

# Chronicle

## Maricopa County Adult Probation Newsletter

Issue: January – March 2022

A Force for Positive  
**CHANGE.**

### TABLE OF CONTENTS

#### Chief's Corner

02 | MUfjMc dU '7 ci blm5Xi 'hDfc VUHjc b  
.....8YdUfa Ybh Celebrates 50 Years

#### News & Information

03 | Trauma-Informed Care and Justice-Involved Women Training

#### Achievements & Celebrations

04 | The A 7 APD Officially  
.....Turned the BIG 50!  
05 | A Special and Unique Celebration  
06 | Supervisor Promotions  
09 | Supervisor Leadership Academy  
09 | 4th Quarter P.R.I.D.E. Winners  
10 | MCAPD's Innovative Programs  
.....Submitted for National Honors

#### Voice

12 | APPA 5 fhjWY g  
12 | Opening Plenary: A Champion for Peace, Justice, and Mercy  
13 | If Churchill Did It, So Can You: Extreme Adversity, Exceptional Leadership  
13 | Hustle and Motivate: The Re-Up and Re-Charge  
14 | Who You Gonna Call?  
14 | Legacy Through Leadership: Creating a Coaching Culture To Develop Future Leaders

#### Editorial Staff & Policy

15 | Editors  
15 | Staff  
15 | Policy

# CHIEF'S

## CORNER

### Maricopa County Adult Probation Department Celebrates 50 Years

It is hard to believe that two years ago we entered a time that would be so transformative that it would be something we used to mark a point in time (e.g. "pre-pandemic"). To say much has changed would be a dramatic understatement. There has been incredible loss for our fellow citizens and for all too many within the Judicial Branch. Despite the adversity, it has also been a time when our organization has shined, risen to meet unforeseen challenges, and continued a history of innovation that has been a hallmark of the Adult Probation Department just as it has with our colleagues in both Juvenile Probation and Superior Court.



That innovation legacy is deep within us, and in January of 2022, we celebrated another milestone. In the summer of 1971, leaders in the Superior Court conceived a new way to do business in our field. At the time, we were obviously a smaller community, but also a smaller court. Criminal trials were not centralized in one group of dedicated judicial officers only hearing criminal cases. Instead, they were decentralized. Judges' staff were also different. They had a bailiff, a clerk, and they also had a probation officer. These leaders had the foresight to consider a different way to do business. They thought to bring the probation officers together under a single leader appointed by the Court to set policy, chart a vision for the probation staff, and continue professional development and standardization of practices. The Department's first chief, Hank Duffie (served from 1971-1989), was hired, and in **January of 1972, the Maricopa County Adult Probation Department (MCAPD) was established.** Later chiefs would include Norm Helber (1989-2000) and Barbara Broderick (2000-2019). They each made substantial contributions to the Department, which also could not be understated; but alongside them were executive teams, supervisors, and mostly importantly staff who have made the Department what it is today. Fifty years later, we stand today as a national leader in our field due to the work of our staff and leaders, serving often unseen and uncelebrated as most impactful people do; and we are **one of the largest community corrections organizations** in the country, serving the fourth largest Trial Court in the US. There remains no doubt that the adversity of the last two years has challenged all of us in many ways, some of which we are probably still learning to understand. As a result, the Branch will be offering a voluntary program for its staff designed to help understand that journey and build our resiliency in a way that helps us further thrive. There will be more to come on that, but despite the challenges of the last two years **our future is bright.** It is bright because of the **incredible foundation** and **50-year history** built by those who came before us, but it is also bright **because of the dedicated professionals** who make up our Department today.

With the size of our department comes an incredible potential for impact to bring hope where it is desperately needed, to give voice to those that have not had one, to see justice and equity more fully realized in the criminal justice system, and to continue to enhance public safety in our community. To our current employees, **you continue to amaze me** with the work you all do. I am well aware of the challenges you face and the concerns you have as you do that work, and also the excellence with which you do that work despite those challenges. You and our colleagues across the state are **among the very best** our profession has to offer and I **could not be prouder** of serving with you. I look forward to seeing what this Department does through our current team, and with those who join us in its next 50 years.

# NEWS &

# INFORMATION

## Trauma-Informed Care and Justice-Involved Women Training

By Douglas Murphy

In 2022, the entire MCAPD, from badged staff to support staff, will be trained in trauma-informed care with a particular emphasis on working with justice-involved women (JIW). Nineteen staff members from across the Department completed a two-day train-the-trainer event in December 2021 with Dr. Anjali Nandi. In addition to being the Chief Probation Officer in Boulder, Colorado, Dr. Nandi is also a licensed treatment provider and consultant. Those staff members will now train the entire Department and incorporate trauma-informed care into the Department's training curriculum because understanding the impact that past trauma has had on a justice-involved individual will help towards successfully fostering behavior change and a permanent exit from the criminal justice system.



MCAPD staff attended Dr. Anjali Nandi's train-the-trainer event.

Men often enter the justice system through impulsive actions, while women enter through relationships. Understanding the differences in how these groups enter the system has led to the development of JIW caseloads as well as identifying women-specific services tailored to their needs instead of the "standard" services that were originally designed for men. Just as MCAPD has specialized caseloads for those sentenced for domestic violence and specific sexual offenses, the Department created justice-involved women caseloads to better address the needs of women under its supervision. Last year over one in five people serving a probation sentence in Maricopa County were women. This new training is part of MCAPD's effort to provide individualized interventions to those the Department serves.

# ACHIEVEMENTS

## & CELEBRATIONS

### The MCAPD Officially Turned the BIG 50!

By Nora Franco

Fifty years ago, on January 11th of 1972, the judges of the criminal divisions of the Superior Court of Maricopa County declared that the Department having jurisdiction of the investigation and supervision of individuals convicted of criminal offenses in the Superior Court would be known as the Maricopa County Adult Probation Department (MCAPD). Today, MCAPD is stronger than ever, with over 1,100 professionals across 18 sites committed to continuous improvement in the safety and quality of community life and a bright future paved by the leaders and staff of today.



On January 26, 2022, MCAPD's Executive Team successfully kicked off the 50th anniversary celebration at the Downtown Justice Center (DTJC); accompanied by Presiding Judge Welty, Judicial Branch Administrator Ray Billotte, Criminal Presiding Judge Patricia Starr, and Former Chief Barbara Broderick. MCAPD followed with smaller in-person celebrations across the Department throughout the month of February.



“

The Adult Probation Department thanks the many past employees who built MCAPD into what is today as well as the current staff who serve the public with such excellence. We look forward to the next 50 years with the same hope—an expectation of positive change and public safety that characterized the first 50.

**Chief Cimino**

”

# A Special and Unique Celebration

By Jim Sine

On March 14, 2022 the Department promoted two division directors and five supervisors. In addition, 19 probation/surveillance officers, and for the first time ever, a K-9 officer, were welcomed to the Department in a swearing-in ceremony conducted by Judge Starr and officiated by Chief Cimino. Tiffany Grissom was selected to oversee the Community Transition and Support Division, while Sean McMillen has been named the director over the Compliance and Supportive Services Division. The five new supervisors are Ada Andreski who takes over a standard field unit at Western Regional Center (WRC), Jackie Browning who takes over a standard field unit at Garfield, Sarah Dutton is taking over a standard unit at Black Canyon Building (BCB), Samantha Gravett who will supervise a Seriously Mentally Ill caseload on the east side, and Derek Kelly who is supervising a standard unit at WRC. Jarod Powell was promoted to supervisor of a standard unit at Probation Service Center (PSC), unfortunately he was not able to attend since he was on leave.

For the first time in almost two years, we were able to see a large New Officer Training, Education, and Skill-Building Academy (NOTES) class graduate and head out to the field. Of our 17 new probation officers, Breanna Gonzalez, Kaitlyn Pena, Brittany Campbell, and Ayerim Campa-Gastelum are assigned to WRC. Dulce Lara is going to Southport; Sarah Somers to Scottsdale; Alexys Torres, Alex Reynolds-Ramirez, and Marcus Flannigan to Northport; while Jesus Munguia-Macias is our sole officer going to BCB. The Southwest Regional Court Center welcomes Estefana Calderon, Abel Natividad, and Brianna Balzer-Martinez while Sunnyslope welcomes Mariana Silva-Nichols. PSC welcomes Andrew Betlach and Karlie Jackson. Our sole brand-new surveillance officer, Christina Hannon, joins the Domestic Violence team on the east side. From our previous NOTES class, Probation Officer Jacob Banta and Surveillance Officer Carlos Diaz, were also sworn-in. Both Jacob and Carlos have been at BCB for a few months now.

To watch the swearing-in ceremony, [click here](#).



Newest Division Directors  
Sean McMillen and Tiffany  
Grissom.

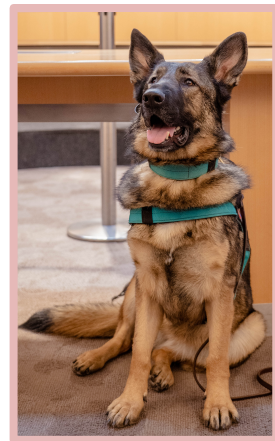


NOTES graduates pictured from left to right: Carlos Diaz, Ayerim Campa-Gastelum, Dulce Lara, Mariana Silva-Nichols, Alex Ramirez, Marcus Flannigan, Jesus Munguia-Macias, Andrew Betlach, Alexys Torres, Abel Natividad, Sarah Somers, Brianna Balzer-Martinez, Kaitlyn Pena, Estefana Calderon, Jacob Banta, Karlie Jackson, Breanna Gonzalez, Christina Hannon, Brittany Campbell.

A special shout out goes to the Department's very first K-9. Her name is Koa, and she works with Intensive Probation Officer Kate Southards. Koa is certified for searches related to firearms and ammunitions.



Five new MCAPD supervisors pictured from left to right: Samantha Gravett, Sarah Dutton, Jackie Browning, K-9 handler, Officer Kate Southards with Koa, Derek Kelly, Ada Andreski.



MCAPD's first K-9, Koa.

Slowly but surely NOTES has been returning safely to the preferred in-person method of instruction. As always, NOTES has been evolving to include new procedures and facilities. We had our first tour of the Intake, Transition, and Release facility and had our first search and seizure practicum at the recently redesigned Durango facility. An upcoming addition is to bring back the Administrative Office of the Courts Probation Officer Certification Academy during NOTES so officers can complete their new officer trainings prior to placement in the field.

## Ada Andreski Promoted to Supervisor

By Tazman Briggs



Ada Andreski recently promoted from a staff development trainer to an adult probation supervisor of a standard field unit in the Western Division, effective February 21, 2022. She has been with the Department for eight years and began as a standard probation officer out of the BCB. She then gained experience supervising a standard sex offender caseload and as a drug court officer before transitioning to her position in the Staff Development Unit. Ada has served in several other roles throughout her time with the Department, including Evidence-Based Practices Advocate Committee member, NOTES OST/FROST Committee Chair, and MCAPD Contact Form member. She also currently serves as a Justice-Involved Women Workgroup member and MCAPD Promoting Equity and Advocating Change (PEACE) Team member. Ada was also

awarded the "2018 Excellence in Education Award for Defensive Tactics Training" by the Committee on Probation Excellence (COPE) in 2018. In her new position, Ada states "I am looking forward to continuing my passion for training and mentoring in my transition from an adult probation officer trainer to an adult probation supervisor. I am excited to get back in the field and work with current and new officers daily."

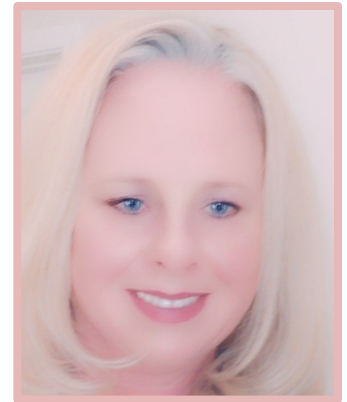
## Jackie Browning Promoted to Supervisor

By Sarah Harp

Jackie Browning was promoted to adult probation supervisor of a standard field unit in the Central Division, effective February 21, 2022. Jackie started her career as a presentence screener in 2007 before promoting to a standard field officer at the Southport office. Since then, she has worked in the Sex Offender and Intensive Probation Supervision (IPS) Divisions. Jackie has been a contributing member on several Department-wide

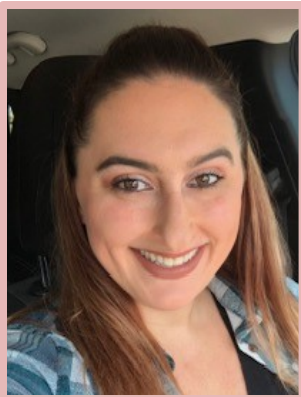
committees including the housing committee, FINCOM, Sex Offender Treatment Intervention Progress Scale (SOTIPS), the Probation Violation (PV) Roll-Out committee, and the Averhealth committee. Additionally, Jackie has gained experience as an EPICS-II coach, a Thinking for a Change (T4C) instructor, and an Adult Probation Enterprise Tracking System (APETS) agent.

Besides her commitment to public service through her position with MCAPD, Jackie was also honored with a citizen award from the United States Marshals Service in 2012 for the assistance she provided during a homicide investigation. Jackie enjoys the opportunity to mentor officers and is excited to help create a workforce capable of professional growth by providing the support, skills, and resources needed to embody the mission, vision, and values of the Department.



## Sarah Dutton Promoted to Supervisor

By Tony Bidonde



Sarah was promoted to standard field unit supervisor effective February 21, 2022. She began her career with MCAPD with a standard unit in the fall of 2014. Sarah began supervising a domestic violence caseload in 2016. Prior to her promotion, she had worked as a Juvenile Transfer Offender Program (JTOP) officer for two months.

At various times throughout her career, Sarah has been part of the Search Committee, the Domestic Violence Solutions Committee. Additionally, she has served as a risk reduction facilitator and a Thinking for a Change instructor. She is currently in the Probation Violation workgroup. While working towards her degree, Sarah worked at a domestic violence shelter which she credits for sparking her passion for assisting survivors of intimate partner violence.

For the past six years in a row, Sarah has been nominated for an award acknowledging her service to victims and the community. Subsequently, she was recognized by MCAPD with an award during National Crime Victims' Rights Week each year. Sarah is looking forward to mentoring and guiding officers and learning from those officers as well.

## Samantha Gravett Promoted to Supervisor

By Sarah Harp

Samantha Gravett recently was promoted from a JTOP probation officer to adult probation officer supervisor effective February 21, 2022. Samantha received her B.S. in Criminal Justice and Criminology in 2012 from Arizona State University. Before becoming a probation officer, Samantha gained experience working as a collector within MCAPD's financial compliance unit, and then as a courtroom clerk for the Superior Court. She joined MCAPD in 2013 as a standard field officer in Scottsdale. In her time with the Department, she has supervised IPS and supervised youth caseloads as well as facilitated both Thinking for a Change and Decision Points. Samantha has also been a contributing member of the Victim Satisfaction Committee and Probation Violation Workgroup. She enjoys mentoring new officers and leading the JTOP team with onboarding of new team members. Samantha is known for her ability to collaborate with treatment court team members and will use this skill as a Seriously Mentally Ill (SMI) Supervisor in



the east valley. In her new position, Samantha is looking forward to continuing to help and mentor officers, being involved in progressing the Department, and continuing her work within a therapeutic court program.

## Derek Kelley Promoted to Supervisor

By Savanna Hopp



Derek Kelley recently was promoted to adult probation supervisor of a standard field unit at the Glendale office in the Western Division, effective February 21, 2022. Prior to joining MCAPD, Derek worked as a corrections officer with the Texas Department of Criminal Justice where he achieved the rank of sergeant. He worked at a mental health group home in Texas as well.

Over the years with the Department, Derek has worked SMI caseloads, been a member of the Saving Trees by Reinventing Electronically (STRivE) committee, was on the Fun Police team at WRC, has been a probation officer mentor, assisted the training department in teaching the Combo Class in years past, and assists with the Ride Along Program.

As a new probation officer supervisor in the standard field unit, he will be working out of the Glendale office. Derek is looking forward to working with the probation officers, mentoring new employees, and the challenges which come in being a new supervisor.

## Jarod Powell Promoted to Supervisor

By Tazman Briggs

Jarod Powell has been promoted to adult probation supervisor of a standard unit at the PSC location in Mesa, effective February 21, 2022. When Jarod joined the Department eight years ago, he was initially assigned to a standard caseload out of PSC before being assigned to an intensive probation caseload and then the Fugitive Apprehension Unit (FAU). Jarod also serves in several other capacities within the Department. He is a Thinking for a Change facilitator, Defensive Tactics instructor, has mentored new officers through field coaching, is a member of the Communications Committee, and is part of the adjunct faculty for the Academy developing reporting-writing and prebooking training.



Outside of MCAPD, Jarod serves our country as a staff sergeant in the Marine Corps Reserve and has served for over 15 years. When asked what he looks forward to in his new position, he states "Coaching, leading, mentoring officers and assisting them in their professional development and goals. Also being able to provide an additional perspective on a few areas based on experience from FAU."

*Congratulations and best of luck in your new positions!*





# Supervisor Leadership Academy

By Ryan Valley

In July of 2021, 16 staff members from the MCAPD and the Judicial Branch's Data Integrity & Analytics Department (DIA) started their journey to grow as leaders by attending the six-month program known as the Supervisor Leadership Academy (SLA). This year's Academy was different, to say the least; MCAPD training staff skillfully navigated a pandemic, adjusted classes as they went, and the leadership students grew together as leaders along the way. The attendees had the opportunity to work alongside their peers in class and learn about a variety of topics. From Leading Change to Crucial Conversations, the Five Disciplines of Learning Organizations to Cultural Competency, these new leaders challenged themselves to grow and develop new skills to hopefully take back to their respective units and departments. To celebrate their achievement, a virtual graduation ceremony was held on February 14, 2022. **Congratulations to our graduates!**

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



### *People Recognizing Individual Deeds of Excellence*

**APDCC:** Hance Wilhite

**BCB:** Melissa Grey, Christine Cardoso, Samantha Barajas, Crystal Yates, Cassandra Riley, and Carlo Seara  
**CCBLL:** Fedra Malaquias

**CSC:** Sandra Frayre

**DTJC2 Training:** Mora Isom

**DTJC3 Admin:** Emily Vance

**DTJC3 Unsupervised and ISC:** Kimberly Battle

**Durango:** Daniel May and Amanda Hanover

**ITR:** Karen Gilreath and Zemora Davis

**Luhrs:** Diana Arana and Madison Hearn

**Northport:** Emily Watts, Brandon Shimizu, and Robert Brouse

**PSC:** Megan Merker, Jesus Perez, Alicia Kaufman, Jarek Wrobel, Chelsea Wray, and Amanda Peterson

**Scottsdale:** Cynthia Mapulanga and Julius Miller

**SEF:** Gerrick Hyde and Aaron Peterson

**South Court Tower:** Rick Temby, Santos Garcia, and Terry Lee

**Southport:** Nora Price and Cassandra Dobbs

**Sunnyslope:** Zachary Bruns

**SWJC:** Justin Robnett and Alicia Heaster

**WCB 5/6:** Valerie Serpico and Denise Bimber

**WRC:** John Abshire, Emily Styner, Ines Jankovic, and Naomi Eubank

# MCAPD's Innovative Programs Submitted for National Honors

By Sarah Harp

MCAPD has developed and maintained a reputation for being at the forefront of innovation in community corrections. In the last five years, the National Association of Counties (NACo), which recognizes innovative county government programs, has awarded 21 Achievement Awards to MCAPD programs. This year, the Department nominated six innovative projects/programs for NACo Achievement Awards. The staff behind those programs also deserve recognition for creating and implementing innovative projects and ideas that benefit the Department and the community it serves. The program and staff behind those nominated projects are highlighted below.

## **Centralized Production Folder**

### **Division: Compliance & Supportive Services**

In 2020, support staff supervisors identified an opportunity to better distribute the work assigned to support staff. Through collaboration between multiple divisions and teams across the Department, a centralized workflow process was created. Since going operational in August of 2021, results show that the adoption of this new process has reduced disparities in workload distribution, shortened turnaround times for work items, and improved overall consistency across supportive services.

## **CRU Fileless Program**

### **Unit: Community Reintegration**

### **Division: Community Transition & Support Division**

Prior to the pandemic, the Community Reintegration Unit's (CRU) case assignment procedure was dependent on receipt of a physical hard file to be received at their location as well as electronic transfer of the case to CRU. With staff working remotely due to the pandemic, CRU staff quickly identified the need to shift business practices. A fileless process that eliminated inefficiencies was implemented, and in doing so, CRU became only the second unit in MCAPD to become entirely hard-fileless.

## **Durango Safety Training Facility**

### **Unit: Staff Development**

### **Division: Organizational Development & Support**

A need for a dedicated training space that better simulated realistic environments encountered by probation and surveillance officers was identified. As more staff worked remotely due to the pandemic, the Department identified a space that could be reconfigured to provide a customizable, reality-based training facility at the Durango location. The Durango Safety Training Facility enables officers to be well-trained with realistic scenarios, and better prepared for any safety issues they may encounter while serving the community.

## **PSI Officer Virtual Training Program**

### **Division: Presentence Investigations**

In response to the COVID-19 pandemic, the Presentence Investigations Division (PSI) created a sustainable virtual training modality for new staff that complied with social distancing guidelines by reducing the amount of time new PSI officers needed to be in the office for training. Buoyed by the response to the flexibility and increased effectiveness this training offered PSI staff, this training process will remain in place even as staff return to the office.

## Virtual Delivery of Cognitive Behavioral Interventions

Unit: Thinking for a Change & Decision Points

Division: Programs

In March of 2020, the COVID-19 pandemic necessitated a sudden and drastic change in how the Department engaged individuals under its supervision, including how programs and treatment were delivered. Thinking for a Change (T4C) program staff developed an alternative to the in-person delivery of these classes to the population the Department serves. The resulting virtual delivery of both T4C and Decision Points was the first of its kind nationally and MCAPD has hosted community corrections officials from across the country interested in replicating the delivery method developed by Department staff.

## Enhancing Leadership Access to Data

Division: Data Integrity & Analytics

The MCAPD recognized the need to make data accessible to MCAPD leadership, including front line supervisors, to help them manage functions such as program eligibility, workload and data quality. SQL Server Reporting Services (SSRS) was used as a tool to share reports with leadership that they could run when needed, eliminating the need to submit report requests and improving the timeliness of access to data. To date, over 120 reports are hosted for MCAPD supervisors and directors to access and execute at will.



### About NACo:

NACo strengthens America's counties, serving nearly 40,000 county elected officials and 3.6 million county employees. Founded in 1935, NACo unites county officials to:

- Advocate county priorities in federal policymaking
- Promote exemplary county policies and practices
- Nurture leadership skills and expand knowledge networks
- Optimize county and taxpayer resources and cost savings, and
- Enrich the public's understanding of county government. <sup>1</sup>

Learn more at [www.naco.org](http://www.naco.org).

<sup>1</sup> [About NACo, 2022](#)



# VOICE

## APPA Articles

The American Probation and Parole Association (APPA) held their biannual training institute in-person in Atlanta and virtually January - February of 2022. Many of our staff had the pleasure of attending the workshops provided and have written articles on an array of topics to share what they learned with fellow employees.

### Opening Plenary: A Champion for Peace, Justice, and Mercy

By Zarina Ramos

I have attended many APPA conferences and they each offer a wide variety of interesting presentations. This session was no exception. I was fortunate to be able to virtually participate this time and I listened to some amazing presentations on change, addressing veterans' issues, and resiliency, to name a few. However, reflecting back on all of those presentations, as wonderful as they were, one presentation stood out the most: the APPA Opening Plenary: A Champion for Peace, Justice, and Mercy by Bryan Stevenson. It stood out to me because it **gave voice and credence to the idea of change** on both a large and personal scale for change and hope.

In the presentation, Bryan Stevenson spoke about specific stories of change in his own life that he had witnessed, but also change that he has seen on a larger scale in the criminal justice world, while still calling for improvements. What was interesting about his call for change was that it seemed to come from a place of **respect** for what each of us are called to do as officers and desire to help others to be better. It is easy to find ourselves in a place of disappointment and jaded views when we think about all the barriers that we face on a daily basis. We all understand the difficulties of high caseload numbers, justice-involved individuals (JIIs) who seem to be resistant to change, and court rulings we disagree with. However, I was challenged in this presentation to take note of the change that Mr. Stevenson presented and how he chooses to **hold on to those moments of positive change**. In my opinion, he spoke about hope, without mentioning it by name much at all. I understand that in this current world, it is hard for many of us to hold on to this idea and foster it in our hearts. I know at times I am one of those people. However, it is the challenge that I believe is sometimes most important.

In my opinion, his presentation gave voice and examples that **not only is change possible, but also needed** and the pursuit of that change can be as rewarding as it can be difficult. With hope comes an opportunity to **help create positive change** within ourselves, our community, and our work.

## If Churchill Did It, So Can You: Extreme Adversity, Exceptional Leadership

By Lolita Rathburn

I recently attended the APPA Winter Training Institute held in Atlanta as a co-presenter with MCAPD Court Liaison Supervisor Lisa Roubicek. Our presentation titled “If Churchill Did It, So Can You: Extreme Adversity, Exceptional Leadership” focused on strategies to be an **emotionally present leader** in an increasingly remote world, maximize the potential of staff by embracing obstacles, and acknowledging struggles and **demonstrate self-awareness and self-care** for lasting resiliency. The session was **standing room only** and was very well received by the participants. (Any time you can get a **packed room of probation officers** to close their eyes and participate in a mindfulness exercise, you know it is going well!) Given that the pandemic was still an issue in January 2022, the conference was well-attended, and everyone seemed eager to reconnect with like-minded professionals while adhering to the mask mandate and daily temperature checks.

## Hustle and Motivate: The Re-Up and Re-Charge

By Lisa Roubicek

Jude David, a juvenile probation supervisor and motivational speaker from Boston, took a lucky group of attendees through a crash course in reinvigorating work through motivation. His unconventional presentation style bolstered his message of authenticity and unabashed drive. During Hustle & Motivate: The Re-Up and Re-Charge, clad in a t-shirt and using colorful language, David challenged those in the room to set goals and be unapologetic in their pursuit.

Audience members were challenged to decide at what age we ideally wanted to die. Once that “expiration date” was established, we were reminded to live life with care as **no time is guaranteed**. From there, a simple archipelago of steps was laid out as a path to connecting with what really matters to us and achieving what we really want.

The first of these steps is **FOCUS**. Honestly answering the question of – Are you where you want to be in your career? – can bring your ambitions into focus. If you are not where you want to be, are you on the right path to achieve it? Once the path is set, understand it is **NON-NEGOTIABLE**. Do not negotiate with yourself. These negotiations are counter-productive and will lead you away from your goals, allowing you to settle for less than you set out to achieve. Next, understand the **STANDARD** you set for yourself, as it will be your foundation from which you will execute. “Set the bar for yourself,” he implored and stressed effort is not enough, but rather insisted effort and execution through adversity begin with a well-established standard.

We were encouraged to **BE OBSESSED WITH [OUR] GOALS**. He cautioned us that all success breeds contempt of some variety and to be prepared to navigate hostile coworkers and jealous colleagues by maintaining the standards we set and remain focused on what we set out to achieve. Finally, and I think most importantly, we were told, **“PAY YOUR DUES.”** This means taking the time to thank those who stood by you and helped you, supported you when things were difficult, celebrated when things were good, and believed in you along the way.

So now I encourage you to focus on what you want, refrain from negotiating with yourself, establish your standard, be obsessed with your goals and pay your dues!

## Who You Gonna Call?

By Ryan Valley

I recently had the opportunity to attend a training session titled "Who You Gonna Call?" at APPA presented by Georgia's [Department of Community Supervision](#) (DCS), specifically their Centralized Reporting Unit (CRU). This session presented a look at how they came up with an innovative solution to take some administrative work off officers so they could focus on creating behavior change in justice-involved individuals. Georgia's DCS found by **opening an in-house call center** to receive calls from their supervisees, law enforcement, and community members that they could **lessen some of the administrative workload** that officers handle on a regular basis. If an individual under supervision needed to contact their officer to update any information such as an address, phone number, or what happened at a court hearing, they would contact the call center and provide the information which would be updated in their case management system by one of the CRU team members. The officer would then be notified by the system that an update had occurred and would see it located in the appropriate screen. Additionally, the CRU team could take calls from law enforcement or the public and answer their questions, notify officers of new arrests, complete administrative reviews for data (for example addresses or phone numbers) in department cases, and even use this as a way to follow-up with low-risk supervisees who failed to report.

This is all made possible by 37 call center agents who manage the information line, a 24-hour law enforcement line, and provide support to the statewide department. While Georgia's DCS admits there were some bumps along the way to setting this up, **the overall vision has allowed them to streamline some of the time-consuming, yet important, administrative tasks** that come with supervising justice-involved individuals.

## Legacy Through Leadership: Creating a Coaching Culture to Develop Future Leaders

By Lolita Rathburn

I attended numerous workshops during the APPA conference and one that particularly resonated with me was titled "Legacy Through Leadership: Creating a Coaching Culture to Develop Future Leaders." The session was presented by Jolanda Russ, the Field Services Manager of Harris County Community Supervision and Corrections Department in Texas, and Dr. Siji Lizzie John, the leader of Harris County's Centralized Assessment and Screening Team. The presenters walked us through their Department's development of policy and protocol, including numerous forms to document efforts made by staff and create a culture where **coaching is not just for negative behaviors** or simply reporting out on behaviors in need of attention, but rather a method to **continually support and enhance professional development** for staff in all areas of the Department and at all levels of the organization.

The presenters were engaging and enthusiastic about the changes and indicated it was being well-received by staff who report the new tools (forms and opportunities to collaborate both up and down their chain of command) are easy to use and worth the time. Many of the practices described aligned with MCAPD's policies and were comparable to what we are currently using but there is **always opportunity for betterment**. It was wonderful to have the opportunity to hear how another similar sized probation department is focusing on the needs of staff to **improve staff satisfaction and retention**.

# EDITORIAL STAFF

# & POLICY

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