

The Chronicle

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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The holiday season and the end of the year are approaching rapidly. Many of you have scheduled time off for well-earned holiday vacations. Others are providing office coverage and perhaps looking forward to some quiet, productive days to catch up on things.

As I reflect on the year, I am extremely proud of the individual and collective work of Adult Probation employees. The Court, too, appreciates the balance and dedication to justice that is evident in your daily work. From conducting creditable investigations to monitoring compliance, guiding behavior change, assisting victims, and apprehending those that abscond, your contributions have been extensive. Teamwork is a strength throughout the department, and we have taken large strides this year toward accomplishing our EBP goals. Your enduring good humor and compassion always make MCAPD a great place to work.

With the current economic recession, times are tough. We are operating on a lean budget with the potential for more cuts. As budget data is prepared, the same five principles that I presented previously will be applied:

- First, our mission is to protect the community by changing offenders' lives. We must not compromise public or officer safety, and we must not increase recidivism.
- Second, employees are the most important asset in achieving our mission; therefore, we must minimize the harm to our workforce.
- Third, we need to analyze our core services with their results and modify or eliminate work processes that produce poor outcomes.
- Fourth, we must limit the loss of support for probation supervision as a viable sentencing option from the bench, bar and other stakeholders.
- Fifth, we should attempt to increase revenue collection initiatives for existing fees and if appropriate, raise or propose new ones.

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We know that many people are struggling financially. The need for compassion and a generous spirit is great. It is heartwarming to hear about your many efforts to reach out, assist others, and spread some holiday cheer. This year, the shopping and celebrations will be scaled back, but the timeless messages of this season are as meaningful as ever – peace on earth, goodwill to all, joy, and hope.

As we enjoy precious holiday time with our families, let's remember our military personnel and their families. Many service members will be spending holidays in faraway places and will be separated from their loved ones. Their patriotism and service is very much appreciated.

Wishing you warm holiday celebrations with your families and friends, and good health and happiness in the New Year! ☺



Showcase in Excellence... SMI Supervision Program

By: Rebecca Loftus

Maricopa County Adult Probation has been selected for a Showcase in Excellence award from the Arizona Quality Alliance (AQA) for our SMI Supervision Program. This is the Department's third Showcase in Excellence award; our Sex Offender Supervision and Collections programs were previous award winners. The application process consisted of a written submission as well as a half-day site visit by a team of examiners.

The AQA award program annually recognizes Arizona organizations for their performance excellence and includes awards for entire organizations (the State Quality Award) and for specific organizational processes (Showcase in Excellence Award).

The application emphasized the key elements of our department's SMI supervision program, including specialized caseloads with specially trained officers, a screening instrument, collaborative problem solving, and the Mental Health Court, as well as the program's outstanding results.

The Department will be officially recognized and presented with the award (along with this year's other AQA award winners) at the AQA annual awards banquet in February, 2008.

Congratulations to the SMI Supervisors, Michele Saldana and Rebekah Trexler, as well as the dedicated SMI officers who make this program a success!☺

MCAPD Tyrone Timms receives the Purple Heart

By: Jennifer Lennox

From time to time, we hear of the brave men and women who have served in our armed forces. But you may not be aware of one such individual working for MCAPD, Tyrone Timms.

Tyrone served 4 yrs active duty in the army and 16 yrs in the Army National Guard. In November 2004, he was activated to Operation Iraqi Freedom as a military police officer. He served in Iraq in the 860th Military Police Company. It was the first military police combat unit to be deployed from the Arizona National Guard.

On July 2, 2005, while on combat patrol, his vehicle was struck by an IED (improvised explosive device) which completely wiped out the Hum-V. His gunner received shrapnel to the arm, and Tyrone received a mild traumatic brain injury as well as neck and back injuries. He was awarded a purple heart by the Army National Guard. On October 5, 2008, Tyrone was presented with the medal by Governor Janet Napolitano during a purple heart pinning ceremony that took place during the Governor's cabinet meeting. Tyrone's wife and two of his daughters were in attendance, along with his mother and APD supervisor, Jennifer Lennox.

A few facts about his unit: While in Iraq, Tyrone's unit completed over 1000 combat patrols and received over 40 purple hearts. Tyrone received an Army Commendation medal and an Operation Iraqi Freedom campaign medal.

Tyrone began his career in Adult Probation on June 1, 1999. He has been in a virtual field assignment in unit 15. He has worked in the Maryvale area and is currently working in the areas of Buckeye, Tonopah, and Gila Bend.

We salute Tyrone for his service to our country. 🇺🇸

Did You Know...

- * FAU has an 86% closure rate
- * The Restitution paid by standard probationers was \$9,467,475
- * Pretrial services saved an estimated 842,531 jail days and \$59,465,838 in jail costs
- * Presentence has a 99.2% and Interstate Compact In-Coming has a 96% rate of on-time reports
- * Domestic Violence has cut New Felony Convictions in half
- * Seriously Mentally Ill have a 76% successful completion of probation
- * IPS Probationers completed 244,997 hours of community restitution
- * 95% of Transferred Youth and 96% of Sex Offender Probationers were drug free
- * Compliance Monitoring has a 98.7% Success rate
- * 435 unemployed probationers obtained employment through Work Furlough
- * CMU supervises an average of 701 in-custody probationers per month
- * 259 students both probationers and other community members received their GED certificates

By: Shari Andersen-Head

...that by the mid 1990's, Maricopa County had achieved solid success in managing its budget and finances and began to realize the fruits of its efforts. In 1998, after a review of best practices in the field of performance management and performance-based budgeting, the Office of Management and Budget (OMB) developed a proposal in which strategic planning, budgeting, and performance measures would be aligned in a unified process know as **Managing for Results (MFR)**.

MANAGING
FOR
RESULTS

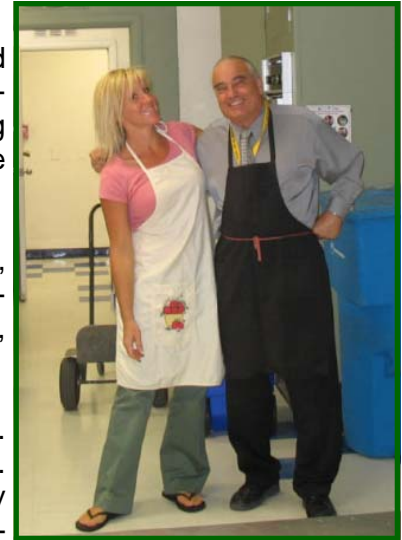
The 13th Annual Garfield Turkey Feast

By: Marilyn Windust

Every November for the past 13 years, the Garfield probation office and residential center has given thanks to the community. The Tuesday before Thanksgiving, we organize a "Turkey Feast" and invite the surrounding neighborhood that has supported and partnered with us throughout the years.

This year's Feast consisted of a turkey dinner with all the usual trimmings, including pie and cake for desert. Probationers, probation staff, their families, and Judge Karen O'Connor, cooked the stuffing, carved the turkey, baked the rolls and then served heaping plates to over 900 hungry guests.

Last year, we started a new tradition by inviting 160 children from the St. Mathew's Parochial Elementary School, located in an adjacent community. The students in this school are all sponsored through donations. The Turkey Feast was such a hit with the well-behaved children last year that they couldn't wait to hop on the bus and return for this year's Feast.



Cathy Davis and Dominick Buetti enjoy carving turkeys.



While the food was indeed delicious, the highlight of the feast for many had to be the appearance of Santa Claus (a.k.a. Surveillance Officer Clint Hill) and his elves (Surveillance Officers Christi Seger and Paul Monroe), who made sure that not only the 160 children from St. Matthews, but over 500 additional kids from the neighborhood went home with a gift after their meal. ☺

Above: Elves Christi Seger and Paul Monroe wait with Santa Clint Hill for the children to arrive.
Below: Judge Karen O'Connor serving Thanksgiving pie.



Above: Santa Clint Hill talks to a student from St. Matthews Parochial Elementary School.

Safety Matters

By Gary S. Streeter

Wow! It has been over five years since Maricopa County Adult Probation embarked on training all officers in defensive tactics and firearms. In rolling out this training to staff, we introduced principles, concepts and techniques that were foreign to many officers. And, fortunately, officers have not had to use many of the tools and techniques because rarely are they finding themselves threatened enough to need to use them. That's a good thing! The downside is that due to this lack of need to use the tools and techniques, officers are left to wonder just how they would really use them should the situation call for it. However, that lack of need only means officers need to practice more to keep their skills sharp. Although training, visualization and crisis rehearsal are all good ways to prepare for a physical/lethal force confrontation, officers still can't be certain they will perform effectively when the time comes. However, there is a real life environment nearly all officers use on a daily basis that can give some indications about how they would perform. That skill is....Driving!!

The majority of us do it every day on some of the busiest streets in the nation. There are decisions (often split-second) to be made, obstacles and threats to look out for, stressful conditions and an ever-changing environment. Sounds kind of like a day at the office or in the field! Now, the skills and techniques of defensive driving and officer safety (defensive tactics and firearms) are different, but many of the concepts are very similar if not the same. Because we have been driving for years we don't have to consciously think about many of the things we do while driving. We have done it so many times that it is programmed into our subconscious mind so we "just do" or react. Take a simple task like signaling (hopefully you use your signals). It isn't something we have to consciously think about doing. As we approach a turn, we judge our speed, the conditions and angle of the turn and then subconsciously signal at the appropriate distance. Ideally, we program our defensive tactics and firearms skills to the same level.

Back to the concepts. Let's consider situational awareness. No doubt you've heard an officer safety training instructor warn more than once, "be in condition yellow." The same concept holds true for driving. We always need to be alert to traffic, road and weather conditions and our own physical and mental conditions, among many things. Someone or something can threaten our safety on the road just as quickly as in the office or the field. So, the more prepared and alert (and trained) we are, the better we will react. Good situational awareness helps us see danger cues such as clenched fists or darting glances.

A related concept is reactionary gap. When talking with a subject, an officer should ideally maintain a reactionary gap of two arms length. This gives the officer time and distance to react to a threat such as a punch, kick or grab. If the officer is talking within arms reach, then there is little or no time to react to the threat. The same is true with driving. Officers should maintain a reactionary gap of several car lengths between the vehicle in front. That way, if the leading vehicle brakes suddenly, the officer has time to react to the threat. If there is no reactionary gap, then the likely outcome will be a collision.

Hand position, too, is an important concept. In defensive tactics, the hands are in varying positions depending on the stance, but the concept is to have them available (not in pockets), visible, and in a position to offer maximum value to the officer. While driving, the ideal position is for hands to be at 2 o'clock and 10 o'clock on the steering wheel. This offers maximum value to the officer while driving to have good contact with the steering wheel at two points to effectively control the vehicle and to make sudden turns or evasive maneuvers, if necessary.

Another key concept that is especially applicable to armed officers is scanning. On the range, scanning is emphasized as a means of breaking tunnel vision and checking the entire environment for threats. Proper scanning is not just the physical action of moving the head/eyes to observe the environment, but must include orientation to potential threats. That means the officer must be actively looking for someone or something that could hurt him or her. Just going through the physical motion of moving the head/eyes can result in the officer missing a potential threat or being surprised by a threat.

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The same is true while driving. An officer should be regularly scanning the side and rearview mirrors looking (observing) for potential threats while also orienting to potential threats. Again, this means the officer must be actively looking for someone or something, a vehicle veering into the officer’s lane, which could present a threat. Remember, the more we do something like scanning without anything bad happening only increases our “positive” experience, which can result in complacency because the thinking becomes, “nothing bad ever happens so why scan?” We drive defensively, train in defensive tactics and carry a fire-arm because occasionally bad things do happen. There are no guarantees; we can do everything right and still get hurt while driving, conducting field work, or working in the office. The more we train and prepare, the more we can mitigate the risk of attack.

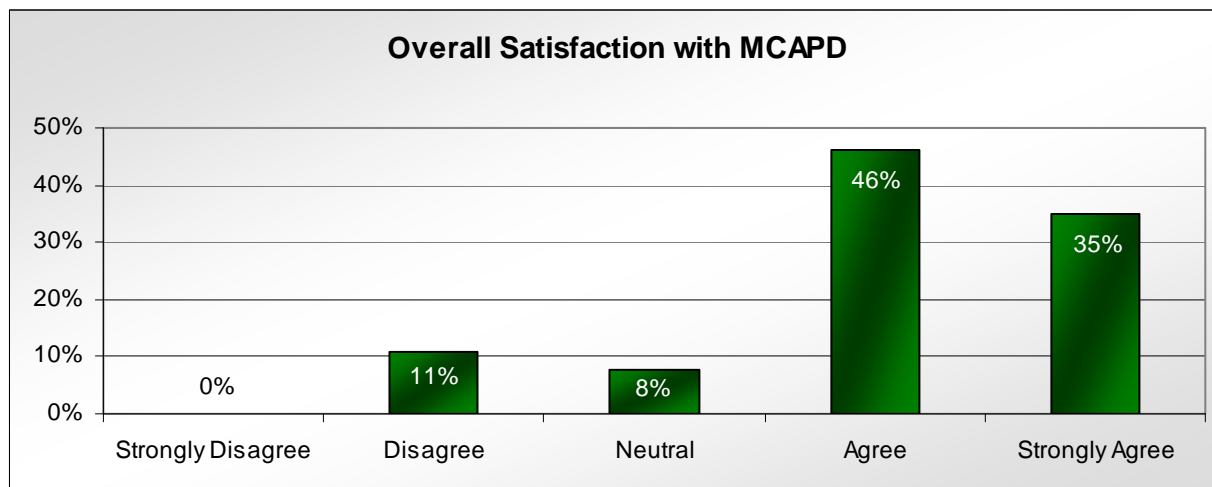
In the next edition of The Chronicle I'll continue with part II of my comparison of defensive driving and officer safety training. Until then, be safe. ☞

Community Partners are Satisfied with MCAPD!

By Alison Cook

Customer satisfaction is identified as an important goal (Goal D) within the strategic plan of the Maricopa County Adult Probation Department (MCAPD). Community justice partners have been identified as important stakeholders, and they are surveyed by the MCAPD biennially. The community partners surveyed included treatment providers (n = 17, 65.4%) and community service providers (n = 9, 34.6%). The purpose of the current survey was to gauge satisfaction with MCAPD services as well as to gauge community partners’ knowledge of MCAPD’s use of evidence-based practices to reduce recidivism.

Overall satisfaction of respondents was high. A majority of respondents “agreed” or “strongly agreed” (n = 21, 80.8%) with the statement, “I am satisfied with my organization’s interaction with the Adult Probation Department.” Satisfaction was also illustrated by the number of respondents who agreed that APD responds to their organization’s needs in a timely manner and that APD treats their organization staff with dignity and respect. In fact, 76.9% (n = 20) of respondents “agreed” or “strongly agreed” that APD responds to their needs and requests in a timely manner and 88.5% (n = 23) of respondents “agreed” or “strongly agreed” that APD treats their staff with dignity and respect.



Three additional items addressed whether respondents felt the services provided by the Maricopa County Adult Probation Department benefit the community. Over 88% (n = 23) of respondents “agreed” or “strongly agreed” that MCAPD is providing a valuable service to the community and that MCAPD is benefiting their organization and/or the community. Furthermore, 88.5% (n = 23) of respondents agreed that they consider their organization a partner with MCAPD to enhance safety in communities.

Two additional items were included to gauge both the awareness of the MCAPD’s use of evidence-based practices (EBP) as a strategy to reduce recidivism and whether the respondents’ services align with the MCAPD’s evidence-based practices to reduce recidivism.

The overall response was positive with 70% (n=18) of respondents who agreed or strongly agreed that they are aware that APD has implemented evidence-based practices as a strategy to reduce recidivism and 73% (n=19) who agreed or strongly agreed that their organization's services align with MCAPD's evidence-based practices.

The results of this survey are very positive and speak highly of the probation officers who are the most frequently point of contact with community partners. Overall, community partners are satisfied with their interactions with MCAPD, they feel their needs are being met, and they feel they are being treated with dignity and respect. The respondents agree they are partners with MCAPD in community safety and see the effort of MCAPD as valuable to the community as well as to their own organizations. Finally, it is encouraging to find that community partners are aware of MCAPD efforts to implement evidence-based practices to reduce recidivism. ☞

Self Encounter Check List

By: Mary Anne Boyden

It never hurts to complete a self-evaluation of how we are doing in our daily communication with peers, supervisors, probationers, family members, and the public. The following are some questions we can all ask ourselves. How are my communication skills? How am I coming across? Am I paying attention to my body language (which is 93% of communication)?

Ask yourself if you have done or are doing any of the following:

- I criticized, shamed, and blamed
- I explained what and how to do something; I became an expert
- There was a confrontation
- I did not listen; I seemed uninterested
- I raised my voice; I became angry
- I threatened the defendant with jail
- I labeled the defendant
- I was in a big hurry and too busy to listen
- I had hand-sanitizer on the desk during an office visit
- I seldom made eye-contact

I wrote directives and lots of forms during the office visit

On the flip side of those negative communication styles, ask yourself if you engage in any of the following positive styles:

- I treated the person with dignity and respect
- I expressed empathy
- I developed discrepancy with a probationer
- I was able to roll with resistance when challenged
- I listened reflectively
- I supported a sense of self-efficacy (a person's belief he can reach a certain goal)
- I recognized where the probationer was in the Stages of Change
- We entered into a collaborative effort
- We discussed progress toward case plan goals
- We discussed triggers and barriers
- I encouraged autonomy
- I silenced my cell phone
- I gave a positive greeting
- I used the OARS (open-ended questions, affirmations, reflections, summarization)
- I made eye-contact

Our Newest Officers

By: Alan Henry



From Left to Right: Mark La Scala, Erica Miller, Gary Saunders, Bonnie Arnoldussen, Tyson Sam

Please join me in congratulating and welcoming our newest probation officers: Bonnie Arnoldussen, Erica Miller, Tyson Sam, and Gary Saunders and our surveillance officer, Mark LaScala. They graduated on November 24, 2008 and have hit the field running.

Bonnie is originally from Monroe, Wisconsin but did some time in the Maricopa County jail – as an employee in classification. She has a BA in Psychology and Criminal Justice. Married with 2 adorable children, she has a natural affinity for MI skills which could come in handy as the kids become more verbal. She was even dubbed Mrs. MI. Be sure to ask her about Defensive Tactics and the proper use of elbows.

Erica was born in Arizona but graduated from Franklin University in Ohio with a Bachelors degree in Human Resources Management (minor in Business Forensics). She comes to us from the

Superior Court where she was a Judicial Assistant for Commissioner Miller. Erica is quiet until you get to know her, and then she might regale you with “I’m a Barbie girl!” or “Or Kim Kardashian is my hero!” (I can’t explain it. You’ll just have to ask her). She likes sports (or at least coaching, watching and yelling at the players for mistakes). She also likes hiking during Arizona summers. Her pink socks were all the rage during DT.

Tyson is an Arizona native and a first generation American. His family actually came to Arizona through a lottery refugee draft. They were sponsored by the Weidmann family who happen to have a famous granddaughter, Jordin Sparks. He graduated from ASU with a computer animation and graphic design degree. Probation is a bit of a departure for him but he has taken to it like a duck to water. Also, he apparently is quite well versed in directing those looking for lunch downtown to the perfect place to dine. His DT nickname is “Tyson the Train.” He and his wife Sarah are expecting their first child, a girl, in March.

Gary owned a manufacturing business before joining MCAPD. Born in Cleveland, Ohio, he spent some time with the U.S. Marines as an NBC warfare instructor (Nuclear, Biological, and Chemical). He is quite the history buff and is happy to tell you about how things were “way back when.” He is a trusting soul, but we did finally convince him to lock his car doors while parked at BCB. As pastimes, he and his wife enjoy boating and motorcycle riding.

Mark is our retread. He was a surveillance officer at Garfield for several years. Then he left for Transit Public Safety. Now after 6 years, he has returned to the fold and rejoins his wife Maria as an APD employee. He is very recognizable during the lunch hour toting his lunch sack, which the class affectionately named his man bag. If you ask him what he thinks of that, he’ll probably just say, “That’s crazy!” He is quiet and congenial, so I never inquired why his nickname is “in the doghouse.” I’ll leave it to those who meet him to find out. ☺

'AIMS' to Successful Re-Entry

By: Therese Wagner

APD has over 8000 cases in the Arizona Department of Corrections (DOC) with probation tails. This growing population has produced about a 20% higher number of revocations to the DOC than our general population (2006 sample of standard cases released from DOC to probation during June 2006 to December 2006). This has prompted APD to establish a Re-Entry Workgroup to establish a coordinated and effective re-entry strategy to reduce crime by increasing successful offender re-entry.

Research indicates that the first 6 months after releases is the riskiest time for offenders and the community.

The workgroup evaluated current systems and processes within APD and the current handoff of cases (notification process) from ADOC to APD. The IDS-DOC unit facilitates the notification process of about 300 inmate releases per month; however, the unit has to rely on outdated, inefficient and unreliable methods to do their job. As a result, this leads to increased absconder and no-show rates as well as higher rates of return to ADOC.

In response, efforts to improve and update data sharing became the first priority for the Re-Entry workgroup. Members successfully collaborated with ADOC to obtain access to ADOC's Adult Inmate Management System (AIMS) for five APD workstations. The AIMS system provides accurate, "real-time" information on inmate status, release dates and types, institutional behavior and much more.

AIMS (Adult Information Management System) is ADOC's version of APETS.

ADOC staff understood the mutual public safety goals and the value of sharing tools and information to reduce crime. The addition of the AIMS to the IDS-DOC staff workstations has dramatically changed the productivity of the IDS-DOC unit. Instead of spending their day researching the whereabouts of 150 monthly DOC releases and being an average of 3-4 months behind in verifying release information, IDS-DOC staffs now have the ability to provide accurate and up-to-date release information on inmates with probation tails. IDS-DOC was granted access to AIMS just six weeks ago. Since then, backlog has been eliminated, and the IDS-DOC staffs are processing about 95% of the monthly DOC releases to field POs in a timely manner. Moreover, IDS-DOC is providing POs with accurate information on release dates and release status. IDS-DOC will pilot with the Legacy Project to evaluate how to utilize AIMS to its full capacity. Thanks to Randy Tirado and Jean Scott and her IDS-DOC unit for their work on this project. Stay tuned for more Re-Entry updates! ☞

Holiday Greetings from Compliance, Monitoring & Records

By: Margaret Callaway

This has been an exciting and productive year for Compliance, Monitoring, & Records. We started the year with a commitment to improve work efficiencies and effectiveness, increase productivity, and to automate existing manual processes where feasible, while ensuring congruency with MFR goals and evidence based practices. We formed an automation work group tasked with analyzing and evaluating business processes within the various units, Indirect Services (IDS), MARS, and Unsupervised. And we recently started work on implementing our process improvement methodology within the Records Unit.

Our work teams were encouraged to do "out of the box" thinking, suspend their perceived needs of what they thought was needed, and critically examine their current processes to identify inefficiencies and processes with inadequate and unacceptable performance.

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I'm pleased to say they met the challenges set before them and to date have accomplished several milestones as we progress through the various actions steps toward fully achieving our goal to re-engineer, automate, and improve/enhance our business workflows and processes.

Some of our noteworthy achievements were the acquisition of AIMS Screens, a Department of Corrections (DOC) software program which provides our IDS/DOC team with a variety of information regarding offenders re-entering our communities from DOC; creation of the APD Inactive Records e-mail for requesting inactive files; establishment of a paperless review process in Unsupervised that has drastically reduced paper and printing consumption; and the successful implementation of MARS, with implemented changes and improvements throughout the year.

Our accomplishments throughout the year, however, can be directly attributed to our great staff, super supervisors, our wonderful IT folks, and the diligent efforts of our division directors working on the DOC Re-entry Initiative in working with DOC staff to secure access to AIMS.

We greatly appreciate the hard work and contributions everyone has made toward the successful accomplishment of the division goals in Compliance, Monitoring, & Records. ☺

APD Has A Heart!

By: Liz Alexander

Nothing travels as well as bad news. But today I offer some good news, and I know that we could all use a little good news!

So often we hear negatives about APD. From the clients: "My PO doesn't like me;" "My PO is out to get me." From various community members: "Why are you (APD) giving "those" people so many chances, just send them to prison." Or even from a client's family. Yet when a client is in need or has a problem and their PO helps them, the community and the media never hear about it. Actually, most of the time we don't even hear about it in the department. So I have a story to tell you.

One of my Cognitive Intervention Program clients has cancer of the liver and was covered by AHCCCS. He works full time and lives with his elderly mother so he can help care for her. His medication runs in the hundreds of dollars a month. As you are probably aware AHCCCS eligibility is based on income and since my client made about \$300.00 over the income level, he was terminated from AHCCCS.

One Thursday evening, he stayed after group to discuss the problem with me. He was hoping that either Contract Oversight Administrator Gary Lopez (who was there for an observation that night), or I would have a solution or at least point him in the right direction. Off the top of our heads, we came up with only a couple of resources but we promised we would see what else we could come up with. The next week, I sent an e-mail to my supervisor, Paula Krasselt, asking her for her help. She in turn forwarded the e-mail to Tina Burrell, and the call was sent out to the entire department and beyond.

I was in for a surprise! Imagine how elated I was to receive more than 50 responses from our own staff members and even several from other departments! So many suggestions and even though there were several duplicates, everyone was so very helpful. The fact that so many people took a few moments of their time to respond impresses upon me once again how kind and helpful most of us in the department are.

The resources were given to him and his sister so they could investigate further and find the best option for him. His sister called a few weeks ago and let me know the best option was the pharmaceutical company that makes his medication - they will be giving him his medication for free, and he will only have to pay for the doctor visit. Now that is good news!

I am currently compiling a list of organizations that might help with medical problems of this scope and hope to have it completed and available to all by the end of February 2009. Once again thank you so very much for all your help with this! ☺

Evidence Based Practices In MARS

By: Robin Gastelum

How does Evidence Based Practices (EBP) work in the Minimum Assessed Risk Supervision (MARS) caseload? First, I would like to say that when I stepped into this assignment and what appeared to be a lack of accountability with probationers and programs, I was the biggest skeptic of EBP that you could ever find and believed that we were simply usurping or undermining the motives of the Court.

However, over the past year I've had a chance to see the evidence in practice through my unit's statistics. And it works. On the average, the unit caseloads have one felony conviction per month, sometimes none at all, despite having caseloads that average over 300 per month. This equates to less than a 1% recidivism rate when it comes to new felony crimes.

The MARS unit assists the field by taking minimum risk offenders, thereby giving field officers the opportunity to address offenders who have higher risk/needs and who really need interventions. From working this caseload, I can see that **true** low risk/low needs offenders tend to manage themselves pretty well.

In line with the philosophy of EBP, effective intervention involves targeting higher need areas. In other words, if a probationer is unemployed and cannot find a job, then he/she can't make Court payments. When I see that a probationer is looking for work, I try to proactively send a letter to him that includes resources such as employment workshops, websites, and flyers with job resource. I might discuss a plan with the probationer on how to get caught up with Court fees by having him complete a payment ability form or referring to budget classes and/or Consumer Credit Counseling. I might offer encouragement and positive feedback when a probationer has independently completed a program or is trying to get his monies paid off so that he can earn a misdemeanor recommendation on a Class 6 Undesignated offense. Or when a probationer proudly calls me and indicates she completed her substance abuse treatment class, I take the time to congratulate her on her success and perhaps ask how she can apply those tools learned to her own life? Further, if I have a probationer who wants to get an update on her balance or a payoff amount, I take the time to look up the figures. In line with EBP, it sends a message to the probationer that you care enough to take the time to help her out rather than referring that person to the Court, with which she may or may not follow up.

Similarly, if I have a possible absconder whom I have unsuccessfully tried to contact by phone or mail and I'm preparing to send a surveillance officer out to check on the probationer's status, I often use collateral resources such as parents, siblings, friends, emergency contact numbers to help locate the probationer and bring him back into compliance. Often, using pressure from the probationer's social network will help motivate a probationer to re-examine his choices and potentially return to the office and address his non-compliant behavior. This, too, is in line with EBP.

When I communicate with probationers, I treat them in a manner in which I would like to be treated. I express empathy for their struggles and joy for their successes. And overall, I treat them in a professional and courteous manner. I try to avoid arguing with the probationer (although it is difficult sometimes) as it is always better and more productive if you can persuade the probationer into realizing the errors in his thinking and what he can do to change the behavior. As a result, the probationer will be more likely to make a change rather than if he feels pressured or coerced by his Probation Officer.

Despite the many successes, MARS sometimes has to implement graduated sanctions for noncompliant behavior. When we need a probationer to report to the office to address the commission of a misdemeanor offense or positive drug test, we also discuss the probationer's need areas as well as possible treatment plans or strategies.

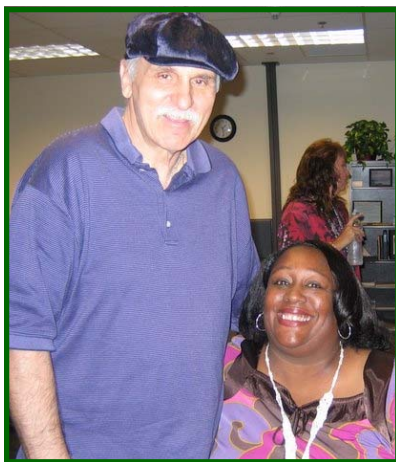
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I try not to overwhelm my probationers and refer to only one program at a time. If the probationer is behind on community restitution hours and still needs to complete substance abuse treatment, we work together in developing a strategy so that both areas can be satisfied in a timely manner.

Finally, when I complete a Review and Acknowledgement form with a probationer, I reinforce that I am here to help point him in the right direction. I explain that it's my job to report their progress to the Court. Ultimately, it is up to the probationer to determine his or her success, which can only be accomplished by the amount of effort he or she puts into following programs, maintaining sobriety, etc. By reinforcing positive behavior, redirecting a probationer toward more prosocial behavior, and allowing him or her to feel empowered to make their own decisions, we are, in my opinion, achieving our goals through Evidence Based Practices. ☞

Custody Service Center (CSC)

By: Arlyn Harris



Jake Jakobs and Barbara Johnson from Work Furlough at the Open House

Those who know me know that having a clean, well-organized office is a far away dream. Those who don't know me (but have seen my office) must wonder how I can find my chair under all the clutter. Well, for a minute my office was actually clean, and I even hung a few pictures on my wall. It's amazing what you can accomplish (and how many hiding places you can find) when you know a bunch of strangers will be traipsing in and out of your office. And that is exactly what happened this past Election Day for the Custody Service Center (CSC) Open House.

CSC is the new home of Custody Management, Work Furlough, and Reach Out (hence the name Custody Service Center). If you were able to find our new home, you saw that we have a pretty sweet place. The atmosphere is great, and the enthusiasm is infectious. CSC houses some of the department's most talented staff; just look at our starry PRIDE award bulletin, CMU's "Inspiration Station," and although we haven't given J.C. a paintbrush yet, she is quite handy with a needle and thread. Not only did she make us some curtains to hide where the budget fell short, she did the same in the lunchroom we share with Vector Control (anyone need a mosquito eating fish?) and I can't wait to see how she landscapes our back patio.

Several officers have gone 'green' and are walking and/or riding bicycles to and from the jail. If you see them out there please take care not to splash them as you drive by. There are many exciting things happening at both Work Furlough and CMU in regards to re-entry services, and we will update you as they roll out. For now, stop by and see us (if you can find us - we even have a door-bell). But whatever you do, don't open the refrigerator in the lunch room, and don't open my overhead bins unless you are wearing a hard-hat. ☞

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Penny Stinson shows off the bikes from Work Furlough and CMU

Congratulations & Thank You!

5 Years

Ed Guerrero
Patricia Redpath
Denise Gray

10 Years

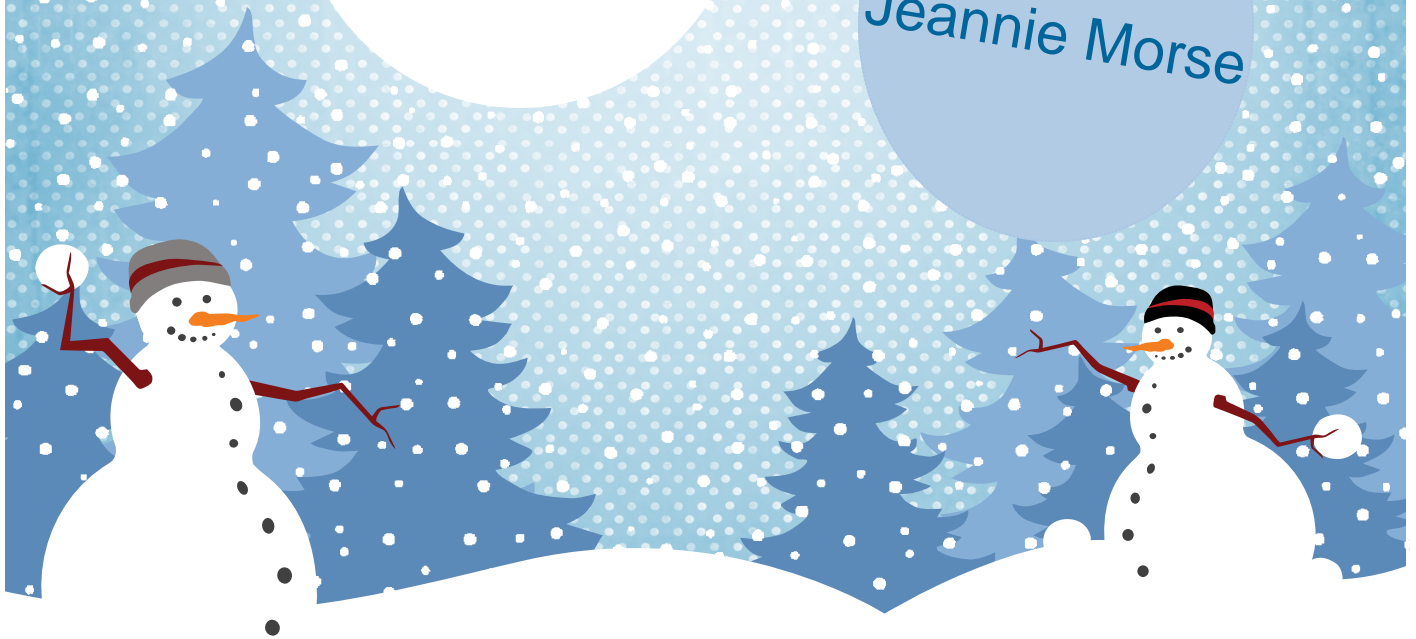
Rosa Laine
Maria Vasquez
Patrice Moeller
Melanie Strosberg

20 Years

Gary Streeter
Mark Herman
Weldon Cotton

25 Years

Jeannie Morse



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