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the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

July-September 2018

Offering Hope

CHIEFLY SPEAKING

Staff from the Justice Management Institute (JMI) and the American Probation and Parole Association (APPA) have completed three site visits, and they are steadily moving forward with their evaluation of our Department. I have been keeping you informed about the workload study via email, so I will address the project only briefly in this column. I appreciate the earnest cooperation and contributions of the numerous employees who have participated in this important project to date by meeting with consultants, pulling data, defining activities, participating in surveys, pilot testing the timekeeping system, and completing other tasks necessary to the study.

In the second half of October, the most significant work required of our Department for the workload study will begin. Approximately 355 randomly selected staff to include probation officers, surveillance officers, supervisors, screeners, and caseload administrators will be trained on the timekeeping system and will begin to enter data regarding the time they spend on work activities. Timekeeping will continue for approximately five to seven weeks.

Results from the timekeeping study will be momentous for our Department, and potentially for the field of probation, as workload studies are rarely conducted and the timekeeping results will factor into future decisions regarding caseload ratios and resource allocation. This is an impactful study. It is incredibly important that the data entered in the timekeeping system accurately reflects the work that you do. We will provide additional information regarding the workload study in the coming weeks. If you have questions, please do not hesitate to ask; your best contacts for questions are Jennifer Ferguson and Jodie Rogan in the Organizational Development and Support Division.

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At state and national probation events this year, “hope” has been a predominant theme, underscoring its fundamental importance in community corrections, our communities, and our lives. Hope is a feeling of optimism. It is a desire that something will happen -- accompanied by an expectation that it will. Hope is a key word in the Department’s Vision Statement: An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims and offenders.

In your daily work, in your interactions with defendants, probationers, victims, families, and other community members, you offer hope. You frequently convey messages that challenges will be met, understanding gained, support provided, those harmed restored, and conditions improved. When days are dark, the future will be brighter. In order to offer hope, a person must be authentic and credible. If people do not trust the messenger or believe the message, they are unlikely to listen and feel hopeful. Through your words and actions, I know that you convey empathy, treat others with dignity and respect, demonstrate integrity, and build trust.

Resilience is the ability to cope with adversity and challenges, to continue on when the road is rough and uncertain. Probationers are often navigating major life changes and a multitude of issues. In your work, you strive to help probationers increase their skills and resiliency. Setbacks are natural and by dealing with life’s stresses, a person’s resilience increases over time. You help probationers see that their goal(s) can be achieved despite bumps in the road. Remaining hopeful is essential to resilience.

You offer hope to probationers, victims, and community members when you:

- ✦ Clarify your role.
- ✦ Explain the court process/terminology.
- ✦ Ask questions without judgment.
- ✦ Listen.
- ✦ Validate feelings.
- ✦ Acknowledge rights.
- ✦ Speak respectfully.
- ✦ State expectations clearly.
- ✦ Provide important information in writing.
- ✦ Provide a referral for services.
- ✦ Build an alliance with a support person.
- ✦ Increase motivation for change.
- ✦ Use Carey Guides.
- ✦ Teach skills.
- ✦ Recognize effort and acknowledge little steps.
- ✦ Celebrate milestones.
- ✦ Attend a program graduation.
- ✦ Model good communication skills.
- ✦ Role play a situation.
- ✦ Provide encouragement.
- ✦ Share a relevant, inspiring story.
- ✦ Collect restitution.
- ✦ Put public safety first.
- ✦ Keep trying.

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Individually and collectively, we are a source of hope. At the community, state, and national level, employees contribute to initiatives addressing disparities, inequalities, and fair treatment for disenfranchised groups. Examples include pretrial reform, which is focused on risk-based release decisions and reducing the incarceration of low risk individuals at the pretrial stage, and the Stepping Up initiative that is focused on safely diverting the mentally ill from incarceration. Our participation in problem-solving courts and healthcare initiatives have led to systemic improvements and increased access to healthcare and other services for probationers who need these resources. We contribute to probation officer and supervisor training statewide and provide input on statewide policy and proposed legislation. These efforts offer hope to public officials, justice partners, and citizens that probation services will be high quality and public policy responsive to community and citizen needs. At the national level, I joined with other professionals in creating the “Statement on the Future of Community Corrections,” which outlines specific evidence-based approaches to significantly reduce the number of individuals on probation and parole AND improve outcomes and public safety. All of these efforts reflect our hopes; as we strive to make a difference, we offer hope to others.

Centers of Excellence

By Tom Weiss

A Center of Excellence (CoE) provides services for people with an Opioid Use Disorder when they need it, 24 hours a day, seven days a week. The services include an intake, assessment, and treatment planning focused on keeping the person engaged. CoE offers an array of treatment options including Medication Assisted Treatment (MAT). The CoE provides services to anyone with AHCCCS, individuals without insurance, and individuals with insurance that may not cover MAT or peer support.

There are two Centers of Excellence in Maricopa County. Representatives from these Centers say they will work with anyone needing substance use services. The person just needs to call and say they want help, or drop-in, even if it is 3:00 a.m.



The Inside-Out Prison Exchange Program

By Laura Mandt and Jason Ortiz

The Inside-Out Prison Exchange program is a program that was started in 1997 to generate social change by bringing together traditional college students and people currently incarcerated for a transformative classroom experience. There are currently Inside-Out programs being held in more than 130 prisons and jails worldwide. The partnerships between correctional and higher learning institutions have resulted in more than 30,000 inside and outside students. For more information, please visit the website: <http://www.insideoutcenter.org/>

Inside-Out at Arizona State University (ASU)

Inside-Out is in its fourth semester at ASU. Participating in the program is highly competitive. An unlimited number of eligible students are allowed to apply, and approximately 20 are selected for an interview with the facilitators. Out of all of the applicants, only 10 ASU students are selected and 12 inmates are selected. Program classes are held once a week, currently at the Florence State Prison in either a low or medium security yard. The program coursework demands a high commitment both in and out of the classroom. Every other week students have to read one of the assigned books and compose a reaction paper containing observations from the classroom, analysis and integration of the book content, and then reflections. Over the course of the semester, there are typically five books, five reaction essays, a final essay, and a group project. Group projects are worked on in the classroom for the last few weeks of the program, and groups are chosen by the students with the only requirement being that half are inside and half outside students. Unique from previous semesters that had a broader theme of criminal justice, Spring 2018's class had a focus on policing; and final projects consisted of proposals for a dog training program, a program for family unification, and revitalization of the reentry curriculum. Every semester these projects are presented during the graduation ceremony on the last day of class to students and invited guests including administrative leadership from the Arizona Department of Corrections (ADC) and ASU. We were fortunate enough to have the opportunity to be part of the Spring 2018 Inside-Out class. Below, we share what the experience meant to us.

My name is Jason Ortiz and I am currently a Maricopa County Leadership and Education Advancing Public Service intern with the MCPAD. I graduated this past May from ASU with my Bachelor's and I am now working on my Master's in Criminal Justice. As an undergrad, I had the opportunity to sit in a room surrounded by ADC inmates and a few other ASU students once a week at the medium security yard in Florence, Arizona. If this does not sound like a typical college class, that is because it is not. Before this class, my knowledge of the prison system and inmates was limited to what I was taught in class and assigned readings. Any expectation I had before the start of the class was completely transformed through the course of the class. As the discussions and tours of the prison passed, I was reminded of the humanity behind every one of my ADC classmates. Not to say that I began the course believing that all inmates lack humanity, but that aspect is often times lost in the conventional college class setting.



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The Inside-Out Prison Exchange Program

By Laura Mandt and Jason Ortiz

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In the end, Inside-Out gave to me as much as we could give back to the inmates. We received the opportunity to experience and learn first-hand what the average medium security inmate goes through in a prison within the ADC and to experience the criminal justice system through their unique perspectives and telling of their struggles. One notable experience was the tour of Cell Block Two, an old barn house looking building that was initially built by inmates when Arizona was still a territory. Still used today with some structural upgrades, the building has no air conditioning unit and the only source of cool air is a giant fan that sits at the entrance of the building. As soon as you walk into Cell Block Two, you are mesmerized by the constant screaming and hand signals as inmates try to communicate with each other from across the one room building. The cells are so small that you can stand at any point in the cell and be able to see every single spot inside the cell. In that moment I understood some of the difficulties in their daily environment.

My name is Laura Mandt and I am currently a MCLEAPS intern with the MCAPD and a Criminal Justice Master's student at ASU. As an undergrad I searched out courses that offered a unique or challenging experience. Inside-Out



just so happens to offer both. I used to believe that there are some acts that can't be forgiven and that there are some mistakes that you can't come back from. When you first enter the classroom, you don't know what the inside students did to wind up where they are, but over time as the barriers lower and trust builds, a lot of that information is shared. Because we were in a medium security yard, none of the inside students in our class were serving short sentences; some of them were serving life. A few had been incarcerated for longer than I had been alive, which means that because of how we collectively grow and adapt to the evolving world, they were separated and isolated from a society that I

never interacted with. This separation became apparent in many of our conversations, especially regarding the roles that women play in law enforcement. It was as if their perspective was being drawn straight out of a time capsule, reminding me of the way people say the world used to be. These kinds of separations were incredibly illuminating and lead me to think about the valuable contributions people can make to society, even if they have been isolated due to previous mistakes and bad choices.

Every student contributed something to the discussion, but a lot of the time we weren't aware of the impact that we were making on our classmates, simply by sharing our unique perspective. It wasn't until nearly the end of the program that we started to realize how valuable our opinions and experiences were to the class, regardless of which side of the fence we lived on. Each of our own experiences added a new dimension to the class, because nobody has the same perception of events that took place or issues that were discussed. Inside-Out is a program that, if you show up and engage, can change your life, or at the very least give you access to a new perspective.

Congratulations! It Has Arrived

By Tom Weiss

It has arrived. Integrated care is here! Arizona Health Care Cost Containment System (AHCCCS) Complete Care (ACC) begins October 1, 2018. ACC combines physical health services with behavioral health services into one integrated system. Native Americans who qualify will have a choice between using ACC or the American Indian Health Program (AIHP); AIHP also integrates physical health services and behavioral health services. There are seven ACC health plans in Maricopa County.

- Banner University Family Care
 - Care1st
- Steward Health Choice Arizona
 - Arizona Complete Health
 - Magellan Complete Health
 - Mercy Care
- United Healthcare Community Plan



For more information, check out:

<https://www.azahcccs.gov/AHCCCS/Initiatives/AHCCCSCompleteCare/>

or

https://www.azahcccs.gov/AHCCCS/Downloads/ACC/ACC_General_FAQs.pdf

for Frequently Asked Questions

Find Flyers you may share at:

<https://www.azahcccs.gov/AHCCCS/HealthcareAdvocacy/OIFA.html>

https://www.azahcccs.gov/AHCCCS/Downloads/GMHSA_20180606_English.pdf

A person enrolled in an ACC health plan may now address behavioral health issues through his/her plan; these behavioral health issues include counseling/therapy, substance use disorder treatment, or a mental health assessment. Other covered behavioral health services include supported employment, case management, and peer support .

ACCs must comply with established standards that ensure timely engagement with services. According to the standards shared by the Office of Individual and Family Affairs (OIFA), the initial assessment for behavioral health services are to occur within seven calendar days of referral or request for service. The first service following the assessment must occur no later than 23 calendar days after the initial assessment.

Mercy Care, the Regional Behavioral Health Authority in Maricopa County, will continue to provide specific crisis services. Mercy Care will also continue to serve those people determined to have a Serious Mental Illness, children in foster care, and members served by the Department of Economic Services/Division of Developmental Disabilities. Keep alert for more information.

POs at Terros Health

By Carla Loi

AHCCCS was approved for federal funding for investment in provider infrastructure that supports physical and behavioral health integration and care coordination with a focus on adults transitioning from the justice system. This is known as the Targeted Investments Program (TIP). One of the requirements set forth by the TIP justice-focused grant was the co-location of officers at Terros Health. This past July probation officers from the Black Canyon Building started holding office days at Terros Health. What initially started as two officers being co-located at Terros one day a week has grown to eight officers conducting office days at Terros four days a week. The co-location of officers at Terros was not simply to house probation officers in the clinic, nor was it simply adding new members to the care team; the purpose was to integrate probation into the healthcare team in order to work together towards meeting the needs of the probationer. The integrated care team consists of the medical provider, mental health providers, community health workers, counselors, case managers, and the probation officers. Using a Whole Health Integrated Healthcare Model, the probationer is assessed and provided care either directly or through care coordination of the team. This approach to care can reduce recidivism and contribute to successful community re-integration. Feedback from the probation officers and probationers has been extremely positive. Officers enjoy the calm and quiet atmosphere and probationers feel less stressed and stigmatized at the Terros location. In addition, they like the convenience of the “one stop shop” to address the medical and behavioral needs of the probationer.



Probation officers pictured left to right: Luis Marquez Ontiveros, Ashley Webb, Louis Karmi, and Wendy Arias.



Probation officers pictured left to right: Christopher Dvorovy, Alex Ganzemiller, Bart Careaga, RaeLee Sandoval, and Kaitlyn Kennedy.

Celebrating Accomplishments: Clemente Venegas

By Hannah Mercier

Clemente Venegas is an artist, a reliable employee, and a recovering alcoholic. While on probation, he has shown compliance with conditions and demonstrated efforts towards rehabilitation. His progress and accomplishments have been significant. Clemente served time in the Department of Corrections and he was released to a Reentry caseload before transferring to Standard. He assessed as high risk and had a prior affiliation with a street gang.

Among his accomplishments, Clemente received a promotion at work and now holds a foreman (supervisor) position. He recently completed substance abuse treatment at Chicanos Por La Causa and has good rapport with his counselor. Clemente is grateful for the Adult Probation Department for referring him to such a supportive treatment program. In July 2018, I attended an art gallery hosted at Chicanos Por La Causa, where all proceeds from the auction were to be donated to a charity for abused children. The theme of the gallery was to “inspire others to heal through ART.” Clemente submitted several pieces of art to the gallery. He appreciated that I made the time to visit him at his treatment provider and support his love for art. He stated, “thank you so much, I am so inspired to accomplish much more.” Plans are underway for the next art gallery, which will feature Clemente’s art work, before the end of the year.



“The meaning of art to me is to express yourself, without using words or facial expressions. My art represents peace, love and comfort. A way to speak through art to tell a story and express feelings.”

– Clemente Venegas

Clemente Venegas pictured at the art gallery. This piece, inspired by Clemente’s father who passed away due to cancer in 2011, sold for \$400.

Drug Court Graduate Tells His Story

By Jennifer Dzezinski

Michael Lopez is just one of the many success stories to graduate from the Maricopa County Drug Court Program. Like others, he started probation in denial of his addiction. When I first met Michael at his house, he was obsessed with the question “Why?” and had it painted in every room. Below is his story and he finally answered the question “Why?” on his graduation day. He went through what he did because he didn’t want to be addicted Michael, he didn’t want to be sober Michael; he just wanted to be Michael again.



Michael Lopez: top left - booking photo, bottom left - first probation office visit, and right – sober and preparing for graduation in the memorial room for his father.

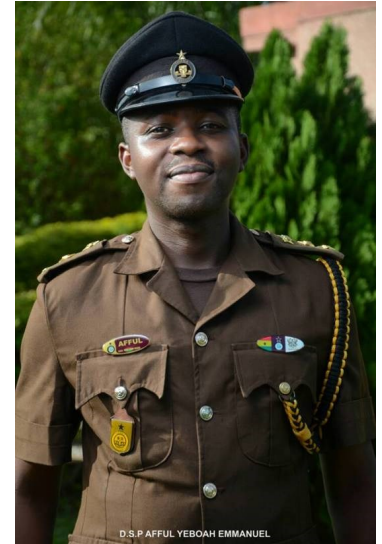
I was asked, “Would you mind writing about your story?” I then answered, “of course.” Now here is my story. I thought I had, what I would say now I only imagined, was the perfect life. It of course involved everything from fast cars, money, drugs, and you can only imagine all the rest. I had a really perfect job too, with a nice home for myself and two dogs. I basically had a nice bachelor pad as my dad would have referred to it. Little did I know everything can be taken away in a second; that one second changed my life forever. It started with me getting pulled over, and you know what happens next; WELCOME TO DRUG COURT! Wait I forgot, before that, I lost my job. Like everyone who thinks they don’t need help, I began to only get worse without realizing it. Now back to my probation. I had to spend three months in jail with a chance for Reach Out (which is another program for early release), finishing one month in an inpatient rehab center. That is when I had to stop everything cold turkey; which was not a hard thing for me since, I still acknowledged what my counselors were teaching outside jail and knew I wanted and needed

to change. I lost my house as well as all my belongings, when I went to jail and rehab, but I still have my life. I learned to just be like oh well. I still remember telling myself and telling others, “just imagine everything you think of, whether it is good or bad, about someone or something, whatever it may be, that it is just a bubble; a thought bubble like in a comic. You can easily pop it when you don’t want that thought with you.” That is how I had to see my past life, a bubble that I had to pop. Till this day I still think that way. Then I had the worse day of my life, March 13th; but it was the first day of the rest of my life (I think that’s how that saying goes). My father had passed away and I cannot forget my mother’s voice as she told me on the phone since I was not able to leave the city. That’s when I knew I had to keep up my sobriety, not only for myself, but also for those who get to know me and I make connections with. MICHAEL LOPEZ JR won’t be another sad story. Now I am sober, enjoying what life has for me. I am very excited to share that I also have my job back. Second chances do exist to those who change or make a difference. I have my family love and love for my family, which I would not change for anything. Just know life is a journey and learn, don’t take advantage because you truly only live once. You can change everything, start with popping all the bubbles in your head!

Mandela Washington Fellowship

By Jason Walker

On August 4, 2018, MCAPD welcomed its first Mandela Washington Fellow, Emmanuel Yeboah Afful. The fellowship aims to invest in a new generation of young African leaders who are shaping the continent's future by providing them with leadership and professional development opportunities through education, training, and hands on experience in a variety of business and public service fields across the United States. The program is extremely competitive with over 37,000 initial applicants across Africa. From those initial applications, 700 individuals were selected to become Mandela Washington Fellows and were brought to the United States and placed with different higher education institutions around the country for six weeks of intensive education and leadership training. Emmanuel was among the 100 of those individuals who were further selected to be paired with a host organization for an additional six-week period of Professional Development Experience (PDE).



Emmanuel hails from Ghana, on the west coast of Africa, where he currently works as the Deputy Superintendent and Head of Inmate Reformation for the Sunyani Central Prison of the Ghana Prisons Service. Emmanuel spent his six-week PDE term working with the Reentry Services Division, learning about and observing our DOC Reentry, CRU, Work Furlough, SMI, Garfield, and Education programs. He was also able to experience some of our specific programs aimed at fostering behavior change and reducing recidivism like *Thinking for a Change*, Risk Reduction, and EPICS.

It hasn't all been "official business" during his time in the United States. Emmanuel has become an expert on our light rail system, has gotten used to American food, and even got to experience the Grand Canyon (thanks to Michael and Rebekah Trexler). As part of the fellowship, he was able to spend some time in Washington, D.C., and was able to catch a Red Sox game during his time at Bridgewater University in Boston.

During his time with the Reentry Services Division, Emmanuel also taught us all about his beautiful country and his agency. With a population of more than 28 million, Ghana is regularly recognized as the most peaceful nation in Africa, having not experienced any civil unrest since 1992. Despite having more than 100 different ethnic groups, English is the country's official language, while the indigenous language of Twi is the most commonly spoken local language. Ghana is one of Africa's top gold producing countries and is the world's second largest producer of cocoa. In order to celebrate and recognize Ghana's rich diversity and local traditions, instead of participating in what we refer to as "casual Friday," employees across Ghana are encouraged to dress in their traditional tribal costumes. The criminal justice statistics and inmate population of Ghana vary greatly from those of the United States. Ghana experiences very low rates of substance abuse and violent offenses while theft related offenses make up the largest portion of their inmate population at 40%.

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Mandela Washington Fellowship

By Jason Walker

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When asked what has been the most meaningful about his time with MCAPD, Emmanuel points to his exposure to the various treatment programs offered by our department and the underlying cognitive-behavioral approach toward changing behavior. He hopes to introduce EBP to the Ghana Prisons Service and plans on introducing the concept of probation to his country as an alternative sentencing option, as the only current sentencing options available in Ghana are fines and imprisonment. Emmanuel hopes to bring together all the stakeholders within the criminal justice system in Ghana to hold meaningful discussions about the future of the system and begin to address some of the challenges they face, such as the lack of treatment resources and prison overcrowding. Emmanuel's passion to improve his country's criminal justice system is clearly evident and motivating and mirrors the mission and vision of our department.

While he has thoroughly enjoyed his time with us, he is very excited to return home to his wife and now 10-month-old son, who he hasn't seen in over three months. It has been an absolute honor and privilege to work with Emmanuel over this six-week period, and not only has it resulted in lasting professional relationships, but personal friendships as well.

A special thanks to all the supervisors and staff who took time out of their busy schedules to make Emmanuel feel welcome and highlight the amazing work this agency does!

When reflecting on his time with MCAPD, Emmanuel was reminded of one of his favorite quotes and wanted to share it with everyone:

A man who calls his kinsmen to a feast does not do so to save them from starving. They all have food in their own homes. When we gather together in the moonlit village ground it is not because of the moon. Every man can see it in his own compound. We come together because it is good for kinsmen to do so. Therefore let us continue with the team spirit and enjoy the power of togetherness. Let's smile not because we don't have problems but because we are stronger than our problems.

--Chinua Achebe, Nigerian novelist



Pictured left to right: Jessica Ethington, Melissa Froderman, Jason Walker, Melissa Boudreau, April Powell, Rebekah Trexler, Emmanuel Yeboah Afful, Victoria Murray, Dana Shepherd, Leslie Ebratt, Jolie DeLong, Kristi Wimmer, Ryan Valley, and Jennifer Dzezinski.

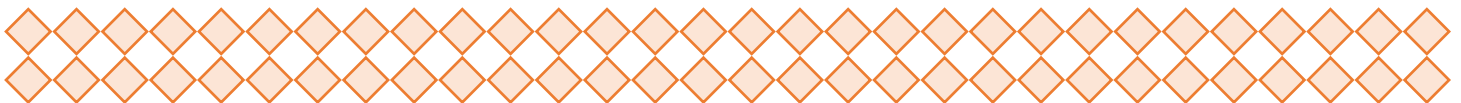
New Administrative Order 2018-129

By Tom Weiss

Presiding Judge Janet Barton signed a new Administrative Order (A.O.), A.O. 2018-129, effective September 7, 2018, that replaces A.O. 2016-069. The new A.O. makes possible the sharing of certain information between AHCCCS Complete Care (ACC) health plans, community-based treatment providers, Correctional Health Services, and the probation departments (adult and juvenile). Typically, a court order is needed to share non-public records that probation may have; these records include diagnostic reports, assessments for treatment, alcohol and other drug screening, and treatment reports. In addition, HIPAA requires a signed release from the probationer before probation staff may share any alcohol and drug testing and treatment information with treatment providers.

Recognizing the importance of collaboration for evidence-based practices, the A.O. allows probation to share certain non-public documents with ACC health plans, Correctional Health, and treatment providers. Treatment providers can receive OST/FROST assessment results, case plans, test results, and reports on progress/regress. Likewise, the A.O. addresses what information may be shared with probation. The release of certain information, such as diagnosis for HIV, AIDS, or sexually transmitted diseases, still require a specific signed consent for release of information.

For Adult Probation, Policy 1.101 Disclosure Requests and Public Relations remains in effect; officers are encouraged to speak with their supervisors regarding questions. Administrative Orders for the Superior Court in Maricopa County can be found at: <http://www.superiorcourt.maricopa.gov/SuperiorCourt/AdministrativeOrders/Index.aspx>



Ideas Wanted

Managers' Action Committee



For more information contact [Ryan Valley](#) or [Arlyn Harris](#)

MAC was created in 2008 as a forum for staff to be included in the decision making process by bringing forth new ideas, tackling issues, and developing solutions. Have a an idea that would benefit the department? Simply fill out a MAC proposal form and email it to MAC@apd.maricopa.gov.

October is Domestic Violence Awareness Month

By Antony Bidonde

Domestic violence and emotional abuse are behaviors used by one person in a relationship to control the other. Victims of domestic violence can be of any age, sex, race, religion, sexual orientation, education, employment, or marital status.

According to the Center for Disease Control (CDC), one in four women and one in seven men have experienced severe physical violence by an intimate partner in their lifetime (The National Intimate Partner and Sexual Violence Survey 2010 Summary Report). Based on the CDC report, the Arizona Coalition to End Sexual and Domestic Violence reports that about 804,048 women and 453,689 men in Arizona will experience domestic violence in their lifetime ("The Impact of Domestic Violence" factsheet).

Adult Probation has three dedicated units for the supervision of offenders sentenced to probation on domestic violence charges. The goal of the Domestic Violence Units is to stop and prevent the abuse by providing a platform by which the offender can transform his or her behavior. The efforts of Domestic Violence Units contribute to the Department's goal of crime reduction and providing safety to communities and victims. The Department also utilizes the victim advocacy services offered by Chrysalis. The MCAPD Victim Services Unit is available to provide victims with pertinent information about their rights in the post-conviction stages, explanations, and referrals if needed. Below are a few links to advocacy groups and agencies that provide an array of services to victims of crime:

- Chicanos Por La Causa: <https://www.cplc.org/>
- Chrysalis: <https://noabuse.org/>
- Family Advocacy Center (Phoenix): <https://www.phoenix.gov/humanservices/programs/victims/fac/>

If you have questions about the article or questions pertaining to victim rights, please contact Tony Bidonde, vsu@apd.maricopa.gov or call (602) 372-8286.



Elements of a High Functioning Pretrial System

By Lolita Rathburn

I attended the 43rd Annual APPA Training Institute held in Philadelphia, PA, and was very pleased to have a wide array of workshops to attend, which included numerous sessions pertaining to pretrial supervision. I attended a session presented by Allegheny County's pretrial staff; they described the essential elements of a high-performing pretrial services system, which includes the court making release decisions, and how their pretrial services agency has moved from theory to practice. The presenters started with some humor, a clip from the John Oliver show describing current bail practices in America, which I recommend if you have not already seen it. The video is really funny and still very accurate regarding how money is being used to deny pre-adjudicated persons' release from incarceration pretrial.

A powerful part of their presentation was the statistics on the impact of pretrial incarceration on sentencing outcomes. The presenters cited the Laura and John Arnold Foundation's research which indicates that, compared to defendants released at some point prior to trial, defendants who remained incarcerated for their entire pretrial period are four times more likely to be sentenced to jail and receive three times longer jail sentences. In addition, they are three times more likely to be sentenced to prison and for twice the term length! We discussed the impact of pretrial detention on recidivism; research indicates the amount of time low-risk defendants spend incarcerated pretrial has a negative impact on their ability to remain crime free for the following two years. The presenters asserted that if we can release more low-risk defendants pretrial, they will have a better chance of not recidivating over the course of the next two years when a large portion of them are on probation. It was great to hear how pretrial and probation, while different, are still part of the larger justice system and have an impact on each other.

The presenters went over the National Institute of Corrections' "A Framework for Pretrial Justice: Essential Elements of an Effective Pretrial System and Agency" and explained that the Framework is continuing to evolve and case law across the nation is continuing to reaffirm the basic principles of the right to reasonable bail. The presentation closed with the following quote from a famous Supreme Court case:

“In our society, liberty is the norm, and detention prior to trial or without trial is the carefully limited exception.”
—*United States v. Salerno, 481 U.S. 739, 755 (1987)*

Victim No Contact Laws Protect Victim and Offender

By Tiffany Butler

While at the APPA Conference in Philadelphia, Pennsylvania, I attended the workshop, “How Victim No Contact Laws Protect the Victim and the Offender.” The workshop explained the challenges of supervising domestic and sexual violence offenders, the complex and varying needs of victims, the complicated relationship between victim and offender, and successful supervision. The Minnesota Department of Corrections (MDOC) and the Texas Department of Criminal Justice (TDCJ) have implemented a process they call “the wrap-around-safety plan” for victims. The basis of their program is that a “proactive post-conviction approach to domestic and sexual violence starts when an offender is sentenced to incarceration or supervision, because the information gathered and shared during the offender intake and incarceration/supervision process is crucial to not only offender management, but victim safety as well.” They begin the process with a registrant/victim reentry statement. This information is gathered from the victim at any time during the offender’s incarceration or supervision; however, preferably at the initial onset of incarceration. This information is forwarded to the location of the offender (i.e., prison/jail or supervision) to assist in enforcing no contact laws and orders by establishing conditions, geographic restrictions, and to set methods of monitoring compliance. The in-house supervising agent completes a summary report detailing threats or behaviors toward the victim while incarcerated and forwards it to a victim services representative, as well as the expected supervising agent at the time of release. This allows for a straightforward transfer of information, as well as eliminating any unnecessary repetition for the victim. Team members consisting of Victim Services, local victim advocate, law enforcement, and the offender’s agent meet with the victim to discuss safety planning for the upcoming release of the offender. MDOC and TDCJ believe that the sharing of information among members enables everyone to do their job effectively, as well as enhances victims’ sense of being supported by the community.

A Review of APPA Juvenile Lifers Presentation

By Jaci Christenson and Melissa Monahan

As former JTOP “graduates,” the APPA presentation titled “Juvenile Lifers” seemed like a natural fit to attend. This presentation discussed the 8th Circuit Court of Pennsylvania’s ruling that it was unconstitutional to sentence juvenile homicide offenders to life in prison without the possibility of parole. The Court also determined that this law could be applied retroactively to people currently in prison. Because of this change, 521 inmates who were previously sentenced to life without parole were now eligible to be resentenced. These “new” sentences can range anywhere from immediate release to life in prison, with each of Pennsylvania’s 67 counties given the opportunity to approach resentencing however they choose. Philadelphia had the largest number of people eligible for resentencing and opted to use a three judge panel to interview candidates. The resentencing started with those who had been serving the longest sentence to date. As of June 30, 2018, 291 inmates were resentenced. Of those, 131 inmates were granted parole and 25 were denied parole, but will be reconsidered. Out of those who were granted parole, only one violation has occurred.



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A Review of APPA Juvenile Lifers Presentation

By Jaci Christenson and Melissa Monahan

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Inmates were interviewed, and victim's input was considered. The victim's input covered each end of the spectrum and everything in between. Staff considered the personal circumstances, i.e., the offense, what the inmate thought/articulated now, programming, behavior, and their statements made before the board. Inmates granted parole had conditions tailored to their circumstances and needs. Those who did not receive parole were told why they were denied. The Department of Corrections does everything it can to help inmates before and after their release to reintegrate into society. Inmates can use a virtual reality system to help them adjust to the outside. Many have never seen or used an ATM, cellphone, computer, etc.

Two of the people who were granted parole were present at the presentation and were able to share their experiences with us. The first gentleman, who referred to himself as a returning citizen, committed first degree murder in 1975 at the age of 16. He spent 42 years in prison. He expressed remorse, acknowledging the victim will not get a second chance. However, he is not allowing that decision to define his entire life, stating, "that's not who I am." He now works for a community agency helping others who have served jail time. The second gentleman was in prison for 25 years and discussed how much the world has changed in the time he was in prison. They are both reintegrated into the community, and more importantly, giving back and working to make the community a better place.

Connecting the Dots: Housing for Homeless Offenders

By Fred Wilhalme

While at the APPA Conference in Philadelphia, I attended a presentation put on by the Georgia Department of Corrections on their reentry program for homeless offenders. They are currently working to get offenders eligible for parole out and housed in the community. Homeless offenders create a special problem for them. Several months before becoming eligible for release, the offenders that are going to be homeless are identified and staff works to find housing for them. Working with a group of community providers, subsidized placements into apartment complexes and group homes are sought.

The program is showing some success but also has to deal with limitations. Housing that is religious based has to agree not to force clients into religious programs. There are also limitations in locations for offenders. Most placements are in urban areas and the offenders are underserved if they want to return to the vast rural areas outside of Georgia's main cities. Offenders that do get housed can be released early into the community and work on re-establishing themselves as productive citizens.

Mentally Misunderstood

By Ryan Valley

I recently attended an APPA workshop that focused on managing clients with a serious mental illness while traversing the criminal justice system and how difficult it can be. The workshop explored the techniques that they use to supervise this population while remaining in the boundaries set by their jurisdiction. The presenters talked about the importance of collaborating with community and treatment agencies and also educating judicial officers, their co-workers, and even the jails that interact with this population. One thing that the presenter talked about was that their sheriff's office was working on a diversion program for SMI individuals before they hit the criminal justice system. This allowed for avoidance of what are typical charges related to mental illness or even homelessness.

The presenters were then able to run through an activity that allowed the attendees to feel what it was like to live while hearing multiple voices. Attendees were instructed to have a conversation with their partner while listening to the voices. These voices were aggressive, demeaning, and intended to demoralize the participant. This was a perfect example of what some struggle through on a daily basis and what we as officers should be aware of when working with the probationer. Many of the attendees really enjoyed this presentation and stated that they got a lot from it.

Finally, the presenters talked about the case management strategies that they use and how they developed support systems in their community. They discussed their Mental Health Court, which they call a "Wellness Court" and how they generally operate in their Court. They stated that they are able to have all of their SMI clients attend Court every few weeks in order to check in and make sure that they are succeeding while on probation. They also recognized that one of the hardest pieces to work through is the supportive services, specifically housing, that are not always available when creating a discharge plan. This was nice to see: some of the struggles that our county deals with, they were also dealing with. My hope is that some of the pieces they implemented can be tested out in our county as well.



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

Send ideas and/or questions to:
APDCommunicationCommittee@apd.maricopa.gov

The graphic features a central blue globe with the text "DID YOU KNOW?" overlaid. Surrounding the globe are several colorful icons representing communication and technology: a smartphone, a Wi-Fi signal, an email symbol, a speech bubble, a computer monitor, a printer, and a document. The background is a blue sky with clouds.

What Every Felon Needs to Know

By Scott Gibson

Do you really believe that people can change? When you think about your caseload and names come to mind, do you really believe that they have the ability to leave behind the thinking patterns and behaviors that have led them to where they are today? Some believe once a criminal, always a criminal. However, as community corrections professionals, we should believe that everyone can change.

I attended a workshop as a part of the American Probation and Parole Association's summer conference and had the opportunity to hear Chef Jeff Henderson speak about this very proposition. He recounted his life story; he grew up in poverty with a single mother and turned to selling crack cocaine in an effort to make ends meet for his family. He was eventually put in prison for his crimes but made a decision to turn his life around. While in prison, Henderson discovered his passion for cooking and went on to be the first African-American executive chef at the Bellagio in Las Vegas, Nevada. Now a positive, successful member of society, he travels the nation speaking about the ability for individuals to change.

His message to us as employees of the Adult Probation Department was clear: we are in a position to help people transform their lives and succeed. He underscored this by saying that if we aren't passionate about the success of the people on our caseloads we are in the wrong business.

Henderson's challenge to officers was to look beyond felons' presentence report and their surface behavior and discover their whole story. "Just as none of us were born probation officers, no person on our caseload was born a criminal," he said. He encouraged us to find out how they became criminalized. To put it very simply, in order for someone to change, Henderson says we need to help them discover their *driver* and work to eliminate it. Once we know their driver, we can adjust our supervision strategy based on their individual needs (responsivity factors) to help them achieve lasting behavior change.

We may not reach everyone, but what about the ones we do? What about the ones that really get it?

So what does every felon need to know? They need to know that as long as they are willing to do their part, their probation officer is willing to help them succeed. Not "hug-a-thug," but simply caring about and trying to help a person. The better job we do, the better we accomplish our mission of enhancing the safety and well-being of our neighborhoods.

Don't Be Afraid to Ask For Help

By Joe Pallo

At the APPA 43rd Annual Training Institute, I attended the Vicarious Trauma workshop, facilitated by Brenda Crowding, Deputy Director, CA Division of Adult Parole Operations. This presentation interested me in that, as a result of our job, officers face many personal challenges and risks while managing caseloads. These risks are referred to as secondary trauma and, if you are affected, it can lead to alcoholism, divorce, depression, and even suicide. Officers are at a higher risk of each of these than the general population and, quite frankly, I personally experienced some of these risks myself.

Deputy Director Crowding spoke in detail about the things she has witnessed as a result of her job while operating as a parole agent. Reading reports of children seriously injured by their own parents dredged up memories of her own childhood where she was abandoned by her mother and abused by her father, leading her and her siblings to grow up in foster care and eventually adoption into multiple families. To this day she does not know the whereabouts of several of her brothers and sisters. She spoke of her journey allowing her to leave her past behind.

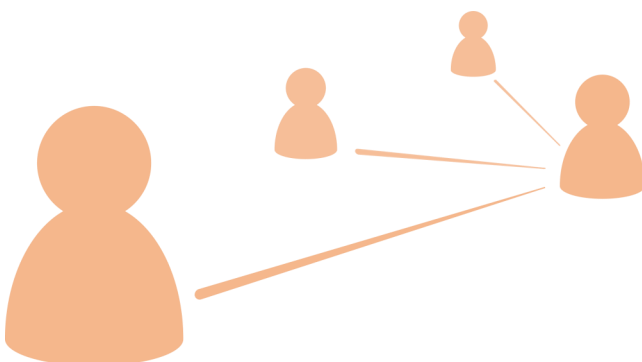
She professed that in our profession it is important to know your ABC's: *Awareness, Balance, and Connections*.

Awareness: Be aware of how this job affects you. Ask your friends and family. They will tell you. If you find yourself going home and sitting in your favorite chair for hours when you get home from work, perhaps it is time to seek help.

Balance: Engage in activities outside the scope of work. Join a hiking club or learn about photography. Do anything that allows you to enjoy life outside work. She emphasized that if your outside activity involves a firearm, find something else.

Connections: Connect with other people. Hang out with your neighbors. Learn to socialize with people who don't carry a badge. Seek out opportunities to engage in activities with your family.

If you find that your job is getting to you, then don't be afraid to ask for help. In our Department our CISM team is always there to help you out and refer you to an appropriate agency. The call is confidential and free. CISM can be reached at 602-619-5632.



Traffick Jam: Court Response to Human Trafficking

By Shanav Aven

This workshop was one of many I attended while participating in the 2018 American Probation and Parole Association Summer Training Institute in Philadelphia, Pennsylvania. I decided to write about this specific workshop because it is something I do not know much about and/or work with on a regular basis. The presenter, Laurie McGehee, from Caddo Parish Juvenile Probation was not only knowledgeable, but very passionate about the work she does with the victims.

Laurie started off by explaining what exactly human trafficking is. According to federal law, human trafficking is defined as:

- Adults in the sex industry by force, fraud, or coercion.
- Minors involved in the sex industry - not of age to consent and whether participation is voluntary or involuntary.
- Adults/minors in labor by force, fraud or coercion.

What this might look like in the United States is any individual selling a child in their home, neighborhood, hotel etc., in exchange for money, drugs, and/or a place to stay. It can be gang related, and it can be any person of any sexual orientation, adult or child. She talked about the language that is used and what to listen for when talking to a victim or trafficker; she stated they will use words like Pimp, Trafficker, Daddy, Madam, Wifey, John/Trick and Hustle. There are smart phone/tablet applications that are targeted towards trafficking, and most of us are not aware that is what they are used for. She stated that they look like normal phone applications, and this is why it is important for parents to know what applications their children are downloading on to their smartphones/tablets. This included Snapchat, Whisper, Calculator - which looks like a calculator for math problems, Liveme, and several others.

Laurie talked about the risk factors that could lead a person into becoming trafficked, and it includes history of sexual abuse, familial trafficking— being raised around it or in the life, foster care, society, prostitution, and community. Some of the telltale signs or red flags an officer should look for when trying to find out if someone is being trafficked include multiple sexually transmitted diseases; malnourishment; hyper sexualized behavior; tattoos/branding which can look like a barcode; activity at hotels; casinos; hospitals; easily angered; and access to unexplained high end items, i.e., expensive clothes, purses, getting nails/hair done, etc.; things they would not be able to afford otherwise. She talked about trauma-informed care and what is and is not helpful when talking to a possible trafficker. She explained that each year in October the county she works for participates in Operation Cross Country X; in a three day period, they were able to recover 82 children, the youngest being 13 years old, and 239 traffickers and their associates were arrested. She stated that because of their proximity to major highways, they are a high risk area for trafficking. I think it is amazing all the work Laurie and her county do on a daily basis; my hat goes off to them.

The Silent Suffering of Female Probationers

By Christina Collier and Sean McMillen

When is violating probation and going to jail a safety plan?

Before we answer that question, let's look at some surprising stats of the female probation population:

- 58% committed at least one crime to please a partner
- 45% committed a crime to get drugs for a partner
- 40% admitted to a crime actually committed by their partner
- 29% committed a crime because they were threatened by their partner
- 51% lied to authorities to hide their partner's crime
- 21% chose to go to jail to avoid their partner's abuse

(Oregon Council on Crime and Delinquency, 2002)

Would you be surprised to find out a great proportion of women on probation have been or are currently victims of domestic violence? Of these women, roughly 85% have experienced physical abuse and 46% have been raped or sexually abused (Oregon Council on Crime and Delinquency, 2002).

How are we as a Department to provide the needed services for these women and ensure they are abiding by their conditions of probation?

We tend to look at our probationers through the lens that they are the offender and sometimes don't consider the possibility that they themselves could be victims, past or present, of intimate partner violence (IPV). When reviewing case file information, as well as during face-to-face interactions, be aware of these risk factors and red flags that may indicate possible IPV:

- **Overly Protective Partners** – Dominant partner pressures other partner to remain close at all times, keeps partner within line of sight at all times, always accompanies probationer to office visits, responds to questions on behalf of probationer and/or ensures they are present for all home visits.
- **Overly Timid Partners** – Potential victim defers to dominant partner, hesitant to make eye contact or answer questions.
- **Unexplained Injuries** – Re-occurring or frequent injuries occur, explanations behind injuries are inconsistent or implausible.
- **Non-Compliance with Supervision Terms** – Does not report due to partner being unable to attend, fails to make payments due to partner controlling finances, failure to attend treatment due to partner not being able to attend.



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The Silent Suffering of Female Probationers

By Christina Collier and Sean McMillen

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If you notice these red flags and suspect one of your probationers may be a victim of IPV, you can take the following action steps to confirm and provide aid:

- **Separate and Inquire** – Conduct face-to-face meetings out of sight or hearing range of overly protective partners, only take the probationer to the interview room during office day, conduct field visits when overly protective partner is not present.
- **Refer Potential Victims** – Provide referrals to victim services and victim advocates who can provide confidential assistance should the victim be in need.
- **Report Suspicions to Other** – Contact a victim advocate program to discuss concerns and begin collaboration on ways to help the potential victim.
- **Avoid Inflaming the Situation** – Maintain a trauma informed perspective, avoid victim blaming (i.e.; “why are you with this person?”, “what are you thinking?”), empower victim by validating emotions/experiences.

A few priorities for supervising a probationer who you may believe is a victim of IPV: always support the safety of the probationer you are supervising, hold the probationer accountable for the offense for which she is on probation, and understand the probationer’s need and provide the needed resources/services.

Some common examples of noncompliance of supervision conditions:

- **Failure to Obtain Employment** - The probationer is reluctant to obtain employment, stating her partner does not want her to work.
- **Failure to Make Office Visits** - The excuse the probationer gives for failing to show up for office visits is that her partner was not available to attend the meeting with the probationer and the partner wants to go to all meetings.
- **Failure to Pay Court-Ordered Monies** - The probationer is not making court-ordered payments and states that her partner refuses to let the probationer have access to the household finances so that she can make the required payment.
- **Failure to Attend Mandated Treatment/Counseling Sessions** - The probationer states that she has missed mandated treatment/counseling sessions because her partner either refuses to take her to the sessions or the partner does not want her going to the sessions because they cannot attend meetings together.

These areas of noncompliance may be red flags; however, as we know, the majority of noncompliance issues are not related to potential IPV. With that being said, noncompliance with conditions of probation could be indicators IPV does exist. These areas of noncompliance can, of course, lead to an officer filing a petition to revoke with a possible lengthy jail sentence. This lengthy jail sentence may be a victim’s only means of getting to a safe place for the time being.

Jennifer Storm Author and Advocate

By Amelia Giordano

“Shame is not emotion. It is biological,” said Jennifer Storm in her presentation this year at the APPA conference in Philadelphia. Jennifer Storm writes and speaks on the subject of emotional survival after violence. She also speaks about shame, which she says has the same biological effect on the body as being hit by a truck. According to sources she cited, trauma encodes on the right side of the brain, far from the area that allows us to verbalize the pain. Studies show that interpersonal trauma strongly correlates to substance abuse in women, but the association is complex. At the simplest level, trauma leads to substance abuse, which leads to more trauma.

Trauma, PTSD, and feelings of shame and victimization are “open bullet holes” that “cannot be treated with Band-Aids... Recovery from addiction alone cannot heal it; therapeutic counseling must be part of the recovery process to treat the wound so it properly heals.” Violent victimization stays with a person forever. They will never be the same; they will have to learn to operate under a new normal.

Recovery is a learned behavior, and it must be practiced to keep it functioning properly. Think of recovery as a muscle; like any muscle it needs to be flexed often to keep it in shape.

Rocky Balboa— A Story of Hope

By Brandon Shimizu

Philadelphia may have been a fitting location for this year’s American Probation and Parole Association’s Summer Training Institute as one of this year’s themes was “Creating Hope.” When we first meet Philadelphia’s favorite son, Rocky is a high school dropout with a criminal record, and he is actively engaging in criminal behavior. He is also associating with anti-social peers, living in a rough neighborhood, and at age 30, has all but lost hope in his boxing ability and dream of a better life. If Rocky would have completed an Adverse Childhood Experiences (A.C.E.) questionnaire or an O.S.T. assessment, it is unlikely, as with many of our probationers, that he would have scored as low-risk. However, hope is created when Rocky is given opportunities to box against the World Heavyweight Champion. That hope turned a livelihood obtained through criminal activity into hard work and legitimate employment. He also began to make better and pro-social association choices (except of course his brother-in-law).

Probation grants may not be title shots against Apollo Creed, and probation officers may not be Mick, but the opportunity and hope created while on probation can be just as impactful.

What's Your Legacy?

By Jackie Chagolla

At the recent APPA Training Institute, I attended a workshop entitled “What’s Your Legacy?” You are a change agent, symptoms indicate a deeper challenge, and any challenge has the seed for transformation next to it.

A legacy can be a monetary gift, such as the Nobel Peace Prize, or it can be honesty, integrity, and the genuine concern for the betterment of our society. To be effective it should be measurable, inspirational, and flexible. Transparency is the key to accountability.

Each change agent should define their why! We should all be visualizing a different future, changing one piece at a time, and held accountable by stakeholders via sharing both the wins and setbacks. What if? What if should be asked and answered with results-based accountability.

Proxy indicators should be noticed. Trial and error and being agile enable growth, but refusing to lose makes failure not an option. Find common ground and you will win in making your legacy and becoming a force for positive change!

Community Corrections Chase— C3

By Arlyn Harris



APPA’s interactive learning experience, the Community Corrections Chase (C3), offered a fun, rewarding, and competitive challenge for Training Institute attendees! It is a take on the very popular CBS show, *The Amazing Race*, where contestants “race” to win a cash prize. In our competition, community corrections/supervision professionals teamed up to “chase” an opportunity to gain knowledge about practices, theories, and policies that increase understanding of this industry, while learning some history of Philadelphia and the city’s important role in the American Revolution. A variety of clues led each team to Love Park, Independence Hall, The Liberty Bell, The Art Museum (Rocky Balboa statue), and the Federal Court House. At each location we had to accomplish a task such as answering “what do you LOVE about your job?” and “why is INDEPENDENCE important in your job?” We also

heard a few great speakers along the way and, although it was a great experience, there was no cash prize at the end. This was the second C3 workshop APPA has offered and I recommend it to anyone attending an APPA Institute in the future; it is a great way to see the city, meet new people, and accomplish your steps goal for the day!

Justice Involved Women and Girls

By Barbara Rubio

During the 2018 APPA Conference in Philadelphia, I had the opportunity to attend a seminar focused on the specific and unique needs of women involved in the criminal justice (CJ) system. While there are many reasons women differ from men, in the CJ system these differences make rehabilitation challenging as they require a different approach and consideration of specific needs.

According to the research, women's risk factors do not always coincide with the gender neutral factors commonly seen in most assessments. Women may have a criminal history or antisocial attitudes, but the offenses and attitudes are often related to prior trauma that can attribute to substance abuse, unhealthy relationships, and mental health problems. Physical and sexual abuse can be experienced by either gender, but the risk of abuse for men/boys declines after adolescence while women continue to experience this throughout adolescence and adulthood, making it something to be aware of when working with female clients.

The traumas can lead to physical and emotional manifestations (such as persistent anxiety or chronic conditions) that could interfere with success on probation. Use of trauma informed care, such as specific assessments and treatment programming, has been shown to increase success in reducing recidivism and new arrests and avoiding negative outcomes. Thankfully, this approach has been adopted in both Arizona and our Department. As an officer, I have had the privilege of working with one treatment provider (The Changing Lives Center) that employs trauma informed care while also accounting for the female specific needs (child care, job skill development). Additionally, I recently discovered the Maricopa County Adult Drug Court has a caseload focused on female offenders with a 40:1 ratio that allows for direct and female focused supervision. It is exciting to know our Department continues to be a front-runner on programming that has shown to be most effective for clientele.

Detox Your Work Environment

By Tracy Gorr

"People steal our joy because we allow them to do so." (Unknown). Have you ever gone to work in a good mood, eager to start the day, and you're in a great mood, then that one person shows up and sucks that away? We must remember, it's not the person, it's their behavior; therefore, the behavior can be addressed.

What kinds of behaviors do people present when they are toxic? A few are: passive-aggressive behavior, manipulation, narcissism, downer, judgment, whining, brown-nose, negative attitude, self-confessed expert, arguer, disrespectful, complainer, and loud.



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Detox Your Work Environment

By Tracy Gorr

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When toxic behaviors are displayed, there is a five-step process to deal with the toxic behavior:

1. **Identify the problem:**
Examine what the person is doing versus what he/she should be doing. Policies/procedures, specific job description, emails, and other written instructions.
2. **Engage in an interactive dialogue:**
Effective communication is vital; confront the issue immediately - do not ignore or wish it would disappear. Inform the person that his/her toxic behavior is causing a problem.
3. **Listen to the person's reason for poor performance:**
Give the person the opportunity to share their perspective, actively listen, and stay calm during the conversation. Recognize potential legally protected rights.
4. **Identify your responsibilities:**
Coaching, utilize employee assistance program, refer to training.
5. **If you are a manager/supervisor:**
Identify your responsibilities for addressing the performance problem. Data, document carefully, include details.

When dealing with toxic behaviors, use the **F.O.S.A.** sheet to provide guidance and direction to address the issue.

- **Facts** that define a problem. What happened, when, and where.
- **Objectives** that explain the problem. Explain performance expectations.
- **Solutions** to help the employee meet the objectives. Share how you could help.
- **Actions** that the employee must take for improvement. Explain what you will need to do if no improvement occurs.

Dosage Based Probation

By Kelli Watson

In most places across the United States, the idea of dosage probation is simply just a theory; however, in some places such as Milwaukee County, Wisconsin, this theory has begun evolving into practice. It began by asking the question: "What evidence could better guide sentencing decisions?" Using core evidence-based practice research findings focusing on three main principles known as "RNR" or the Risk, Need, and Responsibility Principles, the idea of dosage probation became a reality. This type of probation allows a probationer to have the opportunity to earn early termination from supervision by meeting intervention dosage targets aimed at risk reduction. Although it has been in practice in Milwaukee County for a few years, this type of supervision is still developing. The County currently has 141 clients participating in dosage probation, contributing to a total of 231 clients to date. Thus far, the County has seen a total of 29 successful completions, with 17 cases considered unsuccessful. The data and information is still developing, however, could this practice be the next type of supervision style that sweeps the nation? We will just have to wait and see.

Closing Session

By Kristi Wimmer

The theme of this year's APPA conference in Philadelphia was "Restoring Trust and Creating Hope," and the presentation by District Attorney Larry Krasner, Philadelphia, PA, tied back into that theme based on his ideas and actions as Philadelphia's "progressive" district attorney. His awareness and recognition of the historical issues with the intersection of race, class, gender, poverty, and crime in Philadelphia inform his policies as the district attorney of Philadelphia.

Prior to being elected district attorney in 2016, he was a progressive attorney for 30 years, a public defender, and a champion for restorative justice models. His goal as DA is to transform a broken criminal justice and sentencing system in Philadelphia. It is broken because, in his words, "6% of all offenders commit 60% of all the crime," so those 6% are the ones that should receive the focus by law enforcement in regards to policing, tougher prosecution, longer sentences, and more supervision. The other 94% of the offenders, who are committing less violent crimes and do not have high rates of recidivism, should receive less policing, less prosecution, shorter sentences, or treatment instead of incarceration. He also stated that statistics show that longer supervision terms on probation and parole do not increase compliance, in fact, anything longer than a three-year supervision term can actually show an increase in recidivism.

Some of the issues that DA Krasner and his DA's office will be addressing and working to change in Philadelphia include declining to prosecute more cases, including not charging felony charges for marijuana arrests. They will also focus on rehabilitation instead of incarceration for opioid offenders and not prosecuting sex workers. He also wants to divert more people once they are in the system towards counseling, rehabilitation, and restorative justice. He is getting rid of cash bail, which is biased against poor people, and will look at revising sentencing guidelines. He hopes that these changes will alleviate the numbers of Philadelphians incarcerated or under court supervision. There has been an 800% increase in incarcerated people since the 1970's, yet crime rates are steady, and that is one part of the system that DA Krasner wants to reform through his office.

One of his major focus areas to change in Philadelphia is that Pennsylvania and Philadelphia have far too many residents under criminal supervision – 1 out of every 22 adults are supervised by either probation or parole officers. Pennsylvania is the most excessive state for probation and parole, Philadelphia is the most supervised city in the country, and half of all people incarcerated in Philadelphia are incarcerated due to probation violations. His office is working to change the sentencing guidelines and decrease the number of non-violent offenders incarcerated and under criminal justice supervision.



16 Officers Join the Department

By Jim Sine

Please join Staff Development in welcoming the latest class of new probation and surveillance officers to the Department! On September 10, 2018, 16 new probation officers and one new surveillance officer were sworn in by Judge Myers and joined the Department. Actually, two of our officers were already surveillance officers, Danielle Herrera and Kevin Kittle, who promoted to probation officer. The officers completed nearly eight weeks of NOTES training and are ready to jump into their new assignments. This time around nearly all of the officers were placed in Standard Probation caseloads. One officer was placed in an IPS-Sex Offenders Unit and our one surveillance officer was placed at Garfield. As always, a very appreciative thank you is due to our many adjunct faculties for their ongoing contributions to training our new officers. Another big thank you goes out to our field coaches for taking time out of their schedule to work with our new officers in the field. Staff Development recognizes their immense contributions and knowledge in helping our new officers get ready for the job. Congratulations and good luck to our new officers in their new adventures!



New officers from left to right:

Brandon Bjarnson, Danielle Herrera, Riley Grizzle, Kevin Kittle, Freddy Lopez, Michel Bridget, Joanna Ramirez Medina, Anai Gonzalez, Roxanne Ochoa, Sherrielyn Beauchamp, Valerie Briscoe-George, Rob Gianino, Bianca Cenicerros, Deeandra Cunningham, Andrew Mount, and Keith Shelton.



Ryan Price Promoted to Supervisor

By Riane Meister

Ryan began his leadership career as a supervisor for a Standard Field Unit in the Western Division at Western Regional Center (WRC) on July 30, 2018. Ryan Price started with the Department in March 2014 with an initial assignment as a standard field officer in the Central Division. In March 2016, he transferred to a sex offender caseload and then to IPS at WRC in October 2017, where he remained until his recent promotion. Over the years, he has served as a Defensive Tactics instructor and *Thinking for a Change* facilitator. In his new position, Ryan is looking forward to helping fellow officers achieve their goals for their careers with MCAPD. Congratulations, Ryan!



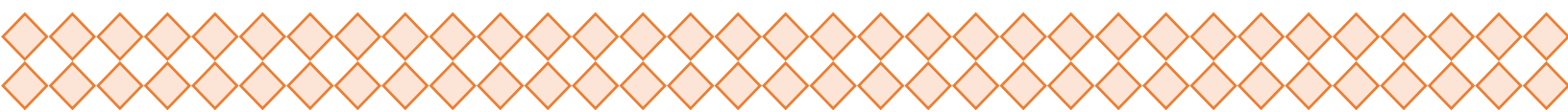
Sharlene Meyer Promoted to Supervisor

By Riane Meister



Sharlene Meyer began her employment with MCAPD in September 2013 as a judicial clerk associate in Scottsdale. After a brief stint at Probation Service Center, she was promoted to administrative assistant in the Programs Division. Sharlene has been an administrative assistant for just under four years. She has been a chair of the PRIDE Committee and the "Of the Year" program and will pass these titles to the new Programs Division administrative assistant, but she will continue to serve as a committee member. Sharlene is also currently serving on the Employee Recognition and Rewards committee. Sharlene assumed her new position as judicial clerk supervisor for the Central Division overseeing the Black Canyon Building, Sunnyslope and Garfield offices in July 30, 2018. She is looking forward to the new challenges, learning experiences, and team this position brings. Congratulations, Sharlene!

Congratulations





2nd Quarter P.R.I.D.E Winners

BCB - Arthur Hernandez, Sarah Dutton, Michel Bridget, Victor Ortiz

CCB -David Gonzalez, Nicole Young

Communication Center - Milica Radmilovic

CSC - Christine Frey

DTJC2 - Natalie Liles, Kyle Miller

DTJC3 Admin - Lauren Sanchez, Brenda Crawley

DTJC3 Pretrial - Justin Robnett, Jasmyne Acevedo, Dale Morley

Garfield - Melinda White, David Laing, Julie Wise

Luhrs - Megan Merker, Kelsey Hartzler

Northport - Claude Renfro, Cherynne Lara

Pretrial 4th Ave. Jail - David Szeto

PSC - Shaun Dahl, Stacey Lanenga, Alan Glickman, Tracy Lundblad

SEF - Meri Romero

Scottsdale - Jesus Duran, Lisbeth Herrera

South Court Tower - Joe Coppola

Southport - Frank Corrales, Lorena Gutierrez, Latoya Parks

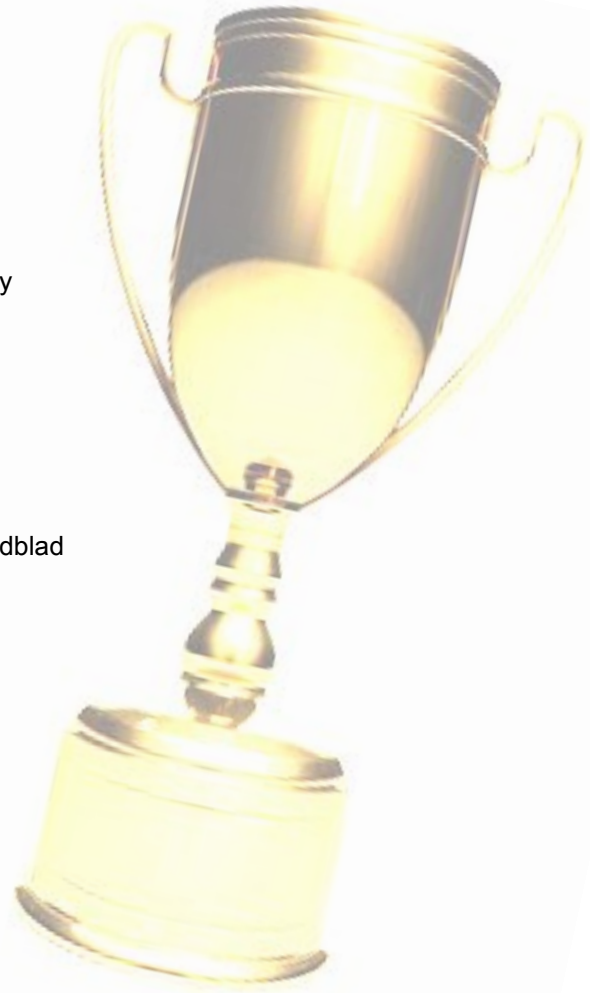
Sunnyslope - Savana Cray

SWJC- Saul Renteria, Rodrigo Arce

Westport/FAU - Aaron Smith, Bob Demers, Lilian Salinas

WRC - David Kozak, Sinan Fazlovic, Derek Kelly, Malia Faoa, Katrina Clark, Liliana Zavala

WCB5 & 6 - Cathy Raccio, Jennifer Lennox



People Recognizing Individuals Deeds of Excellence



Happy ANNIVERSARY

30 Years

Alan Dyal
Leslie Ebratt

20 Years

Susan Bee
Kevin Bishop
James Morones
Omar Rodriguez
Martha Romero
Courtney Sullivan

15 Years

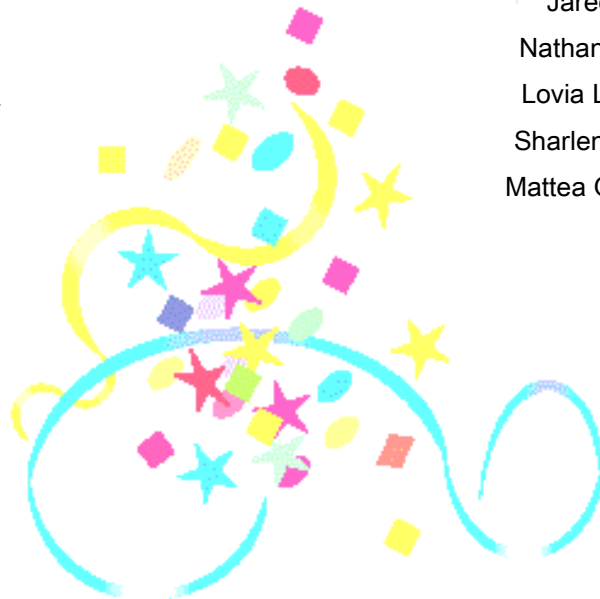
Terry Lee
Herbert Marlow
Tammy Schroeder
Breht Stavn
Cynthia Stevens
Michael Trexler
Amanda Valencia

10 Years

Jonelle Acosta
Sinan Fazlovic
Amy Ganz
Lance Kellar
Erica Miller
Aaron Porzel
Lytyson Sam
Gary Saunders
Kenneth Walker

5 Years

Karla Billingsley
Heidi Cichon
Mayra Duarte
Jared Ellis
Nathan Hilburn
Lovia Lechuga
Sharlene Meyer
Mattea O'Connell





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