

# The Chronicle

NEWSLETTER OF THE  
APRIL/MAY/JUNE 2004 MARICOPA COUNTY ADULT PROBATION DEPARTMENT VOLUME IX, ISSUE 1

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## The Chronicle

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## Chiefly Speaking "The Evidence Points This Way"



For nearly two decades we have seen an enormous body of sound and convincing research that describes the most effective practices in community corrections. A lot of the literature is referred to as "What Works." As a department, we have been a pioneer and leader in this arena and have received recognition at the state and national level for many of our programs. Yet, as an agency we are just a step or two away from having all the right pieces working together.

In the very near future, you are going to hear a lot about the Integrated Model for an Effective Organization that the National Institute of Corrections is enthusiastically promoting. It consists of three components: Organizational Development, Collaboration, and Evidence-based Principles. If done properly, I believe it will provide the blueprint of what we need to take those final few steps. To illustrate what I am talking about, I'd like to briefly discuss the component of Evidence-based Principles that is discussed in a series of articles published by NIC that concisely pulls together the research.

Assessment tools have become more reliable in predicting a probationer's risk to re-offend. Our screening tool, the OST (Offender Screening Tool) is

among the best in use today. But, how consistent are we in using the information it provides? With the field version of the OST (the FROST) coming on-line soon, we have a marvelous opportunity to make use of assessments as they are intended, to develop and modify case management plans.

### Principle 1: Assess Offender Risk and Needs

Typically, in our current practices, once we get a good idea of what the probationer needs and the risk he or she poses, we then determine supervision levels and make referrals for services. If a person is not motivated to change can we realistically expect anything more than a superficial or temporary change? We have to explore ways to build upon an offender's readiness to change. By readiness, I

### Principle 2: Enhance Offender Motivation

mean the probationer is at least receptive to the idea of exploring new ways to control his or her life. This greatly enhances the probationer's chances for success in treatment.

### Principle 3: Target Interventions

In making a referral for treatment, it is critical that we carefully match the probationer's

needs and learning style to the various treatment programs and service providers. We have to ensure that the treatment providers we use employ evidence-based practices and curriculums, and be certain that the probationer is receiving the proper level of treatment, particularly for our high-risk populations.

**Principle 4: Address Cognitive Behavioral Function** Research has shown that the type of treatment modalities that work best with our offender populations are cognitive based. “Cognitive Restructuring” attempts to help the offender change thinking habits that eventually lead to criminal behavior. If this is successful, the next step is to teach “Cognitive Skills” that the offender can use to manage his or her life without resorting to crime. Internally, we have our own cognitive restructuring program that focuses on motivating offenders and getting them ready for treatment.

**Principle 5: Provide Positive Reinforcement** It is well known that performance and motivation improve if a person is recognized for doing something well or for achieving a milestone. Sometimes all that is needed is a verbal acknowledgement that the probationer made some progress. This type of reinforcement goes a long way and helps the offender see that there is hope for change.

**Principle 6: Provide Ongoing Support** Change often is accompanied with setbacks. Relapse is a common occurrence with offenders. It is critical that we be well versed in the dynamics of relapse and make relapse prevention a high priority in our supervision practices.

Let’s suppose that we are doing all the right things. **Principle 7: Measure Outcomes** How do we know if we are doing them right? This means keeping accurate, reliable, and meaningful statistics. Outcomes show us if we are achieving the results we might expect from using evidence-based practices and helps us determine where adjustments need to be made.

To sustain evidence-based practices there has to be a guiding principle woven into the organizational culture. **Principle 8: Quality Assurance** It starts with hiring practices and continues with training to help staff develop the skills and knowledge needed to deliver evidence-based services. Our training manuals, curriculum, and policies and procedures need to reflect our commitment towards this goal.

As I said in the beginning, we are just a few steps away from having all the pieces fitting together. By following these principles I am confident it will yield results that will help us achieve our mission.

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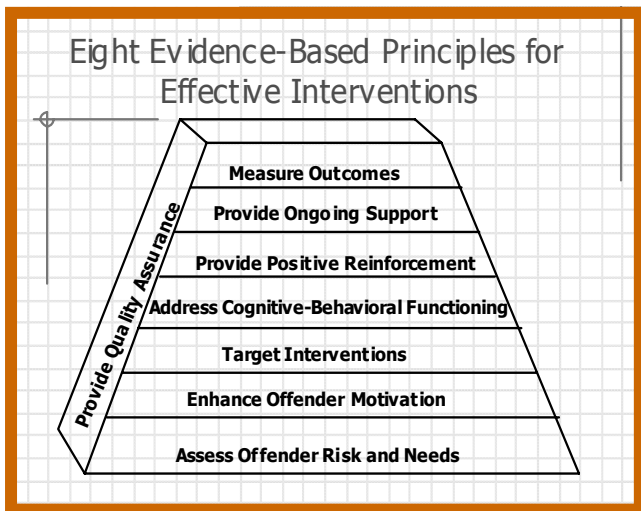
If you wish to learn more about evidence-based practices, the following articles will be posted on the department’s Intranet page: Go to News and Reports and simply click on Reference Material at <http://courts.maricopa.gov/apd/index.asp>

National Institute of Corrections, Crime Justice Institute, “Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention,” 2004, Washington, D.C.

National Institute of Corrections, Crime Justice Institute, “Implementing Evidence-Based Practice in Community Corrections: Leading Organizational Change and Development,” 2004, Washington, D.C.

National Institute of Corrections, Crime Justice Institute, “Implementing Evidence-Based Practice in Community Corrections: Collaboration for Systematic Change in the Criminal Justice System,” Washington, D.C.

White, Thomas, “A Framework For Implementing Evidence-Based Probation and Parole,” February 2004. Thomas White is the Director of Operations, state of Connecticut Judicial Branch Court Support Services



## **AN INTERVIEW WITH BETTY ADAMS, Administrative Services Director**

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A person who has recently been playing an important role with Adult Probation is **Betty Adams**. In January 2004 Betty Adams left her position as Special Assistant to David Smith, the County Administrative Officer, and became the Administrative Services Director for Trial Courts. One of Betty's jobs has been to provide oversight of Presiding Judge Campbell's plan to consolidate many of the administrative functions common to court departments. The Chronicle recently interviewed Betty to learn more about her role and what changes are in store for Adult Probation.



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*CHRONICLE: Many employees are not familiar with Judge Campbell's master plan. How would you describe it?*

Betty Adams: First, let me give you some background. The Judicial Branch in Maricopa County is made up of Adult Probation, Juvenile Court, and Trial Courts which consists of the Superior Courts and Justice Courts. Historically each department had their own administrative divisions. They provide services such as human resources and budget and finance. Judge Campbell believed that many of these services could be consolidated based upon the corporate model of structuring them under one manager and utilizing best practices to deliver services. For example, each department has different processes for getting paychecks to staff. One department does not even have an automated system, which is very labor intensive. Consolidation allows us to make more efficient use of resources and share expertise and technology to improve services for all staff in the court family.

*CHRONICLE: How can Adult Probation assist in these efforts to consolidate?*

Chief Broderick has shown great leadership in understanding and communicating the benefits of consolidation and assisting with change. The same can be said for Adult Probation's management and staff. Key personnel from your Budget and Finance and Planning divisions recently assisted in the consolidation of payroll. **Scott Allen** was named interim manager for Court Payroll that has staff from Adult Probation, Juvenile Probation, and Trial Courts (including Court Technology Services, formerly known as JIS). It was a real partnership.

*CHRONICLE: Human Resources services were the first to be consolidated. How has that been progressing?*

Betty Adams: It has been challenging, mostly because of all the events that were occurring at the same time consolidation took place. Both the Juvenile and Adult Probation Departments are going through unprecedented periods of recruitment for new officers. The Juvenile Probation's demand was due to growth and Adult Probation's demand was to fill vacancies resulting from the budget crisis of a little more than a year ago. Additionally, new hiring practices and requirements went into place such as psychological evaluations and more stringent background checks. We also had to work with the county's new automated system, PeopleSoft. And to top things off, we hired a new Human Resources Director. His name is Phillip Hanley by the way. However, we are now enjoying the benefits of sharing best practices and streamlining processes to improve services to customers. We look forward to continued success.

*CHRONICLE: When things settle down, what benefits might we see from consolidation?*

There will always be spikes in the demand for hiring new staff. With consolidation we can have streamlined and more standardized processes that will allow us to accommodate demand more efficiently. We can share technology and expertise of staff. Adult Probation has been a real leader in this area.

*CHRONICLE: How do you think things will look a year from now?*

Transparent – I want our customers to have to spend less time worrying about Court HR and Payroll and simply view these services as being seamless -- giving the court departments what they need to conduct business.



**Can You Hear Me Now?  
By: Staff Writer**



Centered on the important topic of correctional communications skills, the most recent managers' forum was held on March 31<sup>st</sup>. Ray Ferns, CEO, Restorative Correctional Services, was the main speaker and guide for the day's activities. Ray spoke about evidence-based practice and effective communications skills with offenders and within the organization. Ninety percent of participants indicated that their knowledge of communication skills was enhanced as a result of the forum.

The Programs Division managers, led by Billie Grobe, planned and hosted this managers' forum, which was held on Billie's last day with the Department. This was an interesting twist of fate because Billie had a lot to do with establishing the current design for the Department's Managers' Forums.



Billie Grobe and Ray Fern at the Manager's Forum.



(L-R) Chauncey Crenshaw & Teresa Yetmer participate in a breakout group exercise led by Stan Alexander.

Lee Brinkmoeller (left) shares his thoughts during a breakout group facilitated by Tom Weiss.



**Manager's Forum**

## LEGISLATIVE UPDATE

By Rebecca Loftus, Planning and Research

*Editor's note: We welcome Rebecca as a contributor to the Chronicle. She will be providing us with updates on legislation that will impact Adult Probation.*

HB2225 (probation absconder, tax intercept program) was signed by the Governor on 04/26/04. This law allows the Department of Revenue to release taxpayer information regarding a probationer on absconder status to the Court.

HB2452 (sex offenders; identification; monitoring) was signed by the Governor on 04/23/04. This law requires newly convicted sex offenders and those convicted of failure to register as a sex offender to pay a \$250.00 assessment to a newly established sex offender monitoring fund.

Finally, HB2602 (sex offenders, community notification), which passed both the House and Senate, was scheduled for minority and majority caucuses on 05/03/04. If passed, this law will increase community notification requirements for level two sex offenders, requires the Community Notification Guidelines Committee to recommend a process to modify levels and study statewide guidelines application, and adds members to the committee.



Win 2 Harkins Movie Passes



*Mystery Person*

? ? ? ? ? ? ? ?

There are 8 clues in this edition of the **Chronicle**. If you can identify the mystery person, send the name to Janet Baca via e-mail by June 31, 2004. If there is more than one correct response, the winner will be selected by random drawing.

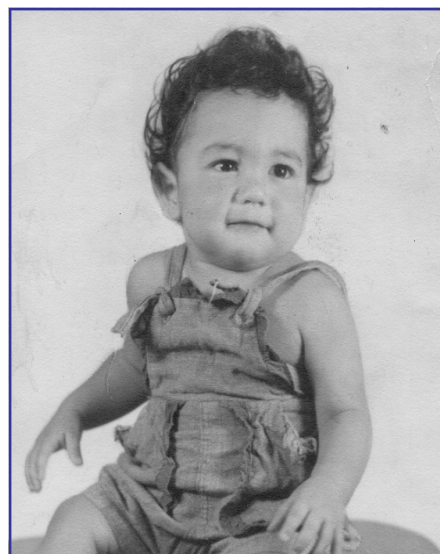
Clue #1: This person, MCAPD, and sweet sixteen

Clue #2: This person is in constant training

Clue #3: In Phoenix, this person is "one of a hundred."

Clue #4: Some of this person's favorite things are listening to music, coyotes singing and great horned owls hooting

Clue #5: This person will run over 50 miles in a day without anyone chasing him



## SUNDAY ON CENTRAL

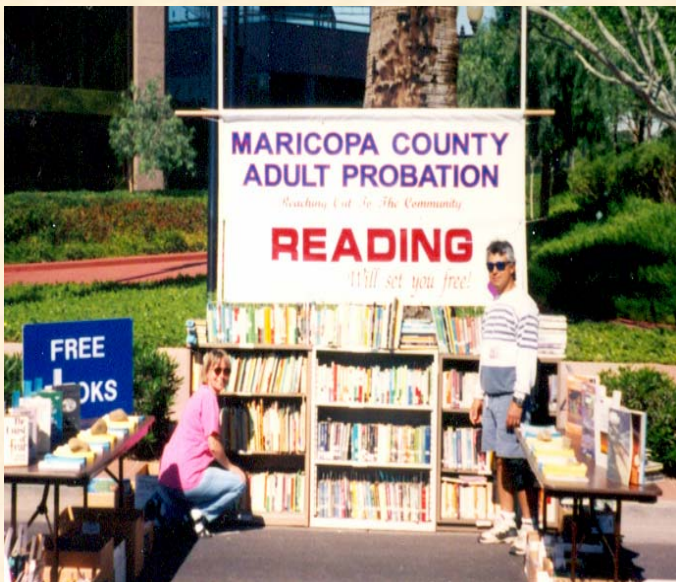
By: Marilyn Windust, APO IV

For the seventh year in a row, the Adult Probation Department participated in the Sunday on Central event in Central Phoenix. MCAPD sponsored a booth at this neighborhood festival giving away informational brochures and books in an effort to promote both the Department and literacy. Tens of thousands attended this event, and over 3000 children went home with a free book, courtesy of Maricopa County Adult Probation!

Many thanks to the following APD staff for their participation in this event: Michela Downs, Katie Tomaiko, Mike Goss, Annette Fields, Greg Miller



PO Katie Tomaiko shows off how far we have come, manning the most recent APD booth.



Flashback to the First booth sponsored by MCAPD w/supervisor Lou Ebratt and former APD supervisor and current Chief PO of Yavapai County Billie Grobe.



By the end of the day the tent had blown down and the bookshelves were almost empty!

## GOODBYE TO THE BOOKS

As noted above, the MCAPD has been sponsoring book give away events for over seven years. It is estimated that during those seven years over 250,000 books have been given away! But all good things must come to an end and that end has come for the books. The remaining books will be distributed to our clients and their children through our various area offices, as well as to some of our partners in the community.

Many thanks to the endless probation staff who donated books, or their time, to this most worthwhile endeavor.

By: Marilyn Windust, APD Marketing Committee

## MARICOPA COUNTY FAIR:

An Arizona Family Tradition

The mission of the Maricopa County Fair is *“to provide leadership, to inspire agricultural education, and to create venues for cultural opportunities for families and youth in Maricopa County to unite as one community.”* Seems like the perfect place for MCAPD to set up an information booth and to provide free books to children. And it was.

For five days probation staff manned the booth and provided fair-goers with a plethora of information and at least 5000 children with at brand new book. This hugely successful event was a rewarding finale to the numerous book give away events that the MCAPD Marketing Committee has been sponsoring for over seven years.

Many thanks to the following staff for their participation in this event: Linda Savage, Connie Delgado, Katie Tomaiko, Brenda Carlin, Kim Gionta, Teri Dane, Elaine Fernandez, Kelly Richardson, Betty Wimmer, Norma Brasda, David Kozak, Michelle Mayer, Lynzie Euchner, Colleen Evans, Joseph Formica, Angie Meckfessel, Denise Gray, Anissa Dreas, Greg Clark, Sandra Lewis-George, Jeanne Duncan, Jose Valdez, Tricia O’Connor, Donald Kaliski, Bill Tremont, Anne Merrill, Ginny Wombolt, Kysha Gatison, Robert Villasenor, Ernesto Del Valle, John Cleland, and Mike Zarembo.

By: Marilyn Windust, APO IV & APD Marketing Committee Member



Ginny Wombolt mans the probation booth.





# Managing for Results

“We’ve Got Your Number ”



**E**ach quarter there are over 100 measures that are reported for MFR. If you have the time, you can go to the Managing for Results web-site and scroll through over 80 pages of numbers and comments. It can get quite boring and/or frustrating, particularly if you’re trying to find one or two pieces of information. There is a lot of important data however, and there are some noteworthy outcomes to report. To save you a lot of time here are a few of the third quarter (January through March) results that are worth a mention.

**Standard Probation** had a 66% successful completion rate for the third quarter. This is 8 percentage points higher than the second quarter and 9 percentage points higher than the first quarter.

**Warrants** cleared 781 cases during the quarter. Compared to new cases coming in, they had a 90% clearance rate.

**Drug Court** had a 71% successful completion rate for the quarter. This was highest it’s ever been since MFR began nearly three years ago. Congratulations.

**Court Liaison** had the highest savings in jail days for the quarter. The total came to \$1,136,007.

**Education** showed a modest increase from the last quarter with a successful program completion rate of 57%.

**Pretrial Services** final broke the 80% mark for successful completions. The actual result was 80.3%. Congratulations.

**Presentence** had 4,060 reports due during the quarter and 4,060 were delivered on time. That’s 100%! What’s more remarkable is that they have a 100% on time rate for the entire fiscal year! Imagine if you were the first officer to submit a late report and break the streak.

And finally, **Indirect Services** achieved an all time low. Not in performance -- in cost. Operating at 24 cents per probationer per day for the first and second quarters, Indirect Services cost just 16 cents per probationer, per day for the third quarter.



- Clue #6 This person is greener than Kermit the Frog and the Incredible Hulk
- Clue #7 This person keeps a lookout seasonally
- Clue #8 This person plays it safe around wells



## AWARDS CEREMONY 2004

Maricopa County Adult Probation's 2004 Awards Ceremony was held on April 12, 2004 in the Board of Supervisors auditorium. Chief Barbara Broderick and Presiding Judge Colin Campbell gave the opening remarks for this special event. "Of the Year" Awards were presented to outstanding staff, who were recognized for their many contributions. Judge Eddward Ballinger, Judge Carey Hyatt, Judge Warren J. Granville, Commissioner Chris Wotruba and Commissioner Aimee Anderson were on hand to show their appreciation and support for Adult Probation.

In commemoration of National Crime Victims' Rights Week, **recognition certificates from the Victim Services Unit** were presented to **Michele Saldana, Nancy O'Brien, Claudette Blair, Lynne "Sunny" Carpenter, Paula Soelle, Saul Schoon for Timberberly Matson, and the Honorable Carey Hyatt.**

Michele Saldana (right) received a certificate for her service to victims. She is pictured with Victim Rights and Program Coordinator Stephanie Bradley (left) and Judge Carey Hyatt (center).



Surveillance Officer **Timberly Matson** was selected to receive the **2004 Victim Service Award**. A domestic violence victim's well-being and life direction were greatly improved as a result of Timberly's ability to quickly express caring and establish trust. This victim related that she had been involved in the justice system for a long time and felt that people were more interested in resolving the case than in her feelings and concerns. She gathered the courage to report violations and fear for her safety because Timberly had shown that she really cared and was available to help her. The abuser went to prison and the victim has relocated and is attending college. APD's Saul Schoon accepted the award for Timberly Matson, who was unable to attend the Awards Ceremony.

**Tammy Schroeder** was presented the **2004 Volunteer of the Year Award**. Tammy is now employed by the Department and assigned to the SMI Unit. Tammy is known as "Firecracker," a nickname she earned because she has a lot of energy. She completed two internships, working in both Standard Probation and the Sex Offender Unit. Other officers, who admired Tammy's willingness to learn and her dedication to the Department, commented, "I want an intern just like her." We are pleased that Tammy is now an employee with our Department!

**Jeny Ramirez** was presented the **2004 Intern of the Year Award**. While an intern, Jeny worked in the Western field division and volunteered to supervise community service projects in the community. After several months, she left the field and began assisting at the downtown Regional Court Center five days a week, while attending school full-time and continuing to supervise community service projects every weekend. Jeny assisted RCC officers in interviewing Spanish speaking defendants for expedited sentencing – without her assistance, many of these cases would have been continued as no court interpreter was available for the presentence interview. Jeny also served as a liaison between officers and Spanish speaking victims, and helped support staff prepare files and run criminal histories.



**Cindi Barocas** was presented the **2004 Support Staff Supervisor of the Year Award**. The best measure of Cindi's success as a supervisor, mentor and coach is the productivity and competency of her unit as a whole. She is a "working" supervisor who imparts a high work ethic by her own example. While always focused on the production needs of her unit, Cindi shows respect and consideration of her staff as well as other employees. Cindi is very much part of the IPS supervisory team and is committed to the functioning of the Division as a whole. Cindi's supervisory peers respect her competency and judgment. Cindi is always receptive to taking on extra and difficult challenges. She is the TOC representative for the Wells Fargo office, and a member AOC's Committee addressing inter-county transfers and she also serves as a member of a county committee dealing with criminal histories.



**Robert DeMers** was presented the **2004 Probation Officer Supervisor of the Year Award**. Bob was nominated by his entire unit. Bob was recognized for always conducting himself with the utmost dignity and respect. He is very involved with each officer's caseload and is always accessible to and supportive of his officers. Bob possesses interpersonal skills that make him extremely approachable. Officers appreciate his ability to listen first, and then offer suggestions. Bob continually strives to keep his officers focused on safety. He encourages his officers' professional growth in the Department. Bob also takes on special assignments. He is Defensive Tactics instructor and IPS screener & maintains contact with local law enforcement agencies to provide the Department with resources pertinent to the job.



**Cathy Wyse** was presented the **2004 Support Staff of the Year Award**. Cathy started her career at Adult Probation as a probation officer, then took a special assignment as a grant writer, and is now a member of the Planning and Research Unit. Cathy has written or provided technical support for grants that have brought in more than \$8 million. She has helped create, shape or expand many of the Department's programs serving youthful offenders, female offenders, and substance abusers. In her current position, she continues to provide technical support and coordination for grants and is involved with staff safety, publications and research. Cathy is the consummate team player and has brought quality and professionalism to all projects that she has been a participant.



**Connie Delgado** was the recipient of the **2004 Surveillance Officer of the Year Award**. Connie has the difficult job of supervising juvenile sex offenders on adult probation and is dedicated to her caseload. She excels in the area of community partnerships and teamwork. Connie cultivated an important relationship at the East Valley Men's Center and trained their staff on specific sex offender supervision issues. Last year, she and her partner paid for and cooked Thanksgiving dinner for the staff and clients at this center. Connie has organized training for multiple groups, including sex offenders in the Department of Corrections, and staff at schools and ValueOptions. She has also organized prison tours at the Cook Unit for probation staff. The sex crimes unit of the Mesa Police Department thinks so highly of Connie that they sent a letter of commendation earlier this year. Connie is the first to volunteer to cover vacancies in her unit and other sex offender units.

She is the unit representative for financial compliance meetings. Connie takes the opportunity to recognize others. She nominated a mentor for one of her clients for an award at his place of employment, which resulted in his selection for the award. She also wrote letters to the Mesa Police Department to recognize extensive work done with the sex crimes unit.

**PROBATION PRIDE**

Supervisor Erin Cacciatore (Center) stands with Probation Officer of the Year Jeannie Morse, (left) and Connie Delgado, (right) APD's Surveillance Officer of the Year.



**Jeannie Morse** was presented the **2004 Probation Officer of the Year Award**. During her twenty years with the Department, Jeannie has sought out difficult assignments and demonstrated a high degree of dedication. She has supervised sex offenders for several years and has been supervising transferred youth sex offenders for the past four years. Jeannie is a high-energy person who excels at initiative. She was instrumental in securing Individual Education Plan funds to place a juvenile in residential sex offender treatment. Jeannie has suggested and arranged the experimental process of brain mapping to further identify a probationer's needs when conventional methods were not working. Jeannie organized training for other agencies to boost their staff's understanding of the juvenile sex offender population. Jeannie is always expanding her own knowledge base and is recognized by peers and supervisors for her knowledge and expertise. Jeannie consistently goes above and beyond the call of duty.



**ELIJAH WONG's badge was retired and a commemorative plaque was presented to his Wife and family at this year's ceremony. In his memory, the APD Surveillance Officer of the Year Award in future years will now be known as the Elijah Wong Surveillance Officer of the Year Award.**

Chief Barbara Broderick presents Elijah Wong's family with his retired APD Badge. (L-R) Chief Broderick, Liz Wong (holding Daughter Shai), Son, Tonatiah Wong, (holding plaque) and Daughter Aisa.

# COMMUNICATIONS ETIQUETTE

BY: JAMES WHITE, STAFF TRAINING & DEVELOPMENT



Telephone Etiquette... WHY?



- You do not know who is calling: being professional, polite, thoughtful, efficient, educated, and helpful at all times will make a good first, and lasting impression on you & your agency.

## **WHEN ANSWERING CALLS FOR OTHERS**

- Identify yourself & your department and ask “How may I help you?”
- Offer assistance “He/She is not in today, can I or someone else assist you?”
- Do not make commitments for others; say “I will give him the message” instead of promising that “He will call you as soon as he returns.”
- Take accurate, legible messages including name/company, time, date, reason & urgency.

## **TRANSFERRING CALLS**

- Explain the reason for transferring the call.
- Use the name of the person you are referring to.
- Know how to use the transfer function on your telephone system.

## **HANDLING COMPLAINTS**

- Listen carefully, acknowledge the caller.
- Be empathetic—Obtain the caller’s name and use it.
- Remain calm and courteous.
- Do not argue, this is not a personal attack.
- Be quick to assist or correct mistake.
- Do not blame co-workers.
- Do not interrupt.
- Do not make unrealistic promises.
- Apologize fast, act fast, and follow up.

## **WHEN YOU ARE AWAY FROM YOUR DESK**

- Arrange coverage, and leave a brief voicemail greeting including date/time of return & other instructions if necessary.
- Advise others of where you can be reached & check your messages throughout the day.

## **WHEN CALLING OTHERS**

- Identify yourself and your affiliation.
- Plan your call. Know what you want to say and get the point quickly.
- Be courteous, avoid slang, don’t chew gum or food while speaking.

## Seniority Salute



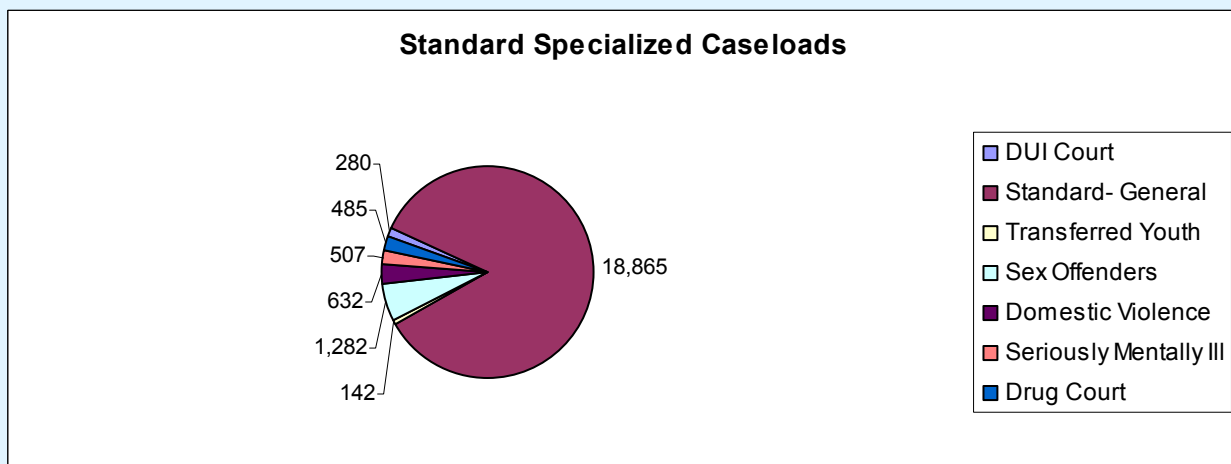
### RETIREMENTS

JOHN BLACK	05/03/2004
JACK MEAD	05/31/2004
JOSEPH GIEBER	06/10/2004

### DID YOU KNOW???

**Did you know how many standard probationers were in specialized caseloads at the end of March 2004?**

**The number of standard in-county probationers in specialized caseloads at the end of March 2004:**



# Thanks to Our Writers

## Contributing Writers

Rebecca Loftus  
Marilynn Windust  
James White

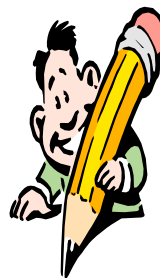
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## *Your Stories Wanted!*



Interested in  
submitting articles,  
announcements or  
success stories to  
*The Chronicle?*  
E-mail submissions to  
Merci at



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## *Success Stories Welcome!*

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