

The Chronicle

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The Chronicle

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Chiefly Speaking

“If not geography, then what?”



I'm sure there has been a lot of discussion about the changes that have been taking place, not just with promotions, but with organizational restructuring.

In order to achieve our goals, our organization needs to be structured in a manner that supports evidence-based principles. We do not want our organizational design to inhibit, in any way, our ability to collaborate, to be accountable and to assure quality in what we do.

Several months ago, I asked the Executive Team, “If not geography, then what?” I was referring to how other organizations and agencies are structured. For example, police departments and public health agencies all provide services and most specializations on a regional basis. There are good reasons for this, such as the ability to make necessary connections with individual neighborhoods and organizations. You may be thinking, “We were already structured regionally.” In many ways we were, but there was room for improvement. Our old structure had a separate IPS division that crossed four regional field divisions. It was, at times, confusing to the police and others -- just who was responsible for adult probation services in a particular geographic area? It also made it more difficult for a division director to have a real sense of ownership for a region.

With new members on the Executive Team and some of the division directors transferring to new areas, it will be important for these managers to become known in their communities. Reducing recidivism is not something that can be done in isolation. We need to be visible, and we need to build and maintain collaborations and partnerships with other agencies and groups. Individual POs have done a remarkable job of creating ties within individual neighborhoods and organizations. Our leaders need to strengthen their ties with all of the police, faith-based organizations, service providers, neighborhood organizations and city governments in their regions. Evidence-based practice requires that we know the availability and quality of services for probationers in each region, and that we work with others to develop and improve practices that reduce recidivism.

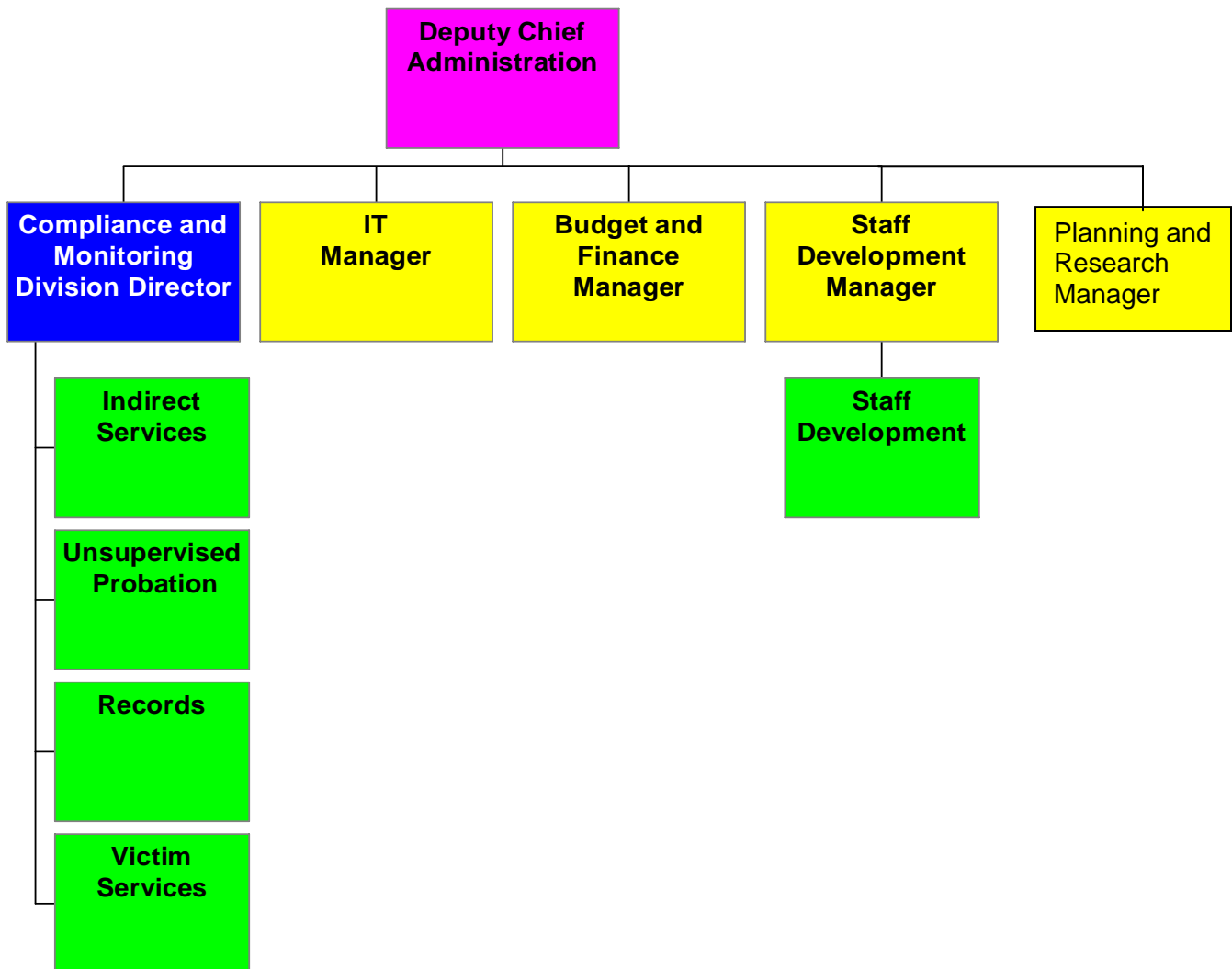
There are numerous advantages and opportunities under the new structure. With IPS cases transitioning to Standard supervision under the same director, there is an opportunity to develop new methods to reduce recidivism with this population. An overarching principle of evidence-based practice is quality assurance -- to assure we are doing assessments, targeting interventions, providing support and targeting outcomes. Each manager will be responsible for allocating resources where they are needed -- such as identifying and targeting high-risk offenders, equalization of workloads, and so forth. There will be a higher level of ownership within each region.

Additional organizational changes are planned (see org. charts on page 2-3) that will help field directors focus their attention on regional matters. In a few months, Indirect Services, Warrants, Dispatch, Court Liaison, Custody Management Unit, Work Furlough and Unsupervised Probation will no longer be under the supervision of our regional field directors. Movement of these units to other divisions will “free up” the field directors so that they can concentrate on probation services in their regions.

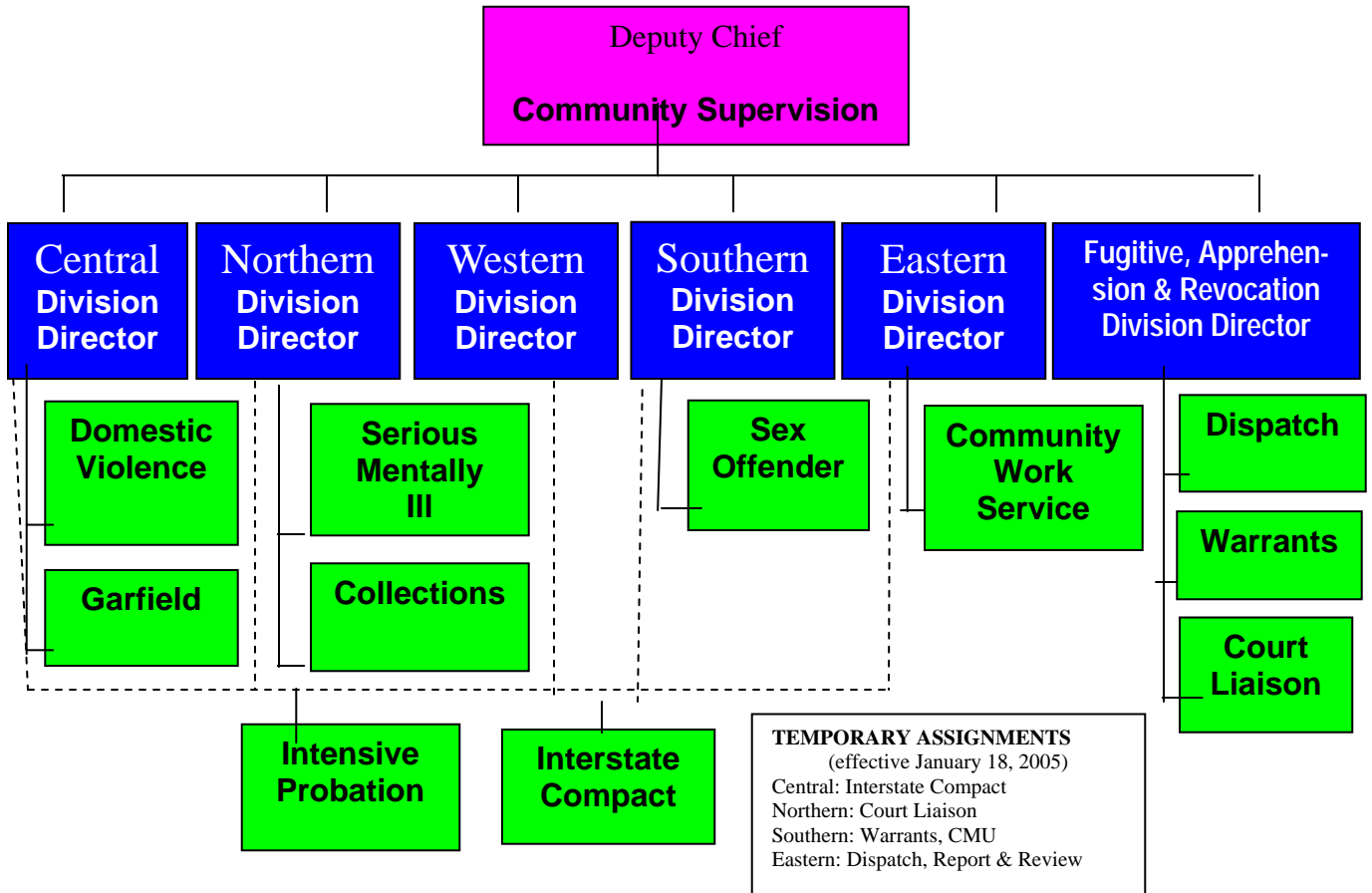
The organizational changes are designed to align functionality and structure. Services that are administrative in nature, such as Indirect Services, Unsupervised Probation, Records, and Victim Services will be placed in the same division. This division will be located in Administration and we will improve efficiencies with the automation of Records and Indirect Services. The in-custody programs, CMU and Work Furlough, will be moved into a division with Pretrial Services, which also has jail-based activities. Part of the restructuring involves the deputy chiefs – their workloads and expectation are also undergoing changes.

By restructuring our organization, we can make better use of our resources and more effectively achieve our goal of crime reduction with practices that are evidence-based.

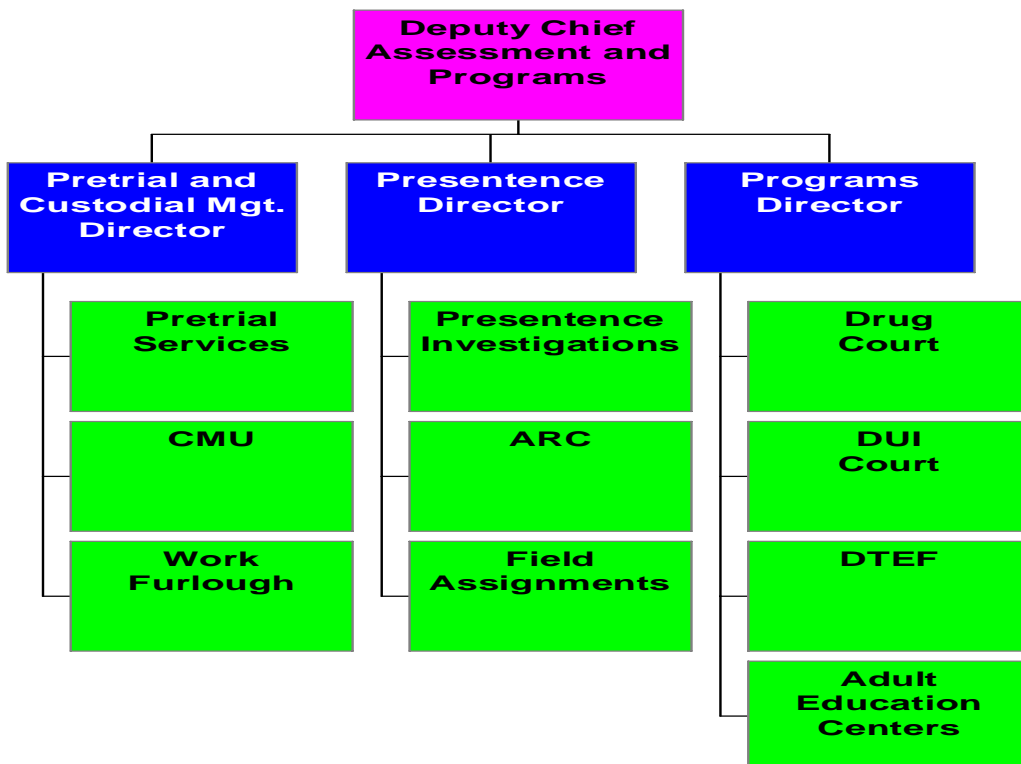
Administration



Community Supervision



Assessment and Programs



An Interview With Judge Ballinger

Effective July 1, 2005, Judge Ballinger is completing his tenure as Presiding Criminal Judge.

Judge Ballinger received his Masters in Law, LL.M, Taxation in 1981 from New York University. He is a member of the American Arbitration Association Business Advisory Committee, a past member of the Maricopa County Bar Association Continuing Legal Education Committee and a past president and current board member of the Arizona Kidney Foundation.



The Chronicle thanks Judge Ballinger for taking time to share his thoughts and comments during our interview with him and wishes him success in all his future endeavors.

Chronicle: *As the Presiding Criminal Judge, what do you see as the issues facing the Court and Adult Probation?*

Judge Ballinger: When we lost officer positions due to the budget crisis 3 years ago, it set APD back. Even though funding has been made available to fill vacant officer positions; it still takes a great deal of time and effort to train officers, to meet standards and to re-implement various programs that were dropped because of lack of funding. So, I would say that having adequate resources is one of the issues that we face.

Getting adequate arrest records with complete dispositions recorded is an issue. If the probation officer is at the hearing, he or she can give you the update and their opinion. Then you are comfortable that you know the defendant's criminal history. One of the most frustrating things when you're sentencing someone - or doing a disposition or probation revocation - is a long criminal history and half or more of the entries say "no disposition recorded". It is not really fair to say to the defendant "I am going to consider you as someone who committed a prior burglary, assault, etc.", when it doesn't say if they have been convicted or not. Defense lawyers have a point when they say, "Wait a minute, we don't even know that there was really a conviction". That's a problem.

Another area of concern is that we are now in an era where defense lawyers have been trying to convince adult probation officers that they shouldn't give opinions as to whether or not someone should get prison at the presumptive, more than presumptive or less than presumptive term. In my view, APD officers should give their opinion. The fact is that over 90 percent of our cases are disposed of by plea. And the plea waives that provision of law that requires juries to determine length of sentence.

Deferred Jail is also an issue. Instead of not using deferred jail sentences, my solution has been to set a status conference. Let's say I ordered a probationer to jail next July 1st. I would set a status conference for the last week of May, where I decide if the jail term is re-deferred, deleted or enforced. This is an easy way to not have anyone slip through the system.

Chronicle: *As both the Presiding Criminal Judge and the Drug Court Judge, you've had more exposure to Adult Probation than most judges. Are there areas in Adult Probation that you would like other judges to know more about?*

Judge Ballinger: With respect to the judges, I would like to have them better aware of all that APD does. We do that now by having your Chief appear regularly to explain all the tasks that probation officers have to complete. It's easy for a judge to say, "That's that nice person that comes every once in a while to my court. Why can't they just do that all the time?" Some judges don't realize the other things probation officers do...the visits, the fieldwork, the report writing, the in-office visits, and all the other things involved in a probation officer's job.

Chronicle: *Regarding Early Disposition Court (EDC) and the Regional Court Center (RCC), is there anything that you would change?*

Judge Ballinger: EDC and the RCC are very effective in terminating cases early. That helps because we are crushed by volume. Although EDC and the RCC have a little bit different subject matter, they're doing the exact same thing, which is bring the parties together to see if there's a way to negotiate a plea and disposing of the case right there. In a perfect world, I would implode EDC into RCC. I would take all those judicial officers, all those lawyers and probation officers, and have them meet in one big area. We currently do not have the facilities for that. Long term with a brand new complex, this could be done.

Chronicle: *Has the court pretty much topped out the number of cases that can be put through the expedited courts or do you expect to see those numbers grow?*

Judge Ballinger: If case filings grow, I expect to see expedited courts grow. As of today, RCC is not bursting at the seams, while EDC has volume problems. Eight weeks from now, it could be RCC. We need to figure out some way to combine them to allow them to handle more cases. If we had to do it with the resources we have now, the only choice that we would really have is through extended hours because we don't have any more facilities. In addition, when I did the strategic plan for the criminal department, the statistics indicated that we should have sixty judicial officers for criminal cases. However, even if I got them, I don't have a place to put them. Then the County Attorney would say, "Well, I don't have any lawyers" and the Public Defenders would say, "We don't have any lawyers either". It's a tough issue to solve.

Chronicle: *What accomplishments during your tenure as Presiding Criminal Judge are you proud of?*

Judge Ballinger: The thing I'm most proud of is the growth of the therapeutic courts. This county, being the fifth largest growing court system, should have therapeutic courts with thousands of participants, not hundreds. It is one area that I have been able to identify where the court system can deal with preventing crime, as opposed to dealing with the consequences of crime. And it's also very rewarding. I wish I had more time for it because it is a struggle to get those courts going to full capacity. I'm confident, though, that the next Presiding Judge will be as committed to the therapeutic courts as Colin Campbell and Tom O'Toole have been.

Chronicle: *Do you have any parting comments for APD employees?*

Judge Ballinger: I believe that APD employees do a great job. Keep up the outstanding efforts.

Gender Responsive Case Management

By Paula Krasselt, Penny Stinson and Therese Wagner

For most probation officers, working with female offenders conjures up many thoughts (needy, time consuming, too many problems, whiny, manipulative)! Most probation officers frankly would rather not have to manage this population. Over the last decade, however, the number of women on probation has increased by 76% compared to 37% for men. In 2001, women accounted for 22% of the probation population.

When one considers that about 70% of female offenders have at least two children and that children of incarcerated mothers are 5 to 6 times more likely to have future involvement in the criminal justice system, we have to ask ourselves some tough questions. What are we doing with this population of female offenders? What happens to their children and communities when the primary care giver is involved in crime?

Many of these questions and issues have been explored and researched over the past two decades, which has led to the establishment of six guiding principles. The purpose of this article is not to try to convince the reader that everything about men and women is different but rather to stimulate some thought about some of the critical differences, explore the implications and consider effective methods of managing and providing services to this population.

A summary of the guiding principles may help:

Guiding Principle 1: Acknowledge that Gender Makes a Difference

There is a vast amount of research and evidence across a variety of disciplines that support gender differences caused by both social and environmental factors (gender roles, gender stratification, and gender inequality). Male and female offenders have different pathways into the criminal justice system. A few examples of women's criminal behavior and how they respond to supervision are:

- Female crime rates are much lower and offenses less serious in nature than their male counterparts.
- The most pronounced difference is in violent crime where women's participation is much lower.
- There is an interrelationship between victimization and women's criminality. A history of family violence, trauma and substance abuse are more evident factors in shaping female patterns of offending.
- The response of women to supervision, treatment and incarceration differs from that of male offenders. Although less violent while in custody, women have higher rates of disciplinary infractions for less serious rule violations.
- Women are more influenced by their concern and responsibility for their children, and by their relationships with staff and other offenders.
- Women have a greater likelihood of remaining incarcerated at the pretrial stage due to their inability to post even small amounts of bond.

Guiding Principle 2: Create an Environment Based on Safety, Respect and Dignity

The typical profile of a female offender indicates that many have grown up in less than optimal families and communities and have experienced significant patterns of emotional, physical and sexual abuse. Research from trauma studies indicates that environment cues behavior. The corrections culture is heavily influenced by punishment and control, often conflicting with the treatment culture. Research from a range of disciplines shows that safety, dignity and respect are fundamental to behavioral change. Subsequently, criminal justice professionals must take precautions not to reenact women's earlier life experiences. It is important to note that because of their low risk to public safety, women offenders should be supervised with minimal restrictions to meet public safety. To increase positive outcomes for women offenders, the integration of justice and treatment systems is essential and should consider the following factors:

- Current classification and assessment tools fail to recognize women's lower level of violence, both in their offenses and behavior. This often results in inappropriate assessment of their risk to the community.
- Assessment tools must be developed and validated on women.
- Women require a treatment environment that is safe and nurturing and a therapeutic relationship that reflects mutual respect, empathy and compassion.
- Safety (both physically and psychologically) is necessary to effectively address the needs of domestic violence and sexual assault victims.
- Protocols must be established for reporting and investigating staff misconduct.

Guiding Principle 3: Develop Policies, Practices and Programs that are Relational and Promote Healthy Connections to Children, Family, Significant Others, and the Community.

Examining the research on women’s psychological growth and development can help probation professionals understand the fundamental role of relationships in women’s lives. “In women’s lives, attachment, interdependence and connectedness to relationships are critical issues which form the foundation of female identity.” (Carol Gilligan) Understanding this theme of connections and relationships is imperative when considering why women commit crimes, the impact of interpersonal violence on women’s lives, the importance of children in their lives and the challenges of re-entry into the community. Case management policy and practice should consider some of the following factors:

- Criminal involvement for women often develops through relationships with significant others and family members.
- Additionally, studies show that significant others are an integral part of a women’s initiation into substance abuse, continued drug use, relapse and retention of women in treatment.
- Female offenders frequently suffer from isolation and alienation created by issues of marginalization.
- Many female development theories indicate that the primary motivation for women throughout life is the establishment of a strong sense of connection with others. Subsequently practices and policies that assist women with developing healthy relationships are critical to positive outcomes.
- The majority of women offenders have dependent children and maintain parenting responsibilities while under supervision. Probation staff must understand and acknowledge the importance of mother-child relationships when managing female offenders.

Guiding Principle 4: Address Substance Abuse, Trauma, and Mental Health Issues Through Comprehensive, Integrated, and Culturally Relevant Services and Appropriate Supervision.

Substance abuse, trauma and mental illness are clearly interrelated, however are often treated separately. These issues are significant factors that lead to crime and also impact women’s experience in supervision, incarceration and re-entry. The history of trauma in women’s lives is often unrecognized, but is frequently manifested in physical and mental health problems. Women often abuse substances because they are self-medicating trauma or a mental illness. When determining services and supervision, the following suggestions should be considered:

- Women who experience physical or sexual abuse as adults or children are more likely to abuse alcohol and drugs and suffer from depression, anxiety disorders and Post Traumatic Stress Disorder (PTSD).
- Integrated treatment in which service providers are trained in substance abuse, trauma and mental health, as well as gender, cultural and ethnicity issues will lead to higher levels of engagement and retention in treatment programs.
- Close monitoring of the programs to ensure the emotional and physical safety of women will also insure positive outcomes.

Guiding Principle 5: Provide Women With Opportunities To Improve Their Socioeconomic Conditions.

Socioeconomic circumstances are important factors influencing the lives of female offenders. Most women offenders are poor, undereducated and unskilled. Many have never worked, have sporadic work histories, have lived on public assistance or support themselves and their families through illegal means. Most women offenders are heads of households and about one-third are living below the poverty line.

- Research in the field of domestic violence clearly indicates that economic needs (housing, financial support, education, job development) are essential for a woman’s ability to establish a life apart from her abusive partner.
- Substance abuse treatment is also more effective for women when there is strong economic and material support. Unrealistic economic demands affect retention.
- Changes to public assistance in the mid 1990’s disproportionately affected women and their ability to support their children.
- Women offenders benefit when services are integrated and comprehensive, focusing on economic, social and treatment needs. It is helpful to have short-term emergency services.
- Provide training and opportunities for women to earn a living wage.
- Safe and sober living space is essential.

Guiding Principle 6: Establish a System of Community Supervision and Reentry with Comprehensive, Collaborative Services.

In addition to the female offender stigma, challenges and burdens faced when reentering the community are single motherhood, reunification with children and other family members, decreased economic potential, lack of services and programs targeted for women and responsibilities to multiple agencies. Services are often fragmented and conflicting requirements can interfere with supervision and successful reintegration. Coordination between criminal justice, treatment providers, public health, employment, housing and child welfare services is imperative for successful reentry. Implementation strategies should consider:

- Individualized case plans that wrap resources, services and support around the woman and her children.
- Utilizing a coordinated case management model and collaborative, community-based programs that offer a multidisciplinary approach will more likely lead to successful outcomes for women.
- Service delivery based on women’s relationships and the connections in their different life areas are congruent with female characteristics and needs.

In closing, female offender focus groups indicate that if the following needs are unmet, women will be put at risk for criminal justice involvement: housing, physical and psychological safety, education, job training and opportunities, community based substance abuse treatment, economic support, positive role models and community response to violence against women.

Gender-responsive case management training will become available on the training calendar in the near future. The training will provide probation staff the tools and skills to provide gender-responsive case management.

Impacting a woman’s life either positively or negatively has a ripple effect on children and communities. Unmet needs will put women at risk for continued criminal justice involvement and magnify the likelihood of their children becoming involved. Our ability to respond to this population and intervene using best practices grants us the unique opportunity to positively affect the lives of not only these women, but to put our imprint on future generations.

Sources:

1. Bloom, B. Owen B. and Covington, S. (2003). *Gender-Responsive Strategies: Research, Practice and Guiding Principles for Women Offenders*
2. *Probation and Parole in the United States*, 2001.
3. Bureau of Justice Statistics (2001b). *National Correctional Population*. Washington, DC: U.S. Department of Justice.
4. *Women Offenders: Developing an Agency-wide Approach Training*, July 19-23, 2004. National Institute of Corrections, U. S. Department of Justice.
5. Report from the Focus Group on Women involved in the Community corrections System, October 28-30, 2003. National Institute

Critical Incident Stress Management

The deadline for applications for APD staff interested in participating in the Peer Support/ Critical Incident Stress Management (CISM) teams has been extended. The Peer Support Team is made up of APD employees wanting to be of service to peers, providing support for coping with stress. The CISM team will be composed of some members of the Peer Support Team and will provide a structured mechanism to vent reactions after critical incidents and to educate staff about resources for managing stress. In the past few years, a group of dedicated APD staff members have been available to staff during times of stress and/or critical incidents. They are: David Strate, Janet Blake, Jeanne Duncan, Carolyn Goldstein and Tammy Allen. We would like to thank them for their dedicated service to employees.

The Peer Support Team and Critical Incident Stress Management team is expanding, and interested staff should submit applications to Mary Anne Legarski, the CISM team coordinator. Information about the team and an application are available in APD Policies under “Personnel”, 11.028 “Peer Support/Critical Incident Stress Management (CISM)”. Applicants must have worked for APD for at least 3 years, have at least a “meets” performance evaluation, be calm during times of crisis, and be available via pager or phone to respond to situations as directed by the coordinator. Peer support members are required to attend 24 hours of training and CISM team members must complete the 24 hours of peer support trainings plus 40 hours of advanced training.

The training for both teams will be provided by Dr. Sarah Hallett, a police psychologist with an extensive history in training peer support and CISM teams. She was in New York City at “Ground Zero” helping debrief after the 9/11 tragedy, and has been well received by MCAPD supervisors/managers during a training completed in 12/04.

Managing for Results 1st Annual Diversity Training



Tony Lopez, Diversity Director

January 26, 2005 marked the first annual diversity training where Maricopa County celebrated diversity and our state's Civil Rights Day. The celebration was organized by Tony Lopez, Diversity Director (former MCAPD supervisor). The diversity training was a result of one of the Managing for Results goals set forth by County Manager, Dave Smith: **“By June 2006, increase by 10% the number of staff in supervisory positions who have diverse backgrounds that is reflective of the current workforce. These efforts will be carried out in conjunction with the Diversity Director.”**

Employees from various county departments were in attendance and were reflective of the County's diverse workforce. The training kicked off with music by the Air Force Choir. Guest speaker, Cecilia Esquer (Retired Chief Council Public Advocacy Division), lead the audience through a history of the American Civil Rights movement from 1954 – 1965:

- **1954 – Brown v. Board of Education:** This case decided unanimously that segregation was unconstitutional.
- **1955 – Mississippi and the Emmitt Till Case:** This case drew national publicity for the murder of 14-year-old Emmitt Till who was murdered for having spoke flirtatiously to a white woman.
- **1955 - Montgomery Bus Boycott:** Leaders of the black community organized the Montgomery Bus Boycott that deprived the company of 65% of its income after Rosa Parks was arrested for refusing to give up her seat on the bus to a white man.
- **1957 – Desegregation at Little Rock:** Little Rock Central High School was to begin the school year desegregated.
- **1960 – Sit-in Campaign:** College students across the nation protested in a span of two weeks after a black college student was refused service at the lunch counter of a Woolworth in Greensboro, North Carolina.
- **1961 – Freedom Rides:** Busloads of volunteers of mixed races waged a cross-country campaign to try to end the segregation of bus terminals.
- **1962 - Mississippi Riot:** Federal Marshals escort the first black student to enroll at the University of Mississippi to campus.
- **1963 – Birmingham, Alabama:** One of the most severely segregated cities in the 1960s.
 - **April 12th:** Public Statement by Eight Alabama Clergymen.
 - **May:** Dr. Martin Luther King, Jr. printed his “Letter from Birmingham Jail.”
 - **August:** March on Washington – Dr. King delivered his speech “I Have a Dream.”
 - **September:** The Ku Klux Klan bombed the 16th Street Baptist Church.
 - **November 22nd:** Assassination of President Kennedy.
- **1964**
 - **April 3rd:** Malcolm X delivers his speech, “The Ballot or the Bullet.”
 - **April 8th:** Malcolm X delivers his speech, “The Black Revolution.”
 - **July 2nd:** The Civil Rights Act is signed into law by President Johnson.
- **1965**



Cecilia Esquer, Guest Speaker



The Air Force Choir

- **February 21st:** Assassination of Malcolm X
- **March 7th:** Bloody Sunday in Selma
- **Voting Rights Act:** Prohibits literacy tests and poll taxes to be used to prevent blacks from voting.
- **1968**
 - **April 4th:** Assassination of Dr. Martin Luther King, Jr.
 - **June 5th:** Assassination of Robert F. Kennedy

(For a detailed summary of the “Brief Timeline of the American Civil Rights Movement 1954-1965 go to http://courts.maricopa.gov/APD/pdf/civil_rights_timeline.pdf New York: Penguin, 1988.

What Works in Correctional Intervention?



On January 12, 2005, the Administrative Office of the Courts sponsored a statewide training on “What Works in Correctional Intervention?” The training was conducted by Dr. Ed Latessa from the University of Cincinnati, who is considered one of the foremost authorities on evidence-based practices. Over 80 participants, including judges, chief probation officers and probation officers, from around the state attended the day-long event.

During the training Dr. Latessa focused on identifying what works and what doesn't work in reducing recidivism. Through empirical research, principles of effective intervention have been identified. The research tells us who should be targeted, what should be targeted, and how they should be targeted.

Some of the highlights from the training included:

- Good assessment is essential. It helps identify who and what to target. Research has helped identify the risk and need factors that are the best predictors of criminal behavior. Some of these include antisocial/procriminal attitudes, values and beliefs and procriminal associates.
- Effective treatment programs target high risk offenders and target criminogenic needs that are related to criminal behavior.
- The most effective programs are behavioral. These programs focus on current factors that influence someone's behavior, are action-oriented and teach offenders new skills, and provide positive reinforcements to help reinforce the behavior that should be maintained.

Overall the training was enthusiastically received and reinforced our department's effort to move towards evidence-based practice.

United States Marshals Deputize APO

By Richard Breed

Since the early 1990s, the MCAPD Warrants Unit has had a partnership with the United States Marshals (USM). Over the past few years, the level of cooperation and interaction between the two agencies has increased. Although the entire unit works with the USM, APO Bill Harkins uses the services of the USM on a regular basis. Over 70% of Bill's arrests are made in cooperation with the USM.



Over the past two years, Bill has made 471 arrests with the USM Team. The USM requested that MCAPD be part of the High Intensity Drug Trafficking Area (HIDTA) task force. This task force is made up of USM officers and various officers from Mesa Police; Department of Public Safety; Alcohol, Tobacco and Firearms; and now MCAPD. Bill Harkins was chosen by the U.S. Marshals to be the first MCAPD officer on the task force. Bill was deputized as a Special Deputy U.S. Marshal and was assigned to the HIDTA Task Force on December 21, 2004 by U.S. Marshal David Gonzales.

Bill will continue to work exclusively on our warrants as an APO. However, he now has access to federal databases, daily access to the task force, and opportunities for additional training. Congratulations, Bill!

Director Promotions



Pamela Morrow and Tom O'Connell

Pam Morrow has been with APD for 19 years. Her first assignment as an officer was in Presentence (PSI) which was followed by Standard field. Before she was promoted to supervisor in 1992, Pam was part of the Staff Development and Training Unit.

As supervisor, her first assignment was in the Standard Field unit at the West McDowell office which then moved to WRC in 1994. As supervisor, Pam also supervised the Day Reporting Center Programs and most recently the Custody Management Unit (CMU).

In her 16 of service, Pam's proudest accomplishment with APD is the creation of the CMU, which was implemented in September 2002. The CMU has saved officers countless hours of time, and has saved the department hundreds of thousands of dollars.

As Division Director, Pam will be located at WRC. Her division will include eight Standard field and three IPS units. Pam looks forward to working with the department in a new capacity and helping with the restructuring and incorporation of Evidence Based Practices.

Congratulations

Tom O'Connell and Pam Morrow on your promotion to APO Division Director.

Tom O'Connell has been with APD for 16 years. He has had a variety of assignments that have taken him all over the county. His first assignment was in Standard field at the West McDowell office where he was assigned to the Buckeye and Gila Bend caseload. He later moved to the Scottsdale Office to manage a Standard caseload. Subsequent assignments have included PSI, Drug Court, and Court Liaison. In 1997, he was promoted to supervisor and assigned a standard field unit at PSC and later transferred to the Scottsdale Office. His most recent assignment was supervisor for the Court Liaison Unit.

Tom has worked on many projects in his 16 years with APD. His proudest accomplishment has been the development and implementation of the new Probation Violation Report format in 2002.

Tom will be the director for the North Field Division, which includes Standard and Intensive Probation at the Scottsdale and Northport Offices, the SMI Unit, the Collections Unit and Court Liaison. He will be located at the Scottsdale Office.

As new Division Director Tom looks forward to working with the many talented employees. He welcomes the exciting changes that will come as the department incorporates Evidence Based Practices into our mission.

Supervisory Promotions

Congratulations Ray Cruz, Peter Sanborn, Mark Bergmann, Melissa Kridler, Arlyn Harris, and Allison Thompson on your promotion to APO Supervisor!



Left to Right: Peter Sanborn, Melissa Kridler, Arlyn Harris, Allison Thompson, Ray Cruz, and Mark Bergmann.

Peter Sanborn has been with the department for seven years. He spent a little over two years as a Standard Field officer and the past four and half years in PSI. Peter assumed supervision of Unit 34 at WRC on January 17th. He looks forward to working with a new team, new challenges, and the opportunity to combine his own experience with those of his staff to create a positive and efficient working environment.

Melissa Kridler has been with APD close to six years. In her years of service, her assignments have included: Standard Field and Staff Development and Training. As a new supervisor she looks forward to leading others by example and having an effective impact on upcoming changes. Melissa will be supervising Standard Field Unit 14 at the Northport Office.

Arlyn Harris has been with APD close to eight years. In her years of service her assignments have included Standard Field, Reach Out, Staff Development and Training, and IPS. Arlyn will be located at the new Black Canyon office and will supervise a Standard Field Unit. She welcomes the challenge of a new position.

Allison Thompson has been with the department for over twelve years. She has worked in a variety of units throughout her years of service: Standard Field, IPS, PSI, DRC, and Court Liaison. Allison assumed supervision of Field Unit 1 at the new Black Canyon Office where she looks forward to the new challenges that will come her way and the opportunity to share her knowledge with others.

Ray Cruz has been with APD for ten years. Prior to being promoted to supervisor, Ray was assigned to the Custody Management Unit at Durango. Other assignments have included: standard probation (twice), PSI, and Drug Court. Ray assumed supervision of the night shift in the Pretrial Services Division at the 4th Avenue Jail on January 17. Ray welcomes the new challenges and looks forward to learning something new from Pretrial. He hopes to make as much of an impact as a supervisor as he did as a field PO.

Mark Bergmann has been with the department for twelve years. Prior to his promotion to supervisor, Mark supervised a Standard Field caseload in the Avondale / Goodyear / Litchfield Park area. Previous assignments included Standard Field in the Maryvale area, PSI, and IPS in the Wickenburg / Surprise area. Mark looks forward to working with a new group of supervisors, officers, directors, and support staff at his new office at PSC, a location where he never previously stepped foot.

Carolyn Page Retires

After 15 years with APD, Carolyn Page decided to retire. Carolyn started with the department in 1989 in the Presentence Word Processing Unit at the CCB. In 1994, she transferred to WRC and continued with PSI Word Processing. In 1998, she joined the Standard Field Support team at WRC. She has been a tremendous asset to the Fun Police Morale Committee at WRC.

Carolyn will step into retirement with a list of things to do. She plans to reorganize her home, spend more time with family and friends, travel, hike, and volunteer for Hospice of the Valley again. She believes she is not closing the book, but is beginning a new chapter in her life. "After all, we all know the best part of the story is 'To be continued' because the best is yet to come."

Carolyn's most memorable times with the department have been when her co-workers have joined together to offer her the emotional support during difficult times, and when everyone has stuck together during the Department's difficult times.

Carolyn's final words to the Department and friends, "It has been my pleasure to work for the Adult Probation Department. I will never forget how you all supported me. I will truly miss you all. I wish you all health and happiness in the coming years."



Thank you for 15 years of service. We wish you well in your upcoming travels and adventures.

Overcoming E-Mail Overload at Work

By Renee Montagne

(Submitted by Mark Hendershot and reprinted with permission from NPR)

[NPR Morning Edition](#), February 9, 2005 · There has been an explosion of e-mail in offices across the country, and not all of it is spam. Answering 50 or 100 e-mails a day -- or just wading through them -- can disrupt workflow and cost money. Business consultant Marilyn Paul offers ways to rein in e-mail -- and make it a tool instead of a burden.

Paul, author of *It's Hard To Make a Difference When You Can't Find Your Keys*, says that remembering some practical tips can help people, and offices -- use e-mail more effectively. She says it all begins with not relying on e-mail to be an urgent forum for discussion. Instead, Paul says, it should be a peripheral tool for keeping in touch with colleagues and clients.

By keeping messages short and refusing to let circles of conversation take place in round after round of e-mail, workers and their colleagues can handle tasks more effectively, according to Paul, who holds a Ph.D. in organization and management from Yale and an M.B.A. from Cornell.

And at all costs, emotional or angry e-mails should be avoided. For messages meant to pass on sensitive information -- or resolve a conflict or misunderstanding -- use the phone, or meet face to face.

Managing Your E-Mail

Using e-mail well can be a challenge. Marilyn Paul offers some ways to improve:

1. Meet as a team to review e-mail use. Identify what works, what doesn't, and why. Create a trial period for improvement. Meet to discuss after a week.
2. Use subject-line protocols to speed communication: a.) No reply needed -- NRN; b.) Thank you -- TY; c.) Need response by date and time -- NRB 10/30 3:00 pm; d.) Use subject line for whole message: Meet 10:00 10/30 Okay? END
3. Determine who needs to be copied on what, what needs to be read, and what needs to be filed.
4. Keep e-mails short. Most should be no more than 1-10 sentences. Communicate your main point in the first sentence or two. Don't make readers work because you don't have time to focus.
5. Don't deliver bad news in an e-mail message. If it's urgent, pick up the phone. Use tone of voice to indicate concern, but not anger.
6. After two rounds of problem-solving on e-mail, pick up the phone.
7. Don't hide behind e-mail. Any sensitive communications should be done in person.
8. If you can't answer a request immediately, let the other party know when you can respond, or if you can't.
9. NO EMOTIONAL E-MAILS: To resolve a conflict, schedule a meeting or use the phone. E-mail arguments tend to be huge time-wasters. Never send a hasty, irritated response to an annoying e-mail -- jobs have been lost that way.

Shop With A Cop

By Lou Ebratt

On December 18th, this past holiday season, the Arizona Probation Officers Association (AZPOA) teamed up with the Scottsdale Police Officers and a number of other law enforcement agencies for the 2nd annual “Shop With a Cop.”



Back Row: Chuck Ruiz, Neil Capps, Jean Scott, Bob Wilmarth, Paul Anderson, & Courtney Sullivan
Front Row: Chris Hopkins, Maria Amaya, Santa Claus, & Leslie Ebratt

The Police Officers of Scottsdale Association (POSA) managed to talk Santa, Jeff Polk of the Atlanta Falcons (former Sun Devil) and Quentin McCracken of the Arizona Diamondbacks to pitch in as well.



Leslie helping a child shop.

Following breakfast with Santa at Scottsdale Community College and celebrity

autographs and pictures, 155 lucky kids descended on the local Target in the company of 100 officers. Each child was given a \$200 allowance to spend as they wished. Many children resisted the urge to simply buy for themselves and instead were seen shopping for siblings and parents alike.

In all, over \$31,000 was spent as a result of a variety of generous contributions gathered by POSA.

Participating in this wonderful event were: Paul Anderson, Maria Amaya, Mark Bergman, Neil Capps, Leslie Ebratt, Luis Ebratt, Chris Hopkins, Chuck Ruiz, Jean Scott, Courtney Sullivan and Bob Wilmarth.

Everyone in attendance expressed a desire to participate in next year’s event. Will you join us?



Paul Anderson



Mark Bergman



Newly Revised Policies



Since December, the Executive Team approved the following policies:

10.020: Victim Services Unit (located in the Administration Section): The policy replaces the former 10.020: Victim and Community Help Line policy and includes updated procedures for the Victim Services Unit.

11.024: Tuition Reimbursement (located in the Personnel Section): A hyperlink to the Tuition Reimbursement Application & Approval form was added. Reference to the Outside Employment policy was added as Section II.A, and the provision for continued reimbursement for employees who have been subject to disciplinary action was added as II.E.

30[2].130: Sex Offender Caseload Management Standards (located in the Community Supervision Section): This policy replaces 01.010: IPS Sex Offender Caseloads and 01.013: Standard Sex Offender Caseloads and combines them into a single updated policy which reflects current procedures for supervising sex offender caseloads. Forms related to these caseloads have been added to the end of the policy as well.

30[2].131: Community Notification of Sex Offenders (located in the Community Supervision Section): This is a new policy which covers parameters relating to APD staff's requirements regarding community notification of sex offenders, including a hyperlink to instructions for completing the sex offender risk assessment.

30[2].132: Sex Offender Registration and Identification (located in the Community Supervision Section): This new policy provides information regarding officer responsibilities for directing sex offenders to register with the Maricopa County Sheriff's Office and obtain a driver license or non-operating identification from MVD.

30[2].133: Sex Offender Travel Permits (located in the Community Supervision Section): This new policy outlines provisions for issuing travel permits to sex offenders.

30[2].134: Arizona Community Protection and Treatment Center (ACPTC) (located in the Community Supervision Section): This new policy provides guidelines for staff supervising sex offenders committed to or being considered for commitment to the ACPTC under the sexually violent persons law.

30[3].101 Use of Force: (located in the Community Supervision Section): In Section II.E.1, the word "subject" has been substituted for the former wording "probationer" as the statute does not limit an officer's use of force to probationers.

30[3].103: Flashlights: (located in the Community Supervision Section): In Section II.C, the process for non-field officers to obtain authorization to carry a flashlight on duty has been added.

30[3].105: Handcuffs: (located in the Community Supervision Section): Wording was removed that prohibited officers in the Pretrial assignment from carrying or using handcuffs. Section II.C also adds the process for non-field officers to obtain authorization to carry handcuffs on duty. Section II.H has been amended to allow officers to use handcuffs on non-probationers if the situation necessitates such use for officer safety purposes.

30[3].106: OC Spray: (located in the Community Supervision Section): Section III.D has been added to include the process for non-field offices to obtain authorization to carry OC spray on duty.

30[3].107: Batons (Impact Weapons): (located in the Community Supervision Section): Section II.C has been added to include the process for non-field officers to obtain authorization to carry a baton on duty.

*****Did you know? The most frequent cause of employee injury in FY 2004 was dog bites.*****

X-TATTOO PROGRAM

By Gary S. Streeter



Do you have a probationer who is a gang member and has **VISIBLE** tattoos related to gang life? Would the defendant like to get his/her tattoos removed to enhance employability or to renounce affiliation? If so, the answer is X-Tattoo, a program coordinated through the City of Phoenix. This program utilizes laser removal technology and consists of a series of treatments, the number of which is determined by the intricacy of the tattoo. Applicants are screened by the City of Phoenix and, if accepted, are placed on a waiting list. Only City of Phoenix residents are eligible for the program. This is a **VOLUNTARY MEDICAL TREATMENT**, so officers are not to attach sanctions or issue directives mandating compliance. Officers are not obligated to sign the application as the sponsor.

X-Tattoo Program Requirements	
Ages 13-19	16 hours of community service and one educational workshop per treatment; \$10 fee per treatment.
Ages 20-22	Same, except \$25 fee per treatment.
Ages 23 and older	8 hours of community service per treatment, educational workshops are optional. The per treatment fee is based on a sliding scale.
<i>NOTE: Community service hours completed to satisfy a term of probation may be accepted by X-Tattoo. Be prepared to provide proof of completion.</i>	

To apply, your probationer simply fills out the program application, which can be found in the forms area of each area office. (If none are found, please contact me). You can also call (602) 534-3121 or (602) 261-8411 to have an application faxed to you or you can contact program staff via email at Receptionist.PKS@phoenix.gov. Once the application is completed, mail or hand deliver it to the City of Phoenix At Risk Youth Division, 3333 N. 7th Avenue, Phoenix, Arizona 85013. Applicants will be notified of their status by mail.

I believe this program is a great opportunity for probationers who want to make a positive lifestyle change. They also receive a service that would normally be beyond their financial means. Removal of gang related tattoos could provide a huge boost in your probationer's self esteem and your referral may help establish a positive rapport.

If you have any questions, please contact me via email or at 602-372-2495 or 602-619-9218.

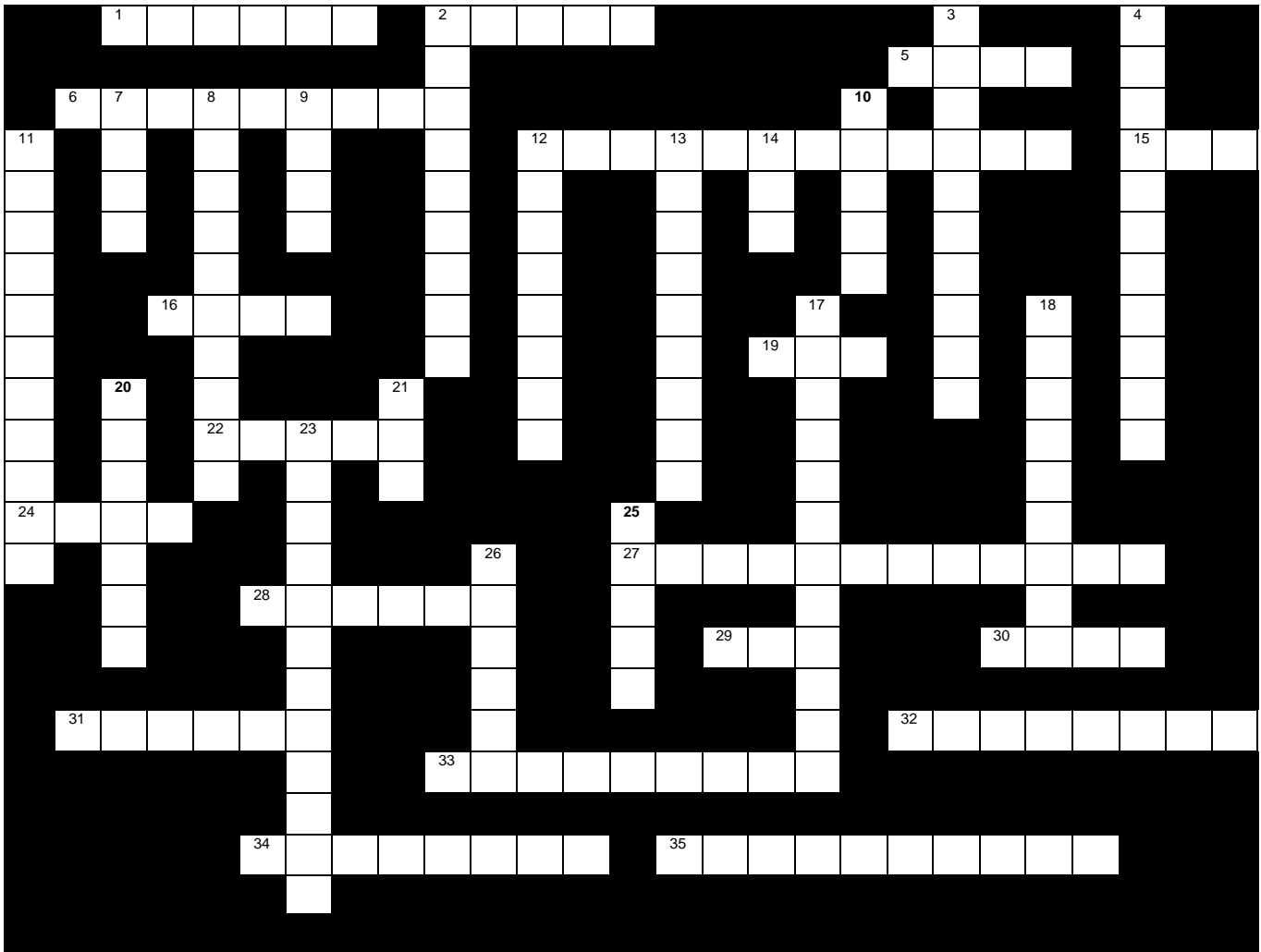
Adult probation officers conducted a search of a defendant's residence, which yielded 14 bails of marijuana, totaling over 277 pounds, with a street value estimated at \$161,000. Additionally, four firearms, including one AK47 and one stolen revolver, were recovered. The search was conducted in conjunction with Mesa PD and resulted in numerous new charges being filed against the defendant. The officers involved were Cynthia Gordon, Saul Schoon and Wes Shipley.



MFR/Evidence-Based Practice CROSSWORD PUZZLE

Win 2 Harkins Movie Passes

Most answers for the crossword puzzle can be found within the articles located on the Adult Probation Web Page under - News and Reports - Reference Material and the MFR website. Email answers to: Janet Baca at jabaca@apd.maricopa.gov First correct response wins the movie tickets.



ACROSS	CLUE / DEFINITION	DOWN	CLUE / DEFINITION
1	Prize, benefit	2	Essence, belonging solely to
2	Volume of resources needed	3	Desire to change
5	End point; longer than an objective	4	Standard & intensive _____
6	Substance abuse/mental health _____	7	Probability to recidivate
12	Setting the standard for measuring	8	Offender _____ Tool
15	Acronym: Research-proven services	9	Opposite of least
16	Acronym: Questionnaire about drug use	10	Acronym: assessment tool for re-evaluation
19	Community reinforcement approach	11	Achievement, accomplishment, end result
22	OST measures risk & _____	12	Between Southern & Guadalupe
24	Price	13	Cognito ergo sum
27	Matching to learning style/culture	14	County's business principle
28	Amount/quantity of treatment	17	Crime producing
29	Acronym: Permanent employee	18	Predictive accuracy
30	Strategic _____	20	Performance _____ (use to quantify)
31	Number of units produced	21	Acronym: APD questionnaire to assess risk/need
32	Consequence	23	Economic measures
33	Deliberate & tactical	25	General direction / tendency
34	Set of services _____	26	Outcome
35	Re-arrest, re-conviction		



Retirements

Carolyn Page

01/13/05

25 Year Anniversary with MCAPD

Andrew Lembo

01/07/05

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Your Stories Wanted!



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

E-mail submissions to Janet Baca at

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