

# The Chronicle

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## The Chronicle

Adult Probation  
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## Chiefly Speaking “Moving in the Right Direction”



Sandra has been drug-free since February. She looks and feels better. Her parents and probation officer praise her for the changes she is making. Sandra has toys to give her children for Christmas and she is looking forward to quality time with her family this holiday season. It wasn't always this way. Sandra remembers past holidays when all available money was spent on drugs and the holiday itself was spent running around trying to score.

Sandra's story illustrates how meaningful our work is – we offer hope, where hope had nearly vanished, and we afford opportunities for change, where change equates to greater safety and well being. Employees throughout the Department identify strongly with our vision and mission. We are a mission-driven organization and that is exactly how it should be.

A good mission statement sets the direction and the strategic plan helps us stay on track.

We are continuously checking whether activities, decisions, and results support and accomplish what we set out to do. The department's "story" is told in terms of strategic decisions, administrative changes and performance results that are tied to our mission. The department is moving in the right direction!

During the past year, we restructured the organization to better support evidence-based practices, implemented the FROST, piloted a bail and bond review, established a pretrial caseload, created new promotional opportunities, conducted a marketing study for non-badged staff, moved to a new dispatch system, opened the Black Canyon building, completed a probation video, came through the State's operational review with many positive findings and no glaring deficiencies, received national recognition for the sex offender residential density application, were given state judicial honors for community involvement, and were selected to receive a Showcase in Excellence award for continuous improvement and performance excellence in our sex offender program. We are moving in the right direction and I know that we will continue to do so.

I am very pleased to report that Bill Harkins is going home. The courage and personal strength exhibited by Bill and Julia during these past four months has been truly remarkable.

**Seasons Greetings to all!**

## **Adult Education Program Exceeds Goals**

By: Lindell Rhodes

**A**t Arizona's 2005 Adult Education Program Director's Institute our education program was presented an award for exceeding AZ State Performance goals in "Student Gains."

Maricopa County Adult Probation Department's (MCAPD) Education Program continues to present extraordinary education, assist adults in becoming literate, and in obtaining the knowledge and skills necessary for employment and self-sufficiency. As we all know, the need in our Department for adult education continues to grow. We have been successful in providing educationally disadvantaged adult clients with quality education programs of instruction.

This year the efficiency of MCAPD staff was recognized by Arizona's Department of Education, Adult Education Division. Through hard work and dedication our teachers exceeded the AZ Department of Education established educational goals. The teachers determined to put an additional emphasis on follow-up and more frequent student reassessments. The result was an improvement of almost 20% increase in student goal achievement over last year's already outstanding achievement.



Lillie Sly, AZ Dept. of Ed. Associate Superintendent Educational Services and Resources , Lindell W. Rhodes, Director Education Services Maricopa County Adult Probation, Karen Liersh, Deputy Associate Superintendent Adult Ed. Services

## **Adult Probation has a New Organizational Structure**

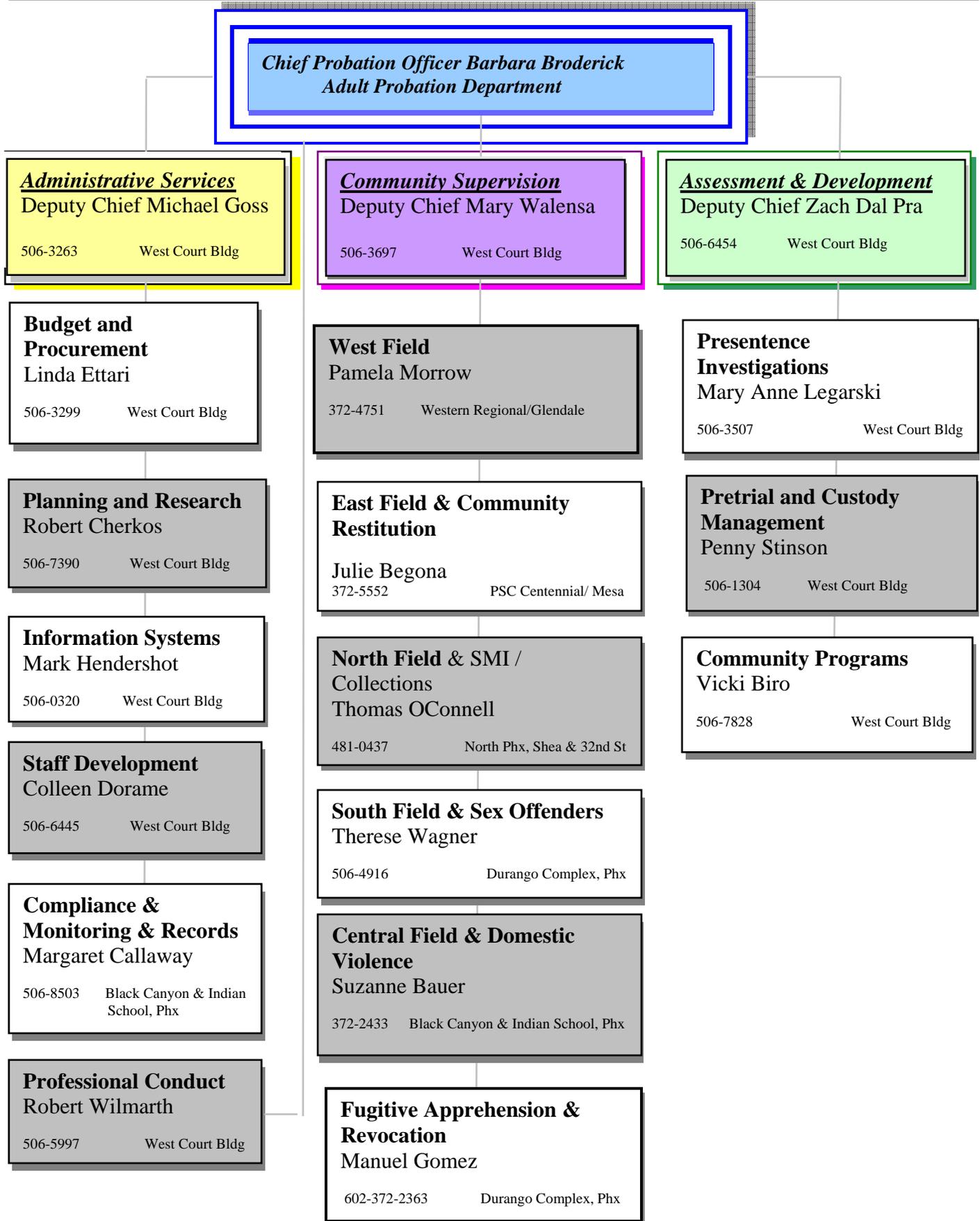
**A**nother phase of the organizational restructuring at MCAPD took place at the beginning of November. As you may recall, the Department started making organizational changes early in the year to better align our structure with evidence-based principles. A major aspect of the restructure has been to improve the regional field structure so that field directors could take real ownership of their regions. Evidence-based practice requires that we make connections within our communities. It is important that we know the availability and quality of services for probationers in our communities, and that we strengthen our ties with others in order to develop and improve practices that reduce recidivism. The latest phase in the organizational restructuring moved in-custody programs, services that are more administrative in nature, and the apprehension and court liaison functions away from the regional field directors, further aiding their ability to focus on the regions they serve.

A new Fugitive Apprehension and Revocation Division was created that includes the Warrants Unit, Court Liaison, and Dispatch. Manny Gomez is the director of this division, which is part of Community Supervision Services. His office is located at Durango. Manny said, "I think staff will find it interesting that these three functions were placed in the same division, as on the surface, they appear to be separate in nature. What staff will find is that they really are related to each other if you consider how a case comes through the system under a petition to revoke status. I believe that part of what we need to do is make the transition of a case from notification of arrest through the court process as seamless as possible."

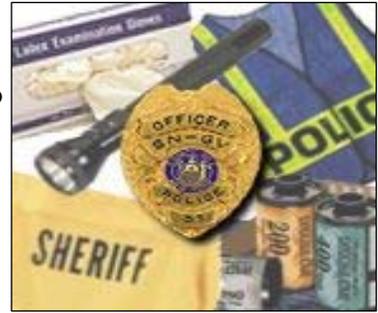
Another new division is the Compliance and Monitoring Division, which includes Indirect Services, Unsupervised Probation, and Records. Margaret Callaway is the director of this division, which is part of Administrative Services. Margaret's office is at the Black Canyon Building.

The Custody Management Unit and the Work Furlough program have been brought under the direction of Penny Stinson and her division has been renamed the Pretrial and Custody Management Division. The division is still part of Assessment and Development Services. Penny's office remains at the West Court Building, 2<sup>nd</sup> floor. Penny stated, "I see a wealth of potential opportunity in utilizing evidence-based case management practices in transitioning defendants from custody into the community."

Please see the new Adult Probation organizational chart on page 3. You can also find it on Adult Probation's home page.



## Special Incidents FY 2005



In reviewing the special incidents as a whole, the Department has an opportunity to examine some important safety and operational questions, such as:

- Are we conducting more searches?
- Are there any trends in terms of the material being seized?
- With what frequency are employees using force?
- What type of force has been used?
- What is the most frequent cause of employee injury?

The number of special incidents continues to climb. Fiscal year 2005 was the first full year of implementation of the continuum of force. This operational change resulted in more activities that were reportable as special incidents, and thus contributed to the increase. In FY 2005, there were 452 special incident reports, an increase of 36% over FY 2004.

The most frequently reported activity was Search, and yes, the Department is conducting more searches. There were 188 special incidents with one or more search activities (which includes residence, auto, person, and other). Search activities increased 64% over the previous year. Eighty-eight percent of the special incidents that included a search resulted in a seizure. Consistent with the past, the most frequently seized materials were drugs/drug paraphernalia and weapons. The number of firearms seized has more than doubled during each of the past two years, as shown in the table below.

Number of Weapons Seized in Fiscal Years 2003, 2004 and 2005			
Type of weapon seized	FY 2003	FY 2004	FY 2005
Firearms	23	49	110
Knives	56	39	85
Other weapons	58	16	34
Total weapons seized	137	104	229

Assaults against staff, including attacks by dogs, decreased from 13 in FY 2004 to eight in FY 2005. Half of the assaults (4) occurred in arrest situations. Assaults from dogs decreased from six in FY 2004 to two in FY 2005. Two employees were injured from an assault; dogs caused both injuries.

Threats increased 39 percent, with 57 threats reported in FY 2005. A weapon was threatened/implied in 23 percent of the threats. Probationers were the source of 56 percent of the threats; 12 percent came from family members/significant others, 14 percent from unidentified individuals, 12 percent from other individuals, and 5 percent from dogs.

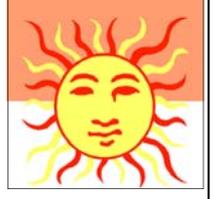
Use of force by employees increased 120% over FY 2004. There were 196 use of force activities reported, with 98% (194) reported by the Warrants Unit. The use of force by employees outside the Warrants Unit decreased, from 17 in FY 2004 to two in FY 2005. Only one use of force activity occurred in the office – empty hand restraints were used to gain control of a probationer who resisted arrest. The most frequently reported use of force was firearm drawn. There were 173 events/situations where a firearm was drawn, with 223 draws reported. Other types of force used were: handcuffs-31, empty hand restraints-21, and OC spray-1. The subjects of the use of force were: probationers-49% (95), family members/significant others-2% (3), and other-60% (116). Of the subjects categorized as “other,” 87 would be better categorized as “none” because there was no contact with a subject while a firearm(s) was drawn.

The most frequent cause of employee injury in FY 2005 was falling, followed by auto accidents. Six employees were injured in miscellaneous falls. Four automobile accidents resulted in injury to five employees. As a point of comparison, the most frequent cause of employee injury during the previous fiscal year was dog bites.

For further information, contact your division director or Cathy Wyse.



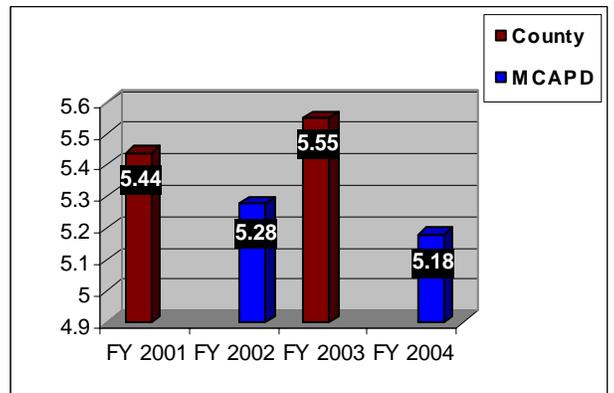
## Managing for Results Customer Satisfaction



With the holidays around the corner, many of us will find ourselves in department stores waiting in long lines and dealing with sales associates who have had long, stressful days. Oftentimes, the stress and long work hours result in poor customer service. Without a doubt, we can all share more than one story where we have experienced dreadful customer service to the point where we may have complained to the associate’s supervisor. On the flip side, perhaps you had such a great experience that you wanted to let the associate’s supervisor know what a wonderful job he/she did. Regardless of whether it is a good or bad experience, we tend to share the experience with others. Some of you may have had the opportunity to fill out a survey on the service you received. How relieving that must have been to express the level of your customer satisfaction via a survey.

Customer satisfaction is one of the Department’s MFR goals. MCAPD is dedicated to improving customer satisfaction with victims, offenders, criminal court judges, staff, and community and criminal justice partners. Every other year, the Department participates in the Employee Satisfaction Survey, which is administered through Maricopa County Research and Reporting. The Department’s objective under Goal D: Customer Satisfaction in relation to staff is:

- Staff satisfied with MCAPD will improve to an overall satisfaction score of 5.50 on the Employee Satisfaction Survey.



Results from previous years of participation in the Employee Satisfaction Surveys in comparison to the County.

November 30, 2005, was the last day for staff to complete the survey. We would like to thank all of you for your participation in the survey. Your input is valuable to us, as we strive to make MCAPD an organization that values and promotes employee feedback with increased customer satisfaction to our staff. Please keep an eye out for the next edition of *The Chronicle* where the results of this year’s survey will be discussed.

## Community Corner County Services Available To You



How important is your health, the health of a loved one, or the health of a pregnant woman? These are questions that we really need to take the time to think about. Often we don’t realize the importance that a healthy diet plays in our daily lives. Eating the right foods on a daily basis not only contributes to “healthy bones and strong teeth”, but it contributes to our energy level and our thinking capacity. A healthy diet is equally as important for a child’s learning ability in school as it is for adults.

The Maricopa County Department of Public Health can answer questions regarding nutrition for men, women, and children of all ages. If you have questions regarding nutrition, the Department of Public Health has set up a Nutrition Hotline where consumer questions on food, diet, health, and nutrition can be answered. Additionally the Department of Public Health’s WIC (Women, Infants, & Children) Program offers information and helps protect the health of high-risk pregnant, post-partum & breast-feeding women, infants & children up to age five.

For WIC locations & nutrition information call:  
480-966-3090

For more information on programs available through the Department of Public Health, visit their web site at:  
[www.maricopa.gov/public\\_health](http://www.maricopa.gov/public_health)

## APD ON-LINE

**What is APD On-Line?** APD On-Line replaces APETS On-Line. Simply stated it is an application that pulls part of APETS and other applications such as the DPS/DNA Databank into APD On-Line as an Intranet application in a caseload view.

**What does it do for APD users?** APD On-Line is a management tool for directors, managers, supervisors, and employees. It provides a single location to view key variables identified by directors and executive managers to measure business goals and outcomes. It is an interactive application working together with the Department of Corrections, iCIS, TASC and APETS. APD On-Line is a more efficient method of providing on-line services.

The newest addition to APD On-Line creates an easier way of tracking urinalysis results. It is a process that replaces paper referrals and provides on-line testing results. The APD Home Page provides a central web location for new services, training manuals, policies, and on-line services.

# SERVICES

## For APD Users!

*The APD On-Line application and instructional manuals are located on the APD Intranet web page for all case carrying employees to utilize as needed.*

Since its inception in Jan. 2005, APD On-Line has continued to perform with over 60 thousand electronic UA Referrals, and over 700 thousand UA Results being successfully reflected. Other projects completed this summer were -

Dashboard	April
Dashboard Reports	May
Deferred Jail Conditions	May
Dispatch Safety	May

➤ **So What's Next .....**

The next project is adding the FROST to laptops so PO's can remotely conduct interviews in the field.

**Thanks for all of your interest and involvement in our continued goal of serving APD.**

Contact - APD On-Line Coordinator /JoAnn Paulus, Business Analyst  
(602)-506-3521

## MCAPD Sex Offender Supervision Program Wins AQA Showcase in Excellence Award



The Maricopa County Adult Probation Department's sex offender supervision program has been selected to receive a 2005 Arizona Quality Alliance (AQA) Showcase in Excellence Award.

The prestigious Award spotlights specific organizational processes or programs for performance excellence. The Showcase in Excellence award is a smaller version of the Arizona State

Quality Award, which recognizes performance excellence in an entire organization. Arizona's Quality Award program is modeled after the Malcolm Baldrige National Quality Program and utilizes the same performance criteria. While there is no limit to the number of Showcase in Excellence awards that can be given each year, applicants must meet strict guidelines to be selected for an award.

Maricopa County Adult Probation Department's sex offender supervision program has achieved very good performance results, with a low recidivism rate in comparison to peers. Consistent with best practices in the corrections field, the program is based on a victim-centered approach and emphasizes close collaboration with both law enforcement and treatment providers. The Adult Probation Department has continually improved this program, repeatedly demonstrating adaptability to change and responsiveness to community concerns.

The Adult Probation Department's sex offender program exhibits a formalized supervision protocol, continuous evaluation for improvement, and emphasis on outcome measures. Since establishing the program, the Maricopa County Adult Probation Department has streamlined supervision practices so that knowledgeable officers supervise sex offenders and the Department is better able to monitor how this population is supervised. According to the Department, placement of sex offenders in appropriate treatment is a key requirement because it provides sex offenders with an opportunity and the tools to make pro-social behavior changes, thus reducing their risk to the community. Systematic evaluation and improvement tools have been incorporated in the Department's process, including on-line policies and procedures, a contract oversight administrator to monitor treatment provider performance and financial expenditures, and on-line access to offender records for tracking and research.

The Department will be presented with the Showcase in Excellence Award at the AQA Annual Award Banquet on December 15, 2005.

### Just A Click Away

EMPACT Suicide Prevention	602-254-1500	<a href="http://www.empact-spc.com">http://www.empact-spc.com</a>
EMPACT Sexual Assault Services	480-736-4949	<a href="http://www.empact-spc.com">http://www.empact-spc.com</a>

## New Officers Graduate

By: Holly Burdine

Congratulations to our thirty-two new officers! On November 9, 2005, Presiding Criminal Judge James Keppel and Deputy Chief Mike Goss officiated the graduation ceremony. As always, it is a great pleasure to share information, ideas and enthusiasm with our new staff. They bring an array of prior experience and job knowledge to their new positions.

Holding with the holiday season, Staff Development is thankful for the generosity of time and expertise of our existing staff members who make possible the training of our newest employees. It takes a team of trainers to get the job done. Thanks to each of you who assisted with a field ride-along, office observation or classroom training.

**Best Wishes for the New Year,**  
Staff Development and Training



Front row, left to right: Gabriela Perez, Mary Beck, Jennifer Cooper, Roxann Williams, Kristi Slade, Roxanne Munoz, Melonie Gonzales  
Second row: Tony Perez, Gregory Scott, Teresa Scharneck, Christina Rodriguez, Sarah Rivero, Emmanuel Briseno, Kenneth Gorr, Adam Cook  
Third row: John Patterson, Melissa Santa Cruz, Jim Lash, Ginny Wombolt, Melissa Froderman, Lindsay Hertzler, Ryan McBride, Joni Delaney  
Forth row: Charlene Bruce, Tina Swanner, Robert Craig, Rolanda Thomas, Shane Glynn, Jon Pinnere  
Not shown: Odetta Blomker, Mark Barthel, Gazell Taylor.

## Ed Turner Retires



Ed Turner, Marialice Haney and Chief Barbara Broderick

Farewell to Ed Turner as he retires from the Department. Ed began his career with probation at the old South Mountain office under the supervision of Deputy Chief Mary Walensa (who was a supervisor back then). Ed spent over 19 years as a probation officer and the last 11 years as a probation officer supervisor. His various assignments throughout the years included: IPS, Sex Offenders, PSI, and Court Liaison. His contributions to the Department have been many. For Ed, the most memorable was the Manual Rewrite Committee.

The Committee was responsible for revising approximately 150 policies (some of which were close to 20 years old) and automating the manual into WANG. The Committee worked on the revisions (line by line and word by word) and automation for two years. Early into the project, Ed showed true leadership. In the end, the Committee's hard work was recognized with a NACo Award.



Ed Turner and Marty Soto



Ed Turner and Mary Anne Legarski

Ed ended his service to the Department on September 12, 2005. The final six years of his career were spent supervising the Garfield Probation Center and the IPS unit 9. For Ed, The Garfield Probation Center became more than just another assignment. In his own words, *"Garfield truly epitomizes the vision of restorative justice and community supervision. It grew on me and hopefully I helped the officers and the community fulfill their mission."*

Ed's final words to the Department, *"I will miss the people and the friends I made over the years. It is the people that have always made our organization the first class outfit it is. To all those that are still at it, I wish you all the best. Take care of yourselves both physically and mentally and always set aside a little time each day for your personal bell-being. Be safe, be happy, and be proud of what we do in our communities."*

We wish you well Ed, as another door of opportunity opens for you!

### **Just a Click Away** – [www.notmykid.org](http://www.notmykid.org)

This site is chock full of information about adolescent problems including suicide, drug abuse/dependence, eating disorders, psychiatric problems, running away, etc.

Christina Colletta of the Not My Kid Organization presented a very lively talk at the recent statewide Probation Chiefs' Awards Day on 10/17/05. She talked about her scary trip through adolescence and how her issues are repeated numerous times by a large number of teenagers in the USA.

Check out the site for all kinds of interesting information.

## Judy Bettis Retires



Judy Bettis with her T-shirt quilt.

Congratulations to Judy Bettis on her retirement. In her years of service, Judy has seen quite a bit of change with the Department. When she first started with APD in the early 80's as a Report Typist, she recalls having to type reports on typewriters back when they had to be error free. No whiteout or erasing!

Judy has worked in a variety of positions throughout the years: Lead Operator, WANG Troubleshooter, Officer of the Day, Word Processor, and Caseload Administrator. Some of the units Judy worked in include: Word Processing Center, CHRI Department, IPS LEGIS, and Interstate Compact, where she finished out her career with APD.

To send Judy off with a warm retirement gift, her unit (Interstate Compact) made her a T-shirt quilt signed by various staff. Judy's final words to the Department are: "I have worked with the best of the best; hard working, good-hearted, giving and generous people. I want to say a fond farewell to so many with whom I've lost contact over the years; ones who have left me with special memories and a deep impression on my heart."

Judy, we wish you much happiness as new doors of opportunity open up for you in your retirement.

## Building Security

By Marty Soto

In the wake of recent events involving probationers and firearms, the Department has made a concerted effort to work with Court Security to evaluate the status of our buildings with regard to safety. As a result, representatives of Adult Probation and Court Security have made a number of on-site visits to such offices as WRC, BCB, PSC, Southport and Garfield to review safety procedures and bring recommendations back to the County.

Of utmost priority is the need to keep our offices safe from firearms. It is with this in mind that each building is being evaluated to explore better ways to control entrances and exits. As usual, some buildings lend themselves to easier planning than others. Any building that is workable to the concept of identifying one entrance and exit will be converted by way of the use of metal detectors, if our recommendations are followed. The biggest change to staff will be the inconvenience of channeling visitors to these singular entryways. Hopefully, the biggest advantage will be in knowing that no one in our offices is in possession of a firearm without the proper authorization.

A by-product of our evaluations has been a number of recommendations made to improve such safety items as our system of panic buttons, the reinforcement of a number of windows in our offices, the standardization of "arrest rooms," and improvements in lighting where appropriate. As ideas are formulated, additional recommendations could be made. As of this writing, plans are being made to visit Northport, Scottsdale, Coronado and the Juvenile Probation offices. It is important to keep in mind that Court Security has recommended a standardization of processes for as many buildings as possible. We should be able to do this through many of the improvements that are recommended. As always, no matter what improvements are made, nothing will ever be able to replace good old-fashioned vigilance!

## **CHANGING LIVES THROUGH EDUCATION** **12<sup>TH</sup> Annual Literacy Program Graduation**

**T**hursday, October 6, 2005 marked the 12<sup>th</sup> Annual Literacy Program Graduation. It was a landmark day for many Maricopa County citizens. Over 200 plus students received their GED through the Maricopa County Adult Probation Literacy Program. Family, friends, probation staff, court staff, and staff from the Literacy Volunteers of Maricopa County joined together at the Phoenix Preparatory Academy to recognize and celebrate with a portion of the 200 plus students who received their diplomas. Many of these students completed their GED courses while working, attending counseling, parenting, and managing other adult responsibilities.

Each year the Literacy Program gives out awards of recognition and college scholarships to students. This year's recipients of the Special Achievement Awards include: Sabrina Otero, Ana Martinez, Raquel Acosta, Karyn Duett, Rachel Ray, Gina Hyson, Bibiana Cervantez, Maria Arce, Alex McClure, Jose Valtierra, Michael Constanza, Rob Edwards, and Jesse Gomez. Recipients of the ALTRUSA Scholarships include: Rachel Acosta, Maria Arce, Jesse Gomez, Karyn Duett, Jesus Quezada, Gina Hyson, and Debbie Vergakis.

Congratulations to all the students. Your hard work has paid off. Many thanks to the many probation officers and surveillance officers for supporting the education program.



Left and Below:  
2005 Graduates  
from MCAPD  
Education Center





***25 Year Anniversary with MCAPD***

**Jan Johnston**

**10/14/05**

***20 Year Anniversary with MCAPD***

**Pamela Morrow**

**10/07/05**

**Derrick Knott**

**11/03/05**

**Nicholas Crowder**

**11/04/05**

**Kyla Strader**

**11/18/05**

# Thanks to Our Writers

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Berta Prince  
Linda Savage  
Cathy Wyse

## *Your Stories Wanted!*



Interested in submitting articles, announcements or success stories to *The Chronicle*? E-mail submissions to Janet Baca at [jabaca@apd.maricopa.gov](mailto:jabaca@apd.maricopa.gov)



## *Success Stories Welcome!*

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