

# The Chronicle

NEWSLETTER OF THE  
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

Volume XXI Issue II

March/April 2009

**Inside this issue:**

- Chiefly Speaking 1
- Assisting Probationers in Need 2
- Adult Probation Celebrates "Of the Year Awards" 3
- Safety Matters 5
- MFR Poster 5
- NBA All-Star Game and APD Nite Hoops 6
- Victims Rights Week 7
- Planning for the Future 8
- Case Plans 101 9
- MFR Scavenger Hunt 10

A Force for Positive  
**CHANGE.**



Change is constant. Things are always changing, at work and in our personal lives. However, during tough fiscal times, change is intensified. As a result of reduced government revenue, business changes, for the county and the department, are inevitable. People are affected by the changes and emotional responses are inevitable, too. The department is undergoing profound changes. Senior staff are retiring, programmatic changes are occurring, workloads are shifting, and some people are losing their jobs. In order for Adult Probation to successfully navigate the changes required by this difficult economy, it is important to strive for a balance between a continued focus on our business goals and efforts to help people in the organization cope with change.

From a business perspective, the focus needs to remain on providing essential services and managing efficiently. What activities best support our mission? What programs produce positive results? What is the cost-benefit ratio? Performance results are reviewed regularly and business decisions are made based on data, available resources, and clearly defined priorities. We will continue to use these management principles. The organization's ability to change as needed requires that people in the organization make changes, including tough ones.

How do people cope with change? William Bridges, author of *Transitions and Managing Transitions: Making the Most of Change*, provides a framework for understanding how people and organizations change. Change is external and situational, whereas transition is internal, or psychological. Transition involves a three phase process that people go through as they come to terms with a new situation. The first phase is Endings. All changes, even positive ones, involve endings. Transition begins by letting go of something of value and acknowledging that loss. In order to leave an old situation behind, there has to be an ending. The second phase is the Neutral Zone. It's an unfamiliar place between the old way and a new situation and identity that doesn't feel comfortable yet.

*Continued on page 2*

*The Chronicle*  
 Adult Probation  
 Department  
 620 W. Jackson  
 Phoenix, AZ  
 85003  
 (602) 506-3516  
 (Phone)  
 (602) 506-5952  
 (Fax)

It's a confusing, uncomfortable phase, where people experience anxiety and pain. However, this phase is critical to change and is a time of innovation and creation when people and organizations leave behind old ways and develop new better-adapted patterns. The third phase is Beginnings and people only get to the new beginning if they go through the Ending and spend time in the Neutral Zone.

Communication is important as we go through transitions. Sometimes the clear answers that you want are not readily available as situations have been rather fluid. Be assured that I will continue to provide specific information and updates to employees. I owe it to you to be realistic and open about situations and to provide honest, timely information as soon as it is reasonable to do so. On an individual basis, employees need to express and process their reactions to changes. Ideally, we want an environment where people can be candid, provide input, and receive support, as varied as their reactions may be. We benefit personally and organizationally by recognizing that people have different perspectives that ought to be shared and accepted. Where one individual may be experiencing anxiety, another employee may see new opportunities. People cope and adapt in different ways, so I hope we can be flexible and patient with ourselves and each other during transitions. I ask that you be willing to learn and to try new things, even when it's hard to do so. We will get through the difficult times. ☺

## Assisting Probationers in Need

By: Connie Delgado

Approximately eight months ago, Surveillance Officers Terri Scharneck and Connie Delgado started noticing some of their clients having severe financial trouble. The poor economy was beginning to affect many of the probationers. The loss of jobs and income was apparent during field visit, and while speaking with the clients, they learned of the dire situation many faced. Several confided that they were in need of food and other necessary items.

Initially, with the assistance of the East Valley Men's Center and information from the Financial Compliance Committee, Terri and Connie put together a packet filled with job information and places probationers could go to receive free food boxes or other assistance. Some of their clients were unable to pick up the food boxes due to illness or being elderly with no vehicle. This is when the two officers decided to assist probationers in obtaining the food if possible.



Just a few things collected by Terri and Connie for someone in need!

Connie and Terri began making occasional deliveries to those on their caseloads who were desperately in need of food. They established a relationship with Paz De Cristo and the East Valley Men's Center. The officers were able to pick up food boxes and drop them off to those clients who were unable to do so.

This enabled both officers to make field contacts and assist their clients. Each probationer receiving the food expressed sincere gratitude. The officers believe this has resulted in a better working relationship with all. Both Connie and Terri believe this small extra effort has assisted them in making their clients more successful and in keeping the community safer. ☺

# Adult Probations Celebrates “Of the Year Awards”

On April 1, 2009, 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 the excerpts that were shared during the award ceremony. Congratulations for a job well done.



Barbara Johnson accepts her award along with Vickie Johnson, Sherry Johnston, Penny Stinson and Chief Broderick

## “2008 Employee of the Year” Barbara Johnson

Barbara’s career with the Adult Probation Department began January of 1999 as support staff in the Work Furlough Program. Those who know her, or those who have asked for her assistance throughout the past ten years, have overwhelmingly indicated that Barbara goes out of her way to help whoever is in need of assistance. She is a dedicated team player with a magnetic personality who loves helping people succeed.

Barbara is always professional, courteous, and understanding when dealing with probationers, their families and the general public. On numerous occasions, we have received messages from those she has helped who attest to her excellent customer service skills and her wealth of knowledge. Barbara’s willingness to share her knowledge with others

is consistently recognized and admired by her peers. Her willingness to exert extra effort and help has earned her numerous Pride and Peak Performance Awards.

Barbara’s out-going personality has helped her develop solid working relationships. She has earned the respect of her fellow co-workers and developed countless close relationships within the Court family, always displaying high professional integrity. Barbara’s commitment and dedication exemplify the mission of this department. For these reasons she deserves to be awarded Employee of the Year.

By: Vickie Johnson, Sherry Johnston and Penny Stinson



Karen Barnes accepts her award with Chief Broderick

## “2008 Supervisor Of the Year” Karen Barnes

Supervisor Karen Barnes inspires teamwork, trust and motivation to her Drug Court team through leadership and communication by providing an open door policy and facilitating unit meetings where new management ideas and policy are covered. Her open door policy allows team members to staff problems encountered during day-to-day operations at a moments notice ensuring Drug Court mission goals and customer service are first rate. Her support to her team is unsurpassed, as evident by the officer retention rates within the unit. During the past year she has provided training to all personnel and worked to bring Adult Probation Enterprise Tracking System (APETS) Drug Court build online, streamlining unit efficiency, while providing Arizona Office of the Courts mission critical statistical data. Karen overcame operational

constraints with the Access To Recover (ATR) Grant providing valuable treatment resources and services to clients in need, greatly reducing probation revocation rates for Drug Court offenders.

*Continued on page 4*

Additionally, she attends court staffing providing support to her field officers ensuring probation goals are not lost in the legal process. In short, she has created an atmosphere of trust and teamwork where Drug Court Professionals are proud to stay and serve to protect the community. By: Veronica Alvarado, Chris Black, Ken Zimmerman, Rachel Rowland, Chris Epps, Dene Bimber, Jill Gondek, Irene Ayala, Jason Quayle, Scott Stoffel



Pete Jacarcuso accepts his award with his family, Pete Sanborn and Chief Broderick

## *“2008 Probation Officer Of the Year” Pete Jacarcuso*

**A**s with most nominees, Pete Jacarcuso involves himself in a variety of activities beyond the normal scope of his duties. In addition to consistently achieving the highest evaluation rankings, Pete routinely provides officer and supervisor coverage, is a Unit Financial Compliance Committee Representative, consults with a Quality Assurance Supervisor on Motivational Interviewing, and attends functions supportive of defendant success, such as ALPHA graduations, on-site Magellan staffings, and Nite Hoops-sponsored activities. He also devotes considerable time and energy to the Mentoring Committee. Chosen for his superior writing abilities and overall excellence in the performance of his job duties, Pete has proven to be a valuable asset to the committee, those

he has mentored, and the Department as a whole.

To me, however, the “APO of the Year” is not simply about who can amass the most “feathers in their cap.” Rather, this person should represent the “ideal” in terms of what we look for in a probation officer. Pete Jacarcuso is the embodiment of everything that is right in our Department. He understands that his most important function, protecting the community, may sometimes be achieved through a prison recommendation, but mostly hinges on fostering lasting and positive change in our clientele.

By: Pete Sanborn



Brian Slater, Patty Carey, Paul Guadagnino, and Chief Broderick congratulate Patty on her award

## *“2008 Surveillance Officer Of the Year” Patricia Carey*

**W**hen we speak of Surveillance Officer of the year, one person comes to mind – Patricia Carey.

Patty constantly exceeds job responsibilities. This is evident in that she calibrates all breathalyzers for PSC and Scottsdale. This not only involves calibrating, but collecting and redistributing once completed. Virtually every surveillance officer comes to Patty when assistance is needed – whatever the case.

She assists officers with vacant caseloads. She has facilitated ride-alongs for officers and civilians. She facilitates weekend community service projects. These are just some contributions to the department over the past year. Her real value shines when we speak of the client’s lives she impacts on a daily basis; things that won’t show up on an evaluation or monthly report because Patty is too modest. She donates food, clothes and books on a weekly basis.

This nomination does not convey the significance of Patty’s contribution to the department, colleagues and community. This nomination is not for committee work or one significant event, but for someone who has helped change lives over the past 16 years. What Patty brings on a daily basis is the meaning of this award. She is a true partner in IPS and a supervisor’s asset.

By: Brian Slater, APO and Paul Guadagnino, Supervisor

# Safety Matters

By Gary S. Streeter

A recent Arizona Republic article began with the words “he spent practically his whole life preparing for the five-minute crucible”. Was the subject a law enforcement officer, a military member, a doctor or nurse? No, he was a US Airways pilot by the name of Chesley Sullenberger and he safely brought down Flight 1549 into the Hudson River on January 15, 2009, after losing both engines, without the loss of a single life.

Sullenberger was 58 years old at the time of the incident and earned his pilot’s license at age 14. In the intervening years he flew fighter jets for the US Air Force, investigated air disasters, mastered glider flying, studied the psychology of cockpit crews in crisis and flew for 29 years with US Airways. Sullenberger was described as “someone who has not just spent his life flying airplanes but has actually dug very deeply into what makes these things work”. As a guy who has only been a passenger on airplanes I’d say he pretty much covered all the bases in terms of preparing himself for a critical incident.

What is the connection with probation and officer safety? It’s the preparation for an incident that may never occur, but could be life-changing should it occur. Sullenberger spent 44 years of his life preparing for an incident he hoped would never come. But, when it did, and when 150 passengers lives depended on him (and the rest of his crew) he had done the work and preparation necessary to prevail in a highly stressful, life threatening situation. Probation and surveillance officers spend their careers, whether one year or 30 years, training for the possibility of a lethal force confrontation; a highly stressful, life threatening situation that none of us wants to occur. However, we don’t choose whether or not it happens to us, the choice is made for us. In recognition of the fact that such incidents do occur we have defensive tactics and firearms training, and other safety tools so officers can effectively defend themselves or a third party should the situation arise.

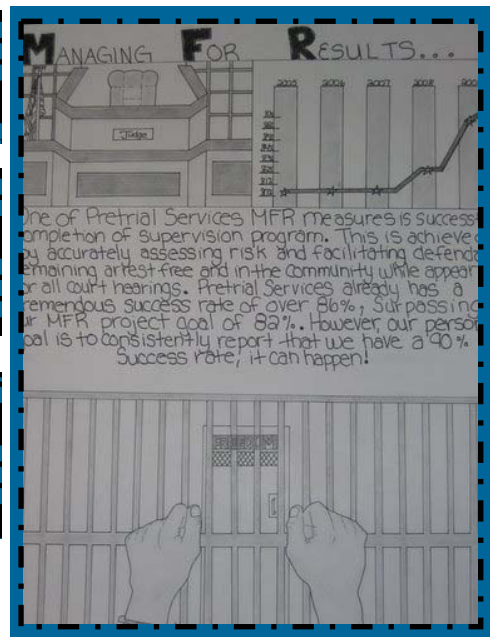
However, the availability of training and safety tools does not guarantee adequate preparation for a lethal force confrontation. In fact, there is no guarantee that any officer will react appropriately should they find themselves in a lethal force situation. However, we can stack the odds in our favor by learning about the dynamics of such a confrontation, learning about survival, educating ourselves in the psychological and physiological aspects of combat, preparing mentally and physically and honing our defensive tactics and firearms skills to the utmost possible. Then, when the “moment of truth” is thrust upon us we will have the confidence, skills and mindset necessary to effectively deal with that challenge and successfully defeat the aggressor, just like Chesley Sullenberger. And if we never have to encounter that moment of truth then so much the better, but as least we were prepared.

See ya on the mats or at the range. ☪

**COMING SOON...**

**...MFR POSTER CONTEST.**

**(CHECK THE NEXT ISSUE OF THE CHRONICLE FOR DETAILS ON HOW YOU CAN ENTER YOUR PIECE OF ART!)**



# What Does An E-mail From The Chief and The NBA All-Star Game Have In Common?

By: Janet Blake

There I was in the middle of doing a report and up comes an e-mail from the Chief. It peaks my interest because I see it has something to do with the NBA All-Star weekend. It was forwarded from a person in New Jersey who needs volunteers to help out at the U S Airways Center in preparation for the NBA All-Star weekend.

I immediately e-mail back requesting to know how many people she needs. I already know how excited the Suns Nite Hoops participants are going to be. Many of these guys, both probationers and non-probationers, have huge dreams of making it to the NBA. I was told they need around 20 people. No problem.

I went to Nite Hoops that night with a sign-in sheet. The guys swarm around me to get their name on the list. There were three different days that needed volunteers. "Will we get to go on the court?" "Will we see any of the players?" "What will we be doing?" These were questions I had no answer for, but they still signed up.

It was the first day, and the guys were so excited. We had to go through screeners who checked our belongings. We were given patches to wear for identification. We were then led through a door that led to a set of stairs that led down hallways which eventually led us to the main court. We followed our guide to front row seats, mid court. I met the woman from New Jersey who thanked us for being there. While we sat waiting for instructions I looked at the guy's faces. They were in awe. All around us were cameramen, light crews, sound people and lots of people doing what they needed to do to get everything ready for game night. The lights were flashing and people were scurrying all around us. Sitting all around me, I didn't see a bunch of felons or the one who had even been to prison. Instead I saw what looked like a bunch of kids at the circus for their very first time.

It's strange that when we remove the person from Court or jail and you place them in a positive environment, they change. That is exactly what Nite Hoops is about. They are in a safe environment, Washington High School. There are several police officers assigned, one juvenile probation officer, one adult probation officer and two workshop facilitators. We all have a role in working with the participants. Almost half the league participants are on probation. Strangely enough, while in the gym, you cannot tell the difference between the probationer who just got out of jail/prison and someone who is in college who has never committed a crime. In the classroom, they learn core values: respect, truthfulness, trustworthiness, honesty, integrity, along with anger management, stress management, finances, job readiness, conflict resolution, and other areas of need.

Fortunately, they carried what they learned in the classroom into their daily lives. I observed how they communicated with each other and all the staff in the arena. They controlled their excitement even when they were just a couple of feet away from Shaquille O'Neal. They were able to live in the minute and not show the burdens and struggles they constantly carry.

Now back to the NBA All-Star Event. The first day was a lot of waiting around and practicing what the NBA players would be doing the night of the Big Event. We helped the camera crews, light operators and sound engineers get everything ready for the big night. We had to walk through the introductions three times. The guys never got frustrated or bored; instead, they were all smiles. At the end of the first day they all wanted to know if they could go on the court and maybe throw a ball or two. They were told that no balls can go on the court until game night. They still showed up for the second day. But what a surprise was awaiting them!

*Continued on page 7*

We got there at 8am the following day expecting more of the same. They asked who of the bunch were three-point shooters and who were dunkers. It was amazing. They got that look in their eyes that you see in a young child when they look under the tree Christmas morning and see all the presents. They all got to participate just as the NBA players would in a couple of days. They also got to do the skills test. They were on the court for several hours and I took lots of pictures!

Being able to incorporate the serious need for cognitive life skills with their love of basketball is a win-win situation. I sit in the classroom and listen and observe the changes that gradually ingrain themselves into these young men's lives. They talk about their struggles, their pain, and no one laughs. They actually start to open up about their own struggles and they get support from their teammates. When they have trouble on the court, I remind them of what they learned in the workshop.

Working with this population continually reminds me that there is hope and that people can change if given the opportunity to do so. That one simple e-mail from the Chief had everything to do with giving the Suns Nite Hoops players something they will never forget, a chance to see behind the scenes of a NBA All-Star Game. ☞

## Victims Rights Week

By: **Stephanie Bradley**

**V**ictims Rights Week this year was April 24-May 2. Several agencies around Arizona held numerous events, including the Governor's Office and the Office of the Attorney General.

On April 27, a Victims' Rights Week kick-off event was held at the Governor's Executive Tower. This year, money raised by Arizona Department of Corrections inmates was given to agencies that provide services to victims of elder abuse and late life domestic violence. The total amount raised was \$50,786.80 and will be divided by the following agencies:

**Area Agency on Aging, Region One (Serving Maricopa County)**

**Administration of Resources and Choices (Serving Pima County and Southern Arizona)**

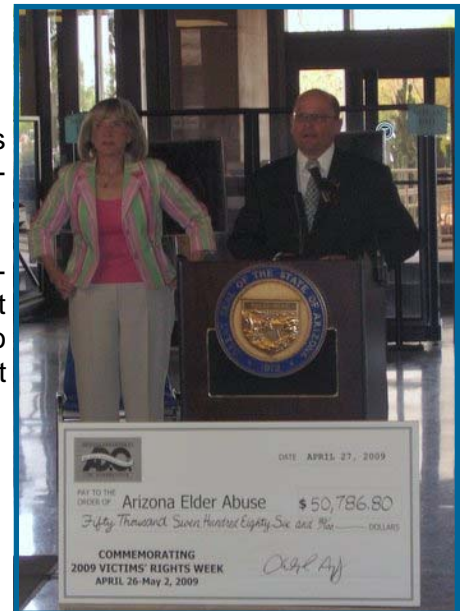
**Amberly's Place (Serving the Yuma area)**

On April 29, the Office of the Arizona Attorney General held a Victims' Rights Celebration honoring providers and advocates by presenting the 2009 Distinguished Service Awards. The Attorney General recognized those who fight crime and serve crime victims throughout Arizona.

The Maricopa County Adult Probation Department also recognized staff and court employees for their exemplary service to crime victims. Each recipient was presented with a certificate and a Victim Rights pin/ribbon. The following were recognized on Friday, May 1:

**Laura Thomas  
Carin Koenig  
Jill Bognar  
Kendra Neal  
Stephen Hartley  
Honorable Warren Granville  
Honorable Roland Steinle**

Congratulations to the above recipients. They all provide much needed and outstanding services to victims of crime! ☞



Governor Brewer and Arizona Department of Corrections Director Charles Ryan speak about the importance of Victims Rights Week

# Planning for the Future

By Shari Andersen-Head

In FY2001, the Maricopa County Board of Supervisors adopted the Managing for Results (MfR) performance management system. Performance measures are designed to monitor agency performance in mission-critical areas, and should yield the following benefits:

- Generate information that is meaningful to internal and external stakeholders
- Return results that are actionable by agency personnel
- Provide the public a window into County operations and performance.

Measures exhibiting these elements play a vital role in the continuous improvement of County operations and accountability.

## ***Where can I find more information about MfR?***

Access the County's MfR web page at:  
<http://ebc.maricopa.gov/MfR>

Enroll in MGT550A Managing for Results: An Overview or MGT550C MfR for Activity Leaders, Managers and Supervisors via Pathlore

Invite Shari to an upcoming Unit or Division meeting to discuss MfR and how it affects your specific area

Contact Shari Andersen-Head, Management Analyst for more information regarding MfR at 602.372.0302 or via email at [Heads@adp.maricopa.gov](mailto:Heads@adp.maricopa.gov)



## *Maricopa County Adult Probation Department*

The following Cliff Notes have been compiled just for you. If some of you have never used Cliff Notes, formerly Cliffs Notes, they act as a condensed guide and quick overview of pertinent information typically pertaining to a literary work. The following Cliff Notes provide a brief but comprehensive understanding of what meaningful case plans accomplish.

# Case Plans 101



- Acts as a road map of where the probationer is going
- Driven by the assessment, not the Uniform Conditions
- Focuses on probationer behavior, risk, and criminogenic needs
- Gives the probationer an opportunity for input, buy-in, and consensus
- Identifies probationer strengths, resources, and motivators
- Clarifies the supervision process by providing direction and focus
- Translates assessment results into problem statements, behavior goals, and strategies
- Uses SMART objectives = Specific, Measurable, Attainable, Realistic/Relevant, Time-lined
- Incorporates probationer's Stage of Change
- Prioritizes needs and services
- Helps connect the assessment, the case plan, and the supervision strategy
- Provides a behavior agreement to track progress, regress, or stagnation
- Increases probationer motivation due to collaborative effort
- Increases accountability for all involved
- Gives probationers a sense of meaning about what their efforts will achieve
- Gives officers a sense of accomplishment

QA Supervisors: Mary Anne Boyden 602.619.3162 Julie George-Klein 602.619.2921 Tricia O'Connor 602.619.0933

# MFR Scavenger Hunt

By: Arlyn Harris, Joanne Dimenstein, Tamara Kindell-House

This little bit of witty fun,  
Disguised by rhyme and a few bad puns,  
May make your day less dull and droll  
While keeping you focused on the big-big goals.

The riddles that follow may have two parts;  
First is the answer but that's just the start,  
The Second is deeper and goes on to state  
The MFR goals to which the answers relate.

Email your answers to Shari Andersen-Head.  
The first 4 with the correct answers have a prize up ahead.  
The Answers to these riddles you'll find  
in the "Chronicle" edition Jan/Feb 2009.

**#1** The basic goals for which we strive  
are quantified by the number five.  
Reaching for these is no passing fad  
And achieving them all makes OMB glad.

**#2** As POs our duty is to the Court,  
but the Criminal Court seems no place for sport.  
In this other court our clients we sway  
and this goal is met through such pro-social play.

**#3** On this special date we all gave a cheer  
for exceptional folks nominated this year.  
We recognized Barbara, Pete, Patty and Karen  
with the goal that their talents they'll keep right on sharin'

**#4** For this riddle you'll look behind  
the written words before you will find  
five phrases that we consult  
to help us Manage For Results.

**#5** With a little extra supervision  
this mother made a life revision.  
This remarkable team raised the bars  
to help Danyell overcome her scars.

**#6** The units of our vast department  
seem, at times, to be so different.  
but three of our recipients  
share this with the fellow units.

# Treasure Map



# Congratulations & Thank You

## 5 Years

Christine Ciuchta

Donna Swan

## 10 Years

Carin Koenig

Frank Shepherd

Gloria Vallecillo

Leslie Scott

Maryanne Noli

Sheri Hanosh

Tina Cuellar

## 15 Years

Taylor Pile



## Thank You to Our Writers

### Contributing Writers

Arlyn Harris  
Connie Delgado  
Gary Streeter  
Janet Blake  
JoAnne Dimenstein  
Julie George Klein  
Mary Anne Boyden  
Shari Andersen-Head  
Stephanie Bradley  
Tamara Kindell-House  
Tricia O'Connor

## Chronicle Staff

Barbara Broderick  
Rebecca Loftus  
Shari Andersen-Head  
Cathy Wyse  
Jackie Novak

### **Chronicle Editorial Policy:**

- All articles and pictures submitted for publication in *The Chronicle* are subject to acceptance and editing.
- If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication
- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
- All non-employees in pictures and in articles must have a signed Publications-Consent for Release of Information on file. A copy can be obtained from Shari Andersen-Head.
- Articles submitted for *The Chronicle* may be reproduced in other publications.

## Production Manager

Jackie Novak  
(602) 506-9044  
[novakj001@apd.maricopa.gov](mailto:novakj001@apd.maricopa.gov)

## Editor

Rebecca Loftus  
(602) 506-4419



*Interested in submitting articles, announcements or success stories to The Chronicle?*

Or

*Joining our e-mail list & having The Chronicle sent to you automatically each publication?*

**E-mail submissions to  
Jackie Novak**



**Access *The Chronicle* on-line at:**

<http://www.superiorcourt.maricopa.gov/AdultProbation/NewsAndReports/Chronicle.asp>

Or

**Via the intranet at:**

<http://courts.maricopa.gov/apd/chronicle/index.asp>