



IDEAS.VOICE. RESULTS.

the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

September/October 2016

FY2016 Performance Results

IN THIS ISSUE

CHIEFLY SPEAKING

Managing for Results (MFR) is a comprehensive and integrated management system utilized by Maricopa County that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to the taxpayers of Maricopa County. Each County department develops a results-oriented strategic plan that provides a clear, strategic direction and achievable goals for the department and its employees. It includes a set of performance measures to determine what results have been achieved, and if—and how well—strategic goals are being met.

Our Department has five MFR goals that align with our mission to enhance the safety and well-being of our neighborhoods. It's important for employees to know what the Department's goals are, how we measure performance, and how we are doing. Our business takes collective effort. Everyone's daily work has a place in reaching our goals and is important to achieve positive results. I am very proud that we have an engaged, dedicated workforce that is mission driven. Together, we have many successes to celebrate as well as a few areas to improve.

Goal A. Crime Reduction

Crime reduction is our primary goal. For each of the three performance measures below, we met our goal and had better results than last fiscal year. Congratulations are due to staff for their hard work. Evidence-based practices are our primary approach to reducing recidivism and are reflected in our Goal A results. Continued attention to implementing evidence-based practices (EBP) with fidelity is critical to our Department's success in crime reduction.

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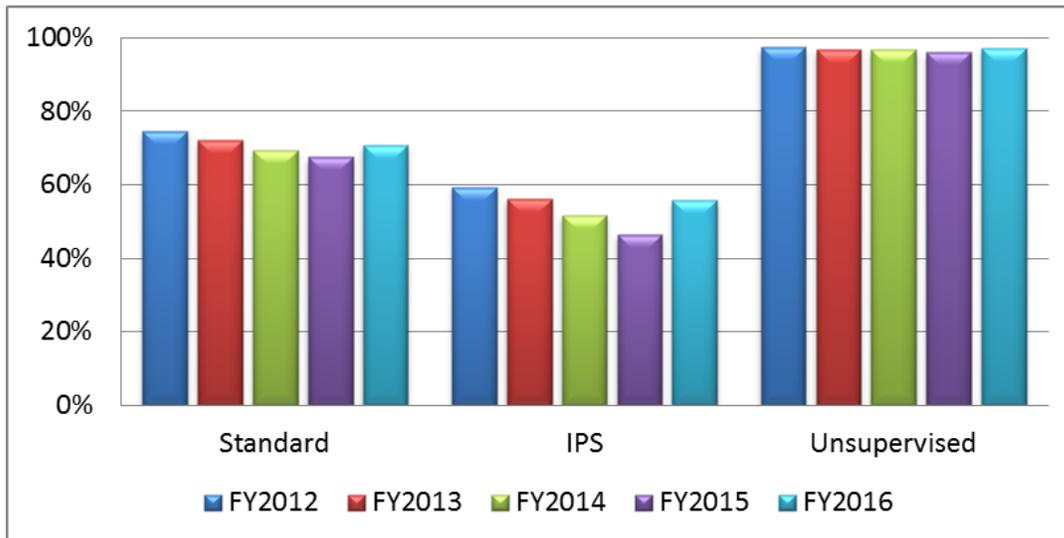
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We know that working with people to facilitate positive behavior change is the most effective way to reduce recidivism. Our focus is on using EBP and implementing these practices with quality and consistency. If we do this, reduced recidivism will follow. Nonetheless, we recognize that some probationers will not succeed, but believe we have set realistic goals. In the course of supervision, we continually assess and respond to risk factors. When it is in the best interest of community safety, we have a duty to make arrests and take probationers back before the Court.

MCAPD Goal A Results			
Performance Indicator	Goal	FY15 Result	FY16 Result
Maintain successful completion of probation	70%	73.2%	76.4%
Reduce revocations to DOC	25%	25.0%	21.8%
Reduce number convicted of a new felony offense	8%	7.4%	6.5%

For each probation type, Standard, Intensive, and Unsupervised, the graphs below show the Goal A performance results over a five-year period.

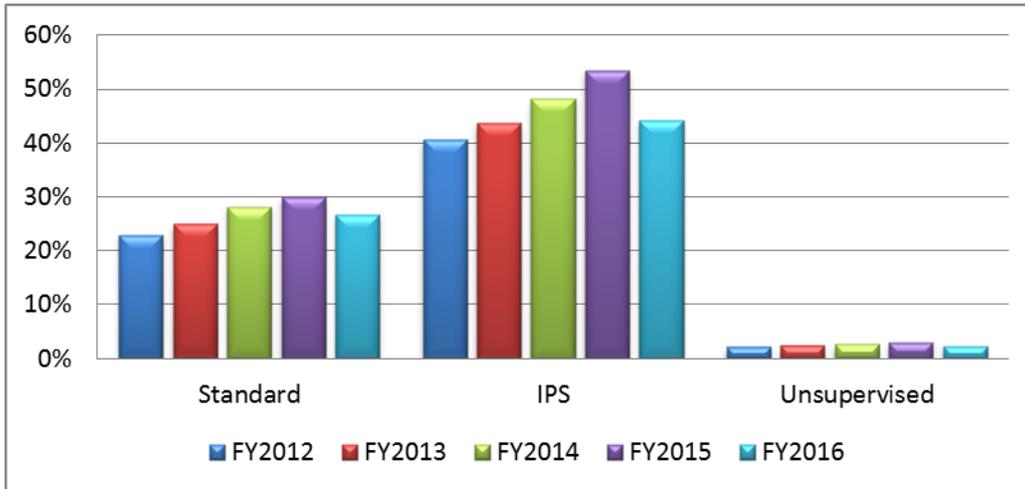
Successful Completion of Probation



The Department's goal is to maintain the rate of successful completions from probation at 70% or higher. The FY2016 results for each supervision type are consistent with the risk levels they supervise: Standard 71%, IPS 56%, and Unsupervised 97%. Each supervision type improved results compared with FY2015.

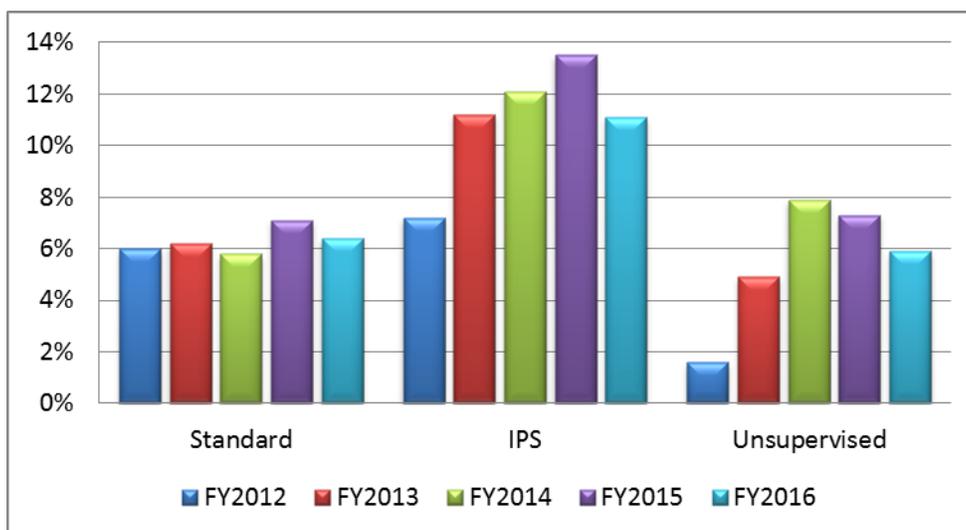
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Revocation to Department of Corrections



The Department’s goal is to reduce the number of probationers committed to the Department of Corrections to 25% or lower. The FY2016 results for each supervision type are consistent with the risk levels they supervise: Standard 27%, IPS 44%, and Unsupervised 2%. Each supervision type improved results compared with FY2015.

New Felony Conviction



The Department’s goal is to reduce the number of probationers convicted of a new felony offense to 8% or lower. The FY2016 results for each supervision type are: Standard 6%, IPS 11%, and Unsupervised 6%. Each supervision type improved results compared with FY2015.

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Under Goal A, the fourth performance indicator is to increase the rate of successful completions from Pretrial supervision to 75% or higher. In FY2016, the rate of successful completion of Pretrial supervision was 74%, slightly below the Department's goal and lower than the performance results in FY2015 (79%). Various factors including the implementation of the Public Safety Assessment and changes in data management may have impacted the result. The Department is exploring potential contributing factors and opportunities for improvement. Additional Goal A results are available for specialized caseloads and programs. Discussions regarding performance results are anticipated within divisions and units.

Goal B. Compensation/Retention

The Department's goal is to recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction. One performance indicator is to maintain the average department years of service for badged staff retention rates to 10 years or more. In FY2016 the goal was met with 11.3 average department years of service for badged staff. Our Department, the Court, and other departments throughout the County asked the Board of Supervisors to approve a pay increase. A performance-based retention pay plan was approved for eligible employees, with most employees receiving a pay increase in July 2016. The Department has enhanced its recruitment efforts, participating in a number of recruiting events through Arizona State University and having developed a variety of tools to use for recruitment.

Goal C. Process Improvement

The goal is for MCAPD customers (neighborhoods, courts, offenders, and victims) to benefit from improved case processing. One benchmark is to maintain the on time rate for submitting presentence reports to the Court without a continuance at 98% or higher. The Department met this goal with a FY2016 result of 99%. Great job! Another benchmark is to increase victim restitution payments collected to 65% or higher. In FY2016 the Department fell shy of this goal, collecting restitution payments at a rate of 64%. To help restore victims and assist them in receiving the restitution they are due, we will want to identify approaches to increase restitution collection.

Goal D. Customer Satisfaction

The Department's goal is to improve services to neighborhoods, courts, offenders, and victims. One benchmark is to maintain client satisfaction at 86% or higher. A survey of defendants under pretrial supervision was conducted in FY2016; 90% of pretrial defendants reported satisfaction. Another goal is to maintain victim satisfaction at 70% or higher. The satisfaction rate from the FY2016 victim survey was 57%. This is a disappointing result and a decrease from the satisfaction rate reported by victims in FY2015 (71%). We will want to identify opportunities to make improvements in this area. In FY2016, we conducted a community partner/treatment provider survey, which found that 86% were satisfied, which met our goal of 86%.

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Goal E. Infrastructure

In support of Goals A, B, C, and D, the Department's infrastructure goal is to have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety. The Facilities Management Department continued its work with MCAPD on updating the Master Plan for all Adult Probation facilities. Capital requests were submitted as appropriate based upon the findings, and presentations were made to the Court's Leadership, as well as County Administration. The Maricopa County Board of Supervisors approved expansion projects at both the Black Canyon Building (BCB) and Southport area offices. The Court and the County approved the inclusion of MCAPD as part of the new Southwest Justice Facility, which will alleviate issues experienced at the Western Regional Center. The move to the Southwest Justice Facility is anticipated sometime after mid-February 2017. Plans are continuing for expansion at both Southport and BCB. We are hopeful that construction will begin at some point prior to the conclusion of FY2017.

Thank you for your continuing dedication and commitment to enhance the safety and well-being of our communities. I am very proud of MCAPD employees and our Department. At the *Conversations with the Chief*, which are scheduled at various offices over the next couple of months, I will be talking about lots of exciting strategic projects and developments beyond what are mentioned in this Chiefly Speaking column. Hope to see you there!

Managers' Forum on Authentic Leadership

By Arlyn Harris



Suzanne J. Peterson,
Ph.D.

Authentic Leadership was the topic of the August Managers' Forum brought to us by Team Forum and presented by Suzanne J. Peterson, Ph.D.

Dr. Peterson is an Associate Professor of Leadership at Arizona State University's Thunderbird School of Global Management. She is an award-winning teacher and does a variety of speaking, consulting, and coaching for numerous professions.

Dr. Peterson defined an extraordinary leader as one who inspires loyalty and followership. She provided actionable behaviors and challenged us all to choose and adopt even one behavior in a step to becoming better leaders:

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1. **Do what you say** – be a person who follows through on what you say.
2. **Be in the moment with people** – turn off your gadgets and devices and provide your full attention.
3. **Increase frequency** – have more frequent (and less lengthy) interactions.
4. **Help with the small stuff** – get your hands dirty, share the work.
5. **Treat everyone as important regardless of their position.**

Which behavior will you choose? Commit to practicing it for a few weeks then add another.

The Freak Factor: Discovering Uniqueness by Flaunting Weakness

By Jason Walker

During the recent 2016 APPA Summer Training Institute, I attended the entertaining and informative Plenary Session of the conference. During his presentation entitled, “The Freak Factor: Discovering Uniqueness by Flaunting Weakness,” David Rendall challenged attendees to rethink traditional views on weakness. Rendall pointed out that, from a very early age, people are taught to find and fix their weaknesses. This process of constantly trying to “fix” ourselves oftentimes leads to a repetitive cycle of frustration and failure. Rendall believes that identifying our weaknesses could provide valuable insight into our strengths and building on our strengths is a person’s best strategy for success.

This presentation reminded me of the importance of viewing our probationers as individuals with their own unique strengths and weaknesses, as well as the need to utilize positive reinforcement in our graduated responses when working with our caseloads. It can be easy to focus on the negatives when interacting with probationers and trying to “fix” the problematic behavior. While this is undoubtedly an important aspect of our job, don’t forget that there is no such thing as a “one size fits all” formula when it comes to helping people initiate and maintain long-term behavioral change and success on probation. Try to identify a person’s strengths when case-planning or goal setting, then get creative in finding out how to incorporate and utilize those strengths in other areas where there may be a need for change or improvement.



The Invisible Youth: Working with Transgender and Non-Conforming Youth

By Kirsten Lewis

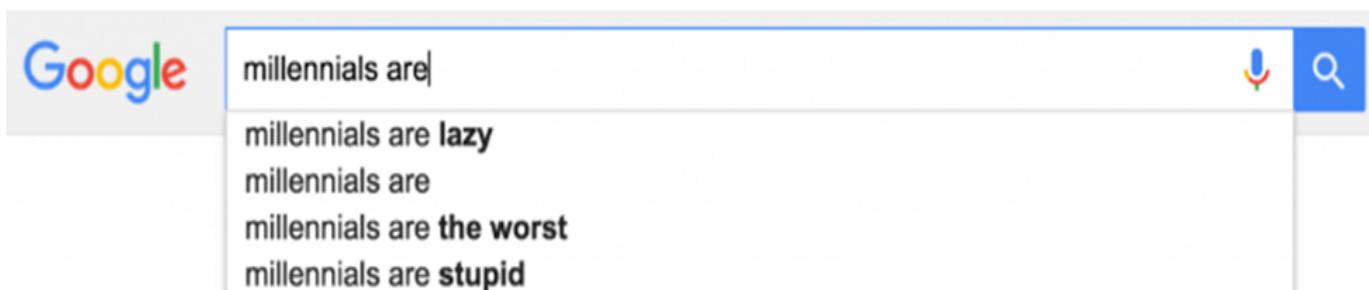
While at the American Probation and Parole Association's 41st Annual Training Institute, I attended a workshop entitled, "The Invisible Youth: Working with Transgender and Non-Conforming Youth." This workshop outlined various issues within the criminal justice system that need to be addressed in order to better serve our transgender or non-conforming youth. We explored the hostility and discrimination kids endure when dealing with staff and other court personnel that are unfamiliar and/or uncomfortable with persons who fall outside traditional gender roles. We talked about training and education for staff that would focus on using non-offensive, inclusive language to increase sensitivity. Dealing with the physical detainment of transgender/non-conforming youth was also discussed as it poses some logistical problems for agencies. Some jurisdictions have honored the child's self-identified gender and detained them in the corresponding male or female facility, some districts assign housing based solely on anatomical gender, while others have the capacity to accommodate entirely separate living quarters for kids who don't fit into rigid gender categories.

Hormone therapy is another area of concern for this population. Some of the youth entering the system have already been on a hormone regiment (sometimes using black market drugs) that needs to be medically addressed and court ordered for continuance. If the child and their parents were in agreement for continued therapy, then it is often not difficult for the court to order treatment. However, significant legal issues are presented for the court when the youth's parent(s) refuse to allow hormone treatment in complete opposition to the wishes and needs of the child. Overall, the workshop was a great platform to talk about some of the unique issues that still need to be addressed within the juvenile justice system to better serve our transgender and non-conforming youth.

Engaging Millennials in Modern Community Corrections

By Sanja Markovic

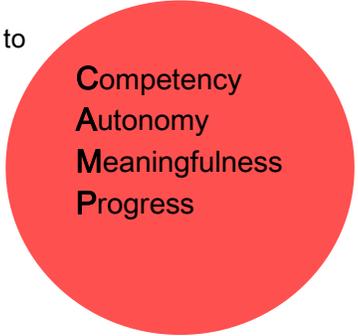
The APPA workshop on engaging millennials discussed how the workforce in community corrections is changing. The millennial generation is steadily becoming the majority of the workforce. There are many misconceptions about this generation. A Google search reveals that some of the most common searches include the following:



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Being able to attract, engage and retain millennials in the workplace is a challenge that requires new leadership strategies. Before joining an organization, millennials are interested in understanding the benefits, perks, culture and values of an organization, along with growth opportunities and role clarity. Some of the common traits that millennials possess include being adaptive, social, multitaskers, creative, efficient, self-confident and ambitious.

The CAMP Model is one of the tools that leaders in community corrections can apply to motivate and engage the millennial workforce. Taking the time to build competency, encouraging autonomy, involving millennials in decision making, explaining the purpose of the organization, along with recognizing how millennials contribute to the organization, and identifying key goals for them to achieve in order to grow within the organization will help leaders motivate and engage the millennial workforce.



How Motivational Interviewing and Feedback-Informed Treatment Engage the Real “Engines” of Behavior Change

By Joe Pallo

Being an adjunct faculty member who facilitates training in motivational interviewing, the APPA workshop on motivational interviewing and feedback-informed treatment was a great opportunity to learn more about this topic. The objectives of this training were to explain how “Practice Based Evidence” (utilizing offender feedback in real time) can increase positive outcomes; to define the concepts of importance, confidence and readiness to change, and explain why these conditions influence positive behavior change; and to explain why direct confrontation in probationer interactions can impede behavior change.

We learned that utilizing offender feedback is very simple, but at the same time, very complex. In other words, we as probation officers have to work at this. Although we are listening to offender feedback when we meet them at the office or in the field, we must train ourselves to listen for specific cues from the offender which suggests they are contemplating a change in behavior. This sort of reinforced that listening takes practice.

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Once we are comfortable with active listening, and we are hearing how the offender is struggling with his or her ambivalence, we then begin challenging their thought process. We use techniques like the importance confidence ruler to test the waters and ask probing questions about their desire, ability, need or reason to change. When you find an offender begin to argue with you in favor of behavior change, you are onto something.

Finally, we learned that you catch more flies with honey than vinegar. Directly confronting an offender and demanding behavior change seldom reaches that goal, patience is the key. Listen to the offender's story and allow them to test out their own strategies instead of making demands and creating artificial deadlines.

We are fortunate that the Maricopa County Adult Probation Department has been incorporating motivational interviewing training in NOTES classes for many years and continues to offer boosters for officers and supervisors interested in learning more about motivational interviewing. It was great to see that motivational interviewing is catching on with agencies throughout the country.



Setting the Stage for EBP Models

By Brandelyn Jackson

Setting the Stage for EBP Models was a workshop offered at the APPA 41st Annual Training Institute in Cleveland, Ohio. The workshop served as an excellent reminder of the impact evidence-based practices (EBP) have in the probation field every day. EBP helps us achieve our goals to reduce recidivism, attain successful completion of probation and most importantly positively impact communities, victims and offenders through behavior change. The workshop reinforced the value of officers holding conversations with their probationers that directly impact behaviors grounded in models such as EPICS. These conversations must focus on the "Big Four" criminogenic needs to truly impact recidivism. In order to do this effectively, it is recommended that agencies start with training, and then move forward by creating learning communities to ensure fidelity to the model.

Additionally, the training encouraged participants to listen more, talk less, and avoid becoming the ADVICE MONSTER. The advice monster is a barrier to clients learning how to think independently. Listening deeply, not assuming, and asking the right questions can help us to be better at guiding our clients toward behavior change and not just condition compliance.

Sex, Lies and Betrayal: Gang Culture and Sex Trafficking

By Fred Wilhalme

Sex, Lies and Betrayal: Gang Culture and Sex Trafficking was an APPA workshop presented by Latera Davis and Lalita Appling, both of whom work with juveniles in Georgia. The presentation focused on the recruiting and promotion of sex trafficking among gang members. Although gangs are well known for their involvement in the drug and weapons trades, sex trafficking is a relatively new revenue stream. Unlike drugs and weapons, prostitution provides gangs with a sustainable source of income. Once the drugs and the weapons are sold, they have no further value, whereas a prostitute can keep earning income for the gang.

Girls are recruited in several ways. There is the “Romeo” method, where the girls are subjected to psychological control and manipulation from a male that they believe loves them. They learn that “There is a price to pay for love and affection.” The “gorilla pimp” method involves forced drug use and violence as the primary method of control. The last method is more recent. “Gang pimping” involves getting girls into prostitution by playing on a dual loyalty to the gang and their boyfriends. It can often also involve gang initiation through violence and sexual abuse.

The girls most often targeted are those with low self-esteem, who have minimal social support, are part of the foster care system or who experience homelessness and are runaways. The most common ages for girls in sex trafficking is between 12 and 15. Both males and transsexuals have also been forced into prostitution by gangs.

For officers, it is important to have motivational interviewing skills. The use of open-ended questions and speaking in a non-judgmental way helps to establish a relationship with the victim. In addition, it is important to provide support and use trauma informed practices to make sure you are not placing them in situations where they can be further victimized.

A graphic with a blue background and a globe in the center. The globe has the text "DID YOU KNOW?" written on it. Surrounding the globe are several colorful icons representing communication and technology: a smartphone, a Wi-Fi symbol, a speech bubble, a mail icon, a computer monitor, a printer, and a social media icon. To the right of the globe, the text reads: "Did You Know (DYK) is a means to educate and improve communication within APD! Send ideas and/or questions to: APDCommunicationCommittee@apd.maricopa.gov"

Did You Know (DYK) is a means to educate and improve communication within APD!

Send ideas and/or questions to:
APDCommunicationCommittee@apd.maricopa.gov

Swift, Certain and Fair: The HOPE Model Piloted In Ohio

By Jennifer Biddle

The “Swift, Certain and Fair: The HOPE Model Piloted in Ohio” workshop was offered at the APPA 41st Annual Training Institute in Cleveland, Ohio. The Ohio Department of Rehabilitation and Corrections (ODRC) was awarded the Swift and Certain Sanctions (SAC)/Replicating the Concepts Behind the Project HOPE grant. Some of the essential elements of Swift, Certain and Fair sanctions include procedural justice, clearly articulated rules, and rules closely monitored and swiftly enforced. In addition, every violation *must* be met with an immediate sanction, but the sanction is *modest*. It is essential to provide predictability and, if the probationer takes responsibility for violation behavior, there is less of a penalty imposed than if the probationer denies the behavior.

Create a response that makes honesty pay!

Evaluations of Swift, Certain and Fair sanction programs in numerous states have shown great promise, but there are still many unknowns including the essential components, the role of sanctions and sanction types, and the impact of integrating rewards. ODRC is currently piloting a modified version of the HOPE model in three counties and has varied the sanction from the original jail only model. The sanctions continue to be swift, certain and fair, but include electronic monitoring, day reporting, halfway house placement, and jail placement. Preliminary results indicate that the three sites are adhering to the model and further analysis will evaluate whether it is the jail sanction that produces a reduction in recidivism as evidenced by the HOPE model or whether a variety of sanctions can produce similar outcomes.

“When a Victim Calls... What Will you Say?”

By April Powell

The 2016 APPA Training Institute hosted in Cleveland, Ohio, this summer offered real world materials, discussions and resources for today’s community corrections professionals. One such workshop presented by justice policy associates from the School of Public Service at the University of Southern Maine, aimed to highlight the challenges we face in community corrections when offering services to victims as well as a possible product to alleviate these challenges.

Victim advocacy and community corrections and supervision share the common goal to understand and uphold the victims’ rights, to make them feel respected and listened to, and to avoid re-victimization. A probation officer (PO) is in the prime role to accomplish these goals. The PO may be the first to listen or reflect, allowing them to help prevent re-traumatization. The product proposed by the presenters would act as a desktop guide for probation and parole officers, the ultimate victim services resource database. Considering that victims’ rights are not universal across jurisdictions, a database searchable by county, city, or court would allow the user to obtain the answers to which rights the victim is entitled to as well as information regarding what details can and cannot be shared. The desktop guide would also assist in providing ideas for verbiage in a conversation, resources to offer the victim, and steps to take in assisting them. This product could assist in removing the confusion and intimidation present when providing victim services.



Adult Probation Department

Managers' Action Committee

A Force for Positive 
CHANGE.

Mac Leadership WANTS YOU!

Join MAC Leadership—make a difference today

When was the last time you asked yourself why you became a supervisor? Or, how can I make a difference, what will be my legacy? When was the last time you came upon a policy or process you didn't understand, didn't like, or wanted to change? MAC Leadership offers opportunities to have input and make a difference. This is too important to leave in the hands of others—Join MAC Leadership and make a difference TODAY! Email MAC@apd.maricopa.gov

MAC Purpose Statement

The Purpose of MAC is to: Allow all staff to be included in the decision making process by bringing forth new ideas, recommendations and to generate work product through mid-level managers to influence the department's effective use of evidence-based practices while building managerial and leadership competencies among mid-level managers so they may effectively lead units and departmental change.

MAC Projects include but are not limited to: various MFR/EBP projects, Case Plan training, Graduated Response policy, Earned Time Credit, development of various departmental forms, revised Macro letters, Intermediate Sanctions policy, PV reports, Stages of Change training, Carey Guide implementation/training, Supervisor's Guide to Staff Movement, EBP Web re-design, Random Assignments information video, High-Five/PRIDE award collaboration and re-design, and over 20 Managers' Forums.



Did you know?

- All managers are part of MAC.
- More than 20% of managers have been in position for less than 5 years.
- Of managers with less than 5 years in position, 20% have been in position less than 2 years.



October is Domestic Violence Awareness Month

By Tony Bidonde

The purpose of Domestic Violence Awareness Month is to increase awareness of domestic violence and to encourage people to take a stand to end domestic violence (DV). The National Coalition Against Domestic Violence (NCADV) defines DV as follows:

Domestic violence is the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another. It includes physical violence, sexual violence, threats, and emotional abuse. The frequency and severity of domestic violence can vary dramatically: however, the one constant component of domestic violence is one partner's consistent efforts to maintain power and control over the other. i

A person may become a victim of domestic violence regardless of class, race, or sexual orientation. Due to the nature of the crime, it creates an environment of fear for the victim and consequences for family, friends, and neighbors that often have effects lasting long after the crime has been committed.

Did you know?

- According to the Arizona Coalition to End Sexual and Domestic Violence (ACESDV), in 2014, there were 109 domestic violence fatalities in Arizona. ii
- In their lifetime, 1 in 4 women (24.3%) and 1 in 7 men (13.8%) report experiencing severe physical violence (e.g., hit with a fist or something hard, beaten, slammed against something) by an intimate partner. iii

Good work is being done by law enforcement, prosecuting entities, community advocacy groups and individual citizens to reduce domestic violence. Adult Probation and Victim Services work with victims on a daily basis providing safety, services and resources as required. Please do not forget to wear purple throughout the month of October!

If you have any questions regarding the above article or questions related to victim rights, please contact the Victim Services Unit at: vsu@apd.maricopa.gov or 602-372-8286.

- <http://ncadv.org/learn-more/what-is-domestic-violence>
- <http://www.acesdv.org/>
- <http://www.cdc.gov/violenceprevention/deltafocus/index.html>



Thinking for a Change – Seeing is Believing

By Bryanna Christensen

During my internship with Adult Probation, I was given the opportunity to attend two Thinking for a Change (T4C) sessions. T4C is a program for probationers to engage with one another while being guided by facilitators. The main focus is to work through problem solving behaviors that will change the probationer's process of thinking. This course provides them the tools to put in their toolbox in order to be a successful citizen. It is based on evidence-based research that has been proven to reduce recidivism when the course is completed.

Being a student at ASU, I have learned about the reasons behind T4C, but have never seen the research put into action. I was unsure of what to expect, but was pleasantly surprised to see the results. The class came to life before my eyes and even got me excited about the learning that was happening. I attended two separate sessions about three weeks apart, and I saw a change in all of the participants. I witnessed them actually being excited about the learning and eager to learn more. They also looked up to Scott and Diana, the T4C facilitators, as their mentors. They were so excited to share their success and life stories with them. They really became a class, not just a bunch of individuals thrown together in one room. Being able to witness this class grow was a thrilling experience.

The first session I attended was an overview of the six (6) Problem Solving steps. The purpose was to break down the steps and apply them to real life. The steps are as follows: Stop and Think, State the Problem, Set a Goal and Gather Information, Think of Choices and Consequences, Make a Plan, and Do and Evaluate. Each session, they would work on a step and their homework would be to complete a real life situation using these steps. The first class showed a conflict cycle from an 80's brat pack movie, as a scenario to explain the steps and work through the process. The class did seem a bit overwhelmed by the process as a whole, but the T4C class breaks down each step individually, giving them the chance to succeed. When I went back for the second session, they had made it through all six (6) steps and were ready to put the entire process together. The scenario they used was about Saturday detention and how a troubled teen could change his fate with the Vice Principal if only he held his temper. This scenario represented an experience that many participants may go through in their own lives, and this gave them the chance to slow the process down and plan out an alternate ending to the scenario.

One of the most rewarding parts about the opportunity to observe multiple sessions of the T4C class was being invited and welcomed in. The participants engaged with me and accepted me. The one that touches my heart the most was that I gave one nervous participant a few words of encouragement and, after he shared his homework, he made a point to thank me and told me he needed that extra push. I enjoyed this opportunity to further my knowledge of the Thinking For a Change program and am pleased to see that the class is successful. I do believe that after this group completed this class, they were about to change their behavior and had gained the tools they needed to succeed in the community.

T4C



EBP Spotlight on Robert Tilghman

By Tameka Loyd

The Maricopa County Adult Probation Department is an evidence-based organization that recognizes the importance of including techniques that increase our overall effectiveness to help probationers change their behavior. Exemplifying relationship skills and facilitating and supporting change are essential to EBP practices. The following EBP Spotlight article highlights the impact that Robert Tilghman recently had on a client. Melissa Boudreau shared the following story with me. Robert deserves to be recognized for his excellent relationship skills and use of a targeted intervention. The probationer's name has been changed for this article.



Supervisor Kim Burton and I were approached by a participant of the Clean Start Program named Kelly. Kelly asked if she could share with Kim and me how impactful this program has been for her. She went on to describe the past few years of her personal life. Kelly was involved in a very controlling and violent relationship. As a result, she felt she had no options, could not work nor escape. She shared her ongoing troubles with the law related to her boyfriend forcing her to steal food and/or being arrested for defending herself. She discussed her seven-year-old son and how she made the choice to give temporary custody of him to her parents in another state in case she had to go to jail. Her fear and powerlessness was palpable. She cried often.

Kelly shared how her probation officer, Robert Tilghman, was a support to her and continued to believe in her ability to change. She talked about how her participation in Clean Start has ABSOLUTELY changed her life in very real and powerful ways. Kelly attributed much of her transformation to Robert's initial referral and his continuous encouragement. Although her probation grant expired while she was in the program, Robert didn't prohibit her from participating. Instead, Robert saw her potential to change and gave Kelly the opportunity.

Kelly left her abuser, is working two jobs, and has a safe place to stay. She is even trying to get back into college and will send for her son when she is a little more stable in her residence. In addition, her lower court cases have been adjudicated and resolved because the Judge could see the efforts she was making through the Clean Start Program.

Although this work can be frustrating and is often thankless...we persevere hoping we make a difference. Robert was able to make a real and life altering difference for Kelly and her son.





Jaci Christenson Promoted to Division Director

By Cathy Wyse

Jaci Christenson was promoted to division director effective October 10, 2016. She is providing leadership to the Programs Division, which includes Drug Court, DUI Court, Veterans Court, and the Youthful Offender Program. Her office is in the Luhrs building.

First employed as a standard field probation officer with MCAPD in 1999, Jaci left the Department after about a year. She returned in 2004 to the same office, same supervision area, and even the same desk at Wells Fargo, a previous MCAPD central Phoenix office location. Jaci worked from Black Canyon Building, supervising a standard field caseload and then, for nearly five years, supervising an IPS sex offender caseload. She transferred to Court Liaison in July 2011 and remained there until her promotion to supervisor in July 2012. Jaci lead an Unsupervised Probation unit for approximately three years before assuming leadership of the Transferred Youth Unit in March 2015, where she remained until her recent promotion to division director.



Jaci was recognized as MCAPD's 2013 Supervisor of the Year, having been nominated by her entire unit while in her first assignment as a supervisor. She has participated in various committees and work groups, including the APEX Consistency and Drug Testing work groups, Stress Management, development and roll out of Unsupervised policy, AOC work groups for both Unsupervised and Youthful Offenders, and Empathy and Understanding. She was co-chair of a subcommittee of the APEX Consistency work group and is currently serving as co-chair of the EBP Task Force.

Jaci stated that she has been inspired by all of her experiences with the Department, but especially in the Juvenile Transferred Offender Program. She looks forward to working with all of the specialty courts. Jaci is also excited about the healthcare initiatives in which the Department is involved and which have the potential to truly change the lives of our clients. On the personal side, Jaci's family is her primary passion and she enjoys reading and loves cooking.

Congratulations, Jaci!

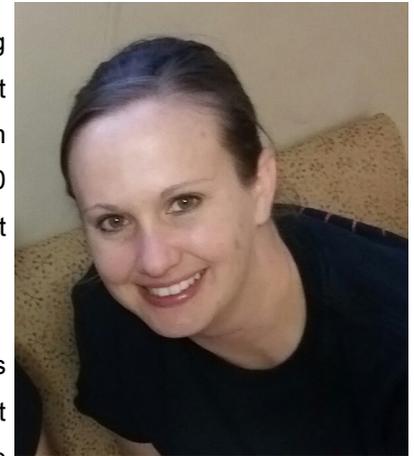




Michele Butcher Promoted to Supervisor

By Tony Bidonde

Michele Butcher was promoted to safety supervisor in Staff Development and Training in September 2016. Michele joined Adult Probation in 2006 as a standard field officer at the Black Canyon Building. Adult Probation was her first job after graduating from Arizona State University with a degree in Justice Studies and Psychology. In April 2010 she transferred to IPS, working out of the Durango office. She joined Staff Development and Training in April 2013.



Michele has been very active in the Department and has served on numerous committees including the Morale Committee, the Radio Advisory Committee and, most recently, the Communications Committee. Michele is also a firearms instructor for the Department. She is very proud of the recognition that the safety team received at the county and state levels for the Reality Based Training Program that was developed.

In her new role, Michele is looking forward to supporting staff and continuing to incorporate best practices research into the Department.

David Taylor Promoted to Supervisor

By Ivan Ramirez

Please join us in congratulating David Taylor on his promotion to adult probation supervisor with the effective date of September 12, 2016. In his new position, David is providing leadership to a Northern field unit in Scottsdale.



David has been with Adult Probation for a little more than six years. His first assignment was in a standard field unit at the Black Canyon Building (BCB). David then transferred to the Probation Service Center (PSC) to a standard sex offender caseload and spent about two years at that facility. Next, he spent three years supervising an IPS sex offender caseload before promoting to supervisor. Before working for MCAPD, David worked for the Sacramento County Probation Department as a probation officer for almost eight years, bringing a different type of experience to our department.

While employed by MCAPD, David served with the Solutions Committee for the Sex Offender Division since its inception and serves as a co-chair. He has been a sex offender trainer for SOTIPS in the Sex Offender Division and still trains officers. He also served as an office mentor at BCB for a standard unit and at PSC for the Sex Offender Division. David is looking forward to new challenges, mentorship opportunities, and working to accomplish the Department's goals.



Sean McMillen Promoted to Supervisor

By Ivan Ramirez

Sean McMillen was promoted to supervisor effective September 12, 2016. In his new position, Sean is providing leadership and guidance to a standard field unit at the Northport office.

Sean has been with Adult Probation for five years. His first assignment was in Standard Field in the Scottsdale Office and he has supervised probationers in North Scottsdale, Fountain Hills, and the Fort McDowell Yavapai Nation. While working for MCAPD, Sean also served as a Court Liaison officer at the Central Court Building.

Before working with MCAPD, Sean was a supervisor at an inpatient treatment center for juveniles in Columbus, Ohio, where he worked with clients who faced substance abuse, behavioral, and mental health issues.

Sean proposed and presented a workshop at the 2014 APPA Winter Conference in Houston, Texas. He has also served as a member of MCAPD committees which include EBP Web Redesign, EBP Daily Talk, and EBP Advocates. Sean looks forward to mentoring officers and providing guidance in EBP, as well as court procedures/expectations.



Suzanne Shirleson Promoted to Supervisor

By Ivan Ramirez

Congratulations to Suzanne Shirleson on her promotion to adult probation supervisor, with an effective date of October 24, 2016. Suzanne will be providing leadership to a unit in the Central Division and will be located in the Black Canyon Building. Suzanne has been with Adult Probation for over 12 years. Her first assignment was in Drug Court. After learning the many challenges of this position, she decided to volunteer for a Drug Court specialized caseload of all women. It was rewarding for her to see the women she supervised take control of their lives and the lives of their families. After Drug Court, Suzanne transferred to a standard caseload in Mesa, followed by a move to a Court Liaison position.



Suzanne has been a member of the Diversity Council, DOC Violation Study, CHD Committee, and AOC-sponsored Train-the-Trainer EBP project, and has been a training mentor for the FROST/Case Plan. Currently, she is a member of the FinCom Committee. Prior to working for MCAPD, Suzanne was a forensic case manager with Alternative Behavioral Services where she worked with clients with mental illnesses that were in and out of jail.

Suzanne received a commendation from Judge Gottsfield regarding a multi-cause combination report. Suzanne is looking forward to returning to the field and taking up new challenges as a member of the management team. She is hoping to assist many officers by sharing the vast knowledge she has obtained over the years.



Jason Westcott Promoted to Supervisor

By Jennifer Biddle

Jason Westcott was promoted to supervisor in September 2016 and assumed leadership of a Pretrial General Supervision unit at the Downtown Justice Court Center (DTJC). Jason has been with Adult Probation for 12 years. He began his career as a standard field supervision officer at the Probation Service Center (PSC) in Mesa. Jason believes this knowledge and patience were essential to his development as an officer. In addition to his position at PSC, Jason has worked in the standard sex offender unit at Black Canyon Building (BCB), the standard sex offender unit at PSC, and the IPS Sex Offender unit at PSC.



Over the 12 years with the Department, Jason has served on numerous committees and workgroups. Jason was a committee member on GPS program review for sex offenders, a member of the PSC search team and served as an IPS Voice member. Jason was also a mentor for the sex offender units at PSC and volunteered at AOC as a role player at the Probation Officer Certification Academy. In addition, he attended training in Colorado for certification from the National Law Enforcement and Corrections Technology Center to become a Certified Field Search trainer. He was a committee member as we developed the protocol and then the policy for use of Field Search on sex offenders' computers. In his new position, Jason is looking forward to learning about pretrial services and working together with probation officers to help them accomplish their goals. With Jason's experience, motivation and commitment to furthering the goals of the Department, Jason will be a great addition as a supervisor!

Garfield Annual Turkey Feast

Thursday, November 17th,
2016
3:00PM – 6:00PM

We need your help with...

- NEW TOY DONATIONS
- Limit \$5 dollar value per toy
- Unwrapped toys only please
- Donate at area offices

Donate toys by:
Friday 11/4



Volunteers needed for:

- Serving up the Turkey Feast
- Guiding guests to their seats
- Set-up & Clean up
- Monitoring Santa line
- Greeting guests

Volunteer Contact: JOE PALLO
602-619-9217 or Email: palloj@apd.maricopa.gov

THANK YOU – SEE YOU AT THE TURKEY FEAST!



20 New Officers Join the Department!

By Jim Sine

Please join Staff Development in welcoming the latest class of new probation officers to the Department! On October 3, 2016, the new officers were sworn in by Judge Myers at the Downtown Justice Center. These officers completed nearly eight weeks of NOTES training and are ready to jump into their new assignments. Most of the assignments were in Standard Probation, however, two new officers were assigned to DUI Court and one officer was assigned to Intensive Probation. The officers participated in a slightly revamped Field Coaching Week in which they were able to work with two different officers during two three-day spans of coaching. During this activity, the officers were able to put the knowledge they gained during training into real life practice. The two separate spans of field coaching allowed officers to not only work with two different officers, but to gradually put into practice the skills they learned in training.

As always, a very appreciative THANK YOU is due to our many adjunct faculties for their ongoing contributions to training 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. Another big THANK YOU goes out to our field coaches for taking time out of their schedule to work with our new officers in the field. 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: Francisco Sanchez, Hector Mariano, Patricia Anderson, Bricela Padilla, Joseph Kupitz, Cynthia Mendez, Warren Nichols, Heather Redmond, Gregg Dandy, Karissa Banks, Ellen Loftis, Tyler Jones, Megan Bryant, Luis Marquez, Kincade Kiger, Brandi Anderson, Jordan Brewer, Catherine Swalwell, Victor Vaughan, Rina Majka-Hart, and Deputy Chief Michael Cimino.





Four MCAPD Programs Receive National Awards

By Cathy Wyse

The National Association of Counties (NACo) recognized four MCAPD programs with 2016 NACo Achievement Awards. The awards are given to recognize innovative county government programs. On August 24, 2016, the Maricopa County Board of Supervisors hosted an event to celebrate and recognize all of the 2016 NACo Achievement Awards across Maricopa County departments. MCAPD's award-winning programs are described below:

Building Sustainable Leadership: The Supervisor Leadership Academy

The development and implementation of the Supervisor Leadership Academy (SLA) filled a gap in the level of training available for supervisors, addressed the Department's need for leadership succession planning, and specifically addressed the training needed to prepare managers to lead a highly effective probation organization. The SLA is grounded in leadership principles and focuses on leadership in a learning organization. Scheduled two days per month over a six-month period, the SLA provides a rich mix of presentations and activities and incorporates assignments and professional development between sessions. Each participant prepares an individualized leadership development plan. Nine academies have been conducted with 162 graduates, who rated the training favorably. Completion of the SLA by all supervisors in the Department has significantly developed and enhanced the leadership skills of individual supervisors, given supervisors across the Department a common language and understanding regarding leadership in the Department, strengthened peer relationships among supervisors, and affirmed that all supervisors in the organization have an important leadership role in managing change and achieving the Department's mission. Seven SLA graduates have since been promoted to the MCAPD Executive Team.



Pictured left to right, front row: Presiding Judge Janet Barton, Division Director Brandelyn Jackson, Chief Barbara Broderick; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucri.

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Adult Probation and Arizona State University Collaborative to Combat Sex Trafficking

The problem of human trafficking, and sex trafficking in particular, has been a substantial problem in our communities and a strategic focus of local, state, and federal government agencies. The MCAPD, in partnership and collaboration with the Arizona State University (ASU) Office of Sex Trafficking Intervention Research (STIR), sought to address this issue through training, research, and the creation of practical tools for the field. Director of STIR, Dr. Dominique Roe-Sepowitz, and Phoenix Police Commander Jim Gallagher provided training for the entire management team of Adult Probation (over 100 managers) related to treatment of survivors of sex trafficking and enforcement strategies of trafficking offenders. With a grant from the McCain Institute for International Leadership, ASU's Office of Sex Trafficking Intervention Research provided similar training for over 200 adult probation officers. The officers then participated in a first of its kind study to determine the prevalence of sex trafficking, both survivors and offenders, among the MCAPD population. The collaboration utilized a holistic approach to the problem, addressing both the enforcement side of the problem teaching officers what to look for in violation behavior, as well as the therapeutic side of how to effectively work with survivors in a way that brings support and needed healing. The grant further provided for a unique training publication for probation officers which has been shared and well received by national organizations.



Pictured left to right, front row: Presiding Judge Janet Barton, Chief Barbara Broderick; Dr. Dominique Roe-Sepowitz, Associate Professor and Director of Office of STIR, ASU, and Deputy Chief Michael Cimino; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucru.



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Plarn Project

The Plarn Project is an ongoing recycling project geared towards disabled probationers who need to complete Court-ordered community restitution hours. Plarn is essentially “plastic yarn” made from plastic grocery bags. Plastic grocery bags are collected, sorted, cut, and then crocheted and recycled into large sleeping bag sized mats for the homeless to sleep on. Each mat provides a waterproof cushion to sit/sleep on that is easy to roll up and lightweight to carry. The purpose of this project is actually trifold. The project provides disabled probationers an opportunity to learn a new skill and assists them in completing their Court-ordered community restitution hours. Secondly, it provides homeless persons with a usable item to make their living situation better. Thirdly, this project helps the environment by recycling grocery bags rather than placing them in our landfills. This last benefit is critical because plastic bags pose a real issue with waste companies due to their 500 year decomposition time. Because of the Plarn Project, roughly 82,000 grocery bags were saved from landfills in 2015. More importantly, over 200 probationers were able to complete roughly 2,300 hours of community restitution due to the project. The success of the Plarn Project stems from collective efforts of various partners to include public, private, civic, and charitable organizations, and has yielded multiple benefits for the people of Maricopa County.



Pictured left to right, front row: Presiding Judge Janet Barton, Supervisors Jack Dillon and Stephanie Donaldson, Chief Barbara Broderick; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucri.



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Unearthing Community Connection: Garfield Community Garden

Prior to 2011, a large portion of the property at the Garfield Probation Center was vacant and not being utilized. The MCAPD and the Garfield Neighborhood Organization collaborated and officially started the community garden in January 2012 to beautify the area and assist community residents. Soil, plants, and materials were donated by local businesses and organizations. Adult Probation staff, community restitution workers, and Garfield community members prepared the garden beds, put in a watering system, and planted vegetables. The number of Garfield neighborhood residents who are involved in the garden has increased over time and the garden is flourishing. Wildflowers border the land making it an inviting space in the neighborhood. This collaboration has changed the face of the probation center and has made a positive impact in the neighborhood in which it exists. The Adult Probation Department has long been committed to being a good neighbor in the Garfield neighborhood and the Community Garden built on this history of partnership with the community. It has contributed to the rehabilitation of probationers by providing meaningful community restitution work. The common interest, participation, and investment in the garden adds to the community's acceptance and support for the Garfield Probation Center and reflects the Adult Probation Department's commitment to the interests and needs of citizens.



Pictured left to right, front row: Presiding Judge Janet Barton, Surveillance Officer Julie Quiroz and Supervisor Jack Dillon, Chief Barbara Broderick; back row: County Supervisors Steve Gallardo, Clint Hickman, and Andy Kunasek, County Manager Joy Rich, and County Supervisors Denny Barney and Steve Chucri.

Martha Mays Honored with National Award

By Cathy Wyse

In front of an international audience at the American Probation and Parole Association (APPA) Summer Institute in Cleveland, Ohio, Maricopa County Adult Probation Officer Martha Mays was presented with the distinguished 2016 Scotia Knouff Line Officer of the Year Award on August 28, 2016. The Scotia Knouff Line Officer of the Year Award is the most competitive and perhaps the most prestigious practitioner award offered by APPA. This award honors a probation, parole or community corrections officer who has performed assigned duties in an outstanding manner and/or made significant contributions to the probation, parole or community corrections profession at the local, regional or national level.

Martha's vibrant career in probation spans 25 years during which she developed considerable experience and skill working one-on-one with probationers as an agent of positive behavioral change. Martha supervises a caseload of homeless probationers and she has discovered that her passion is helping these individuals build a better life. Martha's entire caseload resides at Central Arizona Shelter Services (CASS), a large homeless shelter in Phoenix for single adults that serves over 4,000 individuals per year.

A former client wrote, "She talked to me about the future and she knew I would not get anywhere in life unless I had a home to live in. She helped me talk to the VA and I got into a housing program and now I am no longer a homeless person. The next step was to find a job. Martha knew about a program called Smart Justice that was held at her office. Through the program I enrolled into school to become a truck driver. Martha wrote to the Judge and was able to get me off probation early. Today, I have a home, I am going to school, and I have my health back. I also have a lot of gratitude for my old probation officer, Martha Mays."

Congratulations, Martha!



Pictured at the APPA award ceremony, from left to right: Deborah Minardi, Vice President of APPA, Martha Mays, and Susan Burke, President of APPA.



Maricopa County Service Awards

Judicial Branch employees with 30 years of service were honored by Maricopa County for their dedicated service. The celebration took place on October 12 at the Security Building in downtown Phoenix. Pictured with the honored employees, from left to right, front row: Deputy Chief Michael Cimino, Presiding Judge Janet E. Barton, and far right, Deputy Chief Saul Schoon; back row: County Supervisor Andy Kunasek, Deputy County Manager Reid Spaulding, and County Supervisors Steve Chucuri and Clint Hickman.



Randy Tirado - 30 Years



Alan Dyal - 30 Years



Doug Frantz - 30 Years



Kim Boettcher - 30 Years



Elizabeth Forton - 30 Years

2nd Quarter P.R.I.D.E Winners

BCB - Thomas McLaughlin, Linda Velazquez, Arlene Gonzalez, Ariana Barone, Katie Vandik

CCB- Santos Garcia, Chandelle Porter

Communication Center - Jeremy Lumpkins

Coronado - Chris Hein

CSC Gibson - Tammy Aho

DTJC2 - Ellen Opitz, Donna Lopez

DTJC3 Admin - Karen Angell, Christine Gonzalez

DTJC3 Pretrial - Dale Morley, Mike Moreno, Adriana Garcia Bloom

Garfield - Matt DeVerna

Luhrs - Scott Stoffel, Crystal Yates

Northport - Mariella Vela, Kimberly Connor, Michel Bridget

Pretrial 4th Ave Jail - Francisco Bustillo

PSC - Amy Ahrens, Kirsten Weigert, Kari Celaya, John Bishop, Bethaney Hames

Scottsdale - David Laing, Nancy Leholm

SEF - Aaron Scherbak, Todd Brown

South Court Tower - DeLaina Lucero

Southport - Heidi Cichon, Rocy Cortes, Angelina Diaz

Sunnyslope - Christina Coller

Westport/FAU - Ricardo Mendez, Jesse Leroy, Stacy Soto

WRC - Ezenwa Ukeagu, Linda Helvik, Valarie Serrano, Jessica Bradley-Hernandez, Sean Steill, David Hilsdorf

WCB5 & 6 - Maria Torres, Raeann Mailler

People Recognizing Individuals Deeds of
Excellence

3rd Quarter P.R.I.D.E Winners

BCB - Fred Wilhalme, Jennifer Lamperti, John Patterson, Thomas Mclaughlin, Karen Gilreath

CCB- Tammy Schroeder, Suzanne Shirleson

★ Communication Center - Jeremy Lumpkins

★ CSC- Anthony Palmer

DTJC2 - Alan Glickman, Lance Nickell

DTJC3 Admin - Thea Burress, Jean Scott

DTJC3 Pretrial - Jennifer Ward, Jennifer Ellsworth, Sheila Jones

Garfield - Marialice Haney, Lori Meyer, David Cook

Luhrs - Brian Mahoney, Brianna McGill

Northport - Teresa Denman, Julicua Singleton, Azra Haseljic

Pretrial 4th Ave Jail - Autumn Cunliffe

PSC - Dawn McCullar, Daniel Burgess, Paul Lopez, Keri Madrid, Shana Edmundson

Scottsdale - Ivana Budimirovic, Doug Murphy, Cleo Quinn

SEF - Michael Wechselberger

South Court Tower - Eva Berg

Southport - Robert Tilghman, Lorena Perez, Cassandra Dobbs

Sunnyslope - Christa Van Hofwegen

Westport/FAU - Robin Hargrove, Derrick Knott, Sr. Marlene Garcia

WRC - Amanda Hanover, Tatiana Smith, Luis Campbell, Liliana Zavala, Shelby Chaney, Michelle Kridler

WCB5 & 6 - Jennifer Lennox, William Grimes

People Recognizing Individuals Deeds of
Excellence



JULY/AUG

Happy ANNIVERSARY

30 Years

- Kim Boettcher
- Elizabeth Forton
- Doug Frantz
- Randy Tirado

20 Years

- Lynzie Euchner

15 Years

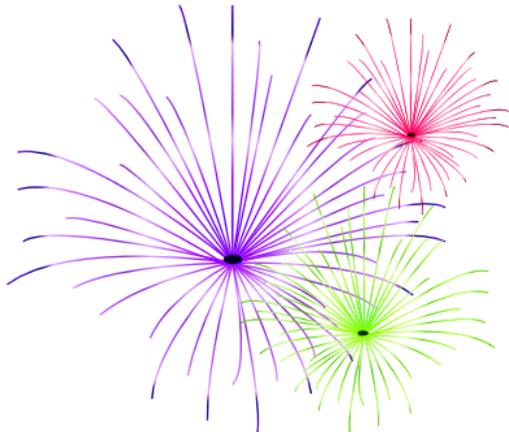
- Erika Amaya
- Michelle Billy
- Jo Ann Paulus

10 Years

- Mysti Berteau
- Michele Butcher
- Sheila Chavez
- Angelina Diaz
- Cedric Johnson
- Kevin Sheridan
- Julie Anderson
- Kayla Cathcart
- Christopher Fox-Fitzgerald
- Alejandra Garza
- Joseph Paladini
- Katherine Schiets
- Gisela Stock

5 Years

- William Berg
- Iris Cuevas
- Michael Land
- Allen Larkin





SEPT/OCT

ANNIVERSARY
Happy

25 Years

Brenda Hott

20 Years

Deanna Collier

Jason Hatchcock

Paul McDonald

Shelly Perez

Karen Vaniman

15 Years

Mary Aguirre

Amy Barnes

Rene Blake

Elissa Collier

Christopher Cross

Adriana Garcia-Bloom

Merci Hernandez

Ricardo Hernandez

Julie Lovejoy

Rose Marshall

Shareef Muhammad

Shane Neil

Tania Newman-Juarez

David Pixley

Daniel Rodgers

Tatiana Torres

Marc Ulibarri

Melinda White

10 Years

Miranda Boger

Tracy Gorr

McKenzie Holt-Synk

Wateka May

Kevin Peters

Aaron Peterson

April Powell

Rebecca Rowland

Scott Stoffel

Liberty Torres

Catherine Vasquez

5 Years

Claudia Aguilar

Gregory Burkett

Karla Clanton

Joseph Coppola

Autumn Cunliffe

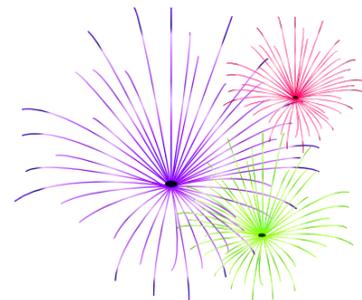
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