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The Chronicle

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive 
CHANGE.

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Chiefly Speaking: *FY 2010 Accomplishments*



Managing for Results is a cyclical process that involves planning, budgeting, delivering services, analyzing and reporting results, and evaluating and improving results. September is the time of year when our annual MFR results are reported. It's important for everyone at Adult Probation to be informed of the Department's performance results, just as it's important for employees to know the Department's goals and their role in achieving our mission and goals.

Adult Probation has taken incredible strides to implement evidence-based practices in order to enhance public safety... and we are achieving results! Under Goal A, Crime Reduction, the Department's results exceeded the Department's goals on all three public safety measures.

| Maricopa County Adult Probation Department Goal A Crime Reduction Results FY 2008, FY 2009 and FY 2010 | | | | |
|---|------------------|-----------------|-----------------|-----------------|
| Performance Measures | Department Goals | FY 2008 Results | FY 2009 Results | FY 2010 Results |
| Successful completion of probation | 60% | 66% | 73% | 77% |
| Revoked to DOC | 33% | 28% | 25% | 19% |
| New felony sentencing | 8% | 8.0% | 8.2% | 4.7% |

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The Department analyzes and reports Goal A results at different levels, including standard probation, intensive probation, compliance monitoring, and specialized programs. Improved results are a consistent theme across the Department. This is very encouraging and reflects the hard work and dedication of employees in all areas.

Additional 2010 results from around the Department that remained relatively consistent or improved as compared with FY 2008 and FY 2009 results, include:

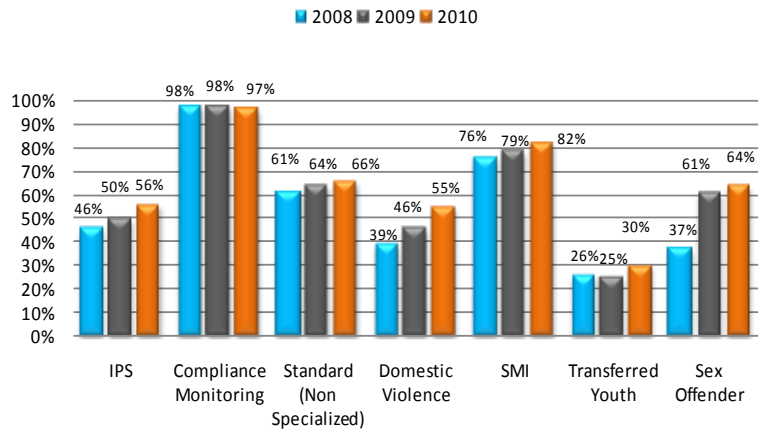
- 87% of pretrial defendants successfully completed release conditions
- 70% of MCAPD education students achieved one or more successful gains in education
- 64% of probationers in MCAPD operated and/or funded treatment and residential services successfully completed

Adult Probation's MFR Goal B is Compensation and Retention. We are currently working with County Human Resources to determine percentage of employee diversity compared to that of the population diversity of Maricopa County. Badged staff averaged 10.15 years of Department service. There was a 10% vacancy rate in non-badged positions. The overall employee satisfaction score on the most recent Employee Satisfaction Survey was 5.79 (out of a possible 8; scores of 5 and above indicate satisfaction).

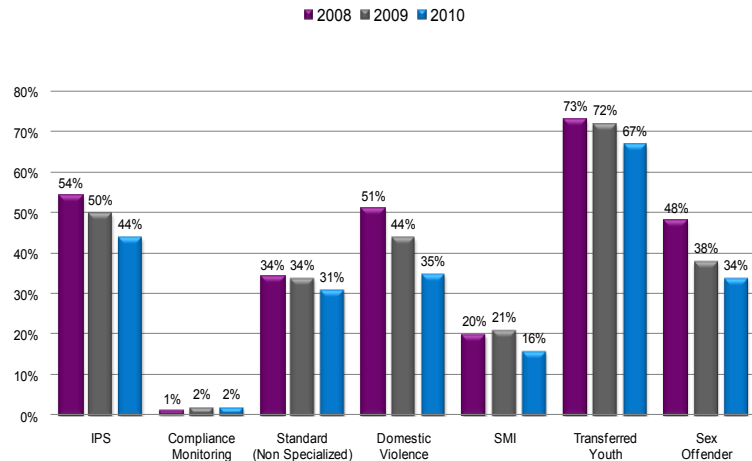
Adult Probation's MFR Goal C is Process Improvement. Results for this goal include:

- 99.6% of the presentence investigation reports submitted to the Court did not have continuances submitted by MCAPD
- 77.8% of restitution collected (\$8,906,541)
- 56.3% of community restitution work service completed

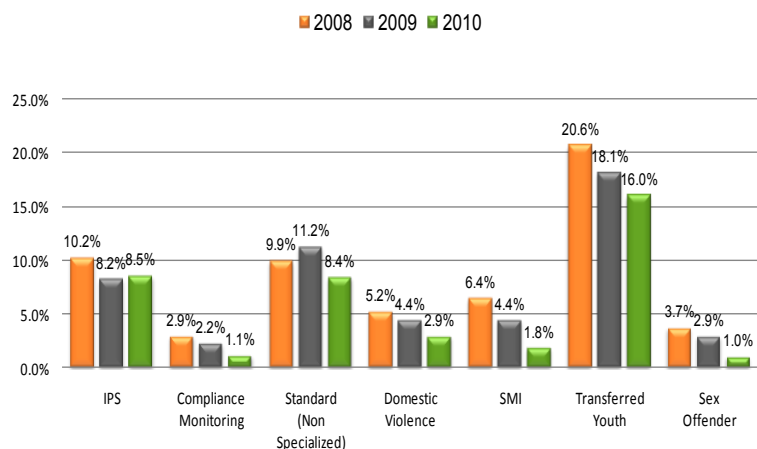
Successful Completion of Probation



Revoked to Department of Corrections



New Felony Sentencing



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Customer Satisfaction is Adult Probation's MFR Goal D. The overall results from customer satisfaction surveys completed during the fiscal year indicate:

- 94% of community and criminal justice partners expressed satisfaction with MCAPD
- 53% of opted-in victims expressed satisfaction with services provided by MCAPD

The results of the Victim Satisfaction Survey show improvement over the previous year. However, this is an area in which we can do better, and continued improvement will be a priority.

The fifth MFR goal for Adult Probation is Goal E, Infrastructure. This goal supports the other four goals and expresses our targeted efforts to provide industry standard equipment, adequate facilities, and technological interconnectivity to provide efficient and effective probation services and promote staff and public safety. In FY 2010, eight officers completed Defensive Tactics training and 749 officers completed Defensive Tactics training refresher courses.

As we evaluate our MFR results, let's enjoy our successes. These are important accomplishments that were achieved through individual commitment to our common goals. The MFR results mean that probationers have made positive behavioral changes, our community is safer, and fewer individuals are in prison for probation violation. Adult Probation is a force for positive change!

Quality assurance is an important aspect of EBP and continued improvement is part of the MFR cycle. MFR results and EBP will guide decision-making as we target our performance efforts and strive for continuous improvement in FY 2011. A couple of the areas that have been targeted are transferred youth and victims. New strategies are being implemented to improve outcomes for youthful offenders and plans have been developed to increase victim satisfaction with the services of MCAPD.

At the American Probation and Parole Association (APPA) training institute in August, I attended a workshop in which victims and victim representatives told their stories. As the President of APPA, I made a commitment to bring greater attention to the rights and needs of victims. With enhanced understanding of victims and their experiences in the criminal justice system, policies and processes can be improved to assist and protect victims.

MCAPD employees who attended the APPA training institute were asked to write articles for this issue of the Chronicle summarizing one of the workshops they attended. This is a great way to expand the learning experience and I hope that you enjoy these articles. ☞

35th APPA Training: APPA Hosted Public Hearing on Victim Issues in Probation and Parole

By Shari Andersen-Head

The invitation was to come, listen, and learn about the experiences and perspectives on how community corrections practitioners can enhance their services to victims of crime. Who we saw, listened to, and learned from were victims and survivors of horrific crimes. Mary Dodd, who now operates the Women's Circle Project in Reno, Nevada, shared with us how she is a survivor of a domestic violence relationship that crossed tribal jurisdictions. Pat Tuthill recalled the incident that took her daughter's life as a young college student and how she has triumphantly created the Peyton Tuthill Foundation in an effort to honor the life of her daughter. Each member on the panel had a story similar to these two ladies; everyone's life was altered due to the dangerous and sometimes deadly actions of someone else.

The testimony of the panel covered an hour and a half; each one different, each one tragic, and each one an opportunity for us to renew our commitment to serve the victims that fall under our responsibility. By building our awareness of what a victim goes through, as well as educating ourselves on what services are available, we can better assist our victim population.

Please take a minute and review your cases that have victims. Ask yourself the question, "Am I providing the best service possible in order to assist this person in restoring their life?" If the answer is "no," perhaps it is time to renew your commitment to providing better assistance to victims. It may be as simple as picking up the phone and calling them or finding out what referral services are available to assist them. If the answer is "yes," thank you for building a relationship with this person and helping in their healing process; your service is invaluable. ☞

Project HOPE

By Mark Hendershot

I had the pleasure and privilege to attend a four-hour intensive session sponsored by APPA in Washington, D.C. and supported by the National Institute of Justice to discuss the Project HOPE (Hawaii's Opportunity Probation with Enforcement) with the originating Judge, Steven Alm, and project researcher, Dr. Angela Hawken.

HOPE has been widely publicized for its successes in dealing with drug-involved probationers. It is briefly described as employing the principle of 'swift and certain' to dealing with violations of probation. Probationers selected by probation officers for this program are screened on two main criteria: drug-involved probationers from existing caseloads, and those whom the officer felt are likely to fail at probation due to drug use after repeated attempts at intermediate sanctions.



Once a probationer is accepted into the program, probation officers are obliged to address every violation of probation regardless of severity by immediately filing a petition to revoke and arresting the probationer. Court is set an average of two days following the arrest and the Court spends an average of seven and a half minutes per case, reviewing the circumstances of the case with the probationer in a frank but humanistic approach, and meting out a swift, certain, consistent and graduated jail sanction. Jail terms predictably follow a ladder of 2, 4, 7, 14, 30 or 60 days with the Court attempting to accommodate employed probationers with weekend sentences. In the last year of operation, 51% of probationers avoided jail incarceration entirely. The results also showed that this approach is especially effective with teen and female populations. Although Hawaii's Project HOPE added \$1,000 per probationer per year, it resulted in systemic savings when compared against Hawaii's cost of \$50,000 per inmate per year to incarcerate.

Our focus was to learn as much as possible about the implementation requirements and of the evaluative model for setting up a program review for Maricopa's Swift Accountable Fair Enforcement (Project SAFE) program to work with youthful offenders based on the HOPE model. Planning staff Dr. Alison Cook-Davis will be constructing the evaluation model with the gracious assistance of Dr. Angela Hawken. For more questions about Project SAFE, please contact Deneen Bertucci. ☞

The 35th Annual APPA Training Institute and the Hispanic Male Immigrant

By Julie George-Klein

The Random House Dictionary defines culture shock as: "A state of bewilderment, anxiety, and distress in an individual suddenly exposed to a social and cultural environment radically different from his own". With this in mind, I attended a breakout session on Culture Shock expecting our facilitator to provide general information about our need to be aware of cultural differences when supervising people of a different culture. What I received instead was information about the Hispanic male immigrant and what he faces in terms of culture shock specific to his upbringing. What I walked out with was food for thought: How does the information I heard affect problem solving and case planning?

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As you read this, please keep in mind cultural consultant and trainer, *Ciro Sotelo*, prefaced his presentation with a statement that he was providing general information on the hierarchal family structure frequently seen in the Hispanic culture of Mexico, as well as Central, and South America. He emphasized each individual's upbringing varies with each unique family arrangement.

Overall, the hierarchal family structure a Hispanic male immigrant is raised in, as well as whether or not his wife and family are residing with him or are still in their home country, create differing internal stressors that can impact his ability to be successful.

Whereabouts of the immediate family

- If his wife and children are residing with him, his stress arises from a shift in power. Although there might not be a complete shift to an egalitarian family model, he is no longer the authority figure in the family. His wife may need to work outside the home, his children may question his authority, and he may depend on his children for communication (translation).
- If his wife and children remain out of country, his stressors arise from loneliness, feelings of social isolation, and thoughts of not belonging. He may regret the loss of friends and family he left back home, and he may fear returning to home with nothing – being a failure.

Hierarchal family structure

- Paternal grandmother - decision maker in her first son's life to include household decisions and decisions about his children and how they should be raised;
- Father (first son) - breadwinner, decision maker, special rights and privileges. He is not to be questioned, provides little help with chores or child rearing, and (if a first son) has a special relationship with his mother (paternal grandmother);
- Mother - husband and his wishes are paramount, not able to work outside the home, does chores, raises children;
- First son - helps mother run the household, is mother's "right hand man," has a special relationship with mother, has authority over siblings, is the role model for siblings;
- First daughter - a "Cinderella," cares for younger siblings, is subservient to older brother, is banned from furthering education;
- Additional son(s) –no chores around the house, works or attends school, allowed restricted/formal relationships, leaves home when married;
- Additional daughters - "second class citizens;" prohibited from leaving the family home until married.

Questions to ponder when problem solving and developing a case plan:

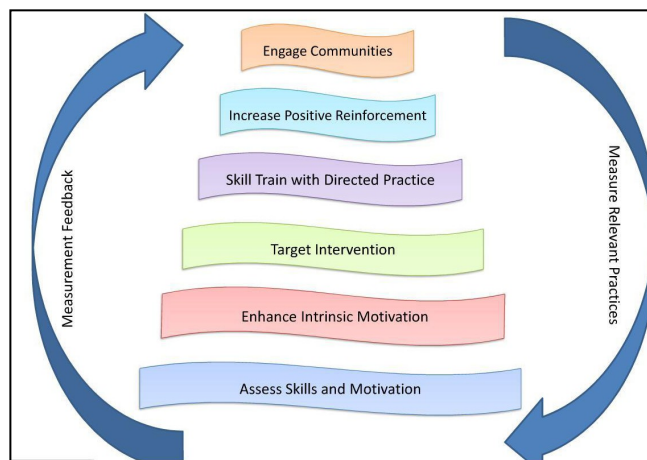
- How are the specific internal stressors impacting the Hispanic male immigrant's thought process and what he says and does?
- What can you do or say to assist him in responding to stressors, solving problems, and moving toward change?
- If you are supervising a Hispanic male immigrant who comes from a hierarchal family structure, how do you want to approach a discussion about change?
- How can you approach case planning given his upbringing and functioning in a hierarchal family and any perceived discomfort with collaboration?
- Given the hierarchal family make-up, who might best assist you in your efforts to guide the probationer through change?
- If you are supervising other family members, how does their specific role in the family influence their behavior?
- How can you go about assisting someone raised within hierarchal parameters and having a role other than that of the first son? ☞

A Supervisor's Guide To Improved PO Performance

By Tricia O'Connor

On August 17, 2010, Dana Wilks and Heather Garwood, from the Colorado Division of Probation Services, presented an excellent session at the APPA Conference on change, specifically changing performance on the job. By applying the eight evidence-based principles, they were able to walk us through how we may successfully guide change in ourselves and others in terms of performance.

Not surprisingly, this process begins with the assessment piece to evaluate what would be the most useful information to provide to each individual. Steps include assessing the individual's skills using tools such as Real Colors (assists in identifying an individual's style of communication), observations (looks at working relationships between the staff member and his or her main customer), and an Evidence-Based Practices (EBP) Knowledge Survey (determines the knowledge base regarding EBP principles). It is also important to be aware of four factors involved in positive behavior change -- 40% of behavior change comes from what the person brings to the table (e.g., education, background, life experience), 30% from the relationship between that person and the supervisor, 15% from the employee's hope and expectancy, and 15% from modeling and what the department offers (e.g., policy, organizational climate). Although we cannot change what each of us brings to the table (the 40%), we can impact the other three categories by using effective communication, providing opportunities, empowering staff, giving individuals the tools to solve problems versus solving the problem for them, modeling, etc. While effecting change, we should keep in mind the goal of targeting only one or two areas that will have the greatest impact and will limit the possibility of overwhelming ourselves or others when facing change. If this change involves you and another person, be sure to collaborate while making the plan so you both know the expectations and understand what steps will be taken. Feedback is what makes it all come together! ☞



Wilks and Garwood shared a number of documents. Please contact me if you are interested in seeing any of the following:

Action Plan for Training
 APPA Conference Handout
 APPA PowerPoint Presentation
 Case Review Tool
 Colorado Probation EBP Progress Report
 Colorado Target Success Rates for 2nd and 3rd Quarters
 EBP Knowledge Survey
 Probation Client Survey
 Research in Brief

APPA 35th Annual Training Institute: Culturally Responsive Risk/Need Assessment Practices of American Indian and Hispanic/Latino Populations

By Alison Cook-Davis

Recent survey data collected by the Criminal Justice Institute (CJI) indicate a majority of probation and parole agencies surveyed are relying on some kind of risk/need assessment to guide service delivery. The next questions to explore relate to responsivity. That is, how do we make the most effective impact and what factors do we need to consider? Michael Kane and Jennifer Fahey, both representatives from the Crime and Justice Institute, presented some recent findings in their investigation of cultural responsivity particularly for American Indian and Hispanic/Latino populations serviced on probation and parole because these populations appear to be incarcerated at higher rates compared to Caucasians. One in six Hispanic males is sentenced to prison (compared with 1:17 Caucasian males). American Indians are incarcerated and on parole twice the rate of Whites.

While the importance of using a risk/needs assessment appears to be an important element in probation and parole supervision practices, there has been little research on whether cultural differences impact these assessments. In fact, in a recent survey conducted by CJI of probation and parole departments across the country, the majority of departments (78%) are using some kind of validated risk assessment. Additional research is being analyzed to ascertain potential cultural differences for American Indian and Hispanic/Latino populations compared to the general probation and parole populations and how cultural differences may affect risk classification based on assessments.

It may be easier to see an assessment as a one size fits all risk instrument. Certainly a validated risk assessment is better than no assessment at all. However, there may be some cultural factors that influence the predictive validity of risk. For example, among Hispanic populations in Arizona, with the recent controversy over illegal immigration, responses to questions regarding employment may be influenced by legal status. Probationers may be afraid to answer honestly due to their legal status. There may be other cultural norms that might affect responses on a risk assessment particularly in categories relating to "family." Questions related to immediate family or being raised by a parent may be influenced by broader cultural interpretations of the questions compared to that of Caucasians.

While the CJI representatives did not provide specific data as to the impact of cultural factors on the ability to predict recidivism (this data was promised in an upcoming report), they did talk a little about the potential importance of cultural responsivity in supervision strategies. Cultural competency may include adapting practices that fit the client's background and using the knowledge of a client's culture to contextualize behavior (e.g., close body positioning or tendency for reticence). Kane and Fahey both organized focus groups with Native American (mostly through tribal probation & parole) and Hispanic/Latino groups in several southeastern and southwestern probation and parole departments. Separate groups were held with officers, supervisors, and offenders. Officer/supervisor groups revealed cultural competency training received and identified experiences working with diverse populations as well as approaches or strategies they used. Officers have noticed differences in responses to assessment tools based on different interpretations by offenders. The offender groups revealed mixed responses. Some of the offenders revealed they would like more culturally responsive services and articulated concepts similar to the idea of cultural responsivity; however, others did not see a need for change and even resented being treated differently.

The research highlights areas that we may be able to improve by implementing greater cultural competency and perhaps needing to make adjustments to the interpretation of assessments. However, these are only preliminary results and a full report is due from the Criminal Justice Institute in February 2011. ☞

The Use of Rewards and Sanctions

By Jennifer Ferguson

In April of this year, our department implemented the long awaited Graduated Response policy. The purpose of this policy is to help provide direction for the use of swift, graduated responses to both positive and negative behaviors. It replaced the Intervention Guidelines policy, which focused primarily on responses to non-compliant behavior, and incorporated one of the key steps on our EBP Roadmap to Success, “provide positive reinforcement.”

One of the challenges faced by probation officers is how to implement rewards and sanctions effectively to help encourage compliance and change offender behavior. At the recent APPA Training Institute in Washington, DC, one workshop discussed this issue. The workshop was entitled “Rewards and Sanctions: The Evidence-Based Practices Way” and the lead presenter was Dr. Faye Taxman from George Mason University. Dr. Taxman and her colleagues are leading a Research Cooperative Study designed to learn how to implement rewards and sanctions. The project is consistent with one of NIDA’s 13 principles of drug abuse treatment for criminal justice populations (See Box).

The project is being implemented in five different sites across the country. Each site is developing a contingency management approach to the use of rewards and sanctions. The philosophy behind a contingency management approach is to be swift and certain in addressing issues of compliance. The idea is to help shape behavior through the use of rewards and sanctions. Each site will develop a contingency management program that works for them. For example, one department is implementing contingency management across the entire department while another is implementing contingency management in the context of a re-entry court. There are some basic guidelines that are followed as each program is developed. These include:

- Establish clear guidelines about what behavior is required and which behaviors can earn points. These need to be tangible target behaviors (such as attendance behavior or drug-related behavior)
- Identify what points people can earn and provide rewards at each visit
- Establish a clear protocol to follow
- Provide adequate incentives early on
- Use point escalation to promote sustained performance
- Use bonuses to reinforce incentives for positive behavior
- Require no more than three behaviors at a time
- Choose areas where the client is falling down. Shift the problem area to a positive by rewarding efforts to improve in that area

Principles of Drug Abuse Treatment for Criminal Justice Populations

A balance of rewards and sanctions encourages prosocial behavior and treatment participation.


When providing correctional supervision of individuals participating in drug abuse treatment, it is important to reinforce positive behavior. Nonmonetary “social reinforcers” such as recognition for progress or sincere effort can be effective, as can graduated sanctions that are consistent, predictable, and clear responses to noncompliant behavior. Generally, less punitive responses are used for early and less serious noncompliance, with increasingly severe sanctions issuing from continued problem behavior. Rewards and sanctions are most likely to have the desired effect when they are perceived as fair and when they swiftly follow the targeted behavior.

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At the time of the presentation, each site had developed their contingency management program and was about to start implementation. A software program has been developed to help each program manage the point system that was created. This includes performance charts so officers can help their probationers see what progress they are making.

This project has the potential to help us understand better how to use rewards and sanctions to motivate probationers to change their behavior, and to see if it results in long-term behavior change. It will be interesting to see what results are found.

If you would like more information about this project, called the JSTEPS project, please check out the project website at <http://gemini.gmu.edu/ebct/ResearchProjects/Current/CJ-CM.html> 

Town Hall: Federal Substance Abuse and Mental Health Programming –What’s Relevant to the Field?

By Norma Brasda

This workshop, presented at the 2010 APPA Institute in August, discussed the intersection of the primary mission of the following agencies and the community correction professionals dealing with substance abuse and mental health issues. This was a good overview of each agency and gave the audience an opportunity to address recent concerns.

The National Institute of Drug Abuse’s (NIDA) mission is to lead the nation in utilizing the power of research in regard to drug abuse and addiction. This has two critical components. The first is the strategic support and research across a broad range of disciplines, and the second is the effective dissemination and use of the results of that research to significantly improve prevention, treatment and policy as it relates to drug abuse and addiction. This has been accomplished by their efforts in developing research, translating these results for community treatments and educating different audiences about these results.

In response to the Veterans involved in the criminal justice system coming home from combat in Iraq and Afghanistan, the Department of Veterans Affairs has recently begun an outreach program to assist veterans with benefits such as housing, job training and substance abuse treatment. The Veterans Justice Outreach (VJO) program provides services for veterans not only at the reentry mode from prison or jail but at the point of contact with police or supervision by the courts.

A component of the National Highway and Traffic Safety Administration’s mission is to encourage states to adopt and implement effective programs to reduce traffic safety problems resulting from individuals driving while under the influence of alcohol. This has a three-pronged strategy: high-visibility of law enforcement; enhanced prosecution and adjudication; and medical screening and brief intervention for alcohol abuse problems. Guidelines are used addressing sentencing of the DUI offenders and the community supervision suggested of these offenders. Grants are available to criminal justice agencies for special projects in this area.

Finally, the Substance Abuse and Mental Health Services Administration’s (SAMHSA) mission is to reduce the impact of substance abuse and mental illness on America's communities. In order to achieve this mission, SAMHSA has identified 8 Strategic Initiatives:

- The prevention of substance abuse and mental illness.

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- Reducing the impact of violence and trauma by integrating trauma-informed approaches throughout health and behavioral health care systems and by diverting people with substance use and mental disorders from criminal and juvenile justice systems into trauma-informed treatment and recovery.
- Support America's service men and women by ensuring needed behavioral health services are accessible and outcomes are successful.
- Broaden health coverage to increase access to appropriate high quality care.
- Provide housing and reduce barriers to accessing effective programs that sustain recovery for individuals with mental and substance use disorders who are homeless.
- Ensure the behavioral health provider network participates with the general health care delivery system.
- An integrated data strategy that informs policy, measures program impact, and results in improved quality of services.
- Increase understanding of mental and substance use disorder prevention and treatment services and assist people in accessing help for these conditions. ☞

Navigating the Stress Minefield

By **Tim Schouten**

For many of us, the struggle to maintain one's well being while working in a high stress environment is of paramount importance. At the August 2010 APPA conference, the presentation by Mark Funkhouser, *Navigating the Minefield and Torrential Waters: Thriving in a Successful Journey into Community, Not Mere Survival* addressed just this issue. Funkhouser focused on several key issues: balancing both personal and professional life, the development of a support network amongst peers and superiors, as well as the establishment of realistic goals of success within one's department.

Finding opportunities for developing balance and stability can be a challenge; however, engaging in hobbies and interests outside of work can aid in stress management. Furthermore, maintaining communication with friends and family as well as seeking external help from mental health providers or clergy can also be beneficial. Funkhouser also emphasized living a healthy lifestyle to help manage stress, including a nutritious diet, exercise and making sure to get enough sleep.

Another key area of importance is the development of a support network within one's work environment. Utilizing peer support, such as CISM (Critical Incident Stress Management) and the various mentorship programs respective departments utilize allows one to be able to discuss obstacles officers face and help them find healthy, positive solutions that improve morale and communication skills.

Developing realistic goals to achieve success with clientele as well as the department can be difficult. Many of us want to be able to "do it all;" however, by maintaining good communication with peers and supervising staff can help officers keep ideas regarding success in perspective. Moreover, bringing issues to the table during unit meetings, participation in committee work, and maintaining open dialogue with others can also help changing outdated policies, procedures, and reduce workload.

By employing these techniques, staff should be able to more adequately deal with the stressors one will face in the daily activities as an officer of the Court. Improving problem solving skills and continuously developing communication helps us maintain our well being in addition to becoming better officers. ☞

Cutting Edge Training

By Arlyn Harris

Upon return from the APPA conference we were tasked with writing a Chronicle article about one of the workshops we attended. The workshop that I am writing about is *Cutting Edge Training: Winning Edged Weapon Attacks*; because who wouldn't want to know that? The presentation started with research regarding parole, probation, and community corrections officers killed in the line of duty. The research indicates that edged weapons are the primary method by which female officers are attacked, and a significant weapon used against male officers. In fact 67% of female officers killed in the line of duty were killed by knife attacks (0% by handgun, rifles, or shotguns).

The workshop presented methods to defend against knife attacks. Based on the Natural Response Control Tactics (N.R.C.T.) System, the methods are specifically designed for parole, probation, and community corrections personnel. These techniques are designed to be quickly learned, easily applied and retained, and can be effectively applied by officers of varying size, strength, experience and age, and irrespective of gender. They are not meant to replace the defensive tactics we have learned; rather they are additions to our toolbox. We learned about the 3-5 rule³ - attacks last for **3-5 seconds**, within a distance of **3-5 feet**, sustaining **3-5 shots, stabs, or blows**; appropriate use of force, and crisis rehearsal. The three techniques demonstrated were the High Block/Arm Lock for over head attacks, Jam and Trap for slash attacks, and the Throat Strike as a lethal force response. This workshop was informative, we had the opportunity to practice each technique, and best of all I got to beat-up on my friend, Tim! ☞

Medication-Assisted Treatment for Opioid Addiction in CJ System

By Paula Krasselt

This workshop was presented by Mr. Mark Parrino of the American Association for the Treatment of Opioid Dependence and Mr. Gregory Warren of the Baltimore Substance Abuse Systems, Inc., presented a workshop on medication-assisted treatment for opioid addiction at the 35th Annual American Probation and Parole Training Institute in August, 2010.

Mr. Parrino provided an overview of statistical information, while Mr. Warren shared his experience in the treatment setting regarding opioid treatment programming utilizing medication.

An opioid is a chemical that binds to the opioid receptors in the central nervous system and the gastrointestinal tract, resulting in decreased perception and reaction to pain, and increased pain tolerance. Some common opioids are: codeine, morphine, oxycodone, and fentanyl. Opioid dependence has increased over the last ten years as evidenced by emergency room data documenting opioid mentions. Opioids are most often involved in prescription misuse, abuse, and addiction. For more information on prescription drug addiction: <http://prescriptiondrugabuseaddiction.blogspot.com/>.

As with other addictions, there is a range of treatments available for opioid addiction, from outpatient treatment to residential treatment and medication. The most common medications utilized for opioid addiction are methadone and buprenorphine (Subutex®/ Suboxone®), which are used for medical withdrawal and maintenance, and naltrexone which is used for maintenance only.

Mr. Warren described the medication-assisted programs provided by his agency in Baltimore and facilitated a discussion of the structure of the program, including the credentials of prescribing physicians who are required to meet specific qualifications to prescribe certain FDA approved scheduled narcotic medications such as buprenorphine.

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He also spoke to the issue of cost, indicating that in Maryland, Medicaid is used to pay for medication-assisted treatment, though this is not possible in all states. Cost is an important factor in considering medication-assisted treatment in general, as methadone is typically the least expensive medication, depending upon dosage.

Medication-assisted treatment has been implemented in criminal justice settings such as Baltimore City Jail, a jail based program in New Mexico, and Orlando County Jail. The presenters touched on the issue of attitude, as it relates to criminal justice which has historically embraced a philosophy of abstinence. Medication-assisted treatment comes at addiction from the disease model. Just as we would administer medication for any other disease such as diabetes or high blood pressure, from the disease model perspective it makes sense to administer medication to treat addiction. ☞

Insults, Defiance, and De-Escalation

By Thomas Weiss

I attended a workshop at the August APPA conference focused on those who work with youth, especially youth who may use verbal insults and acts of defiance as expressions of frustration and anger. I wondered if there might be transferable information to consider when working with adults. I was not disappointed.

Jerome Flint, the instructor from JKM Training, Inc., stressed the importance of depersonalizing a verbal attack. “See it for what it is,” he says. For juveniles, a verbal attack may be due to inadequate or underdeveloped interpersonal skills. I suspect it may be similar for an adult, or it may be an effort to deflect attention from the issue at hand. “The problem is not me, but with you.” Mr. Flint proposes three levels of insults or verbally attacking behavior:

Level 1: Attacks toward the officer’s characteristics, or physical appearance;

Level 2: Attacks aimed at the officer’s values (“home & hearth”); and

Level 3: Attacks about the officer’s professionalism (“how you do your job”).

In staffing cases, Mr. Flint encourages referring to a verbal attack as the number or level to assist in depersonalizing the attack. “... used a Level 2 attack ...”

Focus on relationship building was a common thread throughout the workshop. The use of “I” or “we” statements promotes problem solving, while the use of “you” statements invokes a judgmental environment. Mr. Flint emphasized, “Know what pushes your buttons,” and the importance of being consistent, since inconsistency creates tension and anxiety. It seemed to me that much of what was presented echoed what many of us may have learned in effective communication classes. I found myself reflecting not only on verbal attacks, but also about the opposite, that is, can a probationer use flattery and praise to deflect or redirect attention? I suspect so. I remember the words of a very spiritual person:

“If you are humble nothing will touch you, neither praise nor disgrace, because you know what you are. If you are blamed you will not be discouraged. If they call you a saint you will not put yourself on a pedestal.” (Mother Teresa) ☞



Road to Success Managers' Forum August 27, 2010

By Arlyn Harris

"This was WONDERFUL!!!!!" "Great Forum!" "Best forum I have attended so far!"
-- Feedback from the forum

The August Managers' Forum *Road to Success* was perfectly timed. While reentry has been at the forefront of correctional facilities and community corrections across the country, it is being introduced to the jail level and, even better, to Maricopa County Adult Probation. The purpose of the forum was to highlight reentry, exhibit the concerns from various aspects (judges, law enforcement, and offenders), and exhibit our agency's initiatives. We were fortunate to have Sue Ellen Allen (ex-DOC inmate) speak about her experience; she was truly inspirational. Judge Penny Willrich (retired) brought a plethora of knowledge and research regarding collateral consequences of incarceration. Phoenix PD Lieutenant Sean Connolly spoke about his department's position and reentry initiatives at the state level. We had the opportunity to learn what it is that our DOC Reentry Unit is doing (Huge thanks to Sherry Johnston), as well as what's new with Work Furlough and the Custody Management Unit. All supervisors were provided with copies of the Reentry Handbook; it was donated from DOC and created with assistance from the Ryan White Foundation. It is full of excellent resources, trackers, and worksheets. The handbook will be posted on the Intranet and will hopefully be available for distribution in the future. This was truly a great forum, and I am honored to have been a part of it. The only question I have at this point is: *How does Team Forum top that?*

Please forward ideas for future forums to any Team Forum committee member: Tim Schouten, Trish Doktor, Arlyn Harris, Susan Savoy, Katrina Williams, Lolita Rathburn, Alison Cook-Davis, and Shari Anderson-Head. ☞

Mid-Manager Global Sub-Committee Update

By Lolita Rathburn

The Global sub-committee is tasked with addressing long-term issues that affect employees department wide. The committee is composed of members from all over the department, specifically Programs, Support Staff, Standard Field, Intensive, MARS, Pre-trial and Presentence. Global's most recent endeavor is to address workload reduction. Informal information gathering has been underway for the past few months. Members have surveyed officers, spent time observing procedures at Court Liaison and asked employees to submit suggestions to reduce workload and make procedures more efficient. The response has been tremendous, and we continue to gather employee input.

After meeting with staff from the Policy, Planning, and Analysis division and the Quality Assurance supervisors, it was determined the next phase should be identifying tasks and responsibilities which are not being completed as required by policy to support the implementation of the workload reduction suggestions. Global members are currently working on a project plan to identify areas of concern and continue to gather new and innovative suggestions for improving processes with the goal of aligning procedures with evidence-based practices and improving MFR. Supervisor Arlyn Harris completed her term as co-chair in August, and Dana Shepherd was elected as her successor in an election on October 18, 2010.

Please contact any member of the sub-committee if you have a suggestion for workload reduction or have an idea for a future project: Co-Chair Lolita Rathburn, Jamie Collins, Pete Sanborn, Dana Shepherd, Tamara Kindell-House, Rodney Rego, Scott Allen, Sherry Johnston, Jean Scott, Seteara Haddock, Tim Schouten, Vickie Johnson, Taylor Pile and Sally Maurizi. ☞

What is Alcoholics Anonymous

By Tammy Hardy

This information is both for people who may have a drinking problem and for those in contact with people who have, or are suspected of having, a problem. Most of the information is available in more detail in literature published by A.A. World Services, Inc. This sheet tells what to expect from Alcoholics Anonymous. It describes what A.A. is, what A.A. does, and what A.A. does not do.

Alcoholics Anonymous is an international fellowship of men and women who have had a drinking problem. It is nonprofessional, self-supporting, multiracial, apolitical, and available almost everywhere. There are no age or education requirements. Membership is open to anyone who wants to do something about his or her drinking problem.

Some professionals refer to alcoholism and drug addiction as “substance abuse” or “chemical dependency.” Nonalcoholics are, therefore, sometimes introduced to A.A. and encouraged to attend A.A. meetings. Anyone may attend *open* A.A. meetings, but only those with a *drinking* problem may attend *closed* meetings.

A renowned psychiatrist, who served as a nonalcoholic trustee of the A.A. General Service Board, made the following statement: “Singleness of purpose is essential to the effective treatment of alcoholism. The reason for such exaggerated focus is to overcome denial. The denial associated with alcoholism is cunning, baffling, and powerful and affects the patient, helper, and the community. Unless alcoholism is kept relentlessly in the foreground, other issues will usurp everybody’s attention.”

What Does A.A. Do?

1. A.A. members share their experience with anyone seeking help with a drinking problem; they give person-to-person service or “sponsorship” to the alcoholic coming to A.A. from any source.
2. The A.A. program, set forth in our Twelve Steps, offers the alcoholic a way to develop a satisfying life without alcohol.
3. This program is discussed at A.A. group meetings.
 - a. Open speaker meetings — open to alcoholics and nonalcoholics. (Attendance at an open A.A. meeting is the best way to learn what A.A. is, what it does, and what it does not do.) At speaker meetings, A.A. members “tell their stories.” They describe their experiences with alcohol, how they came to A.A., and how their lives have changed as a result of Alcoholics Anonymous.
 - b. Open discussion meetings — one member speaks briefly about his or her drinking experience, and then leads a discussion on A.A. recovery or any drinking-related problem anyone brings up. (*Closed meetings are for A.A.s or anyone who may have a drinking problem.*)
 - c. Closed discussion meetings — conducted just as open discussions are, but for alcoholics or prospective A.A.s only.
 - d. Step meetings (usually closed) — discussion of one of the Twelve Steps.
 - e. A.A. members also take meetings into correctional and treatment facilities.
 - f. A.A. members may be asked to conduct the informational meetings about A.A. as a part of A.S.A.P. (Alcohol Safety Action Project) and D.W.I. (Driving While Intoxicated) programs. These meetings *about* A.A. are *not* regular A.A. group meetings.

What A.A. Does Not Do?

1. Furnish initial motivation for alcoholics to recover

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2. Solicit members
3. Engage in or sponsor research
4. Keep attendance records or case histories
5. Join “councils” of social agencies
6. Follow up or try to control its members
7. Make medical or psychological diagnoses or prognoses
8. Provide drying-out or nursing services, hospitalization, drugs, or any medical or psychiatric treatment
9. Offer religious services or host/sponsor retreats.
10. Engage in education about alcohol
 - Provide housing, food, clothing, jobs, money, or any other welfare or social services
 - Provide domestic or vocational counseling
 - Accept any money for its services, or any contributions from non-A.A. sources
 - Provide letters of reference to parole boards, lawyers, court officials, social agencies, employers, etc.

In recent years, A.A. groups have welcomed many new members from court programs and treatment facilities. Some have come to A.A. voluntarily; others, under a degree of pressure. In our pamphlet “How A.A. Members Cooperate,” the following appears:

We cannot discriminate against any prospective A.A. member, even if he or she comes to us under pressure from a court, an employer, or any other agency. Although the strength of our program lies in the voluntary nature of membership in A.A., many of us first attended meetings because we were forced to, either by someone else or by inner discomfort. But continual exposure to A.A. educated us to the true nature of the illness.... Who made the referral to A.A. is not what A.A. is interested in. It is the problem drinker who is our concern.... We cannot predict who will recover, nor have we the authority to decide how recovery should be sought by any other alcoholic.

Sometimes, courts ask for proof of attendance at A.A. meetings. Some groups, with the consent of the prospective member, have the A.A. group secretary sign or initial a slip that has been furnished by the court together with a self-addressed court envelope. The referred person supplies identification and mails the slip back to the court as proof of attendance. Other groups cooperate in different ways. There is no set procedure. The nature and extent of any group’s involvement in this process is entirely up to the individual group. This proof of attendance at meetings is not part of A.A.’s procedure. Each group is autonomous and has the right to choose whether or not to sign court slips. In some areas the attendees report on themselves, at the request of the referring agency, and thus alleviate breaking A.A. members’ anonymity.

A.A. Conference-approved literature is available in French and Spanish. For additional copies of this paper, or for a literature catalog please write or call the General Service Office. The A.A. Grapevine, a monthly international journal — also known as “our meeting in print” — features many interesting stories about recovery from alcoholism written primarily by members of A.A. It is a useful introduction and ongoing link to A.A.’s diverse fellowship and wealth of recovery experience. The Spanish-language magazine *La Viña*, is published bimonthly. For Grapevine information or to order a subscription to either the AA Grapevine or *La Viña*: (212) 870-3404; fax (212) 870-3301; Web site: www.aagrapevine.org.

The primary purpose of A.A. is to carry its message of recovery to the alcoholic seeking help. Almost every alco-holism treatment tries to help the alcoholic maintain sobriety. Regardless of the road we follow, we all head for the same destination, recovery of the alcoholic person. Together, we can do what none of us could accomplish alone. We can serve as a source of personal experience and be an ongoing support system for recovering alcoholics. ☞

Congratulations Gloria Washington!

By Karl Kasowski

You may recall that Gloria was the recipient of the 2009 Arizona Black Law Enforcement Employees' (ABLE) *Officer of the Year Award*. This award is presented to the individual that demonstrates a commitment to the mission and values of law enforcement and shows initiative and performance in civic responsibility. This year ABLE has once again acknowledged Gloria by naming the annual award in her honor. Recipients will now receive the *Gloria Washington Officer of the Year Award*. Please join us in congratulating Gloria for receiving this distinguished honor. ☞



Adult Probation Supervisor Susan Savoy Awarded 2009 Statewide "Supervisor of the Year"

by Shari Andersen-Head

On September 23, 2010, the Arizona Chief Probation Officer's Association and the Administrative Office of the Courts sponsored the 2009 Award of Excellence banquet at the East Valley Institute of Technology in Mesa, Arizona. Guest speaker Dr. Frederick J. Frese presented *Recovery: Myths, Mountains and Miracles*. His presentation covered recent developments in research on mental illness and changes in treatment modalities including pharmaceuticals and managed care which alters the realities of mental illness.



After lunch was served, many individuals were recognized throughout the county for their dedication and service. Maricopa County Adult Probation Supervisor Susan Savoy was awarded the 2009 Statewide Supervisor/Manager of the Year. Susan was among fifteen other nominees from throughout the state. Susan supervises officers in an area that is considered to have one of the highest recidivism rates in Arizona. The Legacy/85041 Project accounts for a significant amount of high-risk offenders released from prison. In May 2009, Susan was instrumental in establishing the PATH Project within this area. PATH's goal addresses barriers that greatly impact success upon prison release and reduce recidivism within the first months of release.

Susan has devoted endless hours to the Legacy/85041 Project and the department's vision of improving the quality of community life by offering hope to neighborhoods, victims, and offenders. She accomplished this by merging the community, community resources, jail, prison, AWEE, DES, local police, parole and probation. She is committed to ensuring evidence-based practices are utilized to obtain the best possible outcomes for the probationers. Despite overseeing her unit and the 85041 Project, she is available to staff cases and maintains a high level of professionalism. Her positive attitude and enthusiasm motivates her unit to promote positive permanent changes with probationers.

Congratulations Susan on a job well done! ☞

Collaboration – It Makes a Difference

By: Norma Brasda, Greg Miller, Fred Wilhalme, and Charles (Ted) Nurnberg

On any given day, five percent of seriously mentally ill individuals are homeless. Two-thirds have experienced homelessness or have been at risk of homelessness at some point. A recent study completed by M. Miller and I. Ngugi (2009) reports significant reductions in the use of hospital services and a five percent reduction in crime by mentally ill offenders when given the opportunity of supported housing.

Through the collaborative efforts of pretrial officers and standard probation officers working with seriously mentally ill (SMI) offenders, a proposal to utilize the Morten House Program (a collaborative effort between Magellan and Adult Probation to provide housing for SMI clients on probation) was developed.

This proposal was initiated by probation officers attending the monthly Arizona Mental Health and Criminal Justice Coalition meetings. Such meetings allow probation officers to identify and perhaps address issues with the SMI population involved in the Criminal Justice system.

While participating in the Coalition meetings, an invitation was extended to attend an open house at Morten and pretrial SMI officers responded. From this, officers identified a gap in services and recognized the need for continuity of care between pretrial and probation supervision for the mentally ill offender. Utilizing housing that was available at Morten would assist in filling this gap.

By opening the Morten House Program to pretrial SMI clients, stable housing can be afforded to this population in need of housing and treatment. This will also assure the continuity of care for SMI clients during the transition from pretrial supervision to court disposition, which includes a high probability of the imposition of a period of probation supervision.

Pretrial SMI clients benefit by receiving housing and the mental health services of PSA Counseling. Pretrial officers will have their clients in a program that provides electronic program attendance verification, individual counseling reports and information on medication compliance. The field probation officer assigned to Morten House also benefits by gaining additional knowledge about the clients that may be assigned to the probation officer following sentencing.

Such efforts will provide a smoother transition from pre-adjudication supervision to post-adjudication supervision. The collaboration between these officers is both innovative and creative, and this new process provides an excellent model for true continuity of care from system entry to exit. This program may also serve as a model for other populations that are in need of seamless care. ☞

Vehicle Safety

By Donna Delia & Gary Streeter

According to the National Law Enforcement Officers Memorial Fund's 2009 report, more officers were killed in the line of duty in traffic-related accidents than there were in incidents involving firearms. The U.S. Department of Justice, FBI statistics released last fall indicate there were 39 officers killed as a result of automobile accidents and 35 killed with firearms. Fortunately, our department has never had an on-duty accident fatality. Nonetheless, driving habits are clearly something we should pay attention to if we want to go home safely at night.

Our employees who drive state and county vehicles closed out our 2009/2010 fiscal year with 28 moving traffic accidents. Sixteen of these accidents were the result of someone hitting our vehicles and twelve were caused by us. Of the twelve, six were due to backing accidents and six were due to inattention.

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Let's take a look at a couple of things we can do to lower our risk of accident and injury.

Let's remember that the **R** on the gear shift not only stands for **REVERSE** but for **RISK**. If at all possible, avoid backing. If not, look over your shoulder and adjust all the mirrors and use all of them when backing. However, even with all these precautions, there will still be blind spots. Use a spotter when someone is riding with you and it is safe to do so. Back slowly, cautiously and don't hurry.

Don't talk on your cell phone while driving. According to the Insurance Institute of Highway Safety (IIHS), "it is as dangerous as driving under the influence of alcohol, even if you switch to a hands-free model." You are four times more likely to be in an accident while on a cell phone. According to an article in TIME, (August 29, 2009, pg.46) only 2% of the population are able to safely multitask while driving. These are the "same people who would be really good fighter pilots." A study conducted at the University of Utah showed that most drivers on cell phones tend to stare straight ahead and are less influenced by peripheral vision, which makes them blind to their own bad driving.

Next time you are driving down the street and the vehicle next to you starts to drift into your lane, remember that the driver is probably on a cell phone, staring straight ahead and not paying attention to the peripheral things going on. Honk your horn to get their attention before the vehicle drifts far enough into your lane to cause an accident.

If we practice these strategies, we can take a giant step towards our own safety on the road.

For more interesting information on a phenomenon known as "inattentive blindness," and the illusion of attention (we experience far less of our visual world than we think we do), pick up [The Invisible Gorilla](#) by Chabris and Simons. The authors write in detail about attention as relates to driving, backing, driving while talking with a passenger and driving while talking on a cell phone. ☞

Domestic Violence Awareness Month

By Linda Dore'

Did you know that in Arizona between October 2008 and March 2009, there were 17,094 reported child abuse allegations? Did you know every five minutes an Arizona police officer responds to a domestic violence-related call? How many of you knew domestic violence can lead to death, teen violence, substance abuse, and suicide (AZ Health, 2009)?

Domestic violence is a serious problem that can have lethal consequences. For this reason, community awareness is vital. October has been designated as domestic violence awareness month to spread the critical message that domestic violence is serious and will not be tolerated.

Many agencies across Arizona participate in a multitude of activities, including the probation department; not only to educate the public but to enforce domestic violence laws. Maricopa County, as well as many other probation departments across the country, have specialized domestic violence units. This fact illustrates community supervision agencies recognized and responded to the seriousness of domestic violence-related crimes. Officers participate in a myriad of activities including: related training, conferences, community education, victim contacts, collaboration with law enforcement, and the domestic violence round-up.

Maricopa County also initiated the specialized Domestic Violence Court program. One of the many functions of this program is to stress the importance of and increase offender accountability. This collaborated effort to reduce recidivism and prevent abuse has paved the way for other programs including the domestic violence offender orientation.

So, although October is the month domestic violence is placed in the spotlight, Maricopa County Adult Probation Department and Courts continue to take preventative action every day. ☞

Diversity Celebration 2010

By E. Lamont Leonard

On behalf of the Diversity Council, led by Pam Lim, I'd like to illustrate this year's celebration with an acronym:

- D** is for Donations that were large and small-
- I** is for I'd like to thank you for them, one and all.
- V** is for Very good, very nice, and very pleased seemed to be;
everyone who came from north, south, west, and east.
- E** is for East, where Kiwanis sits as an oasis,
- R** is for Ramadas that put smiles upon our faces.
- S** is for the Sun that shined but did not beam-
- I** is for the Irish booth which sported Kelly green.
- T** is for Time that went so fast, I almost shed a tear-
- Y** is for You are welcome to join us, same time next year!

On October 14, 2010, the Maricopa County Probation Diversity Council had its annual outdoor celebration at Kiwanis Park in Tempe. The occasion functions as a meet-and-greet for county employees in the name of diversity. There were various vittles—Irish, Cuban, Native, American, Asian, Polish, Mexican, and Soul Food—vibes—DJ Manny B and MC E double LL—and veins—YMCA and University of Phoenix—in which to vow. We were even graced with the presence of Miss Indian ASU, Cher Thomas, who rendered variations of sacred dance.

It was a fulfilling experience for all who came; we appreciate the active participation of executive members: Therese Wagner and Saul Schoon (folly) from APD, and Frank Groenewold (food) from Juvenile Probation. For more information on the Diversity Council and its sponsored events, please contact the following through Outlook: Pam Lim, chair, Jenna Fitzgerald, co-chair, Pam Ash, treasurer, Heather Benally, historian, and E. Lamont Leonard, secretary. ☞



Lorilea Hudgins and Yolanda Cardenas
at the Soul Food Table



Karl Kasowski at the Polish food Table

Hispanic Heritage Event Honors MCAPD Employee JoAnn Paulus and Her Family

by Shari Andersen-Head

On Thursday, October 14, 2010, the Maricopa County Diversity Office and the Maricopa County Hispanic Network celebrated Hispanic Heritage Month by honoring two different families who have multiple generations living in Arizona. MCAPD Business Analyst JoAnn Paulus and her family were one of the honored families at this event. Below is a description of their family tree of generations within Arizona:

- Augustine Rosales was born in Penjamo, Guanajuato, Mexico in 1884.
- He came to the US in 1900 looking for work. He was 16 years old and it cost him 3 cents to cross the border.
- He is JoAnn Paulus' grandfather, the first of five generations now living in Arizona.
- JoAnn's great-grandmother Trinidad married Synovia Centeno who settled in Chandler and began to raise cotton. Trinidad Centeno was the first of six generations living in Arizona.
- The daughter of Trinidad and Synovia Centeno, Trinidad is JoAnn's grandmother.
- Trinidad Centeno married Augustine Rosales, making them the first of five generations living in Arizona.

Congratulations to JoAnn and her family. ☞



Al and Josie Garza and their four children: Alfredo, Mary, JoAnn, and Elizabeth, at Wheeler Air Force Base in Tripoli, North Africa in 1958

EBP Spotlight

By Anne Merrill

A fundamental part of mental health supervision is the coordination of evidence-based practices with all agencies involved in the treatment of the mentally ill. This article highlights an example of this cooperative approach.

When Kimberly M. came to Officer Aubrey Tindle's caseload, she was angry, defiant, and homeless. Her first appearance in Mental Health Court almost resulted in a punitive jail stay, but due to the coordinated efforts of Adult Probation, the People of Color Network, and New Arizona Family, a co-occurring residential treatment plan was enacted.



From left: Probation Officer Aubrey Tindle & Probationer Kimberly M.

Life-changing habits do not come easy, and Kimberly's situation was no exception. Her first few weeks in treatment were challenging and required the continued and combined efforts of all agencies involved. Weekly meetings were necessary, but after a month or so, Kimberly began to see the sincere dedication others had to her success, and she responded accordingly.

Now, when she digresses from program rules, the infractions are minor and she is easily redirected. Gone is the anger and defiance so evident in her first court appearance. Her behavioral changes have resulted in renewed ties with her family, who now enjoy regular weekly visits with her at the treatment facility. Soon, she will graduate into step-down housing where she will continue her recovery and success on probation. In all, Kim is a great example of how EBP can work. ☞

EBP Essay Contest Winner

By Tricia OConnor

From the QA Team

As Maricopa County Adult Probation continues to implement strategies for using evidence-based practices, it is important to remember to share what we have learned. Last year the Quality Assistance Supervisors held an evidence-based practices essay contest. This contest was open to the entire department, and the goal was to solicit ideas from staff on ways they have been successful in using EBP in their every day work experiences. Below is an essay written by our Staff Development Unit that describes their communication skills training initiative.



From Left: Alan Henry (retired), Pam Ash, Holly Burdine, Ellen Opitz, Jerry Scimio

Staff Development Project

The Staff Development and Training Department's EBP success story involved the communication skills training initiative targeting all Adult Probation Department (APD) staff. Communication skills were identified as a key competency correlating highly with successful EBP implementation. The training team was tasked with developing a training strategy which would build staff capacity in this key competency area.

An important aspect of all EBP training, according to the instructional design profession, is not only developing goals but also developing evaluation plans. The training team believed that by developing an evaluation plan early in the design phase, we ensured successful outcomes. In other words, *what gets measured gets done*. The two courses; "Fact or Fiction, Communicating for Results," and "The Communication Mystery; Solved" used an activity-based format. This instructional approach shifted the learning-transfer process responsibility to the learner, thereby enhancing the overall learning experience. Our evaluation showed this technique to be effective in the training environment, and an EBP communications style strategy applicable in offender supervision.

EBP principles, their efficacy, and work expectations were also successfully integrated with the communication curriculum. We wanted to ensure that the EBP principles aligned and enhanced the learning experience, rather than confuse the learner about what he/she was expected to know as a result of this communications class.

In conclusion, the Staff Development and Training team (Ellen Opitz, Alan Henry, Holly Burdine, Pam Ash, and Jerry Scimio) remains committed to supporting the EBP initiative in APD. We are pleased with the results of our communication training initiative. It is evident through the numbers that we added value to individuals' skills, which should help the organization to accomplish its objectives. The "plan, execute and evaluate" improvement process approach we adhered to is recommended because it is effective. We are willing to assist any APD units that want to plan an EBP initiative. ☺



It's that time of the year
to visit with friends and associates
and to give thanks for all that we have



Come, join us for our annual Turkey Feast at the Garfield Community Center



Este es tiempo del año
que se visitan los amigos y
asociados y se dan gracias
por todo lo que tenemos



Vengan—Juntémonos todos para nuestro
anual "Turkey Feast" (cena de pavo)
en la Garfield Community Center



Thursday, November 18, 2010
Starting at 3:00 P.M.



PLUS



A Surprise Visitor

**will be here
with gifts
for the kids!!**



¡Un visitante especial llegará con regalos para los niños!



1022 E. Garfield, Phoenix

Happy Anniversary!!



5 Years of Service

- | | |
|---|--|
| <ul style="list-style-type: none">• Kristi Slade• Emmanuel Briseno• Melissa Froderman• Shane Glynn• John Patterson• Sarah Schabron• Da'Shae Johan | <ul style="list-style-type: none">• Jessica Ethington• James Hearn• Tanja Josipovic• Brandi Moncovich• Megan Roettjer• Misael Avila-Mendoza |
|---|--|

10 Years of Service

- | | |
|--|--|
| <ul style="list-style-type: none">• Linda Zeamer• Jesse Andrews• Debra Bedolla• Shana Edmundson• Linda Marlowe• Manuel Martinez• Krista Pipenburg• Richard Rama | <ul style="list-style-type: none">• Kendra Trobaugh• Amy Walker• Ralph Estrada• Linda Zeamer• Penny Morrison• Scott Homan• Tiffany Grissom |
|--|--|

15 Years of Service

- | | |
|--|--|
| <ul style="list-style-type: none">• Sandy Rogers• Saul Schoon• Kelli Reed• Tracee Frick | <ul style="list-style-type: none">• Laura Thomas• Stacey Lanenga• James Frost• Andrew Doyle |
|--|--|

20 Years of Service

- | | |
|---|--|
| <ul style="list-style-type: none">• Carol Graham• Jennifer Alafa | <ul style="list-style-type: none">• Sharlene Ellis |
|---|--|

25 Years of Service

- | |
|---|
| <ul style="list-style-type: none">• Pamela Morrow |
|---|



Thank You For Your Dedication!



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