

# The Chronicle

NEWSLETTER OF THE  
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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A Force for Positive   
**CHANGE.**

## The Key Elements for Successful Strategy Execution



**P**robation, Parole and Community Supervision week was celebrated locally as well as nationally in July. The important and challenging work of our probation staff was highlighted in various mediums, including video clips, photos and articles that told our story. County management and court leaders formally acknowledged and honored the adult and juvenile probation departments for our contributions to the community and recognized us as a force for positive change. Within the department, as well, it was a time to reflect on what we do and to express appreciation to employees for making a difference. Stories and photos from Probation, Parole and Community Supervision Week can be found in this issue of the Chronicle.

As I think about our department's direction and where we need to continue our organizational efforts, what really pops out are communication and shared decision-making. The results of the organizational assessments, the results of previous employee satisfaction surveys, as well as management literature and professional experience, all point in this direction.

The Likert Organizational Climate surveys completed as part of the department's organizational assessments indicated that we would need to address:

- Creating an environment in which the information flow is down, up and sideways
  - Creating an environment in which management know well the 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

In Likert's management systems model, effective organizations have management systems characterized by increased communication between levels, more interaction, a higher trust level, and shared responsibility for achieving goals. *Continued on page 2*

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Past employee satisfaction surveys suggest that after adequate compensation has been satisfied, employees want to know that management cares about them. After salary adjustments were made, employee satisfaction rates improved significantly. The areas identified for improvement in the last survey were Communication, Workload, the Amount of Interest Expressed in Your Welfare, and How Promotions are Earned. The survey responses are consistent with what EBP has taught us regarding the importance of relationships, how we communicate, and developing trust. Again, improved communication and a greater share in the decision-making power come forward as key elements to organizational effectiveness.

The contents of an article published in the *Harvard Business Review* last summer on the subject of successful strategy execution has been particularly relevant to my thinking about the department's implementation of EBP. Neilson, Martin, and Powers studied the ability of over 1,000 organizations to successfully execute a strategy. That is, how well did organizations with a new strategy, product, or breakthrough technology deliver on their intent? Execution is the result of numerous, daily decisions by employees acting on the information they have and in their own self-interest. Four fundamental building blocks were identified to assist executives in influencing employees' actions: clarifying decision rights, designing information flows, aligning motivators, and making changes to structure. While organizations seeking to improve effectiveness often rush to restructure, actions having to do with information and decision rights were found to be of much greater importance to improved execution - about twice as effective - as improvements to the other two building blocks. So, no matter how much we restructure, successful execution will still require effective communication and shared decision-making.

While I identify these two areas for continued focus, I want to acknowledge the work that has already been done and is underway. The EBP Steering Committee, the Mid-Managers Committee and subcommittees, and people throughout the organization have poured tremendous energy into re-thinking and re-designing where decisions are made and how information is shared. New patterns of communication and shared decision-making have been instrumental in policy changes, training decisions, and operating procedures. Brief, informative e-mails from the QA supervisors, the posting of EBP information on the intranet for easy reference, the department's implementation of Earned Time Credit, and an improved promotional process are all examples.

When it comes to decision-making, it's important to understand that some decisions, such as issues involving the Office of Management and Budget and calls from the media, call for command decisions from the top, while other decisions, such as strategic planning, can be more inclusive. We should recognize, too, that the more participatory decision-making processes are time-consuming and that fact alone can make it really tough to do.

Change is challenging. It's easy to slip back into old familiar patterns of communication and decision-making. While in the transition period, it's not always easy to see the new and better way to do things. It's a process and we will keep going.

Despite the tough economic times and turmoil all around us, staff seem to be focused, appreciative of what we have, and willing to do more. Data and EBP are being used to parcel out the problems. We are using the Carey guides, supervising more low level offenders on Unsupervised and MARS, using IPS for high-risk cases, and focusing grant funds for targeted areas, such as fugitive apprehension, community restitution, and reentry, as well as job retention. Our communications with external partners have been productive, such as more engagement between APD management and the Criminal Bench, the County Attorney's agreement to place appropriate cases on Unsupervised Probation, improved communication with MCSO regarding changes and collaboration on jail reentry, the creation of new fee accounts with the Clerk of Court to aid collections and collaboration on e-filing, and an improved relationship including better information exchanges with ICE. ☞

Thanks for your input and hard work. Keep the calls and e-mails coming.

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\*Neilson, G.L., Martin, K.L., & Powers, E. (2008, June). The Secrets to Successful Strategy Execution. *Harvard Business Review*, 61-70, hbr.org.

# Chief Broderick Assumes Presidency of APPA

By: Cathy Wyse

Chief Barbara A. Broderick assumed the Presidency of the American Probation and Parole Association (APPA) on August 26, 2009. APPA is an international organization with members from the United States, Canada, and other countries, who are actively involved with probation, parole, and community-based corrections, in both the adult and juvenile sectors. Chief Broderick will serve as APPA President for two years.

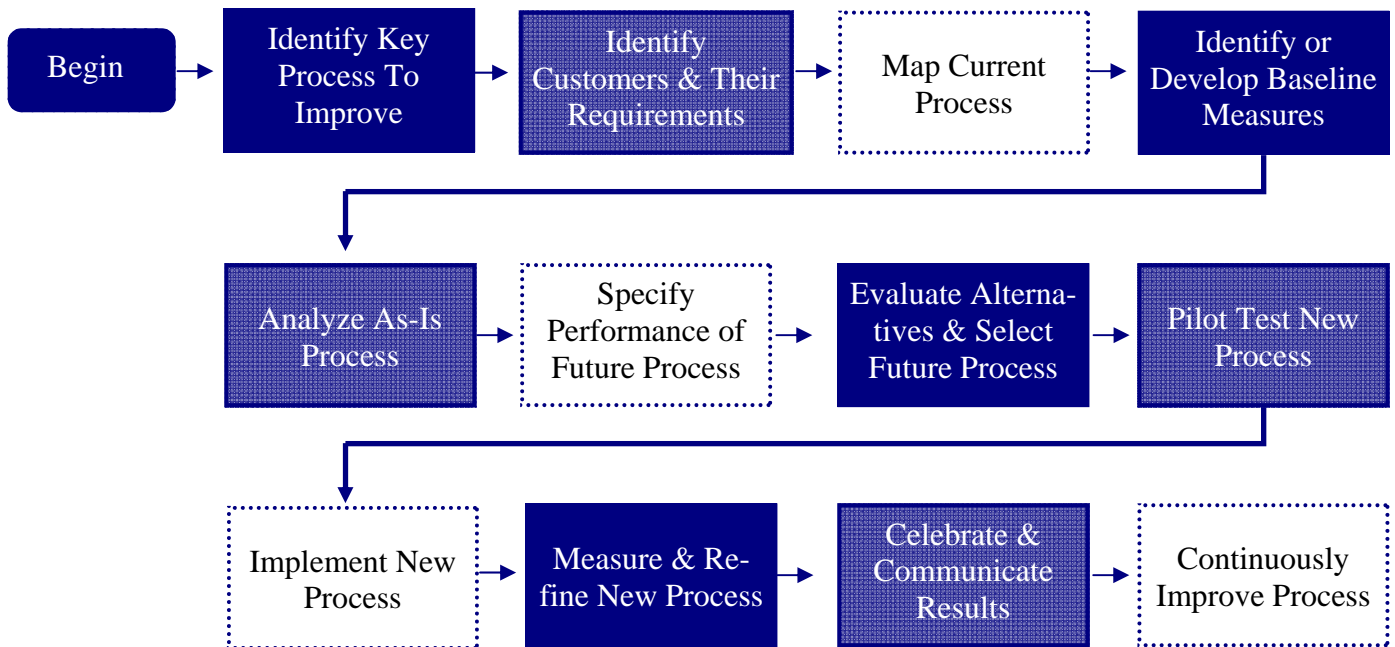
An active, dedicated APPA member for 30 years, Chief Broderick joined the association in 1979 when she was the New York State Local Program Chair for the Niagara Falls Training Institute. She represented Region 14, comprised of New Mexico, Nevada, Arizona and Utah, on the APPA Board of Directors for eight years, from 1998 through 2005; served the association as Vice President from 2005 to 2007; and served as President-elect for the past two years.

Looking forward, Chief Broderick states, "I will be charting a course with the Board and APPA staff to insure that community corrections has a strong voice at the national level and that we are a force for positive change! Probation and parole officers deserve the recognition that they are a powerful force, which promotes public safety by changing offender behaviors. I am hoping to further the implementation of evidence-based principles within probation and parole departments, improve outcomes for people with mental illnesses while under supervision, and insure that reentry initiatives focus not only on prisons, but jails. Of course, we will need to focus on the sustainability of the association during tough fiscal times and examine different business models for governance. We will need to revisit our strategic plan and collectively set our course for the next two years." ☞

# Managing for Results Improvement Flow Chart

By: Shari Andersen-Head

Maricopa County is meeting the challenges of rapid population growth and increasing demand for services with a careful allocation of funding to meet public service needs. The County must plan ahead to make the best possible business decisions concerning future use of limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers the most value for their money. ☞



# Adult Probation Helps Community with Crime Prevention

By: David Newman

Crews under the supervision of the Adult Probation Department's Community Restitution Program have been working closely with volunteers across the Canyon Corridor area to clean up and beautify the neighborhood as well as eliminate problem areas that could attract criminal behavior. Alley cleanups have been completed throughout the area, bounded by I-17, 35<sup>th</sup> Ave., Camelback and Missouri Ave., using tools provided by Adult Probation and the City of Phoenix. Crews have trimmed back dense plants and bushes, cut down and pruned trees, raked up trimmings, and manually hauled or trucked them to dumpsters provided by the City of Phoenix. Staff and community members provided cold water and treats to support the work crews. As of February, 34 projects were completed, totaling 2,419 hours of project labor. The projects allow probationers to give back to the community, meet their court-ordered obligations and develop the sense of teamwork and accomplishment that is important to their future success. Citizens have been gracious to our probationers, making it clear to everyone how much their hard work is appreciated. In addition to the weekend projects, Adult Probation is a partner in the Canyon Corridor Weed and Seed project. Supervisors Allison Thompson and Cindy Goyette and Officer Anna Stankiewicz are on the Board representing the Department. ☞



## Operation MCSO

By: Sandra Cumming

A horse trotted towards several individuals on a Jefferson street corner, in downtown Phoenix near the Courthouse. The rider was an MCSO mounted officer taking part in a one-of-a-kind cooperative effort between the Sheriff's Office, the Maricopa County Adult Probation Department and the local health services that serve the homeless in downtown Phoenix. The goal of Operation MCSO, which took place on May 29, 2009 from 4:00 p.m. to 8:00 p.m., was to conduct a round-up with a different mission. Services such as Magellan, Community Bridges, and the CASS homeless shelter worked alongside several APD officers that night to provide help to those who otherwise might have faced jail for loitering, trespassing or panhandling outside the court buildings.



The operation was set in motion by the Sheriff's Office, whose role was to bring habitual offenders in to a staging area where they could talk out their particular issues and be offered help instead of a jail cell. Amy Ganz, a dedicated one-year officer from the Adult Probation Department, felt the operation had its slow moments in the beginning, as the agencies had never before worked together on a project of this type and scale. However, once MCSO officers began to bring in the individuals, it began to work more smoothly. "Overall", said Ganz, "I think it went really well. All of the agencies worked together well to get the people services they needed."

Probation's role in this cooperative effort was to briefly speak with people and get information about them concerning probation matters. If they were found to be on probation and out of compliance, the focus was on how to get them in touch with their probation officer and back into compliance.

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Jane Parker, a seasoned seven year officer from the Adult Probation Dept stated, "... it became apparent the MCSO had made a concerted effort to keep people from going to jail that would be better served by offering services from the Out Reach team. It worked out well."

A woman named Britney was of particular interest that night to both Officer Ganz and Officer Parker. She was noticed by both officers when she came into the staging area with MCSO officers and appeared to be under the influence of an unknown substance. After briefly investigating her background, she was found to be on city probation and in need of services. She was offered time to detoxify herself at LARC, and then was given a bed at the main shelter at CASS. A week later, APO Ganz came across Britney on the street around the CASS shelter, appearing to be in a much better place. Britney reported sobriety and credited the intervention she received from the MCSO cooperative round-up as a turning point. With stories like this, future cooperative efforts could spark change and reduce crime. ☺

## Pandemic Planning for the School and Flu Season

By: Gary M. Bridget, SPHR

As you may recall, earlier this year Maricopa County had a bit of a scare when it was announced that the Swine Flu (technically known by its clinical designation as the H1N1 virus) made its way into our community after a severe outbreak in Mexico. Maricopa County responded by activating its emergency network, monitoring clinics and hospitals for signs of viral activity, and closing a few schools where students tested positive for H1N1.

Judging by the news lately, you would think that the H1N1 threat had passed. Unfortunately, that is not the case. The World Health Organization declared the H1N1 virus a pandemic in June 2009 after it was determined that it had touched most countries on the globe. Pandemics can be mild, such as the Asian Flu in the 1960's, or they can be very severe such as the Spanish Flu of 1918. The one constant with a pandemic is they infect a community in several waves over a period of time.

The first wave of the H1N1 virus that recently hit our community started in March and ended in June 2009. As of July 17, 2009, the first wave of H1N1 in Arizona had infected 762 people and of those infected, 11 died from complications from the disease. As pandemics go, the second wave is usually the strongest wave. We know there will be a second wave because Public Health officials are still seeing H1N1 activity in the state. The fear is that H1N1 will flare up again with a second wave sometime after the school season begins. That is because kids are less apt to practice good hygiene and therefore become germ factories. That fact, combined with the close proximity to each other in a school setting, tends to be the perfect incubator for viral infection.

So, what can you do when the second wave of H1N1 does hit? First of all, don't panic. It is, after all, the flu and by keeping ourselves healthy and using common sense techniques, we can protect ourselves from catching it. You should get the seasonal flu shot for yourself and your family members. The seasonal flu shot will not stop the H1N1 virus, but it will allow your doctor to rule out the seasonal flu as the symptoms for both viruses are identical.



Secondly, if you or your loved ones exhibit symptoms of the flu such as fever, headache, nausea, vomiting, chills, or aches and pains, please stay home until 3 to 4 days after feeling better. A person can infect others with the flu 2 to 3 days before symptoms occur, while they are symptomatic, and 3 to 4 days after symptoms subside. If symptoms become severe, call your doctor before going to the doctor's office, hospital, or clinic. Your doctor will advise on what to do based upon your symptoms and medical history.

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Finally, make sure you and your family practice good hygiene techniques, especially washing your hands frequently and covering your cough with your upper arm to prevent the spread of germs in the air or by touching surfaces.



Short of a state-of-emergency declared by the Governor, the schools, work places, and public gatherings such as sporting events, religious worship, and shopping malls will not be closed. This means that it will be citizens like you and I that will directly affect the severity of a second wave of H1N1 by the actions that we take or fail to take to slow or stop the spread of the virus. By using common sense approaches to communicable disease, we can have a significant impact on how H1N1 will affect our community. Please call me at (602) 506-8568 if you have any questions. ☞

I have attached a few useful links for more information on the H1N1 virus:

Maricopa County Department of Public Health: <http://www.wearepublichealth.org/>

The World Health Organization (WHO): <http://www.who.int/en/>

The United States Center for Disease Control (CDC): <http://www.cdc.gov/>

## Safety Matters

By: Gary S. Streeter

A few years ago I became aware of an entity called the Arizona Counter-Terrorism Information Center (ACTIC). This center is run by the Department of Public Safety and is staffed by representatives from various fire and police agencies in the valley. Additional agencies from around the state are also involved with the center. One facet of the center is the Terrorism Liaison Officer (TLO) program. TLO's are personnel from fire and police agencies who attend a one-week certification course to become a TLO. The TLO's meet weekly to share information, listen to briefings and discuss events and incidents relating to terrorism and officer safety. These meetings are similar to gang task force meetings sponsored by local law enforcement agencies and attended by our staff, except the focus is on terrorism. Both Adult and Juvenile Probation have staff attending the ACTIC TLO meetings to establish contacts with local agencies, share information and stay abreast of terrorism and officer safety-related developments.

About two years ago, several officers attended a Probation and Terrorism training presented by the U.S. Attorney's Office. From that training and our involvement with personnel at the ACTIC, Staff Development partnered with members of the FBI's Joint Terrorism Task Force to present a class entitled Probation and Terrorism. The instructor(s) present general information on terrorism and terrorist organizations. They also discuss possible indicators of involvement in terrorist-related activity. These are things to which probation staff should be attentive, whether in the office or the field. You can find these classes on Pathlore.

If you have questions, concerns or information to report you can contact the ACTIC at 602-644-5805. Or, feel free to contact Alan Glickman or myself. ☞

## Adult Probation Officer Awarded the "Arizona Black Law Enforcement Employee Officer of the Year".

By: Terry Lee

The Adult Probation Department is proud to announce that Gloria Washington has been selected as the recipient of the 2009 Officer of the Year Award by the Arizona Black Law Enforcement Employees.



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Gloria goes out of her way to help co-workers who may need assistance. Her willingness to go the extra mile has earned her admiration and respect amongst her family and peers.

Gloria has been known to devote herself in a variety of activities beyond the normal scope of her duties. In the 1970's she helped to form Just Us, a group that provided unity and support for black law enforcement officers. Gloria currently participates in the Adult and Juvenile Probation Diversity Council, the Arizona Probation Officer's Association and the Maricopa County African American Knowledge Network.

Additionally, Gloria has shown her genuine concern for the community by her charitable nature. She initiated and coordinated the holiday food basket program and continues today to be proactive in assisting families in need. In addition, Gloria served on the board of directors for the United Parents and Youth League and has served on the Foster Care Review Board for twenty-five years. ☞

## Field Unit 14 Partners with the Sunnyslope Community

By: Tom O'Connell

Field Unit 14's involvement with the Sunnyslope community began five years ago after being approached by the community relations division of John C Lincoln Hospital and the Phoenix Police Department and being asked to participate in a Weed and Seed Grant. The goal of this Department of Justice funded grant was to "weed" out problems within the community and "seed" the area with pro-social programs and activities. Grant participants included John C Lincoln Hospital, various public schools within the Sunnyslope Community, the City of Phoenix Prosecutor's Office, the Phoenix Police Department, the Adult Probation Department, the Sunnyslope Village Alliance, and several other community members from the Sunnyslope Area. This program was thought to bring very positive results to the Sunnyslope community and the outcome was considered a success.

Upon completion of the grant in 2005, the majority of participants, including Unit 14, chose to continue these partnerships, which resulted in the creation of the Sunnyslope W.I.N.S (Where Impacting Neighborhoods Succeeds). The mission of Sunnyslope W.I.N.S. is to revitalize and improve the physical, social, and economic health of the Sunnyslope community through community-based problem solving and public/private cooperation, making Sunnyslope a safer place for families and children.

The creation of Sunnyslope W.I.N.S has allowed residents to address important community issues, such as street criminal transients, parking in front yards, graffiti, blight, illegal activity in vacant homes, etc. The formation of Sunnyslope W.I.N.S has allowed Unit 14 to continue to build positive relationships and collaborate with community agencies and members of the Sunnyslope community.

Additionally, throughout the last six months, several officers in Unit 14 have been participating in the S.T.O.P. (Sunnyslope Taskforce on Prevention) program, which is headed by John C Lincoln Hospital. This taskforce is comprised of several community substance abuse treatment providers, the City of Phoenix Mayor's Office, the Phoenix Police Department, and the Maricopa County Adult Probation Department. The goal of this program is to study and address the substance abuse issues present in Sunnyslope, and to help create a plan to prevent further issues from re-occurring.

Unit 14 recognizes the importance of being actively involved in the Sunnyslope community to help promote our departmental goals and assist with the implementation of Evidence Based Practices in the communities we supervise. ☞



Back Row: Robert Manning, Rich Brown, Melissa Filas, Cynthia Byrne, Antonio Mendoza, Mark Flores, Brehst Stavn, Christian Popvici, Front Row: Jessica Ward, Karie Strauss, Danielle Chacon

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# A Tribute to Our Unsung Heroes at Support Staff

By: Pete Sanborn

Take a close look at any successful team in sports, business, the armed forces, or whatever, and you will find not only a solid core of players that take the "field," but a skilled and committed group of support personnel who keep the team in optimal condition.

The support staff at Southport and WRC is no less crucial to our team. They are our first responders, our customer service experts, and our administrative and organizational backbone. Our business is the protection of the community through crime reduction. We achieve this in a variety of ways, and the important roles filled by support staff along the way make them the unsung heroes of our winning team. The steadfast dedication shown by the members of our support staff is worthy of our respect and recognition. ☞



Left: Olivia Ramirez, Talia Lair, Angelina Diaz, Eula Webb  
Right: Juanita Bermudez, Lupe Wren, Belen Espindola, Alex Figueroa, Deborah Epperson-Johnson, Norma Vasquez, Tina Cuellar, Juli DeYoung



## The Community Restitution Program Making a Difference in the Community

By Colleen Evans

Community Restitution Program (CRP) staff initiates, coordinates and supervises well over 300 work projects throughout Maricopa County on a monthly basis. Partnerships exist with over 1,200 not-for-profit and government agencies providing probationers the opportunity to complete their court ordered obligation. On an annual basis, adult probationers complete approximately 600,000 hours of community service. Based on a comparative market analysis rate, this represents a savings in excess of \$6 million to the citizens of Maricopa County.

### The following are a few examples of what the program staff is involved with:

Canyon Corridor Weed and Seed is a project that covers an area bounded by the I-17, 35<sup>th</sup> Avenue, Camelback, and Missouri Avenue. Probationers complete projects ranging from major alley clean ups to residential projects throughout the area. In 2009, probationers have worked 1,645 hours improving the area. We do a wide-range of weekly clean ups at Steele Indian School, Encanto, Estrella, and Kiwanis parks. In addition to regular trash pickups and general maintenance, probationers have made a huge impact on the parks' landscape. So far in 2009, probation crews have worked in excess of 22,500 hours.

Another successful project is the Phoenix Graffiti Busters, in which we have partnered with others to maintain the beautification of neighborhoods. In 2009, we have completed twelve projects working a total of 600 hours.

The City of El Mirage is one of the many cities we routinely assist. The work crews clean up vacant lots, water retention areas, and alley easements where people have illegally dumped items and debris accumulates. The work crews have completed a total of 2,870 community service hours already in 2009. This represents a savings of \$31,943 to our community.

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Arizona Youth Rough Riders is an excellent non-profit youth organization, founded in 1988, dedicated to helping kids and their parents. Our program assists with painting, plumbing, maintaining tack barns, welding, building and repairing corrals, along with landscape maintenance. Since January of 2009, probationers worked a total of 2,283 hours, representing a saving of \$25,409.

The City of Tempe's Double Butte Cemetery is a fairly new location where landscape maintenance is performed. A significant difference has been made in a short period of time and the probationers have been able to glean a sense of satisfaction and pride along the way. We have had over 760 probationers work 3,840 hours, thereby saving approximately \$42,800 this year alone. ☞

## Garfield Probation Service Center “Making A Difference In The Community”

By: Vicki Biro

**G**arfield Probation Service Center has 26 beds for emergency/transitional housing, affording the opportunity for residents to be more successful on probation. This setting provides probationers with the tools to secure services and employment, while providing a safe, secure, drug-free environment.

While at Garfield, probationers engage in treatment, learn basic life skills, gain a legitimate source of income, and pay court-ordered fees, as well as work toward fulfilling other probation obligations. The House Goal is for probationers to eventually save enough money to transition into stable housing.

Surveillance officers at Garfield supervise community restitution workers seven days a week. Garfield and the City of Phoenix frequently partner for major clean-ups in the neighborhood. These clean-ups often involve removing trash, tires, and other debris that has been illegally dumped in the area. Additionally, community restitution workers perform smaller projects for the elderly, disabled or indigent neighbors, doing yard maintenance and painting. Graffiti removal is also performed in partnership with Graffiti Busters who supply workers with paint, brushes, rollers and bags. In the past, Garfield has been the recipient of many community awards. Most recently, Garfield staff received the City of Phoenix Neighborhood Services Department's Partnership Award. They were honored for their commitment to blight eradication specifically for making the Garfield neighborhood a better place to live. Garfield also maintains and cleans the Safe Haven House which is used by the Garfield Neighborhood Organization for meetings and resident tax preparation.

Every November for the past 13 years, the Garfield Probation Service Center has “given thanks” to the community by organizing a “Turkey Feast” and inviting the surrounding neighborhood that has supported and partnered with MCAPD throughout the years. For the past two years, Garfield staff started a new tradition by inviting 160 children from the St. Matthew's Parochial Elementary School. Highlights include a full Thanksgiving dinner and the appearance of Santa Claus with gifts for the children.

MCAPD has offered GED and English language classes in the Garfield neighborhood since 1993. The English language and GED classes are tailored to the local clients' and residents' desires and needs. Historically, Garfield English classes have served a large majority of very low-level English language students. Instructors use Arizona Department of Education standards aligned curriculum, and creatively introduce tailor-made lessons to their students. Instructors also participate and/or host several community celebrations at Garfield; a highlight is the annual Fall Festival. The GED and English language classes at Garfield utilize computer technology in conjunction with teacher-guided instruction. The MCAPD Garfield Education Center allows students to open new windows of opportunity for personal achievement and success.

During the past year, the Garfield Probation Service Center underwent some major building improvements. Building security was enhanced by adding a separate entrance in the GED area, providing a single entrance for residents, and developing a new support staff area, lobby and secured interview rooms for non-resident probationers. The exterior of the renovated end of the building was given a new, updated look, which enhances the Garfield neighborhood.

Lastly, the professional, caring, and dedicated staff of Garfield is what ultimately makes the Garfield Probation Service Center a place for probationers to make positive changes in their lives, and enhancing the safety of the community. ☞

# Adult Probation Celebrates “Probation, Parole and Community Supervision” Week

By Shari Andersen-Head

The American Probation and Parole Association has announced the week of July 19-25, 2009 will be observed nationally as Probation, Parole and Community Supervision Week. For over 100 years, officers have been supervising offenders to make our communities a safer place to live. These dedicated professionals serve crime victims and hold offenders accountable for the wrong they have committed to our families, friends and communities. It is through their commitment to public safety that our communities are a safer place for everyone.

They are professionals who constantly acquire knowledge of what motivates offenders and apply that knowledge in the most effective way possible. The work they do has become multifaceted and goes well beyond supervision and surveillance of offenders - it has expanded to include working with victims in a much more involved capacity to ensure that restorative justice principles are addressed. All of this is done in an effort to ensure the highest level of public safety.

Governor Jan Brewer proclaimed the week of July 19<sup>th</sup> through July 25<sup>th</sup> “Probation, Parole and Community Supervision Week”. Luncheons, donut extravaganza, ice cream socials, Starbucks, Mc Donald and American Express gift cards were given to our staff, and other various events took place throughout the department in special recognition of the outstanding job done by the men and women of Adult Probation.

Thank you Maricopa County Adult Probation Department for being an essential part of the criminal justice system by advocating community and restorative justice through the work you do every day. ☪



# Just the Facts Please

**D**o you have questions about what to do with someone on your caseload? Would you like to read supervision ideas from your peers? How about learning some of the options that are available to you and your probationers? The Quality Assistance Team will be featuring a Chronicle column that will give you different facts about a case such as the current situation, how the probationer is reacting, what interventions have been utilized on the case, what the officer has planned, or the outcome of the case.

## *"I Have a Guy on my caseload..."*

You have a probationer on your caseload that now scores as a medium (7) because of marijuana use and the last court action. He was originally placed on a one-year grant for possession of drug paraphernalia, a class 1 misdemeanor (Proposition 200). You filed a petition to revoke because of his continued marijuana use and his failure to make any progress in treatment. Although you took him back to Court, the judge did not make a Proposition 302 finding, because the probationer continues to go to counseling. His probation was extended. He has a year left on his probation grant and his FROST is not due for another five months. He is forty-seven years old, has held the same job for seventeen years, owns his own home, and is current on all monies. He reports to the office once a month, plus you see him in the field monthly. In spite of your best efforts, he continues to make the choice to smoke marijuana. He says he does this because he has been smoking marijuana since he was thirteen and he likes it. He was going to group three nights a week, plus the counselor sees him one-on-one. He never missed a counseling session, and he always enjoyed the group sessions. The counselor suggested that he not participate in group any longer, because it was a social event for him. She believes she is finally getting some place with him in the one-on-one sessions and will get back to you on his progress. You have used different Carey Guide exercises and your very best communication strategies. When asked, his goal is to go to Bermuda this fall on vacation. You have tried to develop discrepancy between his behavior (the marijuana use) and his goal to be off of probation so he can go to Bermuda. The last time you saw him, you asked him to write a thinking report on how smoking marijuana will assist him in reaching his goal. You have staffed it with your supervisor and come up with a plan.

### **What would you do?**

- a) Take him back to Court
- b) Make him move to a half-way house
- c) Direct him to inpatient treatment
- d) Staff him for a Compliance Monitoring caseload
- e) Not file a petition to revoke unless there is a new offense
- f) Suggest he move to a state where marijuana is legal
- g) Send a memorandum to the Court asking for direction
- h) Keep monitoring his drug use and cut back on drug testing when he has a negative urinalysis test
- l) On the expiration paperwork, let the judge know all efforts have been exhausted regarding the probationer

### **Questions:**

- Is he being over-supervised?
- Was he in a drug treatment group with minimum or high-risk offenders?
- Was he in a group with other medium-risk offenders?
- Is he a danger to the community?

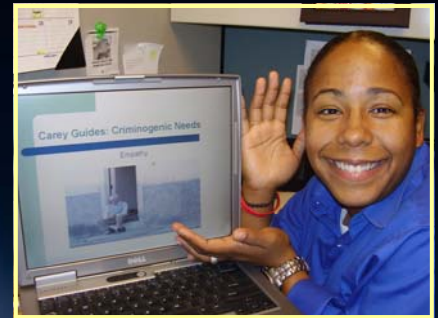
### **The QA Team would suggest (e), (h), and (i):**

- He has been to Court, and this sanction did not impact his behavior
- He was in group counseling, which was terminated because the counselor believed it was his social hour three times a week
- He sees his counselor one-on-one, which is what his counselor believes is best at this time.
- He has completed his community restitution hours
- He is current on fees
- We would turn our attention to higher risk offenders

*If you have a case you have been thinking about or are not sure what action to take, you can staff the case with your supervisors and peers. Another option is to contact one of the Quality Assistance team members. We might be able to assist you with some of your more puzzling cases, and your probationer might be featured in the Chronicle. ☞*

# EBP SPOTLIGHT

## Colleen Grayman



The QA Team would like to shine a spotlight on Colleen Grayman for her extra efforts to promote the use of our new Carey Guides. She volunteered to present the Carey Guide on Empathy to her peers at a unit meeting. To do this, she created a PowerPoint presentation that was interesting and easy to view, and it provided an excellent learning opportunity on this criminogenic need. In addition to this, Colleen has used the PowerPoint presentation during face-to-face contacts with probationers in the office and in the field. She frequently assigns the 15-Minute Tools as homework and uses both the Tools and the PowerPoint presentation to facilitate conversations regarding empathy. Doing so has allowed increased use of effective communication techniques, and it has promoted long-term behavioral changes with her clients. This is a tool to challenge clients' thinking patterns. Way to go, Colleen!

Colleen is currently working in Standard Field Unit 21.

## Angelina Diaz



The QA Team and Olivia C. Ramirez would like to shine a spotlight on Angelina Diaz for her above and beyond customer service efforts. Angelina frequently helps out by working the Southport front desk. One afternoon, a probationer came in rather upset. Upon approaching the front desk, the probationer realized that she had left her personal belongings on the bus. Angelina signed the probationer in and advised the probation officer what had happened. She then assisted the probationer by taking an inventory of what was left on the bus. Angelina called Valley Metro and explained who she was and why she was calling. While she was on the phone, Valley Metro Dispatch contacted the driver of the bus. The driver was able to check for the probationer's belongings at the next stop, and arrangements were made for the probationer to pick up her belongings later in the day at a specific bus stop, instead of going to the station to pick it up.

This is an example of the use of excellent communication skills and customer service. By the time the officer came out to see the probationer, the probationer was at ease and could concentrate on the visit with her officer. Resolving the probationer's immediate needs allowed that individual to be able to continue working with the probation officer in addressing the issues that brought her to probation, versus being focused on the urgency of trying to find her belongings.

Angelina is currently working as a Judicial Clerk Associate at the Southport Office.

# Congratulations & Thank You

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Rachael Rodriguez

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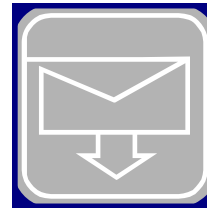
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