

The Chronicle

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MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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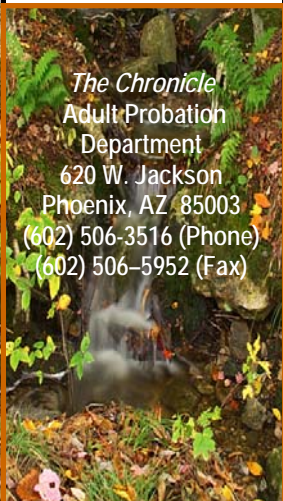
Chiefly Speaking: What We've Learned About Us



During the past several months, line staff, supervisors, and the executive team participated in organizational assessments related to the department's implementation of evidence-based principles (EBP). Not every employee participated in the assessments, but a large number of you did, and the results are representative of the organization. I want to talk about the assessments – why we did them, what the results are, and what it means for the department.

In a nutshell, the purpose of the assessments was to identify organizational issues and determine what changes are most critical. In order for the department to effectively implement EBP, the organization's policies, practices and structure need to be in alignment with the use of EBP with probationers. Failure to address organizational issues would most certainly impede our success in using the best methods with our probationers. With help from the Crime and Justice Institute and the National Institute of Corrections, some areas were identified that we will want to address in order to enhance organizational effectiveness.

The Likert Organizational Climate Survey was completed by three employee groups: line staff, supervisors, and the executive team. The survey assesses six specific organizational and performance characteristics: leadership, motivation, communication, decision-making, goals, and control. Respondents rate each item in two ways, first to describe the organization as it is currently, and second, in terms of their perceived ideal. In this survey, the rating of each item and the organization overall is based on Rensis Likert's management systems model, which includes four management systems: Exploitative Authoritative, Benevolent Authoritative, Consultative, and Participative. Likert found that organizations described as having authoritative systems were less productive, while organizations described as consultative and participative were more productive. The gaps between employees' descriptions of their current organization and their ideal organization are used to identify and prioritize areas in which to focus organizational development efforts.



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The results of the Likert Organizational Climate Surveys showed a strong level of agreement across all three employee groups in terms of how they describe the current situation and the organizational management style. Items receiving the highest current ratings (in the consultative or participative ranges) by *all* three groups were:

- Communication (to management) is almost always accurate
- Management has a substantial amount of confidence and trust in staff
- Teamwork exists throughout the organization
- Your involvement in decision-making contributes to your motivation

Items that were given low ratings (in the benevolent/authoritative range) by two of the three employee groups indicate a significant gap between the current system and what employees perceive as the ideal system. These are areas that we will need to address:

- Creating an environment in which the information flow is down, up and sideways.
- Creating an environment in which management know well problems faced by staff
- Creating an environment in which decision making responsibilities reflect the style of broad policy at the top with broad delegation
- Creating an environment in which staff are fully involved in decisions relating to their work

The Texas Christian University (TCU) Criminal Justice Survey of Organizational Functioning was also completed by all three organizational groups. This survey measures four organizational domains: motivation for change, staff attributes, organizational climate, and workplace practices. Items are measured on a 5 point scale with 5 being the highest (strongly agree) and 1 being the lowest (strongly disagree). The conclusions from this survey are:

- All three staff groups feel the internal and external pressure to change equally
- Line staff are most confident in their own skills
- Managers see themselves as having greater influence than other groups
- Supervisors rank themselves in-between line staff and managers in staff attributes and workplace practice domains, the impact of which is reflected in higher stress ratings for supervisors.
- Managers are more optimistic than line staff and supervisors in general in terms of organizational readiness for change
- Line staff and managers agree on level of autonomy and focus on outcomes

The conclusions from the TCU Survey of Organizational Functioning suggest three challenges: 1) align staff perceptions, particularly in areas in which managers may be overly optimistic, 2) continue to build on equally perceived pressure to change, and 3) develop strategies to reduce stress on supervisors.

Case assessment vignettes (derived from Latessa and Clear, 1993) were administered with the supervisor and line staff groups. Respondents read a vignette of a typical moderate to high risk case assessment (designed specifically for the department) that included information on previous criminal history, current offense, family interactions, medical/mental health conditions, education, relationships, drug and alcohol use, and attitudes toward criminal behavior.

Organizational and Performance Characteristics of Different Management Systems (by Rensis Likert)				
System	Description	Trust	Motivation	Interaction
System 1: Exploitative-Authoritative	Threats from management serve as the motivation to those in the lower levels of the system.	No Trust	Fear, threats, punishment	Little interaction, always distrust
System 2: Benevolent-Authoritative	A less tyrannical system than the first, but one in which there is still a significant lack of communication between the lower and upper levels of the system.	Master/Servant	Reward, punishment	Little interaction, Always caution
System 3: Consultative	Marked increase in communication between levels from the previous two groups.	Substantial but incomplete trust	Reward, punishment, some involvement	Moderate interaction, some trust
System 4: Participative	People on all levels of the system have responsibility and work together to achieve common goals.	Complete trust	Goals based on participation and improvement	Extensive interaction, friendly, high trust

After reading the vignette, respondents were asked to rate the importance of a series of 60 tasks associated with how they would provide supervision of this case. The tool is intended to measure whether employees are more inclined towards control oriented supervision tasks or support oriented supervision tasks. The results of the case vignettes were positive, indicating that both supervisors and line staff reflect balance in the importance of control oriented and support oriented supervision tasks.

As I review the results of the organizational assessments, I see good news and manageable challenges. We have some work to do, but we have a pretty good starting point. The three employee groups are relatively close in their views of the current organization and are not very far apart in identifying growth areas for the department. There is a good balance in how we see priorities between control and support tasks in probationer supervision. Communication is a growth area. Information needs to flow better in all directions, rather than primarily downward. Decision-making practices need to change. We need to look at levels of decision-making and ensure that supervisors and line staff are more involved in making decisions about their work. There are some easy things that we can do to move us in the right direction. The mid-managers committee will likely be instrumental in these changes. But it's not up to the members of any particular committee or group. Each of us is part of the organization and each part is important to the whole. I am confident that together we will continue to improve and excel as an effective organization. ☺

Adult Probation and Superior Court Participate in Parade

By Jim Frost

Since 2001 a group of Vietnam dog handlers and German Shepherd Dog owners have saluted the Military War Dog in the Phoenix Veterans Day Parade. This year will be no exception and will, in fact, carry special meaning. Participating this year are Jerome and Rachel Lee and their two children from Quitman, MS. They will be bringing Lex, a German Shepherd dog who is also an Iraqi War Veteran.



Lex was assigned to the Lee's oldest son, Dustin, a Lance Corporal with the US Marines. Lex was trained in bomb detection and he and Dustin spent weeks training together until an unbreakable bond existed between this young man and the dog. They shipped out to Iraq. On March 21, 2007, a rocket-propelled grenade explosion killed Dustin and seriously wounded Lex. The canine was returned to the United States for rehab and re-assignment. The Lee family, knowing of the bond between Dustin and Lex, requested they be allowed to adopt Lex as a living memorial to their son. The military had to refuse, as the law regarding early adoption of a military canine applied to handlers only, not a family. The Lee family persisted and enlisted the aid of some key people. In December, 2007, the Marines formally discharged Lex and transferred his leash to the Lee family.

Lex's travel to Arizona with the Lee's could not have been possible without the assistance of several people. First, John Burnam, national spokesperson for the establishment of a National War Dog Memorial and author of two books recounting his and other dog handlers' experiences in Vietnam, invited the Lee's. Additionally, so that the family would not have to shoulder the burden of all travel fees, almost \$2000 was collected via Internet contacts. Moreover, Jim Lona, from the Entersect Company (the same one used by APD to locate probation absconders), cashed in frequent flyer miles to arrange for the Lee's flight on American Airlines. After explaining the situation, the airline authorized Lex to travel in the cabin with the Lee's.

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The Lee's will walk in the parade on November 11, 2008, as one of the Honorary Grand Marshal entries. They will be escorted by canine teams from Luke AFB, Phoenix Police Department, and the Arizona Department of Public Safety. Because Mr. Lee is a member of the Mississippi Highway Patrol, these agencies jumped at the chance to escort the Lee's. They will be just ahead of the Salute to the War Dog entry the German Shepherd dog owners have sponsored each year since 2001. While here, the Lee's and Lex will also visit the State Veterans Home and participate in other veteran-related activities. John Burnam and officials from the Vietnam Dog Handlers Association also plan to walk this year.

Our entry reflects the efforts of a lot of people. First, German Shepherd dog owners turn out with their dogs to walk in this parade. They help find "loaner" dogs for a veteran to walk with at his or her side to represent that person's dog from past years. I wish there was enough space in this article to tell just how special the relationship between the military handler and the military canine becomes. The entry is dedicated to the memory and honor of the 100,000 canines who served this country as well as any human military veteran has. It is especially dedicated to the 4,000 canines of Vietnam, almost all which didn't have the opportunity to come back to the US when that conflict ended.

Moreover, much of the untold help with this entry - and now with the Lee's and Lex - has come from Adult Probation and the Maricopa County Judicial system. Every year, we rely on community restitution volunteers: probationers who usually come from Drug Court. Judge Carey Hyatt was instrumental in encouraging participation in our entry...she has never ordered anyone to participate as a sanction. Yet each year, we always have more than enough people turn out from Drug Court to help. Commissioner Shellie Smith has carried on that tradition since taking the reins of Drug Court last year and offering encouragement - their help in this has been so important. The Community Restitution Office has recognized this event as an authorized project for several years. Probation Officer Bill Tremont got involved by offering and coordinating a reception/dinner at VFW Post 720 for the Lee's and Lex the night before this year's parade. Chief Broderick has gotten involved as well, working on some things within both the Judicial and Executive Branches of Maricopa County. The officers in the Fugitive Apprehension Units chipped in - and everyone knows how tough it is to get money from them!!!!

I never dreamed this project would take on such a life of its own, and its only through the help of many fantastic people that it has.

This year's parade is Tuesday, November 11th. It begins at 11:00 AM at the VA hospital at 7th Street and Indian School Road, proceeding North on 7th to Camelback, then West to Central Avenue then turning North again and concludes just before Bethany Home Road. Please consider coming out for this great event to recognize the sacrifices made by veterans of yesterday and those serving today. Lex and the Lee family are a great part of this recognition. d

Tentative Agenda:

Arrive Saturday, November 8th 8:30 PM American Airlines flight from Dallas
Sunday, November 9th 2:00 PM - Visit to the State Veterans Home
Monday, November 10th 2:00 PM - Visit to the VA Medical Facility
Monday, November 10th 6:00 PM - Reception for the Lee's at
VFW Post 720, 4853 E Thomas Road, Phoenix
Tuesday, November 11th 11:00 PM - Veterans Day Parade
The Lee's will then have all the free time they wish to rest and look around Phoenix and they depart Thursday, November 13.

Probation Officer Makes a Difference!

By: Allison Thompson

Jason Ross is the first to greet you in the hall way with a bright welcoming smile. As a Adult Probation Officer Jason demonstrates Motivational Interviewing techniques, by taking time to listen to his clients and works on solutions with them. He doesn't make assumptions or allow first impressions to make up his mind. He is open-minded and allows everyone to prove themselves and gives you a fair chance while you are at it. He is fair, honest and loyal. A former client, had the cards stacked against her. With Jason's patience and perseverance she finally came to believe she could have a better life. Something Jason knew all along. She completed school, has a job in her chosen field and successfully completed probation. She wrote this letter to express her gratitude to Jason. ✉

July 30, 2008

Dear Allison,

You don't know me, but I felt I had to write you to tell you what an asset Jason Ross is to your organization. He's tough, yet fair and compassionate. I was a client of his from about Oct. 2005 through July 26th of this year, Briefly, I was caught in a sting for soliciting, had drug paraphemalia on me, and while in holding, because my finger touched the finger of a C.O., I was re-booked on felony assault against an officer and sent up to L.A. County where I sat for 5 weeks. I ended up getting 3 years probation. Unbeknownst to me Jason being "Interstate Compact Unit" was just supposed to get me stable and pass me on to a Mesa Probation Officer. Well, it took so long to get me stable because of my meth addiction that I ended up staying with Jason till the end.

My reason for writing you is to tell you that without Jason, pushing and making me want to expect more from myself, I wouldn't have made it. And by "made it" I don't merely mean I completed my probation, I changed my whole life. I'm starting to recognize and love the best parts of me that I thought were long dead and gone.

Aside from having been clean now for almost 2 years, I went to Apollo College for Medical Coding and Billing, and kept a 4.0 the entire time, made "Student of the Month" twice. I skipped 3 grades in school growing up, I'm highly intelligent, but am so insecure. I had completely forgotten that I had a brain. For the 5 years I was doing Meth 24/7, I made my living on my back. I wasn't a street corner prostitute, I charged a lot and lived very nicely in a beautiful 2bdrm, 2 bath home, with a little red sport's car, and weekends at high end resorts.

When Jason first met me he told me that life as I knew it was about to change dramatically. He hung in there with me, and I guess he knew I wasn't a bad person. I really only hurt myself. I was just a drug addict. So he finally put me in a treatment center and then a half-way house for 3 months, and the only way he would let me out of there is if I made plans to go to school, or something other than more dead end jobs. I realized a big part of what led me to where I ended up was I had no marketable skills. So this was a chance to learn something that I could do anywhere in the country, with a 5 year goal of not working for one Dr. or practice, buy my goal was to be an independent contractor and work from home.

Allison, I was kicked out of my house at 15 when I graduated High School and won a full scholarship to the Fashion Institute of Technology. I've been on my own ever since. I was the oldest with a lot of responsibility, also was severely and continuously molested by many of my 8 "step-uncles" and many other older men in my family.

But Allison, it was so much more than that, He taught me how to live a new life. Do you know for the first time in my entire life I had the same job for over 2 years?

I owe my new life to Jason and his belief and support of me. I'm clean, I have a marketable skill, and I finally got a job in my field of Chiropractic.

Jason has been a mentor, a friend, a counselor and so much more. I truly owe my life to him and just thought you would be proud to know what a wonderful, man you have working for you.

Jason told me the success stories are about 1 percent. I'm very proud to be in his 1 percent. He always made me feel I was worth so much more than just drugs and hooking. Thank you Jason.

Sincerely,

A very grateful recovering addict, bulimic, and prostitute

Mary
Walensa



30 Years
Of
Service
With
Maricopa
County

From Left to Right: Zach Dal Pra, Mike Goss, BOS Chairman Andy Kunasek, Mary Walensa, Barbara Broderick

Congratulations

Garfield Probation Service Center Recognized

By: Marilyn Windust

On September 10, 2008, Administrative Assistant Dominick Bueti and Surveillance Officers Christi Seger and Paul Monroe and the Garfield Probation Service Center, received the City of Phoenix Neighborhood Services Department's Partnership Award.

Christi, Paul and Dominick were honored for their commitment to blight eradication specifically and in general, for making the Garfield neighborhood a better place to live. The nomination noted their unwavering support of the Preservation Inspector by organizing and supervising probationer work crews to cut vegetation in Right of Ways, clean alleys and provide assistance to elderly and handicapped neighbors struggling to keep their properties within code compliance. In a recent incident, over 250 tires were illegally dumped in the Garfield neighborhood. Christi and Paul worked with the NP Inspector, and within four hours they assembled a crew and had the tires picked up and hauled to the landfill.



Left to right: Tim Boling City of Phoenix, Roberto Fritz City of Phoenix, Paul Monroe APD, Dominick Bueti APD, Christi Seger APD, Vivian Ybanez City of Phoenix, Gary New City of Phoenix, Jerome Miller City of Phoenix

The nomination went on to note that the APD provides, maintains and cleans the Safe Haven House which is used by the Garfield Neighborhood Organization for meetings and resident tax preparation, that the Garfield Probation Service Center provides English classes to Spanish speaking residents free of charge, and that every year around Thanksgiving they host a free turkey dinner with all the trimmings for the entire neighborhood, which recently has been attended by Santa Claus with gifts for the children. ❧

Safety Matters

By Gary S. Streeter

I've recently read two good books on survival. Not books specifically about officer survival, but about survival in the mountains, forest, a plane crash and many other settings. Of course, the fundamentals of surviving in these environments are very similar, if not the same, to surviving a lethal force encounter. So, the books were not only interesting, but also very applicable to training for a physical or lethal force encounter. I found both books very informative and hard to put down. In fact, I highlighted quite a bit of the material in both for future reference. Below are just a few excerpts from the books. If you have any interest in this subject I would highly encourage you to pick up both.

Deep Survival, by Laurence Gonzales. The author talks about how humans commonly attempt to make reality conform to their expectations rather than seeing what is *really* there. He uses the example of a hiker whose trail includes a lake or boulder as checkpoints on the way to a particular location. The hiker may tell himself, "That lake may have dried up," or "That boulder may have moved," when in reality, the absence of the lake or boulder should signal the hiker that he is off course. But, by "bending the map" the hiker is trying to make reality conform to his expectations rather than accepting that he is off course. Continuing to deny reality will likely result in the hiker becoming lost, which could endanger his life. *The author explains it much better than I have and he also discusses at length the concept of mental mapping, which is a crucial factor in the decisions made by the hiker.*

Similarly, I believe officers can also "bend the map" during contacts with probationers. For example, an officer conducts a field visit on a probationer he has supervised for two years. During those two years the officer has never had a problem with the probationer and has conducted numerous field visits without incident. As the field visit commences the probationer is very agitated, paces constantly, raises his voice repeatedly and encroaches into the officer's personal space. The officer, with two years of incident-free experience in mind, tells himself that the probationer would not hurt him, that he can "talk the probationer down," and that he has always been compliant in the past. In doing so, the officer is ignoring obvious danger cues and is "bending the map" to make the situation fit his expectations (an incident-free contact). This behavior could endanger the officer's safety.

Another book I just finished, entitled The Unthinkable, Who Survives When Disaster Strikes and Why, by Amanda Ripley, discusses another concept similar to "bending the map." This tendency, called "normalcy bias" by psychologists, leads us to believe that everything is okay (even when it isn't) because it almost always has been before. Humans tend to procrastinate leaving a bad situation. This is due to denial that something bad is happening and because it also takes us awhile to come to terms with our miserable luck that something bad is happening to us. A noted fire investigator quoted in the book says, "Fires only happen to other people." Several times in the past few years during defensive tactics training I've heard staff say, "I'll never be in that situation." The situation is one in which the officer is attacked. So, when the fire, or the attack, happens, the brain first has to make sense that it is happening, which can be a waste of precious seconds that could have been used to respond effectively. The author points out that the human brain works by identifying patterns and uses information from the past to understand what is happening in the present and to anticipate the future. However, we are slow to spot discrepancies, which can result in missing or ignoring danger cues, bending the map or denial.

Certainly, normalcy bias can be a problem for officers especially when they become complacent. Our past experience is such a powerful force in decision making, and for good reason. But, we must always remember that just because everything went well the last time we knocked on a probationer's door or saw him in the office, doesn't mean it will go as well the next time. Maintain situational awareness and stay in Condition Yellow. 🐉

Managing for Results

By Robert Cherkos

In Maricopa County, achieving positive results has been the mandate of county government for the past seven years with an initiative called **Managing for Results (MFR)**. This is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of Maricopa County.

To accomplish its mission, the Maricopa County Adult Probation Department has established five MFR strategic goals. The first is **Goal A: Crime Reduction**. The department has developed targets over the next several years to measure achievement in this goal. Key indicators include reducing the rate probationers commit new felony offenses, reducing the rate probationers are committed to the Department of Corrections, and improving the rate probationers and pretrial defendants successfully complete supervision. The other four strategic goals support Goal A.

The second is **Goal B: Retention and Compensation**. A qualified and diverse workforce is an essential ingredient for an agency to be successful. The department holds focus groups and forums to develop strategies in order to achieve this goal. It also routinely measures staff satisfaction on a variety of subjects that range from pay and benefits to management practices. In the last survey conducted by county government, the department achieved its highest rating ever.

The third is **Goal C: Process Improvement**. Making improvements to the way we conduct business and provide services is the focus of this goal. It includes how well the department collects victim restitution and delivers reports to the court. Since 2004, "Process Improvement" has also included **evidence-based practices (EBP)**. EBP are those practices and processes that are scientifically proven to have the greatest impact on reducing recidivism. EBP has become the department's primary strategy to achieve "Goal A: Crime Reduction." Over the past few years, the department's EBP initiative has concentrated on accurate assessments of the probationer's risk to reoffend and addressing the needs the probationer has to change from criminal to law-abiding behavior. Because MCAPD has been successful in integrating results driven management (MFR) and evidence-based practices, it was selected this fiscal year to participate in an National Institute of Corrections (NIC) funded grant to further advance efforts to achieve "Goal C: Process Improvement".

The fourth is **Goal D: Customer Satisfaction**. The department routinely seeks feedback from a variety of customers and stakeholders in order to evaluate the quality of its services and collaborative efforts. The information is then used to devise strategies for making improvements. Victims are surveyed annually while judges, community partners, criminal justice agencies, probationers and pretrial defendants are surveyed biennially. This year's Community Partner Survey results indicated that 81% of those surveyed were satisfied with their organization's interaction with Maricopa County Adult Probation.

The fifth is **Goal E: Infrastructure**. The department cannot conduct business unless it has the necessary facilities, equipment, and safety practices available. It also needs the training to make the best use of staff talents and develop their abilities. For an agency that has embarked on an evidence-based initiative, training is a key organizational development component. EBP research has shown that the skills staff possess can have the greatest impact on helping offenders change behavior and can have the most significant impact on achieving "Goal A: Crime Reduction." ☞

GOAL A - Crime Reduction

GOAL B - Retention and Compensation

GOAL C - Process Improvement

GOAL D - Customer Satisfaction

GOAL E - Infrastructure

Adult Probation Officers Participate in “Know It, Share It, Serve...” Ensuring Access to Fairness and Justice

By: **Cindy Reid**

On September 23rd and 24th, 2008, five judges and fifteen staff from various areas of the court family gathered for a unique training opportunity. Through two grueling days of critical thinking, fun, exchange of knowledge and experience, these twenty courageous people graduated from a legal advice versus legal information faculty skills program. Not only was the task of approaching legal advice versus legal information from a critical thinking, customer service perspective very daunting, the participants were also learning many teaching methods.



Adult Probation participants: Kim Kelly, Sally Maurizi, Julie Chavez, Theresa Franklin

This unique Maricopa County Training and Education Department program was called, “Know It, Share It, Serve...ensuring access to fairness and justice” (KISIS). The foundation of the program was based on materials from the 2006 Supreme Court task force on legal advice versus legal information. The participants of the inaugural class have agreed to teach two classes each within the next six months, ensuring court customers in the Superior Court of Maricopa County receive a more consistent message as they interact with court staff and judicial officers.

A committee was established approximately one year ago to create and develop this program. The committee members served as faculty, comprised of six court personnel: Commissioner Rick Nothwehr, Jennifer Murray (Law Library), Robert Hahn (CASA Director), Aaron Nash (Clerk of Court), Elizabeth Evans and Cindy Reid (Training and Education Dept). Future sessions are being planned.

GED Going Strong

By: **Lindell W. Rhodes**

On September 25th the great MCAPD teachers, POs, students and family members congregated with many other honored guests and friends for the 21st annual GED graduation ceremony. As William Author Ward said, “The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. But the great teacher inspires.” In our organization, not only do the teachers inspire the students, but so do all APD staff. The great motivational staff of Maricopa County Adult Probation Department insists that NOW is the time to learn. And it is never too late to change for the better.



Twenty-one years ago, the MCAPD education program started with a couple of teachers and less than 100 students. In 2008 we assisted 439 people in obtaining their GEDs. With the encouragement of Judges, Commissioners and Probation Officers, the combined hard work of the students, teachers, tutors, and volunteers, 101 of these students walked across the stage during the MCAPD graduation ceremony at the Phoenix Prep Academy. Many of these students (along with approximately 800 of their family members, Court personnel, and honored guests) attended the graduation ceremony. It was a special night for everyone.

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The professional organization, ALTRUSA provided refreshments, dictionaries and transitional education incentives. ALTRUSA is a philanthropic organization with literacy as their focus. Every year, ALTRUSA donates scholarship funds to our educational program's graduates, and this year was no exception. ALTRUSA's generous donations allowed us to present three scholarships. This allows deserving students to enroll in community college, vo-tec programs and continuing education courses.

K.C. Everett, one of Sheila Jones' clients, won a scholarship. In order to attend Bill Pebler's GED classes, K.C. rode his bike six miles to a bus stop, then took the bus to WRC. K.C. worked just as hard in the classroom to achieve his GED. He has already started classes at Glendale Community College North and K.C. will use his scholarship to continue his studies toward his goal of gaining a career in auto mechanics.

Mabel La Prada also won a scholarship. Mabel's goal is to complete her education and gain employment in the automotive field. Mabel worked 3 ½ years to obtain her GED and successfully complete her state parole requirements. Mabel can be very proud of achieving her GED and successfully enrolling in the Arizona Automotive Institute.

The final scholarship award winner is Autumn Beckford, a client of Rochelle Harlin. Autumn studied with us and was very dedicated to her work. She attended almost every night and often took extra work home. She was eager to learn and was always willing to do more. She took pretest after pretest, and was the most concerned about the math. She took the test two weeks ago and passed with great scores, even on math. She was a great student and who was also a lot of fun to work with.

The keynote speakers for the ceremony were our very own GED student/clients, Rita May and Delores Gamboa. They studied and toiled to improve their lives through education. Both succeeded in spite of their life experiences and challenges during their educational quest. Rita and Dolores asked to speak to their families, fellow students and teachers about the journey. For example, Rita started GED classes two years ago and has almost 300 hours in our GED program. She attended classes regularly and requested homework to reinforce the classroom lessons. Rita also finished a medical training program and is actively seeking full-time employment in the medical field. Delores put studying at the top of her daily schedule. Delores is a woman who made the decision to turn her life around and made attending GED classes her priority. She often asked for extra homework. Delores assisted other students and supported the Mesa education staff. In fact, Delores helped assemble the caps and tassels for the GED ceremony.

Frank X. Gordon, Jr., the educational program's namesake and former Chief Justice of the Arizona Supreme Court, was our commencement speaker. Justice Gordon retired after 16 ½ years on the Bench with 6 years as Chief Justice. His leadership and understanding of the importance of education has helped bring educational services to thousands of adults in Arizona. Many education programs in Arizona originated under Justice Gordon's leadership. This includes the MCAPD education program that has assisted over 25,000 adults toward their educational goals. I dare say without Justice Gordon's influence, Arizona's educational system would be greatly diminished. And MCAPD would not have been able to provide the educational materials, computers, and outstanding teachers which have assisted thousands of students succeed in their educational journey.



Lindell Rhodes awards a GED Graduate with one of many scholarships

Just like a garden that prospers in good quality soil, adequate sunlight, and plenty of water, our client/students prosper when teachers and staff create an exhilarating, motivating, success-oriented climate. The education centers are just such a place. Our staff believe and illustrate John Dewey's educational philosophy, "Education is not preparation for life; education is life itself."

☞

Life

By Janet Blake

It was Monday, September 8th at U S Airways Center. Another one of our Open Gyms that we hold during the summer months. Washington High School, where the Suns Nite Hoops program is located, is closed for the summer and we try to keep the guys interested and connected to the program. We had a good turn out and I had two new cases show up. During the night a young man had come into the Suns Practice Gym and was looking at me. At first it made me a little uncomfortable, but with all that was going on (collecting money orders, signing a probation violation warning, etc) I was focusing on my work.

Toward the end of the night, this young man approached me. "I remember you," he said. I had no recollection of ever seeing this young man before. He added, "You were my mom's probation officer." I vaguely remembered the client when he provided her name. I asked where she had resided and the address was in my IPS supervision area when I worked out of Garfield. He said he was around 10 years old at the time and was now 23 years old. He remembered I had given him a basketball. I did remember always checking the donation room at Garfield and handed out things (clothing, baby needs, sporting goods...) around the holidays or birthdays. This happened around 13 years ago. I asked him how his mother was doing and he said she was doing well. He then said with a smile that he has never been in trouble.

Being the inquisitive person that I am, the next day I checked APETS. Unfortunately I had her case prior to APETS (for those who remember, it was during the PRINET days). I even went as far as running bookings to see if I could find a booking photo. Unfortunately again, the bookings had been purged. The one thing that did help was reading her middle name. I remember she used it and that finally helped me to remember her.

Funny how life has a way of going full circle. I gave him a basketball, I transferred to the Suns Nite Hoops caseload, he heard about the Open Gym, and came to check it out. I'd like to think that giving him that basketball, so many years ago, helped in some way. Specifically in keeping him out of the legal system by providing him with something to do instead of joining a gang, committing crimes, or doing drugs, which were all prominent where he lived. Well, it's my story so I'm going to believe that I made an impression/difference in at least one person's life.

I hope he shows up to the next Open Gym on Monday, September 22nd so I can ask him his name and tell him that I do in fact remember his mother.

Moral of the story: We never know what influence we have in another person's life, so think outside the box and always "do the right thing." ☞

A Day with David Smith

By: Louie Valdez

As part of the class requirements for my Master's Degree in Public Administration at the ASU Downtown Campus, Chief Broderick was kind enough to help me arrange a "Shadow Day" with Maricopa County Manager David Smith this past month. Mr. Smith took time out his busy schedule to include me in two meetings with significant impact on Adult Probation and Pretrial Services.

These meetings included the Maricopa Countywide Improvement Council (CIC) at the Downtown Justice Center and a forum at South Mountain Community College entitled, "The Justice System and Faith-based Organizations Working Together" sponsored by the Maricopa County Justice System Planning and Information Department.

At the CIC meeting, executive-level representatives, including elected officials, from all county departments gather monthly to discuss ideas, develop plans and share strategies for improvements in cost-effective delivery of services. Goals include maximizing revenue streams, reducing costs, improving efficiency and developing an awareness and culture of cost effectiveness among all employees.

Continued on page 12

It also provides an opportunity for “showcasing” successful approaches, and this graduate student was advised by more than one CIC members that Adult Probation has been a leader in these areas thanks to Chief Broderick’s leadership.

At the South Mountain Forum attended by Chief Broderick, faith-based service and program providers from the South Mountain Area provided information and discussed several ideas available to both Juvenile and Adult Probation in assisting clients in transitioning back into the community. Maricopa County Crime Prevention Specialist Donna McHenry provided reference material during the forum which helped facilitate discussion from a wide range of participants including Chief Broderick, Arizona DES Program Director Susan Hallett, Irene Jacobs, and Director of the Governor’s Office for Youth, Children and Families and Jesse Camarena, Community Supervisor with the AZ Department of Corrections.

Finally, I attended the Maricopa County Board of Supervisors meeting where the process of government takes center stage each month. All in all, it was an invaluable opportunity which provided me with first-hand knowledge of the inner-workings of how our county government operates. I’d like to especially thank Chief Broderick, Pretrial Services Division Director Penny Stinson and her Executive Admin Julie Chavez, County Manager David Smith and County Office Manager Chris Pinellas for the generosity with their time and willingness to help me with this graduate project. ☞

Communications Center Tips

By: Tammy Allen

Here is a guide to help you determine what to do with your radio when you change assignments:

You **DO NOT** have to exchange your radio if:

You are staying within the same division but moving from your current unit to a similar one (Example: standard to standard, or IPS to IPS)

You **MUST exchange** your old radio for one that is programmed to work on the channel designated for your new assignment if:

You are leaving one division and transferring to another.

You are remaining at your current division, but moving from a standard to a specialized unit OR from a specialized unit to a standard unit.

If you need to return/pick up a new radio, you **MUST** bring your current radio (if you are assigned one) to sign out for that equipment before we will issue you a radio that will work in your new assignment. Please don’t ‘leave the radio behind’ for the succeeding officer to use. We will issue that officer their own radio accordingly.

Please contact the Communications Center **BEFORE** coming to handle a radio exchange. This will assure service according to your schedule. During the dayshift, the supervisor and/or Lead CSO are not always available to assist due to training and meeting obligations. CSO’s working ‘the floor’ cannot leave their work stations to assist you.

For clarity...**Radios are issued to individuals, not caseloads or units.** Additionally, radios have call signs so the Comm. Center can identify the unit (radio) used by the officer. This information is used to run radio hour reports for supervisors. When going “in service,” officers are identified by the Comm. Center by their badge numbers. Call signs are not assigned to officers; they are assigned to the radio that is issued to an officer.

Field officers are financially responsible for this equipment just as they are any other piece of issued equipment (e.g. laptops, cell phones, body armor, firearms, and other safety equipment).

Each radio/charger set is worth about **\$2500**. The radios are insured, but the Department’s deductible is **\$1000.00**. If the officer is found negligent in the destruction of the radio, the officer may be expected to bear the financial burden. Of course, these amounts are subject to change based upon any changes to the Department’s insurance policies.

The Communications Center staff hopes you find this information useful! ☞

Dishing with Diversity

By: Melisa Boudreau

The Diversity Council celebrated its Third Annual Appreciate and Celebrate Diversity Event on October 23, 2008. A year's worth of fundraising and planning culminated in a festive affair celebrating some of the diverse cultures and ethnicities which comprise Adult and Juvenile Probation. Staff from both departments volunteered to explore Cuban, Native American, Filipino, Indian, Mexican, Polish, Irish, Hawaiian and Italian cultures and cuisine.

Manny Barron volunteered his DJ services and many people, including certain board members and an unnamed division director danced the afternoon away.



Joining the celebration for the first time this year were representatives from the Girl Scouts who presented information about their various programs.

The food was delicious and the cultural displays afforded participants a glimpse into such varied topics as Spam (the meat product - not the junk mail), indigenous Native American dress, Sari wrapping and famous Cubans. At the Irish booth, participants noshed potato crusted apple pie while tracing their Irish heritage back to a county in Ireland. Polka music, imported kielbasa and pierogies greeted visitors to the Polish booth. Some people reported spotting an oasis on the horizon but soon discovered it was the India booth rich with the flavors of the region. The Mexican and Italian booths served up a varied fare from horchata to green chile and chicken florentine to lasagna. Many satiated their sweet tooth with such delicacies as ginataah (sweet Filipino soup), fried plantains, arroz con leche and Indian fried bread. As is the American custom, the Council also served up hamburgers and hot dogs grilled to perfection. No one walked away from this epicurean delight with an empty stomach! In fact, some participants left the event with more than just a belly full of food. In a series of drawings Ruben Cruz, Yvonne West, Suzanne Shirleson and Brenda Jones from APD and Luetta Hinkle, Jessica Baker, Elizabeth Johnston and Pamela Blake from JPD each won prizes ranging from baskets to cookware.

The Diversity Council will hold their next meeting on November 18th at the Downtown Justice Center, 620 West Jackson, in training rooms one and two, from 12:00 to 2:00 p.m. We will be expressing gratitude for a year of hard work and support to those who have enabled us to continue celebrating diversity through our annual events. We will have some very special guests and, of course, will be serving food. Everyone is invited and new members to the Council are always welcome! We hope to see you there! In the meantime, please check out our [Diversity Newsletter](#). ☞



R-E-S-P-E-C-T “Find Out What it Means to Me.” From Aretha Franklin

By: Mary Anne Boyden

One of the stated values of our department is to treat people with dignity and respect. We know when we have respect and when we don't. But what is respect really? And how is it demonstrated at work and in dealing with probationers?

- Treat people with courtesy, politeness, and kindness
- Encourage coworkers to express opinions and ideas.
- Listen to what your probationers have to say before expressing your viewpoint.
- Never speak over, butt in, or cut off another person
- Encourage the probationer with an idea to implement the idea
- Never insult people, name call, disparage or put down people or their ideas
- Praise more than you criticize
- Treat others as you wish to be treated

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Based on an article from

http://humanresources.about.com/od/workrelationships/a/demo_respect.htm



Congratulations & Thank You!

5 Years: Rene Bates, Randy Bay, Greg Clark, Christine Davis, Anissa Dreas, Heather Garcia, Jesse Ginsberg, Sarah Golabiewski, Lane Gunderson, Susan Haney, Robin Heistan, Ashley Holmes, David Laing, Terry Lee, Herbert Marlow, Delma Navarro, Heather Peckham, Geneva Rodriguez, Lisa Roubicek, Tammy Schroeder, Valarie Serrano, Breht Stavn, Sandra Townsend, Ricky Temby, Sacheen Thompson, Jose Valdez, Amanda Valencia

10 Years: Susan Bee, Judith Brantley, Phyllis Bruno, Noelia Monge, James Morones, Omar Rodriguez, Gerald Scimio, Bob Sitnek, Brian Slater, Courtney

Sullivan 15 Years: Joe Cortina 20 Years:

Leslie Ebratt, Charlotte Collins,

Charlie Medrano, Lorene

Ayala, Josie Lamar

25 Years:

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Legarski

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