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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: A Vision for the Future



Chief Justice Rebecca White Berch recently released Justice 20/20, a new strategic plan that provides the vision, strategic agenda, and goals to guide Arizona's courts, including probation. As you probably know, our department's strategic plan aligns with the strategic plan of the Arizona Judicial Branch, so I would like to highlight portions of Justice 20/20 that have particular relevance to adult probation.

The over-arching goal related to probation remains constant and is found under Goal 4, Protecting Children, Families, and Communities: "Provide a balanced approach to probation that holds probationers accountable, keeps our communities safe, and provides treatment and rehabilitative services to offenders."

To protect communities, evidence-based principles will be emphasized to hold offenders accountable and reduce their likelihood of re-offending. Judicial officials will be provided with objective data, based on scientific research, to assist them in making probation decisions and tailoring a term of probation and supervision that will achieve greater success. Revocations are to be reduced by striving for successful terminations from probation. A state-wide rollout of all evidence-based practice codes will be completed. Evidence-based practices will be em-

Social networking: What's personal, what's professional?

By Cathy Wyse

Social networking has seen phenomenal growth in recent years. Facebook has over 400 million active users and claims that 50% log on each day. Twitter is averaging about 55 million tweets per day. Social networking now accounts for 11 percent of all time spent online in the U.S. Without doubt, social media have changed the way people communicate, share ideas, and disseminate information. The rapid advances in online connectivity create many new opportunities, but can also create ethical dilemmas for individuals and challenges for organizations and businesses.

As online connectivity has advanced, the lines between personal and professional lives have blurred. A recent survey regarding ethics and workplace found that sixty percent of business executives said they have a "right to know" how employees portray themselves and their organizations online, while 53% of employees indicated that "social networking pages are none of an employer's business." Nearly one-third of employed respondents said they don't consider their boss, colleagues, or clients before posting material online (Deloitte LLP 2009).

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ployed to improve the revocation process. A process will be established to evaluate adult treatment programs. Furthermore, the effectiveness of therapeutic courts in Arizona will be evaluated.

A statewide committee has been established by the Administrative Office of the Courts regarding the implementation of Project SAFE (Swift, Accountable, Fair Enforcement). A pilot program is to be implemented based on Hawaii's HOPE program. The HOPE program, which has produced impressive results, aims to deter probationers from using drugs and committing crimes with frequent and random drug tests that are backed up by swift, certain and short jail stays. Representatives from our department on this committee are Division Director Mike Cimino, Supervisor Leslie Ebratt, and Supervisor Connie Koch. Please see the separate article about this project included in this edition of the Chronicle.

As we strive to protect communities, those of us in the criminal justice process need to ensure that victims are afforded all of the rights available to them. In the area of domestic violence, the Courts plan to review the current processing of domestic violence cases and to develop training on domestic violence topics.

Justice 20/20 includes specific action plans to enhance communication, to use technology effectively, and to increase transparency, while protecting confidential information. Employees and the public demand clear, concise, timely information and rely on technology to conduct business and obtain information. The Arizona Supreme Court recently unveiled their new, updated web site at www.azcourts.gov. The redesigned website is even more user friendly and reflects the continuing efforts of the Courts to communicate and interact effectively and efficiently. The digital court environment will continue to advance as information systems are expanded and modernized.

The Arizona Judicial Branch remains committed to maintaining a professional workforce. Training plans include modernizing the probation academy curriculum to introduce and instill evidence-based principles, expanding cultural awareness and sensitivity training, and studying the feasibility of a middle-management program for probation officers. The security of probation offices and court buildings needs to be maintained and the Arizona Judicial Branch has plans to review, improve and enhance security to protect personnel and the public.

At MCAPD, we are part of a bigger picture. As we pursue our mission and goals, we are also striving to help the Arizona Judicial Branch, as well as Maricopa County, achieve their strategic goals. All of these plans share a common goal of protecting communities by preventing crime.

On a side note, as the use of social media and various technologies continues to advance, there are many related issues for employees and organizations to consider, such as privacy, conflict of interest, ethics, and professional conduct. An article in this issue of the Chronicle touches on the topic of social networking. As employees of the Court, I hope that everyone will be mindful of our positions in the community, even after hours, and cautious in our perceptions of privacy when utilizing social media and other technologies. ☞

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Interestingly, most people seem to recognize that a brand's reputation or a company's image could easily be damaged via sites such as Facebook, Twitter, and YouTube.

The single act of posting a picture, video, experience, observation, or opinion can have far-reaching consequences. Also, the postings and behavior of "friends" in an individual's network can have unanticipated ramifications. A few examples of online issues experienced by individuals working in the justice system provide food for thought.

A lawyer in Texas requested a continuance in court due to a death in the family, however status updates on Facebook indicated the lawyer had been drinking and partying all week.

In response to questions regarding social networking communications involving a judge, the Florida Supreme Court emphasized the need to avoid giving the impression that certain lawyers were in a special position to influence the judge. The court concluded that identifying a lawyer who may appear in the judge's court as a "friend" on the judge's public profile would give the wrong impression. It was noted that the friending process is selective and the judge had the power to accept or reject friend requests. They found no problem with adding lawyers who did not appear before the judge's court as "friends."

An article published by the National Judicial College points out that information on judge-authored sites could convey misimpressions, form the basis for recusal, or contain improper public comments about matters that might come before the court. Furthermore, information may be too revealing, such as showing schedules, status, or other personal details.

Police agencies have been developing social networking policies and training. They want officers to think about their public image, the standard of "conduct becoming an officer," and that their online comments could be used in civil and criminal cases. For government agencies, online communications during working hours are public record. When public employees' online activities at work have been exposed through the media, both the extent of the activity and the content were issues. Off-duty social networking activities are also a concern for public agencies.

In Lexington, Kentucky, police officer Joshua Cromer made a traffic stop and arrested a famous singer, who later pled out to a DUI charge. The incident was a big topic on Officer Cromer's MySpace page, where fellow officers congratulated him on the arrest and posted a doctored photograph of Officer Cromer portrayed as an adoring fan. Complaints about the site led to agency officials checking out a number of officers' sites. They found un-

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Employee Satisfaction 2009-2010

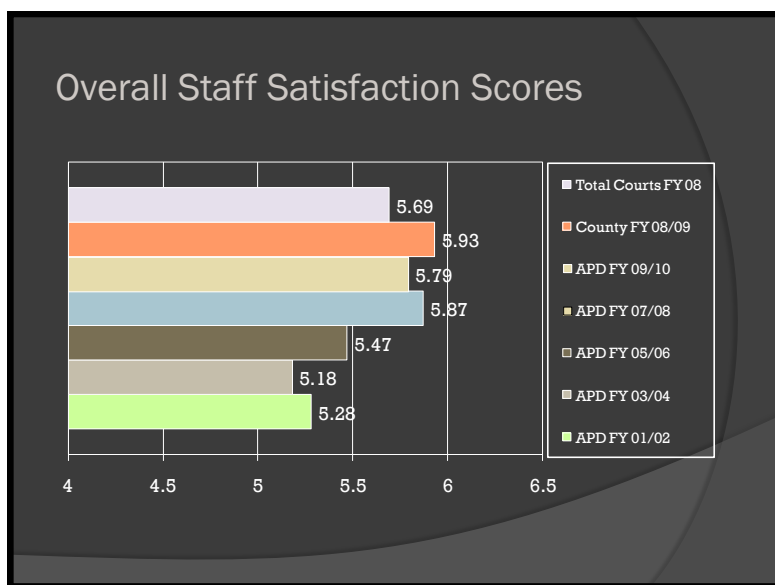
By Cathy Wyse

Employee satisfaction surveys are conducted on a recurring basis as part of Maricopa County's strategic plan. The County Administrative Officer's commitment is to involve everyone, through the Survey, in identifying the County's needs and helping guide the improvement. The employee satisfaction survey process is an important management tool to:

- Provide a general sense of the workplace
- Generate improved work methods and procedures
- Keep management in touch with the observations, attitudes and values of employees.

Adult Probation participates in an employee satisfaction survey every two years. Ninety-seven percent of our employees participated in the most recent survey in December 2009 and January 2010. A report of the survey results is available on the intranet and the results are being presented by the Chief Probation Officer and discussed at division meetings throughout the department.

The overall satisfaction rate was 5.79. Scores above 5 indicate satisfaction. The score is slightly lower than two years ago (5.87), but remained higher than previous surveys. The score surpassed the employee satisfaction goal of 5.50 under Adult Probation's MFR Goal D. The Department's overall employee satisfaction rate was lower than the County's overall employee satisfaction rate of 5.93 (for all appointed departments).



The Department's strengths have remained relatively constant over multiple surveys. Employees expressed the highest satisfaction with your benefits, the people you work with, the kind of work you do,

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favorable comments about gays, the mentally disabled, the citizens of their city, and the police department. As a result, Officer Cromer was dismissed for misconduct, insubordination, inefficiency, and conduct unbecoming an officer. He later sued for back pay and reinstatement; he lost. Five fellow officers from his MySpace circle were suspended, but were allowed to return to duty.

In Florida, Officer Nohejl, a school resource officer, set up a MySpace page to communicate with students – an idea supported by parents, school leaders, and the police department. He shared safety tips with students and obtained information that aided investigations and led to arrests. Then, the police department received an anonymous complaint that one of Officer Nohejl's MySpace "friends" offered a link to photos of nude women and another offered comments about sex, body parts, and other objectionable content. These pages could all be easily accessed by 11- to 14-year-old students visiting Officer Nohejl's page. Officer Nohejl had initially viewed the profiles and accepted the "friends," but was blind-sided when the individuals went back in and changed their profiles. The MySpace account was immediately removed. An investigation was undertaken and Officer Nohejl was cleared. The case illustrates that a "friend" sees not only what the officer posts, but what all of the officer's friends post, and it's impossible for an officer to control what all of his/her friends post.

Social networking raises new issues for individuals and employers. Cases from the courts and law enforcement, as well as media stories, provide opportunities to learn about the potential hazards associated with social networking. Individuals, and organizations, want to avoid embarrassment and liability. Justice agencies need to protect the integrity of their cases and maintain the public's trust. It will take time to adjust to social networking. The general advice being offered to individuals who use social networking sites: know and use the privacy settings, use common sense, and be ethical. ☺

and the feeling of accomplishment you get from work. Satisfaction with job security remained high, but dropped from the 2008 and 2006 surveys, when job security ranked third in the highest satisfaction ratings.

Survey items/questions are grouped and the results are reported by category:

Effectiveness and Efficiency	5.75
Management Practices	5.43
Customer Orientation	6.00
Communications	5.46
Growth and Advancement Opportunities	6.16
Benefits/Compensation & Rewards	5.57
Working Conditions	6.30
Managing for Results	6.17
Workplace Diversity	6.33

Adult Probation's Managing for Results score was higher than on any previous employee satisfaction survey and outpaced the County's score in this category. The score indicates that Adult Probation employees are aware of the MFR plan, have a good understanding of its structure and components, believe it will increase effectiveness, and understand how MFR measures relate to the employees' activities.

Employees expressed high levels of satisfaction with job-related training opportunities and the level of training received for your job. Scores on these items were even higher than they were two years ago and Adult Probation's scores were higher than the County overall in this area.

Compared with two years ago, employees were more satisfied with the physical working conditions and the amount of space to perform the job effectively. Satisfaction with equipment and supplies remained high.

The lowest scored items on the employee satisfaction survey can be identified as opportunities for improvement. The lowest rated items were that your pay is based on performance, communication between departments, pay is fair in relation to job requirements, and how performance problems are dealt with. Pay and communication were rated below 5.0. Communication between departments is an ongoing challenge that was identified on the last employee satisfaction survey. Satisfaction with pay dropped from the level reported on the 2008 employee satisfaction survey, but remained higher than the satisfaction ratings for pay indicated on the two previous employee satisfaction surveys in 2004 and 2006. ☺

Areas of Highest Employee Satisfaction

- Job benefits
- People you work with
- Kind of work you do
- Feeling of accomplishment you get from work



Opportunities for Improvement

- That your pay is based on performance
- Communication between departments
- Pay is fair in relation to job requirements
- How performance problems are dealt with

HOPE for Arizona

By Leslie Ebratt

In 2004, Superior Court Judge Steven Alm launched Hawaii's Opportunity Probation with Enforcement (HOPE); a program intended to reduce crime and drug use among criminal offenders. Judge Alm, a former prosecutor and US attorney, was inspired to make changes to local probation practices when he found the courts being overwhelmed by offenders' rampant methamphetamine use, and petitions alleging multiple infractions. By the time the Court was made aware of the violations, behavior had spiraled out of control and offenders were looking at getting long prison sentences. Probation officers reasoned that it was necessary to wait until enough violations had accumulated to justify "sending a person away." Judge Alm understood this logic, but he also knew that "you wouldn't raise a child" or "train a puppy that way. You'd establish clear rules and have *immediate* consequences for breaking them."

While this seems fairly intuitive, many current community corrections practices consistently ignore these fundamental behavioral principles. These principles date back to the 18th century, and have been consistently replicated in studies on organisms ranging from pigeons to college students. Research shows us that the effective use of punishment on behavior is dependant on its *swiftness and certainty* (and perceived fairness). In fact, punishment is only weakly connected to its severity, especially if it is delivered sporadically or delayed. Bottom line is that two days behind bars works about as well as six weeks, so long as the two days are imposed quickly and consistently.

HOPE Program Details:

Drawing from a high-risk pool of offenders, Judge Alm identified thirty-four chronic violators who were one violation away from returning to court for revocation. The group was brought in to court for a "warning hearing" in which they were told that they had just received their last warning and that from here on, each detected violation would result in brief but immediate jail time. While the Court fully expected to be inundated with returning offenders, to their surprise, over the following year fewer than half ever earned a jail term. For those who did serve immediate jail for a violation, only half returned a second time. The National Institute of Justice (NIJ) issued a report in January of this year summarizing program evaluation results. In comparison to the "probation as usual" population, HOPE participants demonstrated a 55% reduction in new crime arrests, a 72% reduction in drug use, a 53% reduction in revocation to prison and an average of 48% fewer days of incarceration. The HOPE group, which started out with twice the non-compliance rate as the comparison group, ended up faring significantly better. Interestingly, these improvements relating to compliance, less drug use, and fewer crimes, were all accomplished without creating an additional burden on the court or the jail. Jail terms ranged from one to fourteen days, and court hearing times averaged seven minutes. Consequently, the program was able to expand from the original number of 35 participants to 135, without adding more staff. Other program elements include frequent random drug testing by way of a daily call-in system, and drug treatment either upon *probationer* request, or as mandated for those who repeatedly return to jail because they cannot abstain.

Implications for Arizona – Project "SAFE":

The HOPE program has demonstrated substantial impact upon crime and revocation as well as the cost savings. Department of Justice researchers have replicated the initial findings and duplicate programs are springing up around the country. Both Cochise and Coconino Counties have developed similar efforts targeting higher risk populations and responding to violations with swift and certain Court imposed sanctions. This year, the Conference of Chief Justices, with the support of federal legislation, adopted a Resolution "to develop probation programs based on the HOPE program." On the state level, our own Chief Justice Rebecca White Berch has included as part of the 2010-2015 Strategic Agenda the implementation of our own version of HOPE, called Project SAFE. SAFE is an acronym which stands for Swift, Accountable, Fair Enforcement. AOC Adult Probation Services Director Kathy Waters and former Maricopa County Superior Court Presiding Judge Ronald Reinstein are leading the statewide committee to develop and implement Project SAFE in our local jurisdictions. The other participants in this committee represent a cross section of

counties around the state. Maricopa County Adult Probation is represented by Division Director Michael Cimino and supervisors Connie Koch and Leslie Ebratt. Our group, while still in its infancy, is exploring the implementation of SAFE with our remanded juvenile offenders, a population with high recidivism and revocation rates. Stay tuned for more information on this effort to reduce crime and revocations by adopting evidence based practices.^{ca}

A Balanced Approach to Supervision

By Jennifer Ferguson

Probation is often characterized as having a dual purpose, protecting the community and changing offender behavior. This dual purpose is reflected when looking at the mission of our own department. The mission is to **“enhance the safety and well being of our neighborhoods.”** When we look at how we accomplish this, one way is **“managing risk by enforcing court orders and also affording opportunities for pro-social change and expecting law-abiding behavior and personal accountability.”**

Often, this dual purpose is characterized as role conflict or as an “either/or” situation suggesting that probation officers must choose between surveillance or treatment; control or support. The reality is that balance is essential to effective supervision.

As part of our participation in the technical assistance grant with the Crime and Justice Institute (CJI) and the National Institute of Corrections (NIC), supervisors and line staff had an opportunity to provide their perspective on which supervision tasks are most important. On two occasions, once in 2008, and most recently in October 2009, supervisors and line staff were provided with the case history of a sample case and asked to rate the importance of 60 different tasks on a 5 point scale. Some of the tasks were control oriented, such as monitoring compliance with conditions, imposing jail time and requiring frequent office contacts. Others were support oriented, such as conducting a risk/needs assessment, helping the client develop a case plan, and having the client develop a resume. The ratings of each control task and each support task were combined to create an overall control score and an overall support score.

At the time of the initial assessment in 2008, we appeared fairly balanced. Line staff had a slightly higher control score than support score (3.46 vs. 3.37) and supervisors were more support-oriented (2.99 vs. 3.34). The table below shows the results from the reassessment conducted in October 2009. It shows us that as an organization we remain fairly balanced, with a slight orientation towards support tasks. This is true across different groups within the organization. It doesn't matter if you are line staff or a supervisor; badged or non-badged.

Staff Group	Average Score Control Tasks	Average Score Support Tasks	Gap
All Staff	3.20	3.46	.26
Line Staff	3.33	3.46	.13
Supervisors	2.87	3.44	.57
Badged	3.13	3.42	.29
Non-Badged	3.43	3.57	.13

What were identified as the top five and bottom five control and support tasks let us know what you believe is important to supervision. A few notable changes were seen in the perceived importance of various control and support tasks. There was a decrease in the importance of requiring frequent office contacts and conducting close surveillance in the field. There was an increase in the importance of conducting risk/needs assessment and helping clients develop case plans.

These findings are consistent with the messages of all the EBP oriented trainings that have been held over the past year. Our roadmap to success begins with an assessment of offender risk and needs, and targeting interventions through our case plans is a necessary step along the way. Our contacts should be based on the individual's assessed risk level and we may not need to have as much face-to-face contact as we have previously.

Most importantly, these results demonstrate that you recognize the dual purpose of probation. In the effort to change offender behavior, probationers are still being monitored and held accountable. We have incorporated a balanced approach to supervision that will help us achieve our mission and enhance the safety and well-being of neighborhoods. ☞

Top Five Support Tasks

- **Conduct risk/needs assessment**
- **Help client set goals**
- **Refer to treatment specialist**
- **Help client develop case plan**
- **Check with referral (treatment) agency**

Top Five Control Tasks

- **Testify accurately in court**
- **Carefully explain supervision conditions**
- **Explain rules of probation**
- **Monitor compliance with conditions**
- **Enforce therapy attendance**

Importance of Relationships in Motivating Offender Change

By Alison Cook-Davis

Probation has long had to balance the goals between community safety and rehabilitation of offenders. Even an early model presented by Klockars in 1972 articulated the importance of officers' orientation toward offenders. Probation officers have to constantly find the balance between support and control functions. This balanced approach has been dubbed the "hybrid" approach because it combines a surveillance approach with a treatment or rehabilitation approach.

Research has shown that probation violations and revocations actually decrease as a result of this hybrid approach. The relationship between probation officer and probationer influences their interactions and it affects compliance. When probation officers use this hybrid approach, control is demonstrated in ways that are fair, respectful, and perceived by probationers as motivated by caring. Further, developing a relationship based on support and trust leads probationers to want to comply and not disappoint their probation officer. Based on the 2008 probationer survey here at MCAPD, probationers perceived their probation officers as supportive, and they liked being involved in their own case planning and decision-making. Involving probationers in their own case plans and problem-solving leaves them feeling more autonomous and less coerced, which motivates probationers toward compliance because they feel that they are complying and making changes by choice.

Here at MCAPD, we are beginning to see the effects of implementing evidence based practices over the last few years. The Crime and Justice Institute conducted follow-up surveys and found that when given a vignette, the sample of probation officers here at MCAPD showed increased balance in their ranking of support versus control tasks, suggesting an increased hybrid orientation. This supports the "firm but fair" approach that has been shown to be effective in reducing recidivism risk. Probation officers have an enormous impact on offenders and much of this impact is through the rapport they establish. It is through this rapport and trust that offenders become motivated to change, and it is through techniques like modeling appropriate behavior and problem solving techniques that probation officers show offenders how to make better choices. Probation officers' ability to motivate behavior change is evidenced by the decreases we have seen here in Maricopa County over the last five years in probationers revoked to DOC (-16%) and probationers sentenced for a new felony (-27%), as well as increases in probationers successfully terminating (+12%). ☞

Safety Matters

By Gary S. Streeter

Recently, I've become involved in Life Safety Inspections of our offices with a representative from Risk Management. This type of inspection focuses on aspects of building safety such as access to exits, proper use of surge protectors, currency of fire extinguishers and many other related items. Overall, the offices inspected thus far have had few issues. That of course is fantastic, but there have been a few common discrepancies.

For example, there were several instances of one surge protector being plugged into another surge protector. This is not only a fire hazard, but also negates the surge protection. Also, in many areas with cubicles, there were electrical or data cords protruding into walkways from underneath the cubicle wall. These present a trip hazard and should be kept tucked into the cubicle. An easy remedy is for all of us to do a self-check of our office or cubicle to look for unsafe practices such as those mentioned above. Additionally, supervisors should make it a routine practice to check their employees' work areas. By establishing "user" responsibility we will reduce the number of discrepancies, and more importantly, make our offices safer.

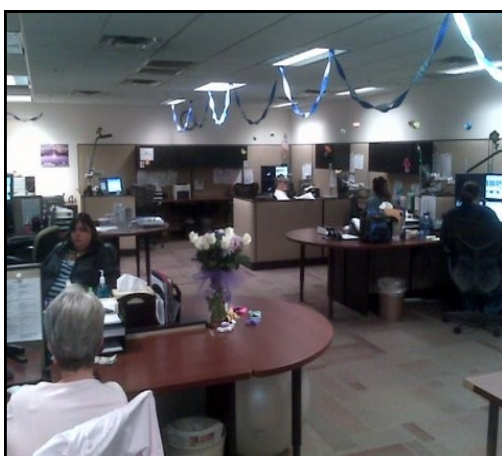
Often, we take a shortcut, or a workaround, to get a piece of equipment running or to facilitate a move from one work space to another. For example, we may need to put a printer in a certain work area, but there are no electrical outlets nearby. So, we run an extension cord from an opposite wall, across an open area vulnerable to foot traffic, to the printer, thus creating a trip hazard. This may be done with the intent of getting something to cover the cord to prevent tripping. However, this doesn't get done immediately, then becomes forgotten, then becomes common practice.

As with many things involving safety, it is important to remember that "just because it hasn't gone wrong doesn't mean it won't go wrong." So, please take a few minutes to check your work space for any safety issue that needs to be corrected. ☺

National Public Safety Telecommunicators Week



By Tammy Allen



A big **THANK YOU** goes back to the field from the all of us at the APD Communications Center for helping make our week distinctive and extraordinary!

Maricopa County Adult Probation Communications Center celebrated National Public Safety Telecommunicators Week, April 11th through the 17th. Our dispatchers work all hours of the day, every day of the week, including holidays, in order to deliver safety to the field for the Adult Probation Department, the Juvenile Probation Department and Court Security Officers working in our offices. Each day there is a potential for our dispatchers to serve up to 1000 radio users plus an undetermined number of public customers who call the APD Communication Center seeking information. That is a lot of customers! With smiles on their faces and with hearts of gold, our dispatchers, every day, proudly serve the needs of anyone calling in asking questions about probation and provide radio assistance to officers while they are in the field. They have your back in the field and are always ready and willing to provide you the help you need to any extent necessary. Dispatchers; they are our 'Behind the Scenes Heroes'. ☺

Maricopa Adult Probation "Of the Year" Awards

By Shari Andersen-Head

On April 8, 2010, the Maricopa County Adult Probation Department celebrated its "Of the Year Awards" at the Black Canyon Building. Among family, friends, co-workers and administration, four deserving individuals received this annual award. Below are excerpts that were shared during the award ceremony. Congratulations for a job well done.

"2009 Employee of the Year" - Alison Cook-Davis

The Policy, Planning, Analysis and IT Division would like to submit Alison Cook for consideration of Employee of the Year for 2009. Alison is in her third year and is the backbone driving the processes that collect the data used to report our activities and outcomes to the State, the County, grants and research. With a happy and enthusiastic smile every day, she is responsible for assembling the data from caseload stats to support our budgets and prove that evidence-based practices make a big difference to protecting our communities. In 2009 she spearheaded the hand count and lead the research into finding better ways to meet the needs of opted-in victims, just to name a few her many projects. Alison has shown amazing initiative and enthusiasm, always approaching people with a positive and optimistic demeanor.

"2009 Supervisor of the Year" - Susan Savoy

Susan oversees the Legacy/85041 Project. This project is located in an area considered to be one of the highest recidivism rates of probationers released from prison in Arizona.

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. In May 2009, Susan was instrumental with 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. She is committed to ensuring Evidenced 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 and maintains a high level of professionalism. Her positive attitude and enthusiasm motivates her unit to promote positive permanent changes with probationers.

Susan is involved with Mid-Manager's, APO Evaluation, Probationer Handbook, Team Forum, and Judicial Clerk's Evaluation committees. Additionally, she is involved with LECC Weed & Seed Re-entry, Department of Corrections Advisory Board and Department of Corrections Constituent Board.

"2009 Probation Officer of the Year" - Rick Temby

Rick Temby is an excellent officer and I am fortunate to have him assigned to the Pretrial Electronic Monitoring Unit. Rick consistently maintains the highest standard in the performance of job duties & special projects. In addition to supervising a high risk and labor intensive caseload, Rick always takes the initiative to involve himself in projects and new challenges. In 2009, Rick was instrumental in the process of selecting an electronic monitoring vendor for the Pretrial Division & Juvenile Probation. This required an extensive time commitment and hands-on involvement. As in any project Rick has worked on, he received high praise from committee members. Rick is an exemplary employee who models all the behavior and ethics we value as a department. A



Pictured left to right: Probation Officer Rick Temby, Probations Supervisor Susan Savoy, Research Analyst Alison Cook-Davis, Surveillance Officer David Silvas, Chief of Probation Barbara Broderick

co-worker describes him in this way, "I have worked for over six years with Rick in Pretrial Services and I have to say he is the most meticulous officer and works harder than any officer I know. He goes above and beyond the call of duty and is a real team player. Rick is an all around excellent officer and a first class human being.

"2009 Surveillance Officer of the Year" – David Silvas

David Silvas' position is not an easy one. He is responsible for assisting officers in monitoring and enforcing the conditions of probation and surveillance of in conjunction with an adult probation officer. This is accomplished by monitoring probationer activities, enforcing mandated curfews, making telephone contacts, visiting work sites, making jail contacts, and visiting homes in addition to maintaining detailed reports and files on probations, inputting entries in APETS when required, administering urinalysis and breathalyzer tests, assisting in arrests, searching and seizing, and testifying in Court as required. I have personally watched David and how he carries himself and representing the Adult Probation Department in WRC-Glendale. He is professional and has a great sense of humor. This type of position takes a special type of person and this is David. This position may get to certain people, but the way he carries himself with a balance is amazing. He always finds time to show his appreciation and stop by and encourage the support staff. Mr. Silvas has a good work ethic and is dedicated. His experience in standard and intensive probation makes him a good representation for Maricopa County with pride to enforce and support.

Madison Street Veterans Association

Article Submitted by Gary S. Streeter

Beginning May 1, 2010, Madison Street Veterans Association (MSVA), a program of Lodestar Day Resource Center (LDRC), will begin moving homeless veterans, including chronically homeless veterans, into this very high quality transitional living facility located at 733 East Willetta Street in Phoenix. This is the second floor of the YWCA building. Our plan is to operate and manage the site according to the



peer support principles and practices we have developed during the past two years at the Men's Outreach Shelter at 1214 West Madison Street; our Veterans' Outreach Center at 233 South 11th Avenue (opened in April 2009); and our newest venture, the Veterans' Distribution Center at 1620 East McDowell Road. Madison Street Veterans Association is very excited about this outstanding opportunity to expand our journey into providing services, support, and housing for homeless veterans, and to contribute to the Veterans' Administration's national goal of ending homelessness among veterans within five years.

For additional information about Madison Street Veterans Association, please see our website, www.madisonstreetveterans.org

For additional information about Lodestar Day Resource Center, please see our website, www.lodestardrc.org

EBP Essay Contest Winner

By Tricia O'Connor

Maricopa County Adult Probation continues to incorporate evidence-based practices (EBP) into our daily routines. In 2009, the Quality Assistance Team held an evidence-based practices essay contest. This contest was open to the entire department, and a number of excellent essays emphasized the many different ways staff have been successful in utilizing EBP in their everyday work experiences. Below is an essay written by Probation Officer Kirk Margosian that highlights some of the steps he is taking to do “what works.”

Carey Means Caring

By Kirk D Margosian

Lately, I've shifted my interactive approach to incorporate, integrate, and convey a more caring dimension of supervision into monthly contacts. The impetus is that defendants will respond in kind, and by dropping defenses, they will realize that issues and frustrations can be expressed appropriately in a “safe” environment—even negative emotionality—if someone will listen and heed their concerns. The approach produces positive responses, but only if 1) I remind myself to employ it, and 2) I approach interaction without keying on frustrations or issues that result in communication gridlock. Akin to nurturing, caring can be manifested in FROSTS and STABLES (for sex offenders) when more time is spent listening than directing, while at the same time identifying issues that may be indicative of criminogenic needs.

Another challenge is integrating and cross-referencing FROST and STABLE assessments. While both address issues of reoffending, case plans for sex offenders can incorporate more detail due to the nature of sex offending treatment, but it requires being creative. What the defendant has accomplished is as important as behaviors needing change. Noting progress within the FROST can engender change the probationer buys into. That is the challenge. Direct quotes in goals and strategies are more effective than directives; invested change is more effective for one who envisions a desired future.

The Tool #4 in the Empathy Carey Guide can be an effective tool and is often used in sex offender treatment to expand and sensitize offender perspectives from the victim side. This type of “victim letter” leads to insight and empathy—sentient factors few offenders consider in offending. Whatever tool is utilized, a caring attitude should be the motivation behind it (not saccharine, but authentic). We can and do make a difference in offenders' attitudes by conveying trust and positive encouragement through self-fulfilling prophesy statements that uplift. Policy is a necessity, but policy at the expense of prosocial interaction yields little. The mere act of taking time for an assessment is validating in itself, making the *process* more meaningful than content. Officers can and should be firm when warranted, yet compassion is the portal through which offenders see a more human side and feel socially connected through the process; that is, when officers show they care.

Finally, a defendant on my caseload offered the following yesterday, “When I started on probation, I thought that treatment and probation were out to destroy me. Then I realized they were there to help me move on. I never once thought about the victim. I had so much anger when I was in prison. I can't thank you guys enough.”



Judge Roland Steinle Receives Honors for Restitution Enforcement Court

By Shari Andersen-Head

On Monday, April 19th, Judge Roland Steinle was presented with the 2010 Arizona Attorney General's Distinguished Service Award for his innovative Restitution Enforcement Court.

Historically, the collection of restitution payments has been challenging for the Maricopa County Adult Probation Department. Although the victim could request an Order to Show Cause Hearing, often times the burden fell on the victim to actively collect on their own restitution. The reality of collection is that it is time consuming and extremely frustrating for both the victims as well as the probation officers. In September 2008, Honorable Roland Steinle III implemented his concept of Restitution Court developed from his previous experiences as a judge in Family Court. Often times, he held defendants in contempt for failing to pay child support.

The concept was easily transferred to those defendants who fail to pay restitution. Beginning as a "pilot" program, Judge Steinle was able to use statute **A.R.S. §13-810** to move forward.

The process for Restitution Court is fairly simple. The Maricopa County Financial Compliance Unit screens probationers for delinquent accounts, and prepares a detailed list. From that list, the judicial clerk prepares the Order to Show Cause docket, and then the assigned probation officer notifies and directs the probationer to attend the hearing. At the restitution hearing (enforcement hearing), the amount of the arrears and the ability and/or the willingness to pay is discussed. The consequences for willful nonpayment are to incarcerate the probationer and set a purge amount (civil contempt), which is generally the amount of the restitution delinquency; or to make a finding of contempt and continue the hearing with a payment plan to resolve the arrears; or continue the hearing and implement a voluntary payment plan in which the probationer would gain employment and begin paying their restitution balance.

Because the Restitution Court hearing is a civil contempt, Victims' Rights do not *legally* apply, but Judge Steinle allows victims to access their rights and be heard in court. By doing this, many victims have commented that they feel the Court takes restitution and their concerns seriously.

Congratulations Judge Steinle. 



Pictured left to right: APD Supervisor Steve Hartley, Judge Roland Steinle, APD Victim Rights Program Coordinator Stephanie Bradley

GED OVERFLOWING

By Lindell W. Rhodes



Twenty-two years ago the Maricopa County Adult Probation Department (MCAPD) Education Program started with a couple of teachers and less than 100 students. To the present date, MCAPD has assisted over 26,000 students in successfully completing their educational goals. On February 17th 2010, with the encouragement of Judges, Commissioners and Probation Officers, and the combined hard work of the students, teachers, tutors, and volunteers, 135 students walked across the stage at the University Public School, Phoenix's auditorium during MCAPD's 22nd Annual GED Graduation Ceremony. Approximately 1100 of the student's family members, court personnel, and honored guests attended the graduation ceremony. With a standing room only crowd, it was a special night for everyone.

The professional organization, ALTRUSA provided refreshments and scholarship donations. ALTRUSA is a philanthropic organization with literacy as their focus. Their generous donations allowed us to present three scholarships. These scholarships allow deserving students to enroll in community college, vo-tec programs and other continuing education courses.

Speakers at the ceremony included two of our very own GED student/clients. They told stories of studying and toiling to improve their lives through education. They had many diverse life experiences and challenges during their educational quest, but they succeeded. They spoke to their family, fellow students and teachers about the journey. The keynote speaker for the graduation ceremony was David C. Tierney. Dave supports APD through his membership in the Restorative Justice Resource Council Inc. He is a partner in the Phoenix firm of Sacks Tierney P.A., a Harvard Law School graduate and a former Peace Corps volunteer. He is listed in "The Best Lawyers in America" and as a Top Commercial Litigator in "American Lawyer Magazine". Dave's leadership and understanding of the importance of education in the justice system has helped bring educational services to thousands of adults in our Department and Arizona as a whole.

As John Rohn once said "If someone is going down the wrong road, he doesn't need motivation to speed up. What he needs is education to turn him around." The Probation Department is just such a place. APD staff believe and illustrate William Author Ward's philosophy: "The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. But the great teacher inspires." In our organization, not only do the teachers inspire the students, but so do all APD staff. The great motivational staff of Maricopa County Adult Probation Department insists that NOW is the time to learn. And it is never too late to change for the better.☺



EBP SPOTLIGHT

Probation Officer Suzanne Segarra



It was a normal Saturday night in my household, and the black ALLTEL flip phone we all love and cherish began to ring. On the other end of the line was my probationer, Israel. All Israel had to do was say “Suzanne, this is Israel.” I could immediately tell he had been consuming alcohol that evening. Israel began to tell me he no longer wanted to participate with probation, he wanted me to go get him, arrest him, take him into custody, revoke his probation, and send him back to prison. As I stated earlier, this was a Saturday night so I needed to come up with a different way of handling the situation. Israel continued to tell me probation was too hard, and he had too much going on in his life. He had just been reinstated to probation after a misdemeanor domestic violence offense. He had no job, his girlfriend was upset with him, and it was easier for him to go to prison than deal with his life situation. As our conversation continued, I advised Israel I was not going to arrest him, and I was not sending him to prison because I believed he could finish his grant successfully. Not only that, but if he was revoked and sent back to prison, eventually he would be released and be in the exact same situation as he was in now. I told him he needed to talk to his girlfriend and family and then report to me with a clear mind so we could talk about his situation.

One week later, office day arrived and so did Israel. I asked Israel what his final decision was about his probation grant. He stated he had done some thinking and life was not as bad as it seemed. He was very grateful I did not arrest him and take him into custody but instead was there to listen to him, and give him options. He took my suggestions and spoke to his girlfriend and to his family about wanting his probation revoked and about his current life struggles.

Believe it or not, Israel is well on his way to completing his probation grant. He has begun his community restitution hours at an alternative high school, as well as enrolling in their GED program. He has set a goal of completing his math and English portion of the test first. He only has three more substance abuse classes left and can finally see the light at the end of the tunnel.

Six years ago, this may have ended differently. I would have given up on the probationer because he gave up on himself. I would have watched him fail, taken him into custody, and recommend his probation be revoked. But today we’re doing business differently. Today we have Evidence Based-Practices, Carey Guides and Motivational Interviewing techniques to help us deal with these situations. Because of this, Israel appears to be a very productive member in the community, getting his life together. He has better communication skills with his family and for once in his life he has begun to set realistic goals to better himself in life. Congratulations Israel!

Congratulations

5 Years of Service

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Sandra Mishkin**

10 Years of Service

**Patricia Maurer
Cynthia Crist**

15 Years of Service

**Anna King
Boyd Frick
Sergio Mosqueda
Rodney Rego
Robert Brouse**

20 Years of Service

**Angela Hollie
Debbie Estime
Tony Primak**

Thank You!

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