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Maricopa County Adult Probation Newsletter

Voice.

September/October 2014

Procedural Justice Results in Better Outcomes

IN THIS ISSUE

CHIEFLY SPEAKING

In our crime prevention toolbox is an evidence-based approach known as procedural justice. Also known as procedural fairness, the concept of procedural justice involves how people perceive the fairness of the process. Most people care a great deal about whether they are treated fairly and equitably. In fact, research indicates that people care more about whether they were treated fairly by the court than they do about winning or losing a particular case. And while people may not be happy to have a negative outcome in their case, they are more willing to accept it if they feel that the decision was arrived at through a fair method. Furthermore, people are more likely to comply with court orders if they perceive the process as fair. The research tells us that procedural justice results in better outcomes.

Tom Tyler, a leading researcher in the area of procedural justice, identified four key elements of procedural fairness¹:

Voice: an individual has the ability to participate in the process by expressing his/her viewpoint

Neutrality: consistently applied legal principles, unbiased decision makers, and transparency about how decisions are made

PG. #

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Respectful treatment: individuals are treated with dignity and their rights are obviously protected

Trustworthy authorities: authorities are benevolent, caring, and sincerely trying to help; trust is garnered by listening to individuals and explaining or justifying decisions that meet the individuals' needs

Procedural justice aligns with our department's Values, such as, "Carrying out our duties in an ethical and empathetic way" and "Treating people with dignity and respect." There are many ways in which we apply the principles of procedural fairness in client supervision as well as within our organization. A few examples come to mind and I am sure that you can think of more:

- The competencies for hiring and evaluating probation officers reflect the importance of building relationships based on respect and trust.
- Motivational interviewing is a method used to actively listen to clients.
- We collaborate with clients in case planning and problem solving.
- Rules and expectations are explained and clients are told what consequences and outcomes can be expected.
- We provide consistent processes; policies, training, and staff supervision assist us in doing so.
- Employees at all levels have opportunities to be heard and to participate in organizational matters.
- Within the organization, we are striving to increase transparency, close the feedback loop, and remember the "why."

People believe that fair procedures will produce fair outcomes. Fair procedures serve to legitimize authority and increase the likelihood of compliance. The concept of procedural justice fits well with our understanding that the professional relationship between staff and probationers can have a profound impact on probation outcomes. To find out how probationers perceive our staff and the services we provide, our department conducts a probationer satisfaction survey. The most recent probationer survey, conducted in FY 2013, found that 89% of probationers were satisfied or very satisfied with their experience with the Adult Probation Department. More than 92% of probationers agreed or strongly agreed with each of the following statements: 1) my PO treats me with respect, 2) my PO listens to me, 3) my PO and I work together to help me complete probation successfully, 4) my PO lets me know how I am doing on probation, and 5) if I started having problems my PO would see me more often.

¹ Tom R. Tyler, *Why People Obey the Law* (2006).

Speaking of outcomes, I would like to report our department's FY 2014 performance results. The Department met or exceeded goal on 92% of the Managing for Results measures shown in the table below (11 out of 12 goals).

MCAPD FY 2014 MFR Performance Results		
<i>Performance Measure</i>	<i>Goal</i>	<i>FY 2014 Result</i>
Goal A. Crime Reduction		
Maintain the rate of successful completions from probation	60%+	77%
Reduce the number of probationers committed to DOC	33%	21%
Reduce the number of probationers convicted of new felony offense	8%	7%
Increase the rate of successful completions from pretrial supervision	82%	79%
Goal B. Compensation/Retention		
Increase employees' overall satisfaction	70%	87%
Increase average department years of service for badged staff	8.9	11.1
Goal C. Process Improvement		
Maintain on-time rate-submitting presentence reports without continuance	98%+	98%
Percentage of probationers ordered restitution that made full or partial payments	65%	78%
Goal D. Customer Satisfaction		
Increase treatment and community partners' satisfaction	85%	90%
Increase victim satisfaction	60%	64%
Goal E. Infrastructure		
Increase staff satisfaction with equipment and supplies	74.5%	76%
Increase staff satisfaction with safe work environment	71.25%	76%

In recent years our department has been performing at an exceptional rate. When FY 2014 performance results are compared with results from the past couple of years, there are small decreases in performance on the crime reduction goals and in some of the other categories. I am cautiously optimistic about our current standing. The Department's performance results are positive and we are performing at the level we wanted. We are a force for positive change, making valuable contributions that benefit the safety and well-being of our neighborhoods!

I am very pleased to announce the Department's receipt of a \$749,998 Smart Supervision grant from the Bureau of Justice Assistance. Over the past few years, we have been building our Thinking for a Change program in collaboration with county and community partners. The need for this evidence-based program is great and it should have a significant place in our evidence-based approaches, as it will reduce recidivism. On the financial side, building this program has involved relentless and creative efforts to secure funding and support. The Smart Supervision grant gives us a much welcomed boost: it will fund the program coordinator for three years, help with overtime costs for group facilitators, and pay for a program evaluation. With this grant, we will work on methods to strengthen and sustain the program. Only seven grant awards were made under the very competitive Smart Supervision grant program in 2014; we are grateful and excited to have received one.

I have enjoyed getting out to the various offices and speaking with you during *Conversation with the Chief* sessions. It is good to hear from you. If you have suggestions, please forward them to me.

So What Does Collaboration Have to do With Me? by Julie George-Klein and Tim Schouten

So, what does (effective) collaboration have to do with you? Everything! Our united efforts in the following process will not only enhance the relationships we have with treatment agencies, but will also enhance the probation officer's and the counselor's ability to identify and address road blocks that impact our probationer's success.

During 2013, Tracee Frick and her IPS team became involved in a Criminal Justice Drug Abuse Treatment Studies II (CJDATS II) process improvement plan. The program was designed to evaluate collaboration efforts, discuss process improvement, and develop a plan to facilitate effective, efficient information exchange between treatment providers and probation officers. Given the success of the Eastern Division IPS unit, implementation of the process improvement plan was extended to the remaining IPS units. Approximately one year ago, the four IPS units identified potential treatment providers and solicited participation in the CJDATS II protocol. Full implementation of the process has been utilized by all IPS units and the respective treatment providers since January 2014.

Given the importance of communication, the success of IPS, and the need for effective collaboration in standard probation, a committee was tasked with developing a manual to include a process for standard probation. The committee took into account much of what was learned during the CJDATS II studies as well as implementation of the process in IPS for the development of a manual. The manual contains all materials a supervisor/unit needs to

implement collaboration based on the original CJDATS model. The standard probation protocol, which focuses on collaborative activities regarding high and medium-high risk clients, is in the process of being tested with several standard probation units. Upon completion of the pilot program, further decisions about the protocol will be made and the process will be introduced to standard probation as a whole.

The process, in both IPS and standard probation, includes cross-training for both agencies. Training not only informs staff of internal processes and procedures, but also allows officers and clinicians an opportunity to share philosophies in terms of probationer/client success. The protocol also includes the use of uniform referral forms and progress reports, in addition to a process for exchanging time sensitive information. The progress reports share a common language, the Stages of Change. Clinicians and officers alike make note of the probationer's stage of change in relation to treatment concerns and share thoughts on how to best assist the client to the next stage. In terms of internal quality assurance, supervisors and officers complete audits to review use of the process in random cases. During routine meetings with clinical supervisors, probation supervisors review and audit results in order to enhance use of the protocol, strengthening relationships between agencies.

Stay tuned for updates from the IPS and Standard Probation pilot program!

Unsupervised is Only a Title by Jaci Christenson, Rebekah Trexler, Lolita Rathburn, and Marie Long

We did it! After much hard work and dedication, the Unsupervised Policy is finalized and ready for implementation. If you needed a reason to do cartwheels and backflips, this is a great reason. The three Unsupervised units recently held a potluck with training to not only celebrate the completion of the policy, but also present and discuss the increased expectations. APOs Brandi Goodwin and Meri Romeo presented along with the leadership team, and the message and food were both well received.

Historically, Unsupervised was an administrative caseload bursting at the seams. The caseloads were overflowing and files were only reviewed when it came time to either submit a petition to revoke or discharge the client from probation. Cases were routinely shifted between teams to even out caseload numbers and disburse combo reports to officers, leading to confusion for clients and staff. In addition, combination reports were overflowed to the field when each Unsupervised officer had been assigned three for the month.



Pictured from left to right: APO Meri Romero, APO DD Lolita Rathburn, APO Supervisors Marie Long, and Jaci Christenson, APO Brandi Goodwin (back), Admin Asst Ana Figueroa (front), Case Admin Carolina Juarez, APO Grace Garcia, APO Supervisor Rebekah Trexler, Case Admins Yolanda Cardenas and Minda Vacca

Although rewriting the policy had been identified as a priority by the incoming Director, the Empathy and Understanding feedback sessions provided the ideal opportunity to receive input about our program from all levels of staff. After feedback from the sessions was collected, it was clear the Unsupervised program had opportunities to improve the benefits we provide to our clients, community stakeholders, and our department. An Unsupervised policy workgroup was formed comprised of Unsupervised line staff and leadership. We thought we had accepted an easy task, but quickly found out changing an entire program's philosophy and processes takes time. So here we are, two and half years later, with a finished product, the Unsupervised policy, and a culture shift within the program. The new policy is now four pages in length compared to the previous one and a half page policy and we recommend everyone review it when you have a chance.

Although the onus of reporting compliance with their conditions of probation is still on the client, Unsupervised staff now take a much more active role in working towards increased client success and are responsible for additional case management including updating SID's, ensuring DNA collection, conducting halftime file reviews, requesting restitution hearings, submitting memos, transferring cases to ICE and ISC-Outgoing when appropriate, and consistently alerting the court of violations of probation. Another significant change in the Unsupervised policy is the necessity of a staffing when a modification from standard to Unsupervised is being considered. The staffing between the sending supervisor and an Unsupervised supervisor is to be conducted prior to submitting the modification to court to ensure we continue to be a resource for field staff and also to assess the appropriateness of the case for Unsupervised probation.

As many of you know, combination reports for Unsupervised clients now stay within our program. This means Unsupervised probation officers complete 20% of all the combination reports for the entire department. Completing these reports allows Unsupervised officers to inform the court of the offender's risk to reoffend as every combination report includes an assessment. It also provides an opportunity to explain both the benefits of the Unsupervised program and its limitations, such as no field contact, no method to limit victim contact, and no method to enforce compliance with specialized conditions of probation. As a result, fewer offenders who have committed a new crime while on Unsupervised probation are being reinstated to Unsupervised probation, which allows Unsupervised staff to focus on gaining compliance from probationers who have not committed a new offense, but may need assistance understanding their obligations to the court and how to satisfy those obligations. Staff efforts have resulted in an increased number of cases submitted for Early Termination. In the last six months, the Unsupervised program has successfully petitioned the court for early termination of 321 Unsupervised grants!

The Unsupervised program supervises an average of 8,300 clients each month and submits an average of 800 documents to the Court each month. Unsupervised leadership and staff are also involved in various committees including: CISM, Employee Satisfaction Committees on Flex Pay, Training, and Bilingual, APEX New Supervisor Training, APEX Consistency, MAC Random Assignments, and AOC Unsupervised. Additionally, Unsupervised staff

facilitate various classes during the new officer academy, CPR/First Aid, and Thinking for a Change groups. While Unsupervised does not do field work, it is clear from the number of successful completions, these cases do not simply sit on a shelf. In Unsupervised we know each file has a person behind it and we are here to help each client successfully complete their Unsupervised probation grant.

Twentieth Anniversary of the Violence Against Women Act by Tony Bidonde

The following information was provided by The White House Office of the Press Secretary.¹

Twenty years ago the Violence Against Women Act (VAWA) was adopted and was signed into law on September 13, 1994. In essence, that changed the way we today view and respond to domestic violence and sexual assault. Before then domestic abuse was seen more or less as a private family matter. The law reaffirmed the basic human right to be free of violence and abuse.

The law created an array of services for victims. It expanded the number of shelters and crisis centers and established a national hotline. It improved our criminal justice system, in part by providing training to law enforcement, helping them to understand some of the challenges victims face. This law also extended to Native American communities.

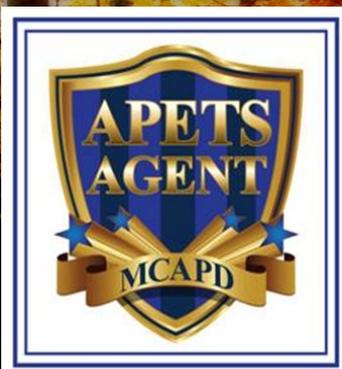
Today the enhanced results attained by law enforcement agencies, courts, as well as organizations that work with victims of domestic violence across the United States demonstrates the hard work that takes place every single day. Those efforts have improved and strengthened our communities by ensuring all citizens feel safe, secure, and free of fear.

Maricopa County Adult Probation faces challenges every day; however the accomplishments attained by the Department are exemplary. While improvement is always welcome and necessary, we can feel proud in knowing our efforts are valued and recognized, and our community is the better for it.

If you have questions regarding the above article, you may contact me.

Tony Bidonde: vsu@apd.maricopa.gov or by calling: 602-372-8286

¹<http://wh.gov/iq9dm>



“WHOA!” Agents have been busy each month with topics from TASC portal training, to APETS DOTS, and DNA collection! All information is available on the M/APETS Agent Folder.

Have a suggestion for a monthly topic or question about APETS, APD On-line, or JWI? Take it to your Agent!



What is New in the Managers' Action Committee? by Alison Cook-Davis

The purpose of the Managers' Action Committee (MAC) is to provide an opportunity for all staff to be included in the decision-making process by bringing forth new ideas and recommendations and to generate work product through mid-level managers to influence the department's effective use of evidence based practices while building competencies among managers, so they may effectively lead units and departmental change. The following report out includes the currently formed workgroups generated through this process.



EBP (Chair: Tricia O'Connor) Daily Talk

Probation officers and supervisors have to write extensively from APETS notes to court report rationale statements. While we have been using evidence-based practices for many years, many do not know how to articulate what EBP "sounds/looks like" in the real world. What does it look like in an APETS entry? A court report rationale statement? An Order of Discharge? A PO evaluation? A FROST observation? This workgroup will create examples of verbiage that reflects EBP principles, such as addressing criminogenic needs, risk level, and probationer actions in behavior-based terms. These examples will be available on the EBP website.

The workgroup has newly formed and is meeting for the first time in October.

EBP (Chair: Tricia O'Connor) Website

The goal of this workgroup was to redesign the EBP website within the current available framework to better organize the information and make it easier to access. Further, information that is no longer useful will be removed to reduce the clutter and provide a more user-friendly format.

The workgroup has already created a plan and now it is being implemented in phases by Court Technology Services (CTS). Once the redesign is complete, the workgroup will market it to the department to encourage and increase its use.



High Five

(Chairs: Anna King & Manny Barron)

This workgroup was formed to integrate Kouzes & Posner's five practices of exemplary leadership (Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart) into MCAPD culture. The workgroup split into two sub-groups: Communication/Marketing and Competencies. One way to integrate these five practices into culture is to reward it when we see it. High Five met with PRIDE Committee members to discuss the possibility of reworking/updating the PRIDE system to include these five practices. They are working on drafting a formal proposal to be presented to the Task Force in October.

Random Assignments

(Chairs: Deneen Bertucci & Alison Cook-Davis)

Based on the feedback received from empathy and understanding sessions and research conducted by the workgroup members, the purpose of the workgroup is to clarify the random assignment process and to educate staff regarding recent departmental changes that have significantly decreased the number of random assignments.

A frequently asked questions (FAQ) document is being developed based on questions collected from the pre-test survey along with any questions collected from supervisors who presented the "Random Assignments Talking Points" to their units. These will be available for everyone on the intranet, once they are finalized. Then a post-test survey will be conducted to measure (hopefully) increased understanding compared to the pre-test. An executive summary of both surveys will be available once finalized.

PSF Collections

(Chairs: Jane Parker & Sandra Tom)

A workgroup is being formed to increase the collection of Probation Service Fees (PSF). The goals are: increase the link between EBP and compliance with all financial conditions (i.e., payment is pro-social), and educate staff about what tools are currently available to assist with collections. Education of probationers is also necessary to notify them as to the long-term consequences of non-compliance (including a criminal restitution order). Additional process improvements and tools are also being considered in an effort to increase collections.

The next steps are to recruit more members, create an official workgroup name, and narrow the scope of what to tackle first.

Team Forum

(Chairs: Susan Savoy & Kathy Daniels, December 2014 Forum)

In the past, Team Forum has always had two standing chairs. However, now there is one standing chair and one rotating chair, who is the subject matter expert or has a particular interest in the topic. The next forum in December 2014 is going to be on the topic of Pretrial Services. The Pretrial staff has been working diligently to provide managers with an exciting and informative forum.

September's Managers' Forum

INTERVENTION NAVIGATION

In September 2014, managers attended a quarterly forum on Intervention Navigation presented by Arlyn Harris and Paula Krasselt. Arlyn presented on Thinking For a Change (T4C), a cognitive restructuring program addressing Cognitive Self Change, Social Skills, and Problem Solving. T4C assists participants in identifying their thoughts (feelings and attitudes) and replacing them with new, less risky thoughts, for more positive outcomes. (See page 12 for more information on T4C.) Paula Krasselt provided an overview of the Presentence Division Assessment Center and substance abuse assessment and referral. She provided a paradigm for assessing substance abuse treatment need that considers not only substance abuse need, but also risk level, and explained that the Assessment Center's goal is to assess and refer everyone who comes through the center with a drug charge and/or a spike in Drugs and/or Alcohol on the OST.



Guiding Probationers Toward Change – Stages of Change Online Refresher and Case Staffing Workshop by Kathy Daniels

There is a new way for officers to not only enhance their knowledge regarding Stages of Change, but to staff those challenging cases in which the probationer is very resistant or difficult to motivate.

An online Stages of Change refresher is now available and is a prerequisite to attending the staffing workshop. Those who attend the workshop will have an opportunity to bring one or two difficult cases to staff with Stages of Change trainers and other participants. Not only will the participants leave having a more accurate picture of the target behavior and the stage of change the probationer is in regarding that behavior, but they will have identified tools and resources to utilize with the probationer to help decrease ambivalence and increase commitment to change.

The next workshop is scheduled for Thursday, November 6th, from 9:00 to 11:00 a.m. at the Black Canyon Building. You can sign up for the class in Pathlore and you can view the e-Learning Stages of Change refresher any time prior to the actual workshop.

New Alcohol Monitoring System in DUI Court: SOBERLINK by Tracee Frick



Previously, DUI Court utilized the Transdermal Alcohol Monitoring (TAD) systems, which detected alcohol consumption via perspiration and required clients to wear an ankle bracelet. The technology did not provide a precise BAC at a specific point of time, but rather a confirmation of alcohol consumption between periods of time. After being awarded through a competitive process, in September 2014, DUI Court officially transitioned to a new alcohol monitoring system provided by SOBERLINK, which allowed for “real time” Breath Alcohol Content (BrAC) results.

The new system is an innovative handheld wireless testing device that transmits the breath alcohol test results, a photo of the person taking the test, and a Global Positioning System (GPS) location via an internal cellular module within seconds of the test. The device uses government grade facial recognition software, compares the client photo to a template of photos and adapts to subtle appearance changes. The testing results are wirelessly sent to a cloud-based monitoring website where instant alerts are sent via text message and/or email to the assigned officer when the participant fails to test or if there are signs of a relapse. SOBERLINK utilizes special queuing technology that stores test results when cell coverage is not available and uploads the results to a web portal when the device is back in the covered area.

Staff has been trained on the new system and are currently reviewing “real time” testing results. Officers have the option of using pre-determined or random testing schedules and always have the option to require clients to test on demand. SOBERLINK technology allows officers to monitor sobriety compliance in a less intrusive and low profile manner while still holding offenders accountable. If you have any questions about the new system, please contact Ray Cruz, DUI Court Supervisor.



Thinking for a Change (T4C) is Gaining Momentum Throughout Maricopa County by Arlyn Harris

Thinking for a Change (T4C) is a 25-session, cognitive restructuring program addressing Cognitive Self Change, Social Skills, and Problem Solving. The main idea is that *thinking controls behavior* and if we learn to identify our thoughts (feelings and attitudes) and replace them with new, less risky thoughts, then we can have better outcomes. T4C is an evidence-based program that was put together by the National Institute of Corrections in 1998 and is currently being utilized by corrections agencies around the country. Here in Maricopa County, T4C is offered in most of the Adult Probation Department area offices (and still expanding) as well as at several community providers, in the local jails, and even in the Department of Corrections. Recently, Adult Probation was awarded two federal grants from the U.S. Department of Justice to further expand T4C: a Smart Supervision (aka Smart Thinking) grant and a Justice Assistance Grant (JAG).

T4C is a great option for **Med-High and High risk** offenders who have low need for substance abuse treatment (especially those who “spike” in Attitude). For this population, it is best to address negative thinking patterns as soon as possible; sometimes even before going to other programming. To **make a referral**, email the below information to T4C Referrals; chances are he/she will be in a class within the next few weeks and making better decisions in no time!

T4C	High Risk	Low Risk
High Needs	Treatment and Accountability	Treatment
Low Needs	Education and Accountability	Prevention

Email To: T4C Referrals

- Name (as it appears in APETS)
- Date of Birth (DOB)
- Risk Score
- AHCCCS Status
- Preferred area of town

T4C is **FREE** to attend and worth 100 Community Restitution Hours!

Make a referral **TODAY!**



EBP Spotlight on the Carey Guide Committee by Tricia O'Connor and Susan Savoy

Since 2011, a dedicated group of staff has been working to provide tips and suggestions on how to effectively utilize the Carey Guides with our probationers. These volunteers attended a train-the-trainer session presented by The Carey Group, participated in Faculty Skills Development, helped design an interactive training for staff, and presented this training at the Western Regional Center, Black Canyon Building, and Probation Service Center in 2014 to provide opportunities to practice utilizing the guides.

If you are interested in attending this training, please contact one of the excellent trainers listed below!

(Not pictured: Heather Peckham)



Joe Pallo



Lisa Brooks



Diana Barela-Rue



Karie Strauss



Chandelle Porter



EBP Spotlight - Inter-Agency Collaboration by Chris Epps

Because his area of supervision includes some of the most remote areas of northwest Maricopa County, APO Kenneth Snodgrass has become very adept at initiating and cultivating long-term, professional relationships with many of the law enforcement agencies serving the outlying areas of the county and beyond. Recently, Ken received information from the Maricopa County Sheriff's Office, the La Paz County Sheriff's Office, the Wickenburg Police Department, the Yavapai County Sheriff's Office, and the Arizona Game and Fish Department officers alleging a probationer on Ken's caseload was involved in a series of burglaries and thefts. Purportedly, the probationer was stashing stolen property, including firearms, ammunition, other weapons, tools and mining equipment, at his Aguila residence. Ken staffed the case with me and was given approval to conduct a probation search. Ken contacted officers from all of the affected law enforcement agencies to expertly coordinate the search, and he conducted the very effective pre-search briefing. Each member of the fifteen member multi-agency search team performed their assigned tasks with skill and professionalism, ensuring that the probationer, his family members, and the impacted members of the community were treated at all times with dignity and respect. The entire operation proceeded very smoothly and without incident, according to Ken's plan. The probationer was arrested for probation violation and has been or will be charged with weapons violations and possession of over 107 items of stolen property. Ken's leadership during this sterling example of inter-agency collaboration demonstrated how a group of dedicated individuals can be unified to achieve a specific goal, all the while contributing to the broader mission of enhancing the safety and well-being of our neighborhoods.

Army Combat Veteran Turns Life Around by Beth Cervantes

Ken was accepted to my Veterans caseload in August of 2012. He had served a prison sentence for drug convictions, driving under the influence, and criminal trespassing charges and was released in May of 2012. Ken served four years in the U.S. Army and after he was discharged, worked for Nextel Communications and was very successful. Unfortunately, his life began to unravel when his wife left him and their two children. He did not know the available resources available through the Veterans Administration and did not seek out help. To deal with the emotional pain, he began using methamphetamine. He eventually lost his home and his children to foster care. When I met with him, he told me he never wanted to go back to prison again and had a plan of action. It was not until then that he utilized services through the Veterans Administration, completing substance abuse treatment, 308 hours of community service, and vocational training in the culinary arts. He lived at MANA (Marines, Army, Navy, and Air Force), a transitional living center, which provides a home and hope for homeless veterans. Ken began working as a kitchen assistant at MANA house.

I went to MANA house to see one of my other Veterans who lives there. When I arrived, Ken, now a former client of mine, waved to me and said, "I have something for you." Ken, who is now the food service manager at MANA house, opened a box, removed the *Phoenix Patriot*, a magazine for the military community, and signed the cover on

which he was featured showing off his culinary skills. I congratulated him and told him how proud I was of him. He now owns a home and aspires to own a restaurant in the future. He gives back to the community by preparing food boxes for people who have run out of food stamps before the end of the month and serves an inspiration to the other residents at MANA using his past to show them hope.

Brandelyn Jackson Promoted to Division Director by Tony Bidonde



Role models do make a difference, and Brandelyn Jackson, the new Director for Policy, Planning & Analysis Division and Communication Center is proof of that. As a senior in high school, she was part of a Teen Court Program that allowed students to be a part of, and to learn about, the justice system. A juvenile probation officer mentored her throughout the program. It was that probation officer, serving as a role model, who fueled Brandelyn's passion that led her to where she is today. Brandelyn's original thought was to become a juvenile probation officer. She saw that as an opportunity to cause positive behavioral changes in our youths at risk. As fate would have it, the Adult Probation Department had an opening, she applied, and the rest is...

Brandelyn Jackson began her career with Adult Probation in 2002 as a field officer in a standard unit. In 2003 she transferred to a sex offender unit. Over the next four years, she supervised a transferred youth sex offender caseload, custody management caseload, and adult sex offender caseload. When asked what she enjoyed the most about working those caseloads, she said, "I liked the fact I got to really know my co-workers and we worked as a cohesive unit." In 2007 Brandelyn was promoted to supervisor of Field Unit 21, and her most recent assignment entailed the huge task of supervising the Communications Center. She has left her imprint for the betterment of each of the positions she has held.

Outside of work, Brandelyn takes time to relax and has a wide array of hobbies, including running, putting puzzles together, and reading, to name a few.

Brandelyn conveyed her excitement for her new position. She is looking forward to leading the Division through whatever challenges and/or transitions may come and learning from the experience.

Congratulations Brandelyn!



Tracee Frick Promoted to Division Director by Cathy Wyse



Tracee Frick was promoted to the position of division director effective September 1, 2014. In her new position, Tracee assumed leadership of the Programs Division, which includes DUI Court, Drug Court, counseling, the Adult Education Program, Garfield Probation Service Center, the Thinking for a Change program, the Seriously Mentally Ill (SMI) program, and the Youthful Offender program. Her office is located in the Luhrs Building.

Over the past 19 years, Tracee gained experience in a variety of assignments with MCAPD. She hired in as a probation officer and was assigned to a standard field caseload at the Probation Service Center (PSC). After three years, she transferred to IPS and supervised IPS caseloads in both the Eastern and Central Divisions. Tracee re-

turned to a standard field caseload at PSC in 2001 and then transferred to a domestic violence caseload at the same office. In March 2008, Tracee was promoted to supervisor. She supervised an IPS unit at PSC for five years and then transferred to the Policy, Planning and Analysis Division, where she served as a legislative and policy analyst through August 2014.

In announcing Tracee's promotion to division director, Chief Broderick stated, "Tracee is a tremendous asset to the department. Over the years, Tracee has always been willing to take on additional projects, solve difficult and complex problems and assist her staff, her peers, the Court and the community to impact the safety and well-being of our neighborhoods." For three years, Tracee served as the Local Change Team Leader in the Criminal Justice Drug Abuse Treatment Study (CJ-DATS II), which developed and implemented a process improvement plan to strengthen the relationship between Adult Probation and local treatment providers. Tracee also served as the probation liaison and project coordinator in the Mesa 85204 project, a collaboration involving various neighborhood stakeholders. The Mesa Police Department recognized her hard work and dedication to the project with a Medal of Excellence.

When she is not working, Tracee said she can be found supporting two beautiful daughters in their sporting activities and serving as a support crew leader for her husband's crazy endurance races. She is also an avid hiker who takes every opportunity to engage in outdoor activities and adventurous travel.

When asked about her promotion, Tracee said, "I am truly looking forward to working in the Programs Division. I am surrounded by supervisors and staff who have already demonstrated how passionate they are in promoting positive changes and offering hope to our probation population. I will strive to lead this division to the next level as we navigate changes within the healthcare system and implement cutting edge research. I am very proud of the work we do as an agency and am grateful for the opportunity to serve in the Programs Division."

Congratulations, Tracee!



Christina Collier Promoted to Supervisor by Samantha Ott



Christina Collier began her career with Adult Probation 14 years ago as a surveillance officer for IPS, working at the Western Regional Center. She became a probation officer and her first assignment was a standard sex offender caseload at the Black Canyon Building. She then transferred to a sex offender caseload at Western Regional Center and next to the Community Reintegration Unit.

Christina has served on several committees and work groups including the Sex Offender Committee (SOCOM), Probationer Handbook Committee, and Morale Committee. She was a Static 99 mentor and has served as a *Thinking for a Change* facilitator.

She works as an adjunct faculty at a technical school, where she teaches adult basic education and job skills. Christina loves running, baseball, and is a New York Giants fan.

As Christina starts her new journey as a supervisor, she will be working at the Sunnyslope office. She is excited to get back into the field and to learn about another area in Adult Probation. She looks forward to meeting new people and to the new experiences that will come her way.

Congratulations to Our Newest Graduating Class of Probationer Officers



Pictured from left to right: Darlene Charnick, Stephanie Ruby, Jennie Randall, Jennin Casillas, Daniel Burgess, Justin Walloch, Rocy Cortes, Sam Hagadorn, Monica Hill, Tabetha Blow, Rachel Nededog, Tiffany Watts (Davis), Zarina Enriquez, Megan Gonzalez, Nichole Wheaton, Sarah Dutton, Chief Barbara Broderick, Judge Welty



25th Anniversary

Michele Albo
Cindi Barocas
Rosa Barrio
Connie Koch
Eva Lessing
John Tennant
Linda Waletzko

10th Anniversary

Rebecca Britt
Christina Burruel
Kimberly Burton
Catherine Button
Jeffrey Fischer
Santos Garcia
Tanya Kluender
Charles Lopez
Robert McGhee
Marylouise Stevens
Norma Vasquez
Jason Westcott
Theresa Zawlocki

15th Anniversary

Manny Barron
Robert Binder
Yolanda Cardenas
Vincent De Armond
Connie Delgado
Gina Draper
Beth Garrow
Patrick Gorman
Angela Hopkins
Antonio Mendoza
Mark Pivonka
Lolita Rathburn
Scott Skoropys
Jacob Soelle

5th Anniversary

Raquel Torres



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