

Advantage

December 2013

Cutting Edge

*Industry Partnership
Success Story*

Finding Help

*Public Health
Employee Honored
for Work*

Smart Justice

*Re-entry Program
Slows Revolving Door
of Crime*

*Maintain
Don't
Gain*

Towering Above

*Flood Control and OET
Maintain Radio
Communication*

Student Success

*Nandi Muhammad Helps Students
Transition from Detention
to Community*



A better way to retirement

anywhere, any device



Add “plan for your future” to the growing list of ways technology makes life better.

With input from you, we’ve upgraded your deferred compensation plan website to be mobile-optimized.

Get straightforward access to the same tools and information regardless of device—smartphone, tablet, laptop or desktop.

With no app to download, you get the full retirement planning experience you’ve come to expect from Nationwide® Retirement Solutions, tailor-made for your mobile life.

Mobile Optimized

With these features:

- Leave pinch & zoom behind—content fluidly adjusts to any screen
- Access to planning tools and transactional functions
- Prominently displayed contact information
- Enhanced views for balance history, rate of return and fund performance
- No app to download or maintain



Nationwide®
Retirement Solutions

Nationwide and the Nationwide framework are registered service marks of Nationwide Mutual Insurance Company.

© 2013 Nationwide Retirement Solutions Inc. All rights reserved.

NRM-9896AO (11/13)

ADVANTAGE®

A PUBLICATION OF
THE OFFICE OF THE
DEPUTY COUNTY
MANAGER

PUBLISHER
Sandi Wilson

Editor-in-Chief
Deb Stone

Editor
Brian Hushek

CONTRIBUTING DEPARTMENTS and AGENCIES

Maricopa County Education
Service Agency

Office of Communications

Employee Benefits

Environmental Services

Public Health

Risk Management

Library District

Animal Care and Control

Human Resources

SPECIAL THANK YOU TO:

Carl Gerchick
Office of Communications

Richard de Uriarte
Office of Communications

Barbra Hart
Photographer



© 2013 Advantage



Cover Story

Nandi Muhammad
Helps Students
Transition from
Detention to
Community



22



Smart Justice

Re-entry Program
Slows Revolving
Door of Crime



10



Finding Help

Public Health
Employee Honored
for Work



4



Book Bike Pedals Library Services - Page 21
Reducing Juvenile Recidivism - Page 25
Payroll Corner - Page 33
Achievements - Page 39

At left:
Bench Warmers Adoption Program - Page 26

3	From the Publisher's Desk
18	Towering Above Maintaining Radio Communication
28	Adaptive Reuse
30	Employee Spotlight - Carolyn Holman
34	Cutting Edge Industry Partnership Program
37	Maintain Don't Gain

THE HOLIDAYS ARE COMING! THE YMCA OFFERS HOLIDAY CAMPS

Come Check Us Out! Let Your
Kids Have Fun With Us



REMEMBER!

- ◆ The Same Y Benefit for All Employees
- ◆ Preferred Rates For County Employees
- ◆ For Child Care and Membership
- ◆ No Joining Fees

MAINTAIN your **FAMILY FUN** at the **YMCA**



REMEMBER!

- ◆ The Same Y Benefit for All Employees
- ◆ Preferred Rates For County Employees:
- ◆ No Joining Fees

MORE INFO: Visit a YMCA branch; look at the County Employee Benefits Home Page; or call **602-257-5135**.



From the Publisher



Dear Advantage Reader:

Winter is definitely upon us. There are signs everywhere of the holiday season. Here in Maricopa County, we have much to be thankful for and to celebrate. We have gorgeous winter weather, an economy that is on the mend, and our jobs at Maricopa County. Beginning with Thanksgiving and working through New Year's Day, I try to remember all the blessings in my life. While I should remember these throughout the year, during the holidays, I refocus my gratitude and expand my thanks to all things. The workforce in Maricopa County is committed, customer-oriented, and dedicated to public service. Thank you for all you do for our community.

This edition of Advantage highlights our dedication to the public and our striving to be the best. There are stories from Public Health, Environmental Services, Adult Probation and other justice partners, Office of Enterprise Technology, Flood Control District, Library District, Maricopa County Education Service Agency and Maricopa County Regional School District, Animal Care and Control, and Human Resources/Benefits.

Adrienne Decker-Delgado won the prestigious Social Worker of the Year award from the National Association of Social Workers for launching a website Find-HelpPhx.org. This resource is being utilized by citizens to find the community resources needed to improve their lives. The Smart Justice collaborative initiative

is reducing recidivism and improving the lives of justice-involved individuals. The Transition from Detention to Community transition program is for "at risk" youth who have been involved in the juvenile detention centers or who have not been successful in a traditional public school setting. These schools are working with young students to ensure success in school and in life.

These are just a couple of the inspiring and uplifting stories in this edition. There are also stories that provide information for our employees and tell of our efficiency, effectiveness and innovation. In Maricopa County, we are constantly striving to provide services that obtain results, even if the programs are outside of the norm. The Book Bike story from the Library District and the Bench Warmers story from Animal Care and Control are two great examples of our inventive approaches to issues.

I hope you enjoy this edition. Once again, thank you for all you do to make Maricopa County a great organization. Happy Holidays and here is to a great 2014.

Sandi Wilson
Deputy County Manager
Maricopa County



"If there are dreams about a beautiful South Africa, there are also roads that lead to their goal. Two of these roads could be named Goodness and Forgiveness."

- Nelson Mandela



Finding Help

Public Health Employee Honored for Work

English Class Villa Esperanza, Nicaragua 2005

Adrienne Decker-Delgado, a social worker in Public Health, recently was named Social Worker of the Year by the National Association of Social Workers for her work conceptualizing and developing FindHelpPhx.org. We recently sat down with Adrienne to talk about the award, her career in social work and why she developed FindHelpPhx.org.

First of all, Adrienne, congratulations. But let's start at the beginning, how long have you been in social work and what brought you to this challenging field?

Thank you. This award is quite an honor. I have been a social worker for 27 years! The burnout rate is fairly quick, and I've come close but luckily I'm still here. I selected social work as a career because of seeing how hard my younger brother struggled due to various disabilities.

Can you provide a few highlights from your last 27 years in social work?

When working as a crisis therapist on a mobile team with people in crisis, I was amazed at how strong people are, even when actively considering suicide. These people, when given compassion and confidence in their ability to work through difficult issues, so often decide against self-harm and I was always impressed by that.

Several years ago, I was privileged to work with adolescents (primarily from Guatemala) who were apprehended in Southern Arizona after crossing the border from Mexico illegally. These kids, mostly from rural farming communities in Guatemala, wanted only to help support their families with the most basic needs, such as food, medicine, and clothing. They didn't come to be Americans, as many people think. Their heroic and very dangerous crossing through Guatemala, Mexico, and into Arizona was something I was always in awe of. They showed me what a child will do to keep their family alive.

The biggest highlight in my career has been performing service work in Central and South America. I went initially because I was going through burnout at a job and wanted to get away and do something new.

The first job was at an orphanage in Bolivia that had about 90 children from birth to six years old. There were only five elderly nuns and few volunteers running the place. I was assigned to about a dozen two-year-olds. I remember how quiet the room was because the kids had been exposed to limited communication. In international social work, you see and live a life you'd never be exposed to here. People really appreciate the help.

I am sure you have had many different jobs in your 27 years. What was one of your favorites (other than Maricopa County, of course)?

This is an easy question - all the work I've done in Central and South America. Most recently, I was teaching photography classes to youth in a barrio of Northern Argentina. It was so much fun to see the kids hold a camera for the first time. They learned how to take portraits, action photos, and nature pictures. After eight weeks, a few photos from each child were selected, framed, and displayed at a public exhibition, and later given to the children for their homes. The relationships formed and the positive energy I believed that was created in showing the barrio what the children could create are wonderful gifts I've been given. I thank them for accepting and trusting me.

What do you consider your biggest achievements and your biggest challenges?

The achievement for me was learning how to speak Spanish. That was hard! Being able to communicate with Spanish speakers here in the Valley have really helped me to understand the health disparities we have in populations that don't speak English. The biggest challenge I had was trying to please too many people and volunteer for too many activities. Health issues intervened, and I started saying to myself, "Is it worth getting sick over?"



Adrienne Decker-Delgado, social worker in Public Health .



How has the field changed since you began?

The emphasis in service delivery is more on client empowerment and client responsibility than when I first entered the field. I love that. More often, we are teaching the clients skills that they will then use when we are no longer working with them. In addition, more programs are using former clients to run aspects of the service, such as Peer-run mental health support groups. This is an extremely positive development, because given high-quality peer training, the peers often do a better job than a mental health professional does.

If you had a crystal ball, where do you see the field of social work in the future?

Social workers will continue to be in demand for all different settings, such as prisons, schools, and senior centers. What I would love to see is a large group of social services under one roof and in every city. Care1st Avondale has a wonderful center where over 25 services are offered. Most people have more than one service need, and it makes sense for there to be a location where lots of great programs are available.

What advice would you tell someone starting in social work?

I would advise the person to work in a program that you believe in, don't work overtime, and be sure not to pity or take on the challenges of another person. That isn't helping the client or you. Instead, look at the assets of the client and know that the client will have a role in the



Child's Photo from Santa Argentina Art Exhibit

success or failure of their goals. Also, look at it from a world perspective, as in, "Isn't it great that there is this program for my client?" I just returned from a place where there are no domestic violence shelters for a population of over a million people. We are so fortunate for all we have.

Why Find Help Phoenix? How did it begin?

I started collecting resource information in order to print hard-copy guides a few years ago because it was taking too much time for me and others to Google resources for our clients. We found out how quickly the information in the guides became outdated. In addi-

tion, I met people on a regular basis who had suffered strokes and other serious conditions because they didn't know that there were free and low-cost medical services available to them. A colleague suggested that I create a community asset map with the information, and I didn't know what that was. My supervisor and I met many times to see if we could launch the site with basically no budget, and our answer was "Yes!" My husband offered to build the resource website for us for free, and on October 1, 2012 FindHelpPhx went live. Today, we are happy to say that the site is in English and Spanish and is mobile friendly!

What has been the reaction to Find Help Phoenix?

We've been happy with the amount of positive feedback and site usage. Users report that it is easy to use and are surprised at how many free and low-cost programs are out there. Our page views since the beginning of the year have grown by over 150% in 2013, to just over 40,000. People love that they can find services for themselves. I encourage all of our employees to visit the site and to pass it along to their clients, friends and family.

What does this award mean to you?

The award acknowledges FindHelpPhx.org as a service that is needed all over the country, because too many people with medical, mental health, or other needs don't know an easy way to find free/low-cost services. Consequently, they suffer and some end up dying prematurely.

What one thing would you share about your job to all Maricopa County employees?

It's really challenging. I'm lucky because I work with a great team in Public Health's Office of Health Promotion and Education. We have fun while we work and support each other when one of us is dealing with something difficult personally. I really haven't found a more healthy work environment in my career, and no one is paying me to say that!

Thank you Adrienne and congratulations on a well-deserved award. Residents are lucky to have you here in Maricopa County and we at Public Health are proud to have you on our team!



For information about FindHelpPhx.org or for resource cards, please email Adrienne Decker-Delgado

*Catholic University Salta
Argentina Photography
Exhibition*





Adrienne at UMOM Health Fair in 2012

There are many social services and health programs for Maricopa County residents in need, but many residents, especially our vulnerable, low literacy and those with special health conditions, have a hard time locating services. Adrienne Decker Delgado, a social worker in Public Health, recognized the need for designing a community resource website that could help people get to the services they needed in just 2 clicks. Late last year, FindHelpPhx.org and EncuentraAyidaPhx.org were launched and for her vision and all of her hard work, Adrienne is being honored this year as the National Social Worker of the Year.

The vision for Find Help Phoenix began back in late 2000. Adrienne, a social worker for the SNACK Program (Safety, Nutrition, Activity,

and Care for Kids) at Public Health, was attending child passenger safety seat events and received question after question from members of the community looking for resources. The great majority were asking for help finding such services as dental and medical assistance, legal services, and programs for veterans. Adrienne found herself giving out the same information event after event. Most people had no idea there were so many resources available to them.

Adrienne then took it upon herself to put together a hard copy resource directory in 2010 and 2011. The directory included a listing of those social services that she was referring people to week after week. She distributed hundreds of this relatively small resource

guide to health and human services agencies. Still, the information wasn't accessible to large numbers of people.

A colleague of Adrienne's suggested that she put the resource information on a community mapping site so that it would be accessible to all who have an internet connection (an estimated 80% of Maricopa County residents). Adrienne had already developed the database, but a website would need to be built. After pricing various website developers, it was clear that it wouldn't be possible within the budget. Adrienne's husband, however, decided to volunteer and the site was built in the summer of 2012.

The English website (<http://findhelpphx.org>) and the Spanish site (<http://encuentraayudaphx.org/>) went live on October 1, 2012. This easy-to-navigate website has over 1,600 resources that empower residents of Maricopa County to find free and low-cost healthcare and social services. There are twenty categories of services to choose from, such as Mental Health, Family Violence, and Housing. The website allows for community

members to add new services or make changes to existing services, and all information on the site is verified for accuracy. Since January, 2013, the sites have seen a 151% increase in map use this year, and there have been 48,000 views to map pages.

The best thing about the site is that each of these agencies has been contacted by Adrienne or one of her Masters students to ensure all of the info is correct. The idea behind the site is that any agency that works with the public can quickly introduce the site and then allow the resident to leave and find whatever services he/she may need.

Adrienne and all of Public Health are encouraging Maricopa County employees to take a look at the FindHelpPhx.org website and assist us in getting the word out to your clients. If your department or program would like more information about Find Help or a presentation by Adrienne, please email her at AdrienneDecker-Delgado@mail.maricopa.gov.



Sharing site at the Strong Families Conference in 9/13



Smart Justice

Re-entry Program Slows Revolving Door of Crime



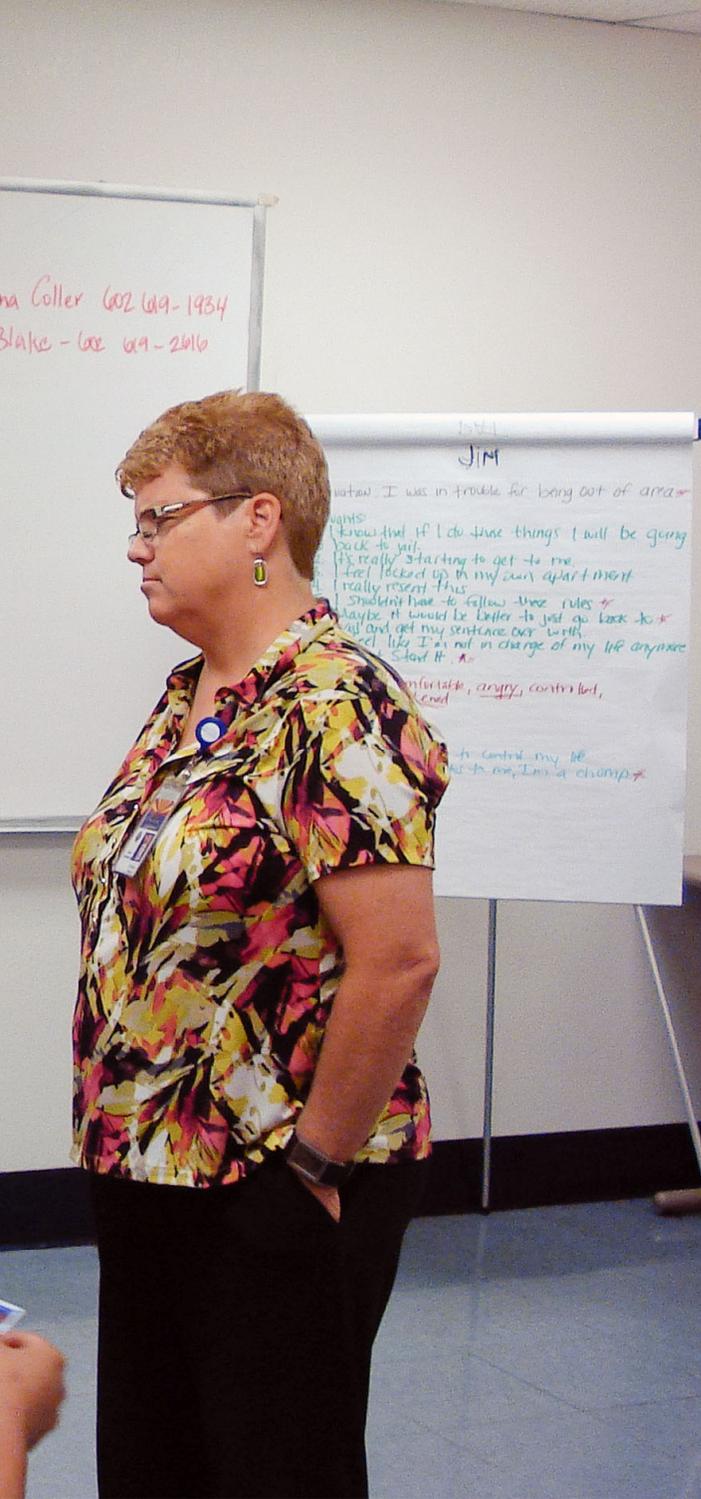
The young man with a red baseball cap places two fingers to his temple. He's in an exercise in a class of ten men, all on probation on drug, weapons or burglary convictions, working on their mental and social skills. Two fingers to the temple remind the men to think first as well as indicate to others there's something happening inside his head. It calms them down, slows them down.

"We encourage them to say exactly what is going on in their minds," explains Christine Coller, a community reintegration probation officer and one of two facilitators of the evening

class. "We want them to be honest. To tell us how they think in certain situations."

Sometimes, the language comes out in raw, salty conversations where a single obscenity can serve as both a noun and adjective. They're not angry. They just talk that way.

In fact, halfway into the 12-week, twice-weekly "Thinking for A Change" (T4C) sessions, the men, all considered moderate-to-high risks to re-offend, say they are starting to appreciate the program's impact on them.



Thinking for a Change

T4C is a lesson plan developed 15 years ago by the National Institute of Corrections, aimed at accomplishing what policy professionals call “cognitive restructuring,” changing the way criminals think. Thinking leads to actions and actions become behavior. If you can change the thinking, you change the behavior.

“We are introducing basic social skills that were never introduced to them, or if introduced, never enforced,” Collier said. Her co-facilitator, veteran field probation officer Janet Blake, agrees. “They will typically say, ‘I never thought about it like that.’ We’re giving them another perspective.”

“Many of us, all of us, have thinking errors in our background,” Blake says. “With these men, the errors were so bad, it brought them to jail. These men can’t make the connection between their actions and the consequences, like a first, second and third DUI. They live in what I call the lizard part of the brain.”

T4C is a critical piece, but only a part of Maricopa County’s sweeping **Smart Justice** initiative aimed at reducing recidivism, the term describing the repeat-offender syndrome, the wasteful, inter-generational revolving door of crime. It’s called “Smart” both because it is bolstered by decades of careful research and because it promises to be more efficient, targeting scarce resources to where they will be most effective. It aims to enhance long-term public safety, reduce the collateral damage crime inflicts on children, families, victims and neighbors. And maybe the effort might even reduce the need for such expensive prison and jail construction and operations outlays.

“Behavioral change is paramount to safety,” comments Barbara Broderick, the County’s Chief Adult Probation Officer and a national leader in evidence-based practices in the field.

“At first, I thought this was childish,” one probationer admits. “But my girlfriend told me to stick with it. I tried it out and it’s worked. It’s progress. Anybody can use this class.”

Another former inmate added: “Before this class, I would just act out on my feelings. This class, it’s separating my thoughts from my feelings.”



Janet Blake, Field Officer, Standard Probation and Christine Collier, Probation Officer in Community Reintegration, facilitators of T4C class

“The vast majority of incarcerated individuals are released,” Broderick said. “They return to our communities. When we address risk factors such as anti-social attitudes, peers, substance abuse and unemployment, recidivism drops. The significance of this cannot be overstated. We know what works.”

Enhancing public safety

But make no mistake. Smart Justice is not a goody-two-shoes, soft-on-crime operation. Or a cure-all. One of the most supportive and important partners is the Maricopa County Sheriff’s Office, one of the nation’s largest jail systems. MCSO has a long history of well recognized educational and other training, including ALPHA, a de-

manding 16-week substance abuse program. At a recent ALPHA graduation, Sheriff Joe Arpaio, who introduced the program in Maricopa County, delivered a blunt, personal message. “Drugs destroy our people. If we can stop the drug problem, we can help stop crime and reduce recidivism,” he told the graduates of the female ALPHA Class #120. “We don’t want to see you back here again.”

That phrase, “*We don’t want to see you back here again,*” captures the underlying idea fueling Smart Justice, this most ambitious collaboration among County criminal justice, health and human services departments. These agencies represent more than a third of the annual general fund operating budget and, when you consider capital construction, account for 50.8 percent of all County spending.

“Look, we have finite resources and we need to use them appropriately,” comments Amy Rex, Commander, Custody Support Division, Inmate Programs and Services at MCSO. “We should not be spending too much on those people who only need to hear the slamming of the jail door behind them once ... and they will never be back again.”

Some of this effort mirrors a national move to rethink the efficacy of incarceration in state and federal prisons. States as diverse as Texas, Missouri, Mississippi and New York have made interesting reforms.

Maricopa County criminal justice leaders believe similar, evidence-based policies would help to handle the County’s jail and probation population. Melissa Kovacs, of Justice System Planning and Information, reports MCSO processed 107,742 releases from jail in fiscal 2013. That’s a small city. At any one time, the Adult Probation Department will oversee some 30,000 clients.

The essence of Smart Justice is to assess the risk-to-reoffend of all offenders, then figure out what specific strategies and treatments are most appropriate for each individual, both inside the jail system and, once released, in the community.

Smart Justice focuses its efforts on those moderate to high-risk-to-reoffend inmates, who potentially will commit more crimes. More bang for the buck. *Smart*. Coller, Blake and Broderick are all foot soldiers in the initiative. So are Maricopa Jail Re-entry Council members Therese Wagner and Jennifer Ferguson at Adult Probation, Deputy Chief Brian Lee, Lt. Amie Williams, Margaret Brazel and Sgt. Jennifer Perks at MCSO, Linda Mushkatel and Kovacs from Justice System Planning and Information, Bruce Liggett and Teresa Tschupp from Human Services, Dr. Dawn Noggle of Correctional Health, Jeremy Mussman and Michele Rosenberg of the Public Defender’s Office, Mike Mitchell and Ken Vick of the County Attorney’s Office, Ray Billotte from Superior Court, Lee Ann Bohn from



“The vast majority of incarcerated individuals are released. They return to our communities. When we address risk factors such as anti-social attitudes, peers, substance abuse and unemployment, recidivism drops. The significance of this cannot be overstated. We know what works.”

Barbara Broderick,
Chief, Adult Probation Officer

“People aren’t born criminals. But many don’t know how to follow community norms, don’t know how to succeed. For some, (crime) it’s all they know. We should be at the front end. Instead, we fund the wreckage”
Margaret Trujillo, a former judge

the Office of Management and Budget, Dottie Wodraska from Educational Services and Shelly Curran from the Regional Behavioral Health Authority.

“We’ve all rolled up our sleeves and committed to do the hard work needed to improve the system,” says Assistant County Manager MaryEllen Sheppard, chairman of the two-year-old Jail to Community Reentry Council, which oversees the reentry initiative.

Reentry Council

On the last Friday of every month, council members join in a two-hour session to churn through agendas, go over action items, report progress on a broad spreadsheet of intermediate objectives and long-term goals, with time enough to share anecdotes, insights and create a seemingly endless string of new assignments. Sheppard chairs the meetings, as she has done since the summer of 2011, when the council was formed by former County Manager David Smith.

The rising cost of crime, law enforcement and criminal justice had troubled Smith even before the recession. “This County is never going to be out of the fiscal woods,” he once said. “So we need to learn to live in the woods.”

Smith also had a personal interest in turning people’s lives around, helping them reach their full potential. So when he learned of Sheppard’s academic and professional background at MCSO and the National Institute of Corrections, he found a detail-oriented partner for the assignment. Later, after his 2012 appointment and during his transition, County Manager Tom Manos attended council meetings and embraced its goals and format.

It’s a painstakingly elaborate work plan, with guidelines on decision-making throughout the incarceration process. The local effort has been guided by consultant Dr. Gary Christensen, president of Corrections Partners Inc. and honored in



2007 as Jail Administrator of the Year by the American Jail Association. Dr. Christensen's initial review of Maricopa County came via a technical assistance grant from the National Institute of Corrections. He is now on contract with the County for a fee not to exceed \$50,000.

But it's the County staffers from the criminal justice, health and human services agencies and their community-based partners who have shaped the design and do the heavy lifting. They're working to document all the decisions and information implicit in making more successful the transitions from jail to the community.

Progress, pitfalls

The initiative faces enormous challenges, not the least of which are budgetary. Like so many projects, while there might be long-term savings, in the short run, the departments and employees are being asked to do more without more resources.

Secondly, you're dealing with clients with problems of their own. They've been surrounded by poverty, stress, abuse, lack of education, violence and criminality and social dysfunction. "Delayed gratification" considered a bulwark of the American success story, is a foreign concept to many.

"People aren't born criminals. But in some situations, environments and families, it's all they know," explained Margaret Trujillo, a former judge and recently interim Director of the County Human Services Department. "They don't know how to be successful on their own."

Plus, any so-called "reform" runs a political risk. Offenders do not have much political clout or cache. While the reasoning behind Smart Justice is well documented, some elements are counter-intuitive, hard to frame in a 30-second commercial, bumper-sticker or talking point.



*"You must address criminal thinking. That is key."
Therese Wagner, Deputy Director of Adult Probation*



“Look, we have finite resources and we need to use them appropriately. We should not be spending too much on those people who only need to hear the slamming of the jail door behind them once ... and they will never be back again.”

*Amy Rex,
Maricopa County Sheriff's Office*



“We can help stop crime and reduce recidivism. We don't want to see (them) back here again.”

Sheriff Joe Arpaio

“Incarceration was a relief, a joy. Now I can get some help. I was stuck in the life of drugs, meth and alcohol. Now I learned to deal with my emotions.”

East Valley probationer

Detractors might ridicule the entire effort as a rerun of the “rehabilitation movement,” dismissing it as “soft on crime.”

Yet, Wagner, Deputy Chief of Adult Probation, thinks the weight of evidence clearly rests with the targeted strategies the County is pursuing: “The difference between now and the ‘70s is that there is now so much research on evidence-based practice,” she says. “We have the opportunity to transform criminal justice. We can reduce recidivism, enhance public safety, change lives and reduce incarceration costs, help families and children and make them employable. If we can go from six of ten being successful to eight of ten by moving to evidence-based practice, it will lead to a reduction in crime.”

Indications are that something good is happening. At a council meeting earlier this year, Operations Commander Lt. Amie Williams was discussing the lack of an outside development plan for inmates. She worried that it was very difficult for MCSO to track how released inmates fare on the outside. “We give the inmates community contacts in the form of paper packets, the transition plan that we created with them is on file, and unless they are on probation that is where the information ends.

“The community involvement is there,” Williams said at the time. “However there needs to be a clear plan for those transitioning from the jail to the community.”

Fast forward to an August ALPHA graduation at Lower Buckeye Jail. Seven new graduates. And there in the audience to greet them were two Human Service Workforce Development specialists, Laura Eller and Tara Stephan, who’ve already been working with probationers in the East Valley. Human Services is adding staffers in the West Valley.

Small positive steps in a journey marked by detours, obstacles, skeptics and a few slow adapters. But if governments, including Maricopa County, have been criticized for operating in protective silos, then initiatives like this one are the remedy.

And if it can change thousands of lives in the process, so much the better.



“Long term public safety is all about the opportunity to change.”

*Assistant County Manager
Mary Ellen Sheppard*

Towering Above

Flood Control and Office of Enterprise Technology Maintain Radio Communication

The Office of Enterprise Technology (OET) and the Flood Control District inter-department cooperation results in improved safety, customer service, communication and cost reduction.

Most County employees know that there is a Flood Control District and an Office of Enterprise Technology. However, most would not know that these two departments have some common tasks, requiring unique skills and a highly trained and coordinated team of employees. These employees go to great heights (literally) to provide services to employees and residents.

Most of us think of OET when our computers are not working. If you use portable radios you are familiar with the radio shop located at the Durango campus. But, did you know that OET has to maintain communication towers to keep those radios speaking to each other and other public safety organizations?

Maricopa County's OET Wireless Systems Group (Radio Shop) is responsible for the integrity of day-to-day public safety radio communications transmitted and received from several tower locations in the region, servicing nearly 7000 mobile and portable radios in the fleet. Until re-

cently, if new equipment was to be placed on a tower, or if old equipment required removal, or in an emergency/equipment failure or damage, the Radio Shop would contract this tower climbing effort out to licensed contractors.

As residents of Maricopa County, we are used to being advised of high water/flooding situations during our monsoon season. Behind the scenes, the Flood Control District maintains an entire communication system to monitor and collect the data that allows them to alert us of flooding. The Flood Control District of Maricopa County operates a 24-hour rain, stream and weather gage network which provides "real-time" information to the County and many other agencies about rainfall, floods and weather conditions in Maricopa County. Currently the District has 311 automatic rain gages, 167 automatic stream gages and 36 automatic weather stations throughout Maricopa and neighboring counties. This network operates in the National Weather Service ALERT (Automated Local Evaluation in Real Time) format and is commonly referred to as an ALERT system. The ALERT system uses "automatic" telemetry gages for data collection. The gages transmit their information to the District base computers via VHF radio, using 12 Repeaters and 4 frequencies to obtain the data.





Flood warnings are provided to District observation teams, other County departments, city emergency management departments and the National Weather Service. Public flood warnings and other weather advisories are issued by the National Weather Service. Emergencies are declared by the Maricopa County Department of Emergency Management.

These communication systems depend on “line of sight” between the transmitter and receiver. To accomplish this “line of sight” in Maricopa County, the repeater equipment is placed on mountain tops and on towers, and in some cases on towers on mountain tops. In the past, Maricopa County has relied on contractors to maintain the equipment on the towers. About two years ago, OET decided that they could save money and achieve faster turn-around times if they brought this task in house. This year, the OET climb team has conducted 66 hours of repair/maintenance related climbs, saving the County approximately \$19,800 in contractor costs.

OET has a team of four employees who have received training in safe tower climbing and rescue. Juan Ramos, Nicholas Master, Bob Dalmer and Michael Connolly are

the Wireless Systems Tower Crew (WSTC). The crew has now been climbing for over one year, taking care of both demand tower maintenance and preventative repairs.

The task to climb towers internally was not a simple decision. Once assembled, the WSTC spent six months preparing a safety manual that addresses Tower Safety, Radio Frequency (RF) Safety, Personal Protective Equipment (PPE) and First Aid. Contracted training partners were then brought in to provide certification training for tower climbing, tower inspection, and tower safety rescue certification. The team also completed a two day certification training class in advanced first aid.

These employees are certified climbers and authorized by OET to climb their towers. The Safety Division requested that the OET Wireless System Tower Crew share their experience with Flood Control’s Hydro-meteorological Department. The Hydro-meteorological Department had made a similar decision to develop their own climbing team.

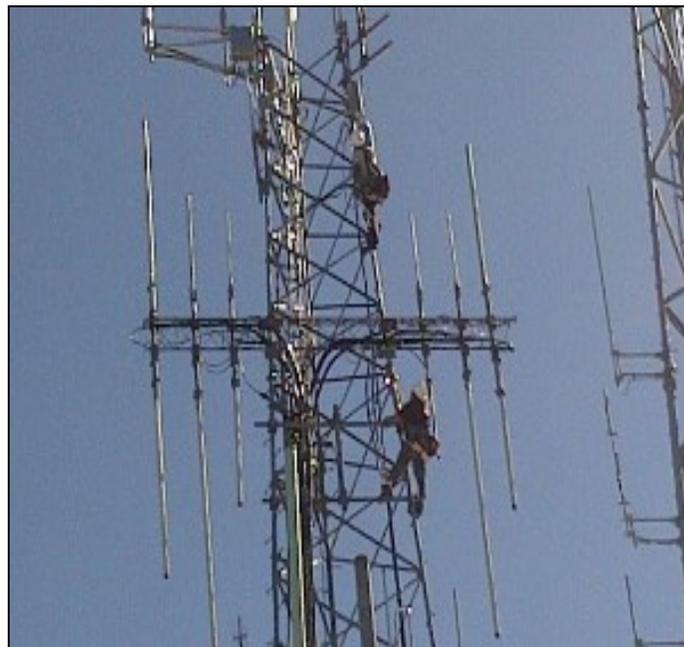
According to Roy Randez, the benefit to Flood Control is that training organizations and equipment vendors have already been identified. Emergency procedures and pro-



gram protocols are already developed and can be modified for use by Flood Control. Roy states that his goal for the “Hydro Team (Brian Irizarry, John Bushelman, Jarrett Cziesz and myself) is to complete the certification course by the end of this year.” The two teams can train together. All members of both teams will be certified climbers and rescuers, providing improved confidence and security for both teams. Quoting Roy, “Knowing you have a resource in another County department is a plus.”

Albert Daigre stated, “To sum it up, this is an awesome experience for both Flood Control and OET and I look forward to seeing all becoming the safest competent climb and rescue team in the valley, benefiting not only Maricopa County, but the region if the duty calls.” He added a statement that was first presented by the Flood Control crew, “We will train as a team, we will work as a team and we will all come back safe as a team.”

The residents of the County benefit by the joint effort since there is a larger pool of trained and competent employees, potential delays in repairs will not be created by a single employee being unavailable due to illness or vacation. Safety is improved, since both teams will now have access to a full complement of climbing team members, with a minimum of three employees.



Part of the job in the Safety Division is finding ways to improve safety for all of our employees. In this case, a simple introduction was all that was needed.



MVD tightens up Driver's License Application & Renewal Requirements

Laws change all the time dealing with MVD requirements. There has been a significant change in ID requirements for obtaining or renewing an Arizona Driver's or Commercial driver's license.

The requirements are: Two forms of identification – one of which must have a clear photo of you, or three official documents with no photo. All copies or originals must be in English.

Examples of Primary Documents:

Out-of-state instruction permit/driver's license, birth certificate, U.S. passport, Foreign passport with US Visa, US Certificate of Naturalization, record of previous Arizona ID card or driver's license or an enhanced driver license from another state.

Examples of Secondary Documents:

US Military ID card, Social Security Card, Selective Service Card, Credit Card, Professional License, Bank Card, Car Vehicle Record, School ID, Employee ID Badge or Court Records.

For a more complete listing, or if you are unsure of a document, you can go to the Arizona MVD online and look at a more complete listing of acceptable documents.

<http://mvd.azdot.gov/mvd/formsandpub/viewPDF.asp?lngProductKey=1410&lngFormInfoKey=1410>

Some other changes that are pending regarding Commercial Driver's license will include:

- Effective January 2014, drivers will not be required to carry their medical card on their person.
- Effective May 2014, drivers will only be able to get medical physicals from physicians who are registered with the national database.

Arizona driver license application or renewal doesn't have to be complicated. We've collected helpful information that will save you some time. We offer links to resources that will get you going in the right direction. Select the link below to get started.

http://drivers-licenses.org/splash/arizona.html?renew-drivers-license:arizona&utm_source=AZ_Drivers&utm_medium=Link&utm_campaign=AZ_Site

Book Bike Navigates Community to Pedal Library Services

The Maricopa County Library District (MCLD) Book Bike is now pedaling to a variety of community events to promote the wide range of services provided through the 17-library system.

The Book Bike is used to distribute free books and provide information about the resources offered by the Library District. So far, the Book Bike has made stops in Surprise and Gilbert, and soon could be visiting a community location near you.

“We wanted a unique and practical way to take our message of free library books and other materials and services to the street,” said Jeremy Reeder, MCLD deputy director. “This three-wheeled vehicle cultivates curiosity and creates attention while we encourage citizens to get a library card, check-out a book, download free music, and peruse our collection of more than 5,000 online magazines, in addition to all the other materials the library provides,” he noted.

The Book Bike is the brainchild of MCLD teen services manager, Caris O’Malley, who occasionally pedals the trike at public events. “Never in a million years did I think I’d be pedaling a three-wheeled cycle on behalf of the library,” O’Malley chuckled. “The most important message is we are committed to meeting new and future library customers wherever they are, and the Book Bike helps us do just that,” he added.

“We are excited to make an appearance with the Book Bike at most any special function in central Arizona to highlight the value that libraries bring to the community,” asserted Danette Barton, MCLD youth services manager. To reserve the Book Bike for an event or special appearance, please e-mail danettebarton@mclidaz.org.

The MCLD Book Bike provides a welcome opportunity to connect directly with people in Maricopa County neighborhoods to better serve a continuously growing community of readers.

For more information, call us at (602) 652-3000 or visit us online at www.mclidaz.org.



Teen Services Manager, Caris O’Malley, aboard the MCLD Book Bike



Danette Barton, MCLD Youth Services Manager, describes some of the free books that are available to children who visit the Book Bike



Student Success

**Nandi Muhammad Helps Students
Transition from Detention to Community**

By Richard de Uriarte

It is among the larger school districts in the County. But it has no mascot. It doesn't have a band or student council. There's no prom in the late spring. It doesn't even have an appealing, picturesque or historic name: Just "Maricopa County Regional School District (MCRSD) 509."

And yet, it serves the most challenging and selfless educational mission imaginable. And indications are that it's doing quite well.

High schools are sometimes compared to train stations, young people from all parts arrive in a central location and, four years later, depart, setting out on their separate, individual journeys. In contrast, MCRSD is an "accommodation" school district, not defined by geographical boundaries, but designed to serve as an alternative to specific groups. The nationally known Pappas Schools for the homeless were part of the district. Refugee youth from Africa, China, Indian and Central America are likely to find support here.

But by far, the majority of students are those caught up in the criminal justice system, in juvenile detention. So for them, their school district is like a revolving door, where about 3,500 students spend a short-term stay during a typical year.

The Maricopa County Regional School District 509 provides schooling for the Durango and Mesa Juvenile Detention centers, as well as six community alternatives throughout the Valley. Its governing board consists of one person, Don Covey, Maricopa County Superintendent of Schools.

"The biggest single difference between our district and the typical public school is that we have a more concentrated number of kids who haven't been successful in public schools and are looking to continue their education," explains Superintendent Ernest Rose, now in his eighth year at the district.

But encouraging stories emerge as well. And much of it directly attributable to a staff and administration that quite simply live their mantra: "All children are capable of success. No exceptions." That commitment to students, whatever their situation, fuels the instruction, the counseling and the relationships within the district.

"The teachers are very sincere. All the faculty *want* to be there. That makes it more motivating," explains one Phoenix 17-year old, who spent two months in the Durango facility not long ago. We'll call him A.J. (not his real name). A.J. says there are plenty of students who don't care to change, or move ahead. "But if you want to turn your life around, as I did, the teachers are there to help." A.J. had not spent much time in formal high school, but he pushed to make up credits while in detention. He also read a lot in his spare time. By the time he was released, he took a G.E.D. test, passed it and today he is attending classes at Phoenix College.

This is an unappreciated feature in the American educational system: You get a re-do, multiple opportunities for re-entry.

Not every child is the model student, well mannered, obedient, attentive, comfortable in a classroom setting. For many, especially boys, they need a second chance and sometimes a third.

Maricopa County Regional School District 509 is that second chance, personified by any number of administrators and teachers united in a mission to make theirs "A District of Miracles."

Nandi Muhammad might be typical, if "typical" describes a 46-year-old former world-class sprinter who switched her college major from hotel management to criminal justice and never looked back, serving as a juvenile probation officer in Pima and Maricopa counties, as a Therapeutic Foster Care Parent (for high-needs children), a drug counselor and as a family support specialist at the Arizona Children's Association.

She joined the district in 2009 to coordinate an "external transition" pilot program for the district, helping students make academic progress and successful transition into the community. At first, the program was targeted in Maryvale, hence the rise of the "Continued Hope" alternative schools in the Phoenix and West Valley.

"We had a great need for transition," Rose explains. "We had kids coming out of detention and we wanted them to *stay* out of detention. Nandi came in and developed an exit plan for all her caseload. That program was so successful, we expanded it."

It's not a pilot anymore, having expanded to Mesa, Gilbert, Glendale and partners with the Tumbleweed program for homeless and troubled youth. They deliver a well-rounded experience through individualized Education Career Action Plans (ECAPs), focusing on four aspects of a successful adult life: Education and Career, Home and Family, Hobbies and Recreation and Community and Service (Yep, the students volunteer at Goodwill, St. Mary's Food Bank, Channel Eight, Graffiti Busters and scores of other charities).

"We take a holistic approach," Rose says. "Our kids need more than just instruction. They need direction."

"There is a lot that has gone on in their lives," Muhammad adds. "They need a lot of support, support that the rest of us take for granted. We try to get them back on track."

It's not easy. The average reading level of the entering student, regardless of age hovers at third grade. Why so low? These kids change schools multiple times. They might switch apartments every few months. Many are forced to deal with all sorts of adult stresses and issues: economics, divorce, drugs, prison. They skip school to babysit younger siblings. They have no role models where work, study, school are the routine.

Given that reality, MCRSD 509 devotes its greatest emphasis on English Language Arts, a “skills enhancement” regimen consuming four of the five school hours a day. “You need to be able to read and comprehend in order to do math or anything else. Skills enhancement is where the rubber hits the road around here,” Muhammad says.

Often, the teachers, case managers and administrators become the caring, secondary adults critical to putting “at risk” youth on the right track. But don’t use that word, “at risk.” This is an “At Hope” operation. Their creed, again: “All children are capable of success. No exceptions.”

As the “External Transition Facilitator,” Muhammad follows the educational and career plans for all students as they return to the community, all tracked on a single manila folder that not only holds documents, but charts basic information on goals and progress.

It doesn’t matter where and how they pursue their goals, in the “Continued Hope” facilities, in charters or public schools, Nandi Muhammad tracks several hundred students for at least 120 days after they leave formal detention. For her efforts, MCRSD has received state awards for innovation and excel-

lence in correctional education. School Principal Amy Perhamus suggests that transition is key. “The people here truly believe they can turn a negative experience into a positive one,” she says. “And Nandi is dedicated and determined to support every kid. She lives her life like that.”

Perhamus, a veteran teacher and administrator, much admired for her years at Pendergast Elementary School District in West Phoenix, is in her second school year as principal at MCRSD 509. She moved to the accommodation school to devote her career to older students, the immigrant community and to those most often described as “at risk.” She has found a home here.

For these students, success is measured less in large achievements and critical mile posts, but the smaller, daily routines that indicate a new found direction in life. “This is a journey for them. So when they call back to report a completed goal, earning a credit, finding a job, getting approved for financial aid, these are great successes,” Muhammad says.

And, multiplied over an entire County, with several thousand, they can add up to an extraordinary accomplishment for any school. Even without a senior prom.



Nandi Muhammad tracks a student’s progress on a single manila file folder, outlining an individualized Education and Career Action Plan.

THREE MARICOPA COUNTY AGENCIES PARTNER WITH THE ARIZONA DEPARTMENT OF JUVENILE CORRECTIONS TO REDUCE JUVENILE RECIDIVISM

By Laurie King, Director of Communications and Learning Systems, Maricopa County Education Service Agency

According to a report released by Measure of America, A Project of the Social Science Research Council, nineteen percent of youth ages 16 to 24 in the Phoenix metro area are neither working or in school; the highest percentage of any major city in the country. Measure of America refers to these youth as disconnected, and reports, “these youth find themselves adrift at society’s margins, unmoored from the structures that confer knowledge, skills, identity, and purpose.” Disconnected youth are far more likely to become incarcerated and require other government related services which is costing American taxpayers more than 93 billion dollars a year. Throughout the U.S., “some 400,000 disconnected youth live in institutional quarters such as juvenile detention centers and residential medical facilities.” (*One in Seven*) In spite of these challenges, Maricopa County is finding solutions to reverse this devastating trend that has lasting impact on youth, families, and communities.

In 2011, Maricopa County Education Service Agency (MCESA), Maricopa County Juvenile Probation Department, and the Maricopa County Human Services Department partnered with the Arizona Department of Juvenile Corrections (ADJC) to develop a shared mission and vision for reconnecting incarcerated youth to family, school, and community. This collaborative was awarded a Planning Grant from the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP) with ADJC acting as fiscal agent on behalf of the four partner agencies.

As a result of the initial planning grant, the four partner agencies and dozens of Juvenile Justice and community youth serving agencies developed a 5-Year Strategic Plan called **Building Futures: A Second Chance for Juvenile Offenders**. Utilizing the strategic plan to guide the work, the four partner agencies sought additional funding from OJJDP in order to implement the support structures to ensure successful youth reentry into the community. In October 2013, this effort was awarded a Second Chance Juvenile Reentry Implementation grant called **Building Futures: A Second Act** with MCESA serving as lead fiscal agent. Dottie Wodraska, Director of Juvenile Transitions for

MCESA states, “This award demonstrates the effectiveness of collaborative efforts to leverage resources to ensure the highest quality of services for those youth and families entrusted to our collective care.”

Building Futures: A Second Act is a \$1.5 million initiative which will provide unparalleled levels of support to reconnect the disconnected youth of Maricopa County. **Building Futures: A Second Act** is a coordinated and cooperative assemblage of youth-serving agencies that will serve a critical subpopulation of 100 juvenile justice involved youth, and families from five geographical locations in Maricopa County, through a stronger system of care approach to ensure their successful reentry. Eric Meaux, Chief of Juvenile Probation states, “This award acknowledges that our commitment to build better and more efficient systems of care through multi-agency collaboration is a sound investment, will improve service continuity, and will reduce the number of youth that re-enter the justice system.”

Building Futures: A Second Act has the goal of decreasing juvenile recidivism through innovative cross-system collaboration for medium-to-high-risk juvenile justice system youth transitioning back into the community. The funding will provide training and support to build the case management and evidence-based practice capacity of youth-serving agencies and will provide family treatment and reach-in services by community-based agencies responsible for providing enhanced aftercare to youth. Bruce Liggett, Director for Maricopa County Human Services states, “This project will provide a youth and family focused approach and coordinates resources that will effectively and efficiently reduce juvenile recidivism.” Charles Flanagan, Director of the ADJC, states, “By enhancing educational achievements, and strengthening transition and re-entry services for incarcerated children, research demonstrates that we will reduce recidivism, thereby creating safer communities and reducing costs for incarceration. This innovative program is intended to be a best practice and to serve as a replicable model for the country.”



Bench Warmers

Valley Sports Teams Help Find Homes for Overlooked Pets at Maricopa County Animal Care & Control

Puppies, purebreds and toy breeds are quick to be adopted at any one of Maricopa County Animal Care & Control's (MCACC) four adoption locations. But as these highly adoptable animals are easily placed into loving homes, hundreds of other pets are left behind. A majority of them are adult dogs who often arrive at the shelter with behavior issues and require special homes.

"We believe there is a home for most of

these animals. They do not deserve to be pushed aside or passed by. We had to find a way to highlight them instead of letting them blend into the background," said MCACC Director Rodrigo Silva.

This summer, MCACC started its Bench Warmer program specifically designed to bring attention to these harder to adopt pets. In sports, a bench warmer is defined as a player who does not get selected to play. MCACC Bench Warmers are pets

Lisa Derrick, Program Director from Public Health, adopted Noah who was in the shelter over 4 months prior to adoption. Noah (in Lisa's arms) enjoys his new home and playing with his new dog sister Ellie (in front).



Valley sports teams were quick to join MCACC's efforts to find homes for their Bench Warmers. In August, the Arizona Diamondbacks offered a pair of tickets to the first 25 people who adopted a Bench Warmer. The Phoenix Coyotes were quick to assist and donated an autographed prize package and game tickets to one lucky Bench Warmer adopter during an October promotion. And now the Phoenix Suns have joined MCACC's team to support Bench Warmer adoptions in November and December.

And the program is working. Just ask Sandra of Surprise. She adopted Palm-dale – a former Bench Warmer that had been at MCACC's East Valley Animal Care Center for seven months. "We changed his name to Rufus. He's happy and plays with the kids and sleeps with my son. He goes for walks and rides in the car. My son made him his own Facebook page."

Mike from Mesa adopted Rocky in September and had this to say, "How a wonderful dog like him could have been there for over two months is unbelievable, but we're glad he was. We take him for walks in the morning before work and at night as well. We can't wait to get home to see him each night."

Last month anyone who adopted a Bench Warmer was entered to win two tickets to the January 2nd Phoenix Suns game and a Phoenix Suns goodie bag. Most of MCACC's Bench Warmers can be found at their East Valley location. Bench Warmer dogs may be adopted for \$20 and Bench Warmer cats are \$10.

Look for more Bench Warmer promotions to be offered. Meanwhile, adopting a new family member is a reward in itself.

Find a benchwarmer at these locations:

MCACC West Valley Animal Care Center
– 2500 S. 27th Avenue, Phoenix

MCACC East Valley Animal Care Center
– 2630 W. Rio Salado Parkway, Mesa

PetSmart Everyday Adoption Center –
4380 N. Miller Road, Scottsdale

Under One Woof Adoption Center – In-
side Metrocenter Mall, 9617 N. Metro
Parkway, Phoenix





Adaptive Reuse: More than Food for Thought

Maricopa County Environmental Services
Introduces Innovative New Food Permit

MCESD's Environmental Health Specialist Hans Moesbergen at a food establishment construction site

Article submitted by Johnny Diloné, in collaboration with Vas Hofer, Julie Pasquinelli and Robert Stratman (Environmental Services Department)

Adaptive Reuse has been on the rise recently. What Adaptive Reuse means is that a person or business has found new use for an existing or old structure. The benefits of Adaptive Reuse can range from spurring economic growth to neighborhood revitalization; from historical preservation to the promotion of sustainable practices.

At Maricopa County Environmental Services Department (MCESD), we have seen numerous examples of Adaptive Reuse. For example, an old bank has been turned into a trendy eatery and a former auto maintenance business has been converted to a drive through coffee shop.

"The food related industry has always been on the forefront of coming up with creative ideas with which to grow or enhance their business. We study their creativity to determine how to best respond to help make sure they stay within the confines to the Health Code," said Maricopa County Environmental Services Department Director, John Kolman.

Since Adaptive Reuse is using buildings for something other than their original purpose, the possibility

of challenges for the food establishments increases. These restaurants still need to maintain high standards for the protection of the health and safety of the public. They need to make sure they can ensure proper food temperature controls, conduct good hygienic practices, and ensure all other high risk items are in compliance, regardless of the original use of the building.

Earlier this year, Maricopa County Board of Supervisors Chairman Andy Kunasek shared his vision for the County to "encourage Adaptive Reuse" and to ensure that we have "regulation that protects us where necessary."

What this means is that while no issues have come up as a result of Adaptive Reuse, MCESD – and Maricopa County in general – must be ready and able to help if they do.

"I envision the implementation of Adaptive Reuse concepts and policies as a good way to spur new local entrepreneurs, streamline the County's regulatory process, while expanding the Valley's options and quality of life," said Chairman Kunasek.

His vision came to fruition on September 25th, when the Board, by unanimous vote, approved the proposal by the Maricopa County Environmental Services Department for a new Trial Review Establishment Food Service Permit.

MCESD director, John Kolman, explained that along with the Chairman's vision for the County, "the Trial Permit was proposed as a result of an increased number of establishment owners wanting to use a non-traditional space for their business."

"So this permit idea really came 'from the people'; from Maricopa County listening first, then regulating accordingly," Kolman added.

To be clear, just because it is an Adaptive Reuse project does not mean a Trial Review Establishment Food Service Permit is necessary. This new permit is only necessary when there is an item that goes beyond what code allows.

The Trial Permit allows restaurant owners the opportunity to try out new concepts during a six-month trial period. The cost for this permit is half the cost of the annual permit. The areas that are eligible for consideration may include structural items and custom equipment.

"This new Trial Review Establishment Food Service Permit is one way that we can be flexible in our regulations with regard to design and layout without losing any health or food safety standards," Kolman said.

During the six-month period, the restaurant will receive two inspections by MCESD. If the restaurant demonstrates an ability to show that they have control over hazards during the trial period then the business will transition to a regular Annual food service permit. If the restaurant is not able to demonstrate control over the hazards, then they will be given the



MCESD's Environmental Health Specialist Mike Miller reviewing restaurant plans.

opportunity to make any necessary corrections so as to qualify for the Annual food service permit.

The Trial Permit was the first case submitted by the Environmental Services Department that went through the Enhanced Regulatory Outreach Program. The stakeholders provided feedback throughout the process, which ensured that this was truly a collaborative effort.

"We want every establishment to meet the Maricopa County Environmental Health Code as written, but can use this new permit and review as a way to evaluate control over low risk hazards that might not be addressed in the initial building design," said Chairman Kunasek.

"The Trial Review Establishment Food Service Permit will provide a new and exciting opportunity for restaurant owners and the community alike through innovation and collaboration," Chairman Kunasek concluded.



Maricopa County Board Chairman Andy Kunasek (left) and John Kolman, Director of the Maricopa County Environmental Services Department



Employee Spotlight

"I always encourage students and new hygienists to continue their education, and try to open their eyes to other hygiene options such as public health, hygiene educator or company representative. You never know what life will bring your way, and the more prepared you are to make changes, the more other options will be available."

—Carolyn Holman, RDH, CDHC

Carolyn Holman, RDH, CDHC, is currently the tobacco program coordinator for Maricopa County Office of Oral Health in Phoenix, Ariz. Earlier in life, she had held jobs as a cashier in a grocery store, worked in a bank and participated in the family business.

"My first job was working for my dad's dry cleaning business after school and during the summer," she recalled. "One of the stories I like to share as a tobacco/oral health educator is how tobacco social norms have changed so much in the last 20 years."

"My parents were both smokers, and growing up in Michigan, smoking was so common that my dad and our clothes presser both smoked [at work]. So people would bring their clothes in to be dry-cleaned and picked them up now smelling of dry cleaning chemicals and tobacco smoke — and we still had a business! That would not happen today."

When it was time to consider a long-term profession, Holman looked at several allied health options, having been drawn to a career in health care.

"I decided I didn't want to become a nurse and be responsible for someone's life, and after some research, I choose dental hygiene. Having no background at all except my personal experience of having my teeth cleaned, I had no idea what I was getting into."

Holman graduated from Phoenix College in Phoenix, AZ, where she learned how much more there is to dental hygiene than prophylaxes and polishing.

"It's about helping individuals maintain good oral and total

health through good dental habits," she said. And she accomplished those goals as a clinician until neuropathy in her hands forced her to adjust her course.

"I was trying to get back into hygiene, but physically wasn't able to go back to working clinically on adults," she said. She found her current position 14 years ago, through the friend of a friend.

"My friend was aware of my situation, and told me what she knew about the position," Holman said. "It sounded like there would be lots of variety, new information to learn, and the tobacco part was especially interesting because I had grown up living in secondhand smoke, and my dad had recently passed away from cancer due to his tobacco use. Little did I know I would lose my mom to lung cancer the year after I started this position."

Holman said that it may have been her varied background in combination with her clinical and life experience that helped her attain the position. "I accepted the position even though it was grant-funded and part-time," she explained. "The position was only a couple years old, so with the help of my supervisor at the time, we were able to basically choose the direction we wanted to go with it and built it into a training position. "

"I chose to obtain a certificate in dental public health after I was hired, which made everything I learned much more applicable," she added. "As hygienists, we never stop learning. Don't be afraid to keep your eyes open to new opportunities and keep open to degree completions that are more wide-ranging than dental hygiene. Public health is a very rewarding field — I love my work!"

Holman said the position includes a lot of variety. "In fact, I now work two positions to make up a full-time position in the Public Health Department. Sixty-five percent of my position is the tobacco piece."

"I provide trainings in dental offices about the 'Ask, Advise, Refer' method of tobacco cessation intervention," she continued. "I also provide two regional trainings annually and train students at four local dental hygiene and two dental programs."

Holman has spoken before the Western Regional Dental Conference several times, as well as having spoken nationally. "As an American Dental Hygienists Association (ADHA) Tobacco Intervention Initiative liaison, I had an opportunity to share the message of improving oral health through tobacco cessation throughout Arizona," she said. I also facilitate a Smokeless Tobacco Coalition."

Holman started the coalition about seven years ago, at the request of the organization that funds her work. "Our members include several hygienists, a retired medical doctor who is very active in tobacco control, and some health educators with other organizations," she said. "We recently became a part of our County's MOLAR (Maricopa County Oral Health Leaders, Advocates and Resources) Coalition, which will benefit both coalitions.

"Recently, our Office of Oral Health and Office of Tobacco and Chronic Disease Prevention put a free two-hour tobacco and oral health training presentation online," Holman added. "It's a PowerPoint format, very easy to use, and those who complete a short test can print a two-hour continuing education certificate. The training can be found at www.onlinedentalcourse.org.

"We have applied for the American Dental Association Continuing Education Recognition Program (CERP) certification for our programs," she added.

Apart from the tobacco intervention training aspect of her position, the other 35 percent is with the Maricopa County Dental Sealant Program.

"Maricopa County has one of the largest school-based sealant programs in the country," Holman said. "I provide administrative help, including tracking credentials for our 30 contractors, work orders and data entry. We screen about 10,000 children a year, providing sealants, education and referrals for low-cost and charitable care."

Holman, who decided against a career in nursing because she didn't want to be responsible for people's lives, is now preventing life-threatening disease as a dental hygienist. "I am passionate about teaching dental professionals how to address tobacco use and refer their patients to their state quitlines for free help in quitting," Holman said. "By doing so, we are not only improving oral health and dental outcomes, we are saving lives!"

"When dental professionals incorporate this information into their practice, they can make their jobs easier by decreasing periodontal disease, oral cancer, tobacco stain, Acute Necrotizing Ulcerative Gingivitis (ANUG), etc. And more importantly they can help vastly improve the health of their patients."

Holman says the feedback she receives during her training presentations can be very interesting.

The Maricopa County Office of Oral Health is pleased to announce they have received approval for their tobacco and oral health continuing education programs from The American Dental Association Continuing Education Recognition Program (ADA CERP). The ADA CERP was created to assist dental professionals identify and participate in quality continuing dental education. The ADA CERP evaluates and approves organizations and individuals that provide continuing dental education.

ADA CERP represents a mechanism for reviewing continuing education providers and recognizing those that demonstrate that they routinely meet certain basic standards of educational quality.

The application process is extensive, much like writing a grant. The Oral Health team is excited to receive this recognition for their continuing education programs.

"One thing I discuss in my training is that cleft lip and palate can be the result of a woman smoking through pregnancy. A hygienist told me she was born with a cleft lip and always wondered why. While there obviously could have been other causes, I believe this example made others in the training more aware of the realities of tobacco effects."

Another dental hygienist Holman trained shared a poignant personal anecdote in response to the importance of setting a quit date. "She told me she had quit 10 years prior, on Christmas Eve," Holman recalled. "I wondered what made her choose that day to quit, and she told me it was a Christmas gift for her young daughter who had been learning about tobacco in school and had been asking her to quit."

Holman said that she believes dental hygienists have such a wonderful opportunity to make a positive impact in their patients' lives in many ways.

"Studies show that 70 percent of tobacco users would like to quit, and every year, about 50 percent of them make a quit attempt," she said. "Their chances of a successful quit increase when a health care provider provides a brief cessation intervention and when they utilize the services of a free, public health quitline." Most states have their own quitlines. The easiest way to check is by calling 1-800-QUIT NOW.

Holman has advice for dental hygienists who are exploring opportunities outside clinical practice: "I always encourage students and new hygienists to continue their education, and try to open their eyes to other hygiene options such as public health, hygiene educator or company representative," she said. "You never know what life will bring your way, and the more prepared you are to make changes, the more other options will be available."

If you are interested in learning more about Holman or her career, email carolynholman@mail.maricopa.gov.



*The original article was prepared by Jean Majeski.
This article is reprinted from Access and used
by permission of ADHA.*



Are you a smoker, and not currently receiving the \$480 medical insurance premium reduction? If you are ready to quit, the County is ready to help!

The six week Quit Tobacco (QT) classes, taught by Tami Freed, a long time smoking cessation specialist with the Office of Tobacco and Chronic Disease Prevention, are held at County worksite locations. County employees become eligible for the Non tobacco User Premium Reduction when they begin the classes provided they quit smoking and their covered dependents have been tobacco free for six consecutive months. In a year, they will save \$240 on their premium. Plus, employees who are enrolled in a county sponsored medical plan receive up to \$500 per plan year for tobacco cessation products. QUIT classes are currently underway.

The next QUIT Classes will be coming in January, 2014. For information or to register, call 602 372-7272 or email QuitClass@mail.maricopa.gov.

Payroll/Employee Records Corner

W-2 Consents: Employees have until December 31 to consent to receive their W-2s online and not have a paper copy mailed. If you previously consented in ADP, you do not need to consent again. Complete instructions (W-2 Consent and Retrieval) are available on the EBC at http://ebc.maricopa.gov/hr/payroll/ADP_ESSnew.asp.

2013 Pay Calendar: The final pay check for 2013 is December 31, 2013. Because of the New Year holiday (1-1-14) falling on a normal payday, pay day is backed up one day giving us 27 pay checks in 2013. Employees should keep this in mind when comparing previous year W-2, total wages, etc... Because of the very short processing window for the last paycheck of the year, employees are encouraged to follow timelines set by their respective departments for entering final time and approving time cards. The last payroll deductions for CCC (Combined Charitable Campaign) for 2013 will be the December 18, 2013 pay check.

Annual Vacation Rollover: As a reminder, per the October 9, 2013 Planning Your Time Off Memo that went out, employees need to ensure that all vacation time used by December 31, 2013 is entered on the time card and approved by the supervisor by January 8, 2014. Any hours in excess of 240 for classified employees and 320 for unclassified employees will roll to the employee's sick leave bank. Please note: If you are donating leave to another employee and it has not been deducted from your leave accrual bank before December 31, any excess leave will still roll and donated leave will come from your current balance when deducted after December 31.

Arizona State Retirement System (ASRS): All Maricopa County employees hired into an ASRS covered position are required to enroll online with ASRS. Em-

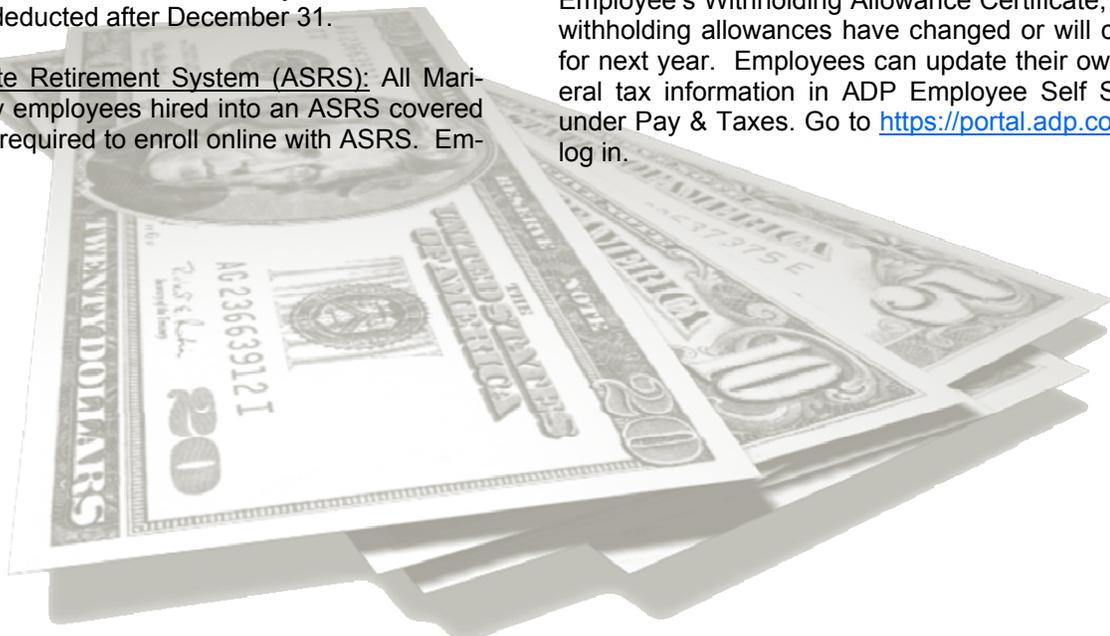
ployees need to enroll as soon as possible so that contributions can be applied to your retirement account. Once employees establish an account, they must also designate beneficiary(ies). Employees can go to the ASRS site to see their annual statements, make personal changes and start the process of ending employment verifications. All ending verification forms are processed online. We no longer complete paper forms as ASRS does not accept them. Instructions for enrolling in ASRS are on our website http://ebc.maricopa.gov/hr/payroll/ADP_ESSnew.asp. Scroll down to Retirement then select Enrolling in ASRS Online.

The ASRS website is <https://www.azasrs.gov/web/EnrollOnline.do> and Maricopa County's region code is 7EY00042.

The first payroll of 2014: The first check of 2014 will be January 15, 2014. This is the check employees will see their new Combined Charitable Contribution deduction for 2014 deducted.

New tax rates: The Social Security (OASDI) wage base for 2014 is \$117,000.00. The total FICA rate of 7.65% remains the same for 2014 (6.2 % for OASDI and 1.45% for Medicare). Also, there is a 0.9% additional Medicare tax that applies to all wages in excess of \$200,000 (\$250,000 for joint returns; \$125,000 for married taxpayers filing a separate return).

Employees are reminded to submit a new Form W-4, Employee's Withholding Allowance Certificate, if their withholding allowances have changed or will change for next year. Employees can update their own Federal tax information in ADP Employee Self Service under Pay & Taxes. Go to <https://portal.adp.com> and log in.



The Cutting Edge Program

An Industry Partnership Success Story

By Andrew Linton, CPM, R.S., Division Manager, Environmental Health, Maricopa County Environmental Services Department and Caroline Oppleman, Management Analyst

Now in full swing, the Maricopa County Environmental Services Department launched an innovative voluntary program to create efficiencies, promote food safety practices, and recognize industry for its food safety systems back in February 2012. The program, known as "The Cutting Edge," reinforces food safety management systems and encourages Active Managerial Control, known as AMC.

Just one year post-launch, The Cutting Edge program participants reduced the occurrence of priority violations in their establishments by 16 percent and demonstrated 24 percent fewer violations as compared with establishments not participating in the program. In addition, efficiencies created by the program's innovative inspection process reflect a 12 percent reduction in inspection times for participating establishments.

"Cutting Edge encourages a cooperative approach to food safety and provides the County with increased opportunities to focus our resources on higher-risk establishments or those needing more help," said John Kol-

man, Maricopa County Environmental Services Department (MCESD) Director.

But how did it all begin? Despite the lagging economy in 2009-2010, during which opportunities for additional labor resources were scarce, the number of new food establishments in Maricopa County rose 10 percent and created a significant increase in inspection demands. To meet this demand using traditional methodology, the Department recognized that 12 additional full-time equivalent inspectors would be needed, requiring a \$500,000+ budget increase. Faced with the age-old question of how to accomplish more with less, the Department turned the challenge into an opportunity.

Two immediately apparent customary solutions were to reduce the number of inspections or increase inspection efficiency. With a strong belief that fewer inspections are not in the best interest of public health and could be perceived as compromising food safety, finding a new way to improve inspection efficiency without sacrificing quality would be the aim and paramount solution...but how?

Tasked by the MCESD Director, Environmental Health Division leadership went about developing viable proposals. Armed with the knowledge that the vast majority of foodborne illness outbreaks nationwide can be attributed to five foodborne illness risk factors: foods held at improper temperatures, raw animal foods improperly cooked, poor personal hygiene, contaminated equipment, and foods from unapproved sources, and a strong belief that efficiencies are created when establishments have sound food safety systems in place, the conceptual plan was created. The critical role of food safety systems further was reinforced by Maricopa County's adoption of the 2009 U.S. Food and Drug Administration Food Code and the passing of the Food Modernization Act, which emphasize a proactive approach to food safety.

The initial framework for the program was developed by consulting with food industry stakeholders. Input from this process helped design sound procedures and establish meaningful incentives for participation. Next, a Depart-



Courtesy of Tom Tingle/The Arizona Republic

ment committee was formed to refine the conceptual plan and conduct a benchmarking study. Armed with this information, the committee then launched a one year pilot of the program with a select group of food establishments. The information gained from industry and staff further refined the procedures resulting in the program we have today.

Materials to assist operators in meeting the enrollment criteria also were developed, including templates for monitoring control points, templates for developing operating procedures, and training materials about active managerial control. These materials were made available on the Department's website in time for the program launch to the community, and information was disseminated through news different outlets, as well as the department's social media tools (Twitter, Facebook and most recently, YouTube). The Department also offers PowerPoint presentations online and a free software program that provides video training about AMC and a step-by-step guide for developing standard operating procedures. Additionally, each month MCESD conducts an AMC class for food establishment operators. This class provides all of the necessary tools and personalized assistance to prepare operators to enroll in The Cutting Edge program at its conclusion.

As part of the collaboration with stakeholders, the Department established several incentives – beyond food safety – for establishments to get involved. The Department provides special recognition to program participants by offering The Cutting Edge seal window display, awarding an "A" grade in the Department grade card system for each successful verification visit, and presenting an award for successful participation in the program for one full year.

A nominal total cost of \$440 was necessary for a two-year supply of collateral materials used for the program – The Cutting Edge window seal, brochures, and business cards – and no additional labor or computer costs for these marketing or training programs.

The Cutting Edge program committees and focus groups comprised of employees, stakeholders, and community members continually meet to evaluate the program and make process improvements.

All establishments that possess food permits issued by Maricopa County and are in good standing have the opportunity to participate in The Cutting Edge program in partnership with the Department to reduce foodborne illness risk factors. Beginning six months post-launch, program participation nearly doubled rising from 505 participants in June 2012 to 951 participants in January 2013. So far this year, we have 477 new participants for a total at this writing of just over 1,100.

Implementing The Cutting Edge program has resulted in a paradigm shift in the way the Department conducts inspections. Focus has moved beyond code compli-



ance to now include assessing the effectiveness of food safety systems. Implementing specific actions or procedures to attain control over the foodborne illness risk factors using AMC, The Cutting Edge goes beyond traditional approaches by establishing a proactive, rather than reactive, approach to preventing foodborne illness.

When food safety violations are discovered during traditional inspections, operators react by correcting the violation. Unfortunately, this reactive approach often fails to attain long-term correction of the violation. Through The Cutting Edge Program, food establishments are partnering with the Department to achieve long-term control of the foodborne illness risk factors by incorporating AMC into their day-to-day activities.

The Cutting Edge program uses a three-pronged approach to establish AMC: policy, training and verification. Restaurant owners in the program are re-



quired to first develop safe food-handling policies that meet federal standards, train their staff members and monitor and record their performance on an ongoing basis, increasing their checks and balances.

First, participating establishments are required to develop written safe food handling policies and procedures. In 2008, inspectors conducted a survey of more than 600 food establishments to determine which risk factors occurred most frequently in Maricopa County. The top ten most frequently occurring risk factor violations (identified in the survey) are the focus of these food handling policies and procedures. Second, food service workers must be trained on these procedures. Third, a system must be in place for verifying the activities are being performed. Once a food establishment has developed and completed the three steps, they can be enrolled in the program.

As a standard practice, the Department conducts unannounced inspections of every permitted food establishment two to four times a year to ensure food code requirements are met depending on its risk level. Restaurants that use raw ingredients often, prepare food ahead of time or regularly cook, cool or reheat potentially hazardous foods are considered to be at higher risk and will have more inspections. Participants in The Cutting Edge program continue to receive their unannounced inspections. However, every other inspection is conducted as a "verification visit." The sole focus of a verification visit is to assess the effectiveness of the food safety management system and AMC over the ten foodborne

illness risk factor violations – Is the restaurant implementing its standard operating procedures? Is someone in charge of kitchen operations? Are there imminent health hazards? Is staff properly trained? For example, inspectors observe restaurant workers measuring food temperatures to be sure they are properly trained and that they check their own performance regularly.

This strategy of rotating comprehensive inspections and verification visits results in ongoing assessment of the food safety management systems. John Kolman said the program's design encourages restaurant operators to "take more responsibility for their food operations and even determine what types of verification activities are most effective for their operation."

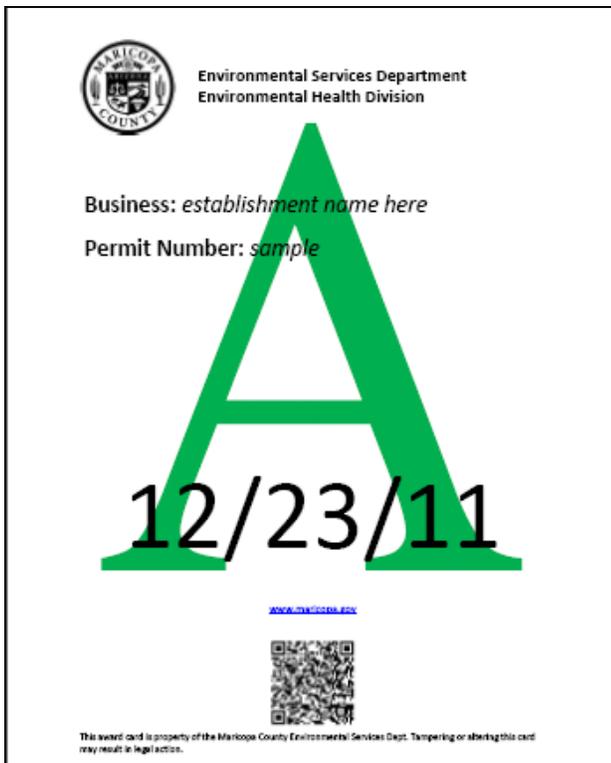
Another distinct feature of the verification visit is to continually assess the effectiveness of the food safety systems. Even with food safety systems in place, the opportunity for risk factors to be out of compliance may occur. Now, for the first time, documentation about the "root cause" or "why" risk factors are out of compliance is reported. Operators assess whether the root cause of the non-compliance was most likely due to the policy, training or verification aspect of their program. This information provides an opportunity for continual improvement of the operator's food safety system and reduces the likelihood of that same risk factor being non-compliant in the future.

If, during a verification visit, it is clear a restaurant is not managing its health risks, a County inspector will immediately shift to a comprehensive routine inspection and provide the establishment with the opportunity to prove itself at the next visit or be released from the program.

Efficiencies for both the County and industry partners are created because establishments take ownership of their individual food safety programs and develop a deeper understanding of the food code and food inspection process, while successfully lowering foodborne illness risk factors. When a Department inspection is conducted, the owner is better prepared. The owner and inspector are "working together" on the same page.

"Partnerships with mutual truly trust have been formed with the united vision of using proactive food safety systems to reduce foodborne illness factors," Kolman said. "There is a renewed excitement and shared vision of not only what the verification process looks like today, but its positive impact on what routine inspections will look like tomorrow."

For more information on The Cutting Edge, please visit Maricopa County Environmental Services Department webpage: esd.maricopa.gov.





It's that time of year! Time when the tantalizing treats have started rolling out and the temptation to overindulge sets in. Before you know it, it's the end of the year and the holiday celebrating has added a few pounds to your frame. According to the National Institute of Health, most Americans gain an average of one pound during the holiday season. While this might not seem like much, most people usually don't lose it, and over time it adds up.

This holiday season, challenge yourself to maintain your current weight and to not gain additional pounds. You can accomplish this by engaging in physical activity every day, practicing moderation when eating, and managing holiday stress.

Here are some practical tips to help you through the holidays:

Move more. Getting regular activity will give you more energy to tackle your holiday "to-do" list and help you cope with the inevitable stress that accompanies the season. Remember that something is better than nothing. Do whatever you can to squeeze in 10-minute intervals of activity throughout the day. If you're already actively exercising, try and increase your workout routine by 10 minutes.

Even if you're not usually a morning exerciser, morning workouts might be the best way to squeeze fitness into your days before other things come up. Plus, when you exercise first, you're less likely to overindulge with food later.

Incorporate walking into your holiday shopping. Wear comfortable shoes, and do as much of it as you can on foot.

Park as far away from the store as you can so you can walk farther.

Have a healthy breakfast. Studies confirm that people who eat breakfast end up eating fewer calories throughout the day.

Enjoy soup or a salad before going to a party. Eating a large green salad with a light dressing or a bowl of broth-based vegetable soup can reduce the total calories you eat during a meal. These super-nutritious foods take the edge off your appetite.

Satisfy a craving with a few bites. A piece of pecan pie or glass of eggnog can set you back by more than 400 calories. Enjoy just a few bites of these items. Or choose lower-calorie alternatives (like pumpkin pie or low-fat eggnog).

Control portions. Keep your portions small, especially with calorie-heavy foods like gravy, egg-nog, and desserts.

Tip: don't eat more than the equivalent of your hands cupped together at any one sitting (with the exception of veggies, which you can consume in unlimited amounts).

Choose wisely at the buffet line. Pick a salad plate over a dinner plate. Load up on filling proteins instead of carbs. Eating proteins such as fish, shellfish, skinless poultry, beans, nuts/seeds and low fat dairy products will give you more energy. Make these healthy choices:

- White turkey meat over prime rib
- Lean cold cuts over Swedish meatballs
- Bean dip or hummus over onion or artichoke dip

Drink your water. When people drink more water throughout the day, they end up eating fewer total calories. Water and water-rich foods can help fill you up longer. Keep a cup of water in

hand at parties, sip water between bites, and meet your daily quota to help prevent overeating.

Get your rest! Sleep deprivation enhances appetite, and increases cravings for diet sabotaging foods like sweets, chips, breads and pasta. Not getting enough sleep also zaps energy and enthusiasm for exercise.

The County has resources to help you successfully navigate the holiday season. To help you stay physically active during the holiday season, and throughout the year, you can attend a group exercise class, participate in a County walking group, or join the YMCA at the preferred County membership rate. Contact Jan Hertzfeld to help you get moving. Contact Heather Lehman, Cigna Health Coach, to schedule a personalized health coaching session. Turn to the Employee Assistance Program if you need professional assistance in managing your stress.

Here's to a happy, healthy holiday season!



MAINTAIN your HEALTH at the YMCA



REMEMBER!

- ◆ The Same Y Benefit for All Employees
- ◆ Preferred Rates For County Employees:
- ◆ No Joining Fees

MORE INFO: Visit a YMCA branch; look at the County Employee Benefits Home Page; or call **602-257-5135**.

Enjoy the Weather, Enjoy the Parks



Supervisor Hickman recently hiked with his two boys the Waterfall Trail at White Tank Mountain Regional Park. Parks staff on the hike included: Parks Director R.J. Cardin; Jennifer Waller, Operations Manager; Jennifer Johnston, Eastside Park Superintendent; Raymond Schell, White Tank Mountain Regional Park Supervisor.



New Times Best of Phoenix 2013

Best Public Information Officers

Karen Arra, Vincent Funari, and
Kelly Vail, Maricopa County Superior
Court

U.S. Department of Housing and Urban
Development for Rose Terrace Turnaround

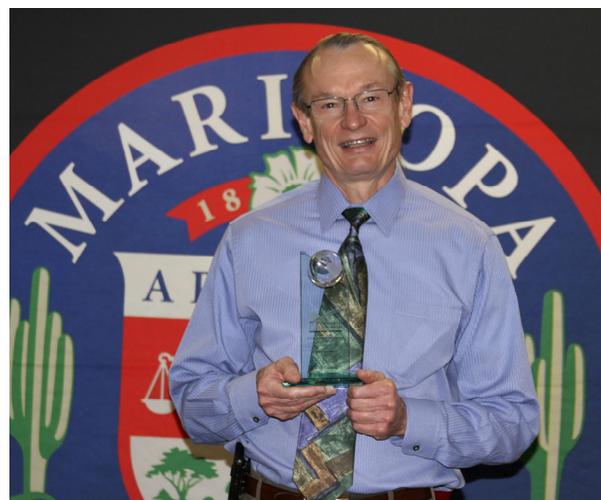
Most Valuable Partner Designation

Maricopa County Housing Authority

Valley Metro Clean Air Campaign

Outstanding Leadership Award

Dr. Bob England



Ready to Quit?



We can Help.

FREE Quit Tobacco Classes for Employees and Adult Dependents

- ▶ Six-week course taught at worksite locations
- ▶ Group class setting - employee/peer support
- ▶ Up to \$500 per plan year* in tobacco cessation products
- ▶ Step-by-step quitting advice and tips to help manage weight, stress and withdrawal symptoms
- ▶ Premium savings begin when you enroll - savings continue as long as you remain tobacco free following the course

Tuesday, January 7, 2014 @ Noon
County Admin Bldg, 301 W. Jefferson St.

Sign up today!

602-372-7272 • QuitClass@mail.maricopa.gov

*employee must be enrolled in a county-sponsored medical plan

