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## the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

January/February 2016

### Strategic Priorities and the FY2017 Budget Request

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CHIEFLY SPEAKING

The Judicial Branch in Maricopa County consists of the Superior Court and the Adult and Juvenile Probation Departments. At the start of this fiscal year (July 2015), the Honorable Janet E. Barton became the presiding judge of the Branch. In the last employee satisfaction survey, employees indicated that they were dissatisfied with the level of communication between Judicial Branch departments. With this in mind, Presiding Judge Barton wanted to have a uniquely different strategic planning process. She engaged the presiding judges of all court departments, the court administrators, and the chiefs and deputy chiefs of the probation departments to work together to craft a strategic plan. Our purpose was to develop a common direction and strategic priorities for future improvement that would continue to enhance the performance and services of the Judicial Branch. With the recent completion of this strategic planning process, I wanted you to be aware of the Mission, Vision, Core Values, and Strategic Priorities of the Judicial Branch. As you can see below, these guiding statements encompass the probation departments as well as the court.

#### MISSION

The Judicial Branch of Arizona in Maricopa County is dedicated to providing a safe, fair and impartial forum for resolving disputes, enhancing access to our services, and providing innovative, evidence based programs that improve the safety of our community and ensure the public’s trust and confidence in the Judicial Branch.

#### VISION

The Judicial Branch of Arizona in Maricopa County is committed to excellence and the principles inherent in the rule of law ..... every person, every day, every time.



Judicial leadership identified five strategic focus areas:

1. Access to Justice and the Delivery of Services
2. Procedural Fairness, Effective Case Management, and Efficient Operations
3. Competent and Engaged Workforce
4. Branch Infrastructure – Technology, Facilities, Security
5. Judicial Branch Governance and Accountability

Specific goals, objectives, and projects were developed for each of these focus areas and you will certainly hear more about the various projects going forward. Members of Adult Probation’s Executive Team are already actively involved in projects and activities in these strategic areas. The strategic priorities are also evident in the budget request for next fiscal year.

After careful analysis and consideration of departmental needs, emerging issues, and Judicial Branch priorities, a FY2017 budget request was developed and Presiding Judge Janet E. Barton submitted it to county management earlier this month. Even though the Judicial Branch is a separate branch of government, we have to submit a budget request to the Maricopa County Board of Supervisors and it is the Board that ultimately determines the budget. The Board considers various factors that include the needs of all departments and the amount of revenue and funds available. The available dollars may be impacted by multiple political and economic realities, such as the amount of money the State takes from the counties.

Four FY2017 budget priorities were identified by the Judicial Branch and put forward in the budget request:

- Compensation
- Judicial officers and Adult Probation personnel
- Courtrooms and office space
- Information technology (IT) infrastructure and development

Compensation is a top priority being put forth by many elected officials in the County and the Judicial Branch is no exception. As Judge Barton pointed out in her presentation, competitive salaries are critical for the Judicial Branch to attract and retain a quality workforce. Salary increases in the county have fallen behind surrounding representative local municipalities in recent years.

The Judicial Branch asked the County to comprehensively address compensation to address equality and turnover issues. A modest pay increase of 2.5 percent was requested. The priority placed on compensation aligns with the Judicial Branch strategic focus area “Competent and Engaged Workforce” and Adult Probation’s Managing for Results (MFR) Goal B “Compensation/Retention.”

The Superior Court does not control the number of cases it receives and caseloads have been increasing. The workload in the Court’s juvenile department is staggering. Juvenile Court dependency filings increased 83% from FY2010-FY2015. Family court filings have increased and probation violation court hearings are projected to continue an upward trend. The Judicial Branch needs more judicial officers and more adult probation staff.

Two factors increasing Adult Probation caseloads are 1) the rising number of individuals coming out of prison with a probation tail and 2) efforts to decrease the amount of time individuals spend in jail pre-trial. Adult Probation caseloads are growing in many areas, most significantly prison reentry, pretrial supervision, community reintegration, intensive probation, and sex offenders. Caseloads are also expected to increase in drug court, standard probation, domestic violence, and seriously mentally ill units.

The Judicial Branch requested 53 growth positions for Adult Probation, most of them for probation officers and surveillance officers. Three probation supervisors were requested. The Judicial Branch also requested a commissioner and a judicial assistant. The budget priority placed on personnel aligns with the Judicial Branch strategic focus area “Access to Justice and Delivery of Services” and Adult Probation’s MFR Goal A “Crime Reduction” and is significant to other strategic priorities and goals as well including MFR Goal C “Process Improvement” and MFR Goal D “Customer Satisfaction.”

Along with the growth in personnel, Adult Probation has a pressing need for more office space. Multiple facilities are experiencing space issues, including the Black Canyon Building, Mesa Probation Service Center, Western Regional Center, and Southport. The Court is also experiencing a need for more courtroom space. The Judicial Branch requested additional funds for courtrooms and ancillary office space as well as funds to rent space for Adult Probation. In addition, the formation of a study group was requested to develop a plan to address space needs.

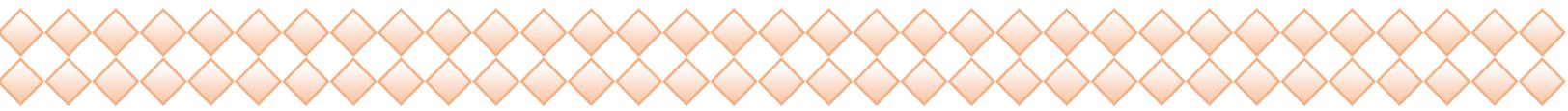
Ongoing technology projects in the Judicial Branch include continued development of the case management system (iCISng), eCourtroom upgrades, server replacement and updates, desktop replacements, and completion of the disaster recovery project. The Judicial Branch requested funding to address critical development and infrastructure needs and technology related costs. iCISng design and development in the criminal department was completed at the end of calendar year 2015; enhancements and training will continue to be addressed. Development work needs to be done to expand iCISng to other departments in the Court.

*Continued from Page 3*

The budget priorities of courtroom space, office space, and technology align with the Judicial Branch strategic focus areas “Branch Infrastructure – Technology, Facilities, Security” and “Procedural Justice, Effective Case Management, and Efficient Operations” as well as Adult Probation’s Goal E “Infrastructure.”

At this point, the County is reviewing the budgets from all departments and the available funds in order to determine the county’s overall budget. We anticipate further discussion and are waiting to hear what the final budget decisions will be. Public safety has been a consistent priority of the County and we have appreciated strong support from the Board of Supervisors in previous budget cycles. I will keep you posted as more information becomes available.

The work we do is important to the individuals we serve directly and to our community as a whole. Sometimes this work is rewarding, but it is also stressful and takes its toll. Take care of yourselves, be safe, and remember to acknowledge the successes. I appreciate you all and our collective success.



## Enhancing Community Supervision: Police-Probation/ Parole Partnerships

By Kristi Ward

At the recent APPA Training Institute in Atlanta, Georgia, I attended a workshop entitled, “Enhancing Community Supervision: Research Results on Perceptions of Police-Probation/Parole Partnerships.” No doubt there is value in collaborative partnerships between law enforcement and community supervision agencies. These partnerships can serve to improve enhanced supervision techniques, information sharing, fugitive apprehension, and interagency problem solving. Further, the benefits may include increased safety and security, intelligence gathering, and reduction in criminal behavior. On the flip side however, potential problems may include mission distortion, territorialism, and stalking horse. There is research on the law enforcement perception of these relationships with findings noting the collaboration to be positive, promising, and productive with support from leadership. While many of these efforts are informal, in one study, establishing a formal partnership resolved trust and communication issues and resolved stereotypes.

So, what about the probation/parole perspective? The workshop examined the results of a recent survey of APPA members to ascertain this perspective. The findings indicate most agree the partnerships to be favorable and predominately informal. While research from both points of view indicates the majority of partnerships are informal, it does prove an issue in terms of longevity and measurement of impact. A formal partnership may include or be defined with a formal document like a Memorandum of Understanding (MOU) that does allow for strategic planning with a clear outline of expectations. In fact, a separate study discussed indicates newer police chiefs are supportive of implementing more formal partnerships.

## Sex Offending – Not Just For Men

By Manny Barron

All around the country, female sexual offending detection and conviction is on the rise. Research is in its infancy regarding female sexual offenders; however, the information is sufficient enough to inform both the management and treatment of this type of offender. At the recent APPA conference, I attended a workshop entitled, “Sex Offending – Not Just for Men: The Importance of the Containment Model in the Efficacious Treatment and Management of Female Sexual Offenders.” The workshop highlighted the containment model and the importance of collaboration between community supervision and treatment. The presenters provided examples of how female sexual offenders present unique challenges and barriers when it comes to treatment and management. In addition, they provided a detailed account of relevant research, assessments, treatment and community management of the female offender.

Current events and relevant case examples were utilized to illustrate how their program is working in the reduction of recidivism with this specific population. In contrast, cases were presented that highlight the unique challenges and barriers, to include the emerging subcategory of transgender sexual offenders and social media.

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## “Fighting in a Phone Booth”

By Heather Preston

I was fortunate enough to be selected, along with my team, to present at the winter institute of the American Probation and Parole Association in Atlanta, Georgia. While at the conference, I was able to attend many workshops, one in particular was “Natural Response Control Tactics: an Evidence-based Approach to Personal Safety.” The presenters all worked for Community Corrections Institute (CCI), which specializes in probation and parole officer safety. The workshop provided statistics regarding how officers were killed and assaulted in the line of duty and broke down the information based on gender. The presenters advised the class the statistics were not easy to gather as no agency at the national level was collecting this data for probation or parole. CCI reached out to several agencies on the state, county, and local levels where the following information was received: Between the years of 1980 to 1992, 832 officers were assaulted in the line of duty and 778 attempts to assault officers were made. The presenters also stated if an offender is going to kill a male officer that 72% of the time it will be with a handgun, and if the officer is a female, the offender is more likely, 67% of the time, to use a knife and or personal weapons.

The one piece of information which stuck with me was the 3-5 rule, meaning the attack will be over in 3-5 seconds, it will happen in about 3-5 feet, and it will be about 3-5 shots, stabs, or personal weapons, hence, like fighting in a phone booth, interview room, and or the offender’s bedroom.

The hands on part of the class felt like I was in our defensive tactics class, which reinforced that our department is on the leading edge of officer safety training.

## Elements of an Evidence-Based Pretrial Justice System

By Brandelyn Jackson

During the 2016 APPA Winter Training Institute, I attended a training titled “Elements of an Evidence-Based Pretrial Justice System.” This was a great training that touched on some of the differences between pretrial and probation supervision and provided a guided discussion on best practices. Some of the elements included the use of a risk assessment instrument, balancing the need to respect defendant’s rights while advancing public safety, and incorporating initiatives such as the National Institute of Corrections’ Evidence- Based Decision Making Framework. The presenter also emphasized the importance of measuring outcomes such as defendant attendance at scheduled court dates and rearrests. The training ultimately reinforced all the great work our Pretrial teams achieve daily and highlighted the initiatives we have implemented such as the Public Safety Assessment. I would be happy to provide more information as requested.

## Using Reflective Dialogue Groups to Build Relationships

By Stephanie Ramirez

The presentation, “We’ve Never Listened to Them Before”: Using Reflective Dialogue Groups to Build Relationships with Juveniles, Offenders, Staff and Community Stakeholders, at APPA’s 2016 Winter Training Institute, discussed using reflective dialogue to facilitate supervision groups.

This method has been very effective in engaging offenders. It has given them an opportunity to have a voice and share their own experiences in a different way. Staff members facilitating offender supervision groups encourage offenders to talk about their thoughts, values and feelings. Participants said it gave them more clarity, encouraged them to build relationships in the community, and boosted their morale. Probation officers reported it has been very effective in engaging offenders, giving them an opportunity to have a voice and share their own experiences in a different way. They learned more about their perceptions in life, thoughts, beliefs and values of their group members. One officer reported it “will increase my ability to supervise and evoke change in others.”

Use of reflective dialogue groups was implemented in Nebraska in 2013. All high risk officers in adult and juvenile probation were trained. A total of 342 staff members have been trained to date and 90% of officers use reflective dialogue. The average group size is three to ten individuals and they are separated by risk level. They encourage those that are in different stages of change to attend the group. Offenders typically completed substance abuse and/or mental health treatment first. Then they complete a cognitive behavioral program. Finally, they participate in reflective dialogue. During this workshop, attendees participated in forty minutes of group discussion. It is clear reflective dialogue provides a new tool for probation supervision.

## Incorporating EBP into Case Staffings

By Bonnie Arnoldussen

While attending the 2016 APPA Winter Training Institute in Atlanta, Georgia, I had the privilege of attending a workshop focused on incorporating Evidence Based Practices into individual case staffings that occur between a supervisor and an officer. This workshop highlighted the key role the supervisor plays in this interaction with the officer and linked this targeted approach to the success seen by the officer's efforts in eliciting offender behavior change. The Federal Judicial Center in collaboration with Guy Bourgon have piloted a program in two jurisdictions that focused on enhancing supervisors' knowledge, skills, and abilities in guiding their officers through risk based and behavior focused discussions. Officers are encouraged to approach their supervisors early on in the probation grant in order to process ideas and implement a plan. A supervisor's responsibility is to thoroughly review the case notes, risk level, and previously utilized graduated responses prior to the case staffing so the discussion with the officer can be more forward focused rather than information gathering. A mock case staffing demonstration closed this session, and it was apparent that focusing in on the offender's overall risk level with a concentration on driving criminogenic needs really highlighted where the officer should spend their time. Combining that with a strength-based approach that highlighted an offender's values, skills, and abilities yielded a targeted plan that could incorporate timelines and goals which were in line with the offender's life goals as well as addressed known recidivism risk factors. Supervisors and officers alike reported they felt as though these structured staffings not only accomplished their goal but also were a more efficient use of their time.

## Implementing Swift and Certain Sanctions: Evidence from North Carolina's Quick Dip Program

By Brady Hammer

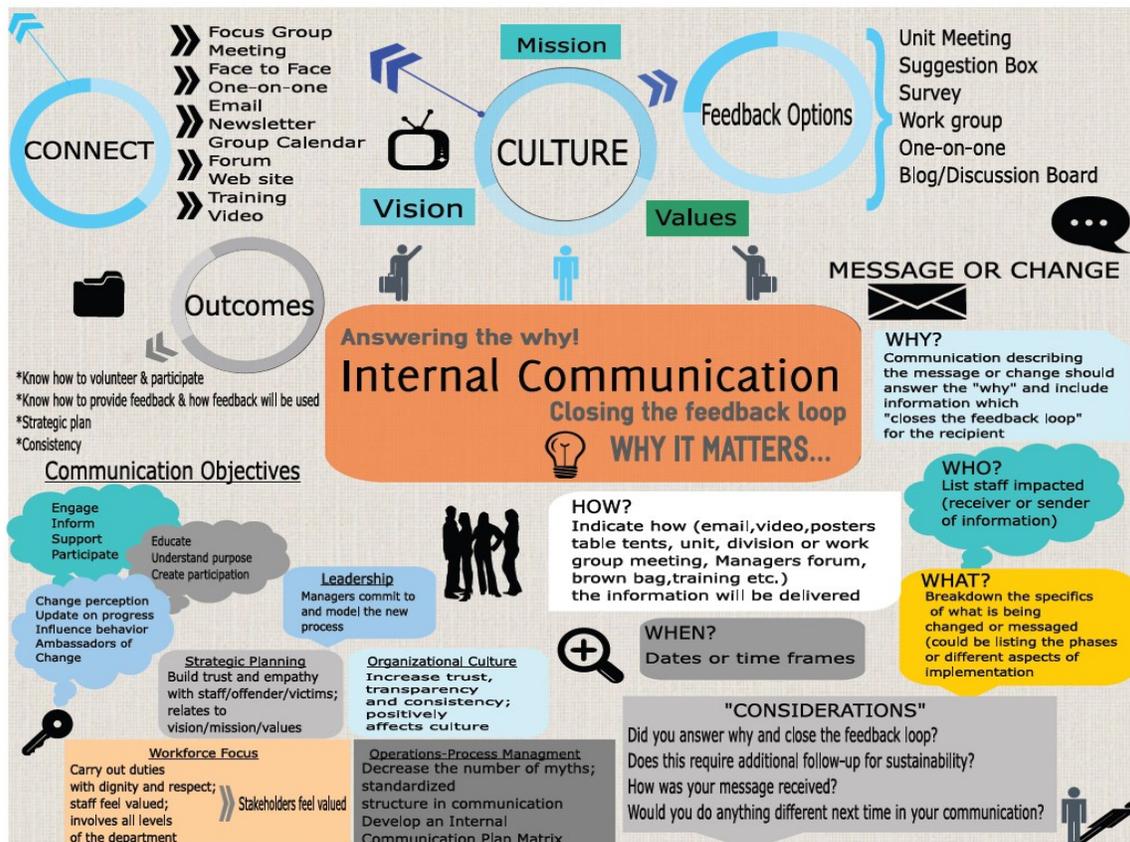
I have to admit I attended this workshop at APPA 2016 because I had to find out what the "quick dip" was. The quick dip refers to a two- to three-day jail stay as approved by the probation officer as a "swift and certain" response to non-compliance. This is allowed through Delegated Authority from the judge at sentencing. This tool is not used for all defendants, only those assessed as high risk. Also this would be a response to serious, recurring, and/or willful probation violations as determined by the probation officer. The goal of the swift sanction is to limit the time between the violation and the consequence. The hope is that this avoids the banking of violations that could lead to more revocations or absconding. As easy as this may sound, there is actually a lot of collaboration that goes into this program. The most surprising factor to me was the jails do not charge for these quick dips, and North Carolina has approximately 100 county jails that have agreed to this. This subject seemed to be a slightly controversial one to the attendees as programs similar to this one had been tried in the past. North Carolina made it clear that this is just one of the tools available to probation officers to enhance behavior change, and they are actively involved in several other non-jail sanctions as well. North Carolina was excited to share their program, and according to them it was working. Personally, it was interesting to think whether a program like this could make positive changes to the outcomes if applied to sex offender supervision.

# Improving Communication

By Rodney Rego

Good communication is something we all strive to accomplish. In response to the Empathy and Understanding sessions and subsequent workgroup recommendations, the Communication Committee was formed in late 2015 and has been meeting monthly to determine some ways communication can be improved not only from a top down approach, but from the bottom up. One way to hopefully achieve this is the creation of a communication email that is your direct link to this committee! This provides an opportunity for all to submit input and ideas to continue to work toward improved communication within our department. Once the email is received it will be reviewed by the committee and taken to the appropriate person or group. Some answers will be published department wide in an email and/or in the Chronicle. If you have an idea or input on improved communication that you would like to submit, please email the committee at [APDCommunicationCommittee@apd.maricopa.gov](mailto:APDCommunicationCommittee@apd.maricopa.gov).

Subcommittees have been formed to address other communication issues. These include Safety and Training Issues, Improving Intranet Issues, and Department Organization. Finally, keep an eye out for a direct link on the intranet to the Communication Matrix, which is a tool to guide you in delivering a message or change! Members of the committee include Kristi Ward (chair), Bonnie Arnoldussen (co-chair), Michele Butcher (co-chair), Carey McGrath, Cathy Button, Daphne Haslerig, Doug Murphy, Jessica Hogg, Jill Gentry, Joi Alicea, Karie Strauss, Kirsten Lewis, Kyesha Gatison, Martha Romero, Rodney Rego, Sanja Markovic, Taylor Pile, and Tiffany Butler. If you have any questions about this committee, see one of the team members.



## Collaborating on Behalf of Victims

By Michelle McCoy-Myers, Intake Advocate, Victim Services, Maricopa County Attorney's Office, and Tony Bidonde, Victim Assistant, MCPD

The collaboration between the Maricopa County Attorney's Office (MCAO) and the Adult Probation Department is an essential component of the overall mission, vision, and goals of our two departments.

### **Maricopa County Attorney's Office MISSION STATEMENT:**

The mission of the Maricopa County Attorney's Office is to deliver high-quality prosecution, comprehensive victims services, crime prevention programs, and legal representation for County government on behalf of the people of Maricopa County, to provide a safe and well-governed community.

### **Maricopa Adult Probation VISION STATEMENT:**

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims, and offenders.

Michelle McCoy-Myers has been a victim advocate with the Maricopa County Attorney's Office for over nine years. On average, she responds to 25 to 30 calls and additional walk-ins each day. She also provides information and support to victims with new cases that have not yet been assigned to an advocate, as well as to victims of cases that have been closed after sentencing. She receives calls that range from grieving family members whose loved one has been murdered to victims that are owed unpaid restitution.

Tony Bidonde has been with the Adult Probation Department, Victim Services, for four years, where he serves as a Victim Assistant. Tony receives an average of 10 to 15 calls a day and numerous emails. Most of the inquiries are for information regarding the current status of a case or information regarding restitution. Other calls are concerned citizens or outside entities looking for probation officer contact information. Some of Tony's other duties include assisting the probation officer with victim related information as well as conducting the new officer victims' rights training.

While the MCAO prosecutes criminal cases and APD supervises adults that have been sentenced to probation in lieu of prison, when it comes to serving victims, the two agencies share similar goals. Some of the major responsibilities shared by both organizations include maintenance of the victim database, providing victims' rights information, serving as a liaison, and providing community resources when requested by the victim. On a regular basis, Tony and Michelle reach out to one another in order to better assist the victim, probation officer, and prosecuting attorney, among others.

The Maricopa County Attorney's Victim Services Division is responsible for providing direct services to victims through the sentencing phase of the case. If a defendant is sentenced to probation, APD Victim Services becomes the point of contact should the victim reach out for information.

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The field of victim services is ever evolving. New laws are enacted every year that allow law enforcement, prosecutorial entities, and nonprofit advocacy groups to better assist victims. Both of our offices stay well informed regarding current policies and practice.

Our two agencies often collaborate on cases. For example, a victim of an already sentenced case may contact the MCAO for assistance in seeking the court ordered restitution. MCAO will close a case after the defendant has been sentenced. When Michelle receives a call such as this, she will research the case in order to verify the person is on probation and will follow up with Tony for probation officer contact information. She may also refer the victim directly to Tony for assistance. The ultimate goal for both agencies is to assist the victim in obtaining the information or resources he or she is seeking.

Through our coordinated efforts, victims receive the help that they need throughout the entire criminal justice process. Both Tony and Michelle are able to verify that the information received is accurate and thorough and that the victim understands the steps both agencies are taking on his/her behalf. While some situations are straightforward, there are other cases that require Tony and Michelle to conduct additional research and apply our combined expertise to provide the victim with the best results. Using our shared proficiency and problem solving skills provides the victim with a better outcome than if the two agencies had worked independent of each other.

The links below provide victim information and services. While the first two links are focused exclusively on victims, Arizona 211 provides general assistance, community information and referral services.

**Victim Compensation Brochure:** <http://www.maricopacountyattorney.org/serving-victims/brochures-forms-information/> or call: 602-506-4955 Monday-Friday only

**National Organization for Victim Assistance (NOVA):** <http://trynova.org>

**Arizona 211:** <http://211arizona.org/>

If you have questions about the article or questions pertaining to victims' rights please contact:

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

Michelle McCoy-Meyers: [mmcm@mcao.maricopa.gov](mailto:mmcm@mcao.maricopa.gov) or call: 602-506-8522

## Evidence Based Practice (EBP) Task Force Update

By Jason Walker

The Task Force welcomed a new member in January, with Division Director Ted Milham joining the group. Ted is replacing Division Director Donna Vittori as the representative from the Quality Assurance/Consistency Committee.

The Task Force also recently reviewed and approved two new MAC proposals:

- The first proposal involves the review and potential revision of the Supervisor Observation Form, with the goal of ensuring that best practices are being maintained with regard to providing feedback to officers surrounding relationship skills and communication.
- The second proposal involves sustaining the principles of Appreciative Inquiry, with the goal of examining how to best use the Appreciative Inquiry process in the future, how to continue to share departmental changes as a result of the Empathy and Understanding sessions, and how to continue to involve staff in the decision making process.

With a new year comes new planning and focus. As the purpose of the EBP Task Force is to coordinate and support EBP efforts within the department, the Task Force has committed to reinforcing the basics of EBP and exploring ways to take our efforts to the “next level” during 2016. When you look at how far our agency has come since the implementation of EBP in 2004, we have certainly accomplished a lot and have many things to be proud of. The implementation of EBP has not only provided additional training and tools to assist us with helping probationers make positive changes in their lives, but it has also changed the culture within our organization.

When we effectively utilize EBP in our daily supervision of probationers by holding them accountable while still allowing them to make behavioral changes, not only are we improving their chances of successfully completing probation, but we are also assisting those individuals in changing their legacies. Individuals who make long-term positive behavioral changes will undoubtedly become better parents, spouses, employees, and neighbors, all of which have a huge impact on the safety and well-being of our community.

With that being said, it's a perfect opportunity to remind ourselves of some of the tools we have at our disposal to help us in our efforts. If you haven't used some of these in a while, try revisiting them and see what kind of results you get.

- Thinking for a Change
- Probation/Parole Treatment Planner
- Appendices of the Graduated Responses Policy
- Carey Guides
- EBP Tools Section on the Homepage



## Body Armor Considerations and Protection

By Gary S. Streeter

Recently a safety team composed of managers and line staff conducted research into body armor. The research was initiated following discussions with staff about the wear of, and attitudes about, body armor. A common theme with law enforcement and community corrections officers is that comfort often is a determining factor in whether officers do or do not wear their armor. Body armor manufacturers thus produce new models of armor that are lighter and more flexible while offering varying levels of protection. However, to offer a higher level of protection, higher level armor such as that issued by Adult Probation is slightly heavier than lower levels of armor.

The Safety Equipment Coordinator, working with the current body armor vendor, provided two different models of body armor for the safety team to consider. While each of these models was lighter, both models were also rated at lower levels of protection than the current body armor issued to probation and surveillance officers. After careful consideration, the team believed that staying with the higher level of protection, higher even than that recommended by the Administrative Office of the Court (AOC), was the determining factor in choosing to continue to purchase and issue the same model and style of body armor.

Hopefully, advances in technology and design will eventually result in a product that meets all of the department's protective requirements for body armor, yet will be lighter and more flexible. However, for the near future, we can be confident in our high quality body armor that offers a high degree of protection from a variety of ballistic projectiles.

According to the National Institute of Justice (NIJ), during the past three decades, ballistic-resistant soft body armor has saved the lives of more than 3,000 police officers. NIJ's predecessor, the National Institute of Law Enforcement and Criminal Justice, began developing lightweight body armor in 1971 and testing it in 1978. So, officers are highly encouraged to wear their body armor as an additional safety measure.



**“Get Ready...” Agents have been working on the Data Quality Checklist for this month’s topic! All information is available on the M/APETS Agent Folder. Have a suggestion or ideas for a monthly topic and or questions about APETS, APD On-line, or JWI? Take it to your Agent! We’d love to hear from you!**



## Probationer Says T4C Has Been a "Life Changer"

Submitted by Arlyn Harris

The following letter was written by a probationer who graduated from Thinking for a Change (T4C).

*Dear Probation Team,*

*I am writing this letter to thank you for T4C. This class has been a life changer for me. When I first started this class, I thought to myself this is just another class from probation that THEY are making me go to. Actually, I was skeptical of what I would get out of this class. I had been through a number of personal growth classes and thought I'd seen it all. This was not the case.*

*The first day was a bit chaotic, a number of people were argumentative; a few of them had been in this class a few times and failed out. After the second week, I realized a number of things in my life that I never paid attention to. I was truly a combative person, feeling the need to be right. I had always felt the need to be right, but at what expense. Honestly, I realized that expense was my own, it cost me many years of happiness my life.*

*It doesn't stop there; I had asked the instructors if I could bring extra homework home for my wife. I really had hoped that my wife could go, but that was not an option. Either way, my wife, family and friends all noticed a difference in how I addressed issues. My wife, who can be very difficult and feeling the need to be in control of everything, started making changes. My wife and I are far from getting this down to a science, but what I can say is, I see a huge difference in how we communicate.*

*The instructors: what a great environment they created, they were patient, yet stood their ground. They were actively involved and truly cared about our class. I never thought of probation as a team of caring people I was wrong. Beth, although her and I have had our differences, I actually disliked her very much, because she and I just did not connect well for years. I played the blame game all too often. I rubbed her the wrong way without saying a word. My posture and combative behavior was a key component in this issue. I started changing how I think and realized that she had my best interest in mind. Maybe not the most loving approach, but effective. She pushed me in ways that scared me, because I wanted things my way.*

*Some key things that I feel a change in: I see a difference in who I am and what I stand for are more than just words from a book, but rather a lifestyle. My relationship with my wife is growing and I truly enjoy my life now. Not because probation has pounded that in my head, but rather because I have a desire to be a better person and lead a healthy lifestyle. My desire to help others was always on my mind, but now I feel it is a calling to use my story to help others. I plan to give back by mentoring those who are struggling with a healthy lifestyle.*

*Thank you again for T4C and your patience.*



## EBP Spotlight

Submitted by Rebekah Trexler

In *The Leadership Challenge*, Kouzes and Posner put forth the belief that leaders encourage the heart; that they perform “genuine acts of caring (that) uplift the spirits...” Lorene Ayala and DeLaina Lucero, judicial clerk associates for Unsupervised Probation Unit 47, exemplify this practice – and as a result should be recognized in the EBP Spotlight!

Otherwise known as the “Dynamic Duo” or “Double Trouble,” these ladies are the foundation of an Unsupervised Probation unit which processes court paperwork for approximately 2,300 probationers. They are located at the South Court Tower on the second floor in suite #2306. Please come to visit when you are in the building!

Lorene has been employed with Maricopa County since October 1988. She has gained so much experience and knowledge that she is a valuable asset to both our unit and the MCAPD. She volunteered to “manage” a birthday club for the unit, thinking that having a birthday club would be a morale builder. She asked co-workers if they wanted to participate and then worked with others to establish costs and individual decoration suggestions and “treats” for the special day for each co-worker. This is much appreciated and fun!

DeLaina has recently joined MCAPD. She has been mentored by Lorene since joining the department in July 2014. DeLaina has jumped right into not just learning the basics of processing court paperwork but has generously taken on extra duties including ordering supplies and managing the water club for the unit. DeLaina maintains a supply closet for office needs, ordering supplies and submitting paperwork to administration as needed. She also collects monies for our water club and arranges for delivery. It is a luxury having hot and cold water from our machine at the touch of a button!

Aside from doing these “extras” that help make each work day a positive one, both ladies quietly go about their daily duties with a cheerful and positive attitude. These duties include combination report completion, preparation of orders of discharge/criminal restitution orders, start date letters, file purging, mail distribution, and being the last line of defense in making court work “court ready.” Because they are connected with the Unsupervised intake area, they are back up for APETS initiation of new cases sentenced to the Unsupervised program.

This “Dynamic Duo,” when not causing “Double Trouble,” keeps Unsupervised Unit 47 running smoothly and happily while each probation officer/caseload administrator team monitors up to 500 cases. Thanks for what you do – your choice to go the extra mile makes a difference for the entire team!



Pictured from left to right: DeLaina Lucero and Lorene Ayala



## 20 New Officers Join the Department

By Jim Sine

Please join Staff Development in welcoming our 18 new probation officers and two surveillance officers to the department! On December 10, 2015, the 20 new officers were sworn in by Judge Myers at the Downtown Justice Center. These officers completed nearly nine weeks of NOTES training and are ready to jump into their new assignments. During this time they completed the Administrative Office of the Courts Probation Officer Certification Academy and the Defensive Tactics Academy. Most of the officers were assigned to standard field caseloads; however some were assigned to Drug Court, Seriously Mentally Ill, Intensive Probation Supervision (IPS), and one to IPS sex offenders. A very appreciative THANK YOU is due to our many adjunct faculty for their ongoing contributions to the training of our new officers. We have many presenters who have been involved with training our new officers for quite some time and others who even teach more than one class. Staff Development recognizes their immense contributions and knowledge in helping our new officers get ready for the job. Congratulations and good luck to our new officers in their new adventures!



Pictured from left to right: Chief Barbara Broderick, Zach Nothwehr, Melissa Hudson (hidden), Shanan Aven, Wendy Arias, Thomas McLaughlin, Lindsay Breemes, Chad Canedy, Elvira Silva, Robert Tilghman (hidden), Jesus Duran, Christina Coria, Martina Downing, Julicua Singleton, Christopher Reeves, Tiffany Graaf, Elena Hernandez, Christa Van Hofwegen, Nicole Young, Eric Guzman, and Crystal Yates.



## Meet PPA'S Three Newest Members

By Sanja Markovic

Policy, Planning, and Analysis has gone through some transition over the last few months and we'd like to introduce the newest members of our team! As part of the PPA team, they have assumed key roles in providing assistance and support to the whole department.



**Shana McCarthy**  
*Administrative Assistant*



**Kellie Therriault**  
*Administrative Assistant*



**Christine Gonzalez**  
*APETS Help Desk Coordinator*

Shana's and Kellie's primary responsibility is reviewing and compiling monthly statistics for the department. Christine's primary responsibility is assisting staff with APETS-related technical questions and needs.



## Women Living Free: AWEE'S New Prison Reentry Program

By Cathy Wyse

AWEE is a well-established organization that provides innovative workforce development and support services. AWEE has been awarded a federal grant from the Bureau of Justice Assistance to provide reentry services to women releasing from prison to Maricopa County with either probation supervision (MCAPD) or community supervision (Arizona Department of Corrections). The Women Living Free program will promote effective and successful reentry through utilization of comprehensive, evidence-based reentry plans to address the women's identified needs. A unique aspect of the program is the use of qualified mentors who will be matched with participants.



## 4th Quarter P.R.I.D.E Winners

BCB - Angel Williams, Chanine Moore, Marisela Cordova, Gregory Scott, Bonnie Arnoldussen, Victoria Curness, Megan Wiehn, Stephanie Ruby, Christopher Hein, Joanna Ramirez Medina

CLAPO- Tammy Schroeder, Chandelle Porter

Coronado - John Abshire

CSC- David Perkins

DTJC2 - Ellen Opitz, Casey Reynolds

DTJC3 Admin - Brenda Crawley, Christine Gonzalez

DTJC3 Pretrial - Michael Moreno, Porche Williams, Dale Morley

Garfield - Aubrey Tindle, Venisha Craig, Martha Mays

Luhrs - Dene Bimber, Kelsey Hartzler

Northport - Justin Walloch, Cynthia Huth, Kimberly Connor

Pretrial 4<sup>th</sup> Ave Jail - Cameron McGuire

PSC - Nora Price, Shane Neil, Carol Zambriski, Keri Madrid, Mary Aguirre, Kristen Weigert

SEF - Jason Hathcock, Gina Draper

Scottsdale - Douglas Murphy, Mitchel Novak

South Court Tower - Sandra Cumming

Southport - Wateka May, Jenna Pearson, Angelina Diaz

Sunnyslope - Antonio Mendoza

Westport/FAU - Jonelle Acosta, Autumn Cunliffe, Brenda Aldaco

★ WRC - Aneesha Gaines, Adeyemi Akanbi, Steven Jackson, Catherine Button, Caneesha Smith, Amanda Copciac

★ WCB5 & 6 - Lauren Guida, Anthony Nguyen

People Recognizing Individuals Deeds of Excellence

Happy ANNIVERSARY

30 Years

Richard Breed  
Jim Marshburn  
Kit Russell  
Debra Vaughn

15 Years

Robert Asay  
Sunny Carpenter  
Joe Lopez  
Michael Moreno  
Darrick Payne  
Denise Perez  
Laura Radcliffe  
Patrick Swafford

5 Years

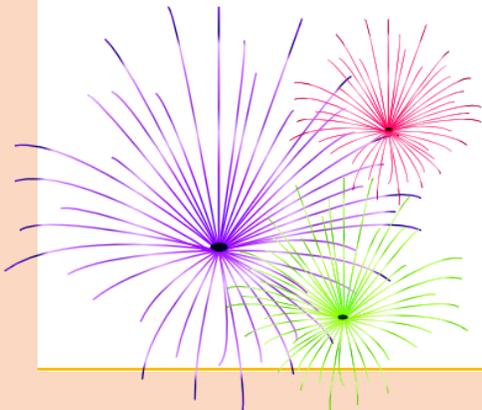
Meghan McEuen  
Samantha Ott

20 Years

Jill Brown  
Natosha Griffith  
Michael Holland  
Christopher Hopkins  
Beverlee Padilla  
Stephanie Ramirez  
Toni Salerno  
Leslie Willoughby

10 Years

Veronica Alvarado  
Thea Burress  
Andi Butler  
Andrew Buttafuoco  
Deborah Coleman  
Michelle Crouch  
Perla Florez  
Daisy Lugo  
Cameron McGuire  
Jocelyn Myers  
Chandelle Porter  
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