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# The Chronicle

NEWSLETTER OF THE  
 MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive   
 CHANGE.



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In July, we celebrated our profession and enjoyed recognizing some of our brightest stars. National Probation and Parole Week provided an opportunity to reflect on the history, development, and accomplishments of community corrections and the continuing challenges in our work. Our enduring purpose as a profession is public safety and positive behavior change for offenders. Of all the individuals under some form of correctional control in the U.S., the majority are on probation. Our services bring tremendous value to the Courts, the criminal justice system, offenders, victims, and the community. Probation's success in reducing recidivism and making our communities safer is understated, yet powerful, and is increasingly recognized by policy makers because of positive results, the low cost of our services, plus the significant savings generated through reduced reliance on imprisonment. Being *A Force for Positive Change* is hard work. MCAPD's 1,028 employees manage a probation population of approximately 52,000 and our results show that recidivism has been reduced year after year. That's truly remarkable and I am so proud to be part of this organization!

The annual "Of the Year" awards ceremony is one of my favorite activities. Those of you who attended this year's ceremony will surely agree that the employees who organize and sponsor this event do an outstanding job of creating a festive, joyous, and memorable occasion. Our annual employee awards ceremony is a celebration of MCAPD's finest, the men and women who really represent the best of who we are. This year, the joyous occasion happened to coincide with the 50<sup>th</sup> birthday of one of our recipients – congratulations to all of the award winners and happy birthday to Holly Burdine! (Holly's sister, Vikki, who is a PSI officer, asked me to embarrass Holly by mentioning this). You can read more about all of our wonderful employee award winners in this issue of the *Chronicle*. We are thrilled that two of our employee award winners have gone on to receive higher honors. Holly Burdine and Khameelah Shabazz were both selected by the Arizona Probation Chiefs to receive statewide probation awards.

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Khameelah has also been recognized as Probation Officer of the Year at the national level by the American Probation and Parole Association. Khameelah has recently retired and we wish her all the best in her retirement.

MCAPD is involved in many exciting local initiatives with a variety of our public safety and community partners. Sharing information about these collaborations is a good way for us to continue learning about our organization and the various approaches being implemented to expand and improve evidence-based and best practices. A couple of these local initiatives are mentioned below and I encourage you to read about more of them in this issue of the **Chronicle**. Fostering productive relationships with our partners enhances our effectiveness and leads to better outcomes, including reductions in recidivism. We are fortunate to have so many wonderful partners who share these goals and are enthusiastic about working with us.

A few years ago, the Buckeye Police Department started providing office space for MCAPD officers to conduct office days. Last year, Buckeye Police Chief Mann was instrumental in securing additional office space for MCAPD at Buckeye Town Hall. MCAPD officers and managers developed relationships with Buckeye Police, which led to MCAPD informing command staff about our risk assessments, how risk levels are identified, and what they mean. Buckeye Police now receive a quarterly list of probationers in the Buckeye area that includes each probationer's risk level and assigned probation officer. The police officers include risk levels when discussing matters regarding our probationers. While remodeling their buildings, Buckeye Police included office space for MCAPD officers to work and to see probationers. In July, POs moved from Buckeye Town Hall to their newly remodeled office space at the Buckeye Police Department. Probation Supervisor Anna King has been instrumental in developing our relationship with the Buckeye Police Department.

About two years ago, the MCAPD entered into a collaborative project to increase treatment access and ensure continuity of treatment services for women with co-occurring mental health and substance abuse disorders returning to the community from prison. Our project partners are Magellan Health Services, National Council on Alcohol and Drug Dependence, Community Bridges, Crossroads, and the Arizona Department of Corrections. Prior to release, potential clients are screened and clinical evaluations are provided for identified cases. Participants receive a referral to enter community-based treatment services following release. Transitional housing has been provided for the women who were homeless at a facility that is licensed to dispense medication. The successful collaboration, aided by a Justice and Mental Health Collaboration grant from the Bureau of Justice Assistance, has served over 40 women and closed gaps in access to treatment and support services during the critical reentry period. The services are gender-responsive and tailored to a population that has high rates of past trauma, substance abuse, and mental illness, and who face multiple issues upon return to the community including employment, family needs, transportation, housing, and health care. The response from participants has been overwhelmingly positive. Sherry Johnston manages this grant project, which will continue for another year.

Internally, the Pretrial Services Division has experienced significant growth in their electronic monitoring program over a relatively short period of time. An increase in the number of electronic monitoring releases is attributed to a new risk instrument that was implemented in January 2012. The new validated risk instrument serves as a predictor for pretrial misconduct and helps identify defendants that are appropriate for intensive supervision including electronic monitoring. Pretrial Services' electronic monitoring program has expanded by five officer positions and an additional supervisor in response to the program's rapid growth. Congratulations to Taylor Pile for his success in managing the EM unit during the program's growth and welcome to Greg Miller as the 2<sup>nd</sup> EM unit supervisor.

I hope you enjoy the articles in this issue of the **Chronicle** and I encourage you to submit your news and success stories for future editions of our newsletter. ☞

# Collaboration with Providers: It's a Priority

By Steve Lessard

One of our organization's priorities is collaborating with external stakeholders and treatment providers. A Collaboration Workgroup has been working on developing and augmenting our relationships with external partners for the past two years under the strategic guidance of the Evidence Based Practices (EBP) Steering Committee.

One of their goals is to implement a standardized process of collaborating with treatment agencies to initiate and sustain relationships between MCAPD and treatment providers that will result in the development, enhancement, and sustainability of effective services and processes for:

- probationers that will enhance behavioral change
- treatment providers that will enhance their efforts in assisting probationers' behavioral change efforts
- probation staff that will enhance their efforts at assisting probationers' behavioral change efforts

Over the years, we have successfully developed and sustained a positive working relationship with law enforcement throughout the county in our efforts to share intelligence, data, and collaborate in sweeps and other initiatives to better serve and protect the community. The goal is to have a similar working relationship with other external partners and stakeholders, and to change the culture so we are having routine conversations with providers that share in the goals of changing behaviors.

Over the past year, the CEO's of our contracted providers have been meeting quarterly with us to talk about current issues and shared concerns. These providers have representatives that meet regularly with the Collaboration Workgroup to identify how to change the culture, exchange data, and automate processes such as progress reports so our fax machines can catch a break. Cross training has taken place and many of you participated in a provider seminar last year. These efforts continue as we demystify probation for the treatment community for the first time, and the treatment community educates us about what actually happens in a treatment group. An effort is currently underway to begin looking at the possibility of exchanging FROST, case plans, UA results, and even presentence reports electronically. Providers are looking at electronic referrals from us, and we are hoping this data exchange will also include electronic progress reports.

Recently, the organization instituted a new collaborative partnership with the Crisis Response Network (CRN). They are now provided the names of clients on SMI caseloads every month and are notifying SMI officers when a crisis mobile team is dispatched to a probationer in crisis in the community. Cross training has also begun between our two agencies as well as we learn about each others' roles in the community.

Feedback from all the providers involved in these new collaboratives has been overwhelmingly positive, most indicating that they thought our roles were mostly containment and punishment. After being provided a presentation on how we change behaviors, and our reliance on evidence-based principles to guide our decisions, they had a new and refreshing perspective on our agency and our profession. They are excited to be partners with us and look forward to the future. Our next steps will be to engage non-contracted providers, faith-based, domestic violence providers, sex offender providers, and mental health providers. ☞

# Continuing Commitment and Collaboration: The Legacy Project

By Susan Savoy

Back in 2007 the Arizona Department of Corrections (ADC), MCAPD, and the Arizona Department of Economic Security developed a collaborative model of supervision, the Legacy Project, in the South Phoenix area, specifically the 85041 zip code. The joint mission is to reduce the recidivism of offenders on probation and parole in a local community with a large concentration of corrections populations and thereby increase the safety of those communities. Five years later, changes have occurred, a lot has been accomplished, and the collaboration continues.

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The Arizona Department of Economic Security is no longer involved due to budget constraints. New partners include Arizona Women’s Education and Employment and the Law Enforcement Coordinating Committee (LECC). The LECC presented two South Phoenix reentry forums. A Prisoner Reentry Advisory Board was formed and meets monthly to allow community providers to come together and share resources, learn about services in the South Phoenix neighborhood, assist with post-release barriers, and spread the word about resources in their network. The Legacy Project increased communication and coordination between ADC and MCAPD, redefined transition of prison releases to probation, and implemented evidence based field supervision and service strategies, including a shared risk/needs assessment tool. The FROST is used by both probation and parole officers in the area. The Legacy Project allowed all partners to participate in a comprehensive training plan for evidence based practice implementation. Significant enhancements to the project have included 1) the PATH Reentry Project which provides pre-release and post-release discharge planning and triage to address barriers that greatly impact success during the first months following release, and 2) Contingency Management, which allows officers to reward positive probationer behaviors with gift cards. The Legacy Project has succeeded in reducing recidivism and sustaining collaborative relationships. Since the Legacy Project began, there has been a 26.5% decrease in revocations (ADC/Jail) and an 11.4% increase in successful completions of probation. ☞

## IPS Unit and Local Treatment Providers Participate in NIDA Study (CJDATS)

By Tracee Frick

**M**aricopa County Adult Probation Department was selected to participate in the Criminal Justice Drug Abuse Treatment Study (CJDATS). This study is supported by the National Institute on Drug Abuse and is occurring in multiple criminal justice agencies around the country. CJDATS is a cooperative research program designed to explore the issues related to the complex system of offender treatment services. The Eastern IPS unit was selected to participate in the study and has been working closely with an Arizona State University research team that is overseeing the project.

A Local Change Team (LCT) was assembled to include Tracee Frick (IPS Supervisor), Valerie Serpico (IPS Officer), Julie Christie (IPS Officer), Julie George-Klein (Quality Assurance Supervisor), and three clinical directors from local treatment agencies (Positive Change, Sage Counseling, and Community Bridges). The LCT was challenged with the task of developing a process improvement plan related to treatment services. Through a comprehensive and critical evaluation of the assessment, case planning, information sharing, information utility, service access, and service activation processes, the LCT identified several needs in the following areas:

- The lack of protocol for sharing information between MCAPD and treatment providers to include the lack of understanding, on both sides, as to how the information would be used.
- Deficiencies in the system for transmitting information.
- Inconsistencies across agencies regarding progress report content and delivery.
- After identifying the areas of need, the LCT established three separate objectives:
  - Pilot a uniform referral and progress report form which utilizes the Stages of Change model as a common assessment language and links stages of change to action steps found in the Carey Guides and other probation intervention tools.
  - Utilize a single point of contact for all fax communication for referral and progress reports.
  - Increase the level of trust between treatment staff and probation officers.

The LCT agreed it would be beneficial for both probation and treatment providers to receive monthly progress reports. The team also agreed that a significant barrier to communication was the lack of a shared language between probation and providers. The team agreed to utilize the Stages of Change model as a common method to assess client progress and to embed this model within the progress reports. By using this model, officers will have a clear understanding of what type of conversations they should be having with their clients and what types of tools they can use to support clients in any given stage of change.

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The use of probation and treatment progress reports will be guided by a joint protocol that has been approved by both probation and treatment provider agencies. The protocol also includes time frames in which probation officers will share the OST/FROST assessments, urinalysis results, custody status, and other relevant information with providers. The protocol established routine staffings between probation officers and providers prior to clients being discharged from treatment (successful or unsuccessful) and prior to the submission of an IPS graduation modification. The established protocol supports continued relevant communication between treatment provider and probation, allowing for a more individualized treatment and supervision plan.

The current method of transmitting information has been taxing and inefficient for both providers and probation officers due to confusion about where to send reports and the inconsistent method of sending reports. To decrease the number of lost reports and to ensure delivery, the LCT decided to utilize one designated probation fax machine to transmit all treatment related information. Probation support staff will assist with the delivery of all treatment faxes to the assigned probation officer. The LCT agreed this process will meet the initial need of this study, but acknowledges the importance of utilizing a more technologically advanced method in the future to ensure sustainability.

Initially a joint training with IPS probation staff and treatment staff will be implemented to introduce the new process and to reinforce the benefits to the client, probation officer and counselor. It is the vision of the LCT that the increased and expected level of collaboration will resolve uncertainty and increase trust between agencies. More importantly, the team anticipates clients will benefit from the increased communication between the provider and probation as treatment plans and supervision strategies will be tailored to meet the client's specific needs and stage of change. Implementation of this pilot is scheduled to occur in October, November and December 2012. During that time, the LCT will conduct quality assurance case audits to ensure the protocol is being followed. Regular meetings will occur between the LCT members to assess progress and consider any necessary modifications. ☞

## Lance Heivilin East Valley Gang & Criminal Information Fusion Center

By Beth Garrow



The Fusion Center is a collaboration of the seven East Valley police agencies (Scottsdale, Tempe, Mesa, Gilbert, Chandler, Salt River, and Apache Junction) who share staff, funding, and information to prevent and solve crimes. Maricopa County Adult Probation is fortunate to be involved as an “associate member”, along with the Arizona Department of Corrections.

In an effort to promote collaboration and communication with local law enforcement, in early 2012, MCAPD began housing probation staff at the Fusion Center to increase information sharing amongst our agencies. Accordingly, probation currently has two Fugitive Apprehension Unit (FAU) officers and three standard field officers who work at the Fusion Center one afternoon a week. The advantage of this is that it has allowed MCAPD to have a specific point of contact with full access to all of the programs and search capabilities of the Fusion Center detectives and crime analysts.

In the short time that MCAPD has been a partner with the Fusion Center, officers have utilized their services in a number of ways. The most commonly used available resources have been:

- Assistance in locating missing persons (absconders) prior to issuing a petition to revoke.
- Determining whether a probationer is continuing to have police contact by obtaining a review of police records over a certain time period via Coplink.
- Wanted posters being published in the Fusion Center Newsletter that is distributed to all East Valley Police agencies.
- Gaining contact information for an investigating officer on a new or existing incident. ☞

# Hotel Squad Arrests Early and Often

By Brian Armbruster

A number of years ago a growing crime trend, mostly involving drug use, was discovered in the hotels/motels along the I-17 corridor. As a result, a small handful of law enforcement officers and detectives began working extra enforcement in a couple of the hotels in their down time. It did not take long before these officers realized the extent of the problem as they were arresting multiple subjects on a daily basis. Additionally, they began to see that they were contacting multiple probationers on a daily basis who had no legitimate reason to be in the hotels. These officers reached out to the Adult Probation Fugitive Apprehension Unit and enlisted the part-time help of two officers with whom they had previously established relationships. These officers worked together in this capacity for approximately two years before the Phoenix Police officially established the Warrant Interdiction squad on June 3, 2008, with its primary focus being on the hotel/motels in the I-17 corridor.

While the make-up of this squad has varied over the years, it is currently made up of seven Phoenix detectives, one Phoenix sergeant, and one Adult Probation warrants officer. Since June '08, the unit has arrested over 6,000 individuals for a variety of offenses and warrants. A good portion of those arrests have been probationers or individuals who were found in the hotel rooms of probationers. Additionally, countless probation searches have been done and uncovered numerous forgery mills, theft rings, stolen vehicles, drug enterprises, a meth lab, and a multitude of other offenses. After four years, the Squad still maintains an average of 120+ arrests a month with at least half of those arrests being for felony offenses.

Due to the program's success, multiple agencies around the valley and state have inquired about starting their own squads. Phoenix Police recognized the squad with the Police Chief's Unit Award in 2010 and included the Adult Probation warrants officer assigned to the squad in this recognition.

The only drawback to the program? The hours. As the saying goes, "the early bird catches the worm" and the squad lives by this motto. So, if your phone rings before seven o'clock in the morning (and it's not Dispatch), there's a good chance it will be someone wondering if "John Doe" is supposed to be staying at "the hotels." ☞

# MCAPD Participates in Mesa's Intelligence-Led Policing Project

By Tracee Frick

The International Association of Chiefs of Police (IACP) sponsored a three-city parallel study focusing on Intelligence-Led Policing strategies, by the formal name of IL3CP. The project, is not a Star Wars character, but stands for Intelligence Led; Community Policing, Community Prosecution and Community Partnerships. The three study sites are New Port News, Virginia; St. Paul, Minnesota, and Mesa, Arizona. The focus of the study is to determine the effectiveness of evidenced based policing strategies and a greater involvement of prosecution at the street level, or Community Prosecution. As such, prosecutors from the County Attorney's Office and Mesa City Prosecutor's Office regularly attend project meetings and ensure vigorous and appropriate prosecution of offenders arrested in the target area. The last CP refers to Community Partnerships, and this is how Adult Probation became involved.

Adult Probation, along with Maricopa County Juvenile Probation, Arizona State Parole, Mesa Fire and Mesa Human Services have all partnered with Mesa Police Department to collaborate, not only in the prosecution of offenders in this specific area, but in ways to affect a positive change in the community.

The project area is the Doran Corridor, affectionately known by the residents as "D Block." It is a multi-housing neighborhood in central Mesa (just east of Stapley and north of Main Street). The target area is only .04 square miles with a population of roughly 1275 residents, 76% of which are Hispanic and 43% under the age of 21.

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The resident population tends to be very transient, with nearly all of the complexes being owned by out-of-state investors, who are not familiar with the neighborhood. Gangs permeate the area, with 20 documented gangs being contacted in the target area. Crime trends are high, with 432 calls for service being initiated in a one-year period for this very small neighborhood in which gangs, drugs, and alcohol are major problems.

Adult Probation has been involved in this project since its inception, which was August 2011. The project is scheduled to formally close this August. Probation has offered services in a number of ways, primarily in the form of data sharing (ensuring street level police officers know who our most chronic or problematic probationers are); warrant round ups and community service projects. The warrant round ups have resulted in the arrests of a number of persons on probation and the community service projects have removed well over 33 tons of trash and debris in five separate projects. MCAPD also taught two youth employment classes and conducted a holiday gift project for needy families in the area. However, the most intriguing result was in the focus on data sharing and communication between probation and police, as well as the other involved agencies. This program enabled a greater sense of trust between the agencies, along with the understanding of the shared goal of improving community life. Probation representatives were asked to present at briefings for Mesa patrol units, as well as command staff for Chandler, Tempe and Scottsdale police departments, for them to better understand the role of probation. In each instance, we were able to leave those police agencies assured that we share the same goals of community safety and the betterment of our neighborhoods. This model will be the basis of further projects with Mesa Police, as well as the other police agencies in the East Valley. ☞

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## Garfield Community Garden

by Janet Kasha

The Adult Probation Department has partnered with the Garfield Community Association in developing a Community Garden located at 1022 E Garfield, Phoenix. The project began with composted soil being dropped at the Garfield Probation Center by Singh Farms. Adult Probation staff Jack Dillon and Julie Quiroz then began working with Garfield community members in preparing the garden beds and planting vegetables.

Today, cucumbers, tomatoes, squash, basil, and corn can be seen growing outside the probation center! Wildflowers border the land making it an inviting space in the neighborhood. This project is an effort to produce fresh vegetables for the Garfield community members to enjoy and share. The probation staff involved has been an integral part of this collaboration and has gone above and beyond in their efforts to have a positive impact in the neighborhood in which they work!

Everyone is invited to come by anytime to check out the progress of the garden. The next planting season begins in September, come join us! ☞

From left: Kris Gade, Julie Quiroz, Jack Dillon, Josh Watts



# 2011 Of the Year Awards



**From Left: Christina Burrue, Khameelah Shabazz, Chief Barbara Broderick, Michael Parham, and Holly Burdine**

**Probation Officer of the Year: Khameelah Shabazz**

Khameelah Shabazz is a probation officer from the Seriously Mentally Ill unit. Probation Officer Khameelah Shabazz has been an exemplary model of our vision by working in partnership with community resources, reinforcing positive change, facilitating restorative justice, and enhancing staff development. Khameelah came to Adult Probation in 1986 and her personal growth has spanned through presentence investigations, field, work furlough, staff development, and the past seven years in her seriously mentally ill caseload. Khameelah is extremely respected because of her warm communication style, advocacy of resources, problem solving skills, and ability to generate behavior change in a very challenging client base. She genuinely understands the needs of her probationers and strives to be the most knowledgeable SMI officer through community networking and collaboration. Khameelah is active in the Diversity Council and was involved in the development and implementation of the Cognitive Intervention program. For 33 years, she has served as president of the United Parents & Youth League and she has impacted the lives of 45 children as a therapeutic foster parent. Through her professionalism, initiative, and experiences, Khameelah has been an invaluable inspiration and asset to the Southport Probation Office.

**Supervisor of the Year: Holly Burdine**

Holly Burdine is the supervisor of Staff Development. Holly is responsible for assuring staff receives necessary training while supporting over 245 Adjunct Faculty. She keeps staff updated on yearly requirements and patiently responds to hundreds of e-mails asking for clarification. She assisted in creating a more user-friendly MCAPD Learning Management System (Pathlore) and searches for trainings that provide a wide variety of interesting learning options. Holly served on the Mid-Manager Committee, providing leadership to peers and resulting in work groups that are still providing positive change. Holly serves as an EBP Master Trainer, assisting in determining the direction our EBP/Frost/Case Plan training takes each year. She was key in working with CTS to automate the FROST training to address staff needs, eliminate travel, and implement new learning strategies. Holly shows great leadership in how she works with her unit, peers, and the Executive Team. Holly has the ability to find common purpose with all committees, focus groups, and outside entities, creating collaborative environments resulting in positive results.

**Surveillance Officer of the Year: Michael Parham**

Michael Parham is a Surveillance Officer for DUI Court. Michael has not only done an amazing job this past year, but has done so with a great attitude. There were periods of time when Michael juggled the workload of three surveillance officers. Any task asked of Michael could be considered done. He has an exceptional ability to interact with the defendants in a way that is non-threatening yet effective. He is always polite and professional when dealing with the defendants and never has negative comments regarding his interactions with them. He has on more than one occasion provided employment opportunities to defendants as he is made aware of them. Despite the large number of defendants he works with, he is able to remember which are unemployed and which would be best suited for a particular job. Although the unit now has all three surveillance officers, Michael still assists his fellow surveillance officers when there is a need. He truly goes above and beyond his job duties and our department is lucky to have him.

**Employee of the Year: Christina Burrue**

Christina is the administrative assistant for the Programs Division. This past year she has worked tirelessly coordinating all services during the transition by the specialized DUI/Drug Court Teams, Support Staff, and Division Leadership to their new location at Luhrs APD. She was also responsible for the design and procurement of the new office space. Her efforts ensured there was a seamless transition so customer service and the high intensity Court schedule were not impacted. Christina ensured all office comfort features and break areas were supplied with vendor items and damaged office furniture was swiftly replaced. Her actions were greatly appreciated by the line officers whose time was saved so they were able to focus on probationers. Christina is instrumental in improving unit morale not only within the Programs Division but the entire Adult Probation Department, where she works as the program manager for the APD Pride Award Program. She ensures all of the department's personnel who are nominated and recognized for going above and beyond. She single handedly makes the Programs Division a great place to work within the department, where officers are proud to stay and serve.

# The MCPDC is Progressing, Preparing, and Presenting

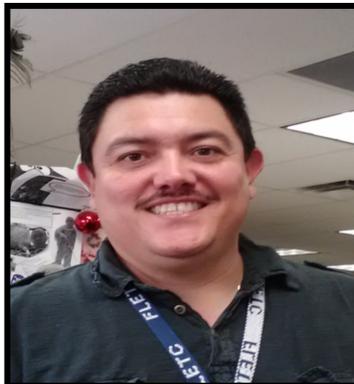
By E. Lamont Leonard

This year is progressing just like the Maricopa County Probation Diversity Council (MCPDC). Last June, several vacant board member positions were filled by dedicated individuals who intend to endorse and promote diversity and inclusion in the Probation Department. Joining MCPDC Co-chair E. Lamont Leonard and Secretary Cheryl Starky are: JPD Co-chair Catharina Johnson, Treasurer Terry Lee, Historian Chandelle Porter, and Newsletter Editor Rodrigo Arce. These additions have already benefited the Council in preparing the upcoming extravaganza, the Unity Fall Fest.

The Unity Fall Fest is scheduled for Thursday, October 25, 2012 from 10:00 a.m. – 2:00 p.m. at the Black Canyon Building, 2445 W. Indianola Ave., Phoenix, 85015. The event, themed “Appreciate and Celebrate Diversity and Inclusion,” will feature appealing activities, fantastic food booths, and terrific trainings. Come appropriately appared in creative, colorful, and culturally-based costumes to win great gifts. The MCPDC will be presenting door prizes to ticket holders at 11:00 a.m., 12:00 p.m., and 1:00 p.m.; drawing tickets will be given at the entrance of the festival. Also, in addition to you making this occasion special, there will be invited guests that you’ll be surprised to see. Don’t miss this opportunity to represent, recognize, and revel regarding diversity and inclusion in probation. Contact any of the Diversity Council board members for more information. We welcome the support of all and thank everyone in advance for their involvement in making this a success. ☺



Terry Lee  
Treasurer



Rodrigo Arce  
Newsletter Editor



Catharina Johnson  
JPD Co-Chair



Chandelle Porter  
Historian



E. Lamont Leonard  
APD Co-Chair



Cheryl Starky  
Secretary

# Mid-Managers Committee 3rd Quarter 2012

By Co-Chairs Susan Savoy and Jodie Rogan

As the sub-committees continue to sweat the summer away working on their projects discussed in the March-April *Chronicle*, the Mid-Managers Committee (MMC) recently held two sessions to complete a situational analysis of the Committee. The purpose of the analysis is to identify the group’s strengths and opportunities in order to minimize the weaknesses and reduce or avoid the threats. Participation was open to all supervisors in the department in order to obtain feedback on how the MMC can best serve our customers. We were fortunate to have approximately twenty participants in each of the sessions. With the help of the QA supervisors, Julie George-Klein and Tricia O’Connor, the current purpose of the MMC was affirmed—good news! Many areas of strength were identified that are crucial to the support and success of the MMC. The following problem statements were identified:

- The lack of formal MMC guidelines impacts the quality of participation, timeliness of outcomes, and the department’s understanding of MMC, which affects the ability of MMC to provide services to its customers.
- The lack of an internal MMC recognition and appreciation system results in reduced membership which affects the ability of MMC to motivate, attract, and retain members.
- Current MMC marketing strategies have resulted in weakened participation, thus impacting the ability of MMC to provide services to customers.
- The lack of a well defined, efficient decision making and finalization process has caused ineffectiveness, frustration, and a loss of momentum, thus impacting the success of MMC.

Goals and objectives have been identified, and the Leadership Team of the MMC will review the feedback and make plans to move forward to make improvements to the MMC.

A sincere thank you to all who attended the sessions and provided your valuable feedback! The MMC is a committee *for* supervisors and it cannot exist without your participation.

If you are a supervisor and are interested in joining the Mid-Managers Committee, please contact your Division Director, Jodie Rogan, or Susan Savoy. ☞



## 2012 Hand Count Results: Congratulations Are In Order

By Alison Cook-Davis and Jennifer Ferguson

The department conducted its annual hand count as of June 30, 2012 for all direct and indirect clients, as required by Administrative Office of the Courts (AOC).

Overall, the results of this hand count are an improvement compared to the last hand count completed in May 2011. This year there were very small differences between the AOC count and our hand count. The differences were 1.0% for standard cases and 2.8% for IPS cases. These were significantly lower than in the previous year when the differences were 3.1% for standard and 5.4% for IPS.

We believe the improvement can be attributed to the department’s ongoing efforts to emphasize the importance of the data in APETS and to build a culture of data quality throughout the department. Over the past year, a data quality committee was created with the leadership of two division directors. This committee helps oversee and prioritize various data clean-up projects identified. Significant attention has been given to addressing data related to addresses and probation terms, the issues that most impact how probationers are counted for stats.

Thank you for your commitment to data quality and for your assistance in helping to improve the quality of the data in APETS! ☞



# Probation, Parole, and Community Supervision Week

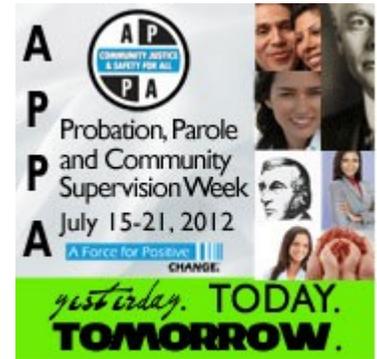
To all the dedicated men and women of our Adult Probation Department,

Once again, I'm proud to reach out to you on behalf of the judges and commissioners of the Criminal Department and recognize another Probation, Parole and Community Supervision Week. I understand that this year's theme is, "Yesterday, Today, Tomorrow." That emphasizes to me how dependable you and your colleagues continue to be for this Court and the people we serve. We see, year after year, the tireless efforts that you go through to improve the safety of our community, while helping people create positive lifestyle choices and stick with them.

This year's theme also makes me reflect on the continuing evolution of your Department, as new faces join the leadership team, and new technologies continue to shape how we deliver justice in Maricopa County. I marvel at the level of professionalism I see on a daily basis from probation officers and staff, and how the culture of continuous improvement has permeated every area of your Department. Your quality is a very positive reflection on this Court, and shows how dedicated public servants have always made a difference in their communities, and always will.

I hope to continue to meet many of you at different events during the year, and to pass on the thanks of the rest of the Criminal Bench and myself for the great work that you do. Enjoy this special week dedicated to you and once again, my most sincere thanks!

Sincerely,  
Douglas Rayes,  
Criminal Department Presiding Judge



## MCAPD staff celebrating Probation, Parole and Community Supervision Week:



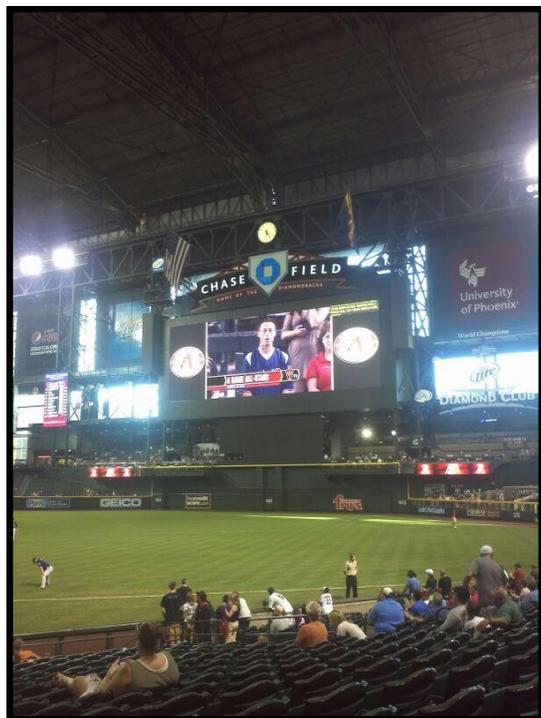
# Under the Spotlight at Chase Field

By Serina Tooms

Mr. Diliberti was placed in the Drug Court Program in September of 2011. At only 33 years old, he has long struggled with substance abuse and self reported a lengthy history of using marijuana, cocaine, meth, heroin, mushrooms, and alcohol. He previously completed two stays at the Salvation Army in 2006 and 2009. Clearly, Drug Court was Mr. Diliberti's best chance at staying clean. It was a rough start for him, and the program was concerned he did not have the tools in place to succeed or stay sober. Mr. Diliberti was unemployed and his primary residence was Central Arizona Shelter Services (CASS) homeless shelter. Additionally, he has no family in Arizona, and did not have any clean friends he could rely on. Despite these concerns, Mr. Diliberti quickly took advantage of the resources available to him through CASS and enrolled himself in the Maricopa Workforce Connections program. Mr. Diliberti lived at CASS for almost four months before being accepted into the Garfield housing program. It is worthy to note that not only did Mr. Diliberti live at CASS for four months, he did so without having a single testing violation (positive or missed drug test), and he did not miss a single office visit or a scheduled court hearing. All of which are tremendous achievements for someone living in such a tumultuous environment.

While at Garfield, Mr. Diliberti took and passed three IT/computer networking certifications through CompTia, and found employment with Integrated Service Solutions (ISS). He is currently working at Chase Field during the Diamondbacks home games, which recently earned him a special recognition. After working with ISS for only five months, Mr. Diliberti was chosen as employee of the month on May 26<sup>th</sup> by the Arizona Diamondbacks organization. This special award was announced during an on-field ceremony on June 4<sup>th</sup>. As his probation officer, I was lucky enough to have tickets to this game, and was able to watch the ceremony and congratulate Mr. Diliberti on this achievement.

Today, Mr. Diliberti has moved into his own apartment, is still working for ISS at Chase Field, has found a second job, and is trying to find permanent employment in the IT field. Additionally, he is in the third phase of the Drug Court Program and is expected to graduate without a single violation in October. This will also mark another great achievement as it is very rare for anyone to complete this program without any setbacks. There is no argument that Mr. Diliberti has come a long way from being homeless and drug dependant less than one year ago, and that he will continue to be an example for all Drug Court participants of where a sober life can take you with a little hard work and dedication. ☺



Pictured: Mr. Diliberti

# Evidence Based Practices: Committees, Workgroups and Progress within MCAPD

By the Quality Assurance Team: Julie George-Klein and Tricia O'Connor

During the fall of 2007, the Crime and Justice Institute (CJI) entered into an agreement with the Maricopa County Adult Probation Department to assess our agency in relation to its efforts in implementing Evidence Based Practices (EBP). Where are we five years later? We continue to move forward with the use of tools and processes that have been proven to make a positive change in what we do. Our work has resulted in the creation or expansion of the following committees: EBP Steering Committee, EBP Task Force, EBP Workgroups, and Mid-Managers Committee (MMC).

The EBP Steering Committee provides strategic guidance for organizational priorities, projects, and proposals related to EBP. Overall, the committee provides authorization for and input on projects and proposals arising from the EBP Task Force, the EBP Workgroups, and the Mid-Managers Committee (MMC).

The EBP Task Force reviews projects and proposals related to EBP, authorizing some projects and providing recommendations for others facing Steering Committee review. It also provides oversight and coordination of efforts, enhancing communication between the various committees to minimize cross-over of projects and promoting collaboration between committees.

The EBP Workgroups implement projects and activities throughout all levels of the department in support of five EBP Organizational Priorities. These priorities, which arose from results of the assessment completed by CJI and the Department's self-assessment, include:

- Improving empathy and understanding
- Involving staff in decision making
- Collaborating with treatment providers
- Enhancing consistent quality assurance among supervisors
- Developing a comprehensive training plan

The Mid-Managers Committee (MMC), consisting of supervisors, implements projects in alignment with the EBP Organizational Priorities as well as projects of their own development and design. The committee also assists the aforementioned EBP committees and workgroups in their efforts and provides updates as to the progress of this committee as well as the EBP Workgroups during unit and division meetings. This committee regularly publishes updates regarding its efforts in the *Chronicle*.

Where are we five years later? Let's take a look! We now have specific committees that share a common vision - continued growth of our Department and enhancement of our abilities to use EBP. We now have oversight of and communication between committees to more effectively enhance our abilities to work in concert with one another. We have a cross section of supervisors to share input and thoughts of their own as well as those of their staff. But it doesn't end here. You too have had a chance to be involved as we continue to implement the principles and practices that make a difference in our job, our probationers, and our community. Examples include providing input for the Process Improvement efforts of the MMC Global and Graduated Responses Committees, and participating in the Appreciative Inquiry (Empathy and Understanding) sessions, as well as the Supervisor Policy forum.

## *EBP Workgroups – and Organizational Priorities*

We heard you! We heard CJI! We assessed our Department! The creation of the EBP Steering Committee, the EBP Taskforce, and the EBP Workgroups has resulted in numerous goal setting meetings, strategic planning sessions, and implementation of projects that tackle each of the five organizational priorities identified during assessment of the Department. Would you like to know more?

*Continued on page 14*

The following article not only outlines the goal of each of the EBP Workgroups, but contains a few points to illustrate the progress being made. If, after you have read this, you have any questions or would like additional information, the names of the Workgroup leads are included. Please contact us!

#### Improve Empathy and Understanding – Therese Wagner

Goal: Implement and sustain new practices (individually and collectively) to improve our empathy and understanding of the problems faced by staff which will build effective relationships, achieve positive outcomes with clients, customers, and stakeholders, positively impact staff motivation, and ultimately improve in the delivery of services. Thus far the workgroup has:

- Facilitated Appreciative Inquiry sessions in nine divisions by the end of September, with all divisions and supervisors being covered by the end of 2012.
- Supported changes and progress being made on suggestions from staff. Examples:
  - Tangible – reallocation of funds to replace some of our oldest vehicles with newer cars
  - Process Improvement – ended requirement to file money receipts in our probationer files
  - Relationship – PSI developed Positive Social Interaction (PSI) Club for morale club

#### Involve Staff in Decision Making- Therese Wagner

Goal: Implement and sustain new methods of involving staff in decision making which will positively impact staff motivation. This workgroup has:

- Joined efforts with the “Improve Empathy and Understanding” workgroup given their common goals.

#### Collaborate with, train, and educate treatment providers – Steve Lessard and Shari Andersen-Head

Goal: Collaborate with providers to ensure provider services are aligned in targeting service delivery to increase positive behavioral change in probationers. Thus far the workgroup has:

- Created a workgroup consisting of MCAPD and contracted treatment providers.
- Cross-trained contracted treatment provider executives and staff and arranged future training sessions.
- Collaborated with outside agencies working toward automated shared access to UA results, assessment results, case/treatment plans, progress reports, and referrals.
- Started a new collaboration with the Crisis Response System who now call SMI unit staff when they dispatch a mobile crisis team.
- Arranged for cross training of Crisis Response Network staff and SMI unit staff.
- Met with CEO’s of Provider Network Organizations and General Mental Health contracted with Magellan.
- Met quarterly with CEO’s of all contracted providers.

#### Enhance consistent Quality Assurance among all supervisors - Donna Vittori

Goal: Enhance and make Quality Assurance consistent in staff performance management practices. This workgroup has:

- Reviewed existing policy in regards to supervisor duties.
- Developed a supervisor policy expectation list.
- Created a forum in which supervisors reviewed existing policy outlining their duties.
- Created a draft policy regarding probation officer supervisor expectations.

#### Develop a comprehensive training plan - Colleen Dorame

Goal: Develop a comprehensive training plan that aligns with Adult Probation’s Values, Mission, and Goals to obtain the Vision of the organization. This workgroup has:

- Outlined a path for future development of staff development.
- Developed and facilitated three supervisor academies (48 graduates).
- Drafted a supervisor mentorship program. ☞

# Kudos to the Garfield Staff

Submitted by Janet Kasha

The Garfield Residential Program assists probationers in their efforts towards independent living. Most residents come to really appreciate the opportunity to reside at Garfield and reach goals they have set forth, whether it be to obtain employment, pay off fines/fees, or save money to get a place of their own.



The following note (exactly as the clients wrote it) was left by a Garfield resident after he left the facility successfully. He had been a resident for six months, and even though he had some ups and downs, he eventually expired from probation successfully and was grateful for his opportunity to participate in the program. This note is a true testament about the professionalism and dedication exhibited by the staff who work at Garfield on a daily basis. Thanks to you all, you do make a difference!

“To Janet and Amelia and staff,

First of all I would like to say that when I relapsed, the staff at Garfield house did not look down or criticize me. I was told to hang in there and that brought new dignity to my confidence. I will never forget your smiling motivating faces or forget this place.

Thank you from my true heart”

The following letter was also written by a Garfield resident to the staff:

“To the Staff at Garfield House,

I just wanted to take some time and write a letter of appreciation to all of you.

It was the perfect next step for me coming out of the Salvation Army. There was still some account ability, with a lot more freedom.

I was unemployed when I came in. I spent my time looking for work and staying involved in a program of recovery. I tried to use my time wisely and was always encouraged by the staff. It took about four weeks to find a job. During that time if I started getting down or having doubts, there was Amelia or another member of the staff to lend a hand or offer some encouraging words or advice.

The thing that really surprised me from the start was the respect the staff showed us. Unless someone was unwilling to help themselves and adhere to a few simple rules, they were shown a great deal of respect. It kind of threw me. After all, here we are, addicts, alcoholics, and criminals, yet we're being treated well by the staff. It seemed to motivate me that much more to get out there and make an honest effort to improve my life.

All the programs and classes Garfield provides are awesome. Everything we needed seemed to be provided and it's a great opportunity to put some money away to be able to take the next step in my recovery and on to independence.

With great appreciation, I will always see Garfield as instrumental in the rebuilding of my life. There is still much work to be done but I'm much better off due to The Garfield House and it's wonderful staff.

Thank you” ☞

# National Institute of Justice Conference 2012: Looking Back to See the Future of Prison Downsizing in America

By Alison Cook-Davis

Joan Petersilia, a well known criminal justice and policy researcher, was the keynote speaker at the NIJ conference. Petersilia is currently a professor of law at Stanford University and is the Co-Director of the Stanford Criminal Justice Center. She brought her long history of research and experience in the field of criminal justice to inform and potentially warn practitioners to learn from history as prisons are downsizing and more of the burden is placed on community corrections.



While incarceration rates have fluctuated over the past four decades, these changes are often politically motivated to address public safety concerns as well as cost. For the first time, over the next two years, 15 states have plans to close prisons. In California costs per prisoner had reached \$56,000 (national average is \$28,000). Due to a Supreme Court decision, California has to reduce incarceration rates to 1960s levels in order to provide constitutional prison care with the current facilities they have. A legislative bill created “realignment” in California to reduce prison populations. In the 18 months since the bill was passed, 90,000 inmates were no longer under state control. Most of the downsizing came from shifting the burden to County-level probation. Now, in California probationers can no longer be revoked to prison for technical violations. While California is a prototypical example, the downsizing of prisons is a national phenomenon.

Why might we repeat past failures to downsize?

First, the scale of imprisonment is huge (1.6 million prisoners) which means there are a lot of vested interests. The prisons employ a lot of individuals who may now be looking to downsize. Second, easy solutions are no longer available because often legislation has removed discretion and eliminated parole boards. Fourth, technology is a tempting alternative to prison (e.g., GPS, electronic monitoring) but this is where surveillance competes with treatment dollars. Fifth, it is ultimately about the bottom line, so what will happen when the economy improves?

What can be done to make it work?

First, there is more research and evidence regarding what works in community corrections and creating more practitioner-researcher partnerships will allow us to continue down this path of employing evidence-based practices. Second, the importance of evidence-based performance measures is recognized but there needs to be additional rewards (funding) for rigorous evaluations. Third, it is not enough to just reduce recidivism (since the way it is measured often skews the result), longer term evaluations are necessary to show long-term behavior change. Finally, public opinion is supportive due to the scale of the problem and the recognition that mass incarceration is not a long-term solution.

It is important to recognize that community corrections will only be less expensive in the long term. Here is the logic: it takes a lot of money to make sure that resources are available to ex-offenders including medical, treatment, housing, skills programs, etc. Money is also required to fund county probation departments with staffing levels that are conducive to promoting behavior change. This is the key: if probation can promote internalization of behavior change among probationers, we have long term success. These individuals will maintain their status as law-abiding, tax-paying citizens.

“

Those who cannot remember the past are condemned to **repeat it.**”

- George Santayana ☞

# Michael Cimino Promoted to Deputy Chief

By Kellen Stadler

Congratulations to Michael Cimino on the promotion to his new position as Deputy Chief of Administration. Michael has been with the department for 13 years, with the past eight having been spent as a manager. Five of those years he served as a standard supervisor in the Eastern Division, with the remaining three years as the director of the Northern Division. As director of the Northern Division, he was over SMI, ISC, and financial compliance units, as well as several standard units and an IPS unit. He assumed his new position on July 23, 2012 and moved across town to his new office located in the Downtown Justice Center. As Deputy Chief of Administration, he is responsible for Staff Development and Training; Policy, Planning and Analysis; the Communications Center; Compliance Monitoring and Records, buildings, custodian of records, and public information.



Deputy Chief Michael Cimino

During his time with the department, Michael has both served and provided leadership to several committees and specialty projects. Some of the projects he has been involved with are the Performance Evaluation Tools for Field and Supervisors, Community Restitution Orders on Absconders, the Supervisor Assessment Center, and as co-chair for the APPA Phoenix Host Committee for the national training conference that will be held in Phoenix, January 2013. In his free time, Michael most enjoys spending time with his wife and children. He also spends time involved in ministry.

Michael is looking forward to serving all of us as Deputy Chief of Administration. He is excited for all of the new challenges and learning that will take place, including developing and managing resources and staff to ensure that we all have the tools to continue successfully serving the community. Michael would like to extend a thank you to all members of the department, stating that it has been a privilege to work for the department. He could not stress enough that the people are what make the units and committees successful, and in turn, the department as a whole. He admires the willingness of the people to help and teach those that they encounter internally and externally and is appreciative of their support. ☞

# Jaci Christenson Promoted to Supervisor

By Audrey O'Donnell

Jaci Christenson began her career with Adult Probation in 1999 as a standard officer working at the Wells Fargo building, then left and returned again in 2004 as a standard officer at the Wells Fargo office. She then transferred to a caseload mostly consisting of homeless probationers in the Sex Offender IPS division. More recently she has been an officer in the Court Liaison unit working with probationers going through the probation violation process.

Jaci has served on several committees and work groups including AOC IPS Certification Academy, Victims Letters work group, FINCOM Committee, and CHD Mentor. In her spare time she enjoys cooking and spending time with her family.



Supervisor Jaci Christenson

As Jaci starts her new journey as a supervisor she will be working at the new South Court Tower and the Scottsdale office in the Unsupervised division. She is excited to learn about another area in Adult Probation and hopes to gain a new perspective about the department. ☞

# Brian Slater Promoted to Supervisor

By Antony Bidonde

Brian Slater, was recently promoted to supervisor of Sex Offender IPS Unit 15, he began his career as a probation officer with Maricopa County Adult Probation Department (MCAPD) 14 years ago. After serving in the law enforcement branch of the United States Air Force for six years, he left the service to complete his education and has a degree in psychology. When asked what attracted him to the Probation Department, Brian pointed to his interest in psychology and background in law enforcement, saying it made sense to gravitate toward probation.



Supervisor Brian Slater

Brian's first assignment with MCAPD was a standard caseload at PSC for one and a half years. In November of 2000 he moved to IPS. Brian mentioned his preference for IPS, citing being able to have more of an impact on the clients as it is a smaller caseload. When asked why he applied for the supervisory position, Brian paused to think first and then answered very matter of fact, "That's a good question, It's a natural progression to what I've been doing, and it gives me a chance to pass along what I have learned and help officers grow."

Brian has remained active throughout his career with APD. He ran the first Defensive Tactics Academy and still instructs at each academy. He feels strongly about what he does, citing officer safety as a major goal.

Brian is a family man who shares his home life with four dogs and a parrot. When not at work, he can also be found playing softball or running. Brian is genuine and to the point and when asked if there was anything he wanted to pass along, he said, "I'm glad to be here and looking forward to the new challenge." ☞

# Melissa Boudreau Promoted to Supervisor

By Cathy Wyse

Melissa Boudreau joined the MCAPD management team effective July 30, 2012. In her first assignment as supervisor, Melissa is responsible for a standard field unit in the Central division. She is located at the Black Canyon Building.



Supervisor Melissa Boudreau

Melissa brings experience and enthusiasm to her new position. During her 8.5 years as a probation officer with the Department, she had assignments in Unsupervised Probation and IPS. She worked out of the West Court Building, Downtown Justice Center, and at the Western Regional Center.

Melissa has been a member of many committees, including the IPS Voice, Combination Report, Judicial Communication, and Process Evaluation for Unsupervised Committees. In addition, she has been a member of the Diversity Council and served as the Diversity Council Co-chair for two years.

Prior to being a probation officer, Melissa gained valuable work experience as a case manager at a domestic violence shelter and as a detention officer and a classification officer with MCSO. She has many passions and interests and is generally ready for something "new." Melissa adores the little man in her life (her son) and enjoys volunteering at his school. Other interests include building resiliency, neuroplasticity, psychology, religions, and languages.

Regarding her promotion, Melissa says that she loves a challenge and is very excited about working at BCB with the other supervisors, officers, and Jenifer Meiley. Melissa values what we do and thinks that what we do is difficult. She looks forward to using skills, having an opportunity to work with "newer" officers, and being a support to the team. ☞

# Implementing iCISng: Pretrial's Experience

By Tania Juarez

Dr. Dennis O'Grady once stated "Change has a bad reputation in our society. But it isn't all bad – not by any means. In fact, change is necessary in life – to keep us growing . . . to keep us interested – Imagine life without change. It would be static, boring, dull." While change in the work environment might not be comfortable for most people, it can be easier for those that have an open mind and good communication. Anytime a workplace is faced with a change in procedures, communication is imperative to make the change less scary and acceptance easier.

When iCISng was presented to Pretrial, in particular the Jail Unit, it seemed a fearsome undertaking. iCISng was going to change the way the Pretrial Jail Unit has been doing things for many years. The unit was to go paperless, and although the primary resources for the historical packets for defendants were the same, the way it would be presented to the Commissioners would change entirely. Not only were we incorporating a whole new system, but it would be necessary to maintain patience and a positive outlook while the system was developed and the errors worked out.

Training in the classroom is never like the real thing, which is why sometimes they say experience is better. iCISng training gave staff an insight into what was coming and a quick familiarization of what the system was capable of. It actually didn't seem that difficult, and gave staff the impression that this new system might be pretty easy, save time, and even be fun. However, with any new program implementation of this scale, no one could foresee the bugs and short comings that would surface.

It was challenging to work through various obstacles that were discovered along the way. These are a few that we encountered. iCISng was not compatible with our older version of Microsoft, so all computers quickly received an updated version. Going paperless meant that all corresponding documents had to be uploaded and attached to iCISng for each case. We discovered that APETS was not compatible to iCISng and officers' contacts had to be printed separately until the issue was resolved. Modern technology brought in a new signature pad used by the defendants to capture their signature and its performance has been inconsistent.

CTS programmers and support must have installed a "red phone line" directly into their offices as they are constantly available to assist us and rapidly fix the problems and any new challenges that might arise. Even the defendants don't seem to mind working with modern technology, trying something new and using the signature pad. There has been constant communication on everyone's behalf, participation in workgroups and program committees, and the creation of manuals and instruction rules. The technological process has required patience, but we have seen *endless* support from all departments involved. As improvements continue, iCISng has grown and proven itself to be just what it set out to be: a productive, more efficient and informative way of gathering and disseminating information through the court system. ☞

## EBP SPOTLIGHT

**Nominee: Meghan McEuen**  
**Nominator: Susan Savoy**

Meghan is a one-year probation officer housed out of Southport. She supervises a caseload in the South Phoenix Legacy 85041 area.

Meghan's probationer, we will call him Alex, was one month away from expiration when he tested positive for marijuana. Many times our response is standard – sign a behavior agreement to get the probationer into treatment. However, Meghan talked and listened to this individual – and like all probationers, he had many different issues impacting his life. Alex had a supportive relationship with his wife and was a new father. He was employed and had other support in the community. Additionally, he did not have a history of marijuana use, and the drug use appeared to be an isolated incident versus a long-term problem.



Probation Officer  
Meghan McEuen

*Continued on page 20*

By thinking outside the box, Meghan made a referral to Father Matters (fathermatters.org) as learning to be a good father to his child was a strong motivator to make changes in his life. What was the end result? Alex attended the free meetings at the program, and shared with his probation officer that he was very thankful she gave him the referral as he has found the program to be a very rewarding experience. Through Father Matters, he has taken advantage of one-on-one mentoring and is learning a variety of fathering skills. Alex was able to successfully expire from probation with additional skills that will assist him in leading a law-abiding lifestyle while raising his family. ☞

## EBP ESSAY

### Custody Service Center: Work Furlough & Reach Out Unit and Community Reintegration Unit (CRU)

By Tom Weiss

One of our goals in Adult Probation is to assist as many probationers as possible in successfully completing Work Furlough (WF). In order to do this, the Work Furlough and Reach Out Unit further developed a collaborative relationship with the Maricopa County Sheriff's Office (MCSO)'s ALPHA staff, by building on the already strong relationship between MCSO and CRU.

By establishing improved communication with the MCSO staff who operate the ALPHA program, we can better address the criminogenic need of substance abuse. Many probationers enter Work Furlough (WF) in the pre-contemplation or contemplation stage concerning substance abuse. This is true even for some individuals who have gone through Probation Violation Court where substance abuse was alleged. We often hear statements like, "Substance abuse is not a problem." "I will focus on work." "I am just going to stop using drugs; I don't need help." Not surprisingly, some probationers enter with the same faulty thinking that got them into jail.

Fortunately, due to the efforts of the Work Furlough and Reach Out staff, most probationers do leave the WF program successfully, i.e., about 75 - 80% leave WF without being removed for disciplinary reasons. Of those who are removed for disciplinary reasons, about half are removed for a reason related to substance abuse. Now comes the time for the WF officer to step in using effective motivational interviewing skills to develop or amplify ambivalence in the probationer's mind regarding his/her relationship with illegal drugs.

Our new protocol is for Work Furlough officers to discuss ALPHA with the probationer, when a participant is removed for testing positive for drugs and/or alcohol, and if that person has enough remaining time in the sentence. If the probationer expresses interest, officers explain the process of requesting ALPHA and advocate for interested probationers by collaborating with MCSO ALPHA staff. The intent of this process is to facilitate immediate behavioral change directly related to the relapse and use, rather than having the probationer serve his or her time being non-productive. In promoting participation in ALPHA as close to the problematic behavior as possible, the intervention/response is more powerful. CRU officers assist, monitor, and provide motivational enhancement while the probationer attends ALPHA. After ALPHA, CRU petitions the Court for an early release from jail so that the probationer may start TAP, which is provided free by Sage to ALPHA graduates. Or, the participant may have an option of returning to the Work Furlough Program if the Court or Plea does not allow for early release from jail. Finally, Reach Out counselors offer a Drug Treatment Education Fund (DTEF) referral for subsidized substance abuse treatment for Work Furlough participants who meet certain criteria, such as scoring at least medium-high risk to re-offend and spiking in drugs.

For probationers in later stages of change, staff offers those individuals the possibility of meeting one-on-one with a Reach Out counselor to develop a "Fire Wall Plan."

Criminogenic needs, collaboration, ambivalence, improved communication, Stages of Change, and motivational interviewing are evidence based practices blended together at the Custody Service Center to assist our clientele in making positive behavior change! ☞

## **Congratulations 2nd Quarter P.R.I.D.E. Winners!**

BCB - Brian Thompson, Ana Pasos, Christine Macy,  
Casey Martinez, Mark Steever, Alexandra Carrasco

CLAPO 4<sup>th</sup> Ave Jail - Julie Piontkowski, Rocio Mejia

Communication Center - Christine Ryerson

Coronado - Bill Peckham

CSC Durango - Rochelle Harlin

DTJC2 - Lance Nickell, Jerry Scimio

DTJC3 Admin - Lorene Ayala, Tammy Aho

DTJC3 Pretrial - Lupe Arebelo, Delfina Villareal

Garfield - Beth Cervantes, Marialice Haney

Luhrs - Julie Cuen, Greg Moreno

Northport - Karla Clanton, Tyrone Mayer,  
John Wertsching

Pretrial Nights 4<sup>th</sup> Ave Jail - Jennifer Ellsworth,  
Lisa Stapleton

PSC - Roger Moore, Raquel Gloden, Paul Lopez,  
Artie Patchen, Aaron Porzel, John Cleland

SEF - Earnest Turner, Bette McGuire

Scottsdale - Dana Shepherd, Andrea Teasley

South Court Tower - *NEW* site coming soon!

Southport - Linda Velasquez, Meghan McEuen

Sunnyslope - Christian Popovici

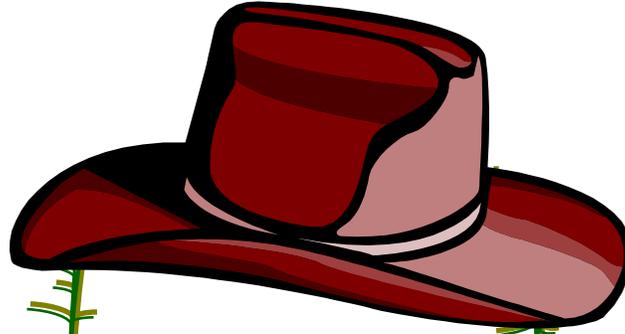
Westport - Cory Rhodes, Nicole Jimenez

WRC - Lindsay Hertzler, Valerie Serrano, Kevin Bishop,  
Brandon Shimizu, Carol Coronado, Cameron McGuire

WCB5 & 6 - David Laing, Erika Balcazar

## **People Recognizing Individuals Deeds of Excellence!**

# ANNIVERSARIES



## 25 Years

Constance Sinsabaugh  
Susan Novitsky  
Laura Steele

## 10 Years

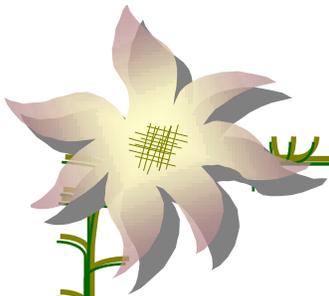
Veronica Roman  
Amelia Giordano  
Zachary Bruns  
Brian Burrer  
Kenneth Meyer  
Justin Isley  
Grace Garcia  
Hance Wilhite  
Jennifer Ellsworth

## 20 Years

William Young  
Donald Warrington

## 5 Years

Alison Cook-Davis  
Emily Cook  
Teresa Denman  
Beatriz Rodriguez  
Beth Cervantes  
E. Lamont Leonard  
Terri Boss  
Jackalyn Browning  
Lizabeth Cage  
Nicole Freed  
Eric Parriott  
Steven Smith  
Gregory Thiel  
Marlene Garcia  
Cris Perez  
Carrie Ward



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- All articles and pictures submitted for publication in *The Chronicle* are subject to acceptance and editing.
- If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication.
- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
- 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 Kellen Stadler or Audrey O'Donnell.
- Articles submitted for *The Chronicle* may be reproduced in other publications.

## ***Thank You to Our Contributing Writers***

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 Tania Juarez  
 Janet Kasha  
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Top 10 Most Wanted Sex Offenders:

[http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top\\_ten\\_fug.pdf](http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top_ten_fug.pdf)

Top 10 Arrested Sex Offenders:

[http://www.superiorcourt.maricopa.gov/AdultProbation/docs/arrested\\_Top\\_Ten.pdf](http://www.superiorcourt.maricopa.gov/AdultProbation/docs/arrested_Top_Ten.pdf)

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