



# IDEAS.VOICE. RESULTS.

## the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

July/August 2014

### Speaking From The Heart

During the recent American Probation and Parole Association (APPA) Summer Institute in New Orleans, Carmen Rodriguez, President of APPA, spoke in front of large groups of conference attendees on a few occasions. One of the points that she repeated and clearly wanted attendees to know about her is that she believes in “speaking from the heart.” Carmen revealed that, as a child, she witnessed domestic violence, and one of the themes running through the conference workshops and programs, trauma-informed care, is very close to her heart. Trauma-informed care is an important topic in our work, considering that the prevalence of trauma and/or past trauma in the lives of offenders is high.

As I reflect on the three keynote speakers at the conference, I believe that these inspirational individuals were also “speaking from the heart.” The speakers shared personal experiences, conveyed messages of hope, recovery, and resilience, and reminded us of the special positions we hold -- we have the opportunity to make a difference in people’s lives. It is my hope to bring some of that inspiration back and share it with you.

Marcus M. Hodges, Regional Administrator, Virginia Department of Corrections, very graciously stepped forward, on extremely short notice, and agreed to speak at the Opening Session after it became apparent that a flight delay would keep the scheduled speaker from appearing.

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CHIEFLY SPEAKING

Marcus spoke about a concept that he had just been introduced to at the conference: take a universal precautions approach regarding trauma. That is, assume that everyone you meet may have been impacted by trauma. Don't wait for them to tell you. Understand the prevalence of trauma and its impacts. Be ready to meet people where they are. In our field, great emphasis has been placed on communication skills and building relationships with offenders. Marcus stated that it never ceases to amaze him when he sees staff ready to head out, all set to be great communicators with the offenders, yet they haven't so much as said "good morning" to their co-workers. Marcus stressed that we need to take the time to be courteous and to make those human connections with our co-workers and others. The impacts of our efforts are fewer victims, less crime, and safer and healthier neighborhoods.

The plenary speaker, William Kellibrew IV, is an international advocate, trauma survivor, and consultant for the Office for Victims of Crime. In his presentation, Mr. Kellibrew taught about the impacts of trauma: Trauma takes away the victim's voice and choice. Trauma precipitates a moral crisis, and shifts and alters a person's values, beliefs and world view. Trauma disrupts a sense of connection, control and meaning. Mr. Kellibrew shared his own traumatic experiences, which served as powerful illustrations for the points that he was presenting. When he was 10, his mother's boyfriend shot and killed his mother and brother in the family home. He was also threatened at gunpoint, but then released. He ran from the home and did not return there for many years. He went to a neighbor's and police were called. He could barely speak. He lost his voice and choice. He went to live with a relative. His sense of connection, control and meaning were disrupted. Mr. Kellibrew asked us to remember that all behavior has meaning and that symptoms are adaptations/ways to survive. As a teen, he became depressed. After a failed suicide attempt, he sought out help, was hospitalized, and started therapy for the first time. With support, and through hope, healing, and recovery, he worked diligently to rebuild his life. He discovered that he could use his experiences to help others. Years later, Mr. Kellibrew learned that the therapist he met at the hospital and saw weekly, the one who had been instrumental in his recovery, had been an intern. To assist crime victims, Mr. Kellibrew supports a paradigm shift. Ask "What happened to you?" instead of "What's wrong with you?" Assist victims with trauma-informed approaches and activities that foster healing, rebuilding, recovery, and resilience.

The speaker for the Closing session was Father Tony Ricard, an internationally known priest and youth minister from New Orleans and chaplain for the New Orleans Saints. Father Richard's style is energetic, upbeat, and entertaining, and his presentation included music and dancing, as well as prayer, football stories, and jokes. A couple of the lessons from his mom that he likes to share with young people are "remember where you came from" and "don't be stupid." Ignorant is when you don't know. Stupid is when you know something is wrong and you do it anyway. One day at the high school where he works, Father Tony noticed that a student, a young man, looked distressed. When Father Tony asked what was going on, tears appeared in the student's eyes and Father Tony invited him into his office to talk.

The student was hungry. He told Father Tony that he and his mother hadn't eaten in four days. Father Tony provided money for groceries and told him what food to buy to get them through a few days, while they figured out what to do. Even if the student could get two meals a day at the school, he would still be going home to a mother who hadn't eaten. Father Tony said that there is mental slavery today: people are in situations and don't allow themselves to break free from what they know. Father Tony believes in giving second chances – you never know when you are going to have that opportunity to make a difference.

Let's recognize the struggles of others, appreciate the opportunities to make a difference in someone's life, and remember our successes.



## A Conversation With The Bench

### By Courtney M. Sullivan Esq.

In response to feedback from the Employee Satisfaction Survey, the Presentence Division held an open forum with representatives from the criminal bench on May 22, 2014. Judge Kreamer, Commissioner Nothwehr, and Judge Granville met with presentence screeners, probation officers, supervisors, and upper management to discuss several questions relating to the plea agreement process, the presentence report, and sentencing outcomes.

Officers routinely see plea agreements that cause frustration, either through the limited consequences imposed or the severity of the stipulations. The panel discussed these plea agreements and provided some insight into the plea acceptance process, as well as what may be required to reject a plea agreement. In deciding whether to reject a plea agreement, the judges most frequently look to the consequences a defendant may be facing were they to proceed to trial. Judges attempt to determine whether the defendant may face a more significant punishment if they were to be found guilty, whether due to a higher level offense or other aggravating factors (such as an allegation of prior felony convictions or a dangerous or repetitive offense). Ultimately the judges acknowledge that they rarely reject plea agreements.

While the court may rarely reject plea agreements, the judges also acknowledge that our recommendations weigh heavily in their attempts to sway the parties into other outcomes. As Judge Granville said, sometimes our reports will be used to make the assigned County Attorney “blink” in the hopes that an inappropriate plea agreement may be changed to more adequately reflect the overall case.

The panel also discussed the issue of consecutive probation grants following a prison term. The bench continues to impose these terms because they believe probation supervision has more to offer the defendant than a term of parole supervision. Ultimately the court is going to determine whether rejecting the plea agreement is worth the risk of a more severe sentence for the defendant.

The panel noted their deep appreciation for the work that goes into the reports and expressed a high level of satisfaction with the reports in general. Judges take strong value in the mental health section, the present offense, and the defendant's eligibility for any programming. In cases of domestic violence, judges want to know whether the defendant is still reporting to live with the listed victim. The judges also take value in the criminal history information, including offenses which may lack a reported disposition as they can demonstrate a pattern of behavior that the court may wish to address.

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## From Youth at Risk to Kids at Hope By Kirsten Lewis

Rick Miller, founder and president of Kids at Hope, presented a workshop at the APPA Summer Institute in New Orleans titled, "From Youth at Risk to Kids at Hope: Examining the science of hope as a strategy in probation and parole." He posed a question to the audience at the beginning of the training, "Do you believe that all kids can succeed... NO EXCEPTIONS?" This belief, according to Rick, is absolutely required in order to effectively work with children. Rick challenged us to consider our assessments of kids and the damaging and stigmatizing impact of focusing solely on risk. In fact, the term "kids at hope" was coined to reverse the abuse and misuse of the expression "youth at risk." In 2000, Kids at Hope introduced a powerful paradigm shift away from measuring risk to focusing on hope and the future.

Rick challenged us to consider that the professionals who deal with kids don't actually have much control over the risk factors that are present in the kids' lives, but we can absolutely contribute to their hope. Measuring and focusing on "at risk youth" can become a self-fulfilling prophecy as the kids live up to the lack of potential the professionals believe they possess. Rick believes that hope is best observed in kids when they can visit their future, return to the present, and prepare themselves for the journey. "Children succeed when they can articulate their future." Kids at Hope focuses on four future destinations: Home & Family, Education & Career, Community & Service, and Hobbies & Recreations. Children who are able to visualize a future within these destinations are expressing a sense of hopefulness. And professionals who can support and encourage a child's connection to their future in these areas are consequently moving away from risk factors and instilling hope.

## Domestic Violence Victimization By Shari Andersen-Head

Trauma, victimization, mental health, and leadership were all areas presented at this year's APPA Summer Training Institute in New Orleans, Louisiana. I chose to attend a session entitled Domestic Violence Victimization of Justice-Involved Women: Providing a Community Supervision Response. The Bureau of Justice Statistics reports that between 40 and 57 percent of justice-involved women in prison, jail, or on community supervision reported experiencing physical or sexual abuse prior to their conviction, and half reported that their abusers were intimate partners. Community supervision provides critical functions at key points throughout the criminal justice system and is instrumental in providing a coordinated community response to victims of domestic violence.

In this session the perspective of therapeutic jurisprudence (the law's impact on emotional life and psychological well-being) and Preventative Law was discussed specifically for those domestic violence women involved in the justice system. In addition, Jim Henderson of the Battered Women's Justice Project and Mary Ann Mowatt, a Research Associate with the American Probation and Parole Association discussed the impact of introducing screening methods and tools available to assist community supervision officers. Assessing for victimization through the initial screening process when the offender first enters the justice system helps to break down barriers and open lines of communication and trust.

If you are interested in learning more about "Community Corrections' Response to Domestic Violence: Guidelines for Practice," please go to the following link: [http://www.appa-net.org/dv/articles\\_perspectives.htm](http://www.appa-net.org/dv/articles_perspectives.htm)

## A "Trauma-Informed" Approach By Jennifer Ferguson

At the recent APPA Training Institute in New Orleans, a key theme throughout many of the presentations was trauma. One of the workshops, by Alyssa Benedict, was called "Strategies and Skills for Working Effectively with Justice-Involved Women: Applying a Trauma-Informed Approach." In some ways, "trauma-informed care" appears to be one of the new buzz words being used in the field and the term alone does not provide clear direction on what it means to be "trauma-informed." This workshop provided some concrete examples of what this might look like that anyone can apply.

The workshop introduced the notion of universal precautions as it relates to trauma. We hear this term every year when we take our blood borne pathogens training. In that context it means we should treat all bodily fluids as though they are infected. In the context of trauma-informed care, universal precautions means that we should assume everyone we encounter has been traumatized. We should not wait until trauma is disclosed. By doing this, we will take greater care in our interactions and be less likely to inadvertently contribute any additional trauma.

Ms. Benedict also reminded us that trauma can have physical effects. Trauma impacts stress hormones and when these are triggered it can impact the ability to remember certain events. When asked targeted questions about what happened following a traumatic event, it can be hard to remember. At times this has resulted in people being accused of lying because they cannot remember times or the order of events. She suggested instead, changes should be made to the questions that are asked. For example, do you remember certain smells or sounds? Another tip she provided was to try to not be so focused on what you need to do or accomplish, but be sure to pay attention to how the other person is.

Overall, for me, the workshop provided new information related to the impact of trauma and what it means to be trauma-informed. If you are interested in more information, the link below is to a document that highlights many of the key ideas that were shared.

<http://cjinvolvedwomen.org/sites/all/documents/Using-Trauma-Informed-Practices-Apr-14.pdf>

## Connecting the Dots By Cathy Wyse

At the recent APPA conference in New Orleans, I attended a workshop entitled “Connecting the dots: using data to create a reentry service delivery system that meets a jurisdiction’s unique needs,” presented by Chief Wendy Stills and two directors from the San Francisco Adult Probation Department (SFAPD).

Like other counties in California, SFAPD has been impacted by two major pieces of state legislation: the California Community Corrections Performance Incentives Act of 2009 and the Public Safety Realignment bill in 2011. These laws are designed to incentivize improved probation services and reduce the prison population. The Public Safety Realignment bill transfers responsibility from the state to counties for a portion of the criminal justice population. Some crimes/offenders are no longer prison-eligible and some offenders exiting state prison are now supervised by county probation instead of state parole. The bill provides funding to counties for implementation and recommends that counties employ evidence-based practices and alternatives to incarceration.

SFAPD has undergone a whirlwind implementation of EBP. In 2010, they had caseloads of 175, had just started to use an assessment instrument, and had no service contracts. Today they have a reentry council, five collaborative courts, robust partnerships, and \$9 million for reentry services and research. In addition, 94% of clients have a risk assessment completed, the average caseload size is 75, their successful completion rate is over 80%, and probation revocations to state prison were reduced by over 80% since 2009. Data is important to the successful implementation of EBP. It also enables SFAPD to tell this amazing story and show the positive results of the changes in policy and practice.

## Great Program...Now, How Do We Fund It? Promising Social Impact Bond and Social Entrepreneurship Models for Community Corrections By Alison Cook-Davis

This seminar at the APPA Summer Institute explored a couple of models on how to fund programs that offer services and while providing a public service: social enterprise and social impact bond.

***SOCIAL ENTERPRISE:*** This is an organization that applies commercial strategies to maximize improvements in human and environmental well-being.

Neli Vazquez-Rowland and her husband started a non-profit called “A Safe Haven” in Chicago, IL, whose mission is to end homelessness. They were motivated to reduce fragmentation of services by providing supportive housing, case management, addiction treatment, education, and life skills along with a network of affordable housing, training, and job placement. The purpose was to create a comprehensive, integrated path to self-sufficiency for the homeless. This is made possible by partnering public and private interests that benefits both the investors and society as a whole. The goal is provide both return on investment, efficiencies and results for all stakeholders. A Safe Haven also runs three social businesses (landscaping, pest control, and catering) which provide jobs for individuals who are in need! The social business profits then get reinvested into A Safe Haven to provide affordable housing and services. This is a model they are hoping to bring to other places because they believe it is both holistic and scalable.

***SOCIAL IMPACT BOND:*** This is also called “Pay for Success” model, which provides government organizations with financing that will only have to be repaid if results are achieved!

Two speakers, Tim Pennell from Third Sector Capital Partners and Anne White from Harvard Social Impact Bond Lab, spoke about how an agency goes about using a “Pay for Success” model. While this sounds pretty good, there are a number of steps to the process. First, there needs to be a significant unmet need and a targetable population with a record of credible data. Then there needs to be interventions available that have already been proven to work (i.e., evidence-based) and service providers available to provide the intervention with the capacity to bring it to scale. The governmental organization must sell the benefits of said intervention and be able to calculate a net financial savings (and/or social benefit). There is an enormous amount of leadership required to make the intervention or program a priority and a willingness (and ability) to set aside money saved (possibly over multiple years) in order to repay investors who are financing the treatment/intervention itself. Currently four projects have launched using this model, which include the states of Massachusetts and New York along with the cities of New York City, NY and Salt Lake City, UT. There are a number of additional sites in which projects are being constructed. It will be interesting to see if it proves to be a successful funding option.

# Jefferson Parish Department of Juvenile Services (DLS)

By Tricia O'Connor

The state of Louisiana is divided into 64 parishes (similar to counties), and Jefferson Parish is just south of New Orleans. On August 5, 2014, we took a bus trip across the Mississippi River into Jefferson Parish to view the L. Robert Rivarde Juvenile Detention Center.

Hurricane Katrina in 2005 reset many statistics for the state, and this time period is when Jefferson Parish began making reforms to reduce detention numbers. These reforms included utilizing evidence-based practices, such as implementing a screening/assessment instrument, developing alternatives to detention (e.g., pre-trial supervision, electronic or GPS monitoring), and creating a graduated response grid. Examples of graduated responses include attendance at special events, iTunes gift cards, and registration for activities at the recreation center for low risk youth, to verbal praise, job opportunities, and gift baskets at office visits for high risk youth.

Their efforts have been successful, with the following results:

Number of Youths	2007-2008	2012-2013
School-to-Prison Pipeline (youth arrested at school)	757	423
Detention Admissions	1,732	1,216
Youth Referred for Evidence-Based Services	7%	92%
Probation Caseloads	1,227	733

These numbers allowed the Parish to hire more probation officers and fewer detention employees. Training in crisis intervention, de-escalation, and motivational interviewing have resulted in school police officers handling issues at a lower level (reducing the number of kids with labels such as “detention”), while detention officers even set a record of no injuries due to a lower number of fights among the youth. Therapy options have greatly expanded and now include trauma-focused cognitive behavioral therapy and Aggression Replacement Therapy. Families also benefit from these expanded services, which include the therapist going to the family homes for Functional Family Therapy. Just like MCAPD, the Jefferson Parrish Department of Juvenile Services continues to look at evidence to do what works. Their next steps include a new case management system and expanding diversion options and incentives for youth.

## APPA Workshop: Breaking the Mold...To Address the Problems We Face By Kristi Ward



How many times have you heard the following reasons for not reporting: I have to work or I don't have a ride or it's too hot! For some offenders this may be an excuse, but for others it may be an obstacle inhibiting their compliance. One rural Kansas parole agency took these excuses and turned them into an opportunity to rethink how to supervise offenders. With the technology tools available, officers have begun to video conference with low-risk offenders to verify compliance including employment.

Using a free video or messaging service like FaceTime or Skype, the officer contacts the offender at their place of employment to verify they are working and also speak with the employer. This builds a relationship with the employer, ensures that everyone has the same information, as well as permits the offender to remain at work. Internet-based reporting is also available for the low-risk offender in which they complete a monthly report form online. There are benefits despite the potential adverse effects of losing that in-person contact (relationship building) and perhaps confidentiality of the contact. This use of technology allows the officer to meet their requirements while redirecting focus on higher risk offenders. Yes, there are benefits.



## Social Security and Victims of Domestic Violence By Tony Bidonde

The following information was provided by the United States Social Security Administration (*Social Security Administration*: <http://www.ssa.gov/ssnumber/>):

Did you know the United States Social Security Administration (SSA) works with victims of domestic violence and harassment? As you are aware, a person's social security number is their lifeline to most everything that person does across the span of their entire lifetime, from employment all the way to their passing. The SSA recognizes that people in all walks of life can be victims of domestic violence and/or harassment. Both of those situations have the potential to be life endangering. If you or someone you know is a victim of family violence, the SSA might be able to assist.

Through public awareness victims are urged to develop safety plans, including the gathering of important documents such as their birth certificate, Social Security card, credit cards, etc. However, there are times when the best and safest way to elude the perpetrator is by simply changing identity, and that is where the Social Security Administration comes in.

Prior to applying for a new social security number, there are some key points to consider:

- Changing numbers may impact one's ability to interact with the different government agencies providing services and benefits, as well as private entities.
- Employment, medical, and financial records are all linked to one's social security number.
- The person is still responsible for bills accrued under that number.

Another point to consider is one's name. If you are in the process of changing your name or are considering changing your name, the SSA advises it is best to wait and apply after the name change has been completed.

Applying for a new number must be done in person, and there are requirements that need to be met, including but not limited to: evidence of the abuse and/or harassment, proof of citizenship, and identification. Also if you have children, documentation proving custody, as well as ages and their citizenship must be provided. The Social Security Administration may assist you in filling out the forms.

To find out more about the requirements for changing one's social security number due to abuse, harassment, or domestic violence, follow the link above or contact me.

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



Wow! Agents have been busy each month with topics from data quality reports, to APETS builds ,to the new TASC portal! All information is available on the M/APETS Agents folder. Have a suggestion for a monthly topic or a question about APETS, APD On-line, or JW!? ***Take it to your Agent!***



## News From the Kingdom Hear Ye, Hear Ye! (Or What I Found Out About Random Assignments) By Jane Parker

Come ye one and all while I tell you a story of a kingdom in peril? Yes, tis a sad tale of mystical myth and peril in the realm of MCAPD. Those of you too young to remember take heed of this wondrous tale of fallacious fact and truth as we delve into the mysterious tale of “Random Assignments.” Many years ago, (about three), a number of loyal subjects asked loyal probation officers and keepers of the peace what would ease their burden and many said, “if ye could stop the issuance of random assignments, we would be ever so grateful.” Well, that wish could not be fulfilled. but nevertheless, a group of the kingdom’s finest managers (umm...), the Managers Action Committee (MAC), spent many an hour hand wringing and wailing, (not really, we had a great time) whilst trying to ease dedicated probation officer workload.

After seven full moons and many sleepless nights, it shall be decreed as a finding the following:

There are three pathways for receiving assignments:

1. New Assignment
2. Reinstatement
3. Request received from FAU, IDS, DOC, ICE, OOC or Unsupervised

Three questions must be addressed to get an assignment:

1. Did the subject have a PO assigned before?
2. Does this subject have an address in the Kingdom of Maricopa County?
3. Does this subject have any special conditions or meet criteria for specialized supervision? (DV, UNS, Sex Offender, SMI, Spanish speaking, JTOP, Drug Court, DUI Court)

When there is no address in the Kingdom of Maricopa, the previous PO is not available to receive this assignment, and the subject does not meet specialized criteria, the case is then **Randomly Assigned**.

**58...** is the average number of random assignments a month, which translates to a standard officer receiving a random assignment about every two to three months!

The dauntless MAC Managers did not stop there, no, no, they spoke of Unsupervised Probation, Interstate Compact-Outgoing, and Presentence, and how many changes have eased the heavy burden of the loyal probation officer. Yet, I divulge too much, and to find out more, ask your supervisor, take a peek at the trailer titled *The Amazing Assignment Zone* on the intranet under the heading **Information Services**, or better yet, get on your mighty steed and venture to the Assignment Zone with your unit.



## EBP Spotlight

Dear Ms. Arlyn Harris:

It was a pleasure to meet you the other day at my home. I wanted to take this opportunity to express my extremely high opinion of Mario Garcia.



I am not sure of the exact number of different probation officers and surveillance officers I have had during my probation, but I know it's more than 12, and likely something like 17 when you count both the counties I have lived in. I had six different officers in a single month once. I got moved around a lot. As a result, I have had the opportunity to interact with a great many different personalities and different styles with a variety of probation officers. I can tell you that Mr. Garcia stands head and shoulders above the rest. I was very happy when I was assigned to him. He is clear in what he expects and doesn't cut any slack on rules, but at the same time he has a very motivational demeanor. He makes it clear he cares and wants people to succeed. I am sure that if all probation officers were like him that the recidivism rate would drop. He inspires people with his positive attitude. He is charismatic and always pleasant. He would make a great supervisor.

I am making this positive recommendation, as someone on probation with him, as opposed to a friend or fellow worker, so I trust this recommendation will carry some weight. I give him my highest recommendation for a promotion and/or raise during his next evaluation and I hope you will add this letter to his permanent personnel file. He is a great asset to the Adult Probation program and I am confident he will have a very successful career there. In large part, due to Mr. Garcia, I have a very positive opinion of the Adult Probation program.

## Thinking for a Change - A Success Story By Janet Blake

The second day of Thinking for a Change (T4C), Christopher had the strongest scent of marijuana I had ever smelled coming from a probationer, ever. I told him that even though he has his medical marijuana card, getting high or smoking prior to class is not appropriate and will not be tolerated. Although he did not smell like marijuana again throughout the rest of the program, he did have that "gangsta" persona, appearing as if we were wasting his time. Strangely enough, he rarely missed a class and was continually on time and had his homework completed. He successfully completed the program on April 7, 2014.

He was typical of my cases and liked to play basketball, so I requested he be transferred to my Suns Nite Hoops caseload. Surprisingly, he actually did listen in class and learned new skills. He asked for an essay to write that would continue to challenge him and keep him on track. He is now working on essay #20 and provided an essay on



his own. He has written about his past “gangsta” lifestyle, revealing in-depth insight into his past behaviors. I can see he is using the tools learned in the Thinking for a Change class, and doing so appropriately. That hard shell is gone; he has virtually quit smoking marijuana, did not renew his medical marijuana card, is registering for college, and is actively looking for employment.

He has completely amazed me in his tremendous transformation from a hardened, L.A. gangster with a long history of gang activity and mentality to a young man who does not even want to visit the area he victimized and which victimized him. He is no longer hesitant to speak about his past, his non-existent father, his strengths and weaknesses, and his positive hopes and plans for the future. He is definitely not the same young man we met last January 2014.



## Tina Burruel Promoted to Support Supervisor By Cathy Wyse



Tina Burruel has been promoted to Judicial Clerk Associate Supervisor in Programs effective August 4, 2014. She will continue to work in the Luhrs Building.

Ten years ago, Tina started her career with Adult Probation, working in Procurement. In 2006 she was promoted to Administrative Assistant to the Programs Division Director.

Tina is well known throughout the Department for her outstanding service as chair of the Probation Recognizing Individual Deeds of Excellence (PRIDE) Committee for the past eight years. She organizes the annual “Of the Year” event and other activities related to PRIDE. Always dedicated to boosting

employee morale, Tina has also served as chair for the Fun Bunch Morale Committee at Luhrs for almost one year. In 2008 Tina played an important role in planning and organizing the APPA conference held in Phoenix.

Tina’s exemplary service was recognized by fellow employees in 2012 when she was selected as recipient of the 2011 Employee of the Year award.

Regarding her new position, Tina says that she is very excited for this new adventure in her life and most of all, she is looking forward to working with the most amazing staff.

Congratulations, Tina!



### New Supervisor Tatiana Torres By Samantha Ott



Tatiana Torres has been with Adult Probation for nearly thirteen years. Her first assignment was an officer with a standard caseload at the Western Regional Center. She then assumed responsibility of a Juvenile Transferred Offender Program caseload, back to a standard caseload, and most recently serving in an officer role in Presentence.

Tatiana has served on the Fincom Committee and the Paperless Pilot Committee. As a new supervisor, she is most excited about the opportunity to work in a new area and be a part of the South Phoenix community. She looks forward to using her knowledge in Presentence to help develop new officers.



### Jack Dillon Promoted to Community Restitution Program Supervisor By Shari Andersen-Head



Jack Dillon will celebrate his tenth anniversary with Adult Probation in January. Jack has stayed close to the Garfield Probation Center his entire career, first as a surveillance officer in IPS, then as a supervisor for community restitution, and now as the Community Restitution Program Supervisor.

Jack is most excited about continuing in the community restitution area as the program supervisor because he feels that the work that is completed here helps nonprofit communities and individuals all across our county. The satisfaction is

immediate, and once the work is completed, the positive results are noticeable.

In his spare time, Jack volunteers for the Tovrea Carroro Society (TCS), a nonprofit organization with an operating agreement with the City of Phoenix to provide tours of the Tovrea Castle located at 52nd Street and Van Buren. After coordinating tours and helping with some of the accounting work for two years, Jack has recently been asked to join the Board of Directors.

Congratulations on your recent promotion!



## Empathy & Understanding Project Receives National Recognition By Tricia O'Connor and Cathy Wyse

The Empathy and Understanding (E&U) project has received national recognition from the National Association of Counties (NACo) with a 2014 NACo Achievement Award.

Empathy and understanding directly impact staff morale and motivation, improving staff's willingness to approach their duties with enthusiasm and to perform at higher levels. Over a two-year period, more than 1,000 employees were given the opportunity to participate in Appreciative Inquiry (AI) sessions to answer the question, "In a perfect world, what would it look like if management was empathetic and understanding of staff's needs?" Ideas suggested by employees have been implemented across the department, improving and upgrading the working conditions for all staff as well as improving customer service.

Upon receiving news of the NACo Achievement Award, Deputy Chief Therese Wagner expressed thanks to the E&U facilitators, "Many of you served as facilitators during the Appreciative Inquiry sessions, then local champions to facilitate meaningful changes in your divisions. Additionally, we are still continuing to make departmental changes wherever we can. While this is an on-going journey, we wanted to take a moment and recognize all of you for your commitment to this project. It has been a great collective effort to improve our understanding of the problems faced by staff, and to actively address as many of their concerns as possible. Congratulations to each of you!"

**E & U Project Champion: Deputy Chief Therese Wagner**

**E & U Project Coordinator: Tricia O'Connor**



**E & U Project Team. Pictured left to right, front row:** Marie Long, Melissa Froderman, Kathy Daniels, Taylor Pile, Chief Barbara Broderick, Jason Walker, Mark Pivonka, David Servillican, and Todd Bodin. **Back row:** Jamie Collins, Rebecca Britt, Alison Cook-Davis, Deputy Chief Therese Wagner, Juanita Gutierrez, Leslie Ebratt, Sherri Tucker, Jolie DeLong, Jaci Christensen, and Tricia O'Connor. **Not pictured:** Manny Barron, Deneen Bertucci, Norma Brasda, Holly Burdine, Jennifer Cooper, Bob DeMers, Morgan Dinovo-Stevenson, Trish Doktor, Colleen Dorame, Kenneth Gorr, Jennifer Lennox, Greg Miller, Jodie Rogan, Jean Scott, and Cynthia Stevens



## FROST Refresher Training Receives National Award By Julie George-Klein

The Field Re-assessment Offender Screening Tool (FROST) Refresher Training Program has received a 2014 NACo Achievement Award from the National Association of Counties (NACo). The NACo Achievement Award recognizes innovation and proven results in county government programs.

Given our knowledge about Evidence Based Practices, we understand risk assessments play a critical role in key decisions. As a result, it is essential that assessments are scored accurately and consistently. In that vein, MCAPD developed an automated FROST refresher training program that provides effective methods to assess and monitor staff skills. The program also creates personalized opportunities for skill enhancement via secondary classroom sessions and the availability of mentors. The training program, which has been in effect for approximately three years, has demonstrated success in its ability to effectively and efficiently ensure the accuracy of assessment scores. The automated training program also provides convenience for staff and takes into consideration the workload of trainers expected to facilitate training for a large department.

The EBP Masters received invaluable assistance from the EBP trainers while creating this program. The trainers tested the automated FROST scenarios, as well as the automation itself, and assisted with the development and facilitation of "Mastering the FROST" classes. Their united effort has assisted the Department in providing effective training that not only meets, but exceeds, statewide requirements, and also has enhanced our ability to accurately assess the needs of our probationers. Congratulations to the team!

**EBP Masters: Holly Burdine, Jennifer Ferguson, Julie George-Klein, Tricia O'Connor, Donna Vittori**

**EPT Trainers (developed/facilitated "Mastering the FROST" classes): Holly Burdine, Jennifer Ferguson, Julie George-Klein, Tricia O'Connor, Donna Vittori**

**EBP Trainers (tested the automated FROST): Deneen Bertucci, Jamie Collins, Jolie DeLong, Jeanne Duncan, Heather Garcia, Raquel Gloden, Kenneth Gorr, Tracy Gorr, Brandelyn Jackson, Marie Long, Mark Pivonka, Lolita Rathburn, Jodie Rogan, Dana Shepherd,**

**FROST Refresher Training Program.**  
Current EBP Masters - pictured left to right, front row: Julie George-Klein, Brandelyn Jackson, and Holly Burdine. Back row: Tricia O'Connor, Jennifer Ferguson, and Donna Vittori.  
Not pictured: Dana Shepherd.





## 25th Anniversary

Connie Casillas  
Bill Harkins  
Steve Hartley  
Cynthia Huth  
Greg Miller  
Xanat Martinez

## 20th Anniversary

Lindell Rhodes  
Rachael Rodriguez

## 15th Anniversary

Carolina Juarez  
Carey McGrath  
Aaron Scherbak

## 10th Anniversary

Colleen Dorame  
Jeff Duponte  
Felicia Fierro  
Erika Freeman  
Kenn Gorr  
Jesse Leroy  
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Jessica Saenz  
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