

# The Chronicle

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NEWSLETTER OF THE  
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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## The Chronicle

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## Chiefly Speaking We Can All Help



During this time of fiscal uncertainty, there are many things that staff can do on a daily basis that could help defray some department costs. This does not mean that consideration of these items is only necessary during fiscal problems, but rather we should be even more aware of them. For instance:

- Be conscious of supplies usage
- Consider whether orders of special supply items are truly necessary
- Evaluate whether requests for furniture, equipment and building items are an immediate requirement
- Monitor the routes used when visiting clients, etc. to hopefully reduce mileage costs

- Consider whether there is a landline phone available before placing a call on your cell phone
- Determine whether clients can pay for services directly
- Consider whether Probation Fees that have been modified can be re-instated
- Determine whether a client is capable of paying more than \$40 per month in Probation Fees and make that recommendation to the Court
- Evaluate your clients for referrals to our Financial Compliance unit

All of these items are important and I'm sure there are many more that can be added to this list. The last three items all impact our Probation Fees account and I would like to explain how increases to this ac-

*(Continued on page 2)*

## Maricopa County: Best in the U.S!



Maricopa County is one of the two best-run counties in the country, according to a study published February 2002 by *Governing* magazine. The study was conducted by the Maxwell School of Citizenship & Public Affairs at Syracuse University as part of the Government Performance Project. In a press release from the school, this "landmark report is based on the most comprehensive evaluation of county government ever completed."

Of the 40 of the nation's largest counties studied, Maricopa County (population 3,072,149) was awarded the highest grade, an A- along with Fairfax County, Virginia (population 969,749).

According to *Governing* magazine, "Maricopa County, Arizona, where factionalism among the commission and elected officials nearly led to bankruptcy in the mid-1990's, emerged from that crisis with a sense of unity that has made it one of the nation's best-managed local governments. ...It has undergone a startling reformation...there has emerged a focus on team building, a results orientation and a system of incentives and disincentives to keep spending in line."

The study looked at five key areas of Maricopa County's management system and received the following scores in each category:

<b>Financial Management:</b>	A-	"Superior financial and budgetary policies..."
<b>Capital Management:</b>	B+	"...active citizen participation...good project prioritization..."
<b>Human Resources:</b>	B+	"...strong training program...vastly improved employee morale..."
<b>Managing For Results:</b>	A-	"Strategic planning and measurement taken seriously at all levels..."
<b>Information Technology:</b>	A	"...web site allows numerous citizen transactions."
<b>Overall Score:</b>	A-	

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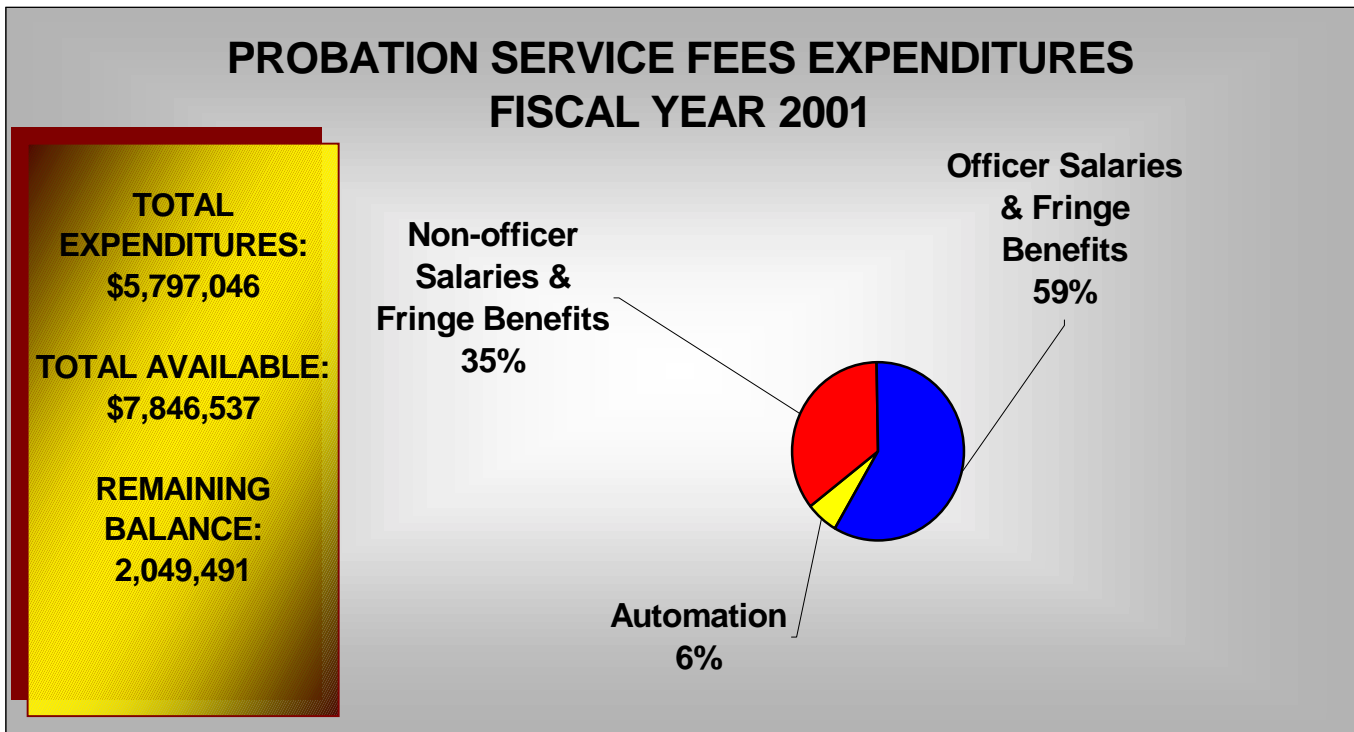
# Chiefly...

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count directly impact staff and salaries.

Pursuant to Administrative Order No. 86-8, the Probation Service Fee is revenue that is destined to offset the cost of probation supervision and provide funding primarily for personnel (60% minimum) and secondarily for costs associated with the expansion of supervision services (40%).

During fiscal year 2000 – 2001, there was \$7,846,537 available in our Probation Service Fees account. We expended \$5,797,046. As identified in the chart, 59% or \$3,402,669 was spent for the salaries and fringe benefits of 79 officers; \$2,043,123 or 35% was for the personnel costs of 68 non-officer staff such as collectors, community service workers, IT staff, screeners, eligibility specialists, dispatchers, support and management staff. The remaining expenditure of \$351,254 (6%) was spent on IT equipment



With statewide revenue shortfalls for FY 2002 and FY 2003, all state agencies including MCAPD are facing budget cuts. The remaining balance in the Fees account of \$2,049,491 is a reserve that is being used to keep our department solvent. It insures enough revenue to make payroll while we enforce collections in the upcoming quarter. It also provides for unforeseen contingencies such as the \$900,000 ex-appropriation for the State and the budget reduction of \$141,000 in the County General Fund, both of which occurred this year. This balance also provides a measure of protection against any future reductions of this year’s budget that may be approved by the legislature.

What does this mean? The larger our Probation Fees balance is, the greater our protection is against fund shortfalls and budget cuts.

Because the Legislature still has not finalized the budget cuts for Fiscal Year 2002, we don’t know how much, if any, of our Fees balance may be available to offset our Fiscal Year 2003 budget problems. We can help ourselves by following the list of items above, particularly the last three which directly impact Probation Fees.

How can these items help? Let’s look at the item that recommends referring clients, when necessary, to the Financial Compliance unit. During the past two years, we have been enforcing Fees collections at a rate of 45% to 57% of the amount ordered by the Court; i.e. from approximately \$19.00 to \$23.00 per month against a monthly order of \$40.00. However, the Financial Compliance unit has a collection rate of 85% which means that they have the ability to collect \$34.00 per month per monthly order. This amounts to an additional \$12.00 per month per client deposited into our Probation Fees fund.

We have always viewed Probation Fees, in part, as a contingency account. That means it is an account used to help with fiscal problems or used for those special department needs when sufficient funding isn’t available elsewhere - such as when PSI moved to West Court or when we need to purchase replacement computers. However, since the start of this fiscal crisis, any funds not needed to pay for salaries and fringe benefits of staff directly assigned to this account have been used only for fiscal problems. This approach will continue through the end of the fiscal crisis or until this account is depleted, whichever comes first.

Management has already made certain financial decisions which positively impact the cash flow in and out of our Probation Fees account such as: delaying a long-sought move to a new Northeast office, keeping non-officer positions vacant and eliminating any purchase of non-emergency IT equipment from this fund.

Every employee has the ability to help us decrease expenses and most employees have the ability to increase department revenue through collections, whether it’s fees for programs such as Work Furlough, Drug Court, DTEF, CPP or our Probation Fees fund. ☺

# INTERVIEW: Thomas W. O'Toole

## Presiding Judge of the Criminal Department



Thomas W. O'Toole is the Criminal Department's Presiding Judge. He began his judicial career with Superior Court in Maricopa County in January 1984. He moved to the Criminal Department (from the Civil Department) in 1986. In July 1987 Judge O'Toole became Presiding Judge of the Criminal Department until July 1990. After serving in Family Court, Juvenile Court and the Civil Department, he made his latest return to the Criminal Department in May 1997.

Prior to his appointment to the Bench, Judge O'Toole was the Federal Public Defender for the District of Arizona from 1976-1984. He is a 1960 graduate of the University of Notre Dame with a B.A. in Economics and is a 1966 graduate of the University of Arizona College of Law. The following is from a recent interview with Judge O'Toole.

- 1. The county employee satisfaction survey revealed staff do not feel satisfied with communications between the Department and the courts. Gone from Maricopa County are the "good old days" when an officer could prepare a presentence report and then walk it over to the judge and discuss it with him/her. How would you like to see this communication improved?**

Judge O'Toole said that the Court wants to promote better communications between probation and the courts. "I remember when every judge had a probation officer assigned on his staff. I believe that the tremendous growth we have undergone is the reason for the communication not being what we would like it to be. I can no longer put a name to each probation officer's face like in the past. And because of this growth, we are physically detached as well, making face to face contact not as easy as it once was. Probation's presence in the court is very important – officers surface in nearly every case whether completing a presentence report or submitting a petition to revoke."

Judge O'Toole said he encourages judges to take advantage of things the Probation Department offers such as going on ride-alongs and visiting field offices. He acknowledges this can be difficult especially because there is so much work to be done. "All of us work very, very hard. So, the key to better communication is teamwork." Judge O'Toole said that he meets with Chief Broderick and Judge Peter Reinstein on a regular basis. This is in addition to the Sentencing and Probation Committee that meets regularly (a coming together of the court [including several judges] and representatives from field and presentence probation who discuss mutual areas of concern or interest.) Judge O'Toole suggested perhaps Judge Reinstein, Chief Broderick and himself develop a plan to address communication issues.

Judge O'Toole said he would like to work on more innovative ways to better the communication between the court and probation. One suggestion he had is the use of e-mail. Although he admits getting into the "technological age" was a bit of a struggle at first, he now relies heavily on the communication he shares via his computer and e-mail. "It works. Perhaps we can share more information via e-mail with staff about the communication that already takes place." He also said he would be glad to attend group meetings in effort to work toward improved communications.

- 2. Due to possible budget restrictions, what would the courts do if the department is not able to provide the kind of information we have historically in the past? How would the courts adjust to getting less information?**

"The accelerated sentencing schedule and short form Presentence report being used in the RCC (Regional Court Center) has been very well received and successful. Occasionally there may be a judicial officer or attorney who wants additional information but they can always ask for supplemental information or a delay in such an instance. As far as "stipulated" probation cases, I have no problems with a short form report. In cases where there is prison agreement, the Department of Corrections relies on the reports and thus more information is probably needed in these cases."

As far as the reports themselves, Judge O'Toole said, "We need to reach a bottom line understanding on what is needed in the reports. Different types of cases demand reports of differing content and length."

- 3. A consultant's report last fall recommended the Superior Court initiate a planning process aimed at a pilot project in which short form presentence reports are used in non-complex cases. When do you see that planning process beginning?**

Judge O'Toole suggested meeting to set up a short form report pilot project on a quad basis and perhaps use the RCC format. "We would be glad to do a pilot in a quad or in PV Court. The court has been good about finding ways to improve the processing of cases. We try different strategies to find ways to get better." He mentioned that the Probation Violations Court will open in July and consolidate the existing five probation violation calendars. This project will reduce the number of staff as well as be more centralized. "I encourage people to think outside of the box. For example, what if we eliminated non-witness violation proceedings on a probation violation petition where we know a new charge will be filed and a probation violation is pending? This may require a rule change or perhaps a policy change but it would save a great deal of time."

- 4. Since many more cases may be assigned to the "fast track" through EDC and the Regional Court Centers, do you see any downfalls in how this system works?**

"There is a slight risk that we may go a bit too fast thus affecting the quality of representation. The limitations here are resources – the direct filing of complaints, which is likely to begin in May, will require more resources from all of the participants."

Judge O'Toole agreed there may be other ways to better utilize the specialized court programs – the EDC may be asked to handle other types of cases besides drug cases. "I'm not certain that all of the lawyers and judges realize how much of a dent in the workload the specialized courts make."

- 5. Given the issues we have discussed, what other topics or areas affecting probation do you feel may need to be addressed?**

"I believe that it would be very beneficial for probation to give a periodic presentation to the judges about programs, procedures and other things going on in the Department. The key is to 'bring it to life' for the judges so they can better understand the Adult Probation

*(Continued on page 4)*

# Maricopa County...



Board of Supervisors Chairman Don Stapley

(Continued from page 1)

In his column in the February issue of the County newsletter *Newsline*, Chairman of the Maricopa County Board of Supervisors Don Stapley said he has never been prouder of all 15,000 plus employees. "This turn around from the dire situation the County faced just seven years ago, to the GPP announcement on January 29, is a direct result of your dedication and the 110 percent effort of everything you do for Maricopa County. You should all be very proud. This accomplishment was not something that happened overnight. As a team, we have been able to make the switch from the poor ratings and apathetic attitudes to truly being a County of Champions."

Stapley went on to say, "This honor also goes to our many Department heads. They have worked diligently with the Board of Supervisors to ensure that not only the citizens of Maricopa County received the best, but all employees as well. Many thanks to each and every one of you. All the hard work and tough decisions that were made over the years have paid off and we are reaping the rewards."

A link to the full report can be found on Maricopa County's website at [www.maricopa.gov](http://www.maricopa.gov). Scores for other counties and information on the study are also available at [www.maxwell.syr.edu/gpp](http://www.maxwell.syr.edu/gpp) or at *Governing* magazine at [www.governing.com](http://www.governing.com).

In November 2001, *Governing* magazine featured Maricopa County Administrative Officer David R. Smith on its cover and inside named him one of the Top Public Officials of the Year.

In December 1994, Maricopa County hired David Smith, a man with a reputation as a fiscal turnaround specialist. The County was millions in debt (\$65 million according to *Governing* magazine writer Jonathan Walt in the its November 2001 issue.) Smith came from New York where he was assistant city manager in Yonkers, and deputy executive in Buffalo's Erie County, New York.



County Administrative Officer David R. Smith

Smith told *Governing* magazine writer Jonathan Walt, "The first thing we had to do was impress on people the importance of fiscal responsibility and budget integrity." Jan Brewer, then chair of the Maricopa County Board of Supervisors is also quoted in Walt's article, "The place was demoralized, but he [Smith] reached out to everybody and changed this county's whole way of thinking."

Walt went on to write, "In seven years, Smith has changed much more than Maricopa's attitudes – he has changed the hard numbers. Today, the county's budget is in the black, its bond rating is rising, and its liabilities as a percentage of revenue are down to a measly 5 percent."

In the February 2002 issue, *Governing* magazine said that "Under Administrative Officer David Smith and a supportive board, there has emerged a focus on team-building, a results orientation and a system of incentives and disincentives to keep spending in line

You can read *Governing* magazine's complete article on 'Top Officials' at [www.governing.com/poy/1intro.htm](http://www.governing.com/poy/1intro.htm). ☞

**Maricopa County**

**Population:** 3,072,149

**Size:** 9,226 square miles

**Largest City:** Phoenix (1,321,045)

**Administrative Officer:** David R. Smith, appointed

**Board of Supervisors:** 5 members, elected; Fulton Brock (District 1), Chairman Don Stapley (District 2) Andrew Kunasek (District 3) Jan Brewer (District 4) Mary Rose Wilcox (District 5)

**Other elected officials:** Assessor, Clerk of Court, County Attorney, Recorder, Sheriff, Treasurer

# O'Toole ...

(Continued from page 3)

programs and recommendations."

"I would also like judges and probation officers to be more proactive in communicating with each other – it goes both ways. I always appreciate it when a probation officer calls to ask or tell me something about a case. E-mail is also a valuable tool here."

"I feel the past chief, Norm Helber, instituted a very successful philosophical approach to probation. Chief Broderick is committed to this, too. But she is also committed to being highly organized and efficient and the court supports that."

## 6. You have been with the County since 1984 and have seen tremendous changes. Describe for us those changes you find most significant.

Judge O'Toole said the most significant change is obviously growth. "When I took the bench I was Division 47 – now there are over 90. We are the 6<sup>th</sup> largest court system in the country. The Maricopa County Criminal Department alone is bigger than any other county court system in the State. It is mind-boggling. Yet, I find that with the growth, we have also become more organized and the quality of the justices has been maintained. The judges work extremely hard, take pride in the court and are very professional."

Judge O'Toole said, "The Probation Department we have is five star," and acknowledged the size of the organization and its heavy workload. "They are dedicated, well-educated and hard-working." ☞

# Tolerance ... Fighting Hate ... Conquering Bias: A Mission for Us All

Many of the crimes committed in communities of America today can be labeled "bias-related" – and Phoenix is no exception. The Phoenix Police Department's Bias Crimes Detail investigated a total of 230 cases for the year 2001. Investigation revealed 202 of those cases to be of a Bias nature. A total of 162 cases met the Federal Hate Crimes Statistics Act definition for Uniform Crime Reporting and was forwarded to our State agency, the Department of Public Safety. The top five bias cases in 2001 were: Middle Eastern – 46; Anti-Black – 31; Anti-Gay – 31; Anti-Hispanic – 28; and Anti-Multi – 10. Compare these top five to those of 2000: Anti-Black – 53; Gay/Lesbian – 34; Anti-Hispanic – 20; Anti-Multi – 19' and Anti-Jewish – 14.

According to A Community Response Guide, Ten Ways to Fight Hate, "Somewhere in America...every hour someone commits a hate crime. Every day at least eight blacks, three whites, three gays, three Jews and one Latino become hate crime victims. Every week a cross is burned." The guide provides an in-depth look at 10 ways to fight hate: Act, Unite, Support the Victims, Do your Homework, Create an Alternative, Speak up, Lobby Leaders, Look Long Range, Teach Tolerance and Dig Deeper. To read more about these steps as well as other stories about tolerance, visit the Fight Hate and Promote Tolerance web site at [www.tolerance.org/10\\_ways/index.html](http://www.tolerance.org/10_ways/index.html).

## This is not your Grandfather's PSI



Mark Stodola, PSI Division Director

The last time I worked in the Presentence Division, PO's had their own office, you could smoke in the building and the Dictaphone was considered high tech cutting edge technology. Field officers would receive cookies from Gael Parks for writing overflow reports during the holidays and I thought I looked really cool in parachute pants and a skinny tie. After returning to PSI 14 years later, about the only thing that remains the same is the tremendous value that the Court places on our work product.

The PSI reengineering process began five years ago. As a result of this process, we have been able to provide objective report information to the courts with recommendations that reflect the defendants' risk as well as clear information on the criminogenic factors that should be considered if the defendant is supervised within the community.

In 2001, the Presentence Division completed 16,123 reports, approximately 1,000 more reports than in 2000. While the foundation of the reengineered Presentence Division is firmly in place, the process of refining and tweaking how we do business is a constant within the Division. We are proud of the work we have done over the last year and continue to evaluate ways in which to effectively and efficiently provide information to the Court. Our challenge is to be able to constantly adapt to the needs of the Court while providing field staff with quality information to assist in the supervision of offenders. There are several ways in

which we are trying to meet these objectives.

With the advent of Early Disposition Court (EDC) and the Regional Court Centers (RCC) we are actively looking at ways to streamline the presentence process and minimize workload. In 2001, the EDC and RCC handled a combined total of 1,463 cases that received an expedited sentence and did not need a "full" presentence report. We anticipate that these numbers will increase dramatically in 2002. In addition to saving reports, these Courts helped save a whopping total (that's a technical term) of 24,260 jail days via expedited sentences. As each jail day equates to \$41.16, that makes the Board of Supervisors very happy. Kudos to Steve Lessard and his staff for their great work in this area.

We are in the early stages of developing a process to electronically transfer Presentence Reports. Our goal is to provide this information to the Judge, Defendant's attorney and the County Attorney with the hope of further expediting the sentencing process. Kudos to Trish Doktor and Randy Tirado for spearheading this effort.

Some of the other issues that are being addressed include better collaboration in obtaining CHRI information as well as an improvement in the response to victim needs.

The one certainty in the Presentence Division is that we will always be adjusting to changes in the budget, the law, needs of the court and even the political climate. With the outstanding staff that comprises

the Division, I have no doubt that we can meet any challenge that comes our way.

by Division Director Mark Stodola

**In 2001, the Presentence Division completed 16,123 reports, approximately 1,000 more reports than in 2000.**

**Did You Know?**

For fiscal year 2001, 95% of presentence and combination reports were submitted to the Court on time.

And, for the first half fiscal year 2002, of the 9,156 presentence and combination reports ordered by the Court, 98% were submitted on time. (For the 2<sup>nd</sup> quarter of this fiscal year, 99% were submitted on time!)

# Managing for Results: "It Is All Important"



Strategic Planning Coordinator  
Robert Cherkos

While reviewing the results of the recent Employee Satisfaction Survey, I thought of a parable that was told to me or I read somewhere. Perhaps you've heard it before, a bit differently or told in a better way. It goes something like this:

Many years ago, a community made a commitment to a major building project. A prime contributor to the project went to the work site and came upon four men in a stone quarry doing what appeared to be identical tasks. He also noticed that there was a difference in the quality of their work.

The patron asked the first man, whose work seemed the crudest, "what are you doing?"

The man replied curtly, "I'm cutting up stone."

The patron asked the second man – whose work was a bit better than the first – what was he doing.

The second man answered a bit quizzically, "I'm making a stone block."

The third man was asked the same question. His work appeared to be very good.

The third man responded proudly, "I'm building a wall."

Finally, he asked the fourth man – whose work was of the best quality – what he was doing.

The fourth man's eyes brightened, he smiled and said, "I'm building a Cathedral."

Think about the tasks we do everyday. Some are not the most glamorous, such as: entering data into APETS, observing U/As, filling out endless forms, attending countless meetings or being driven

mad with yet another survey. It all may seem pointless at times and it is easy to lose site that our mission has to do with enhanced safety and well being for our customers. Like the first person in the parable, who only saw that he was cutting stone, those of us who only see our job as being a series of mundane tasks will not likely take pride in their work nor derive much pleasure from it. It is inevitable that the quality of work would suffer.

Look around. Are the people you work with cutting stone or building a cathedral? Who would you rather be around? I think the answer is pretty clear. You can get a good sense just by reading *The Chronicle*. There are countless stories of dedicated staff making a difference with their clients and within their neighborhoods. "Inspirational" would not be too lofty praise for many of the accomplishments of our co-workers. It should be no surprise then, that according to the recent survey, staff clearly rated their feelings of accomplishment and the kind of work being done as a source of satisfaction. I think it is also encouraging that staff gave high marks in understanding the Department's vision and mission...and strategic plan.

What does this have to do with Managing for Results? I'm sure most of you have seen or heard about our strategic plan, or at least parts of it (it can be accessed on the Intranet at <http://ebc.maricopa.gov/mfr>). Over the next 2-3 years we will be seeking improvement in five major areas: Crime Reduction, Compensation/Retention, Process Improvement, Customer Satisfaction and Infrastructure. To accomplish these goals, a series of objectives were developed. There are currently 27 that you may already be working on and may not even know it.

Every member of the Executive Team is assigned to one or more of these objectives. Some have to do with improving such things as probationer compliance rates, reducing late reports to the court or staff satisfaction and safety. However, many of the objectives concern accurate data entry, use of assessment tools, and establishing baseline measures. This means performing those mundane tasks that nobody really wants to do and are often viewed as an impediment to the "real" job. Sometimes these tasks are critically important to the mission. As in the parable, before the Cathedral can be built, somebody needs to cut the stone. And quality will determine if the structure stands or fails. In a sense, we are all stone cutters and we are all building a Cathedral. And if we succeed, the community will be a better and safer place.

by Robert Cherkos

## For Your Information

This "Join Together Online" site features an article reprinted from *Alive and Free* regarding the effects of treatment on incarcerated offenders: [www.jointogether.org/sa/news/features/reader/0%2C1854%2C548270%2C00.html](http://www.jointogether.org/sa/news/features/reader/0%2C1854%2C548270%2C00.html)

At [www.tolerance.org/10\\_ways/index.html](http://www.tolerance.org/10_ways/index.html) you have at your fingertips a number of tools for fighting hate.

*The Chronicle* is available on line at [www.superiorcourt.maricopa.gov/adultPro/index.asp](http://www.superiorcourt.maricopa.gov/adultPro/index.asp). MCAPD staff can view the newsletter on the Intranet at <http://courts.maricopa.gov/main/main.asp> under "Newsletter".

**Did You Know?**

**M**ax W. Wilson is the newest member of the Maricopa County Board of Supervisors. Mr. Wilson, a republican, represents Supervisorial District 4. He plans to serve the balance of Jan Brewer's term and then seek re-election. Go to [www.maricopa.gov/dis4/](http://www.maricopa.gov/dis4/) for more information .



## The Planning and Research Unit Bigger and Better Than Ever

In a previous *Chronicle* article (2 ½ years ago), the Planning and Research Unit was “unveiled”. At that time there was excitement about the growth of the unit. It had expanded from a “Planning Unit” that contained only two people to a Planning and Research Unit with six people. Those six people had extremely varied job responsibilities that ranged from GIS to the Victim and Community Help Line. Since that time the unit has continued to grow, but it has also become more focused on planning and research activities. As a result of Chief Broderick’s commitment to developing our infrastructure, our resources – as well as our roles and responsibilities – have been expanded so we can better serve the Department. Here is a brief glance at who we are and what we do.

The fearless leader and **Director** of the Planning and Research Unit is **Aurelie Flores**. She brings her years of probation and planning experience to the unit. Aurelie provides guidance to a diverse group of people with various responsibilities and individual areas of expertise.

**Robert Cherkos**, brings over 25 years experience in most aspects of community corrections (adult probation and parole, juvenile probation) to his position as **Strategic Planning Coordinator**. His efforts will help us “Manage for Results” and will hopefully provide us with information that helps us advocate for resources for the Department.

**Jennifer Ferguson, Research Analyst**, focuses on research and helps evaluate various programs within the Department.

**Cathy Wyse** recently joined the unit as a **General Project Planner** looking to broaden her horizons. She brings with her years of grant writing experience as well as former experience as a probation officer. She will offer her assistance on many projects, including re-engineering Human Resources.

**Jodi Fisher** was recently promoted to **Data Quality Manager** but she keeps a foot in the Planning and Research Unit. She continues to manage the GIS program that allows us to map our probationers and share information with various local police agencies. She also

helps respond to many requests for information from APETS.

**Erinn Herberman** is our **Statistician** and brings valuable skills to the unit as she oversees the collection of statistics that are provided to our primary funding sources.

**Berta Prince** brings years of experience in the court system to the position of **Planning and Research Coordinator**. She coordinates various projects for the department including cell phones and numerous surveys.

**Peggy Gomez** recently joined the unit as the **Planning and Research Administrator** and does a little bit of everything.

Finally, we have had the opportunity to use students and on-call employees to help us out with various projects. Most recently we have benefited from the assistance of **Martin “Rocky” Bakal, Amy Berkowitz and Angela Harvey**.

Although the staff has changed over the past 2 ½ years, and the responsibilities have grown, the basic reason for having a Planning and Research Unit remains the same. The Unit exists to provide information to the Department to help make decisions. While most of the work we do is guided by sources such as the Administrative Office of the Courts, the County’s Office of Management and Budget and the Executive Team, we are also a resource available to assist anyone within the Department.

If you have questions about things that are going on, please give us a call. If we don’t know the answer, we will try to find out. If you have an idea of how something can be done better – let us know!

We are also available to provide assistance to staff who would like to tackle a project of their own that will help us learn more about the best ways to provide services. We are also aware of the extensive knowledge that probation staff have related to many of the projects we are involved with. If anyone would like to be part of any of our projects, we welcome your assistance. Please call Aurelie Flores at 602-506-6015. We look forward to continuing to assist you in the work that you do. ☺

by Research Analyst Jennifer Ferguson

## Services for the Homeless

A City of Phoenix directory at [www.ci.phoenix.az.us/CITZASST/homedire.html](http://www.ci.phoenix.az.us/CITZASST/homedire.html) provides information about the following services for the homeless:

Adopt-A-Family  
Chemical Dependency Treatment  
Children's Programs  
Clothes  
Community Action Programs (Maricopa County)  
Community Voice Mail  
Detoxification  
Disability  
Education/Training/Jobs  
Emergency Shelters  
Family Services Centers  
Food Boxes  
Food Stamps  
Health/Dental

ID Cards/Birth Certificates for the Homeless  
Information and Crisis Lines  
Incarcerated and/or Ex-Offenders  
Landlord-Tenant Assistance  
Job Service  
Meals  
Medical  
Mental Health  
Rent/Mortgage/Utilities  
Representative Payee Program  
Showers  
Transitional Housing  
Transportation  
Information Providers

# "CARE"ing for the Community



Bev Tittle-Baker moved to her residence on Broadway in Mesa during 1992. A few years later, Bev decided she had had enough of the drive-by shootings, drug deals and children being exposed to a negative life style. So, Bev and a few neighbors put together a Block Watch with the Mesa Police Department, and in 1996 the CARE (Community Asset

& Resource Enterprise) Partnership evolved. Every night neighbors would walk up and down the streets writing down license plate numbers of vehicles they didn't recognize, and then contact the police. During the first two months, over sixty people were arrested for outstanding warrants, drug deals and drive-by shootings.

Once the crime started to decline, Bev and friends realized that the community itself needed help to survive. They decided to start several innovative programs. One of them is the Clothing Exchange Program. Families in the community can donate and/or exchange clothes they no longer use for clothing they need. They also receive clothing from several churches in the community. Community members can also obtain clothes by volunteering at the center.

Another program, the Emergency Santa Program, started in 1994 and has continued to grow stronger every year. This program starts anew each January with the collection and sorting of toys and clothes. This process takes over 5000 man-hours to make the program successful. Things are set in motion December 1 running all the way to Christmas Day, if needed. This program is for anyone, no matter where you live. For every child you have, you volunteer one hour of community service – either to the program or to another resource in the community. Helping a family member or friend also counts. After verification of service, the family receives two outfits per child, a few stocking stuffers, one stuffed animal and two toys. In addition, the family receives a three-day supply of food. In 2001, the program provided over 1700 children with gifts and clothes and provided over 1600 food boxes for families throughout the State.

In 1999, Bev's idea of feeding the families began with the assistance of the APD Community Service Program. Clients cleared the

land, rototilled the ground, pulled weeds and cultivated the soil. The Community Garden was now a growing success. In March of 2000, Probation Officer **Tracee Frick** "adopted" the project. Tracee volunteered every Sunday with her clients pulling weeds and maintaining the garden. She said she enjoyed giving her time to the program and to her clients. Tracee stated, "The garden gave many probationers a sense of accomplishment by watching their hard work pay off." Tracee even spent Mother's Day and several other holidays at the garden. She said that her Supervisor, **Lee Brinkmoeller**, also supported the project working side-by-side with the IPS probationers and herself many times. Tracee continued working with this project until August of 2001, when CARE needed to relocate it.


The construction of a new CARE Community Center started in 1999. The APD Community Service Program played a huge role in this project. The services included roofing, pouring driveways, digging trenches for irrigation systems, installation of cabinets and sinks and laying tile. The most recent project was building a block fence around the property. Community Service (CSP) clients continue to assist with all special projects and regular maintenance for the building and the other programs offered.

During my interview with Bev, she informed me that Community Service was invaluable to her agency and that she doesn't know where her agency would be without the thousands of hours and hard work dedicated to her agency. In fact, she has several clients still volunteering after they have finished their court-ordered Community Service! Bev believes in finding the good in all and building on that. When Bev was asked why she continues to volunteer her service, her response was "It is my driven passion to help others succeed." Her goal for the agency is to make the Community Center sustainable, with or without her. Her desire is for the agency to financially survive and to be able to carry itself.

One last note: if you ever get the opportunity, this is an excellent agency to tour and to see all the remarkable things they do for the community and what Community Service has done for them. Finally, I want to congratulate Beverly Title-Baker on receiving the title "Woman of the Year" by City of Mesa. ☺

by Shelby Bishop  
East Region CSP Administrative Coordinator

**Did You Know?**



For the fifth year in a row, the Adult Probation Department will be participating in the Sunday on Central event in Central Phoenix. MCAPD will sponsor a booth at this neighborhood festival, giving away informational brochures and books in an effort to promote both the Department and literacy. Sunday on Central will be held on April 14th from 11:00AM to 5:00PM. Staff and clients alike are encouraged to stop by to say "Hi" and get a free book!!



# Performing Community Service Should Not Be a Moral Dilemma



I have always held the belief that Community Service, in any of its manifest forms, was an intrinsic evil. In order to defend my views, I committed myself to a lifelong pursuit of this knowledge, devouring tomes of philosophy, translating sacred scripture from around the world and heeding the booze induced tirades of my Veteran's of Foreign Wars post members.



Much to my dismay, I learned the exact opposite of the convictions I held dear. Not only was Community Service commended by those I studied, but many of them fostered projects to facilitate it being done. Service, for others! I was flabbergasted, and I do not flabbergast easily. Dismayingly I say, because gone were the days that I would be able to tell my supervisor I couldn't attend due to the possibility of giving offense to God. Indeed, I learned that my immortal soul would not be consigned to oblivion if I participated in a Community Service project. This did not rest easy with me. My body said NO, but my spirit said yes...and my soul was the arena where these two great armies clashed.

After some debate, I decided to support the cause and help with an ongoing project that probation officers from Standard Field Unit 4 have been involved in for some time. Spearheaded by APO's Rhonda Wilson and Marcia Dinovo, many officers were taking part

in the Arizona Department of Transportation's (ADOT) Adopt-a-Highway Program. Rhonda had said that her team was responsible for the mile-long stretch of road on 91<sup>st</sup> avenue between Camelback and Glendale roads. On the day I went to the project, October 20, 2001, over 20 individuals showed up to participate. Rhonda said, "This is the best turn out we ever had, ...last time it was me and 2 probationers." For a brief moment I attributed the large turn out as a sign of the Apocalypse, but that soon passed. Within two hours the street was clean and it looked shiny and new. A project crew photo was taken underneath the road sign; a road sign that was ventilated by a shotgun blast.

I learned a lot that day. I learned that it is not a mortal sin to contribute to community service, that others, like Rhonda and Marcia, are kindhearted people who want to see the best in their communities and out of their probationers and that there are those who are willing to put their own personal time in the sway to make our streets, our cities and our world a beautiful place. As I departed that day, to go back to my house and make offerings to the gods so that I wouldn't forever burn in lakes of sulfur, I wept. The sun shown radiantly on the clean asphalt and blended in perfect union with the litter-free dirt shoulder. I then realized that what we all did, even though it may not be noticed by passersby, was a good thing.

Should any officer be interested in starting a project such as this, feel free to contact your local community service coordinator for details. ☞

by APO Vincent J.F. De Armond

**Did You Know?**
  
 We work for the best! Maricopa County is sited as best county in the U.S.!
   
 See the feature article on page 1!

## Success Story: From the Negative to the Positive

As we pass through this world, our lives take on different dimensions from time to time. The following is a true story of Dave, who has traveled from the negative end of the probation spectrum to the positive.

Dave lost his father to a car wreck when Dave was 7. His mother succumbed to cancer when he was 11. Uncle Jim took Orphan Dave and his brother in and raised them as his own. At 27, his drinking and gambling in the Rapid City, SD area had gotten him in over his head. His whole paycheck was being spent on video lottery machines, he had to have more money. That's when he decided to take some rifles and shotguns from Uncle Jim. He pawned the guns in local pawnshops in Rapid City for a few dollars to pay his debts and gamble more. Uncle Jim didn't discover his guns were gone for sometime. When he did, he called the Sheriff. By this time, Gambler Dave had moved to Arizona.

The Sheriff retrieved Thief Dave but the guns were gone. In 1996, the Circuit Court in Rapid City placed Thief Dave on probation and allowed him to move back to Arizona through Interstate Compact. Rambling Dave moved around Arizona finally absconding to California. In 2000, he was arrested on a probation violation warrant in Bakersfield, CA and extradited back to South Dakota.

Being reinstated on probation, Slick Dave talked his way into once again being allowed to return to Arizona to continue his cycle

of moving around Arizona. His second move was to Mesa where the Interstate Compact officer decided to do a background check on him. Slick Dave had an old warrant for domestic violence assault in Tucson and traffic warrants out of Eloy. He was now Wanted Dave. But before he was unpacked in Mesa, he was arrested for Extreme DUI. Hard Luck Dave was ordered to appear on all the outstanding warrants and the DUI. He did. He did so with the support of his employer who has gone the extra mile in helping with finances and transportation. He was ordered into substance abuse counseling where he continues to participate.

Worried Dave was again ordered back to South Dakota for another probation violation hearing. He was having restitution taken out of his paycheck and thought he was current. Just in case, he decided to check on the restitution payments while waiting for his hearing. A visit to the Clerks Office discovered the payments were being withheld from the victim by mistake. His visit freed up a \$1400 check for his uncle of which was a big boost to his self-esteem.

Sober Dave knows he has used up all of his Get Out of Jail Free cards. He has started the family healing process with his uncle. Will he ever become Success Dave? The process is now in motion.

by APO Pat Denowh

## Suns Nite Hoops



**S**uns Nite Hoops is a unique program that was initiated into the Maricopa County Adult Probation Department in 1996. The Program was adopted because of the information provided by the National Crime Statistics. The statistics show that the highest crime rate nationally is young men between the ages of eighteen and twenty-five.

The Suns Nite Hoops program is not only about basketball. Prior to each game, the participants attend a one-hour long cognitive-based class. The players bring their girlfriends, spouses and children. Participation in these classes is mandatory. The class, which is taught by two facilitators provided by the National Curriculum and Training Institute (NCTI), focus on such areas as domestic violence, coping skills, anger control, power and authority, respect, trust, communication skills, values, goals, career development, furthering their education and finding employment. The learning does not stop in the classroom. The participants continue to learn on the court such things as teamwork, respect, accountability, patience, dealing with authority figures, following directions and to appropriately deal with losing.



We started with eight small teams, which grew to eight very large teams and then to the 10 teams we have now. Each team has a coach and an assistant coach. The coaches come from many walks of life to include police officers, probation officers and even a probationer.

The main focus of the program is to help young men by providing classes to assist in furthering their education, obtaining gainful employment and to deal with the issues that cause a barrier to their success in life. Basketball is the “hook” in getting these young men involved in the program. ☞

by APO Janet Blake

## The Wesley Community Center



The Wesley Community Center

**S**ince 1950, the Wesley Community Center, a Valley of the Sun United Way Partner Agency Mission Institution of the United Methodist Church, has played an integral part in the daily life of residents in the south-central Phoenix neighborhood, Nuestro Barrio. Nuestro Barrio is composed of four communities: Milpas (Buckeye to Mohave), Green Valley (I-17 to

University), Campito (Grant St. to Buckeye) and Ann Ott (I-17 to Mohave). These neighborhoods represent some of the oldest established communities in Phoenix and house a large probation population supervised out of the Southport office.

Several years ago, a partnership was developed with the Wesley Community Center and probation officers who worked the South Phoenix area. About one and a half years ago, Wesley again opened its doors and allowed the L.I.F.E. program (Living in Fearful Environments) in. Their generosity helped our low-income clients who frequently experience transportation problems. The partnership with Wesley has continued to grow and has become increasingly meaningful for the community as a whole. Officers from Southport utilize the Center as a satellite office. In return and due to their commitment, probation officers have assisted Wesley in numerous ways. In September 2001, two standard probation officers from Field Unit 8, **Pedro Corrales** and **Fred Wilhalme** were elected to serve on the Board of Directors for the Wesley Community Center. More on the dedication of these two officers will come in a future issue of *The Chronicle*.

Wesley’s mission is to empower positive change. The Center offers a wide variety of programs to aid families residing in the Barrios. Those programs are Volunteer Services, Youth Services, Community Development and Community Outreach. Betty Mathis is the Executive Director. Betty and the other staff members at Wesley demonstrate an ongoing commitment to Wesley’s mission.

In 1950, a small group of volunteers started Wesley Community Center. Today volunteers continue to be a vital part of Wesley’s mission. James E. Bottorf is the Associate Executive Director in

charge of Volunteer Services at Wesley. Mr. Bottorf points out that many of the community members live in “third world” conditions. Help is needed to continue operating Wesley’s various programs to serve these clients. The events of September 11, 2001 have adversely affected Wesley’s financial capabilities along with the economics of the clients Wesley serves. Volunteer opportunities are always available at Wesley. Areas where the greatest need exists are in after school activities, Mentors/Tutors and Van Drivers. Additional programs such as youth recreation, clothing room, community garden, monthly food distribution, sewing instruction, Casa A Casa, neighborhood cleanups and adopt-a-family depend on volunteer participation. For more information, contact Mr. Bottorf at 602-252-5609.

Wesley’s Youth Services program headed by Felicia Mijares operates year round and offers both after school and summer programming and serves hundreds of neighborhood youth, ages 5 –15, every month. Through recreational and education activities, the programs are designed to promote positive life decisions. In addition to activities, children receive dinner every day through the Kid’s Café program.

Lucas Cabrera is Wesley’s Community Development Coordinator. Community Development focuses on neighborhood coalitions to monitor infrastructure and promote awareness about neighborhood issues. In addition to advocacy, Community Development has coordinated the community garden project, the neighborhood oral history project, tree plantings, elderly and disabled home security program and community clean-ups.

Community Outreach headed by Leah Mullet Hershberger strives to offer programs and services that enrich and empower neighborhood families in the face of every changing and overwhelming need. Outreach programs include: emergency food and clothing, monthly food distribution, sewing classes, senior women’s group, marriage enrichment workshops, Kith & Kine (in-home childcare support), English classes and Spanish-English translation.

Our thanks goes out to the Wesley Community Center staff for their dedication and commitment and for their willingness to maintain a partnership with Adult Probation.

by APO Supervisor Donna Vittori

# Phoenix Family Museum



APO Supervisor Tricia O'Connor volunteering for the Phoenix Family Museum Bus

Do you have a school in your supervision area that could benefit from an interactive environment geared to the developmental needs of children? Is your community having a special event that could use additional attractions? I've got the answer for you...the Phoenix Family Museum!

What is the Phoenix Family Museum (PFM)? It is a group of volunteers who are working to provide hands-on exhibits and educational activities to engage the minds, muscles, and imaginations of children and their parents, while promoting cooperative interaction, fostering cultural understanding and enhancing parenting techniques. How do they do this? The future goal is to purchase and develop a building in which to operate a Family Museum. In the meantime, there are two Museum Without Walls exhibits that are packaged for outreach to students from pre-school through eighth grade. "Shake, Rattle, and Roam" introduces children to a variety of cultural musical instruments and encourages them to create their own urban beat using everyday items. This exhibit is on a traveling bus, making it easily available for community events. "In the Pipeline" allows students to build magical structures using PVC pipes, joints and ornate fabric. It is always a delight to see the range of forms constructed when children have the materials and time to imagine!

The PFM Education Committee has put together instructional packets to accompany the traveling exhibits, which include pre/post classroom activities, related book lists, and educator tips. Each exhibit is also keyed to integrate with the Arizona State Standards.

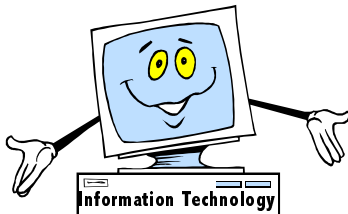
Some of our clients do not have readily available opportunities to expand their horizons. Here is an easy option for helping your clients, their children and the community in which they live. If you would like to schedule a Phoenix Family Museum visit to your school or community, please call Kelley at the PFM office: 602-253-0501. Or, if you have questions, feel free to call me at 602-992-8507 ext. 216. ☞

by APO Supervisor Tricia O'Connor

Did You Know?

The next Manager's Forum is March 14.  
Titled "Walking on Alligators", the forum will focus on Ethics in the Workplace.

## Automation Update



The world of probation is hectic. Policy changes, procedural protocols, telephone calls, requests from the Court, report deadlines, documentation requirements and emails are just the surface. Keeping up with changes in automation and soft-

ware is another level of change management that is difficult to fit into the schedule. There doesn't seem to be enough time to give all the important tasks the needed attention.

We hear the staff's frustration with changes to the automated interfaces, as well as for the slow pace of development for basic core business applications. Please know that those of us on the APD business side of the IT shop consider ourselves to be your representatives. We strive to keep the users, administration and programming needs balanced. Inevitably there are vying priorities. These issues are regularly addressed in the *Automation Users Committee* meetings, now held quarterly. **PSI Director Mark Stodola** is the Chair of this committee. Additionally we discuss these user needs on alternate Monday mornings at the *Automation Implementation Committee* meetings at 9:00 in the WCB 3<sup>rd</sup> floor conference room. Staff are welcomed to attend these meetings and contribute their perspectives.

The focus for this issue's article is the remote or "virtual" connection. These are also known as "Dial-in", "Metaframe" and "RAS" connections. These allow staff to work from remote sites with a laptop connected to the APD network and APETS through a telephone line. Presently this connection allows for limited "virtual office" flexibility. It is "limited" in the sense that a telephone line is required to access the core business functions. Access to criminal justice data repositories is restricted because NCIC regulations do not allow ac-

cess through a "dial-in" connection. Also important to note is that system speed is limited by the quality of the telephone line service through which you connect. *The same laptop will connect at high speeds in some locations and at a low speed right next door simply because of telephone line quality and service.*

In March of this year, a new, additional interface will be required, called a Smart Card. The Smart Card is the size of a credit card and generates an access pass code when the user enters their private security password. The County Telecommunications Dept. is requiring this card. They are our *ISP or Internet Service Provider* who provide our connection to the County Internet and the World Wide Web. This additional interface (Smart Card) has become necessary due to the pervasiveness of viruses and worms that have infected the County network through personal email accounts and non-approved website access. By using this card, we guard against intrusions that have destroyed entire email and data systems. While it adds another step to our job it protects us from potential devastation.

In the near future, anyone accessing the County through a dial-in connection must use the Smart Card. Bob Amavisca is the project manager on this roll out and has devised a roll-out plan to distribute these cards. This plan has been approved by management and is tentatively scheduled to begin on March 25<sup>th</sup>, 2002. These cards must be inventoried and distributed the same as other automation equipment, and are subject to the same guidelines of reasonable care and maintenance. A \$40.00 fee will be assessed by County Telecommunications Dept if the cards are lost or handled with neglect. As we get closer to roll out, Bob will be sending out important information via email.

If you have issues you'd like to see addressed in the Chronicle, please send me an email: [mhender@apd.maricopa.gov](mailto:mhender@apd.maricopa.gov). ☞

by Mark J. Hendershot, Information Technology Manager

# The Rehab Program & Bob Kaliszczjk



Studies have shown that employment is one of the most significant factors in determining whether a probationer becomes a positive tax-paying member of the community. The Rehab Program at MCAPD helps probationers gain employment skills, learn responsibility, contribute to their community, re-evaluate life goals, become motivated and much more. In addition, the program promotes community partnerships, helps with neighborhood and home rehabilitation and is a positive influence in the life of probationers.

The Rehab Program targets homes that the City of Phoenix or Maricopa County's Zoning Department have determined are in significant need of rehabilitation. During the rehabilitation of these targeted homes, probationers receive intensive "on the job" training by experienced contractors. As probationers complete their community service, they become skilled tradesmen.

Bob Kaliszczjk, manager of the Rehab Program, has been with MCAPD since April 1998. He has supervised numerous projects around the Valley that have greatly improved the quality of life in its communities. As a licensed general contractor, Bob manages projects that range from painting a fence to completely renovating a building. Projects may involve masonry, painting, drywall, building handicapped ramps, sidewalks, block walls, roofing, electrical wiring, plumbing and even designing.

Bob is not just a general contractor managing a crew, he is a teacher and a mentor. In fact, Bob likens what he does to a "Teaching Program", which makes it a perfect fit for him – before moving to Phoenix from New York, Bob was a vocational education instructor for high school students. Bob said that working with the Rehab Program is one of the most rewarding jobs he has ever done.

Clients that Bob supervises often have no job skills. Each probationer must follow a specific curriculum over a certain period that will allow him or her to learn basic skills. Bob makes certain all clients follow safety rules and encourages cooperation among all members of his crews while providing them hands on training. Bob's goal is to maximize the skill levels of the probationers and provide them with a forum to learn skills they can utilize

The clients Bob has supervised comprise a wide variety of previous experience including engineers, computer salesmen and a mason (who as a result of working on projects with Bob was able to move up in his own job.) In addition to the challenges these clients have as they work with Bob, they are also working through the challenges of their terms; many are even working on earning their GED.

Actual work on the projects takes place on weekends (occasionally, a smaller crew will handle projects on a Wednesday or Thursday.) A recent major project is located in South Phoenix. MCAPD partnered with the Restorative Justice Resource Council and the Phoenix Teen Outreach Academy to turn a former crack house on 7th St and Rosier into a residential treatment center for teenagers with drug problems.

- The Restorative Justice Resource Council is a non-profit organization whose mission is to assist probationers in the restoration and restitution of crime victims in the community through job training and other self improvement functions.
- The Phoenix Teen Outreach Academy is a nonprofit, residential drug and alcohol rehabilitation program. It is centered on a principle of high love/high discipline with a goal of meeting the challenge of bringing hope to a lost and hurting generation. (More information on the Academy is available online at [www.teenoutreachacademy.org](http://www.teenoutreachacademy.org).)

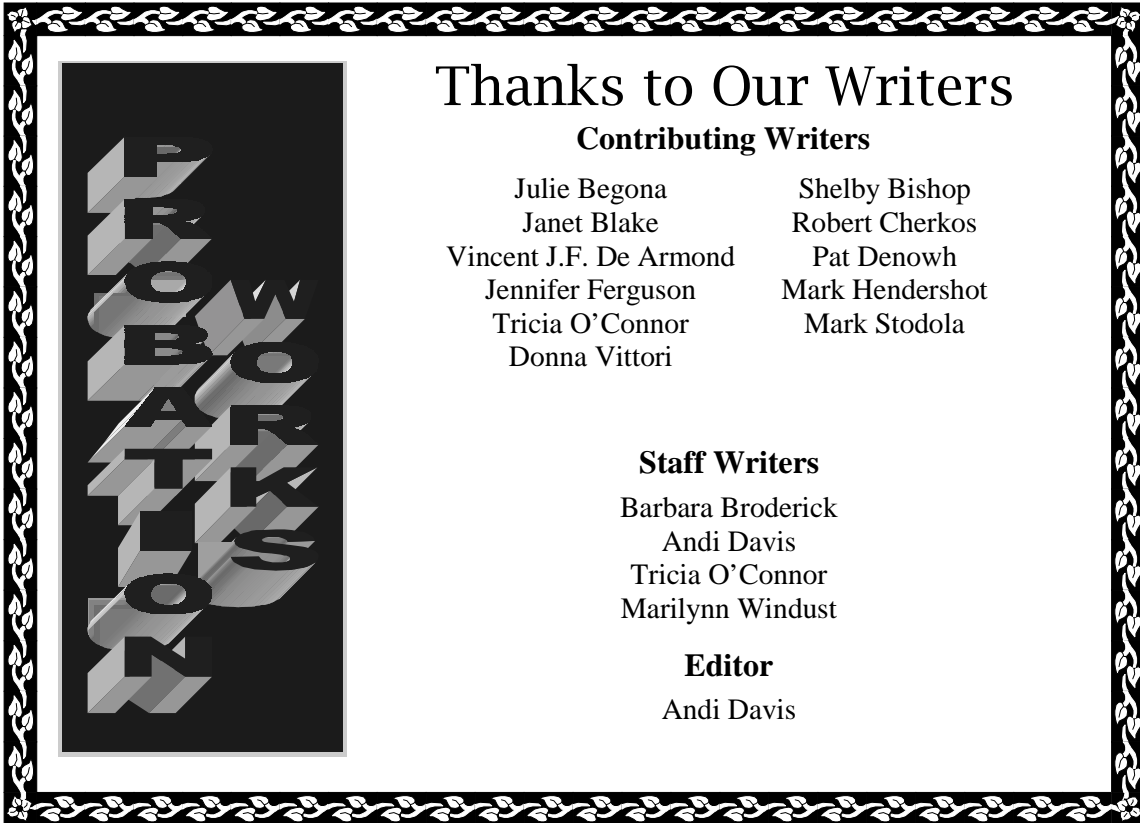
While tools and raw materials are provided by the Academy and Council, probationers provide the labor and learn valuable construction skills while dramatically improving an at risk neighborhood. An architect donated his time to draw up the initial plans for the Rosier project. So much money was saved on this project that Bob was asked to design and add on an extra room.

The residents of this re-constructed building will work with computers and learn life and job skills. This center is often the last chance for many of them. Some are even on juvenile probation. Bob said that when the adult probation clients working on the project find out they are working on a home for many on juvenile probation, they become quite enthused about helping these teens.

Just some of the work completed at this site includes tiling, plumbing, electrical, windows, carpentry, drywall, a new roof, and a 900 square foot extension. ☞

**A building in need of repair will get a major face lift, teens will have a home and clients will gain priceless experience thanks to the Rehab Program.**





# Thanks to Our Writers

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