

# The Chronicle

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MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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## Chiefly Speaking: *Research supports SMI specialty supervision model*



**A**t the recent American Probation and Parole Association training institute in Las Vegas, Nevada, I enjoyed an informative and promising presentation by Jennifer Skeem, Ph.D., from the University of California, Irvine, CA. For several years, Dr. Skeem has been conducting large-scale studies on the supervision of mentally ill probationers. Our department has participated in some components of her studies. The results of Dr. Skeem's research inform evidence-based practice in community corrections and validate the approach we are using with mentally ill probationers.

The mentally ill are over-represented in prisons, jails, and throughout the criminal justice system. Mentally ill offenders under community corrections supervision have historically been revoked at much higher rates than non-mentally ill offenders, often for technical violations. The situation is a hard one for the mentally ill, their families, and the community, and given the size of this population, has the potential to overwhelm the corrections system. In recent years, many policies and practices have been revised to more effectively manage mentally ill individuals who enter the criminal justice system. We are still learning what works.

Dr. Skeem explored two models of probation supervision, the traditional approach and the specialty agency approach, which provides specialized supervision of mentally ill probationers. She defined the differences in these approaches and compared the criminal justice outcomes. Dr. Skeem also studied relationship quality between probation officers and mentally ill probationers and its effect on criminal justice outcomes. In presenting the results of her research, Dr. Skeem challenged some common assumptions about supervision of the mentally ill and provided a promising model for community corrections practice with this population.

***Is the cause mental illness itself?*** Leading risk factors for violence and other crimes (e.g., criminal history, young age, substance abuse, and personality traits) are shared by those with, and without, mental illness. Offenders with mental illness have significantly *more* of the top eight risk factors for recidivism, especially antisocial patterns. Mental illness, in and of itself, is not a top risk factor.

***Will increased treatment services end criminal involvement?*** Mental health services (e.g., medications and case management) often do not result in reduced recidivism. For persons with dual diagnosis, even those enrolled in state of the art treatment programs, arrests and encounters with the legal system are regular occurrences.

*Continued on page 2*



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**Does supervision style matter?** A traditional authoritarian approach, in which the PO addressed probationer noncompliance with reminders and threats of jail, was not effective with mentally ill probationers. This approach created anxiety and probationers stopped reporting because they were afraid. More effective compliance strategies involved identifying and removing obstacles to compliance, agreeing on a compliance plan, and using problem-solving strategies. Negative pressure was predictive of higher arrest and revocation rates.

Dr. Skeem looked closely at relationship quality in the dual roles of caring and controlling (e.g. therapeutic role and surveillance role). She reports that relationship quality colors every interaction and affects outcomes. Better relationships predict less failure.

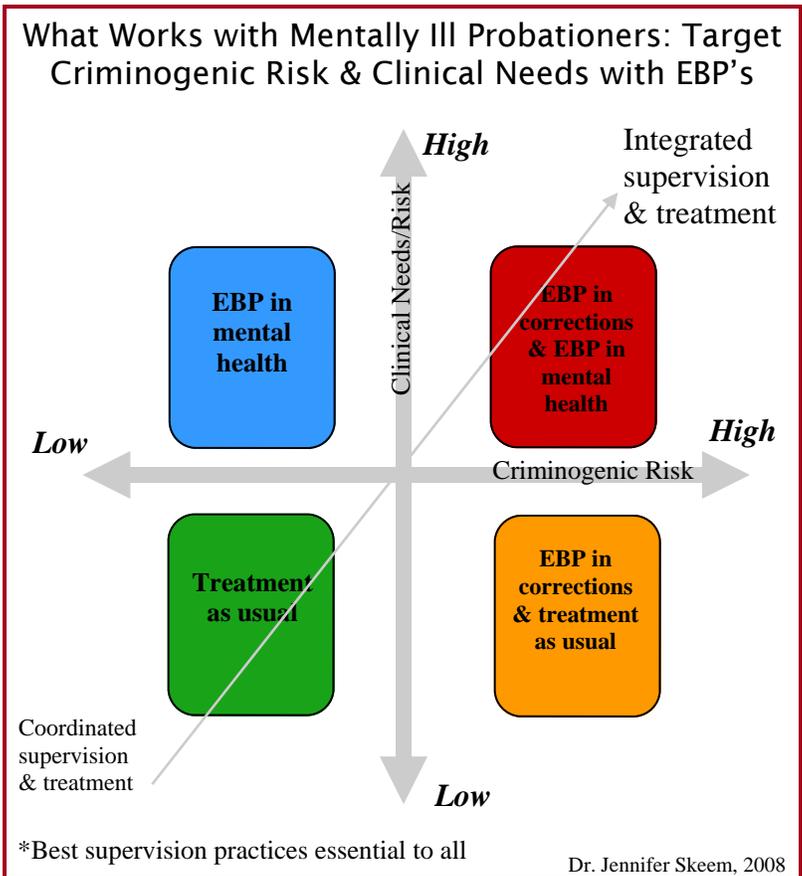
Better practices and outcomes were found in specialty mental health agencies compared to traditional agencies. Specialty mental health agencies had these five characteristics: 1) exclusive mental health caseloads, 2) substantially reduced caseload size, 3) sustained officer training, 4) active integration of internal and external resources, and 5) problem-solving strategies to prevent or address noncompliance.

**A promising model.** Consistent with other research, a hybrid model of treatment and surveillance works better than surveillance or treatment alone. Utilizing the risk principle, it is important to match supervision and services to the mentally ill offender to improve outcomes. Furthermore, best supervision practices matter.

- Assess criminal risk and identify mental illness.
- Target criminogenic risk and clinical needs with evidence-based practice in corrections and evidence-based practice in mental health.
- Coordinate or integrate supervision and treatment, depending on risk and needs. For high risk, high need cases, consider specialized caseloads, but target risk.
- Avoid bad supervision practices – low thresholds for revocation, threats, and authoritarian relationships. Apply good practices – same threshold for revocation, problem solving, and firm but fair relationships.

Dr. Skeem’s research clearly shows that POs make a difference in people’s lives, in their ability to succeed or fail. These findings don’t apply just to SMI cases; the quality of all POs’ relationships with probationers impacts their outcomes. This research affirms the efforts we are making to implement EBP.

Encouraged by the positive outcomes we have seen from our specialized supervision of mentally ill probationers in recent years, we submitted the SMI program to the Arizona Quality Alliance in July to be considered for a Showcase in Excellence Award. The SMI program will be examined on multiple criteria and a feedback report will be provided to the department for the purpose of continuous process improvement. If the program scores high enough on the criteria, it will receive a prestigious award, which recognizes performance excellence and continuous improvement. It would be wonderful if we are able to celebrate our success in the SMI program in this way. ☺



# Relapse is Relative

By Paula Krasselt

If you attempt to research the topic of relapse, what you will find is a suspicious lack of information about the frequency of this phenomenon that, in our field, we see all too often. Well, it turns out that it's not coincidental. In the words of Dr. Michael Dennis (2007), "relapse should be the expectation, not the exception." So it's not just addicts in the criminal justice system that suffer relapse; however, this population certainly poses some unique challenges in addressing those relapses.

The beauty of probation is that there is a great deal of faith and discretion paid to the professionals who are entrusted with the task of overseeing the rehabilitation of offenders. The frustration of probation is that overseeing the rehabilitation of offenders requires the wearing of many hats, and these hats may, at times, seem to be in conflict.

The million dollar question is, "what graduated responses should be exercised when a probationer relapses?" The million dollar answer is, "it depends."

The difficulty of dealing with relapse in the context of probation is that relapse falls into two categories: that of a treatment issue, as well as a legal issue. A probationer who relapses also simultaneously violates a minimum of two, most likely more, of their conditions of probation, including violating the law. Clearly, an officer, bound by the court, has a responsibility to uphold the orders of the court. At the same time, the ultimate goal is to help the probationer figure out how to manage life in a pro-social manner. So the officer must ask him/herself what they can do to help the probationer learn something from the relapse.

Critical to the process is to ensure both aspects of relapse are addressed. If there is going to be a sanction, then it needs to be addressed first. Whether or not a sanction is imposed should depend on the circumstances of the relapse, and can span a wide range of possibilities. For instance, when working with someone who has a good history of compliance with their probation grant, good stability, doing generally well, and has a relapse, it may be appropriate to inform them that that you will be documenting the incident in their file and then help them to explore the relapse to see what lessons it has to offer them for future success. When working with someone who has been unsuccessfully terminated from treatment, is generally non-compliant with the probation conditions, and is driving under the influence, obviously an officer must take a much more proactive approach to ensure the safety of the community. But again, it is important to address the imposition of sanctions, and then to explore how the relapse came to be and what can be learned from it.

What many do not understand is that "treatment doesn't necessarily prevent relapse, and that relapse isn't a treatment failure" (Dennis, 2007). Even people who have done very well in treatment are at great risk to relapse – it is an expectation. "Recovery rates double for [those] who go into continuing care . . . every expert for the last 30 years has recommended step-down treatment, and it's still only done in a minority of cases" (Dennis, 2007). So the very structure of treatment is geared toward relapse.

None of this is intended to say that those who relapse can't help it – actually, they can. And we can help them with our response. We have to shift our paradigm to include relapse – not to condone it, but to see it as a reliable part of the process that we can impact if we plan for it. It would be a fantastic start if we sent probationers to agencies who provide a treatment program that includes relapse prevention and a required aftercare component.

Don't forget to talk about relapse (taking about it won't make it happen!) and be sure to give positive encouragement for each accomplishment toward remaining clean and sober, such as a negative UA, choosing to avoid using others, finding pro-social outlets, attending support groups, etc. Even one negative drug test is a giant step toward this lifelong process and every officer can be instrumental in instilling continuous motivation.

For more information about graduated responses or to staff a case, please don't hesitate to contact your QA Unit Supervisors: Julie George-Klein, Mary Ann Boyden, and Tricia O'Connor.

#### Reference:

Dennis, Michael L., (2007). Reality of relapse requires changing to a chronic care approach. Alcoholism & Drug Abuse Weekly, 19 (42); p. 4. ☞

# Adult Probation Celebrates “Probation, Parole and Community Supervision” Week

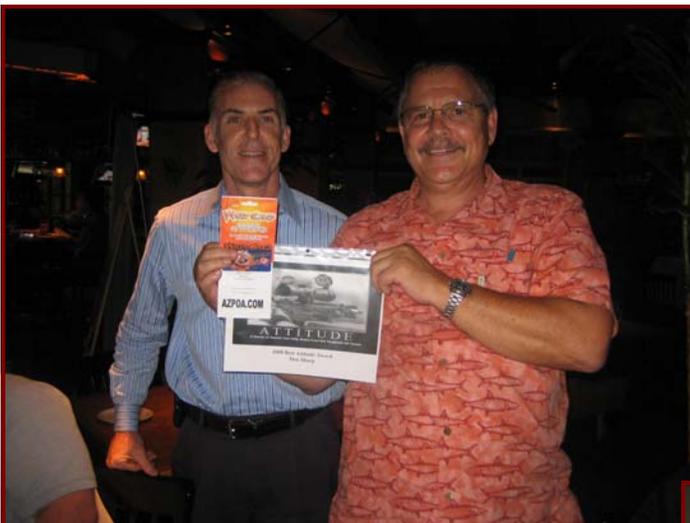
By Shari Andersen-Head

The American Probation and Parole Association has announced that the week of July 13-19, 2008 will be observed nationally as Probation, Parole and Community Supervision Week. For over 100 years, officers have been supervising offenders to make our communities a safer place to live. These dedicated professionals serve crime victims and hold offenders accountable for the wrong they have committed to our families, friends and communities. It is through their commitment to public safety that our communities are a safer place for everyone.

They are professionals who constantly acquire knowledge of what motivates offenders and apply that knowledge in the most effective way possible. The work they do has become multifaceted and goes well beyond supervision and surveillance of offenders - it has expanded to include working with victims in a much more involved capacity to ensure that restorative justice principles are addressed. All of this is done in an effort to ensure the highest level of public safety.

On July 8, 2007, Governor Janet Napolitano proclaimed the week of July 13<sup>th</sup> through July 19<sup>th</sup> “Probation, Parole and Community Supervision Week”. Luncheons, a “Breakfast from the Bosses”, ice cream socials, QT Gas gift cards were donated from AZPOA for our staff, and other various events took place throughout the department in special recognition of the outstanding job done by the men and women of Adult Probation.

Thank you Maricopa County Adult Probation Department for being an essential part of the criminal justice system by advocating community and restorative justice through the work you do every day. ☺



# Drug Court Contingency Management Data Summary

By Jennifer Ferguson

In October of 2006, the Maricopa County Adult Probation Department (MCAPD) implemented a contingency management component to its Drug Court Program for those participating in Intensive Outpatient Treatment (IOP). Prior to implementation, it was anticipated that the addition of rewards administered through a contingency management approach would have a positive impact on the attendance and drug tests of the participants in IOP.

In order to determine if the contingency management component was having an effect on attendance and drug tests, client records for a three-month period prior to implementation (June 1, 2006 through August 31, 2006) were reviewed. Data were collected on all IOP participants during that time period. There were 133 active participants in the IOP program during that time. Attendance data was provided on all individuals. Of the 133 active participants, 109 were identified as being assigned to report to TASC. Data on drug tests conducted was provided for 108 of those individuals.

As the contingency management component was implemented into IOP, drug court staff maintained attendance and UA records. A second set of data was reviewed for a three-month period after implementation (January 1, 2007 through March 31, 2007). The original data provided identified 262 individuals. However, 15 were excluded because they exited the program prior to January 1, 2007. Another 18 individuals were excluded because they were considered inactive for the entire three-month period. A final individual was excluded because they were considered inappropriate for drug court. In the end there were 228 individuals who actively participated in IOP between January 1, 2007 and March 31, 2007. Complete attendance data was available for 220 individuals. Urinalysis data was also provided. The data did not indicate specifically who was assigned to report to TASC. Drug testing data was provided for 98 individuals.

Tables 1 and 2 below provide a comparison of attendance and drug testing data from the IOP of the MCAPD Drug Court prior for a three-month period prior to the implementation of contingency management and for a three-month period after the implementation of contingency management.

**Table 1: Comparison of IOP Attendance Prior to and After the Implementation of Contingency Management**

	<b>Prior to Contingency Management (June – August 2006), n=133</b>	<b>After Contingency Management Implemented (January – March 2007), n = 220</b>
<b>% Sessions Attended – Mean</b>	<b>64.4</b>	<b>84.2</b>
<b>% Sessions Attended – Median</b>	<b>69.0</b>	<b>100.0</b>
<b>Standard Deviation</b>	<b>28.3</b>	<b>25.6</b>

Table 1 indicates that prior to the implementation of contingency management, IOP participants attended, on average, 64% of the required sessions. After the implementation of contingency management, IOP participants attended, on average 84% of the required sessions. More noticeable is that, when looking at the median, once contingency management had been implemented, half of the participants attended all of the required sessions while prior to the implementation of contingency management, the median was only 69%.

**Table 2: Comparison of Drug Testing of IOP Participants Prior to and After the Implementation of Contingency Management**

	Prior to Contingency Management (June – August 2006), n = 108	After Contingency Management Implemented (January – March 2007), n = 98
% of Clients with Positive Drug Test	45.0	12.3
% Negative Tests	59.5	73.8
% Positive Tests*	13.5	9.8
% Missed Tests	27.0	16.4

\*Diluted tests were considered positive and were included in this category.

Table 2 reveals that prior to the implementation of contingency management a greater percentage of participants in IOP had a positive drug test (45% vs. 12%). After the implementation of contingency management, fewer individuals tested positive for drugs. In addition, the overall percentage of negative tests increased while the percentage of positive and missed tests decreased.

While these results are preliminary, they do suggest that the contingency management approach is having a positive impact on the attendance and drug testing of participants in the IOP component of the Maricopa County Adult Probation Drug Court Program. ☞

## Custody Management Unit

By JoAnn Tinajera-Arens, Penny Stinson, Abilio Aranda, and Sherry Johnston

The Custody Management Unit (CMU) has been an integral part of Maricopa County Adult Probation Department for five years. And during this time we have seen CMU develop, grow and change.

The initial concept for CMU was simple: a special unit that would eliminate the need for field officers to visit newly sentenced and reinstated probationers serving a jail-term as a Condition of Probation. Jail visits can be time-consuming, costly and often frustrating. It is not uncommon to travel to the jail and find clients unavailable. Moreover, officers may face problems such as lock-downs, head-counts, work schedules, shift change, medical problems, and security issues. These can result in lengthy delays before the inmate is actually escorted to the visitation area.

At first, the sole purpose of CMU was to conduct an initial contact with the probationer within the requisite thirty days of sentencing, review and acknowledge the Conditions, obtain a post-release address, and provide reporting instructions. The CMU officers discuss and explain procedures concerning work furlough, release to treatment, Out-of-County Courtesy Supervision and Interstate Compact. During follow-up contacts, CMU officers determine if the probationer's post-release residential plans have changed and if they still have (and understand) their reporting instructions.

As CMU evolved, we realized there were other services the unit could provide for probationers and field officers. For example, there was no longer a need for field officers to handle phone contacts with the probationer's spouse, family members, attorney, victims, or other interested parties. All phone calls regarding Work Furlough, release to treatment, and numerous other issues can now be referred to CMU officers. Additionally CMU will initiate Interstate Compact (ISC) and Out of County (OOC) Courtesy Transfers. CMU has several specialized caseloads to include domestic violence, intensive probation, sex offender and Spanish speaking. These caseloads address pertinent issues specific to the population while in custody to prepare the probationer for re-entry into the community. The availability of services provided by the jail to specialized populations is limited because they often do not qualify. This is especially true of the Spanish speaking population because they often have ICE holds. These cases will be transferred to IDS-ICE caseloads after their release.



**Back Row:** Mike Kelly, Abilio Arranda, Raeann Maille, Andrea Stiles, Tracey Benton, Bill Scherwenka, Robin Hill. **Front Row:** Jessie Jimenez, JoAnn Tinajera Arens, Melissa Pilacelli, Patrice Moeller and Terry Cash. Missing is Arlyn Harris

Co-terminus cases are also transferred to CMU after disposition. In most cases, the CMU officers do not return these cases to the field officer. The CMU officers retain these cases and complete expiration and criminal restitution paperwork.

One of the most misunderstood and often contentious issues relating to CMU involves officer case assignments. Initially, CMU could only return the case to the last officer who had supervised the probationer or the newly assigned officer, regardless of the post-release address the probationer reported. However, in response to input from field officers, in October of 2005, CMU implemented changes in the procedure as a pilot project. CMU officers began requesting new assignments and transferring cases to the appropriate field officer based upon the post-release address. CMU officers make a concerted effort to return cases to the appropriate officer; however, as with all systems, this one is not perfect. CMU officers are not always aware of field officer movement, coverage issues and do not know field officer's supervision areas. Field officers need to monitor their jail cases through the APETS notes and notify the CMU officer when they feel a reassignment is appropriate. CMU cannot operate on a last minute basis and cannot reassign cases once returned to the field.

The current members of CMU are PO Bill Scherwenka who has been with the department for 12 years. He is one of the original PO's when CMU was developed in 2002. PO JoAnn Tinajera Arens has been with the department for 22 years and also came to CMU in 2002. She handles domestic violence cases and works closely with the field DV units and DV court. Brenda Hott has been with the department for 17 years. She handles all "60 days or less" cases. PO Patrice Moeller has been with the department for 11 years and two years at CMU. She handles the SMI cases and works with SMI court. PO Abilio Aranda has been with the department for 15 years and four years at CMU. He handles Spanish-speaking caseload. PO Jessie Jimenez has been with the department for 14 years and has been with CMU as of February 2007. She handles standard cases. PO Melissa Pilacelli has been with the department for four years and came to CMU in August of 2006. She handles standard cases. SO Mike Kelly has been with the department for 24 years. He is another original member of CMU and handles IPS cases. SO Terry Cash has been with the department for 10 years and with CMU since 2005. He also handles IPS cases. PO Andrea Stiles has been with the department for 10 years and has been at CMU for three years. She handles Sex Offender cases. The newest member of CMU is PO Tracey Benton, who has been with the department for three and a half years, and handles standard cases.

As anyone knows a PO can only be as strong as their leader, for CMU that is Arlyn Harris. Arlyn comes to CMU after supervising a standard field unit of thirteen officers at three locations (BCB, Coronado and Garfield). In addition, her work as the FinCom chair was innovative, creative and extremely well received by staff. She transferred to the Pretrial Services and Custody Management Division as Supervisor of both CMU and Work Furlough and supervised 26+ employees. Arlyn basically "hit the ground running" and has never slowed down with the exception of her current maternity leave for the birth of her second daughter (is that slowing down?). She will be returning in September, and we look forward to having Arlyn's energy and excitement back in the office.

CMU PO's are available to make "courtesy" contacts for field officers in the field. If an officer has a probationer who needs to be seen, but is not assigned to CMU, the field officer may contact any CMU officers or CMU Supervisor and request a jail contact. This includes defendants with a short-term jail sentence who are not assigned to CMU. In addition, CMU officers maintain an open and effective line of communication with jail staff, including ALPHA counselors. We also work closely with Reachout and the Work Furlough Program.

Because we have such a great CMU staff, we recently started a pilot project in CMU that will soon make its way to the whole department. Three field units were recently selected to participate in the process whereby CMU staff will complete the field APO's jail combo interview for them under certain conditions. We are trying to target field officers who have high caseloads, officers who recently returned from leave, short sentencing dates, or units with vacant caseloads, etc. and assist them with completing the interview. The process should save the field APO not only the time of driving to the jail, but fuel and wait times for jail visitation.

This is a limited view of the day-to-day functions of CMU, but we hope this provides some insight as to the part we play in assisting the field officers. For more information please contact CMU supervisors Arlyn Harris at 602-372-5709 or Sherry Johnston 602-372-5910. ☞

# What Can Work Furlough Do For You????

By Jill Brown, Penny Stinson, Sherry Johnston

Look us up!!! We would like all our co-workers in the department to know who we are and what we do, and that we are always available to answer questions. First, our mission is to get probationers to jumpstart their lives through employment, stability and sobriety. Keep us in mind if your probationer is not compliant or cannot seem to accomplish tasks or goals in the community. It may surprise you, but many of our probationers say jail has been the best thing for them. One of my probationers asked if she could do all her IPS time in jail. Of course, there is a time where you just have to kick them out of the nest and see if they can fly. We always are hopeful that they smoothly transition to the field, maintain employment, meet financial obligations and remain sober.

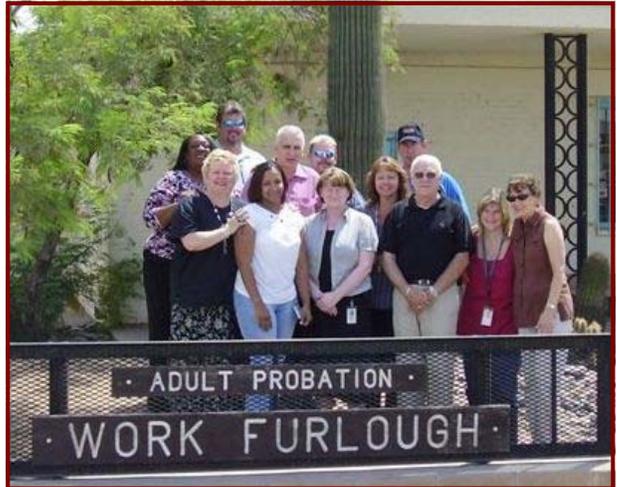
Probationers entering Work Furlough are orientated with probation, Work Furlough, and jail rules. They are assigned a probation officer who ensures the probationer either locates their existing or obtains a new/replacement identification and social security card. Next comes finding suitable employment (they typically have five days). We attempt to locate employers that will work with our department, or give probationer's job leads. Once employed, they are assigned a surveillance officer.

Through increased supervision and contacts we anticipate that the probationer will remain in compliance with the probation/WF/jail rules. Probationers' paychecks are processed through Trust Accounting; we often catch them up on delinquent restitution and probation service fees, in addition to paying WF fees.

Typically, we cannot have the probationer start their counseling programs while in jail due to time restraints and travel; however, we offer two programs: Responsible Thinking presented by Ed Ford, MSW and APO Jake Jacobs, and LIFE Class (budgeting/financial) by Bill Bentley. In addition, SO Humphreys staffs a weekly community service project for the women in the jail, called Beaders Behind Bars. We are examining other programs including one that would cover the MADD/VIP class. If you have other suggestions, let us know.

On July 1<sup>st</sup>, the dedicated WF staff began doing their own PTR's on jail escapees instead of sending them back to the field APO to complete. For the past several years, the process was for the field APO to complete the PTR paperwork and walk the PTR/Warrant through to the Court for signature. As many know, this process can be very time consuming for a field APO.

The Work Furlough Program is currently staffed with a fine line of support staff composed of Barbara Johnson, Angie Wallace and Grace Gutierrez, who in addition to all the paperwork, answer numerous questions. Don't hesitate to call our support staff at 372-5922. There are five Probation Officers: Donna Trudel who works hard at getting probationers into WF and completes their orientation; Jill Brown, who is assigned to IPS/Sex Offenders and standard cases A-C; Kim Cullinan, who is assigned standard cases D-I; Angela Hopkins, who is assigned standard cases J-R; and Jake Jacobs, who is assigned standard cases S-Z and child support cases.



**Bottom Row:** J.C. Humphreys, Angela Wallace, Donna Trudel, Leroy Ierchen, Angela Hopkins, Jill Brown. **Top Row:** Barbara Johnson, Kim Cillinan, Jake Jacobs, Scott Homan, Sherry Johnston, Mike Mortensen.



Left to Right: Barbara Johnson, Angela Wallace, Grace Gutierrez, Vickie Johnson, Robin Hall, Raeann Maille

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Supervisor Sherry Johnston recently assumed supervision over the unit. Shortly after arriving, she commented, "I always wondered what was done in Work Furlough." Sherry joined the department in July 1988, and ten short years later joined the ranks of Supervisor in July 1998.

The program also has five Surveillance Officers who cover all of Maricopa County. SO JC Humphreys covers the central Phoenix area, SO Lee Lerchen covers the East valley, SO Mike Mortensen covers Northeast valley and SO Scott Homan covers the West valley. SO Ammie Burluson contacts IPS/Sex offender/Child Support/night shift workers in the field. They made over 2,240 client and employer contacts during the last six-month period.

She has held positions in PSI, IPS, Expedited, Summary, Unsupervised, Report and Review, and recently transferred to the Pretrial Services and Custody Management Division as Supervisor of Work Furlough. Sherry, known for her hard work and dedication did not "miss a beat" and has been working on addressing field workload issues, researching and implementing re-entry initiatives, coordinating CMU/WF September '08 move from Durango to the Gibson St Building and covering for Arlyn Harris while she is on maternity leave. However, anyone who knows Sherry knows that she is well known for taking on additional tasks, embracing challenges, and working collaboratively with others to develop solutions to improve the work environment for those she works with.

The unit completes many of the same tasks as field officers, including collecting paychecks and paystubs, completing modifications, out of county and Interstate Compact packets, talking to victims and family, resolving violation matters, requesting drug tests and making field contacts. We frequently must appear and give testimony in Court at WF violation hearings. In addition, we are experimenting with completing the PTR/Warrant paperwork on escapees to assist the field officer.

Our caseload numbers vary according to the jail population. It is usually a fast moving caseload with new probationers arriving and others successfully completing or being removed daily. We work as a team in WF, covering for each other on all aspects of the job. Our day starts about 5:30 a.m. and ends about 6:00 p.m. in the jail each weekday.

During the period of January 1, 2008 to June 30, 2008, there were 435 WF probationers who obtained employment and 317 who successfully completed the program. Also, during the last six months, the program brought in \$406,330.67 in Work Furlough fees for standard cases and \$16,080.00 in IPS WF fees.

We are located at the Durango building (soon to be moving to the parking garage on Gibson road). We work out of the Contents jail which is located southeast of Towers jail. ☺

## Beaders Behind Bars

By J.C. Humphreys

When one hears "buzz" words such as: community reintegration of inmates, rehabilitation continuum, community partnerships, giving back, and restorative justice (to name a few), one might not think it could include our small little pilot project of Beaders Behind Bars in the Maricopa County Jail in Phoenix, Arizona. But it does. This new and fast growing female inmate program, started by the Work Furlough Division of the Adult Probation Department, is just what all the fuss is about.

Giving back to the community or victims, in this case, small bracelets made for children in crisis care centers, hospitals and shelters in the Phoenix area. Part of the success of our program is its simplicity and charitable cause. Apart from that, the craft seems to reduce anxiety and aggression while imparting wisdom and understanding of everyday events through selfless acts of kindness.

Our needlework and beading crafts are strong medicine for anyone; these skills help inmates deal with life by learning patience and restoration of self-esteem and by giving to those in need. It also teaches inmates to start and finish projects and instill structure and responsibility.

Recently, one female inmate sitting next to me in the PO office at "Tent City," where I have the classes, had a big smile on her face, and was saying what "great feelings" she gets all over by making something so cute that a child in need or ill will get. About that time we both concluded that no amount of money could ever buy that kind of feeling.



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While working in the class, I have had a number of the inmates tell me that projects like this can take out some of the “dead time” at the tents, and help make them feel useful and valuable at the same time. One woman told me, “Just because I’ve done some bad things in my life, it doesn’t mean I can’t care.”

So in our little corner of the world, I am happy to say, we are doing our part to help with restorative justice by creating and encouraging our Beaders Behind Bars program and helping inmates take one step closer to getting back on track while earning Community Restitution hours and “jump start” their probation obligations by earning Community restitution credit while in custody. ☞

## CMU/WF’s Involvement in Legacy/85041 Project

By Sherry Johnston

CMU and WF recently joined forces with the Legacy/85041 Project Committee to identify, assist, and develop pre-release procedures for incarcerated probationers who will eventually be released into this zip code. Once identified, the probationer will be placed on a particular CMU or WF caseload in which the officer will be utilizing Motivational Interviewing skills to effectively communicate with the probationer and prepare them for their eventual re-entry into the community.

Staff is attempting to get the offenders connected with DES services before their release to expedite any needed services such as child care, food stamps, or general assistance. Staff is also attempting to identify which probationer are in need of a picture ID, social security card, housing, treatment, medical/mental health services, etc. so we can coordinate these needs with the field APO prior to release. Through teamwork, it is hoped that probationers re-entering this high crime zip code will have the needed services to enable them to become successful members of society while also reducing recidivism. ☞

## Artistic SO Paints the Jail

By Sherry Johnston

Before I was even officially in Work Furlough, I had a meeting at the Towers Jail con-tents where the Work Furlough inmates are housed. That’s where I met up with a very enthusiastic SO named J.C. Humphreys.

She displayed her painting talents by leading a small group of us on a tour of the WF Probation room at the jail where orientations are conducted. All the drawing and painting were done by J.C. and depicts the “Jump Start” philosophy created by PO Jake Jacobs. Jake is the officer that records the phone message saying he is your “friendly WF Officer who is going to jump start your life”.

The walls display phrases to motivate and instill confidence for inmates to get a job and be successful. It is not confirmed and J.C. isn’t talking but there is much speculation that the man in the painting holding the menu is our very own Jake minus the hat he is known for wearing. What do you think?



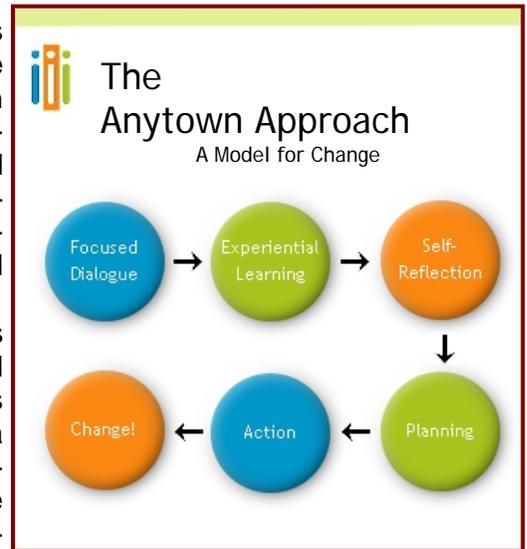
J.C. has completed other painting projects for the department. The Durango lobby and conference room have a Native American scene on the walls complete with lots of jack rabbits. She went for a water theme at the Garfield Office by painting underwater scenes and a submarine on the walls. Next time you are at one of these offices, check out her work! ☞

# Adult Probation Volunteers Anytime Anytown!

By Laura Lasko

Last month, Troy Holloway and Laura Lasko, two counselors from Adult Probation, volunteered a week of their time to serve on staff for a leadership camp for teens. The program, Anytown Arizona, is a camp in Prescott, Arizona, that provides youth leadership programs focusing on social justice, diversity awareness and personal growth. Anytown is committed to educating teens on becoming more inclusive, promoting a better understanding of themselves and others and fostering these ideals among their peers and within their communities.

Anytown has served over 30,000 Arizona teens since its inception in 1957. Through the Anytown experience, youth and staff alike examine their interactions with others and discuss issues that may be difficult to approach in everyday life. Anytown Arizona helps reduce prejudice, bigotry and racism as well as enhance understanding of different faiths, cultures and how to promote positive social change. Troy and Laura found the experience to be rewarding, exhausting but most of all fun. For further information about Anytown Arizona, check out the website [www.anytownarizona.org](http://www.anytownarizona.org).



# Senior Master Sergeant Gary S. Streeter, Ret.

By Bob DeMers

In April of 1986, Gary Streeter enlisted in the Air Force National Guard, choosing a career path in the Security Forces. In June of this year, he retired after an illustrious twenty-two year career in which he served his community, his State and his Country with exceptional valor.

That's the short version, but let me share with you the longer version. Not only has Gary been what some might characterize as a weekend warrior as a military policeman, he went on to enroll in the "Raven" school. Raven is a specialized assignment many request but to which few are accepted. After training, he provided security for C-130 airships which traveled worldwide conducting business for the United States. A smattering of places he worked: El Salvador, Chile, Afghanistan, Pakistan, Columbia.

In 1991, during Desert Storm, and almost immediately after September 11, 2001, he was activated to full duty. While some of his peers looked for a way out, Gary took great pride that he could be called upon to keep his country secure. During these times he was sent to England, Spain, Germany, Italy, Turkey, U.A.E., and Puerto Rico. Of course, I've suggested he was keeping the Puerto Rican beaches safe during his time in the Caribbean, but Gary tells me otherwise.

Closer to home, Gary was activated for the 1990 Dude fire as law enforcement support and provided support for Hurricane Katrina victims as they arrived in Phoenix, and his unit supported a large Conference for the Blind.

Gary retired as an E-8/Senior Master Sergeant as well as a NCOIC in Training and Resources. Gary has always conducted himself with the utmost integrity, diligence to duty as a Probation Officer and a Master Sergeant, but most importantly to that as a husband and father. When I heard Gary retired, I felt compelled (with the assistance of his wife, APO Beth Streeter), to let everyone know that a true hero walks and works among us. I hope that in the future, as you run across Gary, you would consider thanking him for his service.



# Safety Matters

By Gary S. Streeter

**P**OLICY...PROCEDURE! There, did I get your attention? P/P is everyone's favorite subject, right?? Okay, maybe not, but it is still very important especially in the context of using force. As we talk about in training, every second, every split second in a physical or lethal force confrontation is crucial in determining the outcome. The faster and more effectively we can react to the threat, the more likely it is we will prevail. Conversely, the longer we hesitate, the more we put ourselves (or someone else) in jeopardy. So, what is the connection with policy and procedure? Let's talk about that.

There are many things that influence the outcome of a physical/lethal force confrontation. Knowledge of policy and procedure is one. Others include familiarity with the continuum of control, level of training, proficiency of defensive tactics and firearms skills and physiological reactions to name a few. All of these are controllable to a degree especially knowledge, training and proficiency. Of course, those three things can influence our physiological reactions by better preparing us for a confrontation.

Unfamiliarity or uncertainty with safety policy and procedure can result in hesitation during a physical/lethal force confrontation. Hesitation results when the officer is uncertain whether he/she is "allowed" to use a certain level of force or use a particular safety tool against a particular threat or in a particular situation. Hesitation can of course get us injured or killed.

The same can be said of uncertainty about the continuum of control. Imagine being faced with a threat and being uncertain about where that threat falls on the continuum; does the threat have ability and opportunity to cause harm; what tool can be used to counter the threat? Officers need to be able to flow through the continuum and must resolve those questions in advance. To do otherwise invites hesitation.

Level of training and skill proficiency are also critical factors. Officers who train under stressful conditions, who maintain a high degree of skill proficiency and mentally prepare for confrontation are more likely to perform at a high level. Optimally, officers train their skills to the unconscious competence level. Meaning, they can perform techniques naturally and instinctively without conscious thought. A low level of proficiency, or lack of proficiency, can result in two things.

One, elimination of a tool or technique to counter a threat because the officer cannot perform it; second, slow, inefficient or ineffective use of the tool or technique.

So, I would encourage everyone to take some time to consider their level of familiarity with policy/procedure, the continuum of control and level of skill proficiency. The assessment must be honest and if you feel it isn't acceptable then do the necessary review. As for skill level, there are plenty of classes available to work on defensive tactics and firearms skills. Of course, if you have any specific concerns about your skills please contact myself or one of the fulltime safety instructors in Staff Development. We'd be more than happy to help. ☺

# Resistance to Change

By Mary Ann Boyden

**C**hange is constant in our lives, and it can be perceived as a threat to our well-being and comfort level. Where does that stress come from? One source is at home and at work when we deal with those who have the audacity to not agree with our point of view. Let us look at some ways to help **cause** resistance in our daily lives. See if you can switch the following statements around to deal with resistance in a constructive, productive, and beneficial approach.

## How to Cause Resistance

- Shout down anyone who disagrees with you (that helps raise your blood pressure)
- Fight back verbally (you should have a superior vocabulary than your opponent)
- Do everything yourself and resent it (work 60 to 80 hours a week)
- Use silent criticism and refine your passive-aggressive style (slam lots of doors)
- Avoid listening (turn up your talk radio station)
- Dive into details before understanding the whys (never admit you do not know)

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- Be vague about your reason for change (give incorrect information)
- Shun certain people at all cost (avoid any eye contact when you see them coming)
- Embarrass them in front of others (that tactic is always appreciated)
- Expect others to do as you say right away (they must realize you are in command)
- Consistently use unwelcoming body language (big sighs are terrific)

Dr. Phil might ask “How is this working for you?” If you find yourself wishing you were better able to handle stress, look at changing your behavior. The following are some suggestions.

### **How to Deal With Resistance**

- Ask open-ended questions about the plan to change
- Use affirmations and acknowledge efforts when appropriate
- Be aware of your tone of voice, facial expressions, and body language
- Delegate tasks to involve others in the process
- Be polite and use active listening skills
- Understand change can be difficult
- Acknowledge when you do not know the answer
- Use reflections such as “this is difficult for you, it is for me.”
- Try to understand the reasons behind the proposed changes
- Speak to people in private if there is a conflict
- Involve others as it takes more than one person to make positive changes
- Be willing to discuss concerns and problems
- Summarize what you have discussed with the individual or the group in meetings

Till next time You're Quality Assistance Team

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## **Alpha Graduate Modification**

By Bill Scherwenka

CMU's procedure is to consider all successful ALPHA graduates for possible early release upon completing the Program. This system is in concert with evidence-based practices. ALPHA staff reports inmates returned to general population after completing the Program often “back-slide” in their recovery. Jail staff has noted graduates returned to the tents are often demeaned, ridiculed and goaded into confrontations by other inmates. The Maricopa County Sheriff's Department is a strong proponent for early release for successful ALPHA graduates. Notable exceptions to early release recommendations are cases where victim sensitivity is an issue, where the probationer is unable to provide a viable post-release residential plan, or if plea stipulations preclude deletion or deferral of an initial jail term imposed as a Condition of Probation. In the latter situation, cases are considered on a case-by-case basis; CMU may still request early release, or in the alternative, these probationers may be considered for Work Furlough for the balance of the jail term. Due to jail housing issues, the three-week Post-ALPHA phase of the program has been suspended. The actual release is generally about 3-4 days following graduation. The CMU officer evaluates the probationer for appropriateness for release and prepares a list which is forwarded to Reach-Out. A Reach-Out officer prepares a group modification which is submitted to the Court. If cases that have the “*not to delete or defer*” clause in the pleas are deemed otherwise appropriate for early release, a separate modification may be prepared and sent to the sentencing Court. Early release not only saves jail-days; but also rewards probationers' positive behavior. The judiciary in Maricopa County endorses and is extremely supportive of the early release policy. ☞

# Emergency Button Procedures...

By Tammy Allen

**H**ave you ever asked yourself the following questions and wondered about the answers? Read below for the captivating answers...

- What/Where is my EM button?
- What happens if I hit my EM button?
- What is a Code 20?
- Will my radio still work AFTER I hit the EM button?

## What/Where is my EM button?

The EM button is the oval **orange button** located on the top of your radio near the antenna. The button functions as a quick way to alert the Communication's Center that police back-up is immediately needed, without having to actually verbally transmit a Code 999.

## What happens if I hit my EM button?

Once the EM button is hit (either purposely or accidentally) the CSO will conduct a radio transmission requesting your Code 20.

## What is a Code 20?

This is your **METAL** badge number.

## What happens if I hit my EM button?

If this happens...	Then this will happen...
No response to the CSO's request for Code 20	Police <u>will be dispatched</u> to most recent 700 Charlie or 700 Nora location reported.
Respond to CSO with <b>INCORRECT</b> Code 20	Police <u>will be dispatched</u> to most recent 700 Charlie or 700 Nora location reported.
Respond to CSO with <b>CORRECT</b> Code 20	Police <u>will NOT be dispatched</u> to most recent 700 Charlie or 700 Nora location reported.

Once you hit the **orange button**, your CSO will drop all radio users except for you. The other users will be 'picked up' by other CSO's and service as usual will remain in effect for those users.

**YOUR CSO will call your call sign TWICE** waiting approximately 2 seconds in between each attempt. If you do not respond and are at a 700 Charlie, the CSO will dispatch police to your location and then call your supervisor.

If you were at a 700 Nora at the time the EM button was hit and do not respond to the CSO's radio transmission, police will be dispatched to your location.

If you were En Route at the time the EM button was hit, the CSO will call your supervisor first and take further direction from your supervisor as to how to proceed.

If the officer correctly confirms the Code 20, the CSO will then ask you to 10-21 (call) the Communications Center in order to verify you are safe, see if further assistance is needed, and to explain how to reset the radio.

## Will my radio still work AFTER I hit the EM button?

Yes! J Read on:

HOW TO RESET THE RADIO AFTER THE EM BUTTON IS PUSHED:

**When the orange button is pressed, you will still be able to communicate with your CSO, but you will be placed on a 'private' channel. No other radio users will be able to hear radio transmissions between you and your CSO.**

**After the emergency is over (or false alarm has been determined), you MUST reset your radio for it to be able to communicate on the normal channel for which it is programmed.**

**Hold down the orange button for approximately 3 seconds. This should clear your radio and return it to normal use on its pre-programmed channel. You may call the Communications Center to verify that your radio has been successfully reset. ☎**

# Back to School

By Mary Stuart-Bronski

In 1967, one Phoenix seamstress recognized a need and decided to take action. She saw that the children of local migrant farmers needed school clothes and she began sewing outfits for them. Forty-one years later, the Back To School Clothing Drive continues to distribute new clothes and school supplies to the Valley's less fortunate children. Over the years, the organization has grown to include over 2,000 volunteers who donate their time, talent, and/or money to make the annual distribution happen.

The sewing department, Stitches of Love, remains the heart and soul of the organization. Approximately 200 seamstresses, knitters, crocheters, beaders, shoppers, and other crafty-types work year round creating hand made items for the children. This is where I come into the picture. My mother, Ann Stuart, has been a volunteer seamstress for Back to School for well over 20 years. My sisters and I volunteer as well. It's a great way to come together as a family and help kids at the same time. Along the way I've met so many amazing volunteers – teenagers who gather their friends together to make bracelets – preteens who ask for donations of socks and underwear in lieu of birthday presents - working adults who give up precious vacation days to work Distribution - retirees (some in their 80's) who continue to work hard to make a difference in the community. It's an inspiring and humbling experience.

What is the annual Distribution? For one week in July, the Phoenix Preparatory Academy is converted into the Back to School Clothing Drive Distribution Center – imagine a big department store housed in a school gymnasium. This year, over 5,000 children, grades K thru 6, from 130 schools and 29 school districts across the Valley came to “shop.” Students are paired with their own personal shoppers (volunteers) who escort them from department to department carrying their items and sharing in the excitement. Each child receives a pair of shorts or skorts, a polo shirt and a sweatshirt in colors that meet the school's uniform dress code, as well as essentials such as new socks, underwear and belts. In the Stitches of Love department, children get to select clothing items such as dresses or shirts along with scrunchies, purses, bracelets, keyrings, zipper pulls, skinny scarves, flip flops and the ever popular knitted caps. Last, but far from least, the children are fitted with new sneakers and given backpacks filled with school supplies and personal hygiene items. For some of these children this will be the first time they've ever received clothing or shoes that were not second-hand.

Karl Gentles, Executive Director of Back to School Clothing Drive, sums it nicely “It's more than just clothes and school supplies. It's about self-esteem and confidence. What we truly provide is far more valuable than clothes. Imagine being a kid and showing up on the first day of school with clothes that don't fit or don't look like what your friends are wearing. It doesn't feel good and it affects the learning process when a child feels like they don't fit in.”

Now, whenever I'm feeling like “I'm only one person. How much of difference can I make?” I think of that one seamstress and the tremendous difference she's made in the lives of so many children and I am moved to action.

To learn more please visit the website: [backto-schoolclothingdrive.com](http://backto-schoolclothingdrive.com) 





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