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The Chronicle

NEWSLETTER OF THE
 MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive 
 CHANGE.

Chiefly Speaking: County Manager Tom Manos shares his goals



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Tom Manos came on board as County Manager just over a year ago. A native of Arizona, Mr. Manos graduated from Arizona State University with a Bachelor's degree in finance, then went to work at the World Bank in Liberia, West Africa as a member of the Peace Corps. He returned to Arizona, where he has established a distinguished record of public service. An accountant by trade, Mr. Manos started his career with the City of Phoenix in 1977 and joined the County in 1984 as the Deputy County Auditor. In 1996 he assumed the position of Administrator for the County's Parks and Recreation Department, a position he held for two years. For the next ten years, he served as the County's Chief Financial Officer. In 2009 Mr. Manos joined Jan Brewer's transition staff and became the Governor's Deputy Chief of Staff for Finance and Budget. He was charged with helping to balance the state budget during the most troubling time, when billions had to be cut from the state budget. After two budget cycles, he left state service and agreed to manage the downtown Human Services Campus. He worked with the homeless at the Campus for three years before assuming the position of County Manager in 2012.

Shortly after he became County Manager, Mr. Manos and his top staff, including Sandi Wilson, LeeAnn Bohn, and MaryEllen Sheppard, spent a day at the Black Canyon Building. During their visit, they gained an understanding of Standard and IPS, plus Indirect Services, Seriously Mentally Ill, and Sex Offender supervision. They observed how we use APETS, APD Online, and JWI. Mr. Manos and his staff walked away with an understanding and an appreciation for the work that we do with probationers and our contributions to public safety. Mr. Manos acknowledged his support for Adult Probation and his gratitude for the Department's positive MFR results. By the way, our MFR results, three quarters into FY 13, show that the Department continues to produce positive results that exceed our crime reduction goals. The MFR results do appear to be leveling out, as we have been anticipating for the last few years, and are not likely to top last year's results.

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Recently, we were honored to have Mr. Manos come over to speak at our Managers' Forum. He talked about his vision and goals for the County, and good-naturedly referred to his accounting background while explaining his viewpoints. Noting that the criminal justice system represents over half of the county budget, Mr. Manos stated that it is important to take a comprehensive look at it. The County is conducting a two-prong study related to the jail population: 1) Are we keeping the right people in jail? 2) Of those who belong in the jail, are we providing the right services? Mr. Manos clearly understands the risk principle related to recidivism -- he explained that keeping low risk people in jail actually increases their recidivism risk, and on the other end, more services and activities need to be focused on the higher-risk individuals. A primary objective for next year is getting people out of jail who are low risk. Mr. Manos complimented us on all of our innovative programs in Pretrial and the problem-solving courts. He would really like to bring down the pretrial detainee population and make our probationers more successful.

Mr. Manos spoke about FY 14 being the *Year of the Employee*. He would like to advance goals related to 1) compensation and 2) wellness. Mr. Manos recognizes that compensation has to be addressed and, although it may take multiple years to solve compensation issues, he wants to begin in FY 14, to include increases in base salaries. He also thinks that it's important to maintain the level of service provided in terms of benefits and tuition reimbursement for staff. Health and fitness are important to Mr. Manos, who incorporates exercise in his daily routine. He wants to advance wellness in the County and believes it is imperative on two levels. As an accountant, Mr. Manos notes that the County is self-insured and the prevention of hypertension and diabetes makes sense in controlling insurance costs. Also, when people are healthy and have lower stress, it allows them to be better employees. He would like wellness to become part of our culture.

Another area that Mr. Manos thinks we should invest in is technology, which provides opportunities to be creative, effective, and efficient in providing services and making the County a better place to do business. There is never enough money, but at times it is more reasonable to pay for a one-time project than for a longer-term initiative that requires more challenging ongoing funding. Therefore, he welcomes ideas for using technology.

I really appreciate Mr. Manos coming to speak at the Managers' Forum and I am grateful for all of his work on behalf of the County, its employees, and citizens.

Ultimately, decisions about compensation increases are made by the Board of Supervisors. Along with the County management team, we have been working very hard on the compensation issue. Dissatisfaction with pay has increased across county departments. FY 12 employee satisfaction survey results across 36 departments (excluding elected and Court agencies) showed that less than half of employees were satisfied with their pay, and that the level of satisfaction with pay had dropped significantly compared with FY 09 results. Turnover rates are increasing in the County, our Department included. Several issues feed the increased turnover scenarios. Salary compression grows in complexity every day new staff is hired at the same pay rate as long-term employees. This produces a morale problem. Starting salaries have fallen below those of competitors within the job market, creating both a recruitment and retention dilemma. Federal Probation, Pinal County Probation, and at least four local police departments now have a starting wage for officers which is higher than the starting wage offered by our Department. We have been meeting with the new members of the Board of Supervisors, Steve Chucuri, Denny Barney, and Clint Hickman, so that they understand Adult Probation's mission and the kinds of services we provide. In addition, we have talked with the two long-standing members of the Board of Supervisors, Andy Kunasek and Mary Rose Wilcox, who have been supportive of us in the past. I want you to know that we are working very hard to implement a compensation increase.

As I have done every year, I will be getting out to all of the buildings to hear directly from employees at the "Conversation with the Chief" sessions. I appreciate the feedback you provide through the employee satisfaction surveys and the Empathy and Understanding sessions. I gain a wealth of information from these venues and look forward to the meetings with you. Seventeen sessions have been scheduled -- hope to see you there!☺

Bringing the Legacy Project to an End

By Susan Savoy, Project Coordinator

Since the development of the Legacy Project in 2007, staff has had the opportunity to address the original goals of identifying an improved process of transitioning clients released from the Arizona Department of Corrections (ADC) to supervised probation grants (probation tails), improving the ability to work with ADC regarding families the two agencies have in common, and improving the delivery of services to offenders in the targeted Legacy Project area (zip code 85041). The Legacy Project has allowed for the shared use of risk/needs assessment with ADC, similar supervision and service strategies, and cross training between parole and probation. Through the five years, these practices initiated in the Legacy Project have become part of the culture for ADC parole as well as Southport probation staff.

With the completion of the Legacy Project evaluation and the expansion of the MCAPD Reentry unit(s), it appears to be an appropriate time to bring the Legacy Project to a close. Since 2008, the PATH Project, a subproject within Legacy, has been instrumental in establishing a successful process to target the special needs of the reentry population. The expanded Reentry unit(s) can effectively absorb the Legacy Project 85041 zip code and continue to transition this population to field supervision. Although not evaluated, the addition of Contingency Management to the Legacy Project has enhanced the motivation of the probationer and the officer to work toward positive behavior change.

As with any long term project, it is sad to see it come to an end. However, the great work that Legacy staff has done over the past five years has become part of our daily practices throughout our Southport units. Staff recognize that our geographic area captures a number of areas that are traditionally high risk, high need populations and our focus needs to be on awareness of resources, collaboration, relationship building, and training. Through this increased focus, staff is spending more quality time with probationers effecting behavior change. As evidenced by the project evaluation, probationers are responding with greater accountability and responsibility, and with more investment in their own success.

Through the Legacy Project, numerous relationships have developed with various stakeholders including the Arizona Women's Employment and Education (AWEE) PASSAGES Project, ADC parole, the County Manager's South Mountain Community Initiatives (SMnt), Law Enforcement Coordinating Committee Reentry Initiative (LECC), Phoenix Police, and our faith based organizations. These collaborations will continue as our relationships and communication with our stakeholders is one of our greatest resources in long term reductions in recidivism within the high risk, high needs area of South Phoenix.

Thank you to all of you that have worked so hard to make the Legacy Project a success and for your efforts to enhance public safety and improve our South Phoenix neighborhoods.☺

Special thanks to:

Julie Lovejoy
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Jennifer Lennox
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Sherry Johnston
Emily Cook
Jill Brown
Samantha Corder
Enrique Garcia
Erinn Herberman
Kerri Schultheis (AWEE)

Paul O'Connell (ADC)
Joe Hinsberg (ADC)
Jason Lister (ADC)

Evidence Based Practices: Committees, Workgroups and Progress within MCAPD

By the Quality Assurance Team: Julie George-Klein and Tricia O'Connor

In the July/August 2012 *Chronicle* we introduced the Departmental EBP Committees and Workgroups, namely the EBP Steering Committee, the EBP Task Force, and the EBP Workgroups. We thought it time to provide a brief update to the work being done by the EBP Workgroups!

Improve Empathy and Understanding/Involve Staff in Decision Making - Therese Wagner

Goal #1: Implement/sustain new practices to improve our empathy and understanding of the problems faced by staff, which will build effective relationships; achieve positive outcomes with clients, customers, and stakeholders; positively impact staff motivation; and ultimately improve delivery of services.

Goal #2: Implement and sustain new methods of involving staff in decision making, which will positively impact staff motivation.

- As of December 2012, provided all line staff with the opportunity to attend Empathy & Understanding sessions and share thoughts regarding the statement, "in a perfect world at MCAPD..."
- Scheduled Supervisor Empathy & Understanding sessions to be held during April 2013
- Provided APEX Strategic Planning training for approximately 55 participants
- Identified and prioritized projects based on Empathy & Understanding findings
- Next steps: decisions on next project based on prioritization meeting.

Collaborate with, Train, and Educate Treatment Providers - Steve Lessard and Shari-Andersen Head

Goal: Collaborate with providers to ensure provider services are aligned in targeting service delivery to increase positive behavioral change in probationers.

- Planning meeting with newly contracted treatment providers in May 2013. Training to be presented on EBP, MfR, assessments, and case planning.
- Progressed on data sharing capabilities, potentially to electronically share UA results, assessments, case plans, and treatment progress reports. In the meantime, staff is encouraged to share this information with treatment providers.
- Currently reviewing collaboration efforts of CJDATS project in Mesa; plans to align MCAPD plans with CJDATS efforts where possible.
- Completed cross training of SMI officers and Crisis Response Network (CRN) staff. SMI officers now receiving calls from CRN when they respond to a crisis on SMI probationers.

Enhance Consistent Quality Assurance Among All Supervisors - Donna Vittori

Goal: Enhance and make QA consistent in staff performance management practices.

- Provided final draft of Supervisor Responsibilities Policy to Executive Team; reviewed and currently pending final revisions.
- Created draft Supervisor Policy Standards at a Glance resource guide and provided to Executive Team for review. The resource guide briefly outlines supervisor duties in each departmental policy. Awaiting further review of Standards at a Glance by policy creators/reviewers and Chief.
- Determined workgroup leads for next project.
- Next steps: next objective/project will be determined during 2nd quarter of 2013 and will be related to the listed workgroup goal.

Develop a Comprehensive Training Plan - Colleen Dorame

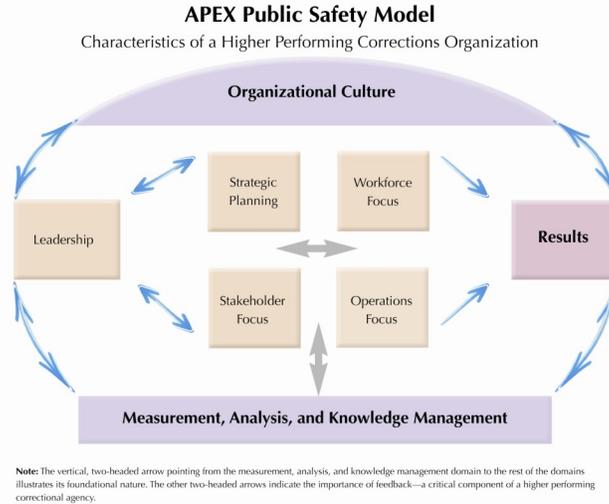
Goal: Develop a comprehensive training plan that aligns with Adult Probation's Values, Mission, and Goals to obtain the Vision of the Organization.

- Facilitated three Supervisor Leadership Academies (SLA) for badged and non-badged supervisors/managers during 2012 with a total of 49 graduates. Previously, facilitated three SLA sessions with 48 participants.

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- Prepared for facilitation of SLA during 2013; one class currently in session.
- Completed Comprehensive Training Plan and presented to Executive Team for review. To be posted on intranet following formatting revisions.

Now that you have been updated on projects and progress of the EBP Workgroups, please feel free to contact the Workgroup Lead or the QA Team should you have any questions, comments, or suggestions.



APEX – Achieving Performance Excellence

By Tricia O’Connor and Julie George-Klein

During Empathy and Understanding (E & U) sessions conducted across the department in 2011 and 2012, many ideas were gathered on what would make a ‘perfect world’ at the Maricopa County Adult Probation Department (MCAPD). Management responded with process improvements that provide better service to clients, workload efficiencies for staff, and equipment and facility upgrades to meet staff’s needs. Still, there are many other ideas to be explored and considered. How do we do this?

As a part of our organizational culture to seek out opportunities to learn and improve, we received a grant from the National Institute of Corrections (NIC) to study a business model entitled APEX – Achieving Performance Excellence. This model offers a systems approach to change, specifically for correctional organizations, and has safety and security as one of its foundational principles. It provides multiple tools and strategies to build sustainable capacity toward higher performance, evidence-based practices, and data-driven decision-making.

Approximately fifty-five participants attended a two-day training in February 2013 to gain a better understanding of this approach. Topics included:

- Clearly defining goals
- Creating a brief introduction ‘speech’ (elevator speech) to explain what a committee is working on
- Examining the topic through the public safety model (see picture)
- Analyzing stakeholders relevant to your project
- Developing messages to be communicated to various stakeholders
- Determining skills/knowledge a team will need to complete a project
- Developing a picture of successful implementation
- Identifying action steps and resources
- Identifying challenges and strategies to address them

Knowing and applying the APEX model to projects we are considering will help assure we are successful in the creation, implementation, and sustainability of the changes. Watch for future changes ahead! in the creation, implementation, and sustainability of the changes. Watch for future changes ahead!



PREA Training at the Managers Forum

By Trish Doktor and Arlyn Harris

The 2013 Managers Forum Series kicked off on Monday, March 25th. Our topic was the Prison Rape Elimination Act (PREA). Deputy Chief Therese Wagner and Staff Development Director Colleen Dorame led the session, expanding the topic to include Sexual Misconduct Prevention and related APD policies. This material will be included in a department-wide training for all employees, available online in the near future.

A short video, [Prison Rape: No Escape](#), was viewed to set the stage for the training;

The PREA curriculum included further clarification of why PREA training is important for our agency. Additional content included definitions, statutes, reporting, response and documentation requirements, the sexualized work environment, boundaries, rumor mills, code of silence, to name a few. Professional Conduct Coordinator Bob Wilmarth provided a brief overview of department policy regarding the investigation of misconduct allegations. Managers left the session with some strategies for culture change and ideas for addressing the topic within their units.

We were honored to welcome another special guest, Maricopa County Manager Tom Manos, who introduced himself to the group and shared his vision for the county.

Our first forum of 2013 wrapped up with an exciting update from Mid-Managers Committee Co-Chairs, Susan Savoy and Jodie Rogan. Suggestions for a new name were collected, with the final choice to come from a membership vote. More information on the updates (and the new name!) can be found in this issue of the Chronicle!

Team Forum has more exciting ideas for sessions for the year. Planning is underway for the next Managers Forum, scheduled for Wednesday, June 26th.



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Welcome Our Two Newest Probation Supervisors

By Shari Andersen-Head



April Sadler worked for Adult Probation supervising a standard caseload at WRC for two years before leaving and taking a position with Denver Juvenile Probation, supervising a juvenile mental health caseload. Upon returning to Arizona, April was rehired by Adult Probation, where she has supervised a SMI caseload at BCB until her promotion to supervisor.

April has participated on the Technology Committee as well as the SMI Training Committee. As a supervisor, she is most excited about having the opportunity to share everything that she has learned on the job with officers.

Christopher Epps has been with Adult Probation for ten years. His first assignment was an officer with a standard caseload at WRC. After resigning from the Department in 2005, Chris left, but was rehired in 2007 and assigned to Drug Court. After serving in Drug Court, Chris moved to a Youthful Sex Offender caseload and eventually transferred to an IPS Sex Offender caseload before being promoted to supervisor.

Chris has served on the PV/PTR Re-write Committee, Communications Center Advisory Team, and is a certified Thinking For A Change group facilitator. As a new supervisor, he is most excited about the opportunity to assist officers in identifying and pursuing their career development goals.



Congratulations April and Chris on your promotions!

Our Amazing Adjunct Faculty and Volunteers!

By James Sine

On February 20th, a ceremony of appreciation was held at BCB for our 204 adjunct faculty members, 68 volunteers/role players, and our 63 behavior based interviewers. The theme for the event was "Leadership during 2012." An incredible 2,888 hours of training have been provided by adjunct faculty and 591 hours of training by volunteers/role players. Shari Andersen-Head was our champion adjunct faculty compiling 72 hours of trainings. The rest of the top five includes Tracy Gorr, Joe Pallo, Alison Cook-Davis, and Dena Medley. Robert Villasenor compiled the most hours in safety related training areas with 92 hours for the year. The rest of the top five includes Tim Schouten, Dawn McCullar, Robin Hargrove, Alanna Rubin, and Justin Scheidecker. Our top five volunteers were led by Connie Delgado with 35 hours and included Robin Hargrove, Heather Preston, Michele Butcher, and Angel Williams.

Perhaps the most emotional part of the ceremony was when five recently hired officers each shared their personal experiences. Kyle Miller, Sarah Matzke, Carson Heussner, Meghan McEuen, and Ivana Budimirovic each gave a memorable speech to the audience detailing some of their experiences and thoughts about the department. All of these officers have gone on to become adjunct faculty and/or volunteers in their own right.

Staff Development's own Jerry Scimio assumed the role of game show host asking questions of the audience pertaining to the event's leadership theme. Everyone seemed to enjoy the quiz and several different people won prizes for correctly answering a question.

It goes without saying how valuable a role our adjunct faculty/volunteers/role players play in the training of our department. Their high level of knowledge and experience are fundamental to the training of new staff as well as existing staff. Perhaps what is most amazing about these special people is all of the time they take out of their already busy schedules to help others. Their commitment to going above and beyond is to be commended and is extremely appreciated by the Staff Development and Safety Training Units. With such a large department to provide trainings, their dedication and willingness to help others contributes greatly to having an educated department as well as helping to make our department a special place to work.



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Coronado Office: Who Knew?

By Doug Murphy

“The best kept secret in the Department,” is how Supervisor Joe Pallo describes the Coronado Probation Office, and he should know. As a Standard Probation officer, he worked there several years ago, and now as a supervisor, two of the officers in his unit operate out of the modest house at 1224 East Virginia Avenue in Phoenix.

But he is also quick to admit that it is not for everyone.

Opened in 1996, the office is nestled in the historic Coronado District and is a combination resource center for the community, probation office, community garden, and central location for ambitious community restitution projects that help the neighborhood.

Started as a way to emphasize offender accountability, the neighborhood office developed a partnership with the neighborhood that allows clients who had harmed the community to give back through community restitution projects.

“Seems to me that partnering with the neighborhood police and Block Watch still fits in very well with current practices,” said Leslie Ebratt, who was the first supervisor at Coronado.

Twice a month, on Thursdays, clients line up outside the tan colored house, grab a clipboard, and fill out a goldenrod, while waiting on a park bench before coming inside to meet with their PO.

“It’s a great idea,” said Kyle Miller, who along with Sarah Matzke, has been assigned to Coronado since last summer, “but it doesn’t work for everyone.” Some defendants appreciate the opportunity to walk over and report in the community where they live and to give back to the neighborhood, but others do not.

From Joe’s perspective, as a supervisor, reporting to a probation officer in a house is less intimidating than reporting to a large, busy office, and that in turn, means better communications, which means better outcomes.

For Sarah, the advantage is the community contacts made each month while attending Garfield Community Association or Community Fight Back meetings, which can come in handy if a client absconds or new crimes are committed.

And for Kyle, it is the flexibility to work in the small, tight-knit community, where he can make 20 field contacts in a couple hours. But like his supervisor, he also quickly admits that Coronado is not for everyone. “It takes the right kind of officer to be here,” said Kyle, pointing out that self motivation and flexibility are important qualities for anyone who wants to put Coronado on their wish list. “If you’re ambitious, can work with minimal supervision, and believe you can make a huge difference in our community, then perhaps you should consider the Coronado Office the next time the ‘Wish List’ goes out.”

“The rewards can be great,” said Joe. “The neighborhood respects these officers,” he said, pointing to Sarah and Kyle.



Pictured left to right: Sarah Matzke, Kyle Miller, Joe Pallo

The Nexus of EBP, Safety and Wellness in the 21st Century Officer

By Gary Streeter, Julie George-Klein, and Kirsten Lewis

“You can only understand the system of a rainstorm by contemplating the whole, not any individual part of the pattern.”

“For an innovation in human behavior, the components need to be seen as disciplines...a body of theory and technique that must be studied and mastered to be put into practice.”

“Business and other human endeavors are also systems. They too, are bound by invisible fabrics of interrelated actions, which often take years to fully play out their effects on each other.”

-Peter Senge’s “The Fifth Discipline”

Nexus: 1. a means of connection; tie; link. 2. a connected series or group. 3. the core or center, as of a matter or situation.

Now consider: the 21st Century Officer as the rainstorm, as the innovation in human behavior. Probation (community corrections) is the human endeavor, the system in which the 21st Century Officer operates.

And what are the components, the disciplines of the 21st Century Officer? They are Evidence-Based Practices (EBP), Staff Safety, and Wellness, which encompass many sub-disciplines, such as collections, searches and arrests, reports, victim interaction, statistics, decision making, and verbal skills.

These disciplines are present in varying degrees in the 21st Century Officer. Ideally they are well balanced, with equal emphasis given to each discipline. They connect to, and compliment each other and allow the 21st Century Officer to perform our most important job, protection of the community. EBP helps us utilize “what works” in our day to day approach of guiding long term behavior-change of probationers. Staff Safety, awareness of our need to practice safety, and the training we receive, allow us to practice our business in a safe manner, assuring our ability to go home at the end of the day. Wellness permits the 21st Century Officer to walk away from the job mentally, to live a well-rounded, balanced approach to life in general.

Recently, at the end of a defensive tactics refresher, students and instructors were talking about safety-related topics when a student volunteered the following as an example of how EBP and Safety are mutually supportive and beneficial. The scenario: If an officer is aware of triggers and observable behaviors that indicate a probationer may reoffend or relapse, the officer can put into place interventions that might guide the probationer away from a relapse or criminal behavior. Simultaneously, knowledge of these triggers and behaviors could alert the officer to the possibility of physical harm to self or others. Awareness and action regarding these cues can enhance the officer’s personal safety. Taking this scenario a step further, should an incident/physical harm occur despite best efforts, the 21st Century Officer has knowledge and training to fall back on as well as the efforts of Critical Incident Stress Management (CISM) Team members, co-workers, and knowledgeable family/friends that will assist the officer in achieving life-balance.

So, how does the scenario tie it all together for the 21st Century Officer? EBP promotes assessment of the issue at hand and possible responses to guide a person toward change. Safety Awareness enhances the officer’s ability to read and react appropriately if, during contact, a probationer exhibits threatening behavior. Supporting and practicing Wellness enhances the officer’s ability to “bounce back.”

Who exactly is the 21st Century Officer? It’s YOU.☺

Effective Use of Authority

By Julie George-Klein and Tricia O'Connor

How many of us have said the following, believing we were offering someone an option or a choice in what happens:

"You have a choice – you can either attend treatment or you can be returned to Court and face jail or prison."

Sounds like we are offering someone a choice and discussing consequences, right? Well, this statement really does not offer an option, but presents more as a threat. Why? It is actually discussing one option (attending treatment) and the consequence for NOT choosing it (incarceration). Not much of a choice, right?

Dr. Christopher Lowenkamp and Melanie Lowenkamp note the importance of the Effective Use of Authority in their publication **Effective Practices in Correctional Settings-II** (EPICs-II). This topic comes into play when we are discussing choices, options, and consequences with a probationer who is making decisions on what (s)he wants or needs to do. So, let's try this again!

*"You can choose to attend treatment, reach the (case plan) goal you set for yourself, and continue to be successful on probation, **or** you can choose to not attend treatment, not reach your goal, and face sanctions such as increased reporting and UAs (urinalysis)."*

Do you hear the difference between the two statements? We want to make sure we clearly state every choice with its likely outcome/consequence. Remember, we cannot force a probationer to do anything – but we can clarify the options and ensure the individual is clear about what might happen after (s)he makes a choice. We also want to end the conversation on a positive note making statements such as, *"I hope you make the choice to attend treatment as I believe you have made progress in taking a look at how drugs are affecting you. Treatment will provide you with an opportunity to explore more about your substance use while you continue to make progress re-joining your family."*

Let's look at another example.

*"You need to attend the screening by next week, or I will file a Petition to Revoke your Probation." **OR** "Your choice is to attend the screening by next week, which will allow you and the provider to look at your treatment needs, or you can choose to not go to the screening and face increased sanctions including the court being notified of your choice. I believe you can be successful, and attending this screening is one step toward the realization of your goal, but the choice is yours."*

Which version would you prefer to hear?

Think about this, rework your "options" discussion, and give it a try! Let us know how it works. ☺



EPICS-II: EBP... the Next Generation

By Leslie Ebratt

With the advent of evidence-based practices (EBP) in probation, we have come a long way in understanding that our business is increasingly about actually changing behavior, and less about suppressing behavior and garnering compliance. Less and less, are we talking to offenders about making sure they follow the rules, and increasingly, we are setting the expectation that they learn and demonstrate new skills and attitudes that help ensure they get out of the system and stay out of the system. We also know that changing behavior involves targeting the right (criminogenic) areas, and intervening in *effective* ways. But what exactly does that mean? And more important, what does that look like?

In the almost twenty-five years I have been in this business, we have always understood the importance of intervention services. Substance abuse and addiction treatment has long been recognized as important in probation work. So, too, have we historically addressed education, employment needs, mental health, etc. These are important. So what is different now? What is different is that while we know these areas impact personal adjustment and stability, and have a role in offenders making a meaningful contribution to society, the connection of these areas to *criminal behavior* is indirect or even minimal. The role of substance abuse, for example, is most often an acceleration of criminal behavior. This explains, in large part, why we can be effective in addressing those areas and still have re-offense rates that are too high. What *is* most connected to and predictive of new criminal behavior are criminal attitudes, anti-social peers, personality, and criminal behavior. These are the areas where effective interventions *will* predictably reduce recidivism. That is why these criminogenic areas are called, "The Big Four." Unfortunately, these are also the areas where we, probation officers, are least familiar or equipped to address. What is needed is to bridge the knowing-doing gap: we know what needs to be done; we are just not clear how to do it.

Bridging the Gap:

In early March, five IPS officers, to include Michelle Crouch, Tracey Gorr, Roberta Navarrette, Joel Thurston, Boyd Frick, and I, along with other probation staff from around the state, attended training in Effective Practices in Correctional Settings-II, or EPICS-II. The two-day class with practicum and feedback was brought to us by Melanie Lowenkamp and Dr. Christopher Lowenkamp. The Lowenkamps are researchers and practitioners. Dr. Lowenkamp is also a former Probation Administrator for the Administrative Office of the U.S. Courts, and an internationally recognized author of multiple risk assessment instruments and officer skills training and curriculum.

EPICS-II techniques are cognitive-behavioral tools designed to help officers build effective professional alliances with probationers, increase motivation to change, provide opportunity and skill building for change, and hold offenders accountable. Multiple studies have demonstrated the EPICS-II techniques are effective in reducing risk with offending populations. Specifically, studies show a 50% *risk reduction* for moderate and a 23% *risk reduction* for high risk offenders as compared to traditional probation practices. The program covers seven main techniques which can be applied in a multitude of circumstances. Some of these techniques include (PO/SO) role clarification, effective use of reinforcement/disapproval, and effective use of authority. The latter of which is utilized when everything else has failed and a probationer is at the "make or break" point. Techniques like behavior analysis and the cognitive model are designed to help officer (and offenders) identify behavioral and thought patterns, including triggers, in criminal or violation behaviors. These tools are further designed to produce relapse prevention plans to specifically address the problem behavior, antisocial thoughts (and corresponding feelings), and peers. Yet another tool addresses problem solving by guiding offenders through the skill of identifying the problem, generating options, planning, and then evaluating the plan. Additional concepts underlying these techniques include empathy, motivational interviewing, and stages of change.

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We, IPS officers, who attended the classroom sessions in March continue to train by practicing these skills with offenders and submitting audio tape sessions to the Lowenkamps every two weeks. We receive coaching/feedback via e-mail. Upon “mastering” the skills, we will return as a group to learn how to teach others in the use of these skills. With the help of Jennifer Ferguson, our Department is also seeking technical assistance and grant money to advance training efforts by exploring ways to utilize Lowenkamps’ expertise and coaching via distance learning.

However this training moves forward, one thing is for sure, Core Correctional Practices like those found in EPICS II are here to stay, because they work. ☪



Back row: Jenna Pearson, Staci Hernandez, Ivy Kinney, Jason Blick, Elena Durica, Michelle Olney, Aaron Smith, Reginald Trotter, Kate Skelton, Kristin Sunderland, Shawn French, Ekom Umoh, Derek Kelly, Andrea Garcia

Front row: David Hilsdorf, Angel Lucas, Aneesha Gaines, Nora Price, Caneesha Smith, Kristin Epperson

New Probation Officers

By James Sine

Please join Staff Development in welcoming our 20 new probation officers to the Department! On March 25, 2013, these officers completed nine weeks of training and are ready to jump into their new assignments. This class was the first one to attend the Administrative Office of the Courts (AOC) Probation Officer Certification Academy prior to graduation. This was done in an effort to avoid the disruption of the new officer having to return to the Academy after already being in a caseload for sometimes six to nine months. This was also the first class to participate in Field Coaching Week. Each of the new officers was teamed with an experienced officer and would observe and perform probation duties at the various field offices. Feedback from all parties was extremely positive. A huge THANK YOU is due to our many adjunct faculty for their ongoing contributions to training our new officers. Another enormous THANK YOU is due to the 20 field coaches who took time out of their busy schedules to work with the new officers for close to a week. 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!!☪

The Cost of Crime

By Antony Bidonde

Did you know that although all states have crime victim compensation programs for victims of violent crime, victims usually pay a significant share of the cost of crime?

Recent Statistics on the Cost of Crime:

- In a 2008 report (most recent year this data was collected), for crimes both reported and not reported to the police, the total economic loss to victims was \$1.19 billion for violent crime and \$16.21 billion for property crime.
- In 2010, an estimated \$456 million in losses were attributed to robberies reported to the police. The average dollar value of property stolen per robbery offense was \$1,239.
- In 2010, there were an estimated 6,185,867 larceny-thefts reported to the police nationwide. The average value of property taken during larceny-thefts was \$988 per offense. Nationally, the loss to victims was over \$6.1 billion.
- Victim compensation programs distributed \$499.9 million in 2010.
- In 2009, consumers reporting fraud to the Federal Trade Commission lost a total of more than \$1.7 billion dollars. (*National Center for Victims of Crime*)

The numbers are sobering and there is a lot to be done, I however feel that Maricopa County Adult Probation is making a difference. Each of us doing our part makes for a safer and better community. See the link below for more information on Crime Victim's Rights Week.

<http://victimsofcrime.org/library/crime-information-and-statistics/cost-of-crime>

Contact me if you have any questions about the above article or Victim Services.

Tony Bidonde: 602-372-8286

Email: ysu@apd.maricopa.gov ✉



Mid-Managers Committee has a New Name

By Jodie Rogan



The Mid-Managers Committee is now the Managers' Action Committee (MAC).

On March 25, 2013, at the Managers Forum, all supervisors and managers had the opportunity to submit names for consideration to rename the Mid-Managers Committee. We had over 40 names submitted for the contest! A week later, all supervisors and managers had an opportunity to participate in a survey to select from the top four names. By an overwhelming response, the Mid-Managers Committee is now called the Managers' Action Committee (MAC)! Congratulations to Shane Neil, who submitted the name, and who won the \$20.00 Fry's gift card.

Any questions for MAC? Interested in joining MAC? Please email MAC@apd.maricopa.gov. All new MAC documents will soon be available on the intranet!

The MAC will be holding a committee meeting on May 8, 2013, at BCB (Rooms A-B) from 10:00 a.m. to 11:30 a.m. If you are currently a member, we look forward to seeing you there. If you would like to join the MAC, please contact MAC@apd.maricopa.gov ✉

Collaboration

By Joy Weiner

“I am only here because my P.O. says I have to be!” If I had a dime for every time I heard this, I could happily retire on my own island. As the Director of Community Programming for Women’s and Children’s Programs at Community Bridges, I have had the pleasure of screening women for substance abuse services in our residential and outpatient programs. A large number of these women are referred by Maricopa County Adult Probation. We receive calls from Drug Court, Reach Out, IPS, and Standard Probation officers, all with similar stories of women who are on the brink of going to prison if they do not make positive behavior changes in their lives such as entering treatment. Many are homeless, have children in the care of CPS or willing family members, and are involved in unhealthy and often dangerous relationships. They struggle with recognizing the power their addiction has had over their lives and blame their parents, ex-boyfriends, counselors, and their probation officers for the mess they are in. They also tend to resent anyone who tells them what to do. A referral to treatment is not viewed as a lifesaving and life changing opportunity, but rather a sentence to confinement, where even more people will tell them what to do.



Pictured from left: Brandy Pacey, Joy Weiner, Amalia Fischer

Some women already have a good relationship with their probation officer (P.O.) and are more inclined to actively engage in services. Others need to be ordered into treatment by court conditions, or they choose to attend mainly because of the possibility of sanctions or probation violation which could mean time in jail, or the possibility of going to prison. Part of my job is to set up the initial communication between our agencies and to demonstrate to the client that we are all working in her best interest; that our two agencies will collaborate to ensure she has the best opportunity for success.

“I was 28 years old, 4 months pregnant, and contemplating suicide when I was assigned to Drug Court. I could not stop using meth regardless of how physically sick it made me. I was totally addicted and had given up hope. I hated myself and I trusted no one. The only reason I checked into treatment at the Center for Hope was to avoid jail/prison. I had no intention of ever stopping. I thought that my P.O. was the enemy, and the staff at the Center for Hope were the reporters. After my head cleared, I was able to see that the Drug Court was designed to help me succeed and was offering to drop my felony charge to a misdemeanor. This is when my outlook on treatment changed. I began to trust my P.O. and was forthcoming about my struggles. My P.O. would come to the Center for Hope (CFH) monthly and visit with me. She was directly involved in my treatment and was made aware of any pertinent information by my therapist beforehand. The staff at Center for Hope would encourage me to report my behaviors and actions to my P.O. It wasn’t easy but I learned that honesty is the best policy and I gained trust and respect. Therefore, I was able to trust and respect. I developed healthy and appropriate relationships with my P.O. and the CFH staff. I learned to value myself and my future. I took treatment seriously and dove into therapy. In 13 months I was able to graduate Drug Court and the Center for Hope. Today I have 6 years clean and I am not a felon. If not for Drug Court and the Center for Hope, I would be in prison or dead.”

-Brandy, Drug Court and CFH Graduate

“Well first of all if it weren’t for me getting put on drug court I wouldn’t have went to jail for not doing UA’s, so I wouldn’t have had that time to sit in the dirty cold jail all alone to realize that I needed help. Then when CFH came to visit me in jail to tell me about their program I for sure thought it was GOD intervening and saving me and (my son’s) life! When I came into treatment and still didn’t listen to the rules, smoking and trying to get into fights, it wasn’t until I went in front of my P.O. AND the Judge till I realized I was headed right back to that jail that I dreaded so deeply”. Drug Court, my P.O. and the Judge encouraged me by reminding me to focus on my goals that I set for myself. I have 6 years clean and sober!

-Amalia, Drug Court and CFH Graduate

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Collaboration between Maricopa County Adult Probation and Center for Hope's residential and outpatient programs has worked. Exchanging treatment plans and assessments offers each of us insights and a different perspective of the client. Working together, being present, encouraging, rewarding, challenging, and sometimes "telling them what to do," may be the closest thing to care and concern many of these women have experienced.

Many probation officers have attended CFH graduations and have celebrated the success of their probationer right alongside the therapist. Now standing in front of friends and family after a year in treatment, the probationer says, "I am only here because my P.O. said I had to be. And I want to say Thank You." Those moments are the pay-off and evidence that collaboration and the dedication to teamwork, of everyone involved, is well worth the effort. ☪

Marcia Dinovo, Transferred Youth Probation Officer

By Alison Cook-Davis



It has been brought to my attention several times that since I work in Administration, I do not really understand what a probation officer does. So when an opportunity presented itself, I went on a ride along with Marcia Dinovo to observe field visits. I must say, I was truly inspired.

When we came upon the mother and siblings of a client in front of the house, Marcia used it as an opportunity to connect with the mother and improve an alliance toward some of the case plan goals she had for this probationer. She started very positively explaining that he was not in any trouble, but that it was part of her job to come out and visit him at his home. She continued to tell her that he was doing very well on probation and following through with his commitments. Then came the open ended question: "Has your son discussed school with you at all?" This allowed her to describe one of the probationer's goals and garner support for this goal. Given that he had recently secured full-time employment and was even about to get a raise, she asked the other pertinent question: "Is your son helping you out with the bills?" The mother explained how helpful her son had been and how much she depended on his additional income for the family since she was not able to work right now. Marcia validated his contributions and went on to explain how important his education was for future economic success and even suggested that once he had his GED, he could pursue additional trade school skills and obtain a job that started above minimum wage. This seemed to impress the mom and she agreed that she, too, would encourage him to finish his GED. In this exchange, Marcia was able to provide persuasive reasoning supporting the importance of school for this kid's future, while garnering support from mom to also encourage efforts toward these goals. What I observed in this exchange was skill in relationship building and Marcia's ability through calm, but persuasive conversation to build an ally with the parent of her client.

When the probationer arrived, he shyly greeted his probation officer. While I believe the probationer was 19, he did not look a day over 15. Marcia conducted the field breathalyzer and told him he was doing well on probation. Marcia congratulated him on his job and his recent raise. She asked him about what he thought about returning to school and mentioned that he could pursue finishing his GED without it interfering with this job. He seemed open to the idea. She asked to see his room and we headed to the back of the house to observe his room. He was so proud of his room, which he shared with a brother and had decorated with Phoenix Suns' colors and logos. Marcia offered encouragement to keep up the good work.

In the car on the way back to the office, it was clear to me that Marcia is not just a probation officer, she is a super hero. She sets higher expectations for these kids and holds them to the rules, when so many other adults have failed them. It would be so easy to become cynical in the face of how often these kids go back out and get into trouble again, but Marcia continues to encourage these kids to see the opportunities before them and tries to encourage them to see that their choices will shape their futures. This is behavior change, one step at a time. ☪

Congratulations

1st Quarter P.R.I.D.E Winners

BCB - Christopher Epps, Perla Chavez, Patty Barnfield, Mauro Munoz, Brian Thompson, Milton Sampson,
CLAPO FAJ - Chandelle Porter, Julie Piontkowski
Communications - Christine Medina
Coronado - Sarah Matzke
CSC - David Perkins
DTJC2 Training - Donna Lopez, Jerry Scimio
DTJC3 Admin - Shari Andersen-Head, Marlencia Sakurai
DTJC3 Pretrial - Emily Etchebarren, Guadalupe Arebelo
Durango FAU - Marlene Garcia, Heather Preston
Garfield - Janet Kasha, John Abshire
Luhrs - Scott Stoffel, Melissa Rivas
Northport - Cynthia Romero, Sheree Setzer, Teresa Denman
Pretrial FAJ - Tania Juarez, Gary Saunders
PSC - Joe Paladini, Kim McCurtain, Amy Taylor, Amy Hood-Schwindt, Jason Westcott, Shana Edmundson
SEF - Earnest Turner, Sandy Lewis
Scottsdale - Dana Shepherd, Jeffrey Ballinger
South Court Tower - Eva Berg
Southport - Omar Rodriguez, Dave Strate
Sunnyslope - Mark Flores
WRC - Suzanne Segarra, Amber Holcomb, Cameron McGuire, Jocelyn Myers, Gary Lopez, Erika Amaya
WCB - Eloisa Rodriguez, Linda Butler

People Recognizing Individual's Deeds of Excellence

Anniversaries

25 Years

Robert Villasenor
Marisela Cordova
Rachel Millard
Michael Miller
Rhonda Paine

20 Years

Alan Glickman
Charles Ruiz

15 Years

Karen Barnes
Laura Carr
Michael Moe
Peter Sanborn
Jason Crouch
Robert Kaliszczjik
Barbara Holt
Helen Ramirez

5 Years

Joy Provence
Raveille Donaldson
Joseph Pallo
Serina Tooms
Laura Lasko

Thank you for your dedication!

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- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
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Antony Bidonde
Jodie Rogan
Joy Meiner
Alison Cook-Davis

Top 10 Most Wanted Sex Offenders:

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

Top 10 Arrested Sex Offenders:

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

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