

CHRONICLE

ISSUE: JULY - SEPTEMBER 2024

MARICOPA COUNTY ADULT PROBATION DEPARTMENT



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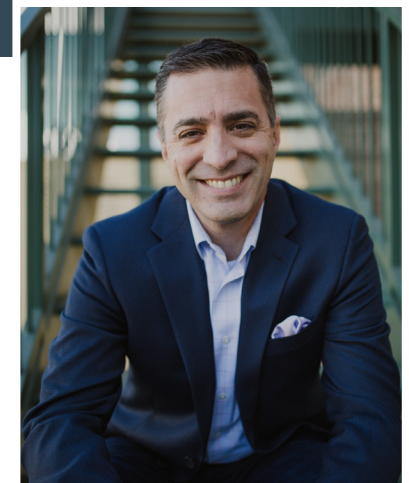
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CHIEF'S CORNER



In this edition of the *Chronicle*, I want to highlight some of the Maricopa County Adult Probation Department's (MCAPD's) key performance measures which we monitor quarterly and assess at the end of each fiscal year (July 1 – June 30.) The measures tell only a portion of the story, but an important one, of our work in the last year. We celebrate the achievements of most of the measures detailed below as well as the work that has been initiated to increase services in areas where the goal was not met.

Our interest in these measures is solely because of the lives impacted. Whether by supporting victims of crime, serving our Court and those that appear before it through the Department's initial appearance, presentence, and court liaison units, or by the individuals supervised on probation or pretrial, these measures are important only because of the lives reflected by them.

The Department is developing additional measures, including areas to measure key behaviors, in the remainder of this fiscal year to drive success in these strategic goals. As we see individuals in the criminal justice system who present with a higher risk for future criminal conduct as well as who are experiencing increased needs (whether for housing, substance use disorders, or mental health) ensuring access to the best practices available to community corrections professionals is more important than ever before. In 2025, the Department will bring additional efforts to fidelity with those practices to further enhance our success.

KEY PERFORMANCE INDICATOR	GOAL	FY2024
COMMUNITY SAFETY		
Successful Completion of Probation	70% or higher	76.8%
Revocation to Prison	25% or lower	22.4%
New Felony Sentencings	8% or lower	12.7%
Completion of Pretrial Supervision	75% or higher	72.5%
SERVICE EXCELLENCE		
Presentence Reports Submitted w/o a Continuance	98% or higher	99.9%
Pretrial Initial Appearance Packets Submitted to the Court within 24-hours	N/A	100%
Restitution Paid (% of amount Ordered)	65% or higher	87.0%
Victim Satisfaction	70% or higher	59.4%
Community Partner/Treatment Provider Satisfaction	86% or higher	89.1%

Michael P. Cimino

Michael P. Cimino

Chief for the Maricopa County Adult Probation Department



NEWS & INFORMATION

FY2024 JUDICIAL BRANCH ANNUAL REPORT PUBLISHED

By Savanna Hopp

For the first time, MCAPD collaborated with the Judicial Branch to create an annual report that includes information from all three departments: Adult Probation, Juvenile Probation, and the Superior Court. The FY2024 Judicial Branch Annual Report has an abundance of information about the Branch and serves as a valuable resource.

This year’s theme, “Accessible, Fair, and Safe,” was emphasized throughout the report. In the opening letter Branch leadership states, “We consider those three ideals to be foundational to our existence as an organization. In this report, we document how our programs, services, and innovations have bolstered connections with the community and support meaningful programming and behavioral change in juveniles and adults involved with the justice system. These achievements are not one-off accomplishments. They are reflective of the everyday efforts of our nearly 3,200 judicial officers and staff members to serve the nearly 4.5 million residents of Maricopa County.”



Key MCAPD information shared within the annual report:

- Satisfaction survey results, beginning on page 69.
- Demographics of the adult probation population, page 63.
- Crime reduction results, page 63.
- Daily cost of supervision for various supervision types, page 64.
- New warrants and reports submitted in FY2024, page 64.
- Awards received, beginning on page 47.

Updates on MCAPD initiatives:

- Justice-Involved Women Program, page 29.
- Fairness and Equity Initiative, page 30.
- Continuous Improvement, page 42.

The report can be viewed and/or downloaded on the Judicial Branch in Maricopa County’s website, [click here](#).

CRITICAL INCIDENT TRAINING: DE-ESCALATION SKILLS

By Tiffany Grissom

On August 5, 2024, the Phoenix Police Department's Critical Incident Training (CIT) unit conducted an invaluable training session for MCAPD. The event, attended by 75 probation officers and support staff, was designed to enhance the de-escalation skills of those who work on the front lines of community supervision.

Two experienced detectives from the CIT unit led the training, focusing on active listening techniques—a crucial component in managing critical incidents and daily interactions with justice-involved individuals. As both Phoenix police officers and MCAPD probation officers frequently encounter the same individuals in the community, it is imperative that probation officers are equipped to recognize warning signs and respond effectively.

The core objective of the training was to refresh and sharpen de-escalation skills—a perishable set of skills that must be regularly practiced to resolve conflicts safely and effectively. The detectives emphasized active listening is more than just hearing words; it involves fully understanding the message being conveyed, which can significantly impact the outcome of an interaction. By actively listening, officers can lower the emotional temperature of a situation, gather crucial information, and establish rapport with those they supervise, their friends, and family members.

Active listening involves three key components: de-escalation, approach, and delivery. **When officers approach a situation calmly and deliver their messages with respect while holding individuals accountable, they not only help to resolve the immediate issue but also contribute to a broader goal of improving the perception of law enforcement within the community.** This is essential in fostering trust, not just with those on supervision, but within the community at large.

One of the highlights of the training was the discussion on the importance of tone of voice and body language. These verbal and non-verbal cues can significantly influence the direction of our interactions with people on supervision. A calm tone and open body language can convey respect and fairness, which are vital in establishing and maintaining trust. Respect for individuals on supervision was a recurring theme throughout the training.

In the high-stakes world of probation supervision, the natural instinct may be to focus on problem-solving and seeking immediate results. However, the detectives reminded attendees that respect is foundational. When officers treat individuals with dignity, it not only makes their work more effective but also goes a long way in building a positive relationship between the probation officer and people on supervision.

The training underscored a simple yet profound truth: the impression officers leave on those they interact with can have lasting effects. By refining active listening skills, MCAPD staff can contribute to a safer, more trusting community, ultimately improving the overall effectiveness of their work.

As the session concluded, attendees left with a renewed commitment to apply these skills in their daily interactions, recognizing that the ability to listen and respond thoughtfully is key to their success in supporting and guiding individuals on probation supervision.

THE ORIGINS OF PROBATION AND PRETRIAL SERVICES

The following is an excerpt of an article originally published by the County of San Mateo, which has been shortened and modified for readability. The full article can be found at www.smcgov.org/probation/history-probation.

Birth of Probation

John Augustus, the "Father of Probation," is recognized as the first true probation officer. Augustus was born in Woburn, Massachusetts in 1785. By 1829, he was a permanent resident of Boston and the owner of a successful boot-making business. In 1841, John Augustus attended police court to bail out a "common drunkard," the first individual on probation. The [justice-involved individual] was ordered to appear in court three weeks later for sentencing. He returned to court a sober man, accompanied by Augustus. To the astonishment of all in attendance, his appearance and demeanor had dramatically changed.

Augustus thus began an 18-year career as a volunteer probation officer. Close attention was paid to evaluating whether a candidate would likely prove to be a successful subject for probation. The [justice-involved individual's] character, age, and the people, places, and things apt to influence him or her were all considered.

Augustus was subsequently credited with founding the investigations process, one of three main concepts of modern probation, the other two being intake and supervision. Augustus, who kept detailed notes on his activities, was also the first to apply the term "probation" to his method of treating [justice-involved individuals.]

By 1858, John Augustus had provided bail for 1,946 men and women. Reportedly, only 10 of this number forfeited their bond. The first probation statute, enacted in Massachusetts shortly after this death in 1859, was widely attributed to his efforts.

Probation in the United States

The Probation Act of 1925, signed by President Calvin Coolidge, provided for a probation system in the federal courts (except in the District of Columbia). It gave the courts the power to suspend the imposition or execution of sentence and place defendants on probation for such period and on such terms and conditions as they deemed best. The first federal probation officer was appointed in 1927 in the District of Massachusetts.

Initially, the administration of federal probation was the responsibility of the Office of the Attorney General in the U.S. Department of Justice. Direct supervision fell to the superintendent of prisons, who was also in charge of prison industries and parole. In effect, federal probation officers answered to two authorities. Although the Attorney General set their salaries and provided for expenses such as clerical services and travel, judges appointed them. This arrangement changed in 1940, when general oversight of the probation system was transferred from the Federal Bureau of Prisons to the Administrative Office of the U.S. Courts.

Launch of Pretrial Services

In 1974 Congress enacted the Speedy Trial Act. Title II of the Act authorized the Director of the Administrative Office of the U.S. Courts to establish "demonstration" pretrial services agencies in 10 judicial districts. The goal was to reduce crime by persons released to the community pending trial and to reduce unnecessary pretrial detention. The agencies were to interview each person charged with [something] other than a petty offense, verify background information, and present a report to the judicial officer considering bail. The agencies also were to supervise persons released to their custody pending trial and to help defendants on bail locate and use community services. Five of the agencies were administered by the Administrative Office and five by boards of trustees appointed by the chief judges of the district courts.

President Ronald Reagan signed the Pretrial Services Act of 1982. The Act authorized expansion of pretrial services from the 10 demonstration districts to every federal judicial district (except the District of Columbia). It granted an 18-month evaluation period for each court to decide whether to establish separate pretrial services offices or provide pretrial services through the probation office. Consequently, each court chose the form of pretrial services organization that best met its needs, considering such factors as criminal caseload and court locations. Expanding pretrial services to all districts marked a significant milestone for what was now the "federal probation and pretrial services system." Now officers were involved in the criminal justice process from the time a person was arrested on a federal charge until he or she completed community supervision.

PRETRIAL, PROBATION, AND PAROLE SUPERVISION WEEK AT THE DOWNTOWN JUSTICE CENTER

By Vanessa Gillette

Each year, the national Pretrial, Probation, and Parole Supervision (PPPS) Week celebrates the critical role of community corrections professionals who supervise individuals on pretrial release, probation, or parole. These professionals are essential in ensuring public safety and supporting the rehabilitation of individuals within the community.

The Downtown Justice Center (DTJC) Motivation & Morale (M&M) Committee creatively embraced this year's theme, "Wellness Unveiled: Navigating the Journey." They incorporated the American Probation and Parole Association (APPA) theme by exploring four types of navigation: Marine, Land, Space, and Aeronautic. The festivities to celebrate PPPS Week took place from July 22nd to July 26th at all MCAPD office locations.

At DTJC, the week kicked off with an exciting Space Navigation Challenge on the 2nd and 3rd floors of the building. Employees received a map of the MCAPD offices, where space figurines were hidden in each cubicle or open office area. Strict rules ensured fair play and respect for personal spaces.

Following the Space Navigation Challenge, a Land Navigation Challenge was held. The leadership team was polled with specific questions, and staff had to match the answers to the correct leaders. The first person to submit the most accurate answers won the challenge.

Midweek, employees enjoyed a "Submarine of a sandwich" lunch, complete with cookies, chips, and ice-cold beverages. A virtual scavenger hunt also took place, and those in the office were treated to ice cream.

The Aeronautical Navigation Challenge invited staff to submit their best paper airplane creations, with prizes awarded for creativity. The week concluded with the 3rd Annual BINGO event on Friday, providing a fun and engaging end to PPPS Week. Additionally, as a gesture of appreciation, the Department handed out well-insulated mugs with handles to help staff stay hydrated and cool in the Arizona heat.



PPPS
PRETRIAL, PROBATION, AND PAROLE
SUPERVISION WEEK

*Wellness Unveiled:
Navigating the Journey*



AMERICAN PROBATION AND PAROLE ASSOCIATION



25 space figurines were found as part of the Land Navigation Challenge.



Submissions to the Aeronautical Navigation Challenge.

RECRUIT FOR MCAPD!

Do you know someone who does not currently work for MCAPD but who would make a great addition to the Department? Do you know someone with a bachelor's degree and sound judgment? Would you like to assist MCAPD in reducing workload? Refer a friend or colleague to join MCAPD!

[Click here](#) to view Judicial Branch of Arizona in Maricopa County jobs. Filter to "Enforcement" under Job Category to view probation officer career opportunities.

Click the video to learn more about all that the Department does. The video can also be found on the website homepage, [click here](#).

Email apdrecruitment@jbazmc.maricopa.gov for more information.



DATA CORNER

Reducing crime is a central goal and key objective of the MCAPD. The chart below displays several key performance indicators used to track this goal. Successful completions of probation are measured by the proportion of individuals who end probation through a full termination, early termination, or earned time credit divided by the total number of individuals who exit probation for any reason within the fiscal year.

MCAPD CRIME REDUCTION GOALS: FY2023 v FY2024

GOAL	FY2024	FY2023	% CHANGE
SUCCESSFUL COMPLETIONS	76.8%	76.3%	+0.5%
NEW FELONY CONVICTIONS WHILE ON PROBATION	12.7%	10.9%	+1.8%
REVOCATIONS TO PRISON	22.4%	22.3%	+0.1%
DEFENDANTS WHO SUCCESSFULLY COMPLETED PRETRIAL SUPERVISION	72.5%	68.1%	+4.4%

For more details on annual MCAPD statistics, view page 63 of the [FY2024 Judicial Branch Annual Report](#).



ACHIEVEMENTS & CELEBRATIONS

MCAPD WINS EIGHT NATIONAL AWARDS

By the MCAPD Data Integrity & Analytics Team

Eight MCAPD programs were recognized with the 2024 National Association of Counties (NACo) Achievement Awards. These awards honor innovative and effective county government programs. Full abstracts of the nominated programs were described in the [previous Chronicle](#). The MCAPD staff involved in developing and implementing these award-winning programs deserve recognition for their contributions that benefit the Department and the community it serves.



AN UPDATED AND REFRESHED LOOK FOR DEPARTMENTAL RESOURCES (APD CONNECT)

The innovative creation of the Departmental website titled 'APD Connect' utilized existing technology to repurpose and improve how MCAPD staff access critical documents while performing their job duties. APD Connect, which replaced the older 'Intranet', is more easily accessible, more organized, and overall, more helpful for staff. Additionally, it organizes the documents to allow for an intuitive layout for staff searching for information so it can easily be found. APD Connect empowers staff to provide improved service to individuals on supervision and the community.

Staff integral to the project:

Ryan Valley

Heather Preston

Emily Vance

Elizabeth Medina

FUGITIVE APPREHENSION UNIT'S WARRANT FILELESS STREAMLINING PROGRAM

This program established a process to hold files at 11 probation field offices and eliminated the need to send files via inter-office mail to the Fugitive Apprehension Unit (FAU) for assignment, which allowed cases to be more quickly assigned to an FAU officer for apprehension.

Staff integral to the project:

Marlene Garcia

Amanda Hanover

Ana Pasos

Jenni Padilla

Olivia Ramirez

Ana Ochoa

Breanna Wacker

INITIAL ABSCONDER PVR PROGRAM

Probation officers spend significant time writing Probation Violation Reports (PVRs) when justice-involved individuals on their caseloads engage in new criminal activity or violate the terms of their probation. When individuals who have been sentenced to probation abscond immediately, officers were required to complete a full PVR despite having little to report. The Initial Absconder PVR program creates an abbreviated PVR template that reduces the amount of time that probation officers spend filing reports for supervised individuals with whom they have had no contact or who initially absconded.

Staff integral to the project:

Lisa Roubicek

Lolita Rathburn

The Court Liaison Unit

JUSTICE-INVOLVED WOMEN PROGRAM WHICH OFFERS GENDER-SPECIFIC SUPERVISION AND SERVICES

The MCAPD's Justice-Involved Women (JIW) Program has not only been successful in providing gender-specific and tailored probation supervision to women on JIW caseloads, but it has also led to meaningful services and interactions in a supportive and prosocial environment. It has provided value, strength, and a new approach to supervising women who might have otherwise reported feeling lost in the struggles that have historically been challenges to success on probation. The women on JIW caseloads have a high rate of successful completion on probation and have reported positive life updates because of the program.

Project Leaders:

Lolita Rathburn

Jenna Fitzgerald

Emily Styner

Karla Rahn

Shana Edmundson

Kristi Ward

Angel Camacho

Andrea Romano

Darcy McLeod

SAVING TREES BY REINVENTING ELECTRONICALLY (STRivE) PROGRAM

Consistent with the Department's goal to become a paperless agency, the MCAPD developed the Saving Trees by Reinventing Electronically (STRivE) Program. The program has created a detailed, staff-led process for reviewing the forms and papers the Department regularly prints and maintains. The STRivE Committee reviewed all printed documents in every area of the Department to determine which documents could be kept electronically. So far, the STRivE Committee had identified 34 regularly printed documents that no longer need to be printed and communicated these findings and new practices to the Department. The program is also associated with paper and cost savings due to the decreased demand for paper.

Project Leaders:

Ryan Valley

Jodie Rogan

Sub-committee Co-chairs:

Kimberly Bryant

Alex Rivera

Ellen Loftis

Crystal Powell

Carol Arteaga

Katelyn Walden

Natalie Liles

Tiffany Butler

Michelle Mayer

Victoria Murray

Shanan Aven

Jackie Novak

Ceirra Hocter

Shelby Weldon

Kate Bishop

Committee Members:

Brian Armbruster

Mora Isom

Jana Smith

Erica Miller

Cheryl White

Damaris Cruz

Sean McMillen

Veila Salazar

Cecilia Cisneros

Janet Acuna

Derek Kelly

Warren Nichols

Terri Seiser

Michelle Holbrook

Tracee Bauer

Katie Mudra

Olivia Ramirez

Morgan Stevenson

Luis Marquez

Delma Navarro

Dana Shepherd

Andrea Romano

Jill Wilkinson

Andrew Mount

Ekonom Effiom

Jennifer Behrens

Candice Baldino

Rebecca Britt

Humberto Rosales

Dameon Ortiz

Katie Courter

Naomi Eubank

Michelle Crouch

Chris Epps

Ramona Demian

Kirsten Lewis

Jessica Ethington

Kim Kelly

Samantha Duggins

Sharlene Meyer

Azra Haseljic

Julicua Singleton

Susan Savoy

Danielle Reagan

Kristen Hunt

Dawn Underwood

NOTES GRADUATION AUGUST 2024

By Arielle Santacruz

Please join the Staff Development and Safety Unit in welcoming 20 new probation officers, three surveillance officers, two new supervisors, and two division directors to the Department. Officers completed six weeks of New Officer Training, Education, and Skill-building (NOTES) classes, including the Defensive Tactics Academy and the Administrative Office of the Courts (AOC) Probation Officer Certification Academy. Additionally, a three-week transition phase allows Staff Development trainers the opportunity to work with officers on their new cases and apply the knowledge they acquired during their training.

Officers were able to work in a cohort to create and draft petitions to revoke, criminal history documents, and orders of discharge. They also reviewed early terminations, earned time credit, and other documents that officers regularly generate within their caseload. The officers finished their academy with a swearing-in ceremony led by MCPAD Chief Michael Cimino and Honorable Jennifer Green, presiding Criminal Department Judge, on August 15, 2024, at the Board of Supervisors Auditorium in downtown Phoenix.

In addition to the newly graduated officers, newly promoted staff were also sworn in. Carol Arteaga was promoted to supervisor of the Juvenile Transfer Offender Program (JTOP)/Veteran's Court unit at the Luhrs building. Kate Bishop was promoted to supervisor of a Sex Offender Unit at the Western Regional Center (WRC). Jolie DeLong was promoted to division director of Programs. Amy Taylor was promoted to division director of Presentence Investigations.

NEW OFFICER ASSIGNMENTS

Black Canyon Building (BCB)

- Standard Probation Officers Lei Iese and Shelby Bonifay

Scottsdale

- Standard Probation Officer Daniel Thomas
- Sex Offender Surveillance Officer Connor MacDougall
- Domestic Violence Surveillance Officer Becca Gustafson

Southeast Justice Center (SEJC)

- Standard Probation Officers Madey Newman, Courtney Alden, Chase Hughes
- Seriously Mentally III Probation Officer Tyslin Chisley
- Sex Offender Surveillance Officer Sabrina Ponce

Southwest Regional Court Center (SWRCC)

- Standard Probation Officers Raquel Tran, Pricilla Carrillo, Brenda Mendoza, Monica Fierros

Southport

- Standard Probation Officers Iridian Audelo, Shane Dudley, Juan Saavedra Jimenez, Yariela Villarreal Arroyo

Sunnyslope

- Standard Probation Officers Kieria Copeland, Ashley Jorquez, Cloe Sherman, Cesar Duran

Western Regional Center (WRC)

- Seriously Mentally III Probation Officer Ashley Holliday



August 2024 NOTES graduating class and new supervisors.

PROMOTIONS

Congratulations on your new positions!



JOLIE DELONG

Division Manager

Jolie DeLong began her career in 2004 as a probation officer at the Coronado Community Probation Office, where she supervised a standard caseload for five years. In 2009, she was promoted to supervisor, leading both standard and community reintegration units. Jolie has trained staff in Exploring Leadership and Management (ELM) classes and has presented to the County Attorney, Office of Public Defense Services, and the Court's criminal bench. She regularly collaborates with stakeholders such as Mercy Care, Arizona Complete Health, the Maricopa County Sheriff's Office, and Correctional Health Services. Her active involvement in various projects highlights her dedication to the Judicial Branch and the community.

Jolie also trains and coaches probation officers in Effective Practices in Community Supervision (EPICS). She served as the project manager for CRU's Fileless Project, which received a NACO Award. Jolie started her role as division manager of the Programs Division effective July 1, 2024.



DARYL JOHNSON

Adult Probation Supervisor

Daryl began his career with the Department in 2011 in the Pretrial Services Division where he supervised a general pretrial caseload. In December 2016, Daryl transferred to the Interstate Compact (ISC) Incoming Unit, where he remained until his transfer to the Pretrial Services Division in 2021, where he supervised an electronic monitoring caseload.

Daryl volunteers to help mentor interns and pre-hires, including facilitating ride-alongs and helping them learn the important role an officer plays in supporting justice-involved individuals' behavior change and serving the community. Daryl has assisted as a volunteer on the new case management system project, served on the BCB Search Committee, and is active in his role as a Thinking for a Change (T4C) facilitator. Daryl is looking forward to the opportunity to lead and providing his team with support and guidance towards meeting their goals.

Daryl began his role supervising a standard unit in the Western Division on September 2, 2024.



KIM GALLINGER

Adult Probation Supervisor

Kim Gallinger began her career with MCAPD in 2017 as a DUI Court probation officer out of the Luhrs building. In 2018, she transferred to a Minimum Assessed Risk Supervision (MARS) caseload at BCB and transitioned to a new MARS caseload in 2020 out of SEJC. In these positions, Kim collaborated with MCAPD staff, judicial officers, attorneys, and other stakeholders to ensure the best outcomes for justice-involved individuals.

Kim continues to develop her depth of knowledge and skills by attending conferences such as the Problem Solving Courts Conference and the APPA conferences. After completing the Faculty Skills Development Program, Kim had the opportunity to foster her love for mentoring and teaching by co-facilitating trainings at NOTES classes. In addition, she participated in the Report Form Committee, assisted with the new case management system data review, and acted as her unit's case management system expert. She looks forward to utilizing her problem-solving skills, effecting change, and fostering collaboration with stakeholders as she assumes her new position. On September 2, 2024, Kim started her position as an adult probation officer supervisor in the Presentence Investigations Division.

PROMOTIONS

Congratulations on your new positions!



CAROL ARTEAGA

Adult Probation Supervisor

Carol Arteaga began her career with MCAPD in June 2012 as a standard field officer at Southport. In December 2012, she transferred to a seriously mentally ill (SMI) caseload where she remained until she transferred in December 2022 to her most recent SMI caseload at the Sunnyslope building.

Carol is always willing to help where she can, volunteer for projects with committees, serve as a mentor to new officers, and embrace challenges as an opportunity to learn. Carol is a ride-along facilitator and often hosts pre-hires, interns, and NOTES officers during their field training week. She facilitates the SMI caseload overview during the NOTES classes and is a “role player” for the AOC Reentry Simulation. Carol has served on various committees and workgroups including the Report for Revision Committee, STRivE Committee, the Probation Violation Workgroup, and currently serves on four separate Judicial Branch Strategic Planning Committees. Carol has provided Justice Series presentations to the Regional Behavioral Health Authority (RBHA) and has been a dedicated probation officer to the justice-involved SMI population and SMI Program for 12 years.

Carol’s initiative, along with her ability to embrace challenges, manage change, and mentor new employees will serve her well in a leadership role. Carol assumed supervision of the JTOP/ Veteran’s Court Unit within the Programs Division on July 1, 2024.



KATE BISHOP

Adult Probation Supervisor

In March 2015, Kate Bishop began her career with MCAPD with a standard caseload. She was afforded the opportunity to learn and grow in multiple caseloads, including domestic violence, sex offender, and later a SMI sex offender caseload. Additionally, she supervised a SMI caseload at Central Arizona Shelter Services (CASS) and most recently she was a report writer in the Presentence Investigations Division.

Kate has assisted AOC in creating case plan goals in a new case management system (AZPROS), mentored new officers, provided field coaching, and presented “Introduction to Sex Offender Treatment” at sex offender treatment agencies in Maricopa County. She also completed faculty skills development and is a T4C instructor. Kate has participated in specialized caseloads committees, the STRivE Committee, Victim Satisfaction Committee, and the Communications Committee.

Kate began her career as a supervisor leading a standard sex offender unit at WRC on July 1, 2024. She looks forward to supporting officers and assisting them with their goals and professional growth. Additionally, she looks forward to continuing to provide collaboration between officers, stakeholders, victims, and justice-involved individuals.

PRIDE

2nd Quarter Awards - 2024

PEOPLE RECOGNIZING INDIVIDUAL DEEDS OF EXCELLENCE



MCAPD COMMUNICATIONS CENTER: Hance Wilhite

BLACK CANYON BUILDING (BCB): Gabrielle Rhymes, Rina Majka Hart, Brenda Aldaco, Julie Wise, Tiffany Grissom, Giovanni Sanchez, Rebecca Britt, Jesus Bonilla

DOWNTOWN JUSTICE CENTER (DTJC) - STAFF DEVELOPMENT: Dan Young

DTJC - ADMIN: Brenda Crawley

DTJC - UNSUPERVISED: Holly Slater

DURANGO CUSTODY SERVICE CENTER (CSC): Sandy Cumming

DURANGO/WESTPORT: Ana Ochoa, Jenni Padilla

INTAKE, TRANSFER, AND RELEASE (ITR): Michael Moreno, Samuel Hagadorn

LUHRS: Tina Burruel, Arlyn Harris

SCOTTSDALE: Cleo Quinn

SOUTHEAST JUSTICE CENTER (SEJC): Justin Williams, Patty Carey, Anai Gonzalez, Samatha Gravett, Victoria Metzger, Hailey Hughes, Brenton Thorpe, Jamie Fares

SOUTH COURT TOWER: Emily Romero, Lee Sweet, Daisy Lugo

SOUTHPORT: Lucino Contreras, Kendall Kevane, Caitlyn Mann

SUNNYSLOPE: Matthew Brecht, Noyoltxochitl Diaz

SOUTHWEST REGIONAL COURT CENTER (SWRCC): Cory McNeese, Wendy Arias

WEST COURT BUILDING (WCB): Roy Turner, Alice Gaynor, Andi Resendiz, Bailey Lawrence, William Grimes, Ashlea Williams, Claudia Aguilar, Jade Crawford

WESTERN REGIONAL COURT CENTER (WRCC): Sean Steill, Tommie Falls, Angie Ochoa, Jody Starbird, Kimberly Armstrong, Demetrius Edwards, Jenna Fitzgerald

WHAT ARE PRIDE AWARDS?

The MCAPD allows employees to recognize their peers by submitting a nomination for a People Recognizing Individual Deeds of Excellence (PRIDE) award. The PRIDE Committee reviews awards for appropriateness. There are six categories to choose from for each award submitted which aligns with the Department's Mission, Vision, and Values.

- Model the Way
- Encourage the Heart
- Challenge the Process
- Inspire a Shared Vision
- Enable Others to Act
- Thank You



VOICE

A DAY IN THE LIFE - CLINICAL SUPERVISOR

Melissa Monahan works as the Clinical Supervisor for the Drug Court, DUI Court, and JTOP Court programs. She has been in this role since October of 2017, but has been with the Department since 2011, first as a Reach Out Counselor, and then as the Clinician working in JTOP. In her role, she oversees the treatment aspect of the court programs. Melissa supervises the in-house counselors, works with contracted treatment providers, manages grants, and assists other divisions with treatment-related matters. Melissa answered questions to help give insight to her role with MCAPD below.

WHAT IS YOUR MAIN RESPONSIBILITY?

MELISSA: *My main responsibility is to ensure that participants in our programs are receiving evidence-based treatment to assist them with their recovery from substance use and addiction. I do this by staffing and offering clinical input on difficult cases. We have an amazing team of in-house counselors here, and they really do all the heavy lifting. I just try to keep up with the behind-the-scenes stuff.*

WHAT DOES YOUR TYPICAL DAY LOOK LIKE?

MELISSA: *My days vary greatly. I typically attend court staffing 2-3 days a week. I'm involved with the peer team, so some days I am responding to calls for assistance or collaborating with other peer team members. I'm also a co-court coordinator and do a fair amount of coordination with AOC regarding different initiatives we are using in the court programs.*

WHAT IS SOMETHING UNIQUE ABOUT YOUR ROLE THAT OTHERS MAY NOT KNOW ABOUT?

MELISSA: *I frequently hear "I didn't even know APD has counselors!" So it's probably just the existence of my role that people may not know.*



MCAPD Clinical Supervisor Melissa Monahan.

IN WHAT WAYS DO YOU INTERACT WITH OTHER AREAS OF THE DEPARTMENT?

MELISSA: *I staff cases with officers in other divisions and offer information on resources and treatment programs. I am also one of the people who approves treatment agencies, so I coordinate with officers in that regard. I am involved with grants, so I work with procurement and finance as needed too.*

IS THERE ANYTHING ELSE YOU WOULD LIKE TO HIGHLIGHT?

MELISSA: *It's not necessarily a direct responsibility for my position, but I am involved with the peer team and am working to further develop our reach in supporting all staff that work for the Department. I'm always happy to provide resources for staff and clients alike.*

SEVEN MCAPD LEADERS GRADUATE FROM APPA'S 9TH LEADERSHIP INSTITUTE CLASS

By Joe Coppola

The American Probation and Parole Association (APPA) Leadership Institute is a yearlong journey which offers self-discovery and organizational change to community correction departments. The program empowers and provides current supervisors and managers across the country from diverse backgrounds and cultures with the opportunity to develop knowledge and competencies required of effective leaders. The APPA Leadership Institute requires attendance at three consecutive on-site Leadership Institute sessions, completion and timely submission of monthly intersession assignments, completion of a final project aimed at improving agencies, and monthly participation in intersession calls and web-based discussions. Additionally, each leader is paired with a mentor throughout the program to help guide and provide feedback to participants throughout the process.

APPA's 9th Leadership Institute started July 2023, with in-person sessions in New York in August 2023, Seattle in February 2024, and lastly Indianapolis in June 2024.

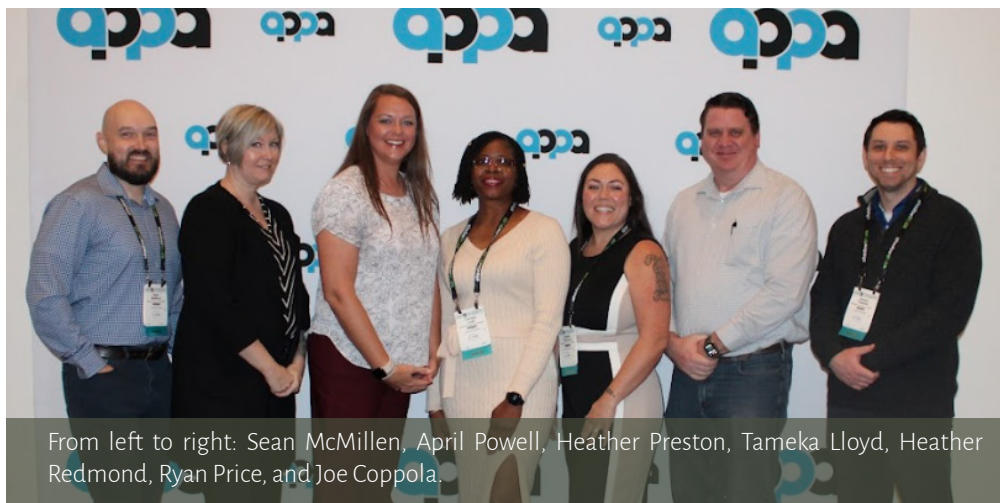
Throughout the program, participants attended sessions with various leaders and experts in the community corrections field, conducted 360-degree leadership assessments, and read *The Transformative Leader* by Amir Ghannad along with attending two virtual sessions with Amir.

This book in its entirety is highly recommended, however, a simple reminder and lesson excerpt which stood out from this book is that **"leadership starts with "Be-There-Ship."**

Amir provides four dimensions to this tenet:

1. Be physically present – Earn people's respect and establish credibility with others.
2. Be available – Ensure those you work with and supervise know that you are available to them and that they know how to reach you if they need to.
3. Be in their world – Genuinely value people and the conversations you have. Learn to empathize rather than sympathize and focus more on the quality of the contact, rather than the quantity.
4. Be there for them – Be counted on to serve people in whatever capacity is needed at the time.

These four simple practices remind readers that no matter your position, we are all leaders and simply being present, available, and genuinely invested in those around you will not only lead to more productivity, but make others feel valued and appreciated.



APPA ARTICLES

The American Probation and Parole Association (APPA) held their biannual training institute in Indianapolis on June 28 – July 1, 2024. Many MCAPD 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.



LEADERSHIP IN CORRECTIONS: FIVE MUST-HAVE COMPETENCIES

By Angel Williams and Diana-Barela

The purpose of the session was to inspire and motivate leaders in corrections by enhancing their professional mindset and fostering an atmosphere of increased leadership and accountability to their staff, organization, and justice-involved individuals. The presenters, Calvin Burnett, Antonio Smith, and Sean Ross, had varying life experiences and backgrounds but have come together to use their commonalities and experiences in the criminal justice system to work with justice-involved individuals. They have recognized the importance of the relationship between corrections professionals and those they supervise as being critical to success in changing behavior.

The presenters expressed the importance in recognizing that all corrections professionals are leaders. Whether they are managers or probation officers supervising individuals in the community, they represent a person who has authority over others and can affect change in those people. The presenters identified the five must-have competencies that every leader in corrections should develop and demonstrate to increase effectiveness.

The presenter used the phrase “Please Excuse My Dear Aunt Sally” to have the audience recall the acronym used in school for the order of operations used to solve a math equation: parenthesis, exponents, multiplication, division, and subtraction. They used this analogy to highlight the framework needed to build better leaders based on self-care. For example, they utilized the terms parenthesis and exponents to discuss what we should focus on to be effective leaders. First, focusing on “parenthesis” means we should work on the inside first. How we support ourselves as professionals both mentally and physically can translate to how we affect those around us.

Secondly, they discussed the “exponents” noting as probation professionals we have a unique opportunity to exponentially change lives. We have an opportunity to exponentially help or hinder others based on how we use our authority to interact with others. He further discussed the analogy by saying we can “multiply” and add positivity to a situation or “divide” and subtract progress based on how we interact with others.

The session introduced five competencies that provide a framework to motivate professionals in the corrections field: leadership, effective communication, goal-setting, problem-solving, and humility. These competencies provide the framework to motivate professionals to better understand how we can be effective leaders. A competency that stood out to me was the presenter’s discussion of humility. He noted that humility means taking the steps to connect with others and learn new skills. Humility can also provide the opportunity for us to evaluate our ‘why’ and understand the anchor that keeps us working in this profession.

The presenter highlighted that a mission statement can help identify the anchor of our purpose. He discussed how a mission statement should be revisited to ensure it supports core values. The Department aligns with this concept as we recently updated our vision, mission, and value statements. He also focused on recognizing that we should personally commit to creating our own mission statement to anchor us to our purpose. This session did a fantastic job of supporting that we should focus on continuing to develop as leaders as we play pivotal roles in the lives of others.

HOW DO WE PROTECT OUR SANITY? DEALING WITH VICARIOUS TRAUMA, COMPASSION FATIGUE, AND BURNOUT

By Desirae James

Vicarious trauma, compassion fatigue, and burnout are unfortunately a common occurrence for those working in the community supervision profession. If left untreated, these can be detrimental to probation officers' passion for the job, stress levels, and, most importantly, their mental and physical health. Being able to recognize and overcome vicarious trauma, compassion fatigue, and burnout is important for the longevity of and fulfillment within our careers. Mark Dyea of APPA New Mexico presented on this topic at the APPA conference, providing various examples of warning signs and treatments.

Vicarious trauma and compassion fatigue occur when working with individuals who have experienced trauma or are in despair. Warning signs can include mood swings, disassociation, increased anxiety, sleeping issues, etc. To combat this, it is recommended to emphasize self-care (exercising regularly, eating well, counseling, resting, and time off). Burnout is described as prolonged stress and exhaustion that leads to lack of motivation and poor performance. This can be caused by lack of autonomy, unclear goals, excessive workloads, etc. Stress management, working with a purpose, and balancing the "four pillars of life" can help address burnout.

The four pillars of life shared in the presentation were:

1. Love – being able to love deeply and create connections.
2. Work – working hard and achieving goals.
3. Play – having fun and creating experiences.
4. Downtime – mindless activities and self-care.

Working with justice-involved individuals comes with a lot of stress. This presentation was a great reminder for officers to take care of themselves before taking care of others. Overall, the presentation emphasized the importance of self-care and stress management. Mark Dyea did an excellent job in explaining the warning signs, prevention tactics, and providing real-life examples of vicarious trauma, compassion fatigue, and burnout. The MCAPD has various tools to assist officers with these areas such as Peer Support, trainings, and most importantly, vacation time.

THIRD ANNUAL WOMEN'S SYMPOSIUM

By Sandra Tom

I had the privilege of attending the Third Annual Women's Symposium during the APPA Training Institute. It was a special part of the conference catered to the female professional attendees of the conference, promoting wellness and inspiring women through empowerment and unity. It was a unique setting with all-female participants and an opportunity to network with other women leading in their respective community corrections agencies from all over the country.

The day consisted of presentations by several female leaders in our field who shared their experience through the perspective of women in executive leadership positions. We were provided with valuable information related to leadership development, stress management, effectively achieving a work/life balance, and handling microaggressions. The closing address was given by Dr. Topeka K. Sam, the founder of The Ladies of Hope Ministries, Inc. [The Ladies of Hope Ministries, Inc.](#) is a foundation in New York that assists women who were formerly incarcerated with re-entry services and career development. As an individual who was formerly incarcerated, she shared a unique viewpoint that provided valuable insight into the role probation officers play on someone's path to achieving lasting behavior change and success.

Personally, the highlight of the symposium was the keynote speaker Dr. Alexandra Walker, director of community relations and strategy at the Alliance for Community and Justice Innovation in Colorado. Dr. Walker shared that an integral part of developing a collaborative approach to problem-solving is shifting from the scarcity mindset to the abundance mindset. When operating in the scarcity mindset, any collaboration is viewed through the lens of competition with others, versus an approach that champions a shared purpose or goal. Our success is hindered as the scarcity mindset views others as threats instead of meaningful resources that bolster the chance of successfully achieving our desired outcomes. Dr. Walker succinctly summarizes this concept in a way that resonated deeply with me: **"When you dim the light of others in hopes your own light shines brighter, we all lose. Successful women are not afraid to share their light."**

THE IMPACT OF *THE 50*

By George Lazar

The documentary, *The 50*, was presented at the APPA conference. *The 50* is making waves well beyond its setting at California State Prison, Solano. The documentary chronicles the journeys of 50 inmates who, despite their life sentences, have been given the chance to transform their lives by becoming certified Alcohol and Other Drug (AOD) Counselors. This approach highlights the power of education and vocational training in facilitating recovery and personal growth.

The 50 serves as an inspirational model for probation departments. By highlighting the individuals' successes and the positive impacts of their training, the documentary challenges traditional approaches, creating a dialogue about how effective rehabilitation can lead to better outcomes for individuals and the community alike.

Research indicates that providing individuals who are incarcerated with a sense of purpose and useful skills can effectively reduce recidivism—an insight that Maricopa County is embracing. Efforts are being made to integrate approaches that not only address substance abuse but also foster leadership. This shift is crucial for breaking the cycle of

incarceration and empowering individuals to reintegrate into society as productive citizens.

Watching *The 50* has been a profound experience for me, deepening my understanding of the complexities surrounding incarceration and rehabilitation. The stigma of incarceration often overshadows an individual's potential for growth and change.

The documentary highlighted the critical need for programs that prioritize recovery. The resilience and determination of the individuals featured in the film was truly inspiring, reminding me of the impactful role empathy and support can play in someone's journey to redemption.

Moreover, the film reinforced my belief in second chances. Everyone has a story, and often those stories include struggles that do not define who we are. *The 50* serves as a beacon of hope, illustrating that with the right support and opportunities, transformation is indeed possible, no matter one's past.

DATA-DRIVEN PRETRIAL AGENCIES

By Daryl Johnson

The APPA conference was filled with presentations from many different agencies. One that I had the opportunity to attend was *Data-Driven Pretrial Agencies: Indiana's Journey*, presented by Court & Pretrial Services Director Hillary Hartoin in Cass County, Indiana.

In the Spring of 2021, Indiana began developing a statewide outcome of performance measures for all pretrial agencies. This included standardized data collection and reporting as well as tracking a controlled population. During this process, 15 unique metrics were identified, and the program was fully launched in 2023.

The goals for Indiana pretrial data were to update existing performance measures, and to create more standard and unified measures for pretrial release. By creating a system that provides real-time access to pretrial data, evidence-based decision making can be supported, and policy decisions will be more aligned with pretrial services best practices.

In January 2014, the [Evidence Based Pretrial Services Policy](#) was adopted in all Arizona Pretrial Services Agencies. At this time, all pretrial courts in Arizona would start to incorporate research and evidence-based practices that would provide relevant information to judicial officers to assist in pretrial release decision making and improve pretrial outcomes. In a lot of ways, like Indiana's approach, data (such as criminal history and risk scores) is being used to determine the best way to place and manage justice-involved individuals while on pretrial supervision.

For more information on how Director Hartoin is continuing to improve Indiana's Pretrial Services Process and to review Cass County's pretrial outcomes, visit www.casspulaskicommunitycorrections.com/cass-pretrial-services.

ASSESSMENT & INTERVENTION CENTER AND MARION SUPERIOR COURT PROBATION DEPARTMENT TOUR

By Suzanne Shirleson and Tanya Kluender

We had an opportunity to attend a professional development tour of the Assessment & Intervention Center located in Indianapolis, Indiana where housing, treatment, and other health needs for justice-involved individuals can be met. This first-of-its-kind facility is the cornerstone of Mayor Joe Hogsett's criminal justice reform. The center is voluntary and offers immediate assistance to those in crisis. This assistance includes clothing, residential treatment for substance detox, residential group space, on-site meals, counseling, and medically trained staff. The individuals receiving services have a safe place to focus on their recovery and healing journey in a judgment-free atmosphere.

Following the tour of the Assessment & Intervention Center, we continued to the Marion Superior Court Probation Department, housed on the first floor of a new facility located near the Marion Superior Court and Jail Complex. The central location allows individuals an easier understanding of where to report as well as being able to access multiple court-related offices if needed. The main entrance of the building had a very inviting atmosphere with seating for the family to wait while

the justice-involved individual met with probation staff, or if stakeholders need to meet before the probation appointment.

Within the probation area, the office space was open, had ample lighting and windows, and had artwork throughout making the experience for all staff and justice-involved individuals more encouraging. The independent workspaces for staff were located upstairs in an open-office environment and an open breakroom concept with seating areas and community gathering opportunities for staff.



The area shown is a setting for staff to socialize and collaborate. Photo taken by Tanya Kluender.

COGNITIVE BEHAVIOR PROGRAMS: T4C VS. MRT

By Britani Ellithorp

One of the presentations that I attended during the APPA conference was *Cognitive Behavior Programs: T4C vs MRT*. I am familiar with Thinking for a Change (T4C) since it is one of the programs our department uses. However, during this presentation I learned about another cognitive-behavioral program called Moral Reconciliation Therapy (MRT). MRT is evidence-based and works best with people who are ready to make changes to their behavior. MRT focuses on changing behavior and challenging its participants to make the right decision because it is the right thing to do, not just to avoid consequences. It models a 12-step program but is self-paced and requires participants to “pass the step” in order to continue in the program. Participants may have to go back and rework a step to pass it. Because of this, there is no start or end date; they continue until they master each skill.

Another interesting aspect is that it is in a non-lecture format and is participant-led. The facilitator is there to guide when needed and make sure that the steps are being followed and completed, but the goal is for participants that are further along in the program to be the ones really leading the group.

T4C is a great program, but I was amazed to see the way this program works and the benefits that it could have for justice-involved individuals to be led by someone that has been in their shoes and understands their challenges better than us (as probation officers.) To see others similar to them creating positive changes in their lives by completing these steps and putting in the work could produce significant positive impact.

INCORPORATING “MUTTON FLAVOR”: TRADITIONAL WAY OF LIFE INTO PROBATION SUPERVISION

By Suzanne Shirleson and Tanya Kluender

This session was enlightening as it provided information for current practices in the Navajo Nation Probation and Parole Services, but also tied those practices to a much more historical form of restorative justice for the Diné people (a Navajo term for the Navajo people). Presenters from the Navajo Nation Probation and Parole Services included Chief Probation Officer Ms. Lucinda Adekai Yellowhair, Senior Probation Officer Harmon Mason, Senior Probation Officer JoAnn Holyan-Terry, and Probation Officers Bernita Dalton and Marshall Benally.

The cultural and compassionate approach to supervision could be felt through the teachings of this session, as Marshall explained how he is able to use his bilingual abilities and cultural background to build relationships with not only the justice-involved individuals, but also their family members who play an important role in the restoration of the individual and helping to restore the bonds broken by involvement in the criminal justice system.

This session involved a glimpse into the laws of the Navajo Nation and how they were written to incorporate traditional values and cultural significance to the people. While restorative justice may seem to be a modern-day approach, this session taught us how the people of the Navajo Nation have used this method of providing justice for generations. The “Peacemaking Program” is a non-adversarial forum used to address conflict between two or more individuals and is guided by a neutral third party. The program is designed to restore the individual to harmony and healing within themselves and their community. The restoration of oneself enables that individual to then restore the peace, harmony, and healing within the community and right the wrongs,

not just in the sense of community service, but truly healing and restoring themselves and the relationships that were impacted. While the person leading the Peacemaker Program is a designated and respected community member who guides the individual through their journey with the use of storytelling and cultural wisdom, the community is involved along the way and may offer support or acceptance since true healing is not complete until the community has been restored, including the individual.

This type of probation supervision offers a holistic approach to restorative justice while recognizing the cultural significance to one’s values and beliefs.

As for the “Mutton Flavor,” this is a unique approach which incorporates the language, the enriched culture, and the Diné way of life into probation supervision. While still enforcing the orders of the Court, supervision staff work to make a meaningful impact on both the justice-involved individuals and the community. An example of this approach would be the repayment of restitution. In most court systems, restitution can be viewed as monetary or hours of community service but on the Navajo Nation, repayment of restitution can also be the transfer of livestock or harvested crops. In addition, supervision staff also encourage justice-involved individuals to explore their culture by researching family history and speaking with elder members of their community. It is believed that returning to tradition does not mean returning to the past but reconnecting to the Diné way of life and teachings of their ancestors.

EMPLOYEE SPOTLIGHT

BARBARA RUBIO

ADULT PROBATION OFFICER SUPERVISOR
MCAPD employee since 2007.

FAVORITE PART OF YOUR JOB?

I love helping others succeed in their endeavors. Having been involved in several assignments and special projects, I have had the opportunity to positively impact the trajectory of others' lives, their professional development, and the larger departmental/Branch objectives in my career.

WHAT ARE YOU WATCHING/READING?

I have been exploring several media surrounding mythology and lore because they speak to lessons, philosophy, and human nature that span numerous cultures.

FUN FACT:

I enjoy new challenges for the mind and body; in my free time, I am learning computer programming/systems and playing roller derby.

FAVORITE QUOTE:

"Don't raise your hand until you've first extended it."

- Wonder Woman



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