

Chronicle

Maricopa County Adult Probation Newsletter

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A Force for Positive
CHANGE.

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CHIEF'S

CORNER

Clarity and Gratitude

We are in unprecedented times that have brought challenge and adversity in ways we have never seen. While the difficulties come and may likely increase, there is one thing that times like these can bring. **Clarity**. Times like this uniquely cause us to pause and consider what is truly important to us. We reevaluate our priorities in a way that only comes with a lessened pace and needed quiet. On a personal level, we cling to those closest to us, be they family or friends, and rightly recalibrate and focus on that which matters most. What is true individually is true for us organizationally. As a department, we have been forced to again recalibrate on that which is of utmost importance. While for several years we have had detailed contingency plans for what leaders would do should we lose a building, experience a disruption, and even if we faced a crisis from a pandemic illness, deploying and implementing those plans is different. This crisis required us to consider what must we do, what can we only do if possible, and what do we need to delay or do differently. In making those decisions, clarity is found around our mission and purpose of public safety. We are a division of the Branch that cannot cease operations. In addition to providing timely actionable information to the Court, we need to continue to bring hope where there isn't any, healing where there is pain, and safety where the populations we supervise present risk. We have a community and Court counting on us to execute that mission with discernment and success. It has been a privilege to watch our workforce do that. That purpose and these times bring clarity.

Times like these can also produce a second thing in us. **Gratitude**. It is during times like this that we have the chance to pause in the midst of chaos and hardship and experience a gratitude that is different than in times when things are as they should be. From being grateful for small things like toilet paper or important things we take for granted like physical health, there is an opportunity to be grateful, which in turn changes our perspective. Again, this is true not just as an individual, but as a department. I am grateful for the work we do, but mainly for the men and women with whom we do it. We are a remarkable department that is nationally recognized and acclaimed, which is because of the 1,200 employees who faithfully serve the community and the Court. I am grateful for the Department and Branch Leadership that understands the tremendous value of our staff. I am grateful for a County that sees the value in providing for effective probation supervision as shown in their dedication to ensure we have what we need to execute our important mission. That gratitude has the potential to motivate us and change the nature of the influence we have across the various caseloads and populations, reports we write, and the hope we offer to those around us.

There are many things to update on in future issues ranging from our budget, to decision making initiatives, case management system updates, and the like. Short update on those is that they are good, and we will have what we need to execute our mission with excellence. It is not that those things are unimportant, but given our times, the focus of my article for this issue reflects what has been my focus while at work, that which matters most: our purpose and our people. I am confident that even as things could worsen in our community, we will come out on the other side of this adversity with both our people and purpose intact. Until then we have a clarity of that purpose and gratitude for those people. It is a pleasure to serve with you, APD.



NEWS &

INFORMATION

Continuing the Journey with the Judicial Branch

By Joe Pallo

The Managers' Forum is a quarterly meeting of our department's management team, which includes our chief, deputy chiefs, division directors, and all supervisors. The purpose of the forum is to share information and hear new and innovative ideas from a variety of sources to assist us all in performing our department's mission to enhance the safety and well-being of our neighborhoods.

The theme of February's Managers' Forum was "Continuing the Journey with the Judicial Branch." The voyage began with words and announcements by Chief Probation Officer Michael Cimino and an introduction of our department's newest managers. An overview of the Judicial Branch service awards recognizing years of service was presented by Human Resources Management Analyst Andrea Gillmore and Adult Probation Officer Supervisor Kayla Cathcart.

In a video message, Chief Justice of Arizona, Robert Brutinel, explained that the Supreme Court's Strategic Agenda for the next five years entitled "Justice for the Future" is the result of input from many across our state and includes new initiatives proposed by the Court. During the next five years, the Judicial Branch will be focusing on Excellence and the strategic plan is dedicated to the following five goals:

Goal 1: Promote Access to Justice.

Goal 2: Protecting our Children, Families, and Communities.

Goal 3: Promoting Public Confidence in our Judiciary.

Goal 4: Enhancing Professionalism within Arizona's Courts.

Goal 5: Promoting Public Trust and Confidence.

After listening to Chief Justice Brutinel's broadcast, our group divided into smaller workgroups where we picked two of the strategic plan goals, discussed them, and presented solutions to meet those goals. All the discussions were lively and interesting and resulted in creative outcomes. MCAPD employees can expect to participate in this same activity in a future staff or unit meeting.

Next on the agenda was an inspiring and educational overview of the Judicial Branch by Judicial Branch Administrator Raymond Billotte. He knows quite a bit about the probation profession, having served as a probation officer himself as he began his court career. The purpose of his discussion was to remind us that, although our probation department is a large organization, we are a part of a larger family known as the Judicial Branch. The Judicial Branch consists of more than 3,400 employees, 98 judges, and 62 commissioners.

He noted our reputation in the country, which is one of the most highly respected court organizations in the country and the fourth largest Judicial Branch in the nation. He commented about how well we are doing our jobs and indicated how privileged we should feel for the opportunity to serve the public in this manner. He reminded us of the Judicial Branch's vision of "**excellence...every person, every day, every time.**"

Cindy Reid, Innovation Communication & Education Manager, presented a piece on Procedural Fairness. As court employees, we must be sensitive to the process of procedural fairness, which means that the courts and those associated with the Judicial Branch must go out of our way to ensure fair and equal treatment to all in court proceedings. The perception of unfair and unequal treatment is the most important source of dissatisfaction with the American legal system. Thus, she asked us to consider the four pillars of procedural fairness: **VOICE, TRUST, RESPECT, NEUTRALITY** that are employed by our Judicial Branch. Our groups were once again divided into smaller groups and were asked to discuss what those pillars mean. As an example, VOICE simply means that you are in a safe place where you can speak your mind. This creates an open and trusting relationship that contributes to the success of the organization. Imagine how you would feel if you belonged to an institution where you were prohibited from providing input and recommendations to benefit the institution. Therefore, we must keep these four pillars in mind, especially when we are considering decisions affecting those on probation.

We were treated to a Q & A with Presiding Judge Joseph Welty. He presented a discussion of his career path that led him to his current post. We learned he attended Loyola Marymount University in California and graduated from Georgetown University in Washington, D.C. He started his career as an Assistant Attorney General in Arizona and then accepted a post in the U.S. Attorney's Office in Phoenix. He became an expert in difficult cases and was heavily involved in the investigation and prosecution of the perpetrators of the Oklahoma City Bombing. We all appreciated his candor and viewpoints about the judiciary and the future of our profession.

Chief Cimino indicated how special and inspiring it is to be sworn into your position. Badged officers are routinely sworn in by a judicial officer at their graduation ceremony from NOTES class. Beginning with Chief Cimino's new administration, it was decided that newly promoted leaders will also be sworn in to their new positions. Since most supervisors had been promoted prior to this new directive, Judge Welty was asked to swear in all the attendees at this meeting. As we all raised our right hand and swore to support and defend the Constitution of the United States, it reminded us of our responsibility to our department, our staff, and to those on probation to ensure we live up to the four pillars of procedural fairness and celebrate the fact that we work for one of the finest judicial branches in the county. Beginning in July, all staff coming into the Department will be sworn in by a judicial officer.



Judicial Branch Administrator
Raymond Billotte



Innovation Communication & Education
Manager - Cindy Reid

2020 Hand Count Results

By Jennifer Ferguson

One of the annual projects the Maricopa County Adult Probation Department (MCAPD) participates in is the annual hand count. The hand count is a process that is completed at the request of the Administrative Office of the Courts (AOC) as a way to help verify client information on the supervision status of probationers in the Adult Probation Enterprise Tracking System (APETS). Officers count the files of probationers they are supervising and compare that information to information in APETS. In February, probation staff who supervise our direct and indirect probation populations participated in the hand count process.

Our hand count results continue to demonstrate our commitment to data quality and accurately maintaining data in APETS. For the past five years, the overall difference between our hand count population numbers and the population numbers from APETS has been 1% or less. Given the large number of probationers we supervise and, therefore, the large number of files that we have, this is impressive. In this year's hand count, almost 29,000 files were counted across the standard and IPS populations. Overall, the difference between the hand count numbers and APETS numbers was one percent. This was an overall difference of only 298 individuals.

	Hand Count Numbers	APETS Numbers	% Difference
IPS Total (Direct and Indirect)	1,325	1,365	-2.9%
Standard Total (Direct and Indirect)	27,109	27,367	-.94%
Total Population	28,434	28,732	-1.03%

We know that the hand count requires a significant amount of staff time and effort to complete. We appreciate the effort that is put into completing the hand count and to maintaining the accuracy of our APETS data on a daily basis. MCAPD leadership routinely uses information about our population numbers, along with other information from APETS to tell our story to key stakeholders and to advocate for resources. This would not be possible without the work that you do. The hand count results demonstrate your ongoing recognition of the importance of data quality. Thank you for helping us achieve these results. Keep up the good work and stay safe.



ACHIEVEMENTS

Ryan Valley Promoted to Division Director

By Robert Celaya

Ryan Valley was promoted to division director of the Organizational Development and Support Division effective December 16, 2019. In his new position, he is stationed at the Downtown Justice Center where he oversees the Department's Research and Planning Unit, Staff Development and Training Unit, Communications Center, and Data Systems Unit.

Ryan joined the Department 13 years ago in March of 2007. He began as an officer in the Pretrial Division where he supervised general and electronic monitoring caseloads. In December 2013, he promoted to supervisor, serving as supervisor of the Initial Appearance Unit. He later supervised a General Pretrial Unit and, most recently, the Seriously Mentally Ill East Valley Unit. Additionally, Ryan has gained valuable experience working on a variety of projects and committees. In his tenure with the Department and Judicial Branch, Ryan has served as a Defensive Tactics instructor and on several committees including the Social Media Committee, the Criminal History and Dispositions Report (CHD) Steering Committee, the EBP Task Force, the Judicial Branch Strategic Workgroup for Text Messaging, and as co-chair for the Managers' Action Committee.

In his personal life, Ryan spends most of his time with his two sons, so his days generally consist of activities like playing at the park with them and his wife, telling stories, exploring imaginary places, and building robots out of cardboard boxes. In his own time, he likes to read, listen to music, and in the past few years, has taken up gardening and urban orcharding as a pastime.

He is looking forward to working with a fantastic new team and being able to provide support for the rest of the Department to create change alongside our justice-involved clients.



Zarina Ramos Promoted

By Sanja Markovic

Zarina Ramos was promoted to probation officer supervisor effective March 9, 2020. Zarina's leadership career begins as supervisor of a sex offender unit in the Western Regional Center. After working for Pima County as a juvenile probation officer for a couple of years, she joined the Department in July 2014 with an initial assignment as a standard field officer in the Central Division. About a year later, Zarina transferred to an IPS caseload followed by a standard sex offender caseload. In October 2017, Zarina assumed the supervision of the youthful sex offender caseload, where she remained until her recent promotion.

Zarina has been actively involved in numerous committees and workgroups. Zarina serves on the following committees: Social Media, Solutions Committee, and Communications. She is a member of the Critical Incident Stress Management (CISM) team and serves as a Decisions Points facilitator and *Thinking for a Change* facilitator and trainer for new facilitators. In her new role as a supervisor, Zarina looks forward to working with the probation officers to help them reach their goals in the Department.



Mattea O'Connell Promoted

By Robert Celaya

Mattea O'Connell was promoted to probation officer supervisor effective March 9, 2020. Mattea began her career with the Department in September of 2013, where she was assigned to a standard field caseload at the Probation Service Center (PSC). In 2015, she took an assignment in the Sex Offender Division, working a standard sex offender caseload, also out of PSC. In 2019, the Sex Offender Division created a new caseload, the Low Risk and Minimally Supervised Sex Offender Caseload, which Mattea was assigned to up until her promotion.

In her tenure with the Department, Mattea has worked on a FINCOM workgroup, has been a T4C facilitator, and has served as an APETS agent. In December 2019, she graduated with her Master's in Public Safety and Leadership Administration with a focus on Executive Police Administration.

As a manager, she hopes to be a leader who can show others how to be successful no matter what their professional goals are. She looks forward to continuing with the mission of the Department and recognizes the value of the people she works with and the community we serve. Mattea will be starting her leadership career supervising a standard field unit out of PSC.



Heather Redmond Promoted

By Cathy Wyse

Heather Redmond has been promoted to probation officer supervisor effective March 9, 2020. She begins her leadership career with the Department as a standard field supervisor in the Central Division. Her office is at the Black Canyon Building (BCB). Heather has been with the Department for nearly six years total. She was hired as a probation officer in 2007 and had a standard field caseload at the Probation Service Center. She left the Department in 2009 and returned in 2016, supervising a standard field caseload and then a domestic violence caseload, both at BCB.

Heather has been a member of the Domestic Violence Solutions Committee, a *Thinking for a Change* facilitator, and the co-chair of the Diversity Council. She was recognized with MCAPD victim service awards in 2018 and 2019. Heather has experience as a corrections officer in both Arizona and Michigan, and she worked as a prison counselor and parole board coordinator in Michigan. She earned a Master's in Public Administration from the University of Michigan in 2011. Regarding her new position, Heather is excited about being a mentor for new staff.



Amy Taylor Promoted

By Sanja Markovic

Amy Taylor was promoted to a supervisor and officially assumed leadership of a standard unit in the Eastern Field Division on March 9, 2020. After working for the Maricopa County Clerk's Office in the Financial Division, Amy joined the MCAPD in February 2012. Her first assignment as a probation officer was supervision of a standard field caseload at the Mesa office. In 2014, Amy transferred to a sex offender caseload and later transferred to Intensive Probation Supervision. Six months prior to her promotion, Amy transferred to the Presentence Division.

Amy serves as a *Thinking for a Change* facilitator, an AOC role player for the statewide certification academies and an adjunct faculty member in NOTES training. Amy played an important role in the collaboration with Terros Health by conducting her office day at their facility. Amy serves on the following committees: FINCOM, Report Form, IPS Halfway House, and Graduated Responses. In her new leadership role, Amy looks forward to learning new aspects of the MCAPD and mentoring new officers.



Valerie Fernau Promoted

By Cathy Wyse

Valerie Fernau has been promoted to judicial clerk supervisor. Effective March 9, 2020, she has assumed leadership of support staff in the Pretrial Services Division. She has staff located at the Downtown Justice Center (DTJC), South Court Tower, and Southeast Facility. Valerie's office is at the DTJC, third floor.

In the past, Valerie worked with Criminal Court Administration for eight years as a judicial clerk associate at the Regional Court Center. Four years ago, she returned to the Judicial Branch in Maricopa County and joined MCAPD as a judicial clerk assigned to Pretrial Services at DTJC. After two years that included cross-training on every desk for Pretrial support staff, Valerie promoted to case administrator. In this position, she worked in partnership with a probation officer on a banked caseload of 300+ pretrial clients. In addition to her regular duties, Valerie served as a member of the PRIDE Committee. As a supervisor, Valerie is looking forward to applying the knowledge and experience she has gained working with the courts and Pretrial Services to become the best team leader she can be for the Adult Probation Department.



Lauren Guida Promoted

By Tony Bidonde

Lauren Guida has been promoted to supervisor in the Presentence Division. She began her career as a standard field officer at the Western Regional Center (WRC) in May 2011. In April 2013, Lauren transferred to an intensive probation sex offender caseload initially at WRC. Later the unit moved to Durango. In 2016, Lauren transferred to the Presentence Division (PSI) in the role of a presentence writer.

Lauren is a creative thinker and her report writing and computer skills have given her the opportunity to thrive in the Presentence Division. She has served in the following committees and roles in her tenure with the Department: SOTIPS trainer while in sex offender, APETS Agent while in PSI, *Thinking for a Change* facilitator throughout. She also trained PSI officers on the iCISng electronic presentence report and helped develop the electronic probation violation (ePV) report. She took two months off PSI reports to train all field staff at the various offices on the ePV report. She currently trains the new hire class on ePV as well. Lauren is looking forward to new experiences and challenges.



Welcome Aboard and Congratulations!

By Jim Sine

On the morning of March 3, 2020, Chief Probation Officer Michael Cimino welcomed 12 new probation officers and nine new managers. They were all then sworn in by Criminal Presiding Judge Patricia Starr. Our newest division director, Ryan Valley, is now leading the Organizational Development and Support Division. Our new supervisors include Mattea O'Connell, Lauren Guida, Amy Taylor, Zarina Ramos, Ricardo Mendez, Valerie Fernau, Kayla Cathcart, and Heather Redmond. Congratulations and good luck to everyone!

The new probation officers were a fun group to be around. Everyone seemed to get along and there was a lot of camaraderie among them. We at Staff Development appreciate their efforts and wish them the best! As usual, the NOTES academy would not be what it is without the regular and amazing contributions from our adjunct presenters and field coaches. A shout out also goes to our helpers with the Collision Awareness Track class out in the far west valley. As with any new officer class, the new officers will have a lot of questions as they learn their new jobs. If you see any of our new officers, please take a moment to give them a friendly welcome and see if they need any help.



New officers pictured left to right: Brittany Lambeth, Keith Walker, Tommie Falls, Jamie Fares, Samuel Jaidah, Loyal Dang (in the back), Alexis Sharp, Katie Perez, Dusan Despot, Rebekah Campbell, Chaznae Smith, and Jazmin Ortiz.



New supervisors/managers and division director pictured left to right: Mattea O'Connell, Kayla Cathcart, Zarina Ramos, Amy Taylor, Ryan Valley, Lauren Guida, Ricardo Mendez, Valerie Fernau, and Heather Redmond.



DV Team Receives National Recognition

By Sherri Tucker

On January 5, 2020, Probation Officer Laura Thomas and Surveillance Officer Clint Hill received the Joe Kegan's Award for Victim Services presented by the American Probation and Parole Association (APPA) for their exceptional work in the field of domestic violence.

With more than 12 years of professional partnership, Officer Thomas and Officer Hill are the longest tenured Domestic Violence (DV) probation team in Maricopa County history. They have worked with more than 1,000 defendants, reaching out to victims and staffing each case with an advocate to ensure safety concerns are addressed. While Officer Thomas works with the defendant to navigate probation, Officer Hill visits the defendant and victims to ensure terms of probation are being followed and that victim safety is a priority.

Officers Thomas and Hill have adapted exceptionally well as domestic violence sentencing has evolved. They have modified their approach with trainings in danger assessment, lethality, technology safety, strangulation, bullying, and victim training. Furthermore, in their role Officers Thomas and Hill collaborate frequently with Chrysalis Mobile Advocates, Scottsdale Family Advocacy, multiple law enforcement agencies within Maricopa County, all levels (superior, justice, municipal) of the court system, and court personnel as well as various treatment providers. Additionally, they are active members of the Domestic Violence Action Team.

Officer Thomas and Officer Hill's recognition by APPA was well deserved as their passion and commitment to better understand cycles of violence and educate others on the dynamics of abuse is documented by the behavioral change in defendants they supervise and by the voice given to the many victims they have served.

Congratulations!



Pictured left to right: Laura Thomas and Clint Hill

BCB Cubicle Decoration Contest

By Brenda Aldaco and Haani Penafiel

The Black Canyon Building (BCB) Combined Pride and Morale Committee, better known as BCB Boosters, hosted their Third Annual Cubicle Decoration Contest in December 2019. The contest is part of December's holiday celebrations wherein participants are given approximately two to three weeks to festively decorate their cubicles as a unit. The winners are announced during the Building Holiday Party and awarded prizes courtesy of BCB Boosters. Since competition has been fierce in past years, Booster Committee Members voted and decided to add limitations to challenge the process and encourage more creativity. This year, a \$150.00 spending limit was added to the rules of the contest, and it also included a theme. This year's theme was "A Christmas Movie."

The judging panel consisted of Division Directors Anna King, Jenifer Meiley, and Jason Walker who generously donated their time to the cause. Administrative Assistant Vanessa Chavez created a new scoring sheet that allowed judges to give points for creativity, hand crafted items, sound and lights, and overall presentation. The 3rd Annual Cubicle Decoration Contest winners were as follows: In third place, Carla Loi's Standard Unit with "The Nightmare Before Christmas," in second place, Jessica Ethington's SMI Unit with "Christmas at the Movies," and, in first place, Manny Barron's Sex Offender Unit with "The Polar Express!" Manny Barron's unit has been the reigning champion. This year, they were awarded a yummy pizza party!

The contest has become a fun, creative, and competitive way to get into the holiday spirit! It engages team building and provides a much-needed distraction from what can sometimes become a stressful workload. As APO Jennin Casillas says, "It gives us a chance to team build and think outside the box once a year!"

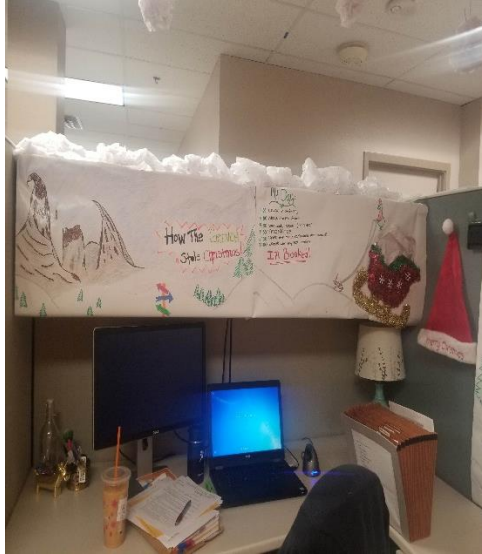
First Place

The Polar Express



Second Place

Christmas at the Movies



Third Place

The Nightmare Before Christmas



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



APDCC: Kafi Grossley

BCB: Sondra Urquidez, Jennin Casillas, Karen Pickard, Marisela Cordova

CCBLL: Ivy Kinney, Tracy Gorr

CSC: Janet Acuna

DTJC2 Training: None to report

DTJC3 Admin: Therese Wagner, Efrain Colin

DTJC3 Pretrial: Valerie Fernau, Daisy Lugo, Diana Gonzalez

Durango: Justin Scheidecker, Alexander Ganzemiller

Garfield: Martha Mays, Jamie Lopez, Marialice Haney

Luhrs: Nancy Musser, Michael Graffeo

Northport: Michele Albo, Michael Burns, Nicholas Taylor

Pretrial 4th Ave. Jail: David Szeto, Andi Butler

PSC: Chelsey Wray, Sandra Tom, Sarah Gomez, Luigi Patruno, Alexandria Rivera, Jackalyn Browning

SEF: Jason Hathcock, Clayton Hunt

Scottsdale: Jenna Nelson, Nicole Szkutak

South Court Tower: Susan Novitsky

SCT Pretrial: Samantha Guevara, Michael Wechselberger, Michael Moreno

Southport: George Lazar, Jenni Padilla

Sunnyslope: Mark Flores

SWJC: Danielle Herrera, Mayra Duarte

WRC: Ninorta Auchana, Kincade Kiger, Joseph Lopez

People Recognizing Individual Deeds of Excellence



VOICE

Paper, Paper Everywhere... A Call to Action

By Chris Epps

According to the U.S. Environmental Protection Agency, the average American annually uses an astounding 700 pounds of paper products. Paper products make up the largest percentage of all materials that end up in landfills -- more than plastics, metals, and even yard trimmings. Across the United States in 2018, Waste Management recycled 8,635,161 tons of paper, saving 196.2 million trees, which preserved enough timber resources to produce 3.3 trillion sheets of printing and copy paper.

Much like America's long-term love affair with the automobile, Americans are beholden to paper. Many people feel there is nothing like reading a print newspaper, that the online news experience is just not the same. Or that sending an e-card greeting is not as personal or meaningful as sending a snail mailed greeting card on good old paper cardstock. Or that spending cold hard cash is somehow more satisfying than paying with plastic. Or that drying one's hands in a public restroom with paper towels is quicker than using that noisy air dryer. Fortunately, many of these types of attitudes are beginning to wane as more and more sophisticated electronic options take the place of traditional paper options.

One sure sign of this attitude change has been gradually taking hold in our department and throughout the County and the Judicial Branch as we expend time, effort, and financial resources to break our paper dependency through the use of e-filing of reports and documents, fillable online forms, and digital signature devices, just to name a few.

It is a daunting challenge to be sure, but if each of us commits to taking a more active role to not only reduce, reuse, and recycle, but also to fully engage in our leadership's efforts to "go paperless," it is a challenge that can be overcome. And there will be huge benefits over the long haul, not just in terms of time, resources and cost savings, but especially to our increasingly endangered environment.



Denver Learning Points

By Robert Celaya and Tony Bidonde

In December 2019, Robert Celaya and Tony Bidonde, as the Adult Probation Victim Services Unit, traveled to Denver, Colorado, for a conference. The National Training Institute (NTI) and the National Crime Victim Bar Association (NCVBA) combined their efforts to bring information and ideas to agencies that provide services for victims of crime.

The conference boasted 1,000 attendees with visitors from most states. There were law enforcement agencies, nurses that work directly with victims of crime, prosecutorial agencies, probation departments, non-profit advocacy agencies, etc. The conference hosted several interesting and informative panels and events. One of the most high-profile panels was with the victims and their attorneys in the Jeffrey Epstein case. Another focused on cults.

One of the take-aways from the conference that could apply to the Department was the research-based practice to establish a relationship with the victims of those defendants that are sentenced to probation as early as possible. In the case of a California probation department, advocates reach out to the victims right after the defendant is sentenced to probation to explain to them the expectations and realities they can expect. This manages their expectations and allows them to take appropriate actions.

Robert Celaya and Tony Bidonde attended the conference to present information regarding MCAPD's yearly Victim Satisfaction Survey and how the results have been used to inform departmental policies and trainings. The workshop was well received, and folks asked questions and provided input. Some stated that they will be looking into implementing a policy that allows them to survey their victims as a more direct way of measuring what they are doing right and an opportunity to improve their services. Another attendee believed quantifying victim feedback would lead to more grant opportunities for her department.

Overall, the conference was informative and interesting, and we were pleased to represent our department.

APPA Articles

The American Probation and Parole Association (APPA) held their biannual training institute in January 2020. Many of our staff had the pleasure of attending the workshops provided and have written articles on an array of topics to share what they learned with fellow employees.

The Angry Brain

By Manuel Barron

Have you ever found yourself becoming so angry you have trouble thinking? Do you work with or know someone who flies into dangerous rages where they are completely out of control of their body and emotions? Have you ever come across someone who holds onto their anger until they become overloaded with resentment? I decided to attend this particular workshop as I had to say yes to two of the three questions. Although, I will not say which of the two questions I said yes to.

Dr. Jennine Hall presented a workshop called "The Angry Brain." She provided examples of how the Angry Brain has developed neuropathways that can disrupt work, strain relationships, and even damage a person's health. In this session, those in attendance learned which areas of the brain cause these types of reactions and how to take control and rewire your brain for greater patience and perspective.

The presenter highlighted two types of triggers for rage, which include fear-based and shame-based triggers. Fear-based triggers are comprised of survival and abandonment rage. Some individuals grow up in dangerous environments and consequently are hyper-alert towards potentially dangerous situations. This leads to the creation and maintenance of a false alarm system, which in turn causes them to frequently and unnecessarily enter into a survival rage mode. In addition, insecure attachment patterns can lead to excessive anger under abandonment rage.

Shame-based triggers are comprised of control and inadequacy rage. Control rage is very similar to the Power and Control model of domestic violence. People need to feel in control of their life to be safe, and people with control rage often do not. Under inadequacy rage, humans have a genetically determined need to fit in. Unfortunately, some people have strong feelings of inadequacy too often. It occurs when people regularly experience devastating feelings of worthlessness, incompetence, inadequacy, and unattractiveness.

The presenter provided attendees with exercises on how to heal those affected by fear and shame triggers. Which, in turn, may assist in understanding how to work with those individuals with an Angry Brain. The workshop was very informative and provided tools we can utilize in the day-to-day interactions we have as probation officers and supervisors.

Managing Compassion Fatigue

By Andrea Romano

This training focused on the possible vicarious trauma, compassion fatigue, and burnout our profession can be exposed to when working with violent offenders and also their victims. Probation and parole officers are unique in that they work with both the offender and sometimes the victims. They work to assist the victims in a supportive environment while also trying to help prevent re-victimization from the offenders. As you can imagine, this can lead to burn out and compassion fatigue in officers sometimes rather quickly. This does not only occur at work, but it can also carry over into our personal lives. The presenters suggested several ways to combat this such as: set emotional boundaries, develop and utilize self-awareness, build and use your support network, reduce work stress, and practice self-care. By using these methods, officers can lessen the impact of the traumas they are exposed to daily.

Although this workshop focused mainly on violent offenders and victims, in our profession we are subjected to a large variety of circumstances that could affect a person in many ways. It is important to practice self-care and take advantage of the resources available to you, whether it be transferring to a new assignment every 18 months, utilizing the employee assistance program, and/or leaning on your peers.



The S.T.A.R. Court

By Heather Redmond

“The S.T.A.R. Court – Louisiana’s First Specialized Trafficking Court” workshop was presented by Laurie McGehee, the manager of Probation Services in Caddo Parish, Louisiana. The presiding judge was also present and shed light on the program from a judicial perspective. At first glance, I thought this topic would be interesting based off the overlap of female domestic violence offenders, who can also be victims of domestic violence, and increasingly human trafficking. It was, however, extremely eye opening to see that this Court existed at the juvenile level. The S.T.A.R. (Succeeding Through Achievement and Resiliency) Court is a collaborative effort between the Caddo Parish Juvenile Court, Juvenile Probation Department, and other community stakeholders.

The concept started in 2013 with the development of the Caddo-Bossier Community Response Team and eventually was modeled after the STAR Court program in Los Angeles County. The Court itself was finally up and running as of March 2019, so it is still in its infancy and does not have significant research on outcomes, but its current participation is being tracked for future data. The multi-disciplinary team in conjunction with community partners meets every two weeks to discuss, staff, and develop trauma-informed and comprehensive service plans for high-risk youth and victims of human trafficking. The Court utilizes both phases and incentives to encourage participants to comply with probation. Some incentives included gift cards, movie tickets, grooming and personal care items, and other individualized incentives.

Some of the links between this Court and Maricopa County were the disproportionality high rates of human trafficking. Some of the things that both Maricopa County and Caddo Parish share are the proximity to either a border or coast line, also the proximity to a major interstate, and a significant number of people living in poverty. Although outcomes have yet to be determined, based on the similarities alone, I think Maricopa County could benefit from a similar Court as one way to help address the human trafficking problem in our own backyard.

EBP: Indiana’s Contingency Management Initiative

By Dana Shepherd

I was able to attend “Adventures in EBP-Indiana’s Contingency Management Initiative.” This presentation was a collaboration between the Indiana Office of Court Services and the University of Cincinnati as they are jointly working to incorporate EBP in Indiana Probation and Courts.

Once the collaboration was formed, they looked at the areas in which they wanted to make changes and the policies that would be impacted by those changes. During this effort, they worked to get away from one size fits all supervision and increase the use of incentives as well as short, swift, and certain responses during supervision. Indiana seems like Arizona in that there are various departments across the state. This project looked at 18 different departments statewide. Indiana has spent nine years so far implementing these changes across the state.

Very similar to the EBP Spotlights that we have seen throughout the years in Maricopa County, Indiana looked at ways to recognize the positive work staff is doing. This included a message board in an office with positive messages for specific officers. In addition to recognizing the work of officers, they are recognizing probationers

with monthly award drawings or notices of “a caseload of stars.” What a positive message for probationers to receive when they come into the office!

In response to violation behavior, a response grid was created similar to the new Appendix contained within our Graduated Responses Policy. The grid in Indiana is a bit more specific as to what the response from the officer needs to be, where our Appendix lists several options and suggestions. During the presentation, they showed data reporting that the most impactful reward to probationers was earned compliance days. As we know here in Maricopa County, we can award ETC to probationers. It appears the value of the conversation with the probationer when they receive ETC credit can be very impactful and may serve as a great motivation to the probationer.

Some important reminders they shared with us included:

- Behavioral change is a gradual process.
- Short-term compliance ≠ Long-term behavioral change.
- Offenders also need the skills to avoid and/or manage risky situations.
- We are often reinforcing expected behavior...so just get over it.

A Framework for Pretrial Justice

By Taylor Pile

It has been my experience that APPA consistently puts together quality conferences offering a wide range of informative workshops. During APPA's most recent conference in New Orleans, I had the privilege to not only participate as a presenter, but also to attend several excellent workshops. One workshop caught my attention as it focused on elements of both an effective pretrial system and a high functioning pretrial program as established by the National Institute of Corrections (NIC) and its Pretrial Executive Network. The workshop was facilitated by Spurgeon Kennedy, Vice President of the National Association of Pretrial Services, and Lori Eville with NIC. The presentation first broke down the essential elements of an effective pretrial system that includes the following: pretrial release and detention decisions based on risk with focus on maximizing release, court appearance, and public safety; a framework that supports setting the least restrictive release conditions necessary to assure appearance and protection of the community; the imposition of non-financial conditions; establishing release options in lieu of arrest; and stakeholder participation, namely defense and prosecutors, before a pretrial defendant's first appearance. Secondly, the workshop focused on elements of a high functioning pretrial services program. Elements include the following: operationalized mission, universal screening, validated pretrial risk assessments, sequential bail review, risk-based supervision, and performance measurement and feedback. It was informative to learn about current trends in the pretrial field while also getting reinforcement of best practices in the field that have been implemented in our Pretrial Services Division. It was encouraging to learn that our department's Pretrial Services Division has all the essential elements of a high functioning program as outlined by NIC except for sequential bond review, which requires working with the Court and other stakeholders to implement.

Although our pretrial system in Maricopa County does not currently have all the elements outlined in this workshop, we are proud of the success of our program and are encouraged that almost all the essential elements already exist within our pretrial program. We look forward to continuous improvement consistent with legal, evidence-based, and best practices in the field and continuing to serve as a model pretrial program for other jurisdictions.

Connecting Theory to Sex Offender Victim Selection

By Melissa Hudson

Out of the many workshops offered, one that I chose to attend was called, "Child Victim Recruitment: Connecting Theory to Sex Offender Victim Selection." Ryan Alexander was the speaker; he is an associate professor at Washburn University.

The presenter talked about how Grounded Theory could be used to analyze the commonalities amongst offenders and their victim selection. Dr. Alexander conducted research using the Sexual Predator Unit in Larned, KS. They interviewed offenders to gather information regarding how they specifically chose victims as well as how offending fluctuated throughout the life course. For some offenders, marriage and having children led to them not offending anymore, while others offended more once they were married with children.

I chose this presentation as I currently supervise the Sexually Violent Persons in the State Hospital and felt this would be great information to have.

Leveraging Technology for Quality Offender Supervision

By Sean McMillen

As a department, we have made many strides in embracing technology as the technological world around us continues to move at a breakneck pace. Electronic forms, iPhones, Skype, and migrating to Office 365 are just some of the improvements we have made in this space. As we embrace tech advancements, a question we want to continue to ask ourselves is "how can we leverage technology in our daily supervision?"

Facilitated by members of the Georgia Department of Community Supervision, this workshop focused on how their department has been answering that very question. To start, they minimized the number of physical offices they utilize and adopted a virtual office model structure. The money that was saved due to this was then reinvested into technology that would allow their officers to supervise their clients more efficiently. The core pieces of technology that every officer is equipped with are a smartphone, a Chromebook, a body camera, and access to a department vehicle. Georgia Department of Community Supervision has found the following benefits to making the transition to a virtual office model:

- Less time spent in an office setting = more time in the community, making contact with clients, families, neighbors, or other community stakeholders. It also eliminates the officer's time and expense of traveling to/from an office.
- Ability to better measure the use of EBP tools as every face-to-face interaction is captured on a body camera.
- Allows officers the ability to review their recorded interactions with a peer "coach" or supervisor to continue building their skills.
- Streamlined and paperless system, allows for information to be shared quicker.
- Eliminates the need for clients to take time off work/school to report to a physical office.
- Alleviates the hardship on individuals who may not have the means to travel or who live in rural locations.
- Higher client buy-in.
- While this a brief synopsis, it does show how committing to advancements in technology can reshape a department and increase how effectively we can supervise clients.

Working with Mentally Ill Offenders

By Ellen Loffis

I attended a session called “Understanding and Working with Mentally Ill Offenders,” presented by Ashely Williams and Reese Seigler who work for Dallas County Community Supervision and Corrections. The objective of the presentation was to inform us of common mental health disorders, understanding the connection between substance abuse and mental health issues, and learning strategies to manage symptoms of mental health disorders more effectively.

At the beginning of the presentation, they mentioned that at least half of the inmate population has suffered or is experiencing mental health issues while in jail. Multiple disorders are common for them to encounter with inmates. Some of the disorders they touched on were substance use disorder, personality disorders, major depressive disorder, bipolar disorder, schizophrenia spectrum disorder, posttraumatic stress disorder, and psychotic disorders. First, they discussed substance use disorders and how there is certain criteria an inmate needs to meet to actually get diagnosed with a substance use disorder. Substance use disorders are one of the main disorders they encounter in the jail system. In detail, they described how, at times, the behavior from substance use withdrawal can mirror certain mental health disorders, like schizophrenia. Although it can be hard to determine if their symptoms are due to drug use or mental health issues, the presenters suggested that we try to understand what they are going through. They mentioned that if we believe someone may be becoming psychotic, we should be careful, respect their space, avoid confrontation, not confront delusions, and be calm, patient, and redirect. They also mentioned that we should try to redirect individuals by stating we understand how they are feeling, but we have items we need to get through. This approach can make them feel like you are understanding where they are coming from and, hopefully, prevent them from becoming more psychotic. The presenters mentioned how we need to be aware of individuals' baselines and different signs that they may be in cycle to help them get the resources they need, prior to them becoming symptomatic which could result in hospitalizations.

This topic relates to our department in how we interact with clients who are suffering from mental health issues and how we need to make sure that we are approaching them appropriately when they are symptomatic. It was beneficial to learn how to approach someone who is symptomatic and how it is okay to state that we understand they are experiencing something we cannot see or hear. I think it is important for probation officers to be aware of what symptoms to look for to hopefully avoid escalating a situation when a client might be exhibiting psychotic behaviors.

The Pursuit of Happiness at Work

By Kayla Cathcart

While attending the APPA Conference in New Orleans, I attended a workshop entitled “The Pursuit of Happiness at Work - Come Discover Your 5Cs.” The facilitator was Carmen Rodriguez, who recently retired from the Cook County Adult Probation Department. The presentation focused on the importance of being happy at work and how to develop a capacity to have a say in how we experience our work life.

Ms. Rodriguez offered the following benefits of happiness: longer life, better health habits, increased productivity, lower blood pressure, more robust immune system, higher income, and a better ability to tolerate pain. She also offered the following formula to finding happiness in the workplace:

Pleasure (positive emotions) + Engagement + Meaning = Happiness

You can achieve happiness in the workplace by discovering your 5Cs. The first “C” being Contribution, specifically, what you contribute to your work environment and how you view it. It is important to take pride in your efforts, to be effective, and provide value. Having clear goals and achieving them can assist with this component. The second “C” is Conviction, your ability to stay motivated. This relates to how you respond to adversity and whether you can remain positive and focused toward the mission of the workplace. The third “C” is Culture, how well you fit within the community and dynamic of the workplace. We all have different personalities and we want to consider how well we fit within the culture of our organization. The fourth “C” is Commitment, your general level of engagement with your work. Are you able to find a sense of purpose and meaning? Is there a sense that you are doing something significant and worthwhile? The fifth and final “C” is Confidence, the level of self-belief and how well you identify with your job.

Are you confident in your ability and knowledge to do your job? Anyone can be happy at work. It is our responsibility to embrace happiness, because no one can create it for you. It is a state of mind, of which you are in control. Happy people release attachments, pursue their passion, are optimistic, give up drama, and like themselves.

Pretrial’s Role in Problem-Solving Courts

By Erica Miller and Chris Fox-Fitzgerald

On January 6, 2020, Kalisi Kupu and Katrina Chu presented on the U.S. Pretrial Services Agency's Integral Role in Problem-Solving Courts (Conviction Alternatives Program – CAP). This program is a collaborative effort among several criminal justice stakeholders trying to promote defendant success. The program has evolved to include team members ranging from judges and magistrates, private practice attorneys, federal public defenders, to U.S. Pretrial Services officers and licensed clinicians. Until recently, it included members from the U.S. Attorney's Office.

CAP offers post-plea diversion and/or deferred sentencing options for defendants who pose a higher risk to recidivate because of specific factors: youth, early onset of substance abuse or delinquency, drug or alcohol addiction, and prior failed attempts at treatment or rehabilitation. Participants in the program have regular access to a pretrial officer and other services/resources. It is important to note that despite any given defendant meeting the above listed qualifiers, there are also factors that will cause a defendant to be disqualified from participating in the program. Some of these factors include: subject to removal by immigration, child pornography, if the instance offense involved act/threat of violence, or if the instant offense involved more than a minor role in either large-scale fraud or large-scale narcotics distribution.

The goals of the CAP program appear to be similar to our goals of TASC Deferral or Felony Pretrial Intervention Program (FPIP), that is, achieve successful completion. Be that as it may, it was refreshing to learn of the support provided to defendants during their participation in a deferral program outside of drug related offenses. It has been our experience that defendants often find themselves in less than ideal situations due to their lack of guidance. In attending this presentation, we learned that support and guidance while in a deferral program plays an integral role in promoting success, reducing recidivism, and potentially eliminating a life-changing conviction.



Find and Retain Staff by Sharing Why We Do This Job

By Lolita Rathburn

I attended a workshop that made me rethink some previously held beliefs and caused me to think about our processes as we continue to recruit for a wide variety of positions within APD. "Crossing the Great Generational Divide: Challenges in Bridging the Gaps and Succession Planning for the Generations" was presented by Brenda Crowding, Deputy Director, California Office of Internal Affairs and Civil Rights Operations. Ms. Crowding spoke of the impending retirement of people in our field, how unprepared many departments are to lose such a large portion of their workforce, and what can be done about it. The answer is not to try to prohibit retirement or try to incentivize staff to stay longer. Rather it is to find new, replacement staff in areas we have not traditionally found staff. For years, probation, parole, and prisons have relied upon a pool of people interested in pursuing a career in law enforcement or maybe just interested in a steady union job with a defined pension. However, as benefit packages have changed, the candidate pool has shrunk. Traditional recruitment methods are no longer working. Many departments are quickly becoming understaffed, while the population they serve continues to grow.

The presenter discussed the difference in new staff's expectations, especially in contrast to senior staff, who do not ask as many questions and who would never dream of asking their Chief or Director to explain why something was being done or changed. She discussed how a shared experience defines generations, and how culture is shaped by events. Older generations' defining experiences are more specific to American responses to national and world events, whereas younger generations have increased connectivity and relationships outside of their nationality. It was interesting to note that there are now five generations in the workforce, from the Silent generation, through Baby Boomers, Gen X, Millennials, all the way to Gen Z who were born in 1996. Millennials now make up the largest portion of the workforce.

To ensure our profession remains a desirable occupation, we were urged to focus on the core aspect of our job, changing behavior to improve lives! We must appeal to younger generations to join our ranks by sharing the experience of making a difference in the lives of the community we serve. Millennials value purpose over paychecks, have very high ethical standards, and are quick decision makers. This could be good news for recruitment to jobs in pretrial, probation, and parole, if we increase our use of technology and social media to find and retain candidates. We discussed ways to meet the needs of Millennials, who thrive on flexibility and need to find their work meaningful and impactful. They also expect the workplace to provide a feeling of connectivity and relationship and prefer to communicate through social media or technology.

The presenter is hopeful we can rise to the challenge and attract and retain a proficient workforce, but, first, we will have to change internally. We can do a better job of listening to staff, and provide workplace mentors, better and more defined opportunities for professional development, and specialized training to assist staff with their career growth. Finally, we can ensure staff are provided with the why behind decisions and practices.

I left the workshop feeling optimistic about our department. Although we can certainly always improve, we are continually striving to provide staff with our why. She closed with a clip of a comedian, Michael Jr., talking about finding his "why;" it was pretty powerful and it is available on YouTube at <https://www.youtube.com/watch?v=lytFB8TrkTo&feature=youtu.be>. It sums up perfectly how we need to connect to people to find our future workforce and leaders.



Sorry, Not Sorry - Women! Stop Apologizing

By Jaci Christenson

I had the opportunity to attend a session called "Sorry, Not Sorry – Women! Stop Apologizing!!!!!! Why Do We Apologize So Much and Why is It So Dangerous?" Studies show that women apologize more than men. It seems apologizing is a reaction to a situation, often when there is nothing that warrants an apology. According to a research study published by *Psychological Science*, there is a specific reason that women spend significantly more time apologizing than men. It seems women's threshold for what they think is offensive is generally lower than men's. In other words, women might typically find it offensive to be in the way of another person or to return an email late while a man may not see either of these as offensive. Some things have become so normal in our culture, that we may not even recognize what we are doing could be offensive. Do you perhaps apologize too much? The first step in changing that behavior is awareness—pay attention to how often and when you apologize. Then replace the apology with different verbiage. Try replacing "I'm sorry" with "thank you." Instead of saying "I'm sorry to bother you," one could say, "thank you for taking the time to talk with me" or "thank you for your understanding." Another option is to use the phrase, "I'm sure you understand." Late email? "I haven't been able to get to my email, I'm sure you understand." Of course, there must be balance and sincere apologies given when warranted. Apologizing when you have done nothing wrong weakens the power of the words when you have made a mistake, risking seeming disingenuous.

I often find myself apologizing when no apology is necessary. For example, if somebody bumps into me, and I say, "I'm sorry." I did not do anything to warrant the apology. I am now replacing the apology with "excuse me" instead. I am making a conscious effort to change my language and to influence those around me. When someone apologizes unnecessarily, I let them know they do not have to apologize, or that they have nothing for which to apologize. Recently, while prepping for a difficult conversation, I reminded myself to not say "I'm sorry" as I had no reason to apologize in this situation. It changed the dynamics of the conversation: it was more productive, and I felt empowered at its conclusion. Of course, I do apologize when I make a mistake, and that apology is sincere. However, I now try to be more aware and choose other verbiage rather than "I'm sorry" when there really is no reason to apologize.



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