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# The Chronicle

NEWSLETTER OF THE  
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive



CHANGE. .

## Chiefly Speaking: FY 2014 Employee Satisfaction Survey Results



Every other year a survey is conducted to gauge employee satisfaction and to help identify areas in need of improvement. Employee satisfaction is an important aspect of organizational success and is included in our strategic plan:

*Managing for Results Goal B – “Customer Satisfaction” – By the end of FY 2015, MCAPD will recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction by achieving the following benchmarks:*

- Increase the Employee Satisfaction Survey overall satisfaction score for MCAPD staff from 68.38% to 70%.
- Increase the average department years of service for badged staff retention rates from 8.55 to 8.9 years.

There were some changes in our employee satisfaction survey (ESS) this year. In the past, the survey was conducted by the Maricopa County Office of Research and Reporting and was administered via paper and pencil in various office locations. We listened to staff, and this year, employees took the survey online, which allowed staff to participate at a convenient time and location, without the need for travel.

The survey instrument was shorter this year. Adult Probation employees participated in the CourTools Performance Results – FY 2014 Employee Survey with the rest of the Superior Court. The CourTools Performance Survey provides a standardized set of performance measures across court departments, and our participation in this survey is consistent with the Court Management Team’s goal of a unified Judicial Branch.

Our Department’s participation also provided an opportunity to have some input into the questions on the survey. Some of the questions from previous employee satisfaction surveys were carried forward, and some of the questions changed. This year’s survey had 71 questions in nine (9) categories.

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Sixty-six percent (66%) of MCAPD employees participated in the FY 2014 Employee Satisfaction Survey (e.g., 695 of 1057 employees). This is a good participation rate. We know, initially, there was some confusion regarding whether Adult Probation employees were supposed to participate in the CourTools survey. Also, employees have told us that you feel participation in the ESS should be voluntary, so employees were not pressured to participate this year. A high rate of participation strengthens the power of the data and creates a strong “employee voice.” Having strong data has been helpful when discussing employee issues, such as compensation, with the Board of Supervisors.

Let’s take a look at the results of the FY 2014 employee satisfaction survey. The rate of overall employee satisfaction was **87.4%**. This is a very positive result that exceeds our target under MFR Goal B. We also exceeded our target retention rate under Goal B. In FY 2013, the average years of service for badged staff was 10.9 years.

The following table displays our Department’s ESS results in each of the nine survey categories.

FY 2014 Employee Satisfaction Survey Percent of Employees Satisfied by Survey Category	
Survey Category	Percent of Employees Satisfied
Personnel and Communication	83.9%
Employee Satisfaction Survey Results	84.7%
Strategic Planning	95.4%
Performance Management	87.6%
Work Environment	87.0%
Training and Development	89.6%
Customer Service	88.8%
Workforce Diversity	92.0%
Continuous Improvement	88.3%

Analysis of the ESS results included looking at the areas that had the highest scores, both in terms of employee satisfaction and employee dissatisfaction.

#### **The top five (5) areas of employee satisfaction (% satisfied)**

Survey items were ranked according to the items on which the highest percentage of employees expressed satisfaction. The top five (5) items and their survey category are:

#### PERSONNEL AND COMMUNICATION

- When appropriate, I am encouraged to use my own judgment in getting the job done. (98%)

#### WORK ENVIRONMENT

- I am proud that I work in the Judicial Branch (97%)

#### STRATEGIC PLAN

- I understand how my job contributes to the overall mission of the Judicial Branch. (97%)
- I understand the relationship of my job to my department’s Mission, Vision, and Values. (97%)
- I understand the relationship of my job to my department’s strategic plan. (97%)

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The results of the Employee Satisfaction Survey, including employees' written comments, indicate some continuing positive themes. These include:

- ◇ Employees are very supportive of the agency's vision and mission.
- ◇ Employees enjoy the people they work with and like the flexibility/autonomy of the job.
- ◇ Staff believes that their benefits are very good.

**The top five (5) areas of employee dissatisfaction (% dissatisfied)**

Survey items were ranked according to the items on which the highest percentage of employees expressed dissatisfaction. These five items and their survey category are:

**PERSONNEL AND COMMUNICATION**

- My pay is fair in relation to my job requirements. (43%)

**PERFORMANCE MANAGEMENT**

- My pay is based on performance. (41%)
- I participated in the process of defining tasks and developing goals for my specific job. (28%)

**WORK ENVIRONMENT**

- There are a satisfactory number of employees in my unit in relation to the amount of work that needs to be done. (32%)
- Performance problems are dealt with in a consistent and fair manner. (28%)

Another perspective to consider as we look at this feedback from employees: while these areas had the highest percentage of dissatisfied responses, the majority of employees expressed satisfaction on these items.

After reviewing the results of the employee satisfaction survey and putting them in the context of our departmental goals, these are top areas for improvement:

- ◇ Compensation - While we made some progress this past year with employee pay raises and completion of a market study for the officer series, compensation is clearly the number one issue.
- ◇ Non-badged staff feels that they are not as valued as officers since they have not been market studied for years.
- ◇ Issue of bringing back the option to flex times (9/80 or 4/10s)
- ◇ Technology is behind the times.
- ◇ Better communication with the Criminal Bench – employee satisfaction in this area increased considerably since the last survey, however this continues to be a very important area and one in which we want to do well.
- ◇ Stronger communication/accessibility and consistency amongst managers with staff.

In summary, we had hoped to satisfy MFR Goal B with an overall employee satisfaction rate of 70% and have achieved a rate of 87.4%. Although we have areas in which to improve, it is important to note that the rate of dissatisfaction in these areas has gone down since the last survey. Our next steps are to align this year's ESS results with the results from the Empathy & Understanding forums and to work with the Court to tackle the identified items. Court Administrator Raymond Billotte wants to meet our management team, and we have scheduled meetings with managers in all APD divisions to discuss our ESS results and what our next steps should be as a Judicial Branch.



# E-filing Petitions to Revoke

By Mark Hendershot and Cathy Wyse

*A few small clicks, a giant leap...*

The electronic filing of petitions to revoke probation and warrants (EPTR) was fully implemented this month (October 2013); the entire Department is now submitting petitions to revoke electronically. This milestone marks the successful completion of a major automation project and a significant process improvement in core business practices. The accomplishments and benefits from the project are substantial.



**Unit 15: Front Row: Pete Jacaruso, Jazmaine Wilkins, Achi Yapo; Back Row: Anna King, Emily Cook, Ines Jankovic, Nicole Branham.  
Not Pictured: Amber Holcomb, Suzanne Segarra**

E-filing has been a long time coming. Electronic filing with the Superior Court was identified as a potential automation project back in 2004, at which point, a vision began to emerge. E-filing became and remained the Department's top strategic automation goal for many years. Initially, decision-makers wanted to begin e-filing with a simple process, the Memo to the Court, however, gears shifted and a bold decision was made to take on the most complicated process, EPTR. Business analysis for EPTR began in earnest in 2010. In August 2012 the Superior Court approved EPTR as part of the iCISng project, propelling the stunning advances realized this year.

The goal of the project was to create a paperless system to deliver documentation from the probation officer to the judicial officer informing of violation behaviors and to improve the time frame for posting arrest warrants. Public safety and officer safety were the most compelling reasons to expedite these processes. The manual process took an average of 10 to 14 business days for court processing.

The scope of the project was to automate the data entry and distribution of the petitions and warrants across seven agencies and departments. Included in this effort were the State Administrative Office of the Courts, MCAPD, Superior Court in Maricopa County, Clerk of the Court for Maricopa County, Maricopa County Sheriff's Office (MCSO), and Integrated Criminal Justice Information Systems. Superior Court Technology Services led the effort. A high level of collaboration and cooperation between these departments was instrumental in the project's success.

This project replaced manual worksheets, word processing, and passing paperwork through supervisory approval. Information is pulled automatically from databases, thus reducing workload and potential for errors. Supervisors receive an electronic notification when a petition is ready for electronic review and approval. Delivery of five-part Petition to Revoke Probation (PTR) forms from MCAPD area offices across the county to the Superior Court downtown via daily courier was replaced with immediate electronic delivery to the judicial officer. Manual signatures were replaced with electronic signatures. One click approvals deliver the petitions and warrants from the judicial officer directly to the Clerk of Court, whose filing notifies the Sheriff's Office that the warrants are ready to be entered into the state and national warrants databases.

The Adult Probation Department was responsible for the business analysis for this project. MCAPD assembled a team of approximately thirty staff from across the department to build the workflows, data dictionaries, and quality assurance measures for tracking progress and assuring delivery of quality documents. This analysis was headed up by Business Analysts Mary Stuart-Bronski and Jaqua Davis, who devoted approximately 90 percent of their time over the past year to this project and have done a phenomenal job. They received significant and continuing assistance from two subject matter experts who have been involved from the beginning, Fugitive Apprehension Unit/ Southport Support Supervisor Olivia C. Ramirez and Probation Supervisor Dana Shepherd. Numerous probation employees have been involved in the project in various ways and have made valuable contributions to its success.

The pilot phase began in January 2013, approximately five months after programming started, with Anna King's unit in the Western Division. Morgan Stevenson's unit at Southport was the second field unit to participate in the pilot.



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The Fugitive Apprehension Unit was involved in the pilot from the beginning as was the Court Liaison Unit. The officers in these units and the support staff in these buildings were willing to try it first, ask questions, uncover issues, and provide feedback so that the process would go smoother. Programmers made many adjustments to improve the user interfaces and data integration with justice partners. At the end of the pilot phase in June 2013, thirty percent of the Department was filing PTRs electronically. Since that time, the remainder of the Department has come on board.

As of October 4, 2013, the Department had filed 3,355 PTRs electronically (including amended and supplemental PTRs). Going forward, the Department will electronically file PTRs and warrants on an average 825 probationers per month.

**Benefits and Impacts**

Electronic delivery of PTRs reduced court processing time by more than half, from 10-14 business days to five (5) days. In one urgent instance, a case was clocked at two (2) hours from probation officer to court sign-off. The reduction in time to secure a warrant increases public safety and officer safety by allowing an arrest to occur sooner.

Support staff, officers, and supervisors like EPTR. “In 30 years of working with officers, this is the first automation project I’ve seen that officers wanted,” said Chief Broderick. Some of the reasons staff like EPTR:

- Public safety and officer safety – faster apprehension of probationers in violation of their conditions
- Much faster process
- Elimination of walk-through warrants, involving officer time and travel
- Increased accuracy
- Accountability for quality of work product (officers and supervisors)
- Approval/support of the Court: recognize importance of getting a PTR/warrant processed
- Ability to track PTRs in process
- PTR cannot get lost in transit

“I could not have anticipated a project going so well,” said Anna King. “There was nothing bad about it. The whole unit and Mary and Jaqua were great. It’s been exciting and I’m glad I got to be a part of it.”

The Fugitive Apprehension Unit (FAU) has been able to significantly streamline processes and is receiving warrants much faster. Before e-filing, FAU support staff received the probationer’s hard file and PTR paperwork at the same time, so their focus was to assign the case to “Pending” and send the PTR paperwork to the Court for approval. Generally, by the time the paperwork was signed and returned from the Court, the warrant was in the system or MCSO had the warrant paperwork. With EPTR, FAU no longer receives the PTR paperwork to send to the Court and track its return. Instead, FAU receives notices of signed warrants in an electronic APD warrants folder and assigns the warrants to FAU officers. FAU officers often start working the warrant cases before receiving the hard files from field offices (although they want to receive the hard files as promptly as possible), and before MCSO has received and entered the warrant.

“The change has been a long time coming,” stated Olivia C. Ramirez. “I’m glad it happened during my tenure and I can’t wait for other petitions to go electronic. I applaud my support staff at FAU and Southport for their expertise in helping with the EPTR process.”

In terms of information technology, there were significant wins with this project. Transparent data integration was accomplished between APETS, APD Online, and iCIS. For the first time, the Administrative Office of the Courts accepted electronic files for posting in APETS.

Adult Probation’s Original EPTR Team

Shari Andersen-Head	Beth Garrow	Karl Kasowski	Olivia C. Ramirez
Mark Bergmann	Robin Gastelum	Tanya Kluender	Lolita Rathburn
John Bishop	Dawn Hamilton	Christine Macy	Andrea Romano
Cindi Barocas	Mark Hendershot	Sandy Mishkin	Dana Shepherd
Jaqua Davis	Howard Holmes	Scott Mortensen	Mary Stuart-Bronski
Sandra Flatten	Sherry Johnston	Audrey O'Donnell	Shirleen Tarangle
Theresa Franklin	Danielle Impellizzeri	Amy Primak	Laura Thomas





Left to Right: Olivia C. Ramirez, Mary Stuart-Bronski, Jaqua Davis; Not Pictured: Dana Shepherd

Within the Department, there is heightened awareness regarding the importance of data quality for EPTRs and future e-filing projects. This first step into the paperless business world has established a powerful information gateway. In the future, this gateway will transport all court documents filed with the Superior Court by MCAPD.

“This is a culture change,” commented Anna King. “For new officers being hired, this will soon be the only way they’ve known for submitting PTRs to the Court.”

## Getting to Know the Victim for Positive Change

By Tony Bidonde, Victim Services

In 2010, there were an estimated 725,189 incidents of aggravated assault and 2.4 million cases of simple assault in the United States. No one starts their day by saying, “I want to be assaulted today.” Victims of assault may experience a wide range of feelings and reactions to the crime. This article is about getting to know the victim and why it is beneficial, as well as what information can be disseminated to a victim.

A probation officer’s time and efforts are divided between offenders, victims, documentation, and other duties. If a probationer has a victim, it automatically increases the responsibilities on the part of the probation officer. The officer has an additional element to their case. Here are some things that the officer can do to connect with the victim:

- A. Initiate a call to the victim and introduce yourself.
- B. Listen to what the victim is saying and note how they are feeling.
- C. Address any questions the victim might have.
- D. Fall back on your training by using empathy and understanding, which are two key elements in interacting with victims.

Learning more about the victim may provide insight and aid the officer in managing the probationer.

Probation officers strive to meet the needs of probationers and victims alike. Careful and patient listening can open lines of communication that may avert fundamental misunderstandings. Attitudes can be perceived over the telephone and the way we present information is important, as that will create a lasting impression on those on the receiving end. One way to start a dialog with a victim might be by explaining what probation is and how it works. Most of us who work within the criminal justice system are savvy about its inner workings; crime victims are generally not. Any information provided can help to empower the victim, creating an opportunity for positive change and placing them one step closer in their journey to heal.

The Adult Probation Department’s intranet has valuable resources that can benefit probation officers in knowing what they can say to the victim. Each of the topics cover numerous scenarios and the most frequently asked questions (FAQ’s). The subjects covered are:

- A. Victim Services Unit
- B. Victim Information Form (Change of Address)
- C. Disclosure FAQ’s (what can be discussed)
- D. General FAQ’s, Restitution FAQ’s
- E. Protective Order Center

The link below will take you directly to that page. Contact me if you have any questions about this topic or other victim issues.

Probation Department’s Intranet: <http://courts.maricopa.gov/apd/vsu/index.asp>

Tony Bidonde 602-372-8286 or at [vsu@apd.maricopa.gov](mailto:vsu@apd.maricopa.gov)





# Diversity Council Fall Festival

By E. Lamont Leonard

The Fall Fest, sponsored by the Diversity Council, was held on October 24, 2013, at historic Margaret T. Hance Park in downtown Phoenix. The event's purpose was to appreciate and celebrate the many tenets of diversity within the Adult and Juvenile Probation departments. It featured games, music, and various food booths; such as, Asian, Jewish, Mexican, Native American, M.A.R.S., and Soul Food. There were nearly 200 attendants, including Adult Probation Chief Barbara Broderick; Juvenile Probation Chief Eric Meaux; Deputy Chiefs Therese Wagner (APD), Michaela Heslin (JPD), Michael Cimino (APD), Saul Schoon (APD), John Schow (JPD), and Frank Groenewold (JPD); Presiding Juvenile Court Judge Colleen McNally; and Maricopa County Diversity Director Andrew Mesquita. The occasion illustrated how different colors, cuisines, and customs can unite and still be diverse.

Thank you for supporting the Fall Fest. Feel free to contact any Diversity Council board members for more information. They are Catharina Johnson, Cheryl Starky, Terry Lee, Chandelle Porter, Rodrigo Arce, and E. Lamont Leonard. ☞



# Nexus of EBP/Safety/Wellness Part II

By Julie George-Klein, Tricia O'Connor, Michele Butcher, Kirsten Lewis, and Gary S. Streeter

An incident occurred at the Southport office several months ago that illustrates the effective use of verbal skills to de-escalate, motivate, and persuade. A probationer reported to his probation officer for a regularly scheduled office visit. During this visit, the probationer became highly agitated; his face turned red, arms began shaking, and his voice became elevated. He then made threats to the officer, which resulted in the officer seeking the assistance of a supervisor and a SMI officer. Together, the three officers were able to use each other's calm presence and support, knowledge, experience, verbal de-escalation skills, and motivational interviewing techniques. Not only were they successful in de-escalating the defendant, but they were also able to motivate him to be transported by police for a mental health evaluation, despite his initial resistance to this idea. This scenario nicely exemplifies the nexus (connection) between evidence-based practices, safety, and wellness/stress management. It also demonstrates that combining these skill sets can have a synergistic effect (greater than the sum of its parts) that generates a powerful "Nexus Officer," better equipped to effectively handle the various aspects of probation work.

So, let's take a look at this from the Wellness perspective. If an officer has a probationer who is becoming agitated during an interview or walks in the door angry, as in this situation, the officer will use verbal de-escalation skills. Meanwhile, their own nervous system will probably get a bit "amped up" as they are dealing with an aggressive/agitated probationer and their mirror neurons are firing away due to the exposure of aggressive energy. This "amping up" creates stress hormones that are not necessarily good for the body. So with awareness about the internal change in their own bodies, officers can incorporate tactical breathing to keep the stress hormones down enough so their hippocampus is not impaired. The hippocampus is a fight or flight mechanism that affects the ability to think clearly. In short, the more the officer can physiologically remain calm, the better for the situation as the probationer's exposure to this calming presence may in turn help bring him back down to an appropriate level to effectively communicate. Being aware of how stress hormones impact the body in the short term, as well as in the long run, assists us in taking steps to keep ourselves well. In this case, the officer calling for assistance not only enhances safety, but also provides for an avenue to debrief and talk about the situation with those who were there.

In terms of EBP, let's think about communication skills. We know our verbal skills during a confrontation such as this are key – maintaining a calm demeanor to de-escalate the situation, talking to the probationer in a steady voice, evaluating the situation to determine the needed response, and taking immediate action (which often means moving yourself to a safe place) are critical. Developing a plan for your safety and running different scenarios through your head prior to an incident helps you to be prepared. The same is true for communication – the more you practice, utilize, and model effective communication techniques, the more likely you will fall back on these during a crisis. What does that look like on a daily basis? Listen to yourself to 'hear' if you are using all the steps of O.A.R.S. (open-ended questions, positive affirmations, reflections, summaries). Ask who is doing most of the talking - actively listening to the probationers helps you to gain collaboration and buy-in. Are you empathetic to the needs and concerns expressed by the probationer, being non-judgmental while encouraging positive behavioral change, yet still holding him/her accountable while keeping public safety in mind? Does the message you send with your body language match the one you send with your words? All these steps build a positive working relationship built on the communication techniques and behaviors that evidence-based practices recognize to be effective.

What about Safety and how it relates? Comparatively, by communicating effectively and listening attentively in the Southport situation, the officers were able to make mental notes of the probationer's words, how those words were being said, and what his body was doing while he was saying those words. This painted them a picture as to the probationer's current state and served as a precursor to a possible physical force encounter. Due to the dynamic nature of our interactions, we are consistently processing new information about our environment, including those in it, and adjusting our words and actions as necessary.

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As a result, these officers were able to create an environment that was supportive and conducive to the well-being of the defendant, while ensuring officer safety. It appears safe to say a key component in verbal de-escalation is situational awareness; subtle cues will cause us to quickly adjust our verbal and nonverbal responses to the needs of a new situation.

The Nexus! We are not just in the people business, we are in the change business, and the safety business. We understand people make mistakes, maybe the same mistake several times. However, we know these same people, with our guidance, are capable of effecting positive change in their lives; in fact, we expect it. We also expect to return home safe and sound to our loved ones every evening. Therefore, the aforementioned desire to help people change must accompany a strong sense of personal safety (which encompasses emotional and mental well-being) and consideration for community safety (which encompasses removing the highest risk individuals who cannot or will not change). So, when the unexpected rears its ugly head and we find ourselves in a tense situation, we have a variety of tools to help us respond appropriately. Unless defensive tactics or lethal force is deemed appropriate, we do what we do best - we listen and we talk.☺

## Nine New Probation Officers Join the Department

By James Sine

**P**lease join Staff Development in welcoming our nine new probation officers to the Department! On September 10, 2013, these officers completed eight weeks of training and are ready to jump into their new assignments. All officers were assigned to standard field units. Like the previous class of new officers, this class was able to attend an expanded full week of field coaching during training, which gave them the opportunity to work with an experienced officer. A real benefit to this is being able to put into practice many of the topics learned in class while still in a controlled setting. Feedback from all parties has continued to be extremely positive.

A very appreciative THANK YOU is due to our many adjunct faculty members for their ongoing contributions to training our new officers. We have continued to expand our training to include as many role plays as possible, some of which include veteran officers. Another enormous THANK YOU is due to the nine field coaches who took a full week to help our new officers become more comfortable with the job. Their wide range of knowledge and experience is essential to the learning process for new officers. Congratulations and good luck to our new officers on their new adventures!!☺



**Left to Right: Mary Mares, Brionna Benson, Abdul-Salam Noah, Lori Meyer, Kelly McCoy, Heidi Cichon, Joseph West, John Springer, Eric Poma**



# Evidence-Based Practices: EBP Task Force and Workgroup Updates

By QA Team: Julie George-Klein and Tricia O'Connor

Once again, we thought it time to provide a brief update on the work being completed by the EBP Task Force and its workgroups! As you may remember, the Task Force's main responsibilities are to assist with, oversee, and coordinate efforts regarding the Department's organizational priorities. In terms of general updates, there have been a few changes in the Task Force. In July, Task Force Lead Steve Lessard handed the torch to our new co-leads, Lolita Rathburn and Shari Andersen-Head. The Task Force also added a few new members to the table and followed Managers' Action Committee (MAC) recommendation, streamlining the project proposal process for MAC.

Aside from the changes in the Task Force, much has been happening at the workgroup level - let's get started! Since our last report out in the March/April 2013 *Chronicle* several months ago:

## Improve Empathy and Understanding (E & U)/Involve Staff in Decision Making – Therese Wagner

- Developed teams that will continue to work on staff E & U results to include:
  - Increasing Executive Team presence
  - Reviewing/revising random assignment process
  - Reviewing/revising after-hours calls policy
  - Implementing standards of communication
  - Creating a plan for new supervisor transition
- Facilitated four E & U sessions for supervisors. Results shared with Executive Team and supervisors. Creating a team to further review/address results.

## Collaborate with, Train, and Educate Treatment Providers – Steve Lessard

- Met with newly contracted providers
- Attended/provided training for IPS units adapting CJDATS II model piloted by IPS unit at PSC
- Created departmental workgroup to develop a treatment collaboration framework that will assist with collaboration effort in MCAPD, utilizing the CJDATS II model
- Continued to pursue electronic data sharing with providers

## Enhance Consistent Quality Assurance Among all Supervisors – Donna Vittori

- Completed Supervisor Expectation Policy and Supervisor Policy Standards at a Glance. The Supervisor Expectation Policy is finalized and on the home page under Policies (Administration section). The Policy Standards at a Glance is still being revised to ensure a format that best meets the needs of staff.
- Initiated activities to enhance consistency in meetings between directors and supervisors
  - Identified topics to address during meetings; related to staff E & U findings
  - Created draft Communication Plan
  - Created draft Implementation Plan/Framework for meetings

## Develop a Comprehensive Training Plan – Colleen Dorame

- Gained approval for the Comprehensive Training plan to be posted on intranet
- Continued to facilitate Supervisor Leadership Academy (SLA)
  - Completed 5 classes this year with current class to graduate in December 2013
- Set goal to create blended learning for SLA, to include both online learning and in-class presentations
- Initiated creation of leadership program for staff



ON  
**11-12-13**

THE **NEW** AFTER HOURS ARREST CALLS PROTOCOL GOES INTO EFFECT. MORE INFORMATION TO COME, CHECK YOUR EMAIL AND GATHER THE DETAILS FROM YOUR SUPERVISOR.



GET BACK TO SLEEPING LIKE THIS LITTLE GUY!

# Chief Broderick Joins Executive Session on Community Corrections

By Cathy Wyse



Chief Probation Officer Barbara A. Broderick is a member of the new Executive Session on Community Corrections, a joint project of Harvard's John F. Kennedy School of Government and the National Institute of Justice (NIJ). Members of the Session include approximately thirty (30) leaders in probation, parole, corrections, judiciary, policing and prosecution, advocates, scholars, elected officials, and experienced observers of U.S. corrections policy. This prestigious panel will help shape the meaning and future of community corrections in the U.S.

Harvard and NIJ began work on the first Executive Session on Policing in 1983. That panel, which included then Attorney General Ed Meese, developed and published a set of influential management and policy papers on community policing. The Executive Session on Community Corrections is forming at a time of reform in corrections policy as states explore new strategies for managing significant growth in jail and prison populations and the corresponding impact on public budgets.

The evolution of American correctional policy may well be guided by the work of the new Session. Members of the Executive Session on Community Corrections are reviewing and discussing a broad range of relevant materials and topics, including trends in correctional populations, crime, correctional costs, and public opinion; issues of poverty, racism, and social justice; community problems; the impact of incarceration; what works in crime control; data-driven and problem-oriented approaches; professional standards; victim assistance; and values. The Session aims to develop best practices and thinking for professionals across the public safety and criminal justice spectrum.

The first meeting of the Executive Session convened at Harvard on September 12, 2013. The Session will continue to meet several times through the spring of 2016 at Harvard University's John F. Kennedy School of Government. ☞

## Missing State Identification Numbers (SID): Tackling the Problem

By Cathy Wyse

Division Director Mark Hendershot says, "Unless we have a verified identity, we cannot assess a risk level, and that directly affects the safety of the community and our officers. Mark has a personal story from his IPS days that clearly makes the point. He and his IPS partner had been assigned a new probationer, who claimed he was from the Phoenix area, but local connections were not apparent. Suspicious, Mark went back to the office, carefully reviewed the file, and checked out the aliases. Turns out, the probationer had another identity in Chicago, where he was wanted on first degree murder charges. The offender was soon back in custody, and Mark developed a lasting interest in verification of identity.

In January 2012 the Department identified missing SIDs as a risk area for the Superior Court. In APETS, there were 1,500 Maricopa cases without a SID. By checking ACIC, the Department's Data Quality team was able to locate a SID for 1,000 of these cases and APETS was updated with this information. From there, obtaining SIDs for probationers without them met a major obstacle. Historically, the Arizona Department of Public Safety (DPS) established a SID only with a fingerprint record submitted by the police officer from the original arresting agency.

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Multiple criminal justice agencies were concerned about missing SIDs and the Administrative Office of the Courts (AOC) facilitated a meeting of stakeholders to discuss the topic, bringing together AOC, DPS, the Arizona Department of Corrections, the Maricopa County Sheriff's Office (MCSO), MCAPD, and the Arizona Criminal Justice Commission. An important outcome of this meeting was DPS approval of a new process for MCAPD and MCSO to obtain a SID on defendants without one.

In collaboration with the Superior Court and MCSO, new processes have recently been devised to remedy missing SIDs on both new cases and existing cases under community supervision:

1. Process improvement for new cases without a SID:
  - Training for commissioners in Initial Appearance Court and judges in Criminal Court
  - Lack of a SID identified in presentence report and APETS contact note
  - New standard order in minute entries for all probation supervision grants after 5/09/13 requiring the probationer to get fingerprinted for a SID if none exists
  - Sheriff's Office procedure for fingerprint processing based on Court order
2. Process improvement for existing cases under community supervision without a SID:
  - Court notified via petition to modify conditions of probation (for probationers sentenced before 5/09/13)
  - Behavior agreement for probationer to report to MCSO
  - E-documents submitted to MCSO by MCAPD
  - Ongoing data quality assurance: 90-day exception reports, Web-based instructions for officers, and follow up reports to officers and supervisors

The new processes increase community and officer safety by assuring that an offender's identity has been verified and his/her risk can be assessed. Establishing a SID also improves criminal history records: with a verified identity, an arrest can be tied to the disposition, creating a complete criminal record. ☞

## Shari Andersen-Head Receives State Award

By Cathy Wyse

**T**he Arizona Chief Probation Officers Association selected Shari Andersen-Head for the honor of 2012 Employee of the Year. Shari serves MCAPD in multiple roles including Managing for Results Coordinator, Victim Services Unit Supervisor, and co-chair of the EBP Task Force. Recognizing a gap in communication and services for victims, Shari collaborated with other department managers and staff to revise the victim policy, simplify victim letters, and develop the Victim Forum curriculum. She personally delivered victim training to over 1,000 staff. Shari also coordinated the service project with Streetlight USA at the APPA conference in Phoenix to bring awareness to domestic human trafficking and the resources available to victims. Shari is a champion for Adult Probation, within the Department and in collaboration with stakeholders. She sets high performance standards for herself and inspires others to do the same.

Chief Justice Rebecca White Berch, Supreme Court of Arizona, presented the 2012 Employee of the Year Award to Shari at the Statewide Annual Probation Employee Recognition Day held on September 19, 2013, at the East Valley Institute of Technology. ☞



Left to Right: Shari Andersen-Head, Chief Justice Rebecca White Berch, Chief Probation Officer Barbara Broderick

# Communications is More Than a Charley and 10-7

By Douglas Murphy

It was 10:30 p.m. when I sat down at the dining room table with my client, his parents, and a couple brothers, all looking at me as I read the Facebook posting, with a Glock displayed on the front page, threatening to kill my client. “i promise ill put a bullet in you ass right noww,” said one of the postings. Even scarier for my 20-year-old client and his family was the fact that Mr. Facebook had been at the house just a few hours before to confirm the address.

I didn’t know anything about Mr. Facebook other than he was a juvenile, had met my client at school where they got into some kind of an argument, and that he may be on probation. I wasn’t sure what to do late at night on a Thursday other than advise the family to call the police and file a report.

But I wanted more information so I could figure out whether or not this was a real threat and where Mr. Facebook lived. I looked up at the family and then at my radio, and it hit me. Less than 10 minutes later, I was speaking to the Juvenile Probation Department and was filled in on Mr. Facebook’s history, what he was on probation for, his address, and his juvenile probation officer’s name and number.

Facilitating contact with our brothers and sister in juvenile probation after hours and while in the field is just one of the services provided by the operators who staff the Communications Center 24 hours a day, seven days a week.

“We often get probation officers calling from the field asking for APETS addresses or gate codes or phone numbers,” said Don Laws, a six-year veteran communications system operator (CSO) who monitors three computer screens, with a telephone nearby. Operators can access APETS, JWI, or iCIS for officers in the field who need the name and phone number of a collateral, to check on special conditions of probation, to find the name of a victim, or like me, to get a phone number for Juvenile Probation so I could check on one of their clients.

“We can even access the internet for an officer to Google an address,” said Brandelyn Jackson, who has been supervising the communications operation for over two years. “It’s easier than going back to the office (to lookup information),” she said.

When I started in probation, I felt self-conscious asking a CSO for an address or a name or a number since I didn’t want to ‘bother’ them. Because of that, on several occasions, I wasted time going back to the office to look up something that was easily available in APETS or iCIS.

“We are busy,” said Brandelyn, “but just give us a few minutes because we also have to take care of the radio traffic.”

To provide extra security when asking for information, use the phone and call Communications at (602) 372-5900 instead of using the radio, and remember that at the end of the month, the CSOs get swamped as officers rush to make field contacts before a yellow dot turns red, so expect delays.

In the end, my client remained safe and it all ended well. The parents and my client filed a police report, the police made a late night visit to see Mr. Facebook, and the following day, the juvenile probation officer did a search of his home. Calling to see if Communications had a number for Juvenile Probation was well worth it. ☺

**Communication Systems  
Operator Mike Land**



## Managers Forum – Real Colors: Leadership Edition

By Arlyn Harris

Our Fall Managers Forum featured the always fun and applicable topic of Real Colors. Arlyn Harris and Kathy Daniels led us through a personal “color” reassessment and improved understanding of all four personality types identified within Real Colors. Many had not been to a Real Colors session in years, and some were surprised their color(s) had changed! Breakout groups for Blue, Green, Gold, and Orange discussed strategies for improved staff interaction and methods to incorporate Real Colors into our units. Colleen Dorame provided a Leadership Wrap-up, incorporating ties to theories learned in Leadership Academy.

Staff Development Supervisors Holly Burdine and Gary Streeter ended the morning with a training update, reminding everyone of the upcoming training year December 15<sup>th</sup> deadline and the mandatory requirements for 2013.☺



## What’s Happening in the Managers’ Action Committee (MAC)?

By Susan Savoy

Please give Jodie Rogan a big round of applause as she rotates out of the Team Captain position for your Managers’ Action Committee (MAC)! Jodie has graciously served over two years as a MAC leader and has been instrumental in helping with the many enhancements to our committee and for promoting positive changes throughout our department. Thank you, Jodie, for all your hard work and dedication!

Please welcome Alison Cook-Davis as she takes over in Jodie’s footsteps! Alison has been a member of MAC since the beginning and she volunteered for the Team Captain position because it is an honor to help lead the efforts of supervisors and managers to continue to strive for departmental greatness.

Thank you, Jodie and Alison!☺

## Random Reports Workgroup

By Alison Cook-Davis

A new MAC workgroup has formed to address concerns around random report assignments that were brought up by staff in the Empathy and Understanding sessions. Initial work was outlined during the APEX training and now we are starting to take a closer look at the process and how to alleviate some of the frustrations voiced by staff. The workgroup is in the initial fact-gathering stage, but additional objectives and time frames will be announced soon.☺





CELEBRATING  
**100 YEARS**  
OF SAFETY

# What were you **thinking?**

What else do I need  
at the store?

Was that  
a stop sign?

Sure, I'll pick up  
milk at the store.

This is one of the reasons for the Department's cell phone/text messaging policy [16.003](#)

Tell others about the dangers.  
**[distracteddriving.nsc.org](http://distracteddriving.nsc.org)**



## EBP Spotlight

**B**elow is a letter from a probationer telling his story in the probation system and how the officers he has had assigned to him, Gary Saunders, Gabriel Penunuri, Adeyemi Akanbi, Terry Short, and Tracy Gorr have helped to turn things around for him.

Hello,

My name is Bill Isfalt (not real name). I've been on intense probation for a year and a half. I've never completed probation before, let alone intense! It's always ended up with a prison sentence, and it would have this time if it weren't for divine intervention and my probation team. They didn't quit on me even though I was failing to meet the standards.

I was going through a very tough time in my life. I was selling drugs, and doing so on a very large scale... about a quarter pound a day. It was impossible to stay sober with that much dope around me. I couldn't just walk away; I was \$4,000 in debt to high-level drug dealers. It took a major tragedy to open my eyes. The last person I gave heroin to died... and it was a family member. No, she did not overdose. It was a slow agonizing death. She spent the last couple of weeks of her life in the hospital. She had shot up in her leg and got an abscess which resulted in MRSA. They tried to cut her open and wash it out, but it got in her blood stream and she died two weeks later.

This tragedy opened my eyes and filled my heart with a passionate pain. I wanted to be sober more than anything and still could not stop! I was too addicted although I thought I was in control. I was using to stay numb. This was quite a bit. It took me ten days to detox in a treatment center. I cried all ten days; I was dealing with the grief of the death while coming off all sorts of drugs. It was a safe place.

Gary, my first P.O., helped so much. He is a smart, compassionate man. He knew I was crazy, but still treated me with professional respect. He sent me to be psychoanalyzed. Yep, he was right... I was diagnosed with PTSD and ADHD. I started taking meds and went to intensive outpatient at TERROS. It made a world of difference. I spent five months in intensive outpatient treatment for two hours a night, lived in a halfway house, worked the steps with my sponsor for AA, went to church twice a week, and trained in a boxing gym. I also kept a full-time job and am currently employed. I am learning to be responsible.

The team of probation officers that were assigned to me was very helpful. Gary, Gabe, Yemi, Terry, and Tracy are very good at their job. They were all very professional and very good examples to follow. I don't think people take the time to thank people and tell them when they are doing good. So I wanted to write this letter for that purpose. I appreciate all of you and the job you are doing. Keep up the good work. The world needs people like you!

Sincerely,

Bill



# Anniversaries

## 25 Years

Lorene Ayala  
Holly Burdine  
Brett Whitney

## 20 Years

Joe Cortina

## 15 Years

Susan Bee  
Noelia Monge  
James Morones  
Omar Rodriguez  
Gerald Scimio  
Robert Sitnek  
Brian Slater

## 10 Years

Rene Bates  
Randy Bay  
Christine Davis  
Heather Garcia  
Jesse Goodman  
Lane Gunderson  
Susan Haney  
Ashley Holmes

David Laing  
Terry Lee  
Herbert Marlow  
Delma Navarro  
Heather Peckham  
Geneva Rodriguez  
Lisa Roubicek  
Tammy Schroeder

Valarie Serrano  
Breht Stavn  
Richard Temby  
Sandra Townsend  
Amanda Valencia  
Eric Ward

## 5 Years

Lupe Arebelo  
Bonnie Arnoldussen  
Erica Miller  
Lytyson Sam  
Gary Saunders

# Thank you for your dedication!

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Cathy Wyse

Top 10 Most Wanted Sex Offenders:

[http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top\\_ten\\_fug.pdf](http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top_ten_fug.pdf)

Top 10 Arrested Sex Offenders:

[http://www.superiorcourt.maricopa.gov/AdultProbation/docs/arrested\\_Top\\_Ten.pdf](http://www.superiorcourt.maricopa.gov/AdultProbation/docs/arrested_Top_Ten.pdf)

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