



# IDEAS.VOICE. RESULTS.

## the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

January-March 2018

Latest News on Strategic Projects,  
Workload Study, Facilities, and the Budget

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CHIEFLY SPEAKING

At a December Retreat, a Judicial Branch Planning Team, comprised of Presiding Judge Janet Barton, Judicial Branch Administrator Ray Billotte, the Adult and Juvenile Probation chiefs and deputy chiefs, and other judicial and administrative leaders from the Superior Court, met with a consultant to review and update strategic priorities. The Planning Team analyzed internal and external trends; updated an analysis of strengths, weaknesses, opportunities, and threats; and referred to the results of the FY2018 Employee Satisfaction Survey to identify strategic priorities for 2018-2019.

The Strategic Plan that was developed through an inclusive process in 2015 remains in place as a viable and foundational guiding document. The mission, vision, and core values of the Judicial Branch in Maricopa County remain unchanged.

#### MISSION

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

#### VISION

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

#### VALUES

*Fairness Respect Integrity Innovation Safety*

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The five strategic focus areas developed in 2015, with long-range goals and objectives, also remain unchanged. The strategic focus areas are:

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

The majority of the strategic projects identified in 2016 have been successfully completed. Many of the 2016 projects involved the development, and work, of committees comprised of employee volunteers from across the Judicial Branch. A few examples of the projects that involved employee committees are the Active Shooter Drill, Career Counseling, Procedural Fairness, and Recognition and Reward projects.

The strategic initiatives/projects identified for 2018-2019 are intended to further advance the established goals and objectives of the Judicial Branch. These include new initiatives for the coming years as well as some strategic projects that are being continued from 2016. Once again, committees will be announced for some of these projects and employee volunteers will be sought to conduct the committees' work and help achieve Judicial Branch goals and objectives.

Thirteen 2018 strategic initiatives/projects were identified; these are listed below under the strategic focus area that they will advance.

#### **Strategic Focus Area 1: Access to Justice and Delivery of Services**

The Judicial Branch is committed to enhancing access to services and to providing quality services and programs for Judicial Branch users and the adults and juveniles involved in the justice system. High priorities for the Branch are providing equal access, achieving positive case outcomes, and ensuring fairness. Two strategic projects have been identified for SFA #1; one of these projects is a continuation from 2016:

1. Assess/implement non-traditional service hours (*continuation from 2016*).
2. Implement text messaging for court/ probation appointments.

#### **Strategic Focus Area 2: Procedural Fairness, Effective Case Management, and Efficient Operations**

Embracing principles of procedural fairness, and with a commitment to the fair and timely resolution of legal matters and efficient and effective operations, the Judicial Branch will continue to provide procedural fairness, reduce delay, strengthen case flow management practices, simplify procedures, and improve work processes. The Judicial Branch will continue to improve the case management system(s) and use other technology to improve timeliness and efficient operations. Two strategic projects have been identified for SFA #2:

3. Develop/implement a plan to improve data integrity and department case management reports.
4. Implement One Family/One Judge—Take steps to begin moving toward One Family/One Judge.

*Continued from Page 2***Strategic Focus Area 3: Competent and Engaged Workforce**

To fulfill its mission and work toward a vision of the future, the Judicial Branch must have a competent and engaged workforce. Important to this are: recruiting and training a skilled workforce; training and developing employees; providing career and advancement opportunities; applying principles of procedural fairness in the workplace (i.e., treating staff respectfully, giving voice, treating everyone equally and consistently, and showing concern for needs); providing resources and equipment needed to do work well; recognizing and valuing the contributions of employees; creating a positive, motivating, and satisfying work environment; and providing competitive pay and benefits. Four strategic projects have been identified for SFA #3, one of which is a continuation from 2016:

5. Implement Career Counseling Program (Phase II) (*continuation from 2016*).
6. Develop/implement a pro-active/aggressive recruitment and retention plan.
7. Develop/implement an internal communication system/plan.
8. Develop/implement a supervisory academy including training on *Crucial Conversations*.

**Strategic Focus Area 4: Branch Infrastructure – Technology, Facilities, Security**

To maintain and improve performance, the Judicial Branch must have an adequate infrastructure. The Judicial Branch is committed to improving the technological infrastructure, facilities and space, and physical and cyber security. Three strategic projects have been identified for SFA #4, one of which is a continuation from 2016:

9. Finalize Human Resources intergovernmental agreement (*continuation from 2016*).
10. Modernize Branch facilities (Central Court Building, Mesa Probation) -- Includes: seek long-term funding, develop capital improvement plan, develop major maintenance plan.
11. Implement a pilot online dispute resolution (beyond Criminal, and remote video appearances).

**Strategic Focus Area 5: Judicial Branch Governance and Accountability**

As a co-equal branch of government, the Judicial Branch must maintain authority and control over its duties and responsibilities to ensure constitutional and statutory obligations are met that serve the citizens of Maricopa County. The Branch will continue to communicate and work effectively with the other branches to strengthen justice services as well as educate the public about the Branch. To provide the highest quality of justice services to the people of Maricopa County, the Branch must be nimble and quick. The Branch needs to clarify and strengthen its governance and organizational structures, which will strengthen the ability to lead and manage the Judicial Branch. In addition, the Branch is committed to being transparent and accountable. Two strategic projects have been identified for SFA #5, one of which is a continuation from 2016:

12. Provide leadership training/ development opportunities to current and future Judicial Branch leaders (*continuation from 2016*).
13. Develop/implement a Branch-wide external communications plan.

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After securing bids in October 2017 for an Adult Probation and Pretrial Services Workload Study, County Management temporarily put the Request for Proposals (RFP) in a holding status. County Procurement issued a new RFP with a deadline in early March 2018. The proposals received are currently under review. With the successful selection of a contractor, it is anticipated that a Workload Study will commence before the end of this fiscal year.

The Judicial Branch has submitted its FY2019 budget request to cover current operational needs, as well as new and emerging growth requirements. For Adult Probation, 19 growth positions have been requested, as well as related equipment for these positions. The Department has experienced caseload increases in Standard, Intensive, and Domestic Violence case types. The Judicial Branch has encouraged the County Board of Supervisors to again allocate funds to provide performance related compensation increases to recognize and reward employees.

As you may be aware, the Department has a number of building improvements underway. A part of this fiscal year's budget included capital funding for three different Adult Probation locations: Black Canyon Building (BCB), Southport, and Probation Service Center (PSC). Deputy Chief Michael Cimino and I wanted to provide the Department with an update on these projects. For BCB, design was completed and construction documents produced and permitted. In January 2018, the Board of Supervisors approved a contract for construction of the 10,000 square foot addition based on those documents. The project includes putting a long rectangular addition on the back of the existing building, along with a secured parking lot in the back. The parking lot will provide secure parking for a portion of the staff and for law enforcement. The new space will provide additional interview rooms, as well as a staff suite for approximately 40 staff and supervisors. Additionally, the design and funding enabled us to expand the lobby, as well as to add a healthcare clinic within the interview suite attached to the lobby, providing a healthcare option for our probationers and others. Construction is already underway and began in February. We anticipate it will take a little less than a year, so sometime near the beginning of 2019, it should be complete.



Construction at Black Canyon Building on March 23, 2018

For Southport, design and construction documents have been completed, and we anticipate it going to permitting in the next month or so. The project consists of a 10,000 square foot addition to the current footprint as well as a complete remodel and repurposing of the existing building. The project will provide for an expanded and appropriately sized lobby, interview rooms, multipurpose rooms for training and groups, supervisor offices, and areas for support and officers. We are hopeful that construction will begin this summer, around the beginning of the fiscal year.

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For PSC, the Board of Supervisors also provided funding this year for design of a new Mesa Office to be located on the existing Southeast Facility (SEF) campus. The project will provide for all of the program requirements currently taking place at PSC, but with appropriate individual interview rooms, lobby, multipurpose rooms, Defensive Tactics room, GED suite, area for staff and managers, and appropriate number of restrooms for staff, all of which are sorely needed at the present PSC. We are excited about the potential of addressing the various safety, security, and functionality challenges experienced at the current site. We are grateful for these projects and for the continued funding and support from the Board of Supervisors and County Administration as well as for the support of the Judicial Branch Leadership and Facilities Management Department in meeting these needs.

## Bringing a Grant Proposal to Life

By Erin Sitz

As a part of my internship with Adult Probation, I was fortunate to be involved with writing a grant application. I was a part of a dedicated team comprised of Deputy Chief Therese Wagner, Division Director Jaci Christenson, Drug Court Clinical Supervisor Melissa Monahan, Research Analyst Jennifer Ferguson, Drug Court Probation Officers Megan Merker and Jennifer Dzezinski, Drug Court Contract Oversight Administrator Shelley Fassett, Maricopa County Health Care Integration Administrator Jennifer Hawkins, and Budget and Finance Director Linda Ettari, led by Cathy Wyse in the Organizational Development and Support Division. In one short month, the grant team developed and wrote an application for the Substance Abuse and Mental Health Services Administration (SAMHSA)'s Drug Court Treatment grant. If awarded the grant, the Department could receive up to \$400,000 per year for up to five years to implement their chosen program. When I initially started with the grant team, I thought it would be a straightforward task, similar to writing an essay. However, I quickly learned that grant writing is one of the most complex, time intensive, and important tasks for the department.

Deputy Chief Therese Wagner was heavily involved in the application, and she explains why it is important to apply for grants, "Grant applications, if awarded, offer us opportunities to try new strategies and get resources for probationers that we currently are not funded for: funding for housing, funding staff to reach in to DOC for engagement and release planning, and funding staff to coordinate a program. Through the grant, we can demonstrate the value of the additional resources to achieving our mission and improving crime reduction goals. This can lead to permanent funding for these positions or resources." In addition, she explains that the Department only gets awarded the grant about one out of three times, making it especially important that the grant team creates the best application possible.

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The grant opportunity was to expand drug court treatment services. With the assistance of the drug court officers, we defined this target population as individuals who are struggling to complete drug court due to certain challenges. In the beginning stages of grant writing, the input from the drug court officers, Jennifer Dzezinski and Megan Merker, was instrumental in identifying the population in need of extra assistance. Jennifer Dzezinski explains, “As a line officer, I felt I was also representing my fellow officers in our unit and wanted to make sure our voices were heard regarding how best this money could serve our defendants. I always felt my opinion was welcomed and considered.” With Jennifer and Megan’s expertise, they identified drug court clients with unsafe or unstable housing to have the biggest barriers to completing drug court. Clinical Supervisor Melissa Monahan was instrumental in shaping an evidence-based program design that would enhance the existing treatment services. Using their input, the team drafted the Housing Outreach and Peer Engagement (HOPE) program to help this population using housing services and peer support.

Next, the grant team chose community partners to provide peer engagement and housing, selected an external research partner, and wrote the application under a time crunch. First, the team met with multiple organizations to see who could provide housing and peer support within a limited budget. Megan Merker explains it was interesting to see how many partners are necessary for a successful application, “I was surprised to learn all of the working parts of a grant, all of the key players.” The team selected VIVre Recovery Housing and Community Bridges, to provide peer support for the HOPE project. In addition, the team partnered with LeCroy and Milligan Associates to be the external research firm. They will evaluate the HOPE project and help ensure that it is meeting its quarterly goals.

Last, Cathy Wyse put the pieces of the puzzle together by assigning team members to write different parts of the application. The team had to fulfill the grant’s highly specific criteria by writing goals, objectives, demonstrating the need for the project, communicating the details of the plan, and balancing the intricate budget. Out of the whole experience, Jennifer Dzezinski explains the most difficult part, “I feel the timeline was the most challenging part of this individual grant. There are so many moving parts to a grant, trying to get it all done in just a few weeks was daunting, but very rewarding when it came together.”

This laborious project would not have been possible without the help of each member in this dedicated team. Jennifer explains that the group had a few key strengths, “The group of individuals working together on this grant was just amazing. I really felt we were able to continue to work together even with being in different parts of the Department. Great communication was the key.” Last, it is important to recognize Cathy Wyse for dedicating her expertise and leading this project. As Jaci Christenson states, “We could not have done it without the expertise of Cathy. She worked tirelessly, kept everyone on task, and truly was the resident expert. As always, she is patient and kind, and listens with an open mind. After all of this hard work, the Department will find out whether this grant proposal is selected for funding in approximately August or September.

## Officers Help with Homeless Count

By Valarie Serrano

On Tuesday, January 23, 2018, Maricopa County Adult Probation Officers Valarie Serrano and Karla Rahn teamed up with the City of Surprise to participate in the annual Point in Time (PIT) Homeless Street Count. Volunteers devotedly set out to identify Surprise citizens experiencing homelessness and interviewed them. Multiple volunteer teams searched parks, back streets, and riverbeds throughout the city, with the assistance of the Police Department, and provided food, hygiene items, and blankets. Physically counting the homeless provides empirical evidence, producing reliable data that can be used when allocating resources and tracking and projecting trends. Interviewing those affected by homelessness and appreciating their stories facilitates services best fitted to specific needs that can lead to positive changes in a homeless person's life. This service is just another approach Maricopa County Adult Probation officers utilize to provide support for the community.

This year's PIT count concluded without incident and with various individuals being provided appropriate resources. When government agencies, community volunteers, and local businesses take a whole community approach, significant accomplishments can be ensured. Maricopa County Adult Probation and the City of Surprise are no strangers where collaboration is concerned. The Maricopa County Adult Probation Department partners with the City of Surprise when providing community restitution options for defendants. Several times per year, the City identifies areas that are in need of clean up. Probationers report to those designated areas, and under the supervision of community restitution officers, clean up what is needed and earn community restitution credit. Compliments go out to both agencies for making this relationship a priority as it greatly benefits many community members and city and county employees.

## COJET Competition Prompts Early Completion of Training

By Cathy Wyse

To encourage early completion of mandatory COJET trainings in 2018, Sanja Markovic organized a friendly competition among staff of the Organizational Development and Support Division, located on the second and third floors at Downtown Justice Center. Division Director Brandelyn Jackson was happy to support the cause and the fun.

All employees who completed the following trainings by March 6, 2018, were eligible to win prizes:

- Bloodborne Pathogens Refresher
- Computer Network Security
- Ethics
- Fire Extinguisher
- Safety Training
- Hazard Communications/GHS Refresher (if applicable)

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Eleven employees completed all of the training requirements and were included in the prize drawing. Winners were announced at an on-site lunch on March 7, 2018:

- ✦ \$15 Starbucks gift card – Robert Celaya
- ✦ Wear jeans for a week – Jennifer Ferguson
- ✦ 2 weeks of VIP parking – Emily Romero
- ✦ \$10 Cantina cash – Asha Adhikari



Pictured left to right: Robert Celaya, Jennifer Ferguson, Emily Romero, and Asha Adhikari.

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

Send ideas and/or questions to:  
[APDCommunicationCommittee@apd.maricopa.gov](mailto:APDCommunicationCommittee@apd.maricopa.gov)

The graphic features a central blue globe with the text 'DID YOU KNOW?' overlaid. Surrounding the globe are several colorful icons representing communication and technology, including a smartphone, a Wi-Fi symbol, an email icon, a speech bubble, a computer monitor, a printer, and a social media '@' symbol.

## Achieving Work-Life Balance

By Brandelyn Jackson

While at the APPA Conference in Houston, Texas, I attended the workshop, *Do You Know Your ABCs? Achieving Work-Life Balance*. The workshop touched on the importance of having a good work-life balance and recognized the challenges community corrections employees face in truly achieving the ideal balance, such as exposure to vicarious trauma and stress. They introduced the ABCs, Awareness, Balance and Connections. It is important to be AWARE of the types of cases that can cause you stress, that leave you vulnerable to compassion fatigue, and to recognize the signs of stress. BALANCE is all about practicing excellent self-care, physically, mentally and emotionally. They recommended you work to identify the things that restore and replenish you and make time for those activities. Participants were challenged to identify three things that they found energizing, and three things that could be transformed from stressors into opportunities. This type of exercise can help you refocus how you view your activities and stressors. They also encouraged the development of a personal mission. This is a great way to identify and keep those things you are passionate about in your schedule. CONNECTING with others that support you is an essential element of achieving a good work-life balance. In addition to family and friends, pets may be another way to make connections that help with work-life balance, as they are known to decrease blood pressure and heart rate. This workshop was a great reminder of the importance of good self-care and wellness as we work hard to change behavior and enhance community safety.

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## Smart Phone Apps: the Latest Innovations

By Shanav Aven

While I was participating in the 2018 American Probation and Parole Association Winter Training Institute in Houston, Texas, I attended this particular break out session along with many others. This one really caught my attention since we are in an era of technology and thought it would be nice to know what exactly is out there for us to utilize in our day-to-day tasks.

The presenters, George Drake and Joe Russo, discussed how community corrections agencies are utilizing technology to revolutionize how they do business. They discussed how multiple companies offer not only the phone, but also applications to download to smart phones that agencies can use to conduct face to face field contacts, breathalyzers, video conferencing, GPS, and other forms of communication to better serve the community. They talked about how the apps can assist defendants with time management, appointment reminders, and daily tasks. It was interesting that the companies who offer these applications can offer other services, such as limited phone access for defendants who are sex offenders, or have stipulations on the terms that limit them to certain forms of communication. They explained how an officer can verify if a defendant is at home just by having them log into their account and take a picture or video of themselves in real time and then it transmits back to the officer. This would be great for those who are on curfew or IPS. Now mind you, these are not free applications and it would be nice to have something like this for our department.

## The Internet of Things

By Ryan Valley

Recently I attended a presentation regarding the ever growing world of technology, but more importantly, the concept of the “Internet of Things” and how they are used to track you. Did you know that smart devices in your home provide details such as when you come home, what your preferences are, and other routine tracking? Have you ever been curious why certain websites place the advertisements for something that you have been recently looking at and possibly even thinking about ordering? With technology changing at such a fast rate, companies are trying to find ways to gain data about you so they can sell it for a profit. This presentation took it a step further and talked about what if this data got into the wrong hands. Could it be used to know your routines? Could someone on your caseload use your smart devices to know where you live or what you like to do on your off time? The presenters talked about the recently discovered breach of the Fitbit tracker and how it could be used to determine jogging patterns of individuals and how the data could be used to identify private locations (specifically military) throughout the world.

For law enforcement, the presenters talked about how the Internet of Things can also be beneficial for our jobs. The rise of home surveillance cameras or smart doorbells that take the picture of people that enter your house through the front door have captured pictures of those stealing packages or breaking into houses. Or when a suspect uses his cell phone to make a phone call directly after committing a crime, it allows for law enforcement to know that he was in the area compared to at his house, five miles away.

Finally, the presenters talked about what we can do to protect ourselves from this idea of smart technology tracking us. The first step is to make sure that any piece of smart technology that we own is password protected and that includes not using the default password on the item. Next, know which applications on your phone track your location and determine if you really need them to do so. For example, is a geo-location that can pinpoint where you are posting from (aka your house) really needed for that fancy application that adds a filter to a photo you just took? If it's not needed, the presenters suggested that we should remove that location service. In the end, it will be up to us to be conscientious about the positives and negatives smart technology brings to our daily lives. The Internet of Things is real; we just need to try to keep up with it.

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## Living, Breathing Supervision Plans

By Jessica Ethington

While attending the APPA Training Institute, I attended a session titled “Living, Breathing Supervision Plans.” This session covered how the New York City Probation Department implements their Individual Action Plan (case plan) into their supervision style with each probationer. Their approach is much different than ours and is newly implemented, but also very interesting.

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When a probationer is sentenced, the expectation is that each person meets with their assigned probation officer once a week for no less than thirty minutes at a time. These meetings go on for approximately the first four to six weeks of their supervision and are meant to build rapport, obtain information on the probationer's current situation, past choices, current struggles, criminal history, influences, etc. The officers review their contact notes, criminal history, presentence report, and any other pertinent information to create an Individual Action Plan that will be used for the duration of their grant. The unique approach here is they only write one plan and do not close it out, or finalize it, until they have completed their probation grant in one way or another. This document is considered a living document and is also referred to as the agenda for each and every contact with the probationer. After the first four to six weeks, the case plan is finished and reviewed with the probationer in order to obtain buy-in from all parties involved in the probationer's supervision. Each visit includes a requirement to modify or note progress/regress in regards to the Individual Action Plan. Much like our case plans, they include goals and strategies to achieve these goals while maintaining the positive lifestyle they are establishing for themselves. Also similar to our case plans is that the Individual Action Plan is the driving force behind their supervision. It is believed that not finalizing the document until their supervision ends allows for a more personalized and tailored supervision that may help isolate the Big Four criminogenic needs in a way that will assist in reducing recidivism and risk. The requirement for each officer to discuss the plan and use it as the agenda for each meeting allows the evolution of the probationer to be taken into account.

Their Individual Action Plans include plan information and the circle of influence. The plan information has what is called a motivation statement, or a problem statement as we know it. An example of this would be "I am motivated by fear of jail and my current homelessness." This gives the officers a starting place that will allow for the creation of the plan. The next section is the circle of influence which includes positive and negative influences. An example they gave was a supportive spouse or parent as a positive influence or a drug dealer or fellow gang member the probationer still interacts with. The idea here is to identify the people who have shaped their life choices thus far and show them the influence they have had on their life with the hope they will see the changes that are needed regarding their associations, which as we know is also addressing one of the Big Four.

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## How to Cope with Reactions to Traumatic Events

By Jaci Christenson

I was fortunate to have the opportunity to attend the APPA Winter Training Institute held in Houston, Texas. The workshop "How to Cope with Reactions to Traumatic Events" provided an overview of what a critical/traumatic event is, as well as possible symptoms that individuals could experience after an event. Additionally, participants were provided with tools and resources to effectively manage the stress related to these events. A traumatic event was defined as an event that generates profound emotion, impacts present for future performances, surpasses one's coping skills, and

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can evoke stress in any normal, healthy person. There are many examples of traumatic events: school shootings, terrorist attacks, crimes against children or gruesome crimes, loss of a family member, illness, accidents, and natural disasters. Reactions to traumatic events vary. Some people might experience little to no reaction, while others could experience severe symptoms. There are many possible symptoms, such as shock/disbelief, initial denial, heightened sensitivity, heightened sensory awareness, crying, and despair and detachment. Additionally, one could feel hostility and anger, irritability, isolation, or depression. Some experience intrusive thoughts, reliving the event over and over. Loss of interest and family problems can also be experienced. How can reactions be managed? The answer could be as simple as changing one's mindset or adjusting your attitude, i.e., explore your attitude and outlook on life, and focus on optimism, resiliency, and gratitude. A traumatic event often leads one to re-evaluate their lives and focus on what is important. Others might turn to religion or spirituality. It is important to keep a sense of humor and rely on others who can be supportive. Finally, if other coping skills are not helpful, one can seek professional services, employee support services, and counseling. It is important to remember that just as the reactions to events can be varied, managing the responses will be just as varied.

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## Natural Response Control Tactics

By Zarina Enriquez

This workshop was one of many I attended while participating in the 2018 American Probation and Parole Association Winter Training Institute in Houston, Texas. I decided to write about this specific workshop because it offered options in both verbal and physical ways to address aggressive behavior from probationers. Community Corrections Institute presented on this topic and they regularly teach the information and skills to different probation departments.

The presentation started with information specific to probation officers and the incidents they could encounter as they perform their duties. They included a variety of statistical information about specific hands-on incidents whether it is in the field or in the office. The presenters outlined the issues and conflicts probation officers are likely to come across based on demographic information. While reviewing this information, the presenter highlighted the advantages of combining verbal de-escalation with defensive tactics when providing training for officers. Their position included both of these aspects in their interpretation of the continuum of force.

The second half of the presentation included hands-on demonstrations of specific ways to address aggressive confrontations. They reviewed responses for both preventative situations and if a probationer becomes physical. One of the basic actions they continued to impress upon the participants was to "move your feet." The presenters explained the importance of being able to move to address any type of situation. While a number of the techniques and the information were similar to what is taught by our county training staff, it was interesting to hear the information from a different perspective.

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## The IF Project: A Reentry Program That Works for Women Who Work

By Sanja Markovic

While only 5% of the world's female population lives in the United States, nearly 30% of the world's incarcerated women are in the United States. Between 60% and 75% of the formerly incarcerated remain unemployed up to a year after their release.

The research studies show that individuals who participate in educational or vocational programs while incarcerated have a greater chance of finding employment upon release than those who do not participate. The IF Project is a collaboration of law enforcement, currently and previously incarcerated adults and community partners focused on intervention, prevention, and reduction in incarceration and recidivism.

The IF Project is based on the question: *If there was something someone could have said or done that would have changed the path that led you here, what would it have been?* The IF Project provides a reentry and mentoring program for incarcerated women, programs for youth, trainings for adults who work with youth, as well as writing and health and wellness workshops for men and women who are incarcerated. For more information, please visit <http://www.theifproject.com/>.



## Cannabis and Driving: The Changing Roadways

By Susan Savoy

As more states legalize marijuana, the criminal justice system is seeing more marijuana impaired driving cases. In fact, drugged driving has now surpassed drunken driving on the roadways. At the APPA conference in Houston, I had the opportunity to attend the workshop “Cannabis and Driving: The Changing Roadways,” presented by Judge Mary A. Celeste (retired).

A training objective was to help participants understand how the use of marijuana affects driving:

- Slows reaction times and the learning process
- Hampers concentration and short term memory
- Distorts perceptions of time and space, including distance
- Diminishes the eye-hand-foot coordination necessary for driving a vehicle

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There is a lot of debate about how to best prove that a driver is under the influence of marijuana. Blood alcohol content can be reliably tested on the roadside with a breathalyzer, but that is not the case with marijuana. The main psychoactive ingredient in marijuana, tetrahydrocannabinol, or THC, is measured from blood and urine samples. Urine and blood tests look for a metabolite of THC, rather than the drug itself, and can return a positive result days or even weeks after someone has consumed marijuana. However, efforts are underway to design new methods for law enforcement to test for marijuana impairment:

- DRUID – a smart app that measures symptoms of marijuana intoxication (slow reaction timing, misperception of time passing)
- Drug Breathalyzer – measures Delta 9-THC (which only stays in the system a few hours not days or weeks like THC)
- Oral Fluid – a saliva based swabbing test to measure the presence of Delta9-THC
- Drug Recognition Experts (DREs) – specialized training to detect drug impairment
- Fingerprint & Laser Technology

As more and more states legalize recreational or medical marijuana use, more emphasis will be placed on understanding the challenges of drugged driving and how it may impact the safety of America's roadways.

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## Human Trafficking: A National Crisis

By Cassandra Dobbs

The federal government defines human trafficking in two ways, sex trafficking and labor trafficking. Sex trafficking is the recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purposes of a commercial sex act, in which the commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such as act has not attained 18 years of age. Labor trafficking is the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purposes of subjection to involuntary servitude, peonage, debt bondage, or slavery. It may seem like an easy task to be able to identify victims of human trafficking, but it is in fact very difficult to help them as they may not or cannot leave the situation. They may be used to their confinement and are often guarded, threats against their family may have been made, they may have a distrust of law enforcement, which may have been taught by their captor, and they may be fearful of their captors or afraid of the shame of being involved in this situation. People with developmental disabilities are four to ten times more likely to be victims of crime than their non-disabled counterparts. Many times, they may be specifically targeted due to their disability. Often they are dependent on others for their well-being, have been conditioned to respond passively to strangers, and may not have had any access to sexual education so they are not sure what a normal interaction with others is, when they have been conditioned to the environment they are in.

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Associate Professor Rebecca Pfeffer of Houston University Downtown spends most of her days researching the effects of human trafficking on those with special needs in the Houston area. Her work has brought to the forefront the necessity of being able to identify those who have been arrested and charged with crimes, such as prostitution, as victims of human trafficking. She has been actively working with local Harris County, Texas law enforcement to help identify those who have been arrested for prostitution as victims of human trafficking, and often times, after they have been identified as victims, the prosecutors in Harris County drop the charges.

It is important to note that victims may feel a sense of belonging with their captors and do not want to get them in trouble as they believe they are in love or they are doing what is best for them. We as law enforcement need to understand the effects of human trafficking on those who are involved and understand that it is not always going to be easy to help. It is important to continue to be aware that human trafficking is becoming more prevalent and that we need to continue to look for tell-tale signs. We as probation and surveillance officers have the ability to assist other law enforcement agencies with this national crisis. We go into homes daily and speak with their family and friends. We meet with them in the office and they tend to share information with us that they may not share with other people because of the rapport we have built with them. Follow your gut instinct. If you are unsure if it is human trafficking, you can always call the National Human Trafficking Hotline (1-888-373-7888) and they will follow up, and you will be able to remain anonymous. Please visit [humantraffickinghotline.org](http://humantraffickinghotline.org) for more information on what signs to look for and other helpful resources.

## 2018 Hand Count Results: A Demonstrated Commitment to Data Quality

By Jennifer Ferguson

In March 2017 the Organizational Development and Support Division successfully implemented a new data quality process for officers to replace the old monthly stats process. The new process provides officers a way to review key pieces of information in APETS for all of the individuals assigned to them in APETS. Reviewing this information each month helps us to ensure that the information in APETS is accurate and allows us to have confidence in the population numbers and performance measures that we report on through our automated stats reports.

This year, in February, we completed our first hand count since transitioning away from monthly statistics compiled by officers each month to the new automated stats process. The hand count is a process that we conduct at the direction of the Administrative Office of the Courts. It provides us with the opportunity to compare the number of clients identified as direct or indirect in APETS with a count of the files officers have in their possession. It also allows us to verify that the individuals we are supervising appear in APETS and that APETS reflects the correct supervision status. The new data quality process is based on the APETS reports used for the hand count.

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The results of this year's hand count demonstrate the ongoing commitment to ensuring that accurate data exists in APETS. During the hand count, almost 30,000 files were counted. When a comparison was made between the total standard and IPS population numbers generated in the hand count with the population numbers from APETS, the results continue to be impressive. Across the entire population of standard and IPS probationers, the difference was less than 1 percent.

	Hand Count Numbers	APETS Numbers	% Difference
IPS Total (Direct and Indirect)	1,352	1,389	-2.7%
Standard Total (Direct and Indirect)	27,088	27,300	-.78%
Total Population	28,440	28,689	-.87%

The results of the hand count provide us with confidence that key information is being updated in APETS and allow us to remain confident in the information that we report to various stakeholders. We could not maintain our automated stats process without your help and we appreciate the time and attention you give to entering information into APETS. Thank you for the effort that you put into the hand count process and congratulations on a job well done!



## Luhrs' Elf-Themed Holiday Event

By Sharlene Meyer

At Luhrs, we take our holidays very seriously, and hold nothing back! In 2017, we chose a theme from the movie *Elf*.



Winners of the ugly sweater contest, pictured from left to right, are Kristin Epperson, Megan Merker, and Jennifer Dzezinski.

## Probation Service Center (PSC) Holiday Event

By Wes Shipley

The PSC Holiday Event was held on December 12, 2017, and was sponsored by the PSC Morale Committee. The Morale Committee held several fund raising events over the past year to fund the 2017 Holiday Event. Fund raising events included a chili cook-off, corn-hole tournament, pancake breakfast days, and several bake sales. The food for the Holiday Event, catered by Cotton Jack's Catering, was amazing and included smoked chicken, tri-tip, mashed potatoes, and country green-beans.



The Morale Committee should be recognized for their hard work throughout the year to make the PSC Holiday Event a very special day for everyone.



The PSC Morale Committee, pictured left to right, top row: Haley Meyers, Sandra Townsend, Abdul Noah, Bethany Hames, Lynda Zawatsky, Kim McCurtain, Keri Madrid, and Jill Gentry. Bottom row: Stephanie Smith, Amanda Hanson, Andy Buttafuoco and Jammie Dilley.

## 2017 Deck Your Cubicle Contest at Black Canyon Building (BCB) By Beatrice Sainz

What can we say, the BCB Boosters never expected or could have imagined the unit competition would be this creative, competitive, or fierce. We asked for the best cubicle contest and we got our wishes! The most memorable aspect of this competition was listening and watching the units coming together to spread holiday cheer. We are privileged to work with some truly amazing people.



“When my unit approached me about participating in the Holiday Decoration contest at BCB, I never anticipated how much they would come together and bond as a unit. Their creativity and teamwork came out in ways that I have not experienced. I’m so happy to have such dedicated officers in my unit; not just with the contest, but how cohesive they are when help is needed within the unit. They don’t hesitate in providing a helping hand to their peers or to me as their supervisor. This was an amazing experience! I look forward to a great 2018!!” -Manuel R. Barron, Supervisor (Unit 26)



“As the newest supervisor at BCB, there are a few things I learned pretty quickly. First, BCB is a busy place with a lot of action; some compare it to a beehive. Secondly, we have an amazing group of people working out of this building, including an amazing Morale Committee. Not only does our morale committee provide us endless snacks at the BCB snack bar, they also provide lots of opportunities for some fun competition. These various contests provide the units at BCB the opportunity to laugh, work together, and get a break from the stress of all the busyness. There is also the (friendly) trash talking and bragging rights that come with winning. Most of all, it provides units the opportunity to bond and get to know each

other beyond the case staffing and work talk. After coming off of a win with the pumpkin decorating contest, Unit 3 knew there would be some teams eager to secure a win with the holiday decorating. While we didn’t win first place, we had a lot of fun and some memories made. As you can see with the photos, units had some serious crafting, decorating, and lighting. As each team started to decorate, the competition kept growing and some units even came in on the weekends. It was great experience to watch and an even better experience to be involved in. So, Unit 3 accepts 3rd place, but Manny (Unit 26) and Amy (IPS)...we’ll see you at the next competition! Thank you BCB Boosters for all you do.” -Amanda Peterson, Supervisor (Unit 3)



## EBP Spotlight on Areli Montane

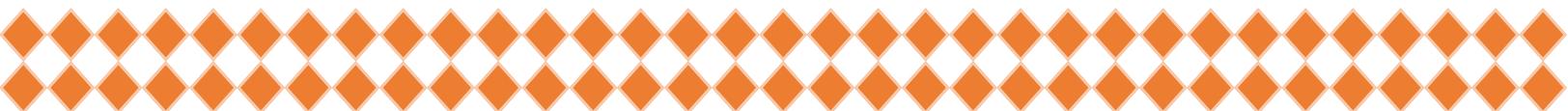
By Leslie Ebratt

Last December, probationer Roger S. called this IPS supervisor just to tell me his probation officer, Areli Montane, has been “such a blessing” to him. A man who has been in and out of prison most of his adult life explained that when he was last released from DOC and on to probation, he was feeling negative and ready to go back to prison; “Prison is easy.” What gave him hope and a willingness to give probation a chance was the way Areli spoke to him, and the fact she told him she could help him work on his problems that keep bringing him back into the criminal justice system. This supportive and targeted approach helped him feel like he just might be able to make it this time. Roger repeated that he does not commit crimes when he is sober and that Areli helped him develop a “good plan” to stay sober. “If all POs were like her, the system would be great.” Roger went on to mention he’s even heard others talk about how “the probation department is changing... instead of just trying to lock people up, they’re trying to help people.” I



affirmed with Roger that probation officers are learning new skills to help people more effectively, but it is always the hard work that people like him are doing that results in sobriety and a safer community. Despite the stroke he recently suffered while in treatment, Roger spoke of enjoying his life these last eight months and being more capable of handling the stroke and his physical recovery. He has set goals and enlisted positive assistance/support in reaching them.

Roger could not have been more effusive in his gratitude for his PO’s support and assistance; “she’s an inspiration to me.” Roger has since graduated to standard supervision and is maintaining his progress. He occasionally phones his former IPS officer to update her on his progress. Officer Montane is an EPICS 2 trained officer who remains in IPS and works out of the Sunnyslope office.



National Crime Victims'  
Rights Week



April 8-14  
2018



## Chief Broderick Receives National Honor

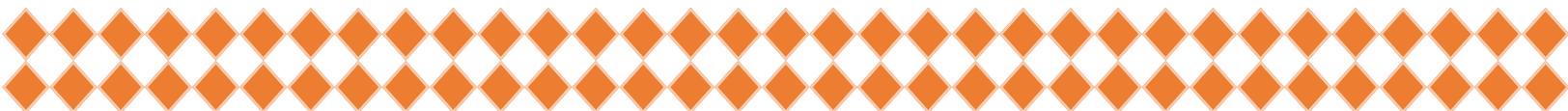
By Cathy Wyse

At the American Probation and Parole Association’s Winter Training Institute in Houston, Texas, Chief Barbara A. Broderick was presented with the Sam Houston State University Award. This award is given to honor 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. Chief Broderick and co-authors, Wendy Still, Chief Probation Officer, Alameda County, California, and Steven Raphael, Professor, Goldman School of Public Policy, University of California, Berkeley, wrote “Building Trust and Legitimacy Within Community Corrections,” which was published by the National Institute of Justice (NIJ). The article presents six principles to guide community corrections in the 21st century, backed by supporting documentation. The authors describe a new model for community corrections that can improve public safety while recognizing that individuals on probation and parole are members of the communities in which they live and are supervised.



The article is a product from The Executive Session on Community Corrections. The Executive Sessions are a project of the NIJ and the John F. Kennedy School of Government at Harvard that brings together leading policy makers, practitioners, and researchers of independent standing who are committed to improving responses to social challenges. Chief Broderick participated in the Harvard Executive Session on Community Corrections between 2013 and 2016.

Find the article at: <https://www.ncjrs.gov/pdffiles1/nij/249946.pdf>





## Tameka Loyd Reenlistment

By Therese Wagner

December 14, 2017, was a very special day in Veterans Court. Tameka Loyd reenlisted for her final time in the Navy Reserve, and she did this on the anniversary of her original enlistment 17 years ago. She was sworn in by Lieutenant Erika Seborg, from her unit, Fleet Logistic Center Yokosuka, Detachment B (FLC Det B). In attendance from her unit was also her Navy Chief, LSC Chad Elms, her family (step-father, Danny, boyfriend, Howard, brother, Kevin, and sister, Khonnie), her colleagues in Veterans Court (Commissioner Wendy Morton, Marie Righetti, Susanne Asztalos, Barbara Reese, Angela DeMarse, and Lisa Reyes), her staff (Karla Clanton, Michelle Mayer, Veronica Pena, Gary Saunders, and Tabetha Blow), and others from MCAPD including her chain of command (Chief Broderick, Saul Schoon, Mike Cimino, Therese Wagner, Jaci Christenson, Sharlene Meyer, and Tina Burruel), and veterans on probation attending Court that day. Tameka previously served as a probation officer in Veterans Court and currently serves as the supervisor of Veterans Court. It was an honor to be a part of Tameka's reenlistment and hear and witness the respect that Tameka's Naval Command has for her. Tameka had a special message for the veterans in attendance, "I wanted to honor your service by reenlisting in your presence. We are here for you and we'll continue to do our part to help you make positive changes. We honor and respect your service to this country!"

It was clear from all in attendance that Tameka is greatly loved, valued, and respected for her service to her family and her country. She is the consummate public servant.



Pictured left to right: Lt. Erika Seborg, Supervisor Tameka Loyd, Commissioner Wendy Morton, and LSC Chad Elms.



## 22 New Officers Join the Department!

By Jim Sine

Please join Staff Development in welcoming the latest class of new probation and surveillance officers to the department! On March 26, 2018, 21 new probation officers and one new surveillance officer joined the department. A packed house witnessed Chief Broderick welcome the new officers to the Department and Judge Myers conduct the swearing in ceremony. These officers completed nearly eight weeks of NOTES training and are ready to jump into their new assignments. Most of the assignments are in Standard Probation as usual, however, one officer will assume an IPS sex offender caseload and two officers were placed in the Initial Appearance Unit. As always, a very appreciative thank you is due to our many adjunct faculties for their ongoing contributions to training our new officers. 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: Samantha Duggins, Heather Odell, Anthony Johnson, Tiffany Butler, Ola Betiku, Ismael Garcia, Karla Medina, Brian Burris, Christina Gavina, John Coburn, Lisa Otto, Nadine Keaulii-Leyva, Jesus Perez, Rosalinda Hollars, Riley Sanchez, Erika Rey, Nichole Bailey, Nicole Szkutak, Diana Martinez, Jesse Vincent, Amanda Howe, and Nina Auchana.



## Angel Williams Promoted to Supervisor

By Robert Celaya

Angel Williams was promoted to probation officer supervisor effective January 16, 2018. In her first assignment as supervisor, Angel is leading a Standard Field Unit in the Eastern Division. She began her career with MCAPD over 13 years ago. Her first assignment as a probation officer was a Standard caseload for the Central Division at the Wells Fargo Building. Since then, Angel has served MCAPD as a probation officer with caseloads in Standard and Intensive Probation, as a Surveillance Officer, and most recently, as an officer with the Sex Offender Division.



Over the years, Angel has served on the Black Canyon Building Morale Committee, and recently, joined the Sex Offender Solutions Committee. Additionally, she has served as a mentor to new officers. As a supervisor, Angel looks forward to helping and developing officer skills and learning from the new challenges the position will bring. Congratulations, Angel!

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## Judy Chacon Promoted to Supervisor

By Cathy Wyse

Judy Chacon has been promoted to support staff supervisor effective February 12, 2018. She is supervising the judicial clerk associates (JCA) in Pretrial Services at both the Downtown Justice Center and Southeast Facility. Judy began her career with MCAPD in December 2005, as a collector in the Financial Compliance Unit at the Black Canyon Building (BCB). She transferred to the Scottsdale office in 2007 and later to the Probation Service Center. In May 2015, Judy was promoted to case administrator for the Indirect Services-Out of County team at BCB. She transferred to Pretrial Services Electronic Monitoring, in October 2017.



While in FIN-COM, Judy assisted a specialized caseload of Spanish speakers, participated in Domestic Violence Court hearings, and helped pilot Restitution Court. She assisted Pinal and Yavapai Counties to begin their own Restitution hearings, following the model developed by Judge Roland Steinle. Prior to her employment with MCAPD, Judy was a Collection Supervisor in the Lending Division at Chase Bank.

Regarding her new position, Judy says that she is excited to work with an enthusiastic team of JCA's with Pretrial Services, and she looks forward to utilizing her experience as a team player.

Congratulations, Judy!



## Michelle Holbrook Promoted to Supervisor

By Tony Bidonde

Michelle Holbrook was promoted to probation officer supervisor and began her leadership career on January 29, 2018, supervising a Standard Field Unit at Western Regional Center. Michelle began her career with the Department nearly six years ago. Her first assignment was a Standard caseload out of Southport. She states that was a learning experience for her, allowing her to gain valuable insights about drug addiction and gang neighborhoods. In April of 2014, she transferred to a Standard Sex Offender caseload at the Black Canyon Building, eventually moving with her supervisor to the Scottsdale office. In October of 2015, she transferred to an IPS Sex Offender caseload at Durango. In January of 2018, she transferred to Court Liaison.



Michelle was a member of the Cleared for Field Committee, the Financial Compliance Committee, the Solutions Committee, and the IPS Voice. She taught Stages of Change and is a *Thinking for a Change* facilitator. Prior to joining probation, Michelle worked as a crime scene technician for the Mesa Police Department and as an ID technician for the Maricopa County Sheriff's Office. She also programmed and maintained the surveillance system for the Mayo Hospital.

Michelle is looking forward to the new challenges and working with the field officers.

Congratulations, Michelle!

## Terri Seiser Promoted to Supervisor

By Sanja Markovic

Terri Seiser has been promoted to probation officer supervisor effective January 16, 2018. Her first assignment as supervisor is leading a Standard Field Unit at Western Regional Center (WRC). Terri started her career with MCAPD 14 years ago as a standard probation officer at the Southport office. In 2006, Terri was transferred to an IPS caseload. Seven years later, she transferred to the Custody Management Unit (now the Community Reintegration Unit). In 2016, Terri started working as a GPS analyst in the Sex Offender Division and later supervised a standard Sex Offender caseload at WRC.



In addition to her daily job responsibilities, Terri served on the IPS Voice Committee for six years. She also served as a *Thinking for a Change* facilitator, a Crossroads facilitator, and a Real Colors trainer. In her new position, Terri is looking forward to promoting and fostering positive growth in others, while supporting the direction of Departmental goals. Terri is also looking forward to expanding her knowledge and experiencing new challenges.

Congratulations, Terri!



## Meet the New Director of Financial Operations for the Judicial Branch, Lee Ann Bohn

By Robert Celaya

Lee Ann Bohn joined the Judicial Branch as the new Director of Financial Operations on January 1, 2018. She first joined Maricopa County as a Budget Analyst in the Office of Management and Budget (OMB) in October of 2000, where her first budget assignments included Adult and Juvenile Probation.

In her tenure at OMB, Ms. Bohn served as a Budget Supervisor, Budget Administrator, and Deputy Director. In these capacities, she spent time working with criminal justice entities, including the Superior Court, Justice Courts, Adult and Juvenile Probation, County Attorney's Office, Sheriff's Office, and Indigent Defense. Also while at OMB, Ms. Bohn was voted Employee of the Year twice (in 2001 and 2002) and was voted Manager of the Year in 2010.

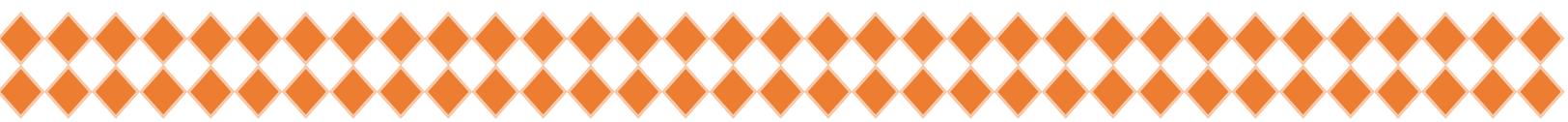


In 2014, she transferred to the Sheriff's Office as their Chief Financial Officer and then promoted to Executive Chief of Administration a year later. Since April of 2017, Ms. Bohn has served as Administrative Director for the Medical Examiner's Office.

Ms. Bohn has also been active in county committees and work groups including membership on the SMI Committee (while at OMB), the Smart Justice Committee (representing OMB), and more recently, she participated in the County Manager's Office of Enterprise Technology Taskforce and chaired the Service and Engagement Subcommittee.

Regarding her new position, Ms. Bohn recognizes that the Finance Department (like any unit) has customers, and it is important to understand who the customers are, what they expect, and how to work together to solve problems. The Finance Department's primary customers are executive leadership and management. She looks forward to fostering collaborative relationships with these groups and understanding how her team can best assist them in meeting their business needs.

Congratulations, Lee Ann! We look forward to working with you in the future!



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

**BCB-** Angel Williams, Christine Cardoso, Wendy Arias, Carlo Seara, Arlene Gonzalez

**CCB-** David Gonzalez, Julicua Singleton

**Communication Center** - Zerelda Fonua, Michelle Przybylla, Chanine Moore, Jeremy Lumpkins, Carlos Diaz

**CSC-** Janet Acuna

**DTJC2** - Carolina Santillano Silva

**DTJC3 Admin** - Chief Broderick, Rebecca Rowland

**DTJC3 Pretrial** - Christopher Fox-Fitzgerald, Santos Garcia, Michael Moreno

**Garfield** - Martha Mays, Joe West, Melinda White

**Luhrs** - Justin Walloch, Megan Merker, Sharlene Meyer

**Northport** - Eduardo Avila, Warren Nichols, Teresa Denman

**Pretrial 4th Ave Jail** - Rocio Palomino

**PSC** - Edlin Rasmussen, Kathleen Cassatt, Patty Carey, Kevin Kittle

**SEF** - Cynthia Ortiz

**Scottsdale** - Doug Murphy, Lisbeth Herrera

**South Court Tower** - Carolina Juarez

**Southport** - Frank Corrales, Lee Sweet, Alejandra Salazar

**Sunnyslope** - Terry Knox

**Westport/FAU** - Leah Lara, Allen Larkin, Kayla Cathcart, Amanda Hanover, Ricardo Mendez

**WRC** - Stacy Soto, Sean Steill, Brandi Goodwin, Enrique Garcia, Liberty Torres, Karen Beltran

**WCB5 & 6** - Erica Sims, Chantel Hammar

**People Recognizing Individuals Deeds of Excellence**



# **2017 OF THE YEAR NOMINEES**

## **Employee Nominees:**

Amelia Giordano  
Angelina Diaz  
Cathy Wyse  
Heather Beaman  
Heidi Waters  
Kathleen Weibly  
Ruth Manner

## **Supervisor Nominees:**

Amanda Peterson  
Arlyn Harris  
Beth Garrow  
Bill Peckham  
Chris Epps  
Christina Coller  
Don Warrington  
Holly Slater  
Jaci Christenson  
Jack Dillon  
Juanita Gutierrez  
Manny Barron  
Mary Aguirre  
Rebecca Britt  
Ryan Valley  
Sandra Tom  
Trish Doktor

## **Surveillance Officer Nominees:**

Diane Bracamonte  
Jesus Duran  
Julie Quiroz  
Patty Carey  
Richard Hodgeson

## **Probation Officer Nominees:**

Amanda Hanson  
Amy Primak  
Andrew Kreighbaum  
Bethaney Hames  
Brandon Shimizu  
Ellen Loftis  
Eva Lessing  
John Tennant  
Julie Lovejoy  
Katie Vandik  
Kayla Cathcart  
Kelli Watson  
Kirsten Weigert  
Lauren Guida  
Liliana Zavala  
Megan Merker  
Meghan Bower  
Michelle Mayer  
Ricardo Mendez  
Samuel Hagadorn  
Sarah Larson  
Scott Gibson  
Sierra Flores



Happy ANNIVERSARY

30 Years

Robert Villasenor

20 Years

Tammy Allen

Karen Barnes

Laura Carr

Beth Hoel

Mike Moe

Pete Sanborn

Andrea Stiles

Beth Streeter

Andrea Teasley

10 Years

Wayne Barrett

Aundrea Green

Veronica Gunnison

Adam Moran

Dulcelinda Ramirez

Shirleen Tarangle

5 Years

Michel Bridget

Nathan Chaplin

Elena Durica

Aneesha Gaines

Ivy Kinney

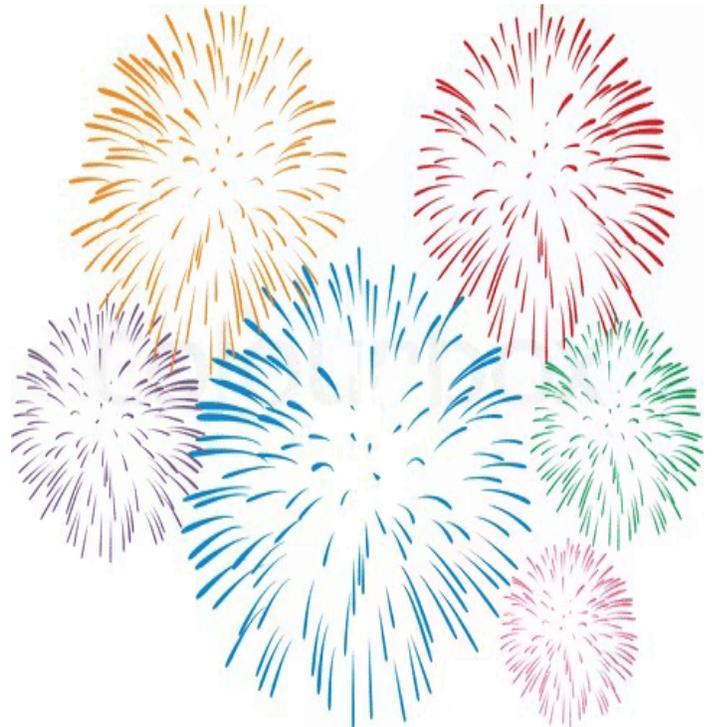
Sarah Larson

Ekom Nwaebi

Nora Price

Carlo Seara

Kristin Sunderland





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