



# IDEAS.VOICE. RESULTS.

## the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

January/February 2014

CHIEFLY SPEAKING

### Accept the Challenge – Care More, Risk More, Dream More, and Expect More

In front of us this year are a variety of interesting and exciting initiatives and projects, across many areas, including technology, communication, collaboration, workload, and work/life balance.

In January, the Maricopa County Board of Supervisors voted to elect Denny Barney as Board Chairman for 2014. In his acceptance speech, he said that county government can rise to a new level of service by being innovative and doing things “that seem unconventional.” Excellence can be achieved, he said, “If we care more... risk more... dream more and expect more.” Chairman Barney outlined five priorities for 2014: regulatory reform, fiscal management, economic growth, transparency, and adoption of a new, three-year strategic plan. Budgetary challenges facing the county include keeping good people, building back financial reserves, the imposition of state mandates, and the diversion of highways funds away from the county. Department heads have been asked to analyze the best way to deliver required services in their departments and what can be done more effectively. Chairman Barney stated that the Board is not about just raising taxes, but wants to find ways to retain good employees; this can include market studies and performance pay increases. The county’s strategic planning process, which started late in 2013, has involved all five board members and the independently elected county officials. The strategic plan will provide a roadmap for the next three years. Public safety remains a paramount function of the county.

Adult Probation is experiencing growth in several areas: pretrial standard supervision, pretrial electronic monitoring, domestic violence, sex offender, reentry, and interstate compact.

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Adult Probation is experiencing growth in several areas: pretrial standard supervision, pretrial electronic monitoring, domestic violence, sex offender, reentry, and interstate compact.

We will be requesting new positions in our departmental budget to accommodate the growth in these areas. We are also hopeful that the workforce will see some kind of pay increase this year.

Court Administrator Ray Billotte completed meetings with managers in 10 APD divisions to discuss employee satisfaction survey results and what our next steps should be as a Judicial Branch. He also organized a series of town halls across the Judicial Branch to present employee satisfaction survey results and to hear employees' views and ideas. From the survey and employee engagement sessions, compensation was the number one item identified as needing attention. Presiding Judge Davis, Court Administrator Ray Billotte, Juvenile Chief Meaux, and I all recognize the importance of this issue and we continue to bring our compensation concerns to the attention of the Maricopa County Board of Supervisors, County Administration, and the County's Human Resources Department.

#### Work Life

Flex Time (Barbara Broderick / Danna Quinn)  
Bi-lingual Pay (Karen Westover / Danna Quinn)  
Training (Phil Hanley / Diana Hegyi)

#### Communication

Inter-departmental (Eric Meaux / Ed De Coste)  
Between Bench and Employees (Phil Knox / Hugh Gallagher)

#### Innovation

Technology (Richard Woods / Tom Mosley)

Flex time was a leading issue from the employee satisfaction survey across the Judicial Branch. The workgroup that Danna Quinn and I will co-chair is going to examine how to restore flex time. A proposal that includes the pros and cons of flex time will be presented to the Judicial Executive Council.

Our Department has a long wish list for technology. In 2013 we had some wonderful advances with e-filing and we can expect to see more e-filing. The Superior Court continues to develop and roll out ICISng. Now that the electronic filing of petitions to revoke is fully implemented, the court is moving to the presentence arena to work on the electronic filing of presentence reports. Not long ago, Presentence staff was pleased to start accessing electronically filed County Attorney packets.

As Mike Cimino recently announced, our inactive records are now being stored electronically and can be easily accessed through APD Online. Electronic storage is a much better way to store a large quantity of files than what we needed to do in the past to maintain thousands of hard files. Other areas are now being considered for electronic file storage, specifically the large caseloads like DOC, deported, and possibly unsupervised.

\*Article Continued from PG. 2

I am looking forward to all of the improvements coming from our Empathy and Understanding workgroups. It is great to see some of these projects coming to fruition.

- After hours calls – This workgroup has completed its work. Pretrial night staff is diverting 174 calls per month from off-duty PO's.
- Executive Team presence/interaction with staff – The Executive Team is scheduling time with staff in a variety of formats and locations.
- Review/revise random report assignment – Changes have already taken place to reduce the number of random reports assigned out to standard field. The workgroup hopes to have a draft proposal in April to educate staff about the changes.
- Division director-supervisor meetings focus: promote consistency – A plan was developed that focuses on enhancing consistency in four areas: expectations, recognition, feedback, and information-sharing. As was started in January, there will be a uniform approach for disseminating quarterly topics to be discussed at division meetings and in division director-supervisor one-on-one meetings.
- Implement standards of communication – This workgroup is actively developing standards.

Our Department continues to move forward with evidence-based skill building and innovative projects, including the Criminal Justice Drug Abuse Treatment Study (CJDATS) project and the Effective Practices in Correctional Settings (EPICS II) project. CJDATS is being expanded across all IPS units (except sex offender) in February. Six treatment agencies have agreed to participate in the project. In addition to the initial Local Change Team created in 2012, three more Local Change Teams were formed.

All five EPICS- II trained IPS officers have completed classroom “coaching” sessions for Phase II of the project and are working to submit the second round of tapes to both demonstrate improved proficiency at the skills and to demonstrate the most recently learned skill of coaching. Beginning in February, these five EPICS II officers will be attending 90-minute monthly practice sessions with highly trained coaches from U.S. Probation. The next phase of the process, anticipated in March, will involve identifying new team members and providing them training through the use of six webinars and small group exercises.

Our Department is working with the Maricopa County Health Care Integration Administrator on Affordable Health Care enrollment, Regional Behavioral Health Authority (RBHA) relations, and enhancing data sharing. We have partnered with a community agency to enroll defendants in healthcare at the PSI Assessment Center beginning in February. Enroll America is conducting a 30-day blitz in APD field offices to increase enrollment during February and March. In addition, key staff are being trained on AHCCCS and the HEA+ website, and the Department has subscribed to HEA+ for on-going enrollment. Our Department is also participating in transition meetings with the RBHA to plan and implement existing protocols and phase in service and data sharing improvements as the RBHA contract changes hands from Magellan Health to Mercy Maricopa Integrated Care

It's going to be another exciting year. I am looking forward to working with all of you to extend our impact in the lives of our clients, victims, and families, and to make our neighborhoods safer.

## American Probation & Parole Association (APPA) Recognizes Kirsten Lewis with National Honor By Cathy Wyse

Adult Probation Officer Kirsten Lewis was selected by the American Probation and Parole Association (APPA) to receive the distinguished APPA Sam Houston State University Award 2014. This award honors a practitioner who has published an article in a national or regional journal concerning probation, parole or community corrections that provides new information and insight into the operation, effectiveness or future of the community corrections profession.

Kirsten spear-headed a ground-breaking research study examining secondary traumatic stress in probation officers as a result of working with criminal offenders. The study provided significant new knowledge regarding job-related stress, specifically the impact of challenging caseload events, victimization, and longevity on levels of probation officer stress and burnout. Kirsten and her research partners presented this research in a professional article published in a peer-reviewed national journal. (Lewis, K., Lewis, L. & Garby, T. (2013) Surviving the Trenches: The Personal Impact of the Job on Probation Officers. *American Journal of Criminal Justice*, 38(1), 67-84).

In a second article published in a national journal in 2013, Kirsten informed the field about the impact of the job on probation officers and strategies to preserve the well-being and effectiveness of community corrections officers. She wrote the lead article for APPA's Winter 2013 *Perspectives* on the topic of secondary trauma. As part of this article, Kirsten described MCAPD's Stress Management Program for Employees Exposed to Vicarious Trauma and recommended implementation strategies for the field of community corrections.

An excellent presenter, Kirsten has provided numerous trainings in Arizona and around the country to inform the field of her research, increase knowledge and awareness regarding traumatic stress from the job, and to teach about strategies to mitigate job stress and preserve officers' health and well-being. She has conducted at least 17 workshops at regional and national conferences, including six workshops at APPA conferences.

Through her research, articles, and popular trainings, Kirsten has provided the community corrections field with new information and greater awareness regarding the personal impact of working with criminal offenders, as well as useful strategies to preserve the well-being and effectiveness of community corrections officers.



Congratulations, Kirsten!

## It's a System! By Michael Cimino

During the opening session at the APPA Conference, we heard from a long serving member of the Texas Senate, Senator John Whitmare. He brought energy, enthusiasm, and humor, which you need after a day of travel. As a career politician, he shared his perspective of the most important thing to know about our work, which he said stakeholders, policy makers, and in his view, most importantly funding sources must understand. His advice is to understand that the criminal justice system is just that, a system. Any solutions offered facing law and justice need to be approached systematically, which means we cannot merely look at enforcement, or sentencing, or prison construction, but rather we need to look at the problems faced by the justice system holistically or comprehensively. As practitioners, we may take this approach for granted, but I know from having a caseload that there were times when I didn't take a broad enough view of whatever issue the probationer was facing and would have benefited from looking at it systemically, as what is true of our work on a macro level when looking at the system, is also true on a micro level when working a single

case. It was interesting to hear someone who is behind funding a lot of our type of work understand that we can no longer afford to take a single approach – such as building more prisons, or taking a simplistic approach toward substance abuse as a couple of examples. While they may make for good sound bites or news spots, they don't make for good solutions. We need to really dig into the issues, figure out what is driving the criminal behavior in the first place, and consider how we can intervene in such a way as to arrest the person's decline as opposed to settling for simply arresting the person. This is not to say that there are not good revocations out there, needed searches to take place, and critical tasks we need to continue to engage in on the enforcement side. We need to continue to perform those functions as they are equally on mission. It was, however, interesting to hear someone who doesn't engage directly in our work understand what our work needs to be about with such clarity. Our main means by which we enhance public safety will continue to be through changing the behavior of those that the Court gives us in such a way that our likelihood of seeing them on probation again is dramatically lower than when they first came to us.

## Native American Street and Prison Gang Dynamics By Dana Shepherd

Indian Country nationally has experienced a steady increase in gang issues and tribal communities here locally are no different. Although gang activity has been present in Indian Country for several years, there has been an escalation in the level of violence during the past five to ten years. Some statistics that may contribute to the increase of gang activity in Indian Country are as follows:

- High school dropout rate of 47%
- More than one in three Native Americans living on the reservation are living in poverty
- Approximately 95% of violent crimes in Indian Country involve the use of substances

Indian Country Gangs are generally small, local "hybrid" gangs; they are generally formed along family lines, the influences generally come from parents and other adult gang members, children between the ages of 11-21 are involved in gangs (where nationally it is children between the ages of 13-24), and activity is also increasing in the younger children and females. Indian Country gangs are generally fragmented, unorganized and leaderless. Native gangs are looking for power more than they are looking for profit. They place more emphasis on the number of members versus the turf or territory that they claim. You will often find Indian Country gang members who switch their allegiance. One day they are with gang A and the next they have moved to gang B. Gang activity in Indian Country is generally a party source with a lot of drugs and alcohol. They also do engage in violent crime as is common with other gangs.

Native prison gangs here in Arizona include the Warrior Society and Dine' Pride. These gangs are much more organized than the local Indian Country gangs. These gang members will have tattoos that are very similar to a cultural tattoo. With the Warrior Society tattoos, they will modify their tattoo based on their tribal affiliation. The Native prison gangs are very secretive and will refer to themselves more as a brotherhood.

## Working with Hispanic/Latino Communities By Fred Wilhalme

At the APPA Conference in Houston, Ana Aguirre and Veronica Busti, of the Texas Department of Corrections, gave a presentation on dealing with the supervision of Hispanic clients. They spoke of the many myths people have regarding these clients. They also spoke of their customs, culture, and religious beliefs that can affect their performance on probation. It will help the supervising officers if they do their best to understand these and make a case plan that takes these items into consideration.

These presenters discussed the differences one can see by knowing which generation of immigrant we are dealing with. Full compliance is most often seen at the level of the new immigrant. They are fearful of authority figures and most likely to be truly tied to the culture and language of the countries from which they came. Second generation immigrants tend to still have some familial influences, but they also start exhibiting traits from their new culture. Miss Busti added they often will develop the bad traits of both cultures. By third generation, the immigrants are fully socialized into the culture in which they are currently living. They most likely don't even speak their native language anymore.

By know where your client falls on the scale, you should be better able to decipher whether they respond better to family pressures or have become more individual driven as we see in this country. It will help you better understand what resources you can use to make the clients successful.

## Train in Vain: How to Know if You (Or your Staff) Are Using Core Correctional Practices By Jennifer Ferguson

As we talk about evidence-based practices, we also increasingly hear about core correctional practices, which are strategies that officers should use in their interactions with probationers. These strategies include things such as role clarification, effective disapproval, effective reinforcement, and teaching the cognitive model. Research studies that have been conducted in places where officers have been trained on core correctional practices have found positive results. On average, when officers use these skills there is a 25% reduction in recidivism.

One of the questions to ask is, once officers are trained in core correctional practices, how do you know if they are using those skills, or doing them the way they were trained? At the recent APPA Winter Training Institute in Houston, TX, Dr. Melissa Alexander, who is the Chief U.S. Probation Officer for the Middle District of North Carolina, and her staff shared what they have implemented. The model of core correctional practices implemented in the federal system is called STARR which stands for Staff Training Aimed at Reducing Rearrests. After staff were trained, they submitted audiotapes of interactions with clients, participated in booster sessions with a coach, and received constructive feedback on their implementation of the skills. Each of the items was viewed as valuable to staff. Here are some of the things they have learned from their experience.

- Listening to the audiotapes again was valuable. Officers did not always remember the conversation that occurred and listening to it again was helpful and enhanced their skills.
- The booster sessions, which were regular meetings with a coach, were valuable because officers were more likely to practice their skills if they have to report on it to a coach. Officers were also more likely to continue to use the skills if they received positive feedback.
- The use of role plays was effective during the booster sessions and was the most effective use of staff time because it provided opportunities for immediate feedback from a coach.
- Having peer coaches who are proficient in the skills was helpful because they could provide feedback on the use of the skill and were not responsible for supervising the individual.

Overall, the information shared about their experience using core correctional practices, and the impact it has had on their department was very positive. Currently they are working on developing rating scales to help determine if the officers are proficient in the skills as a way to provide more objective feedback.

## "Stop it!" – Words that Probation Officers Should Practice, Not Just Preach By Lane Gunderson

While at the APPA Conference in January 2014, I attended a workshop about communication with offenders. Community supervision is an essential component of the criminal justice system, but just having clients show up is not always enough. In most cases our contacts with offenders are limited and the quality of our contacts can be more important than how long we spend with them. The job of a probation/parole officer would be simple if one could respond to offender non-compliance or deviant behavior with "stop it" or "snap out of it" and get positive results. Unfortunately, in the real world motivating offenders to change may involve more creative communication.

It all seems to start with the first impression, which can drive the future and make further contacts more difficult or productive, depending on that initial contact. A respectful first meeting is often the best way to create trust and may motivate an offender to "buy-in." Addressing non-compliance can be stressful for both the officer and the offender. Closing the gap on responses to behavior can be effective when dealing with positive and negative behavior. An officer, who can respond to offenders with thought, creativity and empathy, but at the same time hold them accountable, is often more successful changing behavior.

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## This Job Would be Easy if Not for the Employees By Tricia O'Connor

In 2013, the voluntary turnover rate in employment was nearly 45% higher than in the previous year. What does that mean? More Americans are quitting their jobs. To retain staff, it is important to look at the different generations in our workplace and create a work environment where employees are excited to come to work. Here are a few statistics you may find interesting:

- Baby Boomers 1943 – 1964: represent 26% of the total population (79 million), retire at the rate of 10,000 per day, and 60% are postponing retirement (60%).
- Generation X 1965 – 1980: held 10.2 jobs between ages 18 and 38, see a job as a stepping stone, and use 'quitting' as an option between jobs.
- Millennials 1981 – 2000: are living with parents (36%), have jobs (63%), and have \$1 trillion in college debt.

'Staying Interviews' can provide insight as to why people stay in their current jobs. Questions might include, "Are you proud to be affiliated with this agency? Do you recommend working for this organization to your friend/relatives? Are you challenged by your job? Where do you feel you fit into the overall organizational team?" Key points to focus on include employee recognition, mentoring and coaching, and leadership development. Working at an agency that meets your needs is important; therefore, the presenters introduced us to a site that can help you find out more about corrections and employment in this field: Discover Corrections (<http://discovercorrections.com/>).

This site has options to assist those who are looking into a career in corrections such as, "Am I a Good Fit for a Career in Probation and Parole?" For those of us already in the field, there is a Free Job Board that allows you to search for jobs in a certain location, with a particular job function, or at a specific agency – Maricopa County Adult Probation is listed!

## How to Be an Effective Witness... or in the Alternative... How Not to Make a Fool of Yourself on the Stand By Sean McMillen

As probation officers we may be called upon one day to testify in Court in regards to our supervision history with a specific client. I know the sheer thought of being up on a stand gives many of us anxiety and makes us recall every *Law & Order* episode we've seen where the witness is berated by an attorney. In reality being a witness does not have to be a nerve-racking ordeal, so long as we keep in mind the following rules that were covered in a workshop I attended at the APPA Conference in January 2014:

**Look and Act Like a Professional** – Do not wear your jeans and T-shirt in Court! Try to avoid using slang words unless directly quoting a conversation.

**Be Prepared** – Make sure you read over your file prior to the hearing and never guess when asked a question you may be unsure of.

**Only Answer the Questions Asked** – Do not volunteer information or veer off course by over-explaining something.

**Just Be Yourself** – In the end you are likely the most knowledgeable person when it comes to your client's probation grant and that's what counts.

**Don't Oversell Yourself** – Just because you may be the most knowledgeable in regards to the client's probation grant does not mean you are an expert on everything. Do not let a desire to be right cause you to lose your objectivity and neutrality.

**Don't Hide the Garbage** – Disclose any potential issues you may find in the file prior to the hearing in question. Remember no one likes surprises!

**Keep Your Cool** – Do not take anything that is asked or said by an attorney personal. Allowing ourselves to be provoked will cause us to lose our credibility and objectivity on the stand.

Hopefully following these rules in preparation for and during a hearing will alleviate some of the anxiety and nightmares we have when having to testify in Court!



## The Benefits of Mentoring By Rodney Rego

According to bizjournals.com, “research has found that companies with a mentoring program have reported a significant improvement in employee retention, organizational learning, leadership, and career development.” About seven years ago, the Western Division began a mentoring program that has proven to be successful for new officers. Supervisors were asked to identify leaders in their units who were willing to work with new officers and serve as mentors. These mentors were then paired with a new officer and asked to review the core aspects of the job for the first six months of their probationary period. In addition, new officers were able to ask mentors questions without the fears that go along with talking with a supervisor. After six months, the officer was encouraged to be more autonomous; however, they still had access to their mentor for the difficult questions.

Employees who have had mentors have described the program as unique. “There is no other job that I have been at where I was given a mentor. I was usually left to figure it out and either sink or swim,” stated Derek Kelly, who recently finished his probation.

Mentors find the program equally valuable. WRC Mentor Wendy Matlock said, “I enjoy seeing new officers grow and watching the changes they make. As a senior officer, a lot of times I see newer officers not taking the decisions we make seriously. I think it is important to show new officers the mission of the department and how our recommendations can impact our clients’ lives.”

Over the course of six months, mentors and new officers review a “Mentor Action Plan” that addresses 27 objectives. Everything from a memo to a field arrest is reviewed with the new officer. As the new officer is progressing, he or she is encouraged to rely on their own experiences to make decisions, and to use their mentor more as a resource than as a coach. However, at all times the supervisor is the primary coach and is available to the new officer whenever they are needed.

If you have questions about a mentoring plan or are interested in starting one in your building feel free to contact Rod Rego or Kathy Daniels.



Front Row Left to Right: Andrea Romano, Cathy Button, Jonelle Acosta

Back Row Left to Right: Shane Glynn, Greg Faulhaber, Kristina Buchanan, Michelle Mayer, Kim Bennett, Shirleen Tarangle, Kathy Daniels, Janet Blake, Tracy Gorr, Rodney Rego

Not Pictured: Achi Yapo, Debbie Vaughn, Pete Jacaruso, Kathleen Frazier, Kevin Bishop, Lindsay Hertzler, Heather Preston, Wendy Matlock



# Maricopa County Justice & Mental Health Collaboration Project By Tricia O'Connor



In October 2012, Maricopa County Adult Probation, in partnership with Arizona State University, Maricopa County Correctional Health, the People of Color Network (PCN), the Arizona Criminal Justice and Mental Health Coalition, and David's Hope, was awarded a Bureau of Justice Assistance grant to elevate the knowledge, skills, and abilities of probation officers, correctional health staff, court and judicial staff, and comprehensive community-based behavioral health services, advocacy groups, and case management staff, in the effective supervision and treatment of justice involved women with mental illness and co-occurring substance issues.

As a part of this effort, on January 30, 2014, a Learning Circle was conducted regarding the topic of Coordination and Collaboration for Service Delivery. Participants from Maricopa County Adult Probation Department and the People of Color Network met to understand each organization's roles, responsibilities, and limitations in planning and service delivery. Partners shared information related to healthcare, as well as criminogenic risks and needs, in order to develop and implement a program of treatment and support services that is gender specific, trauma informed, and criminogenic responsive. The event culminated with an activity in which specialized SMI adult probation officers and PCN's Forensic-ACT Team collaboratively built case/service plans in order to better understand the similarities and differences between our two systems.

## TRAINERS FOR THE LEARNING CIRCLE

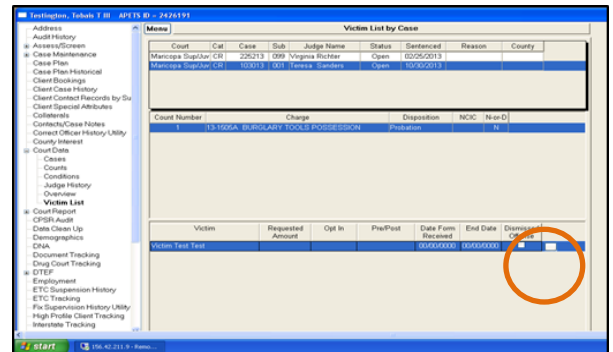
- Norma Brasda and Tricia O'Connor, Supervisors, Maricopa County Adult Probation
- Kimberly Kelly, M.Ed, LAC, Regional Director, People of Color Network
- Vicki Staples, Associate Director for Clinical Initiatives ASU Center for Applied Behavioral Health Policy

## Victim Information By Tony Bidonde

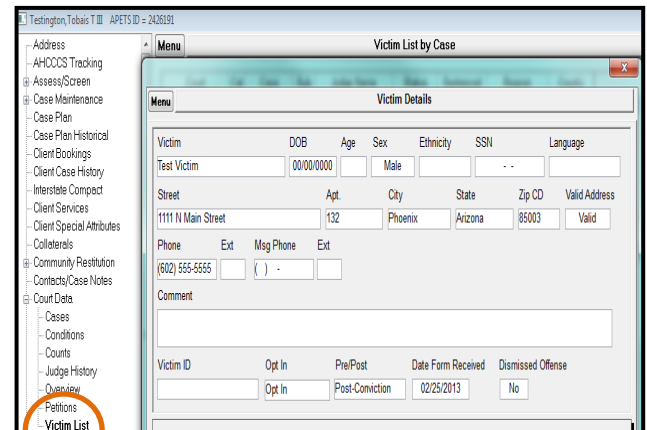
Did you know that as of July 2012, the Adult Probation Enterprise Tracking System (APETS) has been the only database used to look up and verify victim information? Another previously utilized database by Victim Services was the APD Victims Application (APDVA). It was used in conjunction with, and in addition to, APETS. Its main purpose was for tracking and printing Victim Initial letters, and utilized as the prime data source for generating the annual Victim Satisfaction Survey. Through updates in APETS, we were able to streamline our work efforts and begin to use one database to capture the victim information necessary to provide performance measures and information to officers. In addition to APETS, the other available database to look up victim information is the County Attorney Information System (CAIS). CAIS is a valuable tool for probation officers and provides the most updated victim information available through the advocate working with the case. If you do not currently have access to CAIS, consider speaking with your supervisor in order to gain access.

In an effort to help you look up victim information, the following is a step-by-step guide for finding and verifying victim information in APETS.

- 1 • Go to “Searches” and double click. Choose either ‘Case Search’ and input CR number or “Client Search” and input
- 2 • Double click “Court Data”.
- 3 • Double Click on the “Victim List.” Look for “Court List by Case” the scroll on each individual case until an opted in victim is located under, Opt-In. Find the white button at the very lower far right and click on it.



- 4 • Helpful hints on the Victim List by Case screen:
  - If you see the number “1” in the “Opt In” section, a victim has opted in post-conviction
  - If it is blank, you can safely assume that the victim has not opted in post-conviction
  - If you see the number “5” in the “Opt In” section, a victim has been opted out post-conviction



# REMINDER . . .

All services rendered by Adult Probation Victim Services take place post-conviction. Our source of information derives from Pre-Sentence Investigations (PSI) uploading information into APETS or the victim contacting us post-conviction. If you have any questions regarding the above information or any other victim issues you may contact me at: [vsu@apd.maricopa.gov](mailto:vsu@apd.maricopa.gov) or 602-372-8286.

## What's Happening in MAC? By Co-Chairs Alison Cook-Davis & Susan Savoy

The Manager's Action Committee has been in existence since 2008 and has provided all managers an opportunity to have a voice in the decision making process. Although the committee has gone through significant changes, the purpose remains the same, to allow staff to bring forth new ideas to influence the Department's effective use of evidence-based practices while building leadership competencies to lead our staff and departmental change. As we enter into 2014, MAC is excited to share the great work being done by your peers to help further enhance the efficiency and effectiveness of our department.

### **Team Forum** By Co-Chairs Arlyn Harris & Trish Doktor

The next Managers' Forum, on March 18, 2014, will focus on sex trafficking. Guest speakers, from the Phoenix Police Department and Arizona State University School of Social Work, will provide an overview of sex trafficking and enforcement in the Phoenix area. Additionally, treatment and trauma-informed approaches for this population will be covered. Staff can look forward to future trainings on this topic as well, especially as we gear up for the 2015 Super Bowl when sex trafficking becomes even more prevalent in the valley. Future trainings will include techniques and strategies used by perpetrators to lure victims and continue to keep them engaged in trafficking as well as how to identify (and respond) if an individual is engaged in sex trafficking either as a victim or as a perpetrator. The remaining 2014 Managers' Forum dates are also scheduled, to take place on June 17th, September 16th and December 16th. Team Forum is already working on some exciting and informative topics for these sessions! Workgroup members are Deneen Bertucci, Holly Burdine, Paula Krasselt, Rebecca Britt, Rodney Rego, Seteara Haddock, Susan Savoy, and Tim Schouten.

### **Random Reports Workgroup** By Co-Chairs Alison Cook-Davis & Deneen Bertucci

The Random Assignments workgroup has spent the last few months gathering information about the random assignments process, the general assignments process, and other departmental changes that have affected assignments and random assignments. The workgroup is putting together a proposal and is planning to present it at the next EBP Task Force meeting at the end of April. The members of this workgroup have worked very hard to identify and address staff frustrations. We are hoping to provide field officers and supervisors with additional information soon. Thank you to all of the workgroup members: Cindi Barocas, Todd Bodin, Jaci Christenson, Morgan Dinovo-Stevenson, Jane Parker, Lolita Rathburn, Jean Scott, and Dana Shepherd.

### **EBP Web Redesign** By Chair Tricia O'Connor

The EBP Web is filled with useful information for MCAPD; however, it is not currently in a format that allows for easy accessibility of the data. The main goal is to redesign the EBP Web (working within the current framework available to us) so that the information is easier to access and the website is more user-friendly. A second goal is to determine which bits of information are not useful, and reduce clutter by removing that data. A third goal is to market the new design to increase its use. We are currently in the process of scheduling our first meeting. Workgroup members will include: Amanda Borquez, Gayle Davis, Carson Heussner, Julie George-Klein, Angel Lucas, Sean McMillen, Bill Peckham, Heather Peckham, Rod Rego, Susan Savoy, Dana Shepherd, and Consultants JoAnn Paulus and Holly Burdine.

\*Article Continued from PG. 13

## Leadership Practices By Co-Chairs Anna King & Manuel Barron

The Committee Goal is to help bring supervisory practices presented in the Five Practices of Exemplary Leadership into our day-to-day culture and to acknowledge staff for using the practices. We've had one meeting to introduce each other and to discuss goals. Members include Colleen Dorame, Adelita Nunez, Jolie DeLong, Sandy Mishkin, Shari Anderson-Head, and future committee member Tracy Benton. We are open to new members.

Do you or your staff have an idea to influence the Department's effective use of EBP? Visit MAC on the APD Homepage and submit a project proposal! [http://courts.maricopa.gov/apd/mac/MAC Project Proposal Form.pdf](http://courts.maricopa.gov/apd/mac/MAC_Project_Proposal_Form.pdf)

## X-Tattoo Program By Gary Streeter

The goals of the X Tattoo program is to remove gang-related and other tattoos that would make one ineligible for employment, military service or a target for retaliation from rival gang members. This program utilizes laser removal technology, and consists of a series of treatments. The number of treatments needed will be determined by the intricacy of the tattoo.

The cost of the program for adults varies and is dependent on the number and intricacy of tattoos. For individuals under the age of 18, fees can range from \$50.00 to \$75.00 depending on the number of tattoos.

When referring probationers to this program, please keep in mind that this is a voluntary medical treatment. Officers are not to attach sanctions or issue behavior agreements mandating compliance. In addition, officers are not obligated to sign the application as the sponsor.

Probationers interested in applying for X-Tattoo program services should contact the X-Tattoo Program Manager, Elizabeth McCowin by phone (480-306-4198) or e-mail ([xtattooremoval@xtattooremoval.com](mailto:xtattooremoval@xtattooremoval.com)) for an appointment. Probationers will need to bring a completed program application and consent form to their orientation meeting. Applications can be found in the forms area of each area office or by contacting the Safety Supervisor.

Orientations can be scheduled as needed to accommodate almost any schedule, but participants should be aware treatments are performed on Saturdays.

### INFORMATION

X - Tattoo Location

2039 S. Mill, Suite A, Tempe, 85282

X - Tattoo Contact

Elizabeth McCowin, Program Manager

480-306-4198

[www.xtattooremoval.com](http://www.xtattooremoval.com)

## Ryan Valley Promoted to Supervisor By Kellen Stadler



Shortly before arriving at the mark of his seven year anniversary with the Department, Ryan Valley has earned another milestone as he has received a promotion to supervisor. He has spent the entirety of his time with the Department in the Defendant Monitoring and Electronic Monitoring Units in the Pretrial Division, with the most recent assignment as an Electronic Monitoring officer located at the southeast court facility. He will continue in the pretrial division as a jail supervisor.

On top of his normal duties in Pretrial, Ryan has also served as a defensive tactics instructor for nearly six years, is a member of the Vehicle Review Committee, has worked with Continuity of Care Court assisting in the transition of seriously mentally ill offenders with new charges, and was part of a workgroup focused on human trafficking.

As a supervisor, Ryan is excited about the new experiences, both difficult and rewarding, that will facilitate his development as both an individual and as a leader. He also looks forward to the different role that the management team plays in contributing to the mission and success of the Department.

## Jessica Ethington Promoted to Supervisor By Samantha Ott

Congratulations to Jessica Ethington on her promotion to supervisor. Her first assignment as supervisor will be in the Programs Division, where she will be responsible for the Seriously Mentally Ill Unit.

Jessica began her career with the Department in October of 2005. Her first assignment was a standard caseload for two years at the Black Canyon Building. She then spent four years as an IPS officer at the Western Regional Center and then supervised a domestic violence caseload just shy of two years at the Black Canyon Building. Jessica has been involved in many committees related to her area of specialization, including service on the IPS Voice Committee, the After Hours Arrest Calls Committee, the APEX Committee, and she served as co-chair on the DV SO Solution Committee.

Prior to joining the Department, Jessica worked for the County Attorney's Office in the Drug Diversion Program. Jessica enjoys spending time with her husband and children playing sports and enjoying outdoor activities; she would love to go skydiving one day.

When asked what she is excited about in her new position, Jessica stated, "I am looking forward to the challenge of the new position as supervisor, but also a new part of the Department in SMI Unit. It's entirely a different aspect of probation in the supervisor role and SMI Unit."





## Jill Gentry Promoted to Supervisor By Kellen Stadler



Fourteen years ago and fresh out of college, Jill Gentry began her journey through the Department. In that time she has served as a case administrator, a standard field probation officer, court liaison officer, DOC reentry officer, and now she has been promoted to supervisor of a standard unit out of Northport. As well as being well versed in several areas of probation, she is also familiar with probation around the valley, having spent time at offices in Mesa, Scottsdale, and the 4th Avenue Jail in downtown Phoenix.

Jill has served on the P.R.I.D.E. committee as the Scottsdale lead, as well as the Morale committee, and CHD committee where she helped write business rules and train officers in all offices. As a supervisor she looks forward to her new role and hopes to foster camaraderie, improve uniformity, boost morale, and take on the challenge of leadership. Her free time is spent with her family, and when able to, she enjoys volunteering at her children's schools.

## EBP Spotlight- Demitris Sagias By Raquel Gloden

APO Demitris Sagias has been with the Department for over 16 years. In the last several years, he has supervised a White Collar Caseload. While supervising this population, Demitris has worked closely with various agencies to ensure public safety, and has worked with countless victims in attempts to ensure that they are being made whole again through receiving their owed restitution.



Recently, Demitris received a letter of commendation from the Office of the Arizona Attorney General Fraud and Special Prosecutions Section, praising him on his diligence and attention to detail, for proving himself "to be a superior officer in the handling of white collar offenders".

This commendation is a reflection of the hard work Demitris consistently puts forth in supervising his caseload. Through these efforts, Demitris has been able to assist in the discovery of new criminal activities that may have otherwise gone un-noticed to those not familiar with the nuances of the offenders he supervises. Recently, he assisted in the discovery of a new scheme which netted the offender several hundreds of thousands of dollars, and Demitris' attention to detail and agency collaboration helped to prevent others from succumbing to the scheme.

As Demitris' supervisor, I am able to attest to the hard work and dedication that Demitris shows for his position. Demitris is respectful and professional with the probationers he supervises and continues to make efforts to increase their motivation to change behaviors.

I have learned quite a bit from Demitris about the white collar population, and he can be counted on to assist other officers with white collar cases, even if they are not screened eligible for transfer. Demitris is a wealth of knowledge, especially in regards to this unique population.

The letter further thanked Demitris for supervising "one of the hardest, but one of the most important caseloads in [our] agency". Well stated.



## 18 New Officers Join the Department By Jim Sine



Seated from left to right:

Stacy Soto, Danielle Reagan, Jessica Munoz-Felix

Standing from left to right is:

Rosario Miller, Mattea O'Connell, Annie Franzmeier, Dominique DePaul, Ada Chavez, Olga Salazar, Venisha Craig, Humberto Rosales, Areli Montane, Jennifer Dzezinski, Vonetta Lanier, Eduardo Avila, Jeneen Brewer, Shaun Dahl, Andres Rocha Leon

Please join Staff Development in welcoming our 16 new probation officers and 2 new surveillance officers to the Department. On December 19, 2013 these officers completed eight weeks of training and are ready to jump into their new assignments. All probation officers were assigned to standard field units and both surveillance officers were assigned to Garfield. Like the previous class of new officers, this class was able to attend an expanded full week of field coaching during training which gave them the opportunity to work with an experienced officer. A real benefit to this is being able to put into practice many of the topics learned in class while still in a controlled setting. Feedback from all parties has continued to be extremely positive. A very appreciative THANK YOU is due to our many adjunct faculty members for their ongoing contributions to training our new officers. We have continued to expand our training to include as many role plays as possible some of which include veteran officers. Another enormous THANK YOU is due to our field coaches who took a full week to help our new officers become more comfortable with the job. Their wide range of knowledge and experience is essential to the learning process for new officers. Congratulations and good luck to our new officers on their new adventures.





## 20<sup>th</sup> Anniversary

Ayala, Irene

## 10<sup>th</sup> Anniversary

Battle, Kimberly  
Burns, Justin  
Boudreau, Melissa  
DeLong, Jolie  
Gatison, Kyesha  
Jackson, Steven  
Landingham, Michael  
McQuire, Bette  
Perkins, David  
Pine, Denise  
Shepherd, Dana  
Snodgrass, Kenneth  
Spitler, Karen  
Youhas, Dana

## 15<sup>th</sup> Anniversary

Cimino, Michael  
Johnston, Margaret  
Kozak, David  
Townsend, Jennifer  
Wrobel, Jarek  
Zawatsky, Lynda



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