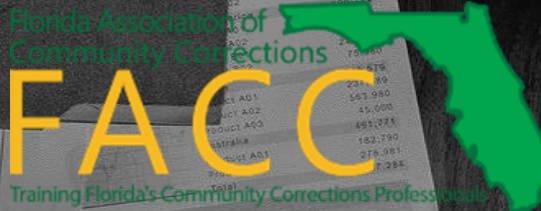


# Making a Difference in 2022



# President's Message

Welcome to the first edition of the Florida Association of Community Corrections *2022 Newsletter*! FACC's Board of Directors have set out to make 2022 a great year of training. We also want to make sure this year is about connecting with all community corrections professionals in the State. That is why we are committed to delivering live webinars to make sure every circuit has access to professional development and learning.

I will share with you that so far, 2022 has proven to be a challenge. On January 11<sup>th</sup>, Ed Latessa passed away and our field lost one of its most impactful pioneers. He was an accomplished researcher and professor who brought us best practices and often served as a Keynote Speaker for FACC's Institutes. On a more personal note, last year our agency published an employee spotlight on Anna Pineda, who just recently lost her battle with cancer. She was a community corrections professional for over 25 years. Her loss has been felt by the entire criminal justice community in Miami-Dade and the outpouring of support from judges, attorneys, clerks, etc. has been overwhelming. Much of this has led me to reflect on the relationships we form as professionals in this field and the potential impact we can make.



**Isabel Perez-Morina**  
*Chief Executive Officer*  
*The Advocate Program, Inc.*

Anna's impact came from her belief in second chances. As one attorney described, "She knew every detail of a client's history. She was flexible- always willing to work with clients who needed a little more time to meet their obligations. She was understanding and empathetic- always willing to help clients overcome their challenges in hopes of resolving their cases successfully. She was the voice of credibility in the courtroom to whom all judges and prosecutors would defer. She was an ally to defenders, a staunch believer in 2<sup>nd</sup> chances, sometimes 3<sup>rd</sup> and 4<sup>th</sup> chances. She embodied the spirit of the Advocate Program, dedicated through and through to helping those most in need in their rehabilitation during their most difficult times in life."

This is the type of legacy each of us can leave. Often, we go through our day and do not realize the difference we are making. The work you do and the relationships you form matter. I write this message in the hopes that each of you can reflect on the value of what you do and have the potential to do. As an association, we are committed to sharing tools with you so that we may maximize the collective impact our field can have in Florida.

On that note, FACC's 2022 Annual Institute's theme is Reengage, Restore, & Reentry; Making a Difference in 2022! We will be back **in person** July 19<sup>th</sup> through the 21<sup>st</sup> at the Rosen Plaza in Orlando, Florida. I hope I have the opportunity to meet and connect with you there.

On behalf of the Board of Directors of FACC, let me again thank you for your support and all that you do.

Stay strong,

A handwritten signature in black ink, appearing to read 'Isabel Perez-Morina'.

Isabel Perez-Morina, Ph.D.

# About FACC

## *Executive Board*

Isabel Perez-Morina.....	President
Michael T. Anderson.....	Vice President
Joe Lipsey.....	Treasurer
Iris McDonald.....	Secretary
Dana McMahon.....	Immediate Past President



## *Mission Statement*

To promote excellence in community corrections through quality training, networking, and leadership.

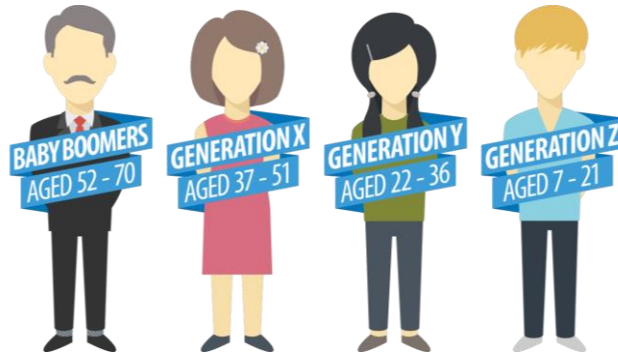
## *The primary goals of the association shall be to:*

- Provide quality, state-of-the-art training & education. Promote communication and networking among membership and community corrections organizations
- Increase public awareness and the acceptance of the effectiveness of community corrections in prevention, reduction, and deterrence of criminal and delinquent behavior
- Encourage and promote the growth of FACC
- Provide representation to decision makers on community justice issues
- Facilitate partnerships and affiliations with other justice components to enhance public safety
- Assist community corrections agencies in responding to the needs of victims
- Advocate and support implementation of evidence-based practices

[FACC By-Laws](#)

# Adapting to Generational Differences

## How a Leader Adapts to the Needs of the Generational Differences



In today's Florida Basic Recruit Probation Academy there are four generation cohorts: Baby Boomers, Generation X, Generation Y and Generation Z. Vast differences exist between the different generations, including characteristics, needs and motivation. This thesis is an exploration of each generation in the current Florida Basic Recruit Probation Academy. In this research paper, the distinct traits, motivation and needs of each group will be explored. By delineating these elements, a rationale for why it is critical that the Florida Department of Corrections understand, adapt, and embrace the newest generations (Generation Y and Generation Z) that comprise the current workforce while also being mindful of the needs of the individuals from previous generations will be provided.

In today's Florida Basic Recruit Probation Academy, recruits span four generations. These include the Baby Boomers, Generation X, Generation Y or otherwise known as Millennials and the newest generation group, Generation Z, also known as iGen. In order to ensure that the needs of these varied groups are met, it is critical to understand what is important to the individuals in each of these generational groups. This allows for a successful academy as the diverse interests, needs and backgrounds are considered and met.

The Baby Boomer generation is comprised of those born between 1946-1964, ages ranging from 75-57 years old. This cohort is generally referred to as the longest living generation. According to the Merriam-Webster dictionary, a Baby Boomer is defined as "a person born in the U.S. during the great increase in birth rate (the baby boom) in the years following WWII." (Merriam-Webster, 2001). The defining events in the lives of the Baby Boomers are segregation and Watergate. Baby Boomers are typically described as idealistic and politically correct. They coined the term workaholic. Baby Boomers were spenders. I recall soon after graduating from college, my boomer father telling me to make a large purchase on a credit card, telling me it will build my credit, and spending is the American way!

Generation X follows the Baby Boomer period. This generation was born between the years of 1965-1979/1980. The age ranges from 56-41 years old. Generation X makes up 65 million people in the United States. Currently, these individuals are in the middle of their careers. They remain hardworking, and loyal. Generation X is known to be self-sufficient and resourceful. Gen Xers observed their Baby Boomer parents working long hours; due to the limited parental supervision due to long work days, Gen Xers became very independent. Generation X grew up on video games, as most were latch-key kids, coming from families with both parents working. The Cable news was born during Generation X and most can recall where they were when the Gulf War started in 1990, as it was broadcasted 24 hours a day on CNN. This generation has had an influence on both the Boomers and the following Generation Y.

# Adapting to Generational Differences

Generation Y, also known as Millennials, follows. Generation Y was born between the years of 1981-1996. Ages range from 40 years old to 25 years old. Millennials are a product of a helicopter parent. Impactful events that shaped the lives of Millennials include the rise of terrorism on United States soil such as the Oklahoma City Bombing, school shootings such as Columbine. This generation also witnessed the first black president, when Barack Obama was elected. Most Millennials are described as self-confident or ambitious. However, their career is not nearly as important to them as their free time and their family. It is often found that they strive for a good work-life balance. While they do value time off, they expect to rise rapidly through the agency and have visions of running the agency within five years. "Millennials like the fast track and are willing to replace high pay for few working hours, flexible schedules and a better work like balance." (Harber, 2011 page 12)

The current generation entering the Florida Basic Recruit Probation Academy is known as Generation Z or iGen. This generation was born from 1997-2014. Ages range from 7 to 24. With this generation just starting to enter the work force, information is still being compiled. Some known facts area as follows: most of this generation was not alive for the events of September 11, if they were there is not any recollection and therefore, this is taught as history to this generation. This generation is a product of many mass school shootings, where they were victims. They have lived through active shooter and safety drills in the event there is a shooter at their school. Generation Z seems to be self-starters who embrace diversity.

This cohort is the most educated. The internet, with instant access to news and entertainment, as well as hand-held devices provide technological access to minute-to-minute information. With this key component, there are many iGen individuals that lack critical communication skills. Much of their social skills and personal relationships are learned and developed through technology and the internet. It should be noted this generation also prolongs moving out, learning to drive, and relies on their parents for advice.

In order to meet the needs of each distinct group, it is essential to determine what motivates these individuals to complete training and work in the Florida Department of Corrections. This is also true with each generational group. What motivated a Baby Boomer will not inspire a Millennial to make any changes. As an instructor in the Florida Basic Recruit Probation Academy, it is important to determine what will motivate your students to foster success and assist in retention of officers.

If you have a Baby Boomer in your Academy, this is likely a seasoned individual who is starting a second career. This individual will have life experience and possibly job-related experience that will be very valuable. The Agency will benefit using this experience, both by validating their accomplishments, showing respect and including them in the learning process. It will further be important for the Baby Boomer, to ensure equality, that they receive the same treatment as their younger colleagues.

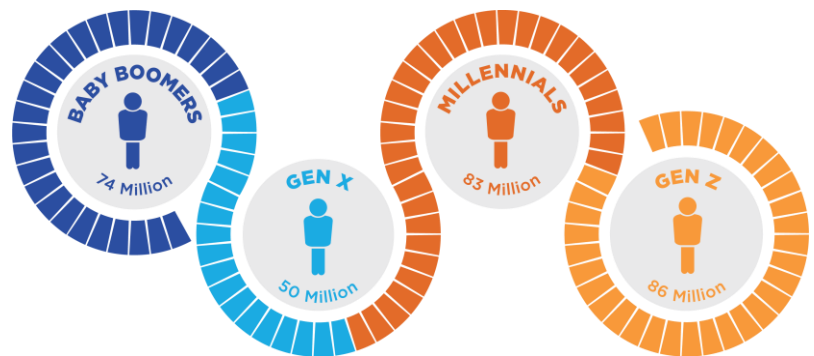
The Generation X individuals in the Academy will flourish when they are not micromanaged. As previously stated in the generational descriptions, Generation X is self-sufficient; they have taken care of themselves for a long time. If they are micromanaged, they will feel suffocated and likely not perform at their best. When they have accomplished a great task, recognition is important to this generation. They are motivated by receiving an acknowledgement for their efforts and contributions.

# Adapting to Generational Differences

In my experience as a trainer in The Florida Basic Recruit Probation Academy, the recruits have mostly been comprised of Generation Y and Millennials. My observations and work with the Millennial cohort suggests that they do not want to be classified as a Millennial due to the negative stereotypes present in our current society. Millennials have been referred to as entitled, lazy, want a trophy for everything, and they must know the why. What has been found to be motivational is to provide them with continual feedback and, when necessary, provide a reward. This reward could be in the form of time off, as work-life balance is very important to them. Taking the extra time to provide them with the why will save time and issues in the future. This generation is looking for safe places and stability. They are also interested in expressing their individualism and fostering diversity and inclusion. They are confident their input will assist the agency.

Just as the needs described above are specific to the individual generation groups, the motivational strategies are also unique but have the breadth and depth to be utilized across all generations with great success. Generation Z has more explicit need for communication techniques as it is a foundational element critical to success as a Department of Corrections employee. Because much of their social interactions and communication has been through technology devices such as laptops, tablets and smart phones, a pressing training need is for interpersonal relations and communication skills. This may include teaching how to ask questions in a group setting or teaching how to request assistance. At the same time, it is incumbent upon trainers to include and embrace the technology that these individuals have mastered. (Twenge, 2017) (Crump, 2021)

Within the Florida Department of Corrections, the workforce is changing dramatically. Statistics continue to show that the majority of our workforce has less than 3 years' experience. (Secretary's message 10-18-2019) That also translates to having more employees reaching retirement age and leaving the profession. The recruits that are being hired are Generation Y/ Millennials and Generation Z/iGen. The



needs of these recruits are remarkably different from those of the Generation X and Boomers; yet some remain the same. This is the single most important reason why the Department of Corrections must review, revise and realign training protocols. By doing so, the Department shows its commitment to respecting the varied needs of individuals in these generations.

Understanding the fundamental differences such as styles of communication, motivating factors, and work-home balance is essential to a successful recruit academy. The Department must have the courage to approach these gaps and address the needs in order to ensure it is done with integrity and compassion. This allows for an inclusive Department of Corrections family. When this has been done it will assist with the retention issues we currently see. When we have embraced these needs, we will have additional officers to provide Selfless Service to the citizens of the State of Florida.

# Mental Health Courts

The following strategies would assist in meeting the needs of Generation Y and Generation Z recruits in the academy setting as well as bridge the gap between the instructors and administration. Providing additional communication training with explicit teaching regarding oral, written and electronic communications is crucial to a recruit's success in developing a positive rapport with colleagues, supervisors, administrative staff, office personnel, other agency staff and clients. This includes in person speaking skills as well as phone, text and email etiquette. Recruits will need a state issued laptop or tablet as technology is a large part of the day-to-day job. Shorter web-based online training over traditional lectures would assist in optimizing time and attention.

Understanding and acknowledging the diverse needs of generational cohorts in the recruit academy allows the Department to embrace the younger generations in to the workforce. These recruits are becoming the future officers of the Department of Corrections and Law Enforcement in the State of Florida. Providing the incoming recruits with the proper training, technology and information will build their toolbox of skills and continue the Florida Department of Corrections mission of "inspiring success by transforming one life at a time."

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## **About the Author**

### **Elizabeth Poffel, Regional Training Supervisor**

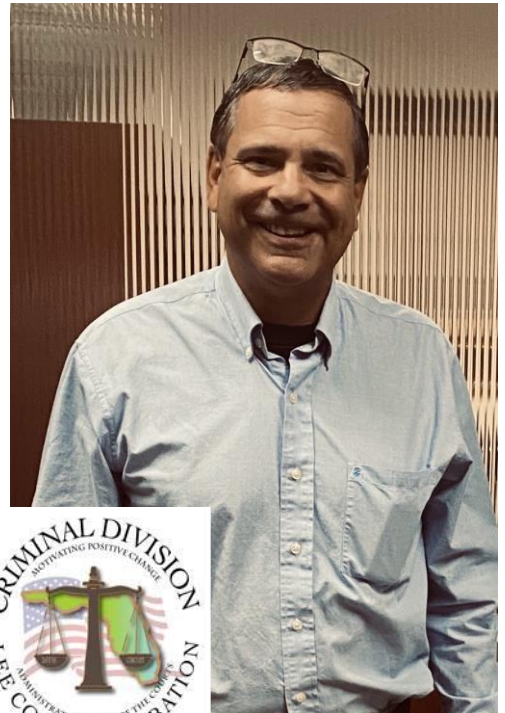
*Elizabeth Poffel is the Regional Training Supervisor for Region III; she has been with the Florida Department of Corrections for 27 years. Her current position and the Florida Leadership Academy have provided her with insight to successfully mentor and provide knowledge to staff of all generations. This is something Ms. Poffel finds very rewarding.*

## Lee County Probation – Happy Retirement

On February 04, 2022, the Lee County Criminal Division wished a “Happy Retirement” to Mr. Doug Jaye. Mr. Jaye dedicated 30 years to the field and Administrative Office of the Courts. He began his probation career first as a correctional probation officer in 1990, then as a county probation officer in 2003. He also served in various roles for the AOC to include deputy court administrator for alternative sanctions, probation officer, probation supervisor and deputy director for the probation department.

Mr. Jaye has consistently demonstrated his passion for the field and desire to make the community safer and positively influence the lives of probationers and their families. Mr. Jaye was instrumental in the implementation of numerous projects within the department in order to achieve these goals. He worked tirelessly to introduce new, cutting-edge approaches and evidence-based practices to probation supervision in Lee County, Florida.

It was with mixed emotions to see Mr. Jaye leave; however, we look forward to the new adventure's retirement brings him. His loyalty and commitment to the department, to his fellow colleagues, and to the citizens of Lee County is unparalleled.



## F.A.C.E. I.T. Implementation in Panama City



On February 23, 2022, Circuit 14 had its first F.A.C.E. I.T. class at the Panama City East Office (144). Nine offenders on Community Control supervised at both the Panama City East Office (144) and the Panama City West Office (140) attended the class. Supervisors in the Bay County offices facilitated the class along with the Employment Specialist. They shared that family, attitude, communication, employment, improvement, and taking responsibility will lead to the probationer’s success. The probationers interacted and asked questions during the class. One of the most powerful moments during the class was when the video “From Inmate to Inspiration” was played sharing the story of Nathan Harmon. You could see by the reactions of the probationers in attendance that Nathan Harmon’s inspirational story made an impression on them. The class was a success, and the facilitators did a great job! Circuit 14 looks forward to facilitating additional F.A.C.E. I.T. classes in the circuit.



## COVID-19 and Mental Health

The COVID-19 crisis has created challenges that can be seen worldwide. Fear, the stress of a worldwide health pandemic, financial insecurity, and isolation has heightened the risk factors generally associated with mental health. This brought mental health concerns to the forefront as a concern for the majority rather than the minority. There was an increased pressure to care for not only our individual mental health but also our community's mental health. Politicians, community leaders, and business leaders all pitched in to do what was best for their families. Their family at home and their extended families in the community and in the workplace. In Orange County, Florida, Mayor Jerry Demings and Corrections Chief Louis Quinones rose to the occasion to provide guidance, support, and resources to the citizens and employees of Orange County as well as the inmates in the Orange County Jail.

On March 1, 2020, the U.S. state of Florida officially reported its first two COVID-19 cases, in Manatee and Hillsborough counties. The news spread quickly and so did the worry and panic. Mayor Demings quickly responded, establishing the Orange County's Coronavirus (COVID-19) Information webpage so that all residents and employees alike could remain updated on the virus, its effect on the County, and the resources available to each employee. Mayor Demings also sent the first of many Coronavirus Update Emails to the Employees of Orange County. Employees were reassured that the County was monitoring the status of Coronavirus and doing its best to ensure the safety of all employees. The coronavirus updates are still being sent to staff.

Working in a jail compound during the coronavirus pandemic presented a unique set of concerns. Employees were worried about how they would perform their jobs while maintaining their safety and their family's safety. Orange County Corrections Chief Quinones responded to those concerns in the same swift manner as Mayor Demings. He quickly began sending COVID-19 Updates to all staff. On March 10, 2020, the first update was sent out to staff corrections wide. It addressed information on COVID-19 as provided by the Center for Disease Control (CDC), protective measures being implemented at the jail, steps employees should take should they become ill, and provided direct links to additional resources available. Chief Quinones is still sending COVID-19 updates and is currently on update #56.

Living through the pandemic proved to be a very difficult time for all. The everyday way of life was changed in many ways, all aimed at maintaining safety. Many employers changed their policies to allow employees to work from home. Restaurants, shops, and other social venues shut down, and curfews were initiated to limit communal contact and reduce transmission rates. This created financial and mental challenges that were stressful, overwhelming, and caused strong emotions in many. Social distancing though necessary to reduce the spread of COVID-19, made many feel isolated, lonely, and increased stress and anxiety.

Widespread reports of increased depression, anxiety, divorce rates, domestic violence, etc. were all compounded resulting in an overall decline of the mental well-being of society. According to the CDC, many first responders experienced depression, post-traumatic stress disorder, secondary traumatic stress, compassion fatigue, and burnout due to their work experiences. COVID-19 made Orange County Corrections Staff even more vulnerable to these situations. To assist employees experiencing mental health challenges OC MindMatters, a web-based database of Orange County Government mental health resources for all employees, was created. Orange County Corrections also started the Critical Incident Stress Management (CISM) team to assist staff and manage changes in mental health after significant critical events.



# Statewide News

CISM team Commander Lieutenant Domenico Laurenza stated, "After a critical event at the jail, or just dealing with life's unexpected hardships, we are an avenue for staff to reach out to for additional resources, or for a confidential ear if they need someone to listen to them. This team for me is our way to honor those who sacrifice so much every day while working here. This is our way to give back, to be there for staff that need it without stigma, or judgment."

Working in Corrections, the goal to maintain care, custody and control is ingrained in each employee. The inmate population could not be left out of the measures that were taken to maintain health and safety during the pandemic. At Orange County Corrections, the inmates were issued masks to wear in communal areas, they maintained social distancing and they were both tested and vaccinated against the COVID-19. To date there have been 3,240 vaccinations administered to the inmate population. Along with the measures taken for all inmates there were also measures taken for the inmate population dealing with mental health issues.

Orange County Health Services collaborated with Orange County Inmate Programs to create the Group Educational Resource and Support (GEARS) to assist those inmates housed in sub-acute mental health housing units. The New Start Program was also created to continue to help inmates that are transferred from sub-acute housing to the general population. All mental health inmates are also being offered case management to ensure that they have support once released from the custody of the Orange County Jail.

Our Community Corrections Units increased the number of Cognitive Behavior Change classes (T4C) in order to have smaller classes and more offerings. Community Corrections also implemented a Spanish class. Reentry efforts and referrals increased to include ensuring referrals for mental health, anxiety and depression were included.

According to the National Institute of Mental Health, the effect that COVID-19 had on mental health "will outlive the pandemic itself." It is vitally important we do not neglect our mental health and that we continue to follow the examples that have been set in taking care of our physical and mental health.

Though there were and continue to be many devastating effects of the pandemic, a lot was learned as we lived and worked through it. The way we live our day-to-day lives will never be the same. The new normal is here to stay! We learned the most efficient means to deliver messaging, medicine, supplies and care to the entire County. We learned teleworking and several other ways to do our daily jobs. We learned that we could teach our students virtually, without the aid of a physical classroom. We learned the devastating effects of mental illness, depression and anxiety. We learned that we could count on one another to ban together for the greater good in times of need. We have learned a lot, but the most critical lesson learned is to live each day as if it was our last. Love each other and be kind to one another!

In the words of singer George Michael, The world is in need of Love today! The songwriters were Stevie Wonder and Stevland Morris and the words ring ever so true today.

"Good morn or evening friends, here's your friendly announcer; I have serious news to pass on to everybody. What I'm about to say could mean the world's disaster, could change your joy and laughter into tears and pain. It's that loves in need of love today. Don't delay send yours in right away. Hate's goin' round breaking many hearts; Stop it please before it's gone too far. The force of evil plans to make you its possession and it will if we let it destroy everybody.

We all must take precautionary measures if love and peace you treasure. Then you'll hear me when I say oh that loves in need of love today. Give the world love. Thank you very much, good night, take care!"



*Submitted by,*

*Linda A. Brooks  
Division Manager  
Orange County Corrections  
Department  
Community Corrections, Inmate  
Programs &  
Reentry and Transitional Services*

*And*

*Arsha Battles  
Unit Supervisor  
Orange County Community  
Corrections Division*



# Statewide News

## Multi-Agency Violence Reduction Project in Duval County

On February 10, 2022, Circuit 4 staff worked with the Jacksonville County Sheriff's Office (JCSO) and other state and federal law enforcement partners on a Violence Reduction Project held at the Prime Osborn Convention Center. During this event, law enforcement representatives, social services providers and community members gathered to promote an evidenced-based strategy designed to reduce gang violence in the community. The targeted audience for this event were certified gang members on active supervision.



During the event, offenders were offered a message of “hammer and hope”. Representatives from the Mayor's Office, the Jacksonville Sheriff's Office, State Attorney Office, and Federal Prosecutors spoke about the consequences of continued involvement in illegal activity. Conversely, representatives from the community spoke about available resources and provided testimonials about the benefits of making positive behavioral changes. Representatives from the Cure Violence Project were also in attendance. Circuit 4 works closely with all stakeholders to promote a safer community!

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## Transition from Institution to Community



On March 3, 2022, Correctional Probation Senior Officer (CPSO) Heather Stidham of Ocala West Office (05-6) participated in a Re-Entry Seminar for approximately 160 inmates at the Florida Women's Reception Center (FWRC). Institutional staff, ABC Action News Tampa, and additional guest speakers were also in attendance. Officer Stidham presented an overview of community supervision and the resources available to succeed upon release. Officer Stidham is in a unique position as she works closely with the short sentence inmates (SSI) and FWRC staff, to collectively provide a seamless transition from the

Institution to the community. Additionally, Officer Stidham is on-site at FWRC and meets individually with releasing SSI inmates who have consecutive community supervision, to ensure they are educated on the fundamentals of supervision, provided resource referrals, and guided on employment opportunities.

Speakers from Operation New Hope, Empowered to Change, Her Song of Jacksonville and the Justice Restoration Center introduced their programs, which are available to assist releasing inmates and give an alternative to reverting back to unhealthy situations and relationships. The inmates were receptive to each speaker and left with an optimistic attitude regarding their chances of succeeding upon release.

The collaborative effort between Community Corrections and Institutions offers releasing inmates the essential tools to successfully complete supervision, supports sustaining a law-abiding lifestyle, and is a positive step towards reducing recidivism.

# Agency Spotlight



Serving Martin, St. Lucie, Indian River & Okeechobee Counties

C.O.R.E. Program has been providing services to the 19<sup>th</sup> Judicial Circuit for almost 40 years. As a private, 501(c)(3) non-profit agency, we serve as a multifaceted umbrella to our Courts & Community. We provide an array of services including:

## Court Services:

- Misdemeanor Probation Case Management
- Deferred Prosecution Program Monitoring
- Ignition Interlock Monitoring
- Alcohol Monitoring Services
- Mental Health and Veteran's Diversion Court Team

## Rehabilitation:

- DUI Education & Psychosocial Evaluations
- Victim Impact Panel Education
- Substance Use Risk Assessments



We understand the integral role we play in improving the lives of the clients we serve in hopes to reduce recidivism and affect positive change. While public safety is always at the forefront, we have an opportunity to provide some insight and interventions to assist them in being successful with their case and beyond.



Our primary duty is to ensure court compliance, but we also realize the importance of addressing the client needs individually. Focusing on other areas such as employment, education, parenting, substance use, and financial planning all serve to the betterment of the client. In addition, strong community partnerships are critical in assisting people with the resources they need.

We are proud of our committed staff that work with purposeful determination and understand the importance of trust and motivation in their role as a Probation Case Manager. Communication, critical thinking, organization, and decision making are all vital to working with justice involved individuals.

For more information, visit: [www.coreprogram.org](http://www.coreprogram.org)



## *Carolyn Bostic*

Probation Assistant



In December of 2021, Manatee County Probation said goodbye and Happy Retirement to Carolyn Bostic. Carolyn was an employee with the Probation Division for 24 years. During Carolyn's tenure with the division, she held the position of Probation Assistant. She was responsible for the day-to-day operation of managing court dockets, handling the front desk, answering the phones, signing defendants up for probation and working side by side with the probation officers preparing files, court orders and most anything and everything. Carolyn was a master at finding files that seemed to have gone missing. She had a wealth of institutional knowledge that she was able to pass along to her replacement making the transition a little easier. The entire Probation staff misses her spirit, her smile along with her infectious laugh. While Carolyn is an introvert, she would surprise us periodically with her quick zingers and keep us on our toes. The division hopes that Carolyn is having the time of her life in her retirement enjoying time with her family and her favorite television shows.



# FACC Sponsors

FACC would like to welcome our new Platinum Corporate Member!  
Check out their website by clicking on their logo below.



## **FACC Annual Training Institute**

*Reengage, Restore, & Re-entry  
Making a Difference in 2022*

July 19 – 21, 2022

We will be meeting in person at the Rosen Plaza in Orlando.  
Additional program information coming soon.

