

The Chronicle

JULY/AUGUST 2004

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

VOLUME X, ISSUE 1

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The Chronicle

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Chiefly Speaking “Is It Worth The Risk?”



I just returned from the 29th Annual Training Institute of the American Probation and Parole Association. Attending the Institute and hearing what is going on across the country renews my enthusiasm for the work we do and reinforces the decision we have made to be at the forefront of incorporating evidence-based practice (EBP) into our daily operations. Joining us in this effort is the Dallas

County Community Supervision and Corrections Department which is a similar urban-based agency. Together, with the support of the National Institute of Corrections, we will be developing a model for EBP. Other departments are going in the same direction. For example, Maine and Illinois are working to implement EBP at a statewide level. So are Iowa and Oregon. By implementing evidence-based practices we are hoping to achieve sustained results aimed at reducing offender risk in our supervision practices and in our programs. Our efforts begin with the first principle, assess offender risk and needs. A good risk and needs assessment will set the foundation for everything else we do.

There are a number of reasons why assessment is important. First, research has found that structured assessments, also called actuarial assessments, are more consistent predictors of risk than clinical judgment. While I am aware that many of our officers, counselors and teachers are excellent judges of behavior on many cases, the evidence is quite clear that validated assessment tools are the best means to predict behavior in the long run. Second, through research, we have identified some of the key predictors of recidivism. We know more about what contributes to criminal behavior. One of the key predictors is criminal attitudes. Criminal attitudes are those attitudes that are supportive of crime. Does your probationer think it is OK to commit crime as long as no one gets hurt? Another key predictor is social relationships. Who does your probationer hang around with? Does he or she have a good support system of pro-social people? Substance abuse is also a significant predictor. These predictors are remarkably similar across offender groups and provide us useful information about the drug offender as well as the sex offender.

(Continued on next page)

Chiefly Speaking...

(Continued from Page 1)

What is also significant about this research is it shows that when we use assessment tools that combine multiple factors that are both static (those things that don't change, such as criminal history) and dynamic (things that can change such as employment), we maximize our ability to predict the risk to re-offend.

Risk and needs assessments also help us provide services that are consistent with the principles of effective intervention. The assessed risk level helps us determine who needs to be seen and how often. Most of our efforts should be focused on the high-risk offender. The assessment also helps us identify areas in need of treatment or intervention. This will help us develop our case and plan and shape our case management strategy. By including dynamic factors that are related to criminal behavior we have an opportunity to promote behavior change.

We are fortunate to have a third generation risk and needs assessment tool in the Offender Screening Tool (OST), that incorporates the best research on risk and needs assessment. The OST represents a significant improvement over previous assessment tools. First generation assessments were those that relied solely on clinical judgement and did not specify the criteria to be used to assess risk. Second generation assessments focused primarily on static risk factors that could not change. The OST incorporates both static and dynamic risk factors that include key predictors of criminal behavior.

Soon, we will be using the Field Reassessment Offender Screening Tool (FROST) which is designed for probation officers to routinely examine risk factors over time and make adjustments to the case management plan. As a result, when the FROST is implemented, we will have the ability to measure change in our probationers. It's also a good way to show our stakeholders and funders that we are achieving desired results in the way we manage our cases. This is at the core of Managing for Results, our county's business principle, which requires we demonstrate that we are spending taxpayer dollars wisely and effectively.

Another positive feature of the OST is that the research that has been conducted on the OST internally and externally demonstrates that it is a valid tool. What does this mean? It means that the OST measures what we expect it to measure, risk to reoffend. It also means that the OST does a good job of differentiating offenders of various risk levels. Those who are assessed as low risk look different than those assessed as medium or high risk in terms of their needs. They also look different in terms of their success on probation. Those assessed as low risk are more likely to succeed on probation and those assessed as high risk are more likely to be revoked to prison. Finally, research on the OST has also shown us that it is reliable and that when properly trained in its use, it can be administered consistently. This makes the OST an incredibly valuable tool that can help you manage your cases more effectively and efficiently. In the final analysis using assessment tools is a good way to do business. It is not worth the risk to make guesses about offender behavior, no matter how well educated they may be. ☞

Evidence-Based Practice: Why the OST and the FROST?

By Jennifer Ferguson, APD Research and Planning Analyst

Chances are you have heard some talk about assessment in the past few weeks. If you read the most recent issue of the Chronicle (April/May/June 2004) the Chief talked about assessing offender risk and needs as the first principle of evidence-based practice. If you are a newly hired probation officer you recently attended training on the Offender Screening Tool (OST). If you have been with the department for a while you may be anticipating the long awaited arrival of the department's reassessment tool, the FROST (Field Reassessment of the OST). With all the talk about assessment, one lingering question in your mind might be why should I care? Or what difference will these tools make for me, other than contribute to my workload? These are fair questions that are important to answer.

With all the talk about assessment, one lingering question in your mind might be why should I care?

The OST and the FROST are assessment tools that provide meaningful information about a probationer's risk and needs that can help you provide more effective supervision. They contain information that you want to know about. At the recent new hire training, new hires were asked what kind of information they would want to see in a tool like the OST. Their list included information about criminal history, substance abuse, employment, family, mental health, residence, education, friends and relationships. All of this information is included in the OST and the FROST. The strength of using an assessment tool to gather the information is that the same information is obtained on each probationer and combined in a structured way. These types of assessments have proven to be more accurate than clinical judgment alone in predicting recidivism. The key information provided by the OST, and how it can help you, is described below.

Supervision Level.

The total OST score provides a measure of the probationer's overall risk to re-offend. OST scores have been categorized into three supervision levels (low, medium, and high). The assigned supervision level provides key information on how a person should be supervised. This means more than just how many times they should be seen based on contact standards.

Research has been conducted that looks at the relationship between risk to re-offend and level of treatment intensity. An example of the results of this research are provided in Table 1. Table 1 shows that the level of treatment or intervention should be consistent with an individual's risk level. Low risk offenders do worse with intensive treatment and high risk offenders do worse when there is not enough treatment.

Assessment tools are not designed to increase workload. When used appropriately, the information provided by the OST and FROST can help you supervise your clients more effectively and efficiently. All probationers are not created equal and the OST and the FROST can help you identify which probationers need your attention and in what areas.

Too much attention can make a low risk individual worse and not enough attention can make a high risk person worse.

Need Areas. Each category in the OST represents an area that contributes to an individual’s risk to re-offend. The categories included in the OST represent some of the key predictors of recidivism. These include criminal attitudes, social relationships, and substance abuse. The scores in each category help identify areas in need of treatment or intervention. An elevated score (60% or above) indicates an area that needs attention. This is information that should become part of the probationer’s case plan.

Because the OST focuses on key predictors of recidivism, paying attention to these factors and addressing them in a case plan can help change offender behavior and lower risk to re-offend. We will be able to assess this change as the FROST is implemented in upcoming months.

Table 1: Risk Level and Treatment Outcomes (% Recidivism)

<u>Study</u>	<u>Risk Level</u>	<u>Level of Treatment</u>	
		<u>Minimal</u>	<u>Intensive</u>
<i>bonta et al (2000)</i>	Low	15%	32%
	High	51%	32%



VICTIM SATISFACTION: SURVEY REACHES HIGHEST LEVEL IN FY 2004

In June of 2004 the Maricopa County Adult Probation Department (MCAPD) conducted its 5th annual survey of opted-in victims. This survey measures the satisfaction of opted-in victims with the notification services provided by the department. The results of the survey are a reflection of victim satisfaction with the entire department and provide an indication of whether or not probation officers are easy to contact, are helpful, and keep victims informed.

This year the percent of victims that indicated they were satisfied overall with the MCAPD was 61%. This is the highest satisfaction level that the department has ever received. It represents an increase of 22% from last year’s satisfaction level, which was 50%. Before this, the highest satisfaction level was 54% in FY2002.

The increase in victim satisfaction reflects the commitment of the MCAPD and its staff to be responsive to victims of crime. One example of the Department’s commitment was requiring all staff to complete the Victim Trauma and Sensitivity Training in 2003, and making this a permanent part of the new hire training. More importantly are the efforts staff have made to meet the needs of crime victims. All of the hard work is paying off. The increase in victim satisfaction is an incredible accomplishment and something to be very proud of.

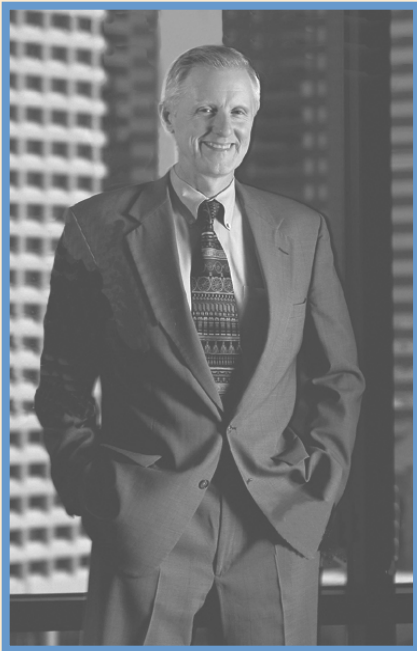
Keep up the good work! **It is being noticed!**



AN INTERVIEW WITH David Smith, County Administrator

It has been about a year since our department went through its most severe budget crisis. Fortunately, the crisis was resolved when Maricopa County Government stepped up and to become the primary funding source for Adult Probation. A prime mover for this change was County Administrator, David Smith.

Chronicle: Many of our employees are not familiar with your role. What are the primary responsibilities of the County Administrator?



David Smith: I report directly to the Board of Supervisors. It is my job to set the administrative goals for county government and carry out the policies of the Board of Supervisors.

The county as a whole has about 15,500 employees. We just enacted a \$2.57 billion dollar budget that is divided into 56 different departments and offices. About 38 of the departments report to me and the rest report to the Court or an elected official. Our primary lines of business are criminal justice and healthcare, but we also have other services such as public works, transportation and flood control.

Chronicle: Just as it looked as though Adult Probation might be dismantled, or forced to cut back its services severely, Maricopa County essentially decided to “buy” Adult probation. What was behind that decision?

David Smith: We have always understood the significance of probation within the criminal justice system. It is a sanction that is an alternative to incarceration and it works. It was incomprehensible to some of the Board members, the Office of Management and Budget and myself, that the state would allow severe cutting of a program that is so intrinsic to the success of the criminal justice system. So, when it came time to absolutely absorb the cost shifts from the state to the county we decided to put money back in Adult Probation and avoid this very bad result that was headed our way.

Chronicle: The legislation that transferred primary funding of Adult Probation to County (H.B. 2533) is for two years. One year has gone by. What do you think will happen when it is subject to renewal?

David Smith: Well, there will be a new budget next year and presumably the state will be in better financial condition, and hopefully we'll be in reasonably good condition ourselves. We can talk again, but I don't see us going backwards in our commitment. If the state wants to come back as a player I suppose we can talk, but we have a lot of other areas where the state could help us and maybe we'll just leave Adult Probation alone.

Chronicle: County Administration has three major goals that affect Adult Probation: Restore caseload capacities prior to December 2002, Encourage innovative caseload management to reduce probation recidivism, and Implement a competitive salary structure. How do you think we're doing so far?

David Smith: Certainly I think we're doing very well on 1 and 3. Innovative case management is always subject to your latest round of ideas. I know that there are some ideas and Managing for Results goals that I think will help define how successful you are and show results, like the number of probationers who successfully complete probation. Just a few percentage points change, times the 25,000 or 26,000 you have on probation makes a huge difference in the numbers of crimes that may or may not be committed in the future.

Chronicle: What do you think the relationship between the County and Adult Probation will be 3-5 years from now?

David Smith: I think there will still be a strong partnership. It's increasingly evident to all of us that purely playing defense in the criminal justice system -- which is simply accepting all the cases that come in and running them through the criminal justice process -- is just not going to be successful in the long run. Something more proactive and aggressive in the community is needed, whether it's drug or alcohol treatment, mentoring programs or in-custody programs. Each year there is an 8-10% increase for felony crimes that is going to be financially impossible to manage.

Chronicle: Do you think that with the construction of the new jails there will be more pressure from the state to house offenders rather than build more prison beds?

David Smith: Oh sure. The state made that proposal two years in a row, that we pick up the DUIs, or short-timers, or whatever. The state has this overcrowding problem. They want us to take 1000 or 2000 of their prisoners that would require another \$250 million dollar jail in a year or two. We are completely against that. We didn't agree to it a year ago and I don't think the board is going to agree to that in the future. We set out with a very specific program of building jails and juvenile facilities. We promised the voters in Prop 400 and 411 exactly what we were going to do, and 6 years later we are delivering everything on that promise.

Chronicle: The other day you delivered a budget presentation to the Board. What might staff expect?

David Smith: The Board voted 5-0 in favor of tentative budget, which includes about a 3% pay raise that should be available in August at the latest. Everyone has to qualify based their most recent performance review. Right now we have not programmed funding to pickup an increase in the employee healthcare premiums for 2005. We've decided to put those compensation dollars all into increased salaries.

Judicial Awards Received

At the Arizona Judicial Conference held in Tucson on June 23, 2004, achievement awards were given to two Maricopa County Adult Probation Department programs and an individual employee to recognize their substantial or creative contributions to the Court's goals.



Robert Kaliszczik

The Community Rehabilitation Housing Program received a *Justice for a Better Arizona 2004 Award for Connecting with the Community*. The program is staffed by Bob Kaliszczik and supported by the Restorative Justice Resource Coalition, chaired by our Department's long-time friend, Dave Tierney. The program rehabilitates properties for nonprofit agencies while providing community service work and training in construction skills for probationers.

The SMI Unit received a *Justice for a Better Arizona 2004 Award for Protecting Children,*

Families and Communities. The SMI Unit provides tremendous assistance to SMI probationers to improve their lives and complete probation successfully. The Unit's efforts and programming have reduced the use of incarceration to manage the mentally ill.



Probation Officer, Glenn Thomas

Glynn Thomas, Probation Officer, received a *Justice for a Better Arizona 2004 Award for Protecting Children, Families, and Communities*. Glynn contributed to the success of an FBI investigation of organized crime that led to multiple arrests.



Glenn Thomas as he receives the Justice for a Better Arizona 2004 Award for Protecting Children, Families, ad Communities.

National Probation Awards Bestowed

At the American Probation and Parole Association's 29th Annual Training Institute held in Orlando, Florida, from July 25-28, the following prestigious honors were bestowed on an MCAPD program and employee:

The SMI Program received the coveted *APPA President's Award*. This award recognizes an exemplary community corrections program or project that serves to advance the knowledge, effectiveness and the integrity of the criminal justice system. With this honor, APPA recognizes a visionary organization that has exemplified the management and innovations necessary to lead community corrections into the next decade. The SMI Program consists of the SMI Unit and its related programming, including the Garfield emergency housing, Morten Apartments, Conditional Community Release Program and the Mental Health Court. The program has provided significant assistance to seriously mentally ill offenders and has improved the criminal justice system's management of this population.



Pictured left to right: Darrick Payne, Steve Lessard (supervisor), Kim McCurtain, Bill Meeker, Lisa Scullion (Value Options), Judi Brantley, Judge Carey Hyatt, Jan Johnston, Brooke Heindl, Leslie Willoughby, Michele Albo, Claudia Hoban, Tammy Schroeder, Sue Stodola (supervisor), Karen Marino, and Anne Merrill.

Jennifer Ferguson, Research Analyst, was the recipient of the *Sam Houston State University Award*. This award recognizes a practitioner who has written an article published in a regional or national professional journal. Jennifer's article described our agency's experience implementing the Offender Screening Tool. Published in the distinguished national journal Criminal Justice and Behavior, Ms. Ferguson's article is an especially insightful work that offers practical guidance to correctional agencies interested in improving their effectiveness through implementation of the latest correctional research findings.



Jennifer Ferguson, Research Analyst

NACo Achievement Award Winner

The National Association of Counties awarded the 2004 NACo Achievement Award for the DPS/MCAPD DNA Interface at its annual awards reception held July 18, 2004, in Phoenix. The award was given to recognize an innovative program which contributes to and enhances county government in the United States.

The Arizona Department of Public Safety (DPS) receives DNA tests conducted on felony offenders by participating criminal justice agencies statewide. DPS enters the test results in a huge databank and distributes an updated record to participating agencies monthly.

The MCAPD created a web-based interface. This utility provides extremely quick and versatile query/search capabilities and makes the DPS/DNA databank data available to hundreds of probation officers, at multiple sites, so that they can easily determine if a DNA test needs to be conducted on an offender. Without the web-based interface, access to the DPS/DNA data would be extremely limited due to the MCAPD's need to protect the security of the DPS/DNA information.

The DPS/MCAPD DNA interface is a creative use of technology built to address Departmental needs, cooperate in an intergovernmental program, and quickly comply with new statutory requirements. As one of the largest participating agencies in the DPS/DNA Databank, MCAPD's efforts in quickly developing and implementing this utility resulted in a significant contribution to the momentum and growth of the DPS/DNA Databank. The DPS/DNA Databank is mutually beneficial to numerous participating agencies and provides an invaluable criminal justice resource.



Information/Technology Manager Mark Hendershot and Senior Computer Programmer Vernon Holmes congratulate one another on the NACo Achievement Award for the DPS/MCAPD DNA Interface.

Employee Honored by Arizona Probation Chiefs

After being selected as MCAPD's Support Staff of the Year, Cathy Wyse was honored by the Arizona Chief Probation Officers Association as the 2003 Employee of the Year. Cathy received the award, (given to a non-badged employee) during a statewide employee recognition banquet held on April 28, 2004.



Special Projects Manager Cathy Wyse recipient of the 2003 Employee of the Year award.

Managing for Results

“The Best Laid Plans Often Go Astray”



By Robert Cherkos

A key principle of Managing for Results is customer satisfaction. As customers ourselves, we pretty much know quality service when we see it. Sometimes it becomes evident in the most unusual of circumstances. I recently had an experience that I'd like to share, but to do so I must make a confession. I did something really stupid.

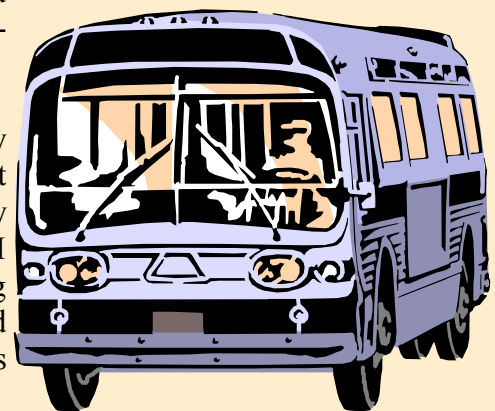
For the past two months, I've been taking the bus to work. It has been not only economical but far less stressful than commuting in my car. I've developed a routine to make the trip enjoyable that includes reading a good book, finishing off a crossword puzzle, or engaging in conversation with one of the regulars.

Tuesday was like any other day. I was working a little late but had plenty of time to catch the last I-10 express bus that would take me to the Park and Ride on 40th Street and Pecos. The bus stop in front of the West Court Building on 3rd Avenue and Jefferson is a popular one. Many of the different bus routes stop there. At 6:10pm, several buses pulled up. The second bus in line showed I-10, so I got on. I was met by a very courteous driver (they all are by the way). I swiped my county bus card, took a seat, and immediately began to savor my book. Everything seemed normal as we picked up passengers at the usual stops. I was too engrossed in my book to look up. Everything seemed routine.

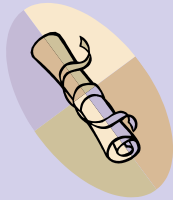
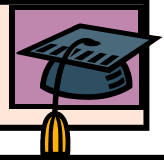
About 20 minutes later I felt the bus slowing to exit the freeway. I looked up. You guessed it. I was on the bus that was now pulling in to the Desert Sky Mall on 75th Avenue and Thomas. It's 6:30pm and I am on the other side of the valley. Fortunately, I have some assets: cash, credit cards, cell phone and a bus pass. I'm too embarrassed to call for help from friends and too frugal (cheap works well here, too) to call a cab.

I decided to throw myself on the mercy of the bus driver and confess my tale of woe. Fortunately, he was a paragon of compassion (translation – he did not burst out laughing). This was the last stop and he was required to head back directly to the garage on Lower Buckeye and 23rd Avenue. He could have insisted I exit the bus since it was no longer in service. Instead, he helped me plot a strategy to get back to the east side of town that involved three bus routes and a 30 minute walk.

Two-and-one-half hours later, I was home. Total cost: just my time and the embarrassment. But I learned a great deal about appreciating the importance of customer service, particularly when confronted with a stressful and uncomfortable situation. I can imagine that is how our customers feel quite often. Finding an individual who was knowledgeable, courteous and interested in helping me to resolve my problem was as valuable a lesson as remembering to read the signage on the bus.



New Hire Graduating Class of July



Effective July 14th, a new group of 31 Probation Officers were released from training to their new assignments. It is impressive to see such large groups of new officers coming into our department. They bring with them a wide variety of experience and expertise. They were excited about their new careers, working with fellow officers and taking on the challenges provided by the criminal justice system. Please help these officers sort-out some of the confusing issues they will inevitably incur. Existing staff is encouraged to tap into the expertise these new officers have brought with them. I would like to thank the numerous presenters who assisted with training. It takes a community to train new staff, not just a handful of individuals. Thank you for volunteering your time and knowledge.

Be Safe and Enjoy.



Left to Right: Back Row: Peter Jacaruso; Matt Rexinger; Gregory Faulhaber; Bob Phelps; Jill Bain; Anna Davis; Maria Land; Jason Walker; Ken Zimmerman. **2nd Row:** Phillip Myers; Kim Peterson (Howard); Paul Griego; Suzanne Shirleson; Heidi Christopherson; Sandra Perez; Monique Zurita; Angel Williams; Andrea Sarabia; Anika Nieves; Chris Vasquez; Anne Puricelli. **1st Row:** Terri Seiser; Cinde Byrne; Stacy Mills; Linda Ramper-saud-Dore; Niki Swank; Maria-Eugenia Mazilu; Allison Derrig; Amy Primak; Jaci Christenson; Tysan Robinson.

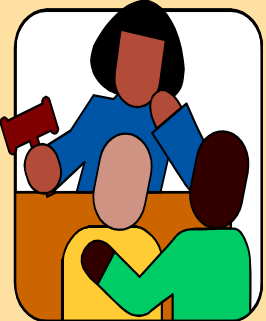
Congratulations to all!



Policy Update

Between May and June of this year, the APD Executive Team approved seven policy revisions. The affected policies and a summary of the revisions are as follows:

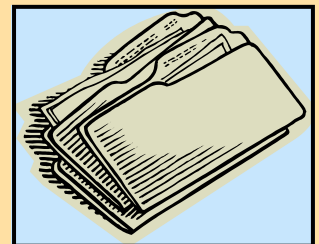
10.017: Victims' Rights: Victim Codes (in Section VI) have been removed and replaced by wording to describe the victim status of each case. The listed wording should be typed on all petitions instead of a V-code. Other changes include the addition of Pretrial Service responsibilities in Section II, a 15-day time frame for victims to respond to proposed petitions to modify probation (in Section IV.C), the requirement for supervision staff to send a copy of the signed petition in cases where the victim did not respond or did not request to be heard (in Section IV.E), and the requirement for supervision staff to consult with the unit supervisor in cases where sensitive information needs to be shared with a victim (Section IV.F). This policy went into effect July 1, 2004.

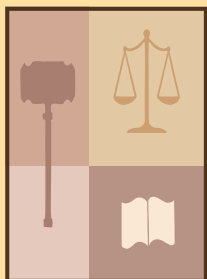


11.003: Substance Abuse Testing of Employees: New definitions of specimens have been added to the Definitions section (in Section I), as well as the removal of dispatchers, screeners, collectors and caseload administrators from the pool of employees subject to random testing. In Sections IV.A.1, V.A.6.b, and VII.D.4, we've added the ability for the department to test an employee via saliva sample. Instructions for employees subject to drug testing have changed slightly, in that once the employee has submitted his/her urine sample to the lab, he/she sends the original donor notification form to Jeanette Velasquez (instead of faxing the form to Donna D'Elia). Finally, the list of testing sites has been removed since the information changes fairly regularly. The testing sites will soon be listed on the APD website. This policy went into effect June 1, 2004.



30[1].301: Threats Guidelines: The policy replaces the current 30.029: Threats Guidelines. It has been reconciled with the Court policy on violence in the workplace, and hyperlinks to referenced policies have been added (the hyperlink to the Peer Support/CISM policy will be added once that policy is approved at a later time). This policy went into effect June 1, 2004.





11.010: Internal Transfer of Probation Officers: Additional assignments have been added to the Specialized Caseload functions (DUI Court, Drug Court, Pretrial electronic monitoring, and Juvenile Transfer {See Section I.B}). Also, the minimum assignment duration has been clarified as 18 months for any assignment, although staff in assignments within rotating shifts may transfer to a different shift within the same assignment during the 18-month period (Section I.C). Wording has also been added to reflect that officers who transfer to a different assignment are responsible for retaining any case in violation proceedings until the case reaches disposition (Sec. I.F).

This policy went into effect July 1, 2004.

30[1].603: IPS Data Responsibilities: This policy replaces the former 50.016: Data Responsibilities in the Intensive Supervision Section and is located in the Community Supervision Section. The policy has been reformatted, and the status update has been revised to reflect instructions how to complete the current form (Section III). This policy went into effect July 1, 2004.



30[2].101: Standard and IPS Domestic Violence Caseloads: This policy replaces the former 01.004 in the Specialized Caseloads section and is now located in the Community Supervision Section. This policy has been completely revised. Training requirements have been added, entry and exit criteria have been updated, screening procedures have changed, and staff responsibilities have been updated.

This policy went into effect July 1, 2004

30[2].301: Search and Seizure: Two updates were added to this policy. Language has been added prohibiting staff from conducting searches on pretrial defendants (III.B), and allowing only Warrants officers to clear a residence (III.L). This policy went into effect July 1, 2004.



An email notice is sent to all staff once a policy or revised policy has been approved by the Executive Team, along with a copy of the policy in PDF format. Policies are Generally posted n the APD website (<http://courts.maricopa.gov/apd/Administration/index.asp>) within a week after approval by the Executive Team. Any policy-related questions can be forwarded to Rebecca Loftus via email at: rloftus@apd.maricopa.gov.

Did You Know That in FY 2004...



Operational:

- Achieved 78% successful completion rate of Pre-trial Supervision defendants
- Achieved 100% on-time rate for submitting Pre-sentence Reports to the Court
- Achieved 99% Pre-sentence Report submissions to the Court without a continuance
- Expanded Drug Court average daily population from 400 to over 650. Retention rate improved dramatically since implementing Motivational Interviewing (40% no shows down to 10%)
- DUI Court average daily population expanded from 150 to over 300. (preliminary results of NHTSA funded evaluation shows positive results)
- Improved successful completion of probation rates from 58% in FY 2003 to 61% in FY 2004
- Increased IPS average daily population from 877 to 1,398 during FY 2004

Administrative:

- Implemented Department-wide Defensive Tactics and Firearms training.
- 474 officers completed Defensive Tactics and Safety Training through June 30, 2004
- Received a Strategic Fitness Award from county management and achieved certification from County Auditors for key performance measures
- Information Technology developed: Sex Offender address clustering application, web-based case management reports for officers and supervisors, and merged dispatch with MCSO to improve officer safety

Mystery Person Winners

Karen Nedrauer correctly guessed Marilyn Windust as the Mystery Person for the Jan—March issue of the chronicle. Karen will receive two tickets to Harkins Theaters.



Ed Turner correctly guessed Robert Villasenor as the Mystery Person for the April-May issue of the chronicle. Ed will receive two tickets to Harkins Theaters.



Seniority Salute



20 Year Anniversary with MCAPD

Phyllis Lemming 06/14/04

RETIREMENTS

Earnest Ford	06/30/04
Joanne Ondrejch	06/30/04
Larry Amedee	07/06/04
Mary Lynn Reagan	07/06/04
Hong Tran0Hovis	07/06/04
Kathy Dupont	07/16/04

Thanks to Our Writers

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Your Stories Wanted!



Interested in submitting articles, announcements or success stories to *The Chronicle?*

E-mail submissions to Janet at

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Success Stories Welcome!

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Chronicle Editorial Policy:

1. All articles and pictures submitted for publication in the *Chronicle* are subject to acceptance and editing.
2. If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication.
3. Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
4. All non-employees in pictures and in articles must have a signed Publications -Consent for Release of Information on file. A copy can be obtained from Merci Hernandez.
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