

The Chronicle

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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Over the past year and a half, in spite of the poor economy, we have accomplished some amazing things. The department has met or surpassed its MFR crime reduction goals. We have taken significant steps in the implementation of EBP. Several state and federal grants have been awarded. Important partnerships have been maintained and strengthened. We have reduced the risk of a reduction in force. These are great accomplishments and we can take pride in what we have been able to do.

Like the admirable little engine in the childhood story, *The Little Engine That Could*, we faced difficulty with a “can do” attitude and demonstrated “bring it on” determination. We found opportunities in spite of hard times and thought of creative ways to assist our workforce and serve our customers. Adult Probation is an innovative organization with knowledgeable, experienced staff and we continue learning. Of particular significance, employees stepped outside of their comfort zone in order to learn new skills, undertake important projects, and implement changes. Your dedication and positive attitude are invaluable.

Last Spring, our department submitted 13 grant applications. We wanted to secure jobs, advance EBP and public safety, and address important issues like prison and jail reentry. I called upon a number of people to write grant proposals under tight deadlines. Although grant writing was new to some of these staff, all delivered grant applications that we were proud to submit and these efforts have paid off for us. We received three federal stimulus grants and had the distinction of being the first probation department in the country to receive stimulus funding. In total, our department received seven grant awards worth over \$4 million. These grants provide funding for 36.5 jobs and allow us to maintain current services as well as develop new programs. I would like to acknowledge the following people for their work on these grant applications: Mike Cimino, Saul Schoon, Vicki Biro, Carey McGrath, Karen Barnes, Erin Cacciatore, Robert Cherkos, Alison Cook-Davis, Linda Ettari, Kristi Ward, Taylor Pile, Penny Stinson, Sherry Johnston, Aryln Harris, Therese Wagner, B.J. Geske, Michele Saldana, Cathy Wyse, and Mark Hendershot.

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The most importance goal for our department is crime reduction. It is with pride and pleasure that I report Adult Probation's FY 2009 crime reduction results (MFR Goal A):

Successful Completion of Probation: 73% (Goal 60%)
New Felony Conviction: 8% (Goal 8%)
Revoked to Department of Corrections: 25% (Goal 33%)

Adult Probation is a vital part of the criminal justice system and makes an important contribution to public safety and community well being. These performance results were achieved through the efforts of many. The implementation of Earned Time Credit, the use of the Carey Guides, the movement of low risk cases to MARS, and better case planning are all evidence-based practices that have assisted us in attaining these results. You are to be commended for your continuing efforts in all aspects of the EBP Initiative!

The ongoing positive performance in Pretrial and Presentence also merit congratulations. Nearly 87% of pretrial defendants successfully completed their release conditions. Presentence continues to complete 99% of presentence investigation reports on time and 97% of reports are submitted to the Court without a continuance from MCAPD.

We want employees throughout the organization to know our performance results and celebrate our successes. We share a common mission and responsibility for achieving our goals. We share the credit when we do well. It's in everyone's interest to know the department's goals, how performance is measured, how each individual's work contributes to the department's goals, and what kind of results we are getting. Discussions about performance help us to develop awareness about what is working, explore what may be breaking down, and continuously look for ways that the department can do better. This is part of the quality assurance process that is integrated throughout evidence-based practice.

At the unit level, discussions about individuals' daily work and how it connects with the department's goals and performance results haven't been common. The focus of the September Managers' Forum was to assist supervisors with ways that they could facilitate these performance conversations with their units, so that this type of information sharing will become a more natural and consistent process in the department. Thank you to those who planned and carried out this well-received Managers' Forum: Shari Andersen-Head, Alison Cook-Davis, Ray Cruz, Trish Doktor, Paula Krasselt, Lolita Rathburn, Susan Savoy, Tim Schouten, Katrina Williams, Mary Anne Boyden, Julie George-Klein, Tricia O'Conner, Holly Burdine, Ted Milham, and Arlyn Harris. ☺

Just look what a "can do" attitude can do. Keep up the great work!

Grant Awards 2009

By: Cathy Wyse

The American Recovery and Reinvestment Act provided a multitude of new grant programs to create and retain jobs, and it significantly increased the availability of grant funding. MCAPD applied for 13 grants this year, some directly and some through partner organizations. We were successful in receiving seven grants worth over \$4 million – a significant accomplishment given the level of competition for these grants. Here is a brief summary of the grants we received:

Recovery Act: Combating Criminal Narcotics Activity Stemming from the Southern Border of the U.S. (\$685,993)

This two year stimulus grant from the U.S. Department of Justice provides for five surveillance officers in the Fugitive Apprehension Unit. The officers will be dedicated to working warrants on probation violators with drug-related charges.

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Recovery Act: Justice Assistance Grant (JAG) - Local (\$344,440)

This three year stimulus grant from the U.S. Department of Justice funds two SO positions to work in the Community Restitution Program.

Recovery Act: Edward Byrne Competitive Grant (\$2,045,584)

This two year stimulus grant from the U.S. Department of Justice supports a new Prison Reentry Initiative to improve the transition of offenders coming to probation after serving a sentence in the Department of Corrections. The grant funds seven SO positions, seven PO positions and one unit supervisor position.

Adult Treatment Drug Courts (\$300,000 per year)

This three year grant project funded by the federal Substance Abuse and Mental Health Services Administration will support a partnership with Community Bridges to enhance treatment services for opiate abusers participating in the drug court program.

Bulletproof Vest Partnership Grant (\$35,907)

This two and a half year grant from the U.S. Department of Justice will pay part of the cost to replace bulletproof vests.

Justice Assistance Grant (JAG) – Local (\$68,399)

This grant from the U.S. Department of Justice will assist the Community Restitution Program with one SO position for one year and on-call weekend crew supervisor hours.

Drug, Gang & Violent Crime Control Program (\$576,368)

This state funded grant provides four case administrators in Court Liaison as well as eight screeners and one judicial clerk associate in Presentence for one year. Three of the positions are growth. ☞

Click below to view the 2009 Annual Report

Maricopa County Adult Probation

2009 Annual Report



*Offering **HOPE** to Neighborhoods, Victims
and Offenders*

It's Time to Pay Up!

By: Stephen Hartley

On September 5, 2008, a historic event occurred for victims in Maricopa County. The first session of Restitution Court was held before the Honorable Roland Steinle. The purpose of the Court is to determine if a probationer is in contempt of court for nonpayment of restitution. This is not a probation violation matter; it is a civil process to determine contempt. Since that first date, just over a year ago, the Court has expanded by adding a second judge, the Honorable Joseph Welty. Both judges hold monthly sessions in an effort to address "the worst of the worst" of the individuals who have failed to pay restitution. To date, a total of \$122,107 has been collected for victims. The typical cases appearing in Restitution Court are 6 to 15 months delinquent, are willfully not paying, and have refused to take responsibility. When a probationer appears in Restitution Court, the Judge will question him/her about income, expenses, and financial priorities.

Once the questioning is completed, the Court has three options:

- ✓ Direct the person to work with **FINCOM** to develop a repayment plan and return next month with an acceptable plan. This option usually includes an order to make payments while developing the plan.
- ✓ Hold a contempt hearing and find the defendant in contempt, but allow him/her to remain free to develop a repayment plan with **FINCOM** and make a payment before returning to court the next month.
- ✓ After holding the contempt hearing, find the individual in contempt and take him/her into custody, setting a purge amount that is usually equal to the delinquency. The person will stay in custody, with work release, until the purge is paid. The Court establishes a hearing date to determine what progress has been made.

The program has demonstrated such success in a short time that many counties have inquired and observed the Maricopa County Restitution Court and are considering integrating a Restitution Court into their court system. Coconino County is one of the first to establish a Restitution Court after observing Maricopa County's program.

Restitution Court is a good example of what can be accomplished when people address the major issues, think outside the box, and government agencies cooperate.

A special thank you to members of the **FINCOM** staff that have volunteered to assume Restitution Court duty: Samantha Berman, Judy Chacon, Sonia Cruz, John Helmrich, Lorraine Guier and Kendra Neal. If you have any questions about the program or would like to make referrals, please contact a **FINCOM** staff member or Stephen Hartley, program supervisor. ☞

What Do You Think About ...?

By: Cathy Wyse

On our shopping receipts, we are offered incentives for completing customer satisfaction surveys. While we are online, pop-ups appear inviting us to participate in surveys. At work, we hear about surveys, too. Recently, we have been discussing the results of the victim satisfaction survey. The Crime and Justice Institute asked us to participate in a survey about the department's progress with EBP. The County will soon be conducting the employee satisfaction survey and the department is preparing for a client satisfaction survey. So, what's up with the survey mania? Why are surveys so important?

A serious business or organization can't afford to operate in the dark. Success for a business is based on customers wanting to buy its products or services over and over again and telling others to buy there as well. The best way to find out what customers want and if the business is meeting their needs is to *ask the customers*. Rather than shy away from potential criticism, a serious business welcomes both positive and negative feedback because it provides the opportunity to improve the success of the business.

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The first step is to find out what customers want. Surveys are very good for this purpose. They can be conducted in different ways, such as by e-mail, telephone, or face-to-face interview, but the common purpose is to find out what the customer wants. The second step is to use that feedback to improve customer satisfaction.

At Adult Probation, we take pride in continually improving our organization and providing excellent services to our customers. As a public agency, we are accountable to the public for the services we provide. In addition, we want to be satisfied as employees of this organization. A great way to find out how Adult Probation is doing is to ask for honest feedback from employees and the people we serve. Essentially, surveys are tools for collecting valuable information about effectiveness and satisfaction. The purpose for obtaining this information is to evaluate where we are and to inform decisions for improvement.

Why are *your* opinions so important? Each person has the ability to provide meaningful feedback that affirms current processes or could influence change. The more people who participate in a survey, the more confidence we have that it represents the group. For example, when employee satisfaction survey results are cited, it means a lot more if 95% of employees took the survey than it would if only 20% did. Your opinions, delivered through surveys, provide valuable information to your employer and the companies with which you do business. ☞

Now What do I do With the Data?

By: Shari Andersen-Head

Organizations use a variety of ways to measure success throughout the country. Maricopa County Adult Probation implemented Managing for Results in 2001 as a way of integrating planning, budgeting, performance measures, evaluations and reporting to the public. MCAPD has aligned its mission and goals with both the strategic agenda for Arizona's Courts and the goals of county government.

Once measures are developed on a department level, what next? How do we determine what data should be used to make decisions? What decisions can I make in my current position with the data I have?

For the Officer and Supervisor – The officers' contribution is to report the data through their monthly statistics or through APETS. By reporting accurate and timely information, they provide data quality, which is used to make data-driven decisions. MFR data can be used to establish goals with your unit based on projected performance outcomes. Performance projections are based on real data calculated over time. This enables officers to focus on a small obtainable goal that effectively contributes to the larger goals set at the department level. The supervisors should use the MFR data as a tool to validate what officers are doing; assessing probationers on time, writing case-plans that follow those assessments, and responding appropriately to the probationers' behaviors guided by evidence-based practices.

For the Executive Management Team - Division Directors should establish goals for the division that are in alignment with the department's strategic plan. Help supervisors understand how division statistics role up into the overall department results and how each unit contributes to the overall totals that are reported on a county level. Provide feedback detailing the importance of meaningful, measureable and sustainable data in developing performance measures that help to move the agency forward and provide data to make decisions. Use your supervisors as the expert in your area to establish division goals. At the highest level, MFR data should be examined to determine the efficiencies of activities and programs as well as the overall performance of the department.

As you can see, we use MFR data on all levels. As a department, we use evidence-based practices as a process in which we measure MFR performance outcomes. If we are assessing our probationers on time, writing case-plans that follow those assessments, and responding appropriately to probationers' performance, the behavior change should be reflective in our outcome measures which means: fewer new felony convictions, fewer revocations to the Department of Corrections, and an increase in successful completions of probation. We're not measuring EBP in itself; we are measuring the outcomes we expect. ☞

Just the Facts Please

Do you have questions about what to do with someone on your caseload? Would you like some other ideas or opinions? The Quality Assistance Team will be featuring a Chronicle column that will give you different facts about a case. The situation will be described, along with the interventions, what the officer has planned, or the final outcome.

I Have a Guy

You have a probationer on your caseload that started out as a medium supervision level. He is eighteen years old with no prior arrests. He is on for theft, a class 6 felony, and has approximately eighteen months left on a three year grant. He and a buddy committed a robbery with a BB gun. No one was hurt and no drugs were involved, but there was money stolen, which was not recovered. Your probationer has almost finished high school, has a part-time job, and has been 100% compliant with his conditions of probation. His family is well established in the community and seems to have his best interest at heart. His behavior has never been problematic and he has had no further contact with the co-defendant. The co-defendant is not paying his share toward restitution and is back in court on a new offense. Your guy is probably going to be responsible for paying the restitution in full before he can get off probation. You just completed a **FROST** and he scores as a minimum. What will you do?

- a) Keep him on your caseload
- b) Send a memorandum to the Court asking for direction
- c) Present documentation to the Court requesting an early termination
- d) Screen him for a **MARS** caseload

Considerations:

- ✓ His **FROST** score indicates he is a minimum risk to reoffend
- ✓ Research has shown that low risk offenders should not be over-supervised
- ✓ He has one conviction
- ✓ He is working, going to school, and paying his share of the restitution
- ✓ He has family support
- ✓ He has completed the first half of his probation with excellent compliance
- ✓ He does not seem to present a risk to the community at this time

End Result was the officer and the QA Team choice:

- ✓ He was screened and accepted for a **MARS** caseload.

Mary Anne Boyden 619.3162 / Julie George-Klein 619.2981 / Tricia O'Connor 619.0933

One, Two, Skip a Few... 59,000!

By: Alison Cook-Davis

In July and August, officers, case administrators, and support staff counted over 59,000 files and supervisors compared these to a master APETS list. Compared to stats, the standard file count was off by merely 3.5% and the IPS file count was off by less than .5%! Given how many paper files are in transit, this is an amazing feat! The discrepancy reports showed that almost every single hard file was in APETS and vice versa, so the reconciliation was very close! The large majority of the discrepancies noted were due to data entry issues rather than missing files. Many of these discrepancies have already been resolved through address and status updates in APETS. We are continuing to analyze the data to find areas of process improvement that will help improve the data quality in APETS. These are the first essential steps to being able to rely on APETS for statistical data. For those of you who participated in the hand count process in July and August, THANK YOU! 🙌



What is Effective Correctional Treatment?

By: Julie George-Klein

We know what Evidence-Based Practices (EBP) say about Community Corrections, but do we know what EBP tell us in terms of effective correctional treatment? A team comprised of staff from Maricopa County Adult Probation, Orange County Adult Probation, and the Crime and Justice Institute spent a week with Christopher Lowenkamp, Ph.D., and Paula Smith, Ph.D., discussing that very question.

The answer came in the form of the Correctional Program Assessment Inventory (CPAI). The CPAI is a validated tool used to identify strengths and weaknesses in treatment programs that were developed to change offender behavior. The CPAI examines nine dimensions:

- ✓ **Program demographics**-what are the philosophical orientation, mission, program setting, funding source(s), number of staff and number of clients in treatment?
- ✓ **Organizational Culture**-is the agency ethical, progressive, and learning based? Does it foster an environment of teamwork and collaboration?
- ✓ **Program Implementation/Maintenance**-is the program valued and supported by the community and is it managed efficiently in a fiscal sense?
- ✓ **Management/Staff Characteristics**-are the treatment staff qualified, experienced, and knowledgeable? Do they possess strong relationship skills, belief in others' abilities to change, and skills to manage treatment groups?
- ✓ **Client Risk/Needs Practices**-does the program have criteria for admission, does it measure risk throughout the treatment process, and is it responsive to client needs?
- ✓ **Program Characteristics**-does the program target criminogenic needs, use behavioral and social learning theories, and utilize cognitive-behavioral therapy?
- ✓ **Core Correctional Practices**-do groups include modeling of anti-criminal behavior, effective reinforcement/disapproval, effective problem-solving techniques, role plays, effective use of authority, cognitive restructuring techniques, and motivational interviewing?
- ✓ **Inter Agency Communication**-does the agency advocate for the client, provide additional referrals, and coordinate efforts with other agencies treating the client?
- ✓ **Evaluation**-does the agency measure progress? Is there research demonstrating the overall effectiveness of the program?

As our Maricopa team learned, completing a thorough CPAI by scoring 131 areas in detail, observing groups, interviewing staff and clients, and preparing final reports took a substantial amount of time. Our next steps are to decide how best to use what we learned. As part of the plan, we will host a Chronicle "Treatment Corner" to provide information that will help us make effective decisions in terms of treatment and referrals. ☞

A Little Extra Attention Goes A long Way

By: Jackie Novak

Every day we get into a routine with our jobs — it seems like we do the same thing day in and day out, but Surveillance Officer Kiesha McKnight shows us how paying a little extra attention can really pay off big time!

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Kiesha was seeing a fellow officer's defendant and noticed a male individual in the probationer's residence who looked familiar. When questioned, the probationer told her that the man was his sister's boyfriend. Something still did not sit right with Kiesha. She had been looking at the Phoenix Police Department's most wanted Sex Offender poster every week at the office and realized the male she saw in the probationer's residence was one of the "10 Most Wanted Sex Offenders"! She quickly realized she needed to report the situation to the police! She phoned the Phoenix Police Department Crime Stop and then Glendale Police Department to report her findings. After reporting the situation, she looked up the guy in APETS and noticed he had a PV warrant. Kiesha called Warrants and they were able to check out the situation right away and arrested him! Kiesha's dedication and commitment towards community protection took a convicted sex offender off the streets! ☞

Morten Program

By: Fred Wilhalme

The Morten Program is a unique blending of community providers and the probation department. Biltmore Properties, PSA Counseling, and Magellan Services work together with our department to provide housing and services for up to twelve SMI clients. Morten is an apartment complex with six units. Each unit has two bedrooms and clients share a bathroom, kitchen and living room space. Clients are selected for placement through an interview process, once it is established that they meet the program criteria.

In order to be eligible for Morten, clients must be receiving services from Magellan or one of their affiliated agencies. They must be on standard probation and have more than one year remaining on their probation grant.

Clients do not need to be on a specialized SMI case load when screened for the program, but after selection, all clients are placed on one caseload to be supervised by the same probation officer. They are also encouraged to transfer to the CHOICES Heatherbrae Clinic, where they are supervised by the same case manager. This model insures consistency in treatment supervision.

The clients that enter the program have individual treatment programs set up for them by the treatment team. The treatment team consists of the case manager, PSA Counseling and the probation officer. All work together to make sure that the clients' needs are met and their mental health and substance abuse issues are addressed.

Recent studies have noted that appropriate housing is a basic need correlated with an offender's chances of being successful on probation. Rent is based on one third of the client's income. If clients do not have any income, they reside at the program for free as part of a Magellan housing subsidy. They receive \$25.00 each towards their electric bills and any amount incurred over that is shared by the roommates of each unit. Clients can remain there for the duration of their probation grant.

Mental health and substance abuse counseling services are provided by both the Choices Clinic and PSA Counseling. All clients are required to attend at least three group counseling sessions and one individual counseling session each week. They can attend as many additional sessions as they want and there is a monthly reward for those who attend the most groups. If problems arise for clients, the treatment plan will be changed to meet that specific client's needs. PSA also provides medication assistance for those who need it.

Clients of the program work toward the goal of self sufficiency. Their stay at Morten provides them with a rental history, which they can use once they complete their probation grant. They are required to seek employment or to attend school during their stay. Since clients are at different levels of functioning, education and employment are geared to the client's specific abilities.

Many clients have graduated from the program since its inception. Morten continues to be a work in progress that is modified based on new research addressing what works for the betterment of our clients. Probation officers wanting further information on the program may contact Fred Wilhalme at (602) 619-2926. ☞

EBP Essay Contest Winner

By: Shari Andersen-Head

As Maricopa County Adult Probation continues to implement new strategies for using evidence-based practices, it's important to remember to share what we've learned. Last month the QA Supervisors held their first evidence-based practices essay contest. This contest was open to the entire department and the goal was to solicit ideas from staff on ways that they have been successful in using EBP in their every day work experiences. Below is an essay written by Surveillance Officer Clayton Hunt.

EBP in the Community

Our team recently had a powerful example of how EBP can work on many levels to improve the lives of our probationers and increase the overall quality of community supervision.

For several months, a young man on our sex offender caseload had been struggling with multiple areas in his life. He had been either under-employed or unemployed since the team began supervision. He would also frequently experience a lack of motivation that had sadly become his trademark. This lack of motivation would effect him in many ways to include his hygiene (e.g., the house was always a mess), financial responsibilities, adherence to probation rules, and his overall mental health. Quite often, our team would find ourselves "hitting the wall" with this young man when seeking the best way to motivate true change in him. A sad turn of events in the defendant's life actually turned out to be the opportunity the team needed to start breaking down that wall.

For the past few years, the probationer's mother had been battling cancer. She was far and away his closest support person. His father remained mostly uninvolved. After learning of the news that his mother passed away, our team got together with the probationer's therapist to discuss how best to assist him in dealing with the loss of his mother. Further complicating the matter was the fact that the victims were also family relatives. This created some issues with funeral attendance as there had been no face to face contact between him and his victims to this point. After communicating with the victims' therapist and gaining her input, a plan was put in place. The team agreed to allow the probationer to attend his mother's funeral, and for lack of an approved chaperone, the team would attend with him and ensure that there were no issues. That week, our team attended the funeral where she was laid to rest. During the funeral, several members of the probationer's family expressed their appreciation to the team for allowing him to attend and for taking the time to attend with him and support him.

A few days after the funeral, I went to visit the defendant at his home. To my great surprise, the home was clean. On the wall, a giant white board was hung and on it were listed his goals and a list of his required chores/responsibilities. He reported that he sat down with his dad and created this to help him stay focused. I was so pleased to see that the probationer was making changes and that his father was taking a role in his life. There was a difference in his countenance...he seemed determined. He then went on to report that, at the encouragement of his father, he made a significant payment toward his delinquent probation service fees. The probationer stated that the changes he is trying to make are partly because it was what his mother would have wanted him to do, but also because he realized that probation was truly a part of his support system and that he had been largely ignoring our efforts to this point. We discussed some of the next steps he would take in getting his life in order and how probation and treatment can help him get there. I feel that the defendant was able to trust the team more after this experience and was more open to receiving the advice we had been giving him in the past.

Our team feels that this experience accomplished many objectives.

1. We truly were able to demonstrate empathy and concern for our probationer through giving of our time outside of the "normal" contacts. He knew we cared.
2. We strengthened our community ties by demonstrating to the defendant's family and friends that we were caring and understanding of life's challenges and have the defendants' best interest at heart. We created buy-in with the family.
3. We were able to communicate with the treatment providers to work out a safe and meaningful way to address the defendant's problem that will have the greatest positive impact on him. Rather than just denying his request to attend where his victims would be, we were able to look at EBP and seek a solution that would benefit all involved.☺

MFR, Pop Art and Fish?

By: Lolita Rathburn

What do Managing for Results (MFR), pop art and fish have in common? The managers' forum held on September 30, 2009 made a big splash by combining MFR data, fishbowl exercises and an art presentation. It was the first forum to be designed and conducted by supervisors (without director involvement). The newly formed Team Forum*, along with the QA supervisors and members of the Mid-Managers Committee all worked together with the assistance of the Criminal Justice Institute (CJI) representatives to present one of the best received forums of the year.



Left to Right: Wendel Lewis, PO Supervisors Tim Schouten, and Lolita Rathburn

The forum began with the unveiling of an art piece created by managers at the previous forum held in June. The eye-catching piece was the first project Team Forum undertook and was made possible by the generous financial contribution of anonymous donors and the artistic talents of designer Wendel Lewis (my husband), who chose the assortment of paint colors and finished the piece by lettering the quote chosen by Team Forum, "Individual Commitment – Common Goal" in bold letters over the multi-colored handprints. The result is an inspiring visual representation of our solidarity and commitment. The piece will be displayed in the second floor hallway of the Downtown Justice Center.

The unveiling was followed by a presentation by Chief Broderick, who gave a summary of the current state of the department, including the budget, grant writing efforts and opportunities opening up for surveillance officers. While the financial news was grim, the overall message was hopeful.

The highlight of the forum was the communication exercise. Using the type of fish on their nametag, supervisors, division directors and members of the executive team, including the Chief, were divided into "schools" to participate in small group discussions called "fishbowl exercises." The exercises were designed to provide managers with an opportunity to learn new skills pertaining to discussing MFR data with their staff. The exercise sparked some lively discussions and opened up dialogue across division lines since each group was comprised of managers from different areas within the department. When the participants reported out on their experience, they all agreed that the three most important things they intend to take back to their units are to create a safe learning environment, promote discussion, and celebrate success.

Everyone is encouraged to learn more about MFR and as we continue to implement EBP throughout our department, staff can expect to have more productive conversations about the link between EBP and MFR data with their supervisors. This will help in building an understanding of how each individual within the department can affect the outcomes of the department's measures. If you have any ideas for a forum topic, please contact a member of Team Forum and next time you are at the Downtown Justice Center make sure you take a look at our new art!

*Team Forum members are Shari Andersen-Head, Alison Cook-Davis, Ray Cruz, Trish Doktor, Paula Kraselt, Lolita Rathburn, Susan Savoy, Tim Schouten, and Katrina Williams. QA supervisors, Mary Anne Boyden, Julie George-Klein, Tricia O'Conner and Mid-Managers Committee co-chairs, Holly Burdine and Ted Milham, and global sub-committee chair, Arlyn Harris, all attended hours of meetings to make the managers' forum a success.



PEER-TO-PEER RECOVERY EDUCATION COURSE:

In conjunction with NAMI-Arizona, the VA Hospital offers a nine-week training course taught by Veteran Peer Mentors. Mentors are paid graduates of the program whose goal is to assist other vets in becoming mentors. Contact: Bob Tencer, Local Recovery Coordinator, VA Medical Center, 602-277-5551 ext. 6688, or 602-568-6085.

OEF/OIF VETERANS:

Newly formed help group for Operation Enduring Freedom and Operation Iraqi Freedom veterans and their families. VA benefits, employment, vocational rehab, disability claims, and a variety of other concerns facing returning vets are discussed. Meetings occur every Wednesday between 5:30 pm and 7:00 pm in the Ambulatory Care Center Basement of the VA Medical Center, 650 E Indian School Road, Phoenix, AZ 85012. Contact: Pat Tuli, LCSW, 602-277-5551 ext. 7685 or Teri deMars, LPC, 602-277-5551 ext. 6835.

VETS-4-VETS:

Help group for Iraq and Afghanistan veterans. Their primary focus is to establish a group in every community for returning vets to easily access assistance and support. They meet the third Thursday of every month at the VA Medical Center, Room K112, near the nursing home. The time wasn't specified, but the contact is Bob Tencer, 602-277-5551 ext 6688.

SUBSTANCE ABUSE CLINIC (SAC):

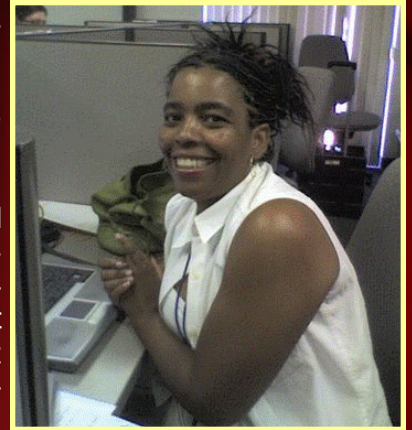
VA probationers can utilize this program when seeking mental health and substance abuse treatment. Several groups are offered, beginning with the Discovery Group meetings held daily, M-F, 8:00am in Building 4. Meetings are also held on Saturday mornings at 8:00am in the Outpatient Mental Health Clinic. The initial intake meetings are held on a walk-in basis, and must be attended for assignment to an appropriate group.

EBP SPOTLIGHT

Lisa Brooks

The QA Team would like to shine a spotlight on Lisa Brooks, who was nominated by her supervisor, Susan Savoy, for her ability to communicate and plan with probationers.

Susan wrote: Lisa has been with the probation department a little over seventeen years. Whenever a high profile case came our way, Lisa was always assigned supervision, because we knew Lisa would strongly enforce the rules! She has always been a very traditional and compliance-minded officer; however she has not always been particularly fond of change, especially when it came to the way we hold clients accountable! I clearly remember the first time *Evidence Based Practices* was mentioned in our unit meeting. Lisa rolled her eyes and firmly stated, "What do you mean wait until the client is *ready*?? The Court ordered it!!" At that moment, I truly envisioned a very, very long journey.



To my surprise, I soon stopped getting the blank stares or the funny looks, and I began seeing Lisa and the other officers having a good time role-playing FROST interviews, creating Motivational Interviewing board games, and talking amongst themselves about Stages of Change! Shortly thereafter, I sat in on a FROST observation with Lisa and was absolutely amazed at how naturally she asked open-ended questions, offered up affirmations, and listened! I thought, "That Rat! She totally gets it, but didn't want me to know!" Lisa admits she got tired of *telling* clients what to do and watching them instantly "shut down." She believes it makes her job easier to have the client be a part of the goal planning and strategy development, as it holds them more accountable. She acknowledges that making supervision plans together truly promotes success, as she does not walk in their shoes. Lisa takes great pride in the way she manages for results, and she is an excellent role model and coach for all staff.

Lisa is currently a Probation Officer for Western Division Standard Unit 5

Tom Weiss

The QA Team would like to shine a spotlight on Tom Weiss, who was nominated by Division Director Donna Vittori.

Donna wrote: Tom's work in developing training on the Stages of Change is a huge EBP contribution. Furthermore, his enthusiastic presentation of the training was instrumental in a highly successful (pilot) training program originating from the Graduated Responses committee. Approximately fifty staff attended all four phases of the training. During the process, they received valuable information to assist them in understanding a critical component of the behavior change process. In 2010, additional staff will have the opportunity to benefit from this powerful training. Thanks to Tom for being a force for positive change.



Tom is currently a Supervisor for Northern Division Standard Field Unit 25

Congratulations & Thank You

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Rebecca Britt
Theresa Zawlocki
Kimberly Burton
Jason Westcott
Catherine Button**

5 YEARS

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Melissa Pilacelli
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Robert McGhee
Tanya Kluender
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Norma Vasquez**

**Vincent De Armond
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10 YEARS

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Connie Delgado
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Lolita Rathburn
Manuel Barron
Yolanda Cardenas
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**Eva Lessing
Michele Albo
Connie Koch**

20 YEARS

**John Tennant
Linda Waletzko
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