

The Chronicle

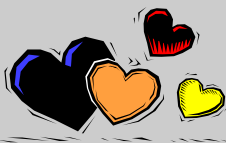
JAN/FEB 2002

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT VOLUME VII, ISSUE 1

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Valentine's Day is
February 14!



The Chronicle

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Chiefly Speaking Addressing Salary Issues



In one of the first articles I wrote for *The Chronicle*, I laid out my top five priorities for the immediate future. On top of that list was addressing salary issues within the Department. In the Department's Managing For Results Strategic Plan, Goal B includes the statement "by 2002, MCAPD will complete a market value study of comparable salaries." Toward that end, a Request For Proposals was issued last month, resulting in the selection of Fox Lawson and Associates to complete a salary market survey for Adult Probation, Juvenile Probation and Pretrial Services. The position classifications included in the study are those large classifications that we share with other agencies or have major client impact: Probation Officer, Surveillance Officer, Counselor, Adult Education Instructor, Caseload Ad-

ministrators, Presentence Screener and Communication System Operator. Concurrently, the Court Human Resources Department will be conducting market surveys for the remainder of the Department's positions. The cost of the Fox Lawson contract will be fifteen thousand dollars, to be shared by the three departments prorated by the number of staff being studied in each department.

Members of the RFP Committee, including Court HR, have already met with Fox Lawson and are reviewing the surveys, which will be sent to Probation and Pretrial Services departments in other court jurisdictions. The process should take approximately eight weeks to conduct the study, and we are looking at the end of February for preliminary findings to the committee, with a final report due during March.

Now, the sixty-four thousand-dollar question: what does this mean for pay increases for next fiscal

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Dedication to Client Brings Awe-inspiring Results



Sharlene Richards of the Frank X. Gordon Literacy Center at WRC, Client Linda Martin and APO Anna Royle

Recently a situation arose in which a female probationer, on probation for life, was encouraged by her therapist and probation officer to attend classes at the Literacy Center. She was 41 years old and did not know how to read or write. Her mother and other interested parties had taken care of her and shielded her from many of life's difficulties for most of her life. Growing conflicts with the interested parties and her mother's failing health were starting to escalate and frustrate a fragile situation. She was, nevertheless, very excited about learning to read and worked closely with Sharlene Richards of the Frank X. Gordon Literacy Center at WRC.

It was quickly discovered that she was making only minimal progress despite varied approaches and individual tutoring. Sharlene suggested the probationer be evaluated by Dr. Erika Kao from the Garfield office

and the probation officer directed her to contact this doctor. Dr. Kao determined the best evaluative process would include tests for both educational intelligence and psychological functioning. When the evaluation was completed it was evident that the probationer had severe cognitive deficits indicative of someone with developmental difficulties.

Dr. Kao was most concerned the probationer had never received any benefits through D.E.S. for these apparent difficulties. Unfortunately, there were no records available from the probationer's youth or adolescence that verified she had received either a diagnosis of retardation or services for cognitive deficits. Her early medical records that evidenced a critically high fever and adverse reaction to antibiotics at

(Continued on page 2)



Dr. Erika Kao played a prominent role in acquiring much needed assistance for an APD client.

Chiefly...

I am committed to addressing the issue of salaries in this organization, and I view the salary market survey as the first step in that plan.
 —Chief Broderick

(Continued from page 1)
 year? I believe most staff are keenly aware from the news media of the tight fiscal times both the Legislature and County Board of Supervisors currently find themselves. The recession combined with the effects of September 11th do not make this the best economic climate. The County has already notified departments that only emergency issues will be addressed. However, I am committed to addressing the issue of salaries in this organization, and I view the salary market survey as the first step in that plan. I will continue to work in conjunction with the Probation Officers Association to lobby the state legislature, the Board of Supervisors and the AOC in order to make our salaries competitive. One bright sign is that the County Attorney's Office contracted with Fox Lawson last year for a market study and was very successful with the Board of Supervisors going along with the requested salary adjustments.

On a lighter note, I wish everyone had the best holiday season possible, and will have a great year in 2002! ☺

Dedication...

the age of two burnt in a fire several years ago. The doctor was no longer practicing. This officer took the probationer to her old high school but when these records were explored it was discovered that all transcripts showing special education classes were destroyed after being kept for close to twenty years. In addition, a school for the developmentally slow individual had changed names and focus. One woman who worked there remembered the probationer from twenty-five years ago but she couldn't remember enough to write a statement for D.E.S. The surest way for this probationer to be accepted into the developmental disabilities programs at D.E.S. was to prove she had had these difficulties prior to age eighteen and these records were gone.

Dr. Kao had previously worked with developmental disabilities through D.E.S. She was aware of the D.E.S. requirements and knew it would be a struggle to show, at the probationer's age of 41, a deficit that was present prior to age 18. "Fortunately, a number of factors reflected long-term cognitive impairment in an area that is not normally affected by damage that occurs later in life. In other words, the impairment likely occurred during her developmental years.

These statements from the evaluation made all the difference with D.E.S. and the probationer was ultimately awarded benefits for the developmentally disabled. These benefits include but are not limited to housing, supervised case management, therapy, instructional living skills and more comprehensive medical benefits. Clearly this probationer's quality of life has dramatically improved because of the teamwork of true professionals within the Maricopa County Adult Probation Department. My sincere gratitude goes to Dr. Erika Kao, Garfield office, and Ms. Sharlene Richards of the Frank X. Gordon Literacy Center. ☺

by APO Anna Royle

Congratulations to the recipients of the 2002 Visions of Excellence of the Year Awards!

A ceremony will be held in their honor in April.

- APO Supervisor of the Year
Saul Schoon
- APO of the Year
Omar Rodriguez
- APSO of the Year
Jennifer Murray
- Support Staff Supervisor of the Year
Dawn Holmes
- Support Staff of the Year
Brenda Carlin
- Intern of the Year
Batz Ozaroff
- Volunteer of the Year
Jo Johnson



Maricopa County Adult Probation's Response to Youth in the Adult System

The traditional practice of treating young offenders as different from adult criminals is based, in part, on the premise that children are developmentally different from adults and, as a result, are more amenable to treatment and rehabilitation. In addition, traditional approaches view youthful offenders as less culpable, because of their age, to adults who commit similar crimes. The juvenile justice system centers on the individual child and takes into account the child's problems and needs, focusing less on punishment than on helping the child change. This, it is believed, minimizes the likelihood of future criminal behavior.

During the past ten years, there has been a growing fear of juvenile crime and juvenile criminals. The traditional practice of how juveniles are treated in the criminal justice system has come under criticism. Concerned that the juvenile justice system may be ill equipped to handle youth charged with serious crimes, and that the juvenile court may be too lenient in its punishment and control of such youth, many states began amending their criminal codes. Since 1992, 45 states have passed or amended legislation making it easier to prosecute juveniles as adults.

There is much controversy over the legitimacy of this "fear" of juvenile crime. Some researchers argue that trends in juvenile crime provide no evidence that young people have become more crime prone or dangerous in past years. Other researchers acknowledge a decrease in juvenile arrest rates for violent crimes since 1998, but point out that rates of serious crimes committed by juveniles remain well above historical levels. Whatever side you take in the practice of prosecuting juveniles in adult court, one thing remains the same, the adult system needs to make changes in policy in order to effectively manage juveniles in adult correctional settings and in adult community supervision programs.

The Maricopa County Adult Probation Department responded to this emerging need by developing specialized case loads for juveniles sentenced in adult court. Currently, the Department has four probation officers supervising juveniles placed on Standard Probation. In addition to these standard PO's, there are two Sex Offender PO's with juvenile caseloads and three IPS teams with juvenile caseloads.

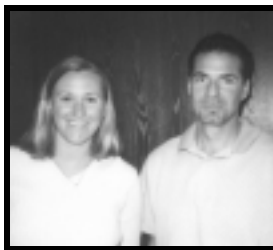
In 2000, Maricopa County received 477 (62.60%) of the juveniles sent to Adult Court statewide. These youth were either Direct Filed (393 youth) or Transferred (84 youth) to Adult Court. The majority of these juveniles are male, Hispanic, and 16 – 17 years old. Approximately half of the youth we see in Adult Court are enrolled in school. The most common referral history and types of offenses for these youth are Felonies and Misdemeanors against property. However, the most serious offense for the Direct Filed youth is Felonies against person.

The four standard APO's with juvenile caseloads are:

Christina Wilson, at Wells, who has consistently supervised 60 transferred youth on her caseload. Christina understands the importance of the youth's stage of development and how it relates to her ability to effectively supervise the probationer. She recognizes that many of the youth she supervises still have a fear of consequences and are in a stage of their life where the cycle of antisocial behavior can be broken. Christina states that while some juveniles may be the same age, they are many times quite different developmentally. As a result, Christina relies on patience to assist her in caseload management and always looks for something in each individual to help develop rapport. She also focuses on small successes that eventually lead to bigger life changes. For example, a juvenile on her caseload began improving his grades in school. As a result, he now wants to attend college and can realistically do so.



APO Rhonda Wilson



APO's Christina Wilson and David Pixley

David Pixley is a new standard PO who moved out of the Training Unit on 11/12/01 to be Christina's office partner at Wells. David spent nine years at Juvenile Probation and worked caseloads in standard probation, Juvenile Intensive Probation, and the Safe School Program. He enjoys the energy of the younger clientele and is a great addition to our already strong team of PO's with juvenile caseloads.

Rhonda Wilson, at WRC, has consistently supervised 50 juveniles on her caseload. However, she originally took on 80 youth when she became the west side's specialized officer for juveniles. Rhonda recognizes that the possibility for change in the juvenile is greater as a result of the developmental stages youth experience between 10 and 17 years of age. Rhonda points out that, in order for her to be an effective PO with this age group, she has to rely on her ability to be diplomatic, especially when dealing with the youth's school, parents and extended family. Rhonda understands that the youth have limited control over their home environment and she often finds herself in the role of mediator in order to help the youth succeed. Rhonda also focuses on small success and enjoys watching the youth develop and improve as they become older. She points out a recent success of a young man she referred to the Marine Corps Recruiter, who is now enlisted and keeps in touch with her.

Lynda Zawatsky is the PO with the specialized juvenile caseload at PSC. She has consistently supervised 40 juveniles on her caseload. Lynda understands the significant role peers play with her young probationers. Juveniles are much more affected by their environment and can be very impulsive. Lynda understands that the chronological age, size and physical appearance may not alone or together be accurate indicators of the youth's stage of development. Physical maturity and appearance also may not correspond to intellectual, emotional or social maturity. As a result, she is cognizant of the fact that treating juveniles as adults does not make them adults. Lynda believes that juveniles are more amenable to treatment and has developed informal partnerships with resources on the east side in order to provide a full continuum of services.

(Continued on page 4)

Knowledge is Power



APO Janet Blake, Professor Linn Dowd and Judge Carey Hyatt

We've all heard the saying "Knowledge is Power". Throughout our school days we heard how important it is to go to school and how knowledge is power. Many of our clients have not learned this concept. The Changing Lives Through Literature (CLTL) program was originally developed in Massa-

chusetts by Professor Robert Waxler, University of Massachusetts at Dartmouth, and Judge Robert Kane, New Bedford District Court. Maricopa County Adult Probation Department adopted the program in 1997. The first class was conducted at Phoenix College with Professor Lisa Miller, Judge Carey Hyatt and Probation Officer Janet Blake. Numerous judges and probation officers have continued to work the program. In 2001, Judge Hyatt and Probation Officer Blake again took the reigns for this innovative program.

The December 7, 2001 class of eight probationers read and analyzed the book, *The Prince of Tides*. This book dealt with a highly dysfunctional family. It helped identify issues that the participants deal with in their personal lives. Some of these issues were impulsiveness, depression, suicide, rape, socioeconomic issues, family dy-

namics, morals, values and ethics.

Each of the CLTL classes is held at the Phoenix College campus for several reasons. Going to a college campus for our clients can be quite intimidating. They usually have low self-esteem, poor social skills and believe they cannot handle a college environment. The goals of this program include exposure to a college campus, the Judicial Officers and Probation Officers are equals (all being students) and personal growth and exploration through reading and intense discussions as a group.

Successful participants receive one college credit, fifty credited community service hours, any deferred jail terms are deleted and a voucher which can be applied toward one-hour college credit for another class. This voucher is available through the generosity of Judge Steve Gerst and his wife Commissioner Toby Gerst. ☞

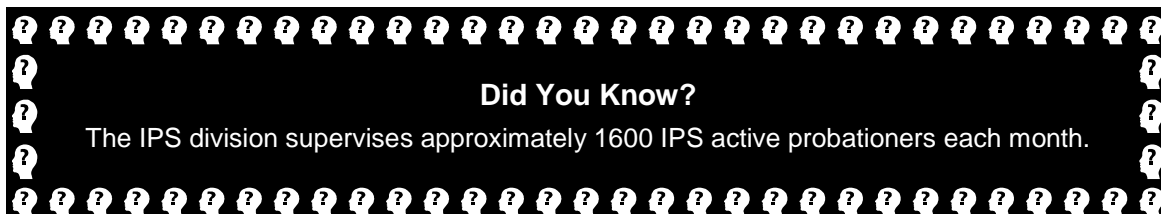
by APO Janet Blake



Front row left to right: Paula Vandersby, Anthony Castillo, Rick Hope, Jr., Kathleen Glover, Ross Larson, and Judge Carey Hyatt;

Back row from left to right: Professor Linn Dowd, APO Janet Blake, Scott Wood, Mark Collins, and Richard Brandwyne.

Not Pictured: Lawanda Meabon



Did You Know?

 The IPS division supervises approximately 1600 IPS active probationers each month.

Youth in the Adult System...

(Continued from page 3)

In addition to these specialized caseloads supervised by PO's who understand the youthful offender, a specialized court was developed in September 2000 to review the status of juveniles sentenced to standard adult probation. This court is called the Juvenile Transferred Offender Program (JTOP) and Judge Robert Budoff presides over the court. The juvenile is placed in JTOP at the time of sentencing and must meet with the Judge once a month, in addition to following special terms of JTOP. The specialized PO's meet with the Judge prior to Court and report on the status of their probationers. A system of rewards and consequences are delivered at Court, depending on how the youth is doing. The PO's input is critical in providing a holistic view of the youth's progress. This specialized team of PO's, case managers and Court staff offer a strengths-based approach that focuses on the small successes that can lead to bigger life changes. Court is held the first Friday of each month, beginning at 9 a.m. in Judge Budoff's courtroom located in the Central Court Building, eleventh floor. All are welcome to observe the Court proceedings and see our specialized officers in action!

PO's with specialized juvenile caseloads can also access intensive case management services for any youth on their caseload, regardless of their involvement with JTOP. This allows for increased referrals to community resources and increased contact with family members. Case managers are contracted through TASC and there are currently three case managers (one west side, one central, and one east side) working with our four Standard PO's. Beginning in December 2001, case management services will also be available to Sex Offender PO's and IPS teams with juvenile caseloads.

The Adult Probation Department also developed the Transferred Youth Treatment Coordinator position in an effort to enhance and improve treatment matching for juveniles. **John Tennant** currently holds this position and is a great resource to probation staff, both at presentence and community supervision. John works closely with our Juvenile Probation Liaison and Resource Developer, **Cathy Ventura-Johnson**. Cathy has been helping criminal justice agencies, such as Pretrial Service, Maricopa County Sheriff's Office and Department of Corrections, to develop Resource Libraries that focus on the needs of the younger defendant. John and Cathy also coordinate quarterly training for criminal justice and mental health professionals who work with juveniles in the adult system. For more information, contact John Tennant.

All the PO's mentioned in this article agree that they have to use a lot of humor, patience, flexibility and creativity when supervising juveniles. All describe their caseloads as "fun" and more rewarding than when they supervised adults. All understand the importance of involving the family, whenever possible, in their case plans. All have developed resource libraries in their offices, utilize intensive case management services from TASC and all have taken on the challenge of improving supervision and services for juveniles in the adult system. ☞

by Robin Hoskins, Project Director JTOP

INTERVIEW: Vicki Biro, Division Director



Vicki Biro is the Director for the East IPS Division. Vicki has worked in the Department since July of 1984, and her former assignments include: Probation Officer – standard field, substance abuse caseload, presentence; Supervisor – presentence, standard field, IPS; Director – East Field. She is a graduate of Arizona State University with a Bachelor of Arts in Criminal Justice. Vicki also has a Masters in Organizational Management from the University of Phoenix

I recently interviewed Vicki...

Welcome back to IPS. What changes do you see in the Division since your last assignment in IPS?

I think officers tend to work more independently. Our organization has become so large, and we have so many people working virtual; it appears that this takes away from the camaraderie that the teams have had in the past. You knew more about each other's caseloads in your unit, as well as supervision issues in your area.

What do you see as some of the current trends in IPS?

Much of our business revolves around automation. It allows for immediate access to information and it provides us with better case management. We've become more efficient.

You recently spent time with an outside consultant group regarding their assessment of our IPS divisions. Can you share some of their preliminary findings?

They made a return trip in December to follow up with staff and judges. They also interviewed some probationers and reviewed our

screening document to see how we selected people for IPS. They reviewed probationer's files for defendants that were violated while under IPS to assess some of the violations that resulted in revocation. They also looked at the OST and sat in on a PSI screening. Their final report and recommendations should be forthcoming possibly in early spring.

What safety issues do you see within the division, and how do you feel about officers being armed?

Officers need to know what options are available to them in respect to safety. We need to do a better job in training our officers in regard to their safety. We must give them sufficient training both in quantity and quality that will assist them in making good decisions in staying safe. As we become an armed organization we need to remain cognizant of our mission. We all need to be respectful of the individual choices made by our officers whether to carry or not carry a weapon. Management has a huge job ahead of them training, developing and implementing policy around arming. We need to be careful and thorough as we integrate weapons into our organization.

What are your goals in the division?

I would like to see both IPS divisions working closer together to address issues and achieve consistency. I would hope to see the IPS division become a place where more officers want to transfer. I want to increase communication between the officers and management. I have an open door policy and I want to have input from everyone. I'd like to see automation work for the surveillance officers by having laptops and palm pilots available to reduce duplicity in their workload and increase their efficiency. I would also like to see all surveillance officers assigned a cell phone as part of their safety equipment.

I'm looking forward to the next year in IPS.

by APO Supervisor Dan Zorich

Cell Phones in the Western Division

The entire Western Division is now fully equipped with cell phones. That is quite a project when you consider the Division consists of eight standard field units, two sex offender units, one domestic violence unit, a DRC unit and four IPS units. Since at least three officers have been sharing one office, with three telephone landlines, we have disconnected all but one telephone landline for each office in the standard area. In the Virtual/IPS area, we have disconnected at least one half of the landlines as well. Most officers have found that having multiple phones, voice mail-boxes and pagers is not necessary with a cellular phone that has voice mail and can act as a pager.

So far, the project is experiencing success. Officers and supervisors are much more accessible to each other, the courts and the general public. We can receive and make telephone calls from any location, making it possible to conduct business from satellite offices, home or simply while walking down a long hallway. Although there is sometimes the feeling of "No escape," the advantage of taking care of business and closing the deal quickly and efficiently far outweighs the disadvantage of missing calls, phone tag and never being able to talk to an actual human being. Making a phone call and talking to a live human being is a refreshing way to conduct business in this technological age in which we are living.

As we make our adjustment to the use of cell phones as our primary work telephone number, (over four hundred cell phones have been assigned to field units) it is helpful to remember a few pointers:

1. Most people have a six hundred minute plan that is billed from the 7th of each month. Any minute over the plan is very costly -- to the tune of about thirty cents per minute! So PLEASE check your call timers and stay within your plan. The cell phone team is developing a billing review cycle that will help us stay within our minute plan and use this resource wisely.
2. Cell phone etiquette covers a lot of areas, but most important for our purposes is to please put your telephone on the "Meeting or Silent" mode while in meetings. It is very disruptive to any meeting if a person answers a telephone and conducts a conversation while others are trying to conduct business.
3. Finally, it is unsafe to drive in Phoenix traffic while talking on a cell phone. (Especially if you ride a motorcycle.) Although it is very tempting to talk and drive, you are putting yourself and others at risk. You are strongly discouraged from using your cellular phone while driving.

While we are working out the kinks in the transition to cell phones, there is no question this tool increases our effectiveness. Cell phones are now distributed from a central location. Questions and requests can be directed to Berta Prince at 602-372-5767. ☎

by APO Supervisor Ron Mitchell

MANAGING FOR RESULTS

“What Do You Say After Goodbye?”

We've all been to a happy hour, luncheon or potluck for a co-worker who is retiring or going to a new job, or new life somewhere else. While they are with us we think we know how they feel and think about their experience with the County and as part of the Adult Probation family. Our thoughts often go to how much we will miss that person and the enrichment we derived from working with them. Sometimes you say to yourself, it's the people here that make all the difference. I know it entered my mind on more than one occasion. And guess what, there's actually data to support this observation.

For many years, staff who voluntarily left the Department rated the people they work with as the number one source of satisfaction from their job experience. This information comes from exit interviews conducted by the County's Research and Reporting Department. These are the same folks who came to your unit meetings and conducted the employee satisfaction surveys. What they do is attempt to contact all persons who retire or voluntarily leave county employment. They often wait three to six weeks, or longer, to allow the former employee time to reflect on their experience. According to the experts, this extra time results in more candid and honest responses.

It should not surprise anyone that pay was most frequently cited as a reason for leaving Adult Probation. For last fiscal year, 49% listed pay as one of their reasons for leaving and 28% cited it as the number one reason. Pay far outpaced other reasons for leaving. Relocating was second (15%) and advancement opportunities was third (13%). All other categories were single digit and under 6%. Results from exit interviews for the past three years regarding pay are listed in the table below.

Reason for leaving	FY 1998-1999	FY 1999-2000	FY 2000-2001
Pay as a reason for leaving	52%	57%	49%
Pay as the #1 reason for leaving	33%	48%	28%

In comparison, the average for all Maricopa County departments over the past three years is much lower. Approximately 33% list pay as a reason for leaving and about 20% list pay as the number one reason.

This information became an important factor when we developed our second goal under Managing for Results, “Compensation and Retention.” By the end of fiscal year 2004, we want to bring resignations because of pay down to at least the county average. Chief Broderick has made this one of her top priorities.

One of the initial steps taken will be to complete a market study of comparable positions. This study will provide comparisons from other departments statewide and in similar urban communities around the country. It would be difficult for the Chief to advocate for higher salaries without results from such a study to back her up.


Another step will be to improve our response rate on the exit interviews. It's hard to make good decisions and develop plans for action without good information. And if we are to improve on employee satisfaction, it is important to have a complete picture of what needs improvement (our weaknesses) and what is being done reasonably well (our strengths). Over the years, our department has lagged behind the rest of the County participating in exit interviews and other surveys. According to Ken Andersen, from County Planning and Reporting, simply providing him with updated addresses and phone numbers will dramatically improve exit interview response rates. And, by the way, the responses he and his staff gather are kept strictly confidential. Our department is given only statistical data and is not provided any information from individuals.

The third step will be to communicate to staff what was learned from the market study and exit interviews. Staff will be asked for input and to participate in developing strategies to accomplish the goal of staff “Compensation and Retention.” Perhaps in the future, the performance measure we will use to gauge if we are successful will not be the number of resignations, but the percentage of *retirement parties attended.

*(Note: as of this writing, Dave Wilcox has only 350 days before retirement. I'm sure he'd want everyone to know.)

by Robert Cherkos

Robin Hoskins, right, with another Flag Across America runner, carried both the U.S. flag and a smaller flag during her run.



Did You Know?

APD's own Robin Hoskins was asked to join the “Team” to pass the torch for the “Flag Across America” tour that swept across Arizona November 8th, 2001. For those of you not familiar with “Flag Across America”, the Flag started in Boston on October 11th and ended in Los Angeles on November 11th, 2001. All proceeds from this event are for victims of the 9/11 attacks. The tour ran around the clock and Robin was asked to run a portion of the 10 mile stretch that ran from Luke Air Force Base to Wickenburg. As predicted, Robin held up her end of the Flag quite admirably (that was a heavy flag!) Her dedication and hard work paid off. What an honor just to be selected! Congratulations Robin!

by Nicole Davis
Transferred Youth Project Assistant

Interview: Billie Grobe, Operations Manager



What is your current position and when did you begin there?

I began working as the Operations Manager in the Programs Division in September of 2000.

When did you start with APD?

I started with APD on July 12, 1982 – nineteen and a half years ago.

Were you working in another field/career before joining APD?

I was working a swing shift at American Express, trying to make ends meet, while waiting for an opening at APD. My husband was just getting started in real estate and we had two small children at home, ages 2 and 4. Prior to that, I was fortunate enough to have had the opportunity to stay home with my children for three years. My work experience, up to that time, included working as the Assistant to the Chief Financial Officer for a state political party in Colorado, and prior to that as an ombudsman for a Senator from Idaho in Washington, D.C.

What areas of the Department have you worked in?

As an APO I and II, I worked in the field and PSI. After seven years, I was promoted to supervisor. As supervisor, I worked in both the field and PSI, before transferring to Programs to supervise the Community Punishment Program. Following that assignment, I applied for an opening as supervisor of Planning, and won the position. It eventually expanded to become Planning and Research. Last year, I applied for the position I currently hold. It meant no longer being an APO. The position is an administrative assignment.

Any that you particularly enjoyed?

I loved my job as a supervisor of a field unit in Glendale, primarily because of all the new officers in my unit. It was a joy to coach and mentor so many wonderful APOs. I particularly enjoyed staffing cases and brainstorming solutions to problems with new staff. I was very fortunate to have a couple of experienced officers in my unit who contributed a great deal to the training of the new officers. As my first supervisory assignment, Field Unit X in Glendale was the best!

Any positions that really laid the groundwork for the position you have now?

My previous experience as supervisor of CPP and my work in Planning helped to lay the foundation for my position as Operations Manager in Programs. Planning is an important piece of preparing and managing a budget, as well as program management. My various committee assignments in Planning helped me build skills in the areas of facilitation and running an effective meeting.

What does your current position entail?

My responsibilities cover a variety of areas. I am responsible for managing the budgets for two funding sources: the Drug Treatment and Education Fund (DTEF) and the Community Punishment Program (CPP). Both funds provide monies to subsidize treatment for offenders (through community treatment agencies and internal programs). The DTEF focuses on substance abuse treatment, while the CPP provides resources for substance abuse and sex offender treatment and testing. In addition to oversight of the budgets, I am responsible for the business operations of both CPP and DTEF, to include contract management, billing systems, and data collection. I also supervise the entry of treatment and education agencies into APETS.

I provide management oversight of the operations side of the Drug Court and DUI Court, directly supervised by John Wertsching and Karen Barnes, respectively. The Victims Services Unit is another area of responsibility. I supervise the VSU and the grant that funds part of the program.

Discuss what led you to choose the position you are in.

The position has provided me with an opportunity to expand what I know about probation, the county, and my community. For most of my career with APD, my focus was inward. Now, I get to consider how what we do impacts others within the county government and outside of government (and how what they do impacts us). I value a job that teaches me new skills and expands my knowledge. In this job, I learn something new every day.

Discuss those you supervise now.

In my present position as Operations Manager, I directly supervise eight individuals.

- ⇒ **John Wertsching** supervises the Drug Court APOs and support staff. He is relatively new to the assignment and has made a number of improvements to the program. He was responsible for implementing fieldwork into the regular duties of Drug Court officers. As such, he had to find ways to streamline processes to free up officers' time in order to do fieldwork. John has a great team. They have pulled together to make a number of changes that have not been easy, but are a necessary part of supervising offenders on probation.
- ⇒ **Karen Barnes** is the interim supervisor of DUI Court APOs, support staff, and surveillance officers. She has been faced with the same challenges as John (with incorporating more fieldwork) and has met them with equal success. Karen also works as a trainer with the National Drug Court Institute – we benefit greatly from her expertise in this area. She has a great team, all of whom are a joy to be around – they work hard, but know how to have a good time while doing it.
- ⇒ **Rick Hutton** is the business office supervisor over DTEF and CPP business office functions. He supervises the persons responsible for data entry, billing and co-pay processes for both DTEF and CPP. He manages the requests for data from AOC and is ultimately responsible for “cleaning” the data. He is the one who puts together the processes for special studies, such as the AOC/DTEF Cohort Study that took place in July and August (and will be followed up on in January and February). Rick is the one who lets APOs know their probation clients are eligible to receive funding (in full or in part with a co-pay) through DTEF for substance abuse treatment. He also has a great team – all working to meet program goals and provide services to APOs and their probation clients.

(Continued on page 8)

Grobe...

(Continued from page 7)

- ⇒ **Linda Savage** is responsible for quality assurance within the DTEF program and for literature searches for the Programs Division. In addition, she is responsible for developing curriculum for the ASUS to ensure training consistency, and she provides assistance to other programs in the development of policies and procedures. At the present time, Linda is temporarily assigned to the EDC to conduct assessments of probationers assigned to Expedited Probation (most of whom are DTEF-eligible). Linda's knowledge of the DTEF and Proposition 200 has proven to be a valuable resource for me during the last year of my new assignment.
- ⇒ **Maria Amaya**, Gwen Ruiz, and (part-time) Veronica L. Lopez are members of the Victims Services Unit. I directly supervise all three in their duties as victim advocates. Maria coordinates the Victim and Community Help Line and is the founding member of the unit. She is a strong advocate for victims' rights. Gwen is the unit's Restitution Advocate. She handles cases that require extensive research (one of her cases is from 1978). Veronica works with the VSU on a part-time basis, in addition to her duties as the administrative floor's receptionist. She performs the duties of an advocate and maintains notifications in the database.
- ⇒ **Phyllis Bruno** is relatively new to the division and the operations team. Previously, Phyllis worked with the sex offender units and has a good working knowledge of program databases. In her current assignment, she is a liaison to the automation unit as it pertains to the various databases tied to programs. She is responsible for entering and maintaining all treatment and education agencies in APETS. In addition, she is being cross-trained in the functions of the various program databases.

Do you have a supervisory style that you feel works well with staff?

I feel most comfortable with participatory management. I love to consider problems and brainstorm solutions within a group setting. No one person has all the solutions, but a group of people from different backgrounds and perspectives, working off each other's ideas can find remarkable solutions. I have had probation officers tell me that they learned they had skills and ideas they didn't know they had as a result of working in that type of environment.

Do you supervise differently now than you have in the past?

I'm spread a little thinner than I was in the past. In the past, my unit was directly under my control and in the same building. Now, I have employees who are in the same building and in several other locations. I communicate more by telephone and e-mail than ever before. I also do more delegating than I did in the past (and probably need to do even more than I do now).

Is APETS something you work with often now? If so, how is APETS working for you/your staff?

I work with APETS in a couple of different ways. I use it to:

- ⇒ Verify that invoices should be paid. In other words, is the probationer who is receiving a service from a particular vendor on probation or have the CPP term?
- ⇒ Assist DTEF staff in data entry (when they've had special projects and need some help).
- ⇒ Provide assistance when a community member or victim calls me about a particular probationer and I want to learn more about the probationer and the type of supervision he or she is receiving.
- ⇒ Conduct random reviews of Drug Court or DUI Court cases.

For the most part, APETS provides me with the kinds of information I need to do my job. There are a few areas in which I think it is lacking. For instance, it does not include the case plan and assessment/reassessment capabilities. Nor does it include probation violation information that would be very helpful in answering some of AOC's questions about recidivism with reference to CPP and DTEF cases.

Drug Court and DUI Court staff are working hard to keep up with case notes. DTEF and CPP staff use APETS to secure information required by AOC, for purposes of data entry.

Automation thoughts, opinions?

I know that automation is working very hard to get systems up and running that help us all do our jobs more effectively and efficiently. Our part is to make sure that the data we are putting into the system is accurate and of good quality.

I have been very fortunate in that my request for assistance in building databases or fixing databases have been promptly attended to by APD automation staff and JIS. The Victim database was designed by JIS and the project managed by APD automation staff. A CPP request for assistance was dropped several times by AOC but recently picked up by APD automation and JIS.

Discuss staff safety issues, do they relate to your position?

Drug Court and DUI Court APOs are in the field more now than they have ever been in their history. Before implementing fieldwork, we wanted to make sure that officers had the necessary equipment. Radios were acquired and training provided. The APOs in Drug Court and DUI Court cover a wide area to include the entire county. We want to be sure that, in the performance of their duties, they are safe and secure.

Surveillance Officers in DUI Court have special safety concerns. Their area covers some particularly dangerous neighborhoods and special caution is required. DUI Court APO Interim Supervisor Karen Barnes participates in ride-a-longs in order to have a better understanding of the safety concerns of the DUI Court Surveillance Officers.

I am also cognizant of the need for office-bound staff to be safe in the office and on their way to work.

Discuss your staff. Are they involved in the community?

Drug Court and DUI Court staff are in the process of developing stronger ties with law enforcement agencies in the community. The Victim Services Unit initiated the Maricopa County Victim Interagency Council (MCVIC) that includes members of the Court Family, county agencies, and not-for-profit agencies within the community. Its purpose is to promote and improve victim services in Maricopa County. DTEF staff con-

(Continued on page 11)

Victim Compensation Fund

Many of you may have heard about the Victim Compensation Fund, but do you know what it offers to victims of violent crimes? How do you know if someone is eligible? What can you do to connect a victim to services? It's really very simple.

The Victim Compensation Fund awards up to \$20,000 to cover expenses related to medical, dental and psychological treatment for eligible victims. The fund also pays for 36 months of counseling for traumatized family members who were witnesses to the crime, and it pays up to \$5,000 in funeral expenses.

Who is eligible for Victim Compensation funds? Victims of assault, child molestation, DUI, domestic violence, endangerment, homicide, leaving the scene of an accident, robbery or sexual assault may be eligible to receive victim compensation. The victim must have reported the offense to the police within 72 hours from the time the offense occurred, and must be applying for victim compensation within two years from the date of the offense or the date of disclosure (for molestation offenses.)

If you are aware of a victim who meets the above criteria, you may refer him or her to the Victim Services Unit of Adult Probation at 602-372-8286 or toll free at 866-372-8286. The Victim Services Unit will assist the victim with completing the form and gathering copies of receipts and police reports. Services are also provided to victims in Spanish. ☞

The Victim Compensation Fund awards up to \$20,000...pays for 36 months of counseling...pays up to \$5,000 in funeral expenses...

by Program Coordinator Maria Amaya

One Person's Story

EDITORS NOTE: Many of us have experienced grief due to the loss of loved ones in our lives. The September 11, 2001 tragedy affected us all and whether we experienced a loss directly related to this tragedy or not, we are still left with the challenges associated with grief. The personal story below of one APD employee shares her feelings on the subject of grief.

Being around someone who is grieving can be a very touchy situation. A lot of people have a difficult time knowing what to say. Sometimes it is what you don't say that can be the most helpful. I can share my experience with you. If it helps even one person, it will be worthwhile.

I have experienced a loss that is devastating to me. My brother was killed instantly last year just ten days before Christmas. He was just fifty years old. He was working on a ScissorLift. In an instant, he fell to his death from a height of eighteen feet.

It will take a very long time for me to work through the loss of my brother. There are often times I withdraw from others and prefer to be left alone. My emotions are heightened by the stress of grief and the pain, both emotionally and physically.

Besides the horrible, sudden death of my brother, I had (still have) the added grief of excruciating pain in my head and neck. Some days the pain is still so incredible, I cannot function. Three months of my life was completely "lost." Pain causes a lot of things. The pain caused my blood pressure to rise. Often times, I am still not my normal self. I missed a lot of work because of the pain, the physical therapy and counseling sessions.

I did all the right things: I have taken advantage of one of the best benefits offered to us as Adult Probation Department employees, which is the Employee Assistance Program. I have attended grief counseling, I have learned deep breathing and relaxation exercises, and I am still (over one and one-half years later) under the care of a neurologist who specializes in pain management.

Sometimes a grieving person will need something as simple as understanding. I know that's what I needed most of all, but unfortunately, most people don't know that. Unless a grieving person openly lets you know what they need, perhaps one of these things might help: A hug can do wonders, or a visit, a phone call, or a card. Just letting the grieving person know that you care and that you will still be there when they get better can mean a lot. What I needed least of all was to encounter any more grief.

Some of the things I heard that I didn't need to hear were: You're not the only one who has lost a loved one. I lost my mother. I lost my father. My brother died, too. I know how you feel. At least it was quick. At least he didn't suffer. Be thankful that he is in a better place. You're driving everyone away. You're not going to have any friends left. We don't like you any more. You don't like us any more. What's wrong with you? You need to get out; the fresh air will do you good. Although these things may be said with the best of intentions, it may not be very helpful for a grieving person to hear.

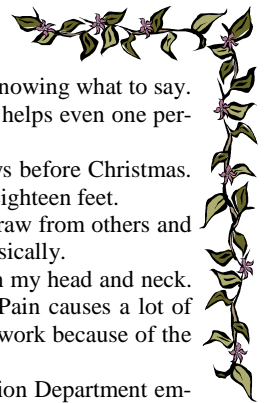
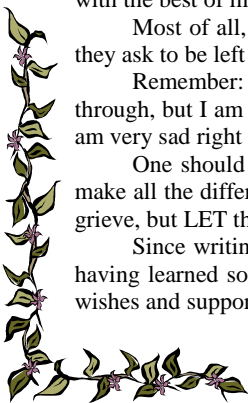
Most of all, **listen** to what the grieving person really means, and not necessarily what you **think** they mean. For instance, if they ask to be left alone, it probably means for the time being, certainly not for the rest of their life.

Remember: what works for you may not necessarily work for someone else. This loss is the worst thing I've ever had to go through, but I am going **through** it. I will get **through** it. I am not going **around** it, or **over** it, or **under** it. I am going **through** it. I am very sad right now, but I will not always feel as I do now. I will laugh again.

One should not have to explain grief or apologize for grieving. Death is as natural as living. It is a part of life. What may make all the difference for someone who has suffered a tragic loss is just to "be there." You don't have to approve of the way they grieve, but LET them grieve in whatever way they choose, and **be there** when they get better.

Since writing this article, I have experienced the recent loss of yet another brother. Although losing a sibling is never easy, having learned so much with Jimmy's death, I am able to deal with this one a lot better. My family and I appreciate all the well wishes and support we received from the probation staff. ☞

by Carolyn Page, WRC



News from the Northern Division



These days, the Northern Division has been considering options and approaches to a familiar yet ever present topic. As circumstances and situations change it is always fruitful to renew discussion on issues that may have become so familiar that we tend to dismiss their importance. Our ideas regarding ethical behavior may change in accordance with the dominant social ideas of the time or in some cases, the power structures that define an environment. In a professional setting however, ethical behavior becomes much more concrete.

The Coen Brothers, in their latest film, *The Man Who Wasn't*

There, deal masterfully with a situation that demonstrates how one unethical act triggers a series of events that totally escape the control and certainly the intentions of the person who committed the unethical behavior. All of us who work in the area of human behavior and its consequences on other people would benefit from healthy discussions regarding our own actions and how we can positively or negatively affect our surroundings. Not all behaviors are clearly ethical or unethical. Certainly our emotions and fears can interfere with our grasp of otherwise clear principles, lending a difficult dimension to our ability to respond in an ethical manner. While we can refer to the Code of Ethics for Arizona Probation Personnel as a source of information on this topic, we can also recognize that behavioral decisions are usually influenced by more than one factor. An action that compromises our integrity, however insignificant, can be potentially serious in light of other information or concerns.

At the next Manager's Forum, the Northern Division hopes to present some valid and current issues regarding this important topic. Stayed tuned. ☞

by APO Supervisor Paula McKenzie

Project to Help Others Given Boost by APD Staff

Greetings from the food basket committee! As many of you know the Food Basket Committee has been providing food and toys to families for over *fifteen years* throughout the holiday season. Due to recent administrative restrictions, it has become a great deal more challenging to obtain funds and resources for the Food Basket project.

This year, because generous APD employees made personal donations of time, money and food, we were able to fill every referral. We also referred families to St. Mary's for food and Westfork Church for clothing.

Food baskets were distributed to approximately 50 families over the holidays! But the best news is that we provided food, toys and even some clothes and Christmas trees to nearly 120 children!

Special thanks to WCB information staff who collected money, Julie Begonia's division who gave a large donation, the WRC Fun Police, Trish O'Connor, Cathy Morris and Dominic Lodator who collected items, and Wells Fargo support staff who loaded baskets as well as those who individually donated.

This year proved that this project can be supported solely by APD staff! To facilitate the 2002 Food Basket project, we will be asking for donations in July.

If you are interested in helping with this endeavor contact Katie Tomaiko at 602-372-2341. ☞



Employee Discounts



Great deals for you and your family for little or no money! Spread the gift of education to individuals that you know whose reading level is between 4th and 6th grade. By requesting a free issue of the monthly publication *News For You*, you will be able to provide valuable information on education, law, health and other topics. Although targeted for adults, those of any age can benefit. You can receive one issue free by writing to New Readers Press, Dept. 100, PO Box 888, Syracuse, NY 13210.

Have a college student in your family? Why not look into *The College Answer Service* from Sallie Mae, where you can speak to a financial expert pertaining to all the questions associated with the cost of college. From the experts you can receive options on various loans, grants and student aid as well as find the lowest interest rates. For more information call 1-800-891-4599.

As a reminder, Valentine's Day is just around the corner! So, with that in mind, you can subscribe for a free subscription of *Loveletter Newsletter* for one year with plenty of romantic ideas and letters full of humor, love and experience from various readers. Greg Godek, author of *1001 Ways To Be More Romantic* has offered this promotion and is available to you by calling 1-800-727-8866. You can also receive a "Tip Sheet" by calling *Celebrate Romance* for more romantic ideas at 1-800-368-7978. ☞



Automation Update

Happy New Year, from the Information Technology staff. In the past six months we have added staff to the business analysis arm of development, resulting in better programming and faster responses to requests. We're sorry to report our Lead Trainer, Ron Mason moved on to another career opportunity in November. We plan to have a new Lead Trainer on board before the end of January.

Below are project updates on some of the requests we have been working in the last calendar quarter of 2001 through Judicial Information Systems.

1. Automated Victim Database (Delivered December 2001)

Billie Grobe's Victim Services Unit now has programming to keep victim services up to date and maintain legislative requirements for tracking, notifications and handling requests. At some point in the future, the Victim Services screens will be included in APETS. The VSU staff is prepared to assist officers with questions.

2. Timesheets Replacement (Pending, target implementation in February 2002)

A new web-based timesheet accessible in the County Intranet is in the final stages of testing. It is easier to manage and faster than the existing WANG program. Scott Allen and the payroll staff have been instrumental in its development. This WANG will be retired from service upon completion of this program.

3. Metaframe (Delivered October 2001)

Application speed was drastically improved and the system is ready for users as demand arises. This project was critical to move the virtual office concept forward. The Northeast office will be the first to have all users set up for access to help transition their potential building move.

4. PRINET History (Delivered November 2001)

Historical offender data records from the WANG system are available as an option for officer review. This is accessed in the same way that Historical LEJIS data is retrieved.

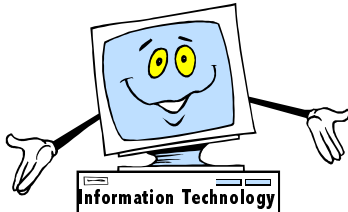
5. On-Line Training (Delivered December 2001)

This web-based program is available on the APD home page tracking Cojet credits and providing report generation. It provides reports for officers to see their personal training records, supervisors to view their units' hours and compiles Department reports. Improvements are scheduled for planning early this year to assist training administrators efficiency.

APETS development continues to be a high priority. Maricopa County Adult Probation requested the following improvements to the State Steering Committee in December's meeting:

1. Automated generation of monthly officer reports.
2. Ability to update and maintain petition history on cases and keep case records current.
3. Consolidation of Presentence into APETS, including assessment and screening tools.
4. Completion of the Palm Pilot to conduct fieldwork with single point of entry and synchronization to APETS.
5. Field reassessments and case management planning and tracking. ☞

by Project Manager Mark Hendershot



Mark Hendershot is the Project Manager in APD's Automation division.

Grobe...

(Continued from page 8)

duct monthly meetings with community providers of substance abuse treatment. These meetings are designed to improve collaboration between agencies and APD, and to improve the quality of services.

How have you grown while with the Department?

When I started with the Department, I was very shy and not always confident of my abilities. The opportunities afforded to me by the Department have broadened my skills and abilities. I have more confidence in myself.

Any thoughts on the current "movement" of the Department since it has been under the leadership of Chief Broderick?

It's encouraging to see our Department bring more focus to achieving our goals and objectives. We were somewhat scattered and spread thin before the arrival of our new Chief. She helped us identify what is important to the organization and, more importantly, helped us secure the resources we needed (and will continue to need) to achieve our goals. The other thing that I hear a lot about from officers, supervisors, and support staff is the focus on accountability. Everyone I talk to is pleased with this change – particularly, with respect to accountability being a focus at every level of the organization.

Other Stuff

It is frustrating, sometimes, to know that there is money available for the treatment of probationers who fit the criteria for DTEF, and the fund is not being taken advantage of to the extent that it should. For example, each month DTEF staff e-mail probation officers to advise them that their probation clients are eligible for full or partial funding of substance abuse treatment with licensed agencies within the community. On average, 70% of probation officers contacted with this information do not even bother to e-mail a response. By law, treatment must be made available to probationers who are sentenced under the provisions of Proposition 200. We would like to see more eligible probationers using the fund, but mostly, we would like to see probationers entering treatment, regardless if he or she is a self-pay or needs assistance. A short and courteous response to those e-mails about the probationer's entry into treatment or why it isn't happening at this time would be very welcome to DTEF staff. ☞

Thanks to Our Writers

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2002 Deadlines

Issue	Deadline
MAR/APRIL	JAN 29
MAY/JUNE	MARCH 26
JULY/AUG	MAY 28
SEPT/OCT	JULY 30
NOV/DEC	OCT 1



*Your Stories
Wanted*

Interested in
 submitting articles,
 announcements or
 success stories to
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 E-mail submissions
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