risk Supervision)

Specialized services include:

- Collections Area including one supervisor and two specialists
- Community Service Coordinator
- Indirect Services Incoming Cases
- Treatment contract oversight administrator

A separate office is provided for Juvenile Probation staff in this area, which may be utilized in the future. A large, separate, windowed reception area with an external payment window provides convenience to probationers and safety to staff. Individual work stations are designed with ergonomic considerations including illumination of work space, as well as chair and work surface heights. In addition, work areas are provided with convenient electronic access and ample personal storage.



Left to Right: Deputy Chief Mary Walensa, Division Director Tom O’Connell, Paul Guadagnino, Brandon Smith

Fugitive Apprehension Unit's Taser Pilot Project

By Cathy Wyse

Tasers were added to the continuum of force of the MCAPD Fugitive Apprehension Unit (FAU) effective September 15, 2006. After 17 months, MCAPD took a look at various aspects of the Fugitive Apprehension Unit's experience with Tasers. Overall, FAU officers are very satisfied with the Tasers. Managers responsible for the FAU view the Tasers as a significant safety enhancement.

Three MCAPD officers are certified as Taser instructors and have provided the Taser training for other MCAPD officers. Twenty-one officers have been certified for Taser. Certification is an eight-hour class that includes a live fire stress course. Officers recertify annually. Only FAU officers have been authorized to use Tasers.

Routine operational maintenance of the Taser consists of a five-second daily test fire and replacement of the batteries and cartridges as needed. Batteries needed replacement about every six months with regular field use. Cartridges are replaced after the Taser probes have been launched. Three accidental Taser (probe) discharges occurred during routine test fires. No injuries or damage resulted and test fire procedures were reviewed with the officers.

The department experienced a few problems with the Taser equipment, but these problems were quickly resolved with the manufacturer or through a minor shift in procedure.

Based on officer estimates, an FAU officer averages roughly 15 Taser draws per month. Officers report that offenders generally comply with commands when a Taser is presented. In their experience, drawing a Taser has provided an alternative to going hands on with an offender. A Taser warning or use has also been effective in reducing the length of a struggle. When a struggle (or a prolonged struggle) is avoided, so is the risk of injury for the officer and the offender.

During the first 17 months that the FAU was equipped with Tasers, there were seven Taser uses (as of February 20, 2008). Five Taser uses were dart probe contacts, one was a drive stun contact, and one Taser use failed as the probes missed the fleeing probationer. All of the Taser uses occurred in arrest situations. Five subjects were probation violators, one subject was a federal parole violator, and one subject was a suspect in the murder of a police officer.

Other types of force often accompanied Taser use. The probation officer drew a firearm in four of the seven Taser use incidents. In two MCAPD Taser use incidents, police officers also deployed a Taser on the subject and both the probation officer and police officer(s) went hands on with the subject and the probation officer drew a firearm. The FAU officers appeared to move with relative ease between various tools on the continuum of force as they managed risky circumstances that unfolded quickly. A coordinated, team approach was evident between the FAU officers and the law enforcement officers and this appeared to be a significant factor both in terms of the Taser use and the activities that followed its use.

Paramedics checked each subject that was struck by Taser fire. Aside from probe contact points, one injury resulted from Taser use by MCAPD and the subject was treated at the scene.

No complaints have been received by MCAPD related to the department's Taser uses.

Chief Barbara Broderick commented, "This pilot project was successful for the Fugitive Apprehension Unit. The Taser is not a device that I see going to general field. It is best suited to fugitive apprehension."

Adult Probation Part of ALPHA Substance Abuse Program Success

By Melissa Boudreau

The MCSO ALPHA Program is a substance abuse program established for sentenced inmates who want to take that first step towards a drug and alcohol free life-style. It is an intensive 15-week substance abuse program designed to operate within the jail facility. Included in the ALPHA program curriculum are:

- ✦ Life skills classes
- ✦ Group therapy
- ✦ Job preparedness (NOW)
- ✦ 12 Step meetings
- ✦ Behavioral education (Anger Management, Domestic Violence, Cognitive Restructuring)
- ✦ Parenting skills
- ✦ Art therapy

The ALPHA Program can provide inmates with the tools to maintain recovery and stay out of jail. In addition, ALPHA works closely with the Maricopa County Adult Probation Department and with treatment providers in the community to help inmates successfully transition from jail to the community.

The following opening speech (reprinted with permission), is given to successful participants of the ALPHA Program by inmates D'Ann Douglas and Antoinette Robinson.

Ladies and Gentlemen,

Thank you for taking time out of your busy schedules to make this day, one my Alpha sisters and I will always and forever remember as one of the proudest days of our lives. Four months ago, one by one, we were selected and approved to participate in the MCSO substance abuse program, Alpha. "Sure." "Why not." "What have I got to lose?" some of us would say. Weary from countless tedious trips to court, and in most cases, indeed having lost everything; including jobs, homes, cars, children, and freedom, we embarked on a journey that would change our lives.

Gathered in tent 31, terse instructions were exchanged. With suspicious ambivalence the she-wolf dance had begun, each of us guarding our own distrust, dissimilarity, and self appointed value like cubs being threatened by an imposing predator. At the outset it was made perfectly clear that to remain in the program strict compliance to all rules and regulations was mandatory. No write-ups whatsoever would be tolerated – which would prove more difficult to some than others. **You know who you are**. And the most challenging rule, expectation would be to treat each other with respect at all times. No ifs, ands, or buts. No maybe, sorta, kinda. At all times. We challenge anyone here today to be one of 12 females – use your imagination ladies and gentleman if you dare. 4 blacks, 2 Hispanics, 4 whites, and 1 Native American - ages 20-53, 2 pregnant, 3 in menopause, and 7 wishing they were at least once a month – And put them all together for four months 24/7 well, it's just **NOT** natural. Indeed, and expect respect, tolerance, and unity is uncommon, and some would say downright impossible.

We stand before you this day proving that, despite personal adversity, disparity, and the punitive surroundings that we initially related to – we could, would, and did evolve through mutual objectives, newfound hope and restored faith. We united in our diversity and in the capable hands of our instructors learned that with consistent effort we would be compensated with joy and peace – the handmaiden of inner freedom. We learned that sharing and communicating our experiences with another would, could, and did lead to mutual trust, understanding, and love; without strings or obligations. We acquired relationships that are unique and priceless. We learned; as everyone should, you can't judge an inmate by her stripes and it takes one to know one.

"A human being in part of the whole called by us "universe", and part limited in time and space. He experiences himself, his thoughts and feelings as something separated from the rest – a kind of delusion of his own consciousness. This delusion if a kind of prison for us, restricting us to our personal desires and to affection for a few persons nearest to us. Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living creatures and the whole of nature in it's beauty."

Continued on page 14

I speak for my sisters who stand here before you, and one who could not be here with us today: With gratitude beyond measure we thank you in our hearts and souls: Officer Schneider, Ms. Cathy, Ms. Perry, Dr. Linda and Mr. Les, of Sage counseling: Ms. Megan, Art teacher, DV teacher, Ms. Pat and Mr. Steve, Mr. Jorge, Ms. Akowsa (AH-KOO-SWA), Ms. Sandy, and the incomparable Ms. Sonny whose gentle prodding, inspiration, knowledge, and guidance unfolded to each of us with a masters touch to a violin, an opportunity unparalleled by any substance abuse program.

Thank you for teaching us that when we act upon the highest conception of honesty we will not shatter or dissolve into despair and pain but our sense of honesty becomes more aligned with our true selves and that honesty is truth, and the truth, God's will and love for each other – differences and all shall set us free! Much thanks also to Sheriff Joe Arpaio, Probation Dept, and the staff at St Mary's food bank as well as the community, who without their support, there would be no ALPHA program.

And finally, and most of all, thanks be to God. It is by the grace of God as we understand him that we will strive to maintain a happy clean and sober life. That we walk out of here with our heads held high with visions and goals within reach, we are rich, beautiful, determined and valuable members of our society.

I am so proud to introduce you to the ALPHA class of 87 – The Dynamic Divas!!!



CONGRATULATIONS
"OF THE YEAR"
RECIPIENTS



Employee
Of The Year
Bob Kaliszczuk

Supervisor
Of The Year
Melissa Filas

Surveillance Officer
Of The Year
Barbara Goree

Probation Officer
Of The Year
Jason Overmyer



Please join us at the
"Of The Year" ceremony

On May 7th, 2008

At 1:30 p.m.

Black Canyon Building

MARICOPA COUNTY ADULT PROBATION

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