

Newsletter Date:
Jan—Feb 2012
Volume XXIV, Issue 1

The Chronicle

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive 
CHANGE.

Chiefly Speaking	1-2
Understanding the OODA Loop	2-3
The MCAPD Toolbox	3-5
The Power of Collaboration	5-6
Adult Probation Facilities Update	7
Arizona Quality Alliance Awards	7-8
EBP Essay	8
Crime Victims' Rights Week	9
EBP Spotlight	10
Division Director Promotion	11
Supervisor Promotion	12
Unity through Diversity 2012	12
Gyroscopes and the Stages of Change	13
Greg Miller receives award	13
Safety Matters	14
A Decade of Change	14-15
Black History Month	15-16
GED Graduation	16-17
Anniversaries	18

Listening and Learning



The bi-annual Employee Satisfaction Survey is one way that we hear from staff. Your ratings and comments on the survey convey your level of satisfaction with your work, the workplace, the performance of management, your compensation, and a variety of work-related items. It provides a measure of what is going well and where there are opportunities to improve in our department. The results of the recent Employee Satisfaction Survey have been received. Thank you for participating in the survey and providing this important feedback to management.

- **87% of employees participated** in the Employee Satisfaction Survey.
- **The overall employee satisfaction score was 5.7.** This is slightly below the last survey (5.79). Scores of 5.0 and above indicate satisfaction.
- **Department's strengths: Kind of work you do, people you work with, job security, and benefits.** This is very consistent with the results of previous employee satisfaction surveys. Some additional areas in which staff reported high levels of satisfaction are: Feeling of accomplishment you get from work, opportunities for job related training, information you have to do your job, and unit focuses on customer satisfaction/needs.
- **Opportunities for improvement: Pay is based on performance, pay is fair in relation to job requirements, and communication between court departments.** Only these three items scored below 5.0. The same areas were identified for improvement on the last survey. The satisfaction score for communication improved slightly from last year; the scores on the pay items declined.

The results of the Employee Satisfaction Survey were generally positive. Employees are satisfied in most areas and we have great consistency in our organizational strengths. Pay is understandably a concern as employees have not seen a performance increase in five years. The County's budget will be flat again this year; however, the need for employee pay increases continues to be communicated to County Management as a priority consideration when revenues improve.

Continued on page 2

The Chronicle
Maricopa County
Adult Probation
Department
620 W. Jackson
Phoenix, AZ 85003

Phone
(602) 506-3516
Fax
(602) 506-5952

If you desire more detailed information regarding the results of the Employee Satisfaction Survey, they will be posted on the Department's intranet site.

The Likert organizational climate surveys that were completed by a cross-section of staff in recent years also provided important information about how staff perceives the organization and its functioning. From these surveys, one of the continuing concerns has been that management is only somewhat aware of the problems faced by staff. The Empathy and Understanding subcommittee (of the EBP Steering Committee) took on the challenge and has been doing some exciting work to improve internal communication and boost our ability to build effective relationships. Some of you have already been involved in the Appreciative Inquiry process, while others haven't heard about it yet. I'm eager to share some of the progress that is being made.

In Tricia O'Connor's Empathy and Understanding article in this issue of the Chronicle, you will see that the Appreciative Inquiry process was piloted in three offices. The E & U subcommittee is using the approach to explore how it would look if management was completely empathetic and understood the problems faced by staff. The Appreciative Inquiry process was so effective at the pilot sites that the Empathy and Understanding subcommittee plans to take it to all divisions by September.

Appreciative Inquiry is a positive approach that focuses on what works in an organization and creating a description of where the organization wants to be. Instead of looking for problems, the Appreciative Inquiry approach frees individuals to think more expansively and to develop a vision of the possible. The approach encourages everyone's involvement in the dialogue.

The products of Appreciative Inquiry sessions are easy for management to receive because they are positive in nature and point to realistic possibilities. Some of the divisions have been spurred to internal action by dialogue that surfaced through the Appreciative Inquiry process. Other matters that have been discussed at these sessions, such as cell phones, vehicles, receipt filing, and e-filing, have been acted on at the department level and I have updated staff on our progress via email. We are learning from the "perfect world" defined by staff and striving to obtain it. ☞

Understanding the OODA Loop

By Kevin Jeffries, Probation Safety Specialist, Arizona Supreme Court
and Lance Nickell, Lead Firearms Instructor, Maricopa County Adult Probation

Editor's note: This is part two of a four-part series written by the authors addressing a critical element of officer safety, the need to "think first." The articles have been published in *PoliceOne* and in APPA's *Perspectives*.

Safety can be significantly enhanced by understanding the OODA Loop concept. This concept was developed by a USAF pilot and combat veteran, Colonel John Boyd. Simply put, Boyd believed that responses to threatening encounters could be broken down into four recurring phases: Observe, Orient, Decide, and Act. Further, that the key to success is to speed through the process faster than your opponent, and to challenge their thought process by performing in an unexpected manner.

Let's briefly consider each phase. The first is Observe, which is really situational awareness. In the Orient phase, our mind recognizes the threat and the level of the threat. In the Decision phase, our mind chooses a reasonable force option or other plan to deal with the threat. Then, in the Action phase, the plan is executed.

I have observed hundreds of officers work through countless OODA loops in reality-based non-lethal Simunitions training. The vast majority of officers perform correctly and complete the scenario or drill successfully; however, approximately 10 percent need some remediation to meet the student learning objectives. Officers tend to Observe and Orient very quickly (perhaps because they know some threat or serious issue will be presented). However, a few will mentally stumble on the Decision. Many officers wait too long to Act even though the decision is made, as they have the force option (i.e., OC spray, TASER, baton or firearm) in their hand. They simply do not deploy.

Continued on page 3

Continued from page 2

This inaction is blatant as the “bad guy” (role player) is threatening with weapon in hand while standing within one arm’s length of the officer. In these cases, the officer either waits too long to act; or acts, but not until after the scenario is stopped, and they are coached.

Debriefing officers after the scenario usually reveals that the officers who hesitated on the Decision phase did so because they did not internalize their use of force training. These officers were not confident that they knew the appropriate force option. The delay in the Action phase is more complicated. Officers usually give two primary reasons for their reluctance to act. The first is they hang on to the belief that verbal commands will change the subject’s mind. The good news is that officers do develop great verbal skills. The bad news is they can over rely on them. Officers need to recognize that continuing to give verbal commands allows threatening subjects to close the distance, thus empowering the subject and compromising the officer’s safety.

The second reason officers hesitate to act is their concern that their department would not support them in their use of force, even a reasonable use of force. This concern is often overstated. The answer again is that officers need to know their agency’s use of force policy and the reasonable officer doctrine from *Graham v. Connor*. It is incumbent upon departmental officer safety instructors to clearly articulate use of force philosophies to officers and management alike. Departmental management should have no higher expectation of allowable force than the Constitutional requirements of the Fourth Amendment set forth in *Graham*.

Another possibility is that this inaction is more than hesitation; it’s reluctance. The average person does not want to — and perhaps will not — use deadly force even when in life-threatening situations. In fact, the military uses a variety of methods to train and condition soldiers to act lethally when in combat. This includes mechanical and mental leverage (Grossman, 1995). Therefore, officers should practice defensive tactics and, if applicable, firearms skills (mechanical leverage) and prepare mentally through visualization (mental leverage) to combat a reluctance that causes critical hesitation. In the next part of our series, we will discuss the aspect of mental rehearsal, and how this exercise can benefit officer safety.

As noted earlier, the successful warrior is one who works through the OODA loop quickly and performs in a manner that the opponent will not expect. How does one do the unexpected? I believe a person who decides to be physically assaultive has a plan. This plan may be well thought out or spontaneous, and includes an expectation of how the victim will resist. I suggest that we resist violently, move quickly, and use full power with loud verbal commands.

We do this in anticipation that the bad guy, true to form, will overestimate himself and underestimate his target. When we act in a manner contrary to the perpetrator’s plan, we cause the perpetrator to rethink (Orient, Observe and Decide), which causes hesitation prior to Acting and provides officers with an opportunity to escape or enhance their defense. This allows officers to get inside the assailant’s OODA loop and force the assailant to sort through their OODA loop again. ☞

Tying It All Together – the MCAPD Toolbox

By Julie George-Klein, Tricia O’Connor, Susan Savoy, and Mary Walensa

What do the Graduated Responses policy, the EBP intranet site, the EBP Desk Reference, the Probation and Parole Planner, the Carey Guides, the Probationer Report form, and departmental training on Motivational Interviewing, Stages of Change, case planning, and assessments have in common?

They are all an important part of our “toolbox”; they are the tools we can pull out and use to assist us in creating a safer community through behavior change.

Continued on page 4

Graduated Responses policy provides

- guidance in determining how to respond to progress and lack of progress
- case planning and strategy options
- http://courts.maricopa.gov/APD/administration/policy/30/31_013.pdf

EBP intranet site contains

- research to assist you in your efforts to learn more about behavioral change
- individual activities to guide probationers toward progress and success
- unit and division meeting activities to encourage our efforts at becoming a learning organization and increasing our knowledge about EBP
- <http://courts.maricopa.gov/apd/EBP/index.asp>

EBP Desk Reference provides

- effective case planning suggestions and ideas
- assistance in developing strategies with probationers
- guidance in determining strategies for probation officers
- http://courts.maricopa.gov/apd/EBP/3/deskReference_EBP.pdf



Probation and Parole Planner has

- a large variety of problem statements, goals, and strategies
- suggested activities to complete during your visit with the probationer
- recommended activities for a probationer to complete at home

Carey Guides provide

- tools and exercises to assist a probationer in positive behavior change
- avenues of self-exploration and discovery
- information that will help with decisions on future case plan goals and strategies
- <http://courts.maricopa.gov/apd/EBP/7/careyGuide.asp>

Probationer Report form – provides insight and guided scripts for conversations toward

- what your probationer regards as movement toward goals
- case plan goals - progress or regress
- problem solving and plan of action development
- identification of support systems
- <http://www.superiorcourt.maricopa.gov/AdultProbation/docs/2011May-JunChronicle.pdf>
 - Article entitled “What’s Behind a Question”?

Departmental training offers opportunities to learn more about

- accurate assessment of a probationer’s needs
- strategic case planning for success
- effective communication
- <http://courts.maricopa.gov/APD/training/index.asp>

APETS Case Notes allow for

- tracking progress toward case plan goals and behavior change
- outlining graduated responses associated with probationer behavior
- safety concerns for officers

Aside from the above-mentioned EBP tools, we also have tools to address our safety needs. Defensive tactics training, tactical vests, batons, pepper spray, handcuffs, and yes, optional arming, are always vital elements of our toolbox.

Continued on page 5

Continued from page 4

They are important measures that offer opportunities to protect ourselves as we perform our dual role of encouraging positive behavioral change while monitoring court orders. Dealing with different levels of risk, one of the key components of EBP, means changing our behavior and being mentally prepared to deal with the varied situations we face as employees in the Adult Probation Department.

- <http://courts.maricopa.gov/APD/training/index.asp>
- <http://courts.maricopa.gov/APD/administration/policy/14/index.asp>
- <http://courts.maricopa.gov/APD/administration/policy/15/index.asp>

Up and coming is the enhancement of tools and training available to assist us in our personal wellness. We interact daily with a population that oftentimes taints our perspective on life, and protecting ourselves mentally and emotionally is paramount if we are to effectively assist probationers and their families, while serving our community.

- <http://courts.maricopa.gov/apd/cism/index.asp>
- <http://courts.maricopa.gov/APD/training/index.asp>
- <http://ebc.maricopa.gov/ehi/eap.aspx>

Each of these components is not a tool that is used in isolation. Instead, they combine to create a large toolbox that offers us many options for dealing successfully with our multifaceted roles in probation. ☞

The Power of Collaboration

By Tracee Frick

As the holiday season passes, I find myself reflecting on the power of collaboration. I am thankful to have been a part of a wonderful partnership that has grown out of the 85204 project led by the Mesa Police Department. In July 2011, I was approached by the Mesa Police Department with an invitation to participate in a special project to assist with improving a high-crime, gang-ridden neighborhood located in the 85204 zip code area. With the full support of Division Director Wes Shipley, a team of probation officers was put together to work on this project that included Brian Slater, Julie Christie, Andy Buttafuoco, and Jim Hearn. The other agencies involved in this project included the Mesa City Prosecutors Office, County Attorney's Office, Mesa Fire Department, Mesa Parole Office, Juvenile Probation, and Community Outreach organizations. While the implementation of this project has been directed by the Mesa Police Department, I am proud to say that the Adult Probation Department has played a big role in supporting this project. A satellite meeting location was established at a retired firehouse located in the target area. Every week, team members from the above listed agencies meet to discuss and plan upcoming projects designed to support the clean up initiative in the target area.

Our first big accomplishment was the organization of community service projects. We organized and supervised two weekend projects that involved clean up in our 85204 target zone. Working side by side with approximately 15 probationers, we were able to remove twenty-three tons of trash and debris from the streets.

A special thanks to Brian Slater, Julie Christie, Andy Buttafuoco, Jim Hearn, and Connie Sinsabaugh for assisting with this project. We worked hard along side of each probationer, sending the message that you do not have to be on probation to perform the giving act of community service. I'm sure I speak for the group when I say we found this to be a rewarding experience. A special thanks also goes out to our Fugitive Apprehension Unit for their assistance with the warrant round up that followed soon after the community clean up project. They worked with Mesa Police to clear 24 warrants in the target zone.

On December 21, 2011, APO Brian Slater, APO Andy Buttafuoco, and I met Mesa Police at 7:00 a.m. at the W. Steven Martin Toy Drive in Chandler, Arizona.

Continued on page 6

Continued from page 5

We arrived with a list of twenty-four families in the target area that had been identified as families in need by Mesa Police, Adult Probation, and Parole. We were able to select three toys for each child in each family. While the wait was a bit long, it gave us time to partake in the complementary breakfast and socialize with officers from agencies around the county. We filled our trucks and vans with toys and headed back to the firehouse to organize for the wrapping event the next morning. On December 22, 2011, we met at the firehouse, where the rubber met the road. Wrapping supplies donated by the generous staff at PSC were put to use. Eighteen high school students and several community members assisted us in wrapping holiday gifts for approximately 90 children. Many of the families received a frozen turkey, thanks to PSC officer Robin Hargrove. When Robin was approached by Pita Jungle regarding their wishes to donate turkeys to a good cause, he immediately thought of the 85204 project. A special thanks also goes out to Boyd Frick who helped Mesa Police with the delivery of gifts to community families and to APO Liz Cage who was responsible for donating candy bars (decorated as Frosty the Snow Man), multiple toys, and quilts to the project. Finally, a thank you goes out to Community Restitution Supervisor Colleen Evans. She was responsible for providing this project with dozens of quilts made by probationers from community service projects. At 2:00 p.m. on December 22, 2011, with wrapping paper scraps covering the firehouse floor, we put down our scissors and tape to begin the final phase of delivery. The families in the target area received their holiday presents, food boxes, holiday desserts, and quilts. This was truly a rewarding experience for everyone involved.

The collaborative relationships built between the 85204 team members continue to grow. As a result of our continued sharing of information, probation officers are able to take immediate action regarding recent police contact with their clients. Probation officers are able to provide police with background information on high risk cases that pose safety concerns to both police officers and community members.

The sharing of information with the Mesa Prosecutors Office has been very beneficial as lists of folks on probation that have pending Mesa cases are being provided to probation officers. Historically, many of these pending misdemeanor cases were not discovered unless an updated criminal history was prepared.

I am proud of the work that has been done by the 85204 team and look forward to future projects. It is amazing what we can accomplish when we take down the barriers between agencies. We put our titles aside and simply worked together as a group of professionals that shared a common goal to improve our community. ☞

“We make a living by what we get. We make a life by what we give.” - Winston Churchill



From left: APO Brian Slater, APO Boyd Frick, APO Julie Christie, APO Supervisor Tracee Frick, APO Liz Cage, APO Andy Buttafuoco, and APO Robin Hargrove

Adult Probation Facilities Updates

By Tom O'Connell

Our Department has been working closely with Maricopa County Facilities Management on a variety of building-related moves, remodels, and planning for the future. In November 2011, we started working on updating a "Master Space Plan" of all offices in Adult Probation. This involved site visits to each facility to assess current space issues and building-related concerns. Once finalized, this plan will help us prioritize where we can improve on providing appropriate work facilities for our staff.

Effective February 21, 2012, the Regional Court Centers (RCC) and Early Disposition Court (EDC) moved out of the Central Court Lower Level to the newly opened South Court Tower. Those staff are now located on the second and third floors of the new Court Tower.

The new Court's address is 175 W. Madison St., Phoenix, AZ 85003. Most criminal court divisions will now be located in the South Court Tower. (Note: the abbreviation for this building is SCT, not to be confused with SCTS, which is the abbreviation for our Department's Scottsdale Office).

After the RCC and EDC have vacated the Central Court, some office renovations will begin in the Central Court Lower Level to allow for the Court Liaison Unit and the Probation Revocation Courts to move from the 4th Avenue Jail to the Central Court. This move is anticipated in late summer 2012.

The West Court Building 5th and 6th floors are receiving a much needed update to include new paint, carpet, and re-model of the workstations to better accommodate the work functions for the Presentence Division and the post-sentence screeners' functions. This re-model will also allow for the Presentence staff from the Southeast Facility (SEF) to move downtown.

A few staff from the RCC and EDC will remain at SEF, along with Pretrial staff; however, they will be moving to a newly renovated location across the hall from their present location. Because these projects create a number of logistical challenges, those staff will be moved to a temporary location near the cafeteria at SEF until the renovations are completed later this year.

As additional plans are implemented for building moves or renovations, we will keep you informed. ☞

Adult Education Program Receives Prestigious Showcase in Excellence Award

By Lindell W. Rhodes, MA, CMPI

After 4 ½ months of being inspected, examined, and judged, your APD Adult Education Program was awarded the Arizona Quality Alliance (AQA) Showcase In Excellence Award. This award is based on the nationally recognized Malcolm Baldrige criteria. In the past, the APD Sex Offender, Financial Compliance, and SMI units won this award. A main goal of AQA is to assist organizations in finding and implementing proven best practices and to achieve a cost-effective competitive advantage.



I want to thank Chief Broderick and Maricopa County Manager David Smith for encouraging us to compete in the AQA award program and to use the results as a tool for continually improving our performance. Chief Broderick's guidance coupled with evidence-based principles, Maricopa County's insistence on Managing For Results, and the Arizona Department of Education providing us with proven research-based principles helped us create and sustain a successful program.

We keep busy -- our Education Program assists between 1,000 and 2,000 adults per year reach their education goals. Even with all the help I described, if it were not for the hard working, dedicated staff in the Education Program and the support of the APD probation officers, we would not have received the AQA Showcase in Excellence Award. I wish to thank everyone for their support.

Continue on page 8

At the award ceremony, I informed the AQA staff and attendees of a few little known facts: 1 in 5 high school diplomas issued by the Arizona Department of Education is a GED, a high school graduate earns almost \$10,000 a year more than a person that did not finish high school, and there are 825,000 Arizona citizens that do not have a high school diploma or GED. Let's reduce that 825,000 - send your clients to your APD award-winning Adult Education Program. Call PSC 372-5509, WRC 372-5769, Garfield 254-7030 #241. ☞



From left: Cathy Wyse, Kristi Wimmer, Therese Wagner, Lindell Rhodes, Sydney Moore, Megan Weldon, Dan Rodgers, Bill Pebler, Dan Sitzler, and Steve Lessard.

EBP ESSAY

A Little Respect Goes a Long Way

By Joseph Pallo

Do you know you are the first probation officer who ever referred to me as Doctor Smith?" I wasn't sure I understood what he meant. It seems that the defendant, assigned to my SMI caseload, is a 2002 graduate of a prestigious medical school located here in the United States. While an intern undergoing a grueling schedule that most doctors experience, he became addicted to methamphetamine. The use of drugs during this time period coincided with Dr. Smith's diagnosis of Paranoid Schizophrenia and Major Depressive Disorder. Prior to his graduation, Doctor Smith's criminal history was clean.



APO Joseph Pallo

"Well, you are a doctor. Why wouldn't I refer to you as Doctor Smith?" I asked. He was an overachiever in school. He lettered in sports and graduated high school tied for the number one ranking in his graduating class. Recognition of his achievements seemed to be a component that was lacking for this individual. He responded, "I feel like I have let down a lot of people in my life and especially myself. Thank you for treating me with respect."

We sometimes refer to those on our caseloads as "criminals," yet our training tells us to treat our probationers with empathy. Using Motivational Interviewing techniques, we are expected to listen for change talk and assist our probationers in finding their way to recovery. The reality is that we sometimes don't take the time, or find the time, to understand our client's story.

Dr. Smith is a felon and therefore fits the definition of a criminal. It would be easy to place him on colors, direct him to job search, and enforce his deferred jail term. However, getting to know and understand Dr. Smith would take a bit more effort. By showing Dr. Smith a little respect and taking time to understand his journey, I found someone who was well on the way to making changes. So far, he is on track for early termination of probation. He hopes to have his conviction set aside and his civil rights restored, and then practice medicine to assist those affected by substance abuse. For the record, his UA's have been clean.

Postscript: Since this essay was originally written some months ago, I am pleased to report that Dr. Smith remained in compliance with his terms and conditions of probation. His career objectives have shifted however. He is enrolled in a counseling program at a local university so that he can assist in the treatment of substance abusers and addicts. "It will be hard for anyone to pull a fast one past me," he joked, referring to his own struggles with addiction. Dr. Smith has earned early termination of probation and is seeking the restoration of his civil rights. ☞

EXTENDING THE
VISION
REACHING EVERY
VICTIM

NATIONAL CRIME VICTIMS' RIGHTS WEEK ♦ APRIL 22-28, 2012

A Force for Positive 
CHANGE.

You have rights;
The right to be informed.
The right to protection.
The right to attend trial.
The right to be heard.
The right to be notified.
The right to restitution.



REACHING EVERY VICTIM

- Battered Women's Justice Project
- Mothers Against Drunk Driving
- National Crime prevention Council
- National Domestic Violence Hotline

*For more information you can contact Tony Bidonde at
602-372-8286*

EBP SPOTLIGHT

Empathy and Understanding (*An Organizational Priority*) An Organizational Response to Staff Needs

By Tricia O'Connor

*"All social sector organizations share the common bond of changing lives."
-Peter F. Drucker*

Organizational assessments told us that there is a gap in our (management) ability to understand the problems faced by you (staff). We needed to figure out a way to have a conversation so we could better understand the problems you face in your daily work.

How do you realistically begin to resolve this important concern in a safe productive method in an agency with over 1000 employees?

To find out, this question has been presented to staff in the Northern, Presentence, and Eastern Divisions. We piloted a process known as Appreciative Inquiry (AI) in the Northern Division in April 2011, to see if this was an effective method to listen and gain a better understanding of the problems faced by staff. The AI method posed this question, "In a perfect world, what would it look like if management was completely empathetic and understood the problems faced by staff?" Due to the feedback from the Northern Division, the Eastern and PSI Divisions facilitated this process in the fall of 2011.

Our Spotlight in this edition is on the facilitators who organized these gatherings in 2011: Manny Barron, Todd Bodin, Manuel Canisales, Jamie Collins, Trish Doktor, Jennifer Lennox, Jodie Rogan, and Sherri Tucker. Thanks to their energy and enthusiasm, many insightful comments have been provided by our employees and changes have already been made.

The goal for the entire management team is to (both individually and collectively) make sustainable changes to improve our empathy and understanding of the problems faced by staff, which will build effective relationships, achieve positive outcomes with clients, customers, and stakeholders, positively impact staff motivation, and ultimately improve the delivery of services. ☞

2012 Schedule

- Feb. – April Western Division, Programs Division
- April - June Pretrial Division, Compliance Monitoring Division
- June – Aug Central Division, DV-Sex Offender Division
- Aug – Sept PP&A Division, Finance Division

Watch for articles on this process and its results in future editions of The Chronicle.



APO Supervisor Sherri Tucker



From left: APO Supervisor Jennifer Lennox, APO Supervisor Todd Bodin, and APO Supervisor Trish Doktor



From left: APO Supervisor Jamie Collins, APO Supervisor Manny Barron, and Q&A Supervisor Tricia O'Connor

Congratulations, Lolita Rathburn: New Director of the Compliance Monitoring & Records Division

By Alison Cook-Davis

Lolita Rathburn started with Adult Probation as a probation officer in 1999. She held officer assignments in Standard, Court Liaison, IPS, and Presentence. She was promoted to supervisor in 2007 and supervised an IPS unit at Garfield for three years followed by Court Liaison for a year.

As an officer she received commendation in 2000 from the Phoenix Police Department along with six other officers for their collaborative work with Phoenix Police Department and the community. She further developed her leadership skills through training like the National Institute of Corrections' Women's Leadership Training and, recently completed, the Supervisor Leadership Academy, in addition to her work on various committees and workgroups.



Division Director Lolita Rathburn

Lolita has been part of several key projects within the department. She participated in AOC's 3-day Train the Trainer workshop to prepare her as an EBP trainer to help roll out the EBP training required for the entire department. She was also part of the IPS Supervisors Committee that facilitated the reorganization/recreation of IPS. Furthermore, she spearheaded the Court Liaison reorganization that encourages greater dialog between the field officer and Court Liaison to provide the best outcomes for defendants.

She has served in a leadership capacity as the Co-chair of the Global Mid-Managers Subcommittee and most recently as the Co-chair of the whole Mid-Managers Committee. The Global Subcommittee has completed its *Process Improvement Project* and the recommendations and information (e.g., decisions that came from the recommendations) will be posted soon!

Now, Lolita is the new division director of Compliance Monitoring and Records Division as of February 6, 2012 and is located at the Downtown Justice Center. Her division includes Unsupervised, MARS, Records, and Indirect Services units. Immediately, Lolita feels it is a good fit. She is looking forward to all of the great opportunities to work with both seasoned and new supervisors (many of which are right downtown) and is in the process of meeting with all of her supervisors and staff. She will be hitting the ground running, as she plans to start by finalizing the Unsupervised policy and then growing MARS caseloads by streamlining the screening process and providing feedback to the field when a defendant is not accepted. Ultimately, she would like to see Compliance Monitoring & Records Division become the destination spot for wish list transfers!

Outside of work, Lolita's family is her passion. She has her husband (Wendel), two grown sons (Joe & Reed) and her little Maltipoo (Lucky). She also has extended family that she is able to visit often.

Lolita's personal philosophy is summed up in the following quote: "Don't let success go to your head or failures go to your heart."

When asked to comment on Lolita's promotion, Penny Stinson said, "Lolita embodies the department's motto being 'a force for positive change.' She embraces EBP and has used it to improve process and outcomes wherever she is assigned. She has left her stamp on Court Liaison and on the Mid-Managers Committee. She has been an invaluable asset to those she has supervised with her limitless positive energy and optimistic attitude and she is a tremendous addition to the Executive Team." ☞

Jane Parker Promoted to Supervisor

By Cathy Wyse

Jane Parker was promoted to supervisor effective February 6, 2012. She has been assigned to the Northern Division and is responsible for a standard field unit out of the Northport office.

Jane brings a wealth of criminal justice experience to her new position. During the past four and a half years, she has managed standard field and domestic violence caseloads, working out of the Black Canyon Building. Her previous employment with MCAPD, between 1986 and 1991, included assignments in standard field out of the West McDowell office and intensive probation out of the Glendale office. Between 1991 and 2004, Jane lived in Colorado where she worked as a PO with a domestic violence caseload, served as a police officer, and worked at a private community corrections facility for females on probation and parole. While working as a police officer, Jane received a Chief's commendation for talking a suicidal subject off of a bridge! After returning to Arizona in 2004, Jane served as an Arizona gaming agent, working with the casinos.

For the past three years, Jane has been a CISM team member and she participated in the development of policy and an operational plan for CISM. She has been active on the specific victim committee and victim subcommittees and is a group facilitator for the victim forums. Jane is currently a trainer on collision avoidance and previously provided officer safety training, specifically on OC spray.

Regarding her new position, Jane says that she is extremely excited to be at Northport and to lead her unit to enjoy their jobs and to enjoy working with probationers. She wants to make the work atmosphere an enjoyable and safe place to be. ☞



APO Supervisor Jane Parker

Unity through Diversity 2012

By E. Lamont Leonard

The Maricopa County Probation Diversity Council (MCPDC) is still going strong with this year's theme: **Unity through Diversity**. It has decided to hold all its meetings for 2012 at the Black Canyon Building, 2445 W. Indianola Ave., Phoenix 85015. The meetings will include business, training, and fellowship. The council is managed by Colleen Dorame and directed by board members: E. Lamont Leonard, Kayle Grayson, and Khameelah Shabazz, all of whom are excited to be a part of a force for positive change.

One change from years past is the Unity Spring Fling, an event created to showcase the different gifts and talents that our workforce possesses. It will take place on Thursday, April 26, 2012 at Black Canyon Building, 2445 W. Indianola Ave., Phoenix, 85015 from 10:00 a.m. – 2:00 p.m. It will feature free food, basket drawings, a bake sale, a silent auction, music by Manuel Barron, and games surrounding unity. The Unity Spring Fling will help fund the Unity Fall Fest on Thursday, October 25.

For more information about the MCPDC, please contact: E. Lamont Leonard, Kayle Grayson, Khameelah Shabazz, or Colleen Dorame. ☞



Gyroscopes and the Stages of Change

By Julie George-Klein and Tom Weiss

The combination is bound to intrigue you! Right? For those of you who have yet to attend the Stages of Change training, here is an enticing question with thoughts from a wise man:

HOW ON EARTH DO THE STAGES OF CHANGE EQUATE TO A GYROSCOPE??

Our very own “esoteric and creative” Tom Weiss has been known to respond: “Weeeelllll, if you combine gyroscopes and stages of change, you will know when someone is in...”

- Pre-contemplation – By using OARS*, our goal is to create an eyehole in the axle so that we can put string through it. If you don’t have an eyehole, it won’t work.
- Contemplation – By using motivational interviewing (to increase ambivalence), our goal is to be threading the string through the eyehole that was created during pre-contemplation.
- Preparation – By strategically asking questions and reflecting (to begin resolving ambivalence), our goal is to wind the string around the axle, preparing it for action.
- Action – By continued use of MI** (to resolve ambivalence and strengthen commitment), our goal is to pull the string so motion takes place, so action begins.
- Maintenance – By using strategic rewards, our goal is to stabilize and increase the source of internal energy (motivation) so that the gyroscope may continue to spin on its own.

Make sense? Want to learn more? Register for a Stages of Change class in Pathlore or contact our trainers to arrange a two-unit training event. ☞

Jonelle Acosta	619-2075	Paula Krasselt	619-3189
Samantha Corder	619-2290	Terry Lee	619-2964
Kathy Daniels	619-5259	Gary Lopez	619-5633
Julie George-Klein	619-2981	Gary Saunders	619-3061
Bruce Isit	619-2582	John Smith	619-2043



*OARS – open-ended questions, affirmations, reflections, and summarizations

**MI - Motivational interviewing

Greg Miller Receives Dean’s Award

By Rodney Rego

In January, Greg Miller, a supervisor in Pretrial Services, received the distinguished Dean’s Award from the University of Phoenix. Greg has been a faculty member with the University of Phoenix for the past six years, teaching in their Criminal Justice Department. Greg is committed to helping students improve their lives and advance in their careers. Some of the comments Greg has received include, “Great Instructor! Mr. Miller is great teacher always available to help.” Congratulations Greg! ☞



From left: Associate Dean Elizabeth Franz Walsh and APO Supervisor Greg Miller

Safety Matters

By Gary S. Streeter

In 2011 the Adult and Juvenile Probation Departments were selected by the National Safety Council to receive an award for Best Performance-Emergency Care, First Aid, CPR and AED. The National Safety Council hosted award winners at a luncheon attended by three members of the CPR/FA Faculty. They were presented a plaque from the local chapter president.

As many of you know from attending classes, in 2007 the Maricopa Adult and Juvenile Probation Departments undertook the task of training staff in CPR and First Aid. To accomplish this, a cadre of instructors from both departments was trained by the National Safety Council to deliver the training. Each year since then, both departments collaborate to offer classes to staff in all functional areas. Doing so allows staff to become certified in CPR and First Aid in one day and receive their certification at the end of class. In 2011, seven hundred sixty-eight (768) Adult and Juvenile Probation staff completed a CPR/FA class taught by our faculty.

The current instructor cadre is: Alan Glickman, Leslie Anderson, Jesse Andrews, Pam Lim, Marie Long, Rob Craig, Gloria Cravens, Karyn Hart, Melody Milner, James O'Rourke, Raelee Sandoval, Todd Weiss, Meredith Collins, Dawn McCullar, Stacy Gustavson and Anne Skeebea. When you see one of them, please congratulate them on their award-winning efforts! ☺



From left: Trinket Clifford, Pam Lim, Gary Streeter, Margarett Cather, Alan Glickman, and Marie Long.

A Decade of Change

By Cory Rhodes

It is interesting the manner in which some people's paths in life can cross. I have learned, however, that it is not so much how they cross, as it is the direction we choose to go with that person once they have crossed. Let me explain.

One of my early assignments as a new probation officer in 2000 was the supervision of a guy named John. Over the course of his life, John had developed a severe methamphetamine addiction, which had cost him his livelihood, marriage, health, and relationship with his children. He had virtually nothing. Realizing he had reached a severe low point, it was determined that he would be arrested in an effort to protect him and the community.

That same night, I received an unexpected call from John. He proceeded to tell me in a tearful and sincere voice that he was afraid he was going to end up dead if he did not change something right now. He said he would do whatever it took to get his life back.

I asked him what he thought he should do and he suggested a halfway house. I gave him the information to such a facility, half expecting this wave of motivation to be gone by morning. About 10 a.m. the next morning, he called and informed me that he had moved in.

Over the next two years, with a combination of strict drug testing, probation supervision, peer support, and a strong foundation in his faith, he completed his probation grant, all while voluntarily remaining in the halfway house. Not only did he remain, but he became the night manager and became a sponsor himself. For those of you who knew her, he also became very close to his favorite counselor, Liz Alexander.

Continued on page 15

Continued from page 14

Although his probation grant ended, I became interested in where John would go next, so we stayed in touch. He moved into his own apartment and began working for a detox center, assisting those who were suffering from drug and alcohol addiction. After a few years, he completed the necessary requirements and was hired with an outpatient facility as a counselor/peer support specialist. He further became the only convicted felon in the State of Arizona to have access to the prisons to teach as a counselor, a feat he thought he would never achieve.

Throughout his journey, I would attend, as often as possible, his annual sobriety date at his meeting house in Phoenix. After several years sober, John was very excited when he was able to regain a relationship with his boys, now in their twenties, and his five-year-old granddaughter. John also got a Harley Davidson and began riding again. This was one of his favorite all-time passions. On September 26, 2011, I was sitting outside the meeting house waiting to see John pull up on his Harley for his annual sobriety date meeting. He never arrived. His phone went unanswered, so I went home. The following day I received a phone call from his friend; she said that John had passed away due to health complications on the day of his ninth year of sobriety. Upon learning I was his old probation officer, she said that he spoke highly of me and asked that I speak at his funeral. I agreed to do so.

Upon arriving at the funeral, which was held at a meeting house, the building was very full of people and I was uncertain how they would react to a probation officer being present. As they called my name and I began to walk up to the front, the entire room stood up and began to applaud. A group of people, with no obligation to even be polite to me, honored me and my efforts in a manner that was unexpected and somewhat overwhelming. Inside I knew it was John's motivation that resulted in the true change, but was happy to see that over the years John impressed on all these people that probation made a difference in his life. I also met John's sons for the first time that day and have since begun communication with his twenty-year-old son, a teacher who works with special needs children, and who coincidentally lives three miles from me.

As a department we strive to motivate change. An individual's desire to change has to come primarily from within him/her, but with proper attention, encouragement, and genuine concern, we can make a difference in people's lives. There are few things more rewarding than watching someone get their life back and knowing they endured in that effort to the end. ☪

Black History Month Celebration

By **E. Lamont Leonard and Shareef Muhammad**

The African American Knowledge Network (AAKN), a county diversity group, celebrated Black History Month with its 7th forum on February 16, 2012, in the Board of Supervisors' Auditorium. It coincided with the centennial celebration of the State of Arizona's hundredth year. The celebration paid tribute to the contributions of the early African American pioneers who assisted in the establishment of Arizona in 1912 as the 48th state. These early pioneers were involved in agriculture, construction, and military operations. The Legendary Buffalo Soldiers were the Military Army Unit of African Americans that provided security and protection for the some of the original settlers of Arizona. Recognition was given to later African American migrates who followed the early settlers, which included professionals in medicine, dentistry, education and law.

Coordinated by Yvonne Reed, Maricopa County Elections Department Director of Communication, the well-attended program used the theme: "Continuing the Journey and Striving for Excellence" and featured beautiful renditions of "Lift Every Voice and Sing" and "One Moment in Time" by Heather Jenkins, the great granddaughter of Madge Copeland, the first African American appointed as Deputy County Recorder for Maricopa County in 1947-1961 (Read more about Mrs. Copeland at the Arizona [Women's Heritage Trail](#)). Also presented were engaging stories of perseverance and success from Art Hamilton, the first African American and only Arizonan elected President of the National Conference of State Legislatures.

Continued on page 16

Drug Court Probation Officer Dene Bimber and Drug Court Counselor Shareef Muhammad, both members of the Maricopa County Volunteer Military Color Guard, posted the colors for the annual celebration. Supervisors Max Wilson, Mary Rose Wilcox, and Fulton Brock addressed the audience along with County Manager David Smith and Diversity Director Edward T. Guerrero. Adult Probation Caseload Administrator E. Lamont Leonard officially became AAKN's chair at the event, after recognizing AAKN's departing chair, Maricopa County Crime Prevention Specialist Donna McHenry, with a crystal plaque for her years of service. Also recognized was Sheila Perry, retired employee of the Sheriff's Department.

For more information about AAKN including membership and sponsorship, please contact Edward T. Guerrero at 602-506-1962 / guerreroe@mail.maricopa.gov or E. Lamont Leonard at 602-372-9126 / leonarde@apd.maricopa.gov .



From left: APO Dene Bimber, Chief Barbara Broderick, and Drug Court Counselor Shareef Muhammed

Student's Speech from GED Graduation

By Gilbert Jacinto

On February 16th, 70 APD students (along with their family members, court personnel, and honored guests) attended the 24th APD GED Graduation Ceremony held at the University Academy Public School, Phoenix's auditorium. There was a total of 404 graduates invited to attend from the Adult Education Program. The following is the speech given by Graduate Gilbert Jacinto at the ceremony.

A good evening to you, ladies and gentlemen,

I may not be the right person to be up here, but I would like to make it known that it is an honor to be here in front of you. My name is Gilbert Jacinto and today I celebrate the accomplishment of obtaining my GED. Not only for myself, but I would like to applaud all the graduates who are present today. I can't really point anyone out from the crowd that I could say I had the privilege to meet. Ms. Wimmer was the only person that could tolerate me.

To some of you, you probably thought it was easy, but to some, it was a challenge. Just like everybody else... everyone has a story; I will try to summarize the best I can.

I come from a broken home, education was not important to me growing up as I was more concerned with the dysfunctional environment I was living in. In my teenaged days I've witnessed some horrible things, I often worried about the financial problems that were going on in my family, which distracted me a lot from school. As I got older, I knew this was not the path that I wanted to continue to go on. I made the choice to drop out of high school to help my family from losing their home.

Continued on page 17

Continued from page 16

Unfortunately, I later found out that I had been supplying the income to support the drinking habits in the household. Frustrated I decided to move out on my own, leaving the only family I had behind. One day I received a phone call from CPS and they told me my two sisters and brother were in their custody; they needed a responsible person to take them in their care. Mind you, I was only 18 at the time; I stood up to the plate and decided to parent my siblings.

With life throwing curveballs at all the wrong times, the economy on a downhill, jobs paying minimum wage, and I didn't have a high school diploma... I knew it was time for a change if I wanted to make ends meet.

Going back to a school setting from being a dropout isn't always easy, especially if you are a single parent. In October of 2010, I took my first steps into bettering my future by enrolling into GED classes.

As I matured I understood that education really does make you a better person but not just for you but for the community as well. A well-educated society makes it a better place to live and helps take away the kind of poverty that I went through or the crimes that occur on a day by day basis.

I know we all don't grow up privileged, we complain that life isn't fair and time is too limited, and we can't do what we've always planned to do because of this and that. It's what we make of our choices that define us of who we are and where we'll end up, but it also takes great discipline and determination to lead you through life's obstacles. Through our achievements today, tomorrow, or in the near future, we can take advantage of the promising opportunities that become available.

I'm proud of the choices I have made in my life. Last year, I officially adopted my two sisters after 3 years proving to the Court I was a fit parent. I started my own entertainment business. I found work as a bailiff for a Superior Court Judge and I passed my GED test. It may not seem like much, but it was one of the proudest moments I can recall, because I had doubted myself for many years. Most importantly, I also stood as the example I wanted to set for the two girls I care for the most. That example is that education will always be top priority going forward.

I believe I have great potential to be someone important in this world. I am ambitious. I am a leader or how the kids would say it, I am a beast. With this GED diploma, I can now head to a junior college to further my education and reach my ultimate goal of becoming an attorney at law.

Once again, to all of you -- you did it! Now you can move on to the next stage of life. It may be frustrating, but life is never consistent. You truly do not know what tomorrow will bring. The door behind you just closed. Whether you continue on with your education or go another direction, another door just opened to lead you to success, happiness and fulfillment.

Thank you for your time and congratulations to each one of you for your accomplishment. ☺

**From left: Kristi Wimmer,
Gilbert Jacinto, and Chief
Barbara Broderick**



Anniversaries

25 Years
Meri Romero
Joan Kircher

20 Years
Brenda Crawley

15 Years
Paul Anderson
Jill Gondek
Cynthia Gordon
Anthony Palmer
Patricia Savage
John Ziter
Cheryl Piper
Kelly Seppanen
Patricia Comer-
Lopez

5 Years
Stephanie Smith
Nicole White
Brandi Carter
Jaqua Davis
Rocio Galarza
Giovana Howard
Paul Lopez
Scott Mortensen
David Silvas
Danielle Sims
Clayton Hunt
Sandra Cumming
Estaben Edwards
Gary Lopez
Selia Murillo
William Grimes
Daniel Hernandez
Dale Morley

10 Years
Cheryl Begay
Robert Wilmarth
Kristi Wimmer
Jackie Chagolla
Brian Armbruster
Jill Bognar
Brandelyn Jackson
Kirsten Weigert
Jessie Jimenez



Thank you for your dedication!

Chronicle Editorial Policy:

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

Thank You to Our Contributing Writers

Shareef Muhammad
Cory Rhodes
Gary Streeter
Rodney Rego
Tom Weiss
E. Lamont Leonard
Alison Cook-Davis

Tony Bidonde
Lindell Rhodes
Tom O'Connell
Kevin Jeffries
Lance Nickell
Cathy Wise
Barbara Broderick

Tricia O'Conner
Susan Savoy
Mary Walensa
Gilbert Jacinto
Tracee Frick
Julie George-Klein
Joseph Pallo

Top 10 Most Wanted Sex Offenders:

http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top_ten_fug.pdf

Top 10 Arrested Sex Offenders:

http://www.superiorcourt.maricopa.gov/AdultProbation/docs/arrested_Top_Ten.pdf

Production Managers

Audrey O'Donnell
602-506-9044
odonnella@apd.maricopa.gov

Editors

Cathy Wyse
(602) 506.3688
Shari Andersen-Head
(602) 372.0302

Chronicle Staff

Barbara Broderick
Shari Andersen-Head
Cathy Wyse
Tricia O'Connor
Alison Cook-Davis
Audrey O'Donnell

Access *The Chronicle* on-line at:
<http://www.superiorcourt.maricopa.gov/AdultProbation/NewsAndReports/Chronicle.asp>

Or

Via the intranet at:
<http://courts.maricopa.gov/apd/chronicle/index.asp>

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

Or

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

Email submissions to Audrey O'Donnell