

# Chronicle

## Maricopa County Adult Probation Newsletter

Issue: July-September 2019

A Force for Positive  
**CHANGE.**

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# CHIEFLY

# SPEAKING

## Thank You

Congratulations to Michael Cimino on his appointment as the new Chief Adult Probation Officer. It is wonderful that someone within the organization was selected to lead the Department into the future. I have been proud to be Chief and I always will be. This is a great department! It is my hope that the MCAPD thrives and continues to strive for excellence under Mike's leadership.

This has been an amazing year with many accomplishments to celebrate. In Fiscal Year 2019, the MCAPD achieved 90% of its strategic goals, meeting or surpassing 9 of 10 goals. From crime reduction to case processing to customer satisfaction, the Department is on track and performing well. These accomplishments illustrate the commitment and engagement of staff across the organization who strive for excellence in support of reduced recidivism and community well-being. This is a collective effort; individual employees and all parts of the organization contribute to our achievements and are to be congratulated on these successes.

## GOAL A. CRIME REDUCTION

The Department's primary goal is to reduce crime and enhance public safety. Our FY2019 crime reduction results show that the ongoing implementation of evidence-based practices and the hard work of MCAPD staff are enhancing the safety of our communities.

FY2019 CRIME REDUCTION RESULTS		
Crime Reduction Measure	Goal	FY2019 Result
Successful completion of probation	70% or higher	76.8%
Successful completion of pretrial supervision	75% or higher	67.4%
Revocation to the Department of Corrections	25% or lower	20.6%
Conviction for a new felony offense while under probation supervision	8% or lower	7.8%

## GOAL B. RETENTION AND COMPENSATION

Staff are our greatest resource and the Department aims to recruit and retain a diverse staff. One performance target is to retain badged staff for an average of 10 years or longer. In FY2019, the average number of years of service for badged staff was 11 years. Many factors contribute to employee retention, including staff development, supervision, and working conditions. Thanks to everyone who makes MCAPD a place where people want to work.

## GOAL C. PROCESS IMPROVEMENT

In FY2019, 99% of presentence reports were submitted to the Court on time without a continuance, exceeding our goal of 98%. Congratulations to the Presentence Division for exceeding this goal for the fourth year in a row!

In FY2019, the amount of restitution collected compared to the amount ordered was 80%, exceeding the goal of 65%. This accomplishment reflects the day-to-day efforts of numerous staff to hold probationers accountable and assist victims. This year's result is a slight increase over FY2018 when 79% of the restitution ordered was collected.

## GOAL D. CUSTOMER SATISFACTION

The Department conducted satisfaction surveys of probationers, victims, and law enforcement and criminal justice partners during FY2019. All three groups expressed satisfaction with our services. MCAPD employees believe in offering hope to people under supervision, those injured by crime, and other members of the community. Among our staff, there is a strong belief in our purpose and in people's ability to change. These beliefs drive the work that we do and are reflected in the positive survey results from customers and partners.

FY2019 SATISFACTION SURVEY RESULTS		
Customer/stakeholder group	Goal	FY2019 Result
Probationers	86%	89.5%
Post conviction opted-in victims	70%	70.4%
Law enforcement and criminal justice partners	85%	87%

A remarkable 4,643 probationers responded to the probationer survey. Nine out of 10 were satisfied or very satisfied with the experience they have had with MCAPD staff. The surveys included some incredible, appreciative comments from probationers, such as:

**"My probation officer is very attentive with me and my case plan goals. She motivates me and provides different ideals."**

**"My probation officer has been helping me with everything overall! If it wasn't for him, I would probably be in prison."**

The results of this year's victim survey (70.4%) reflect an increase in satisfaction over the FY2018 survey (65%). The Department engaged in several efforts over the past year to improve our interactions with victims, including updating notification and interaction policies, distributing information to staff, and providing staff training.

## GOAL E. SOLID AND SOUND INFRASTRUCTURE

The Department strives to acquire and maintain industry standard equipment, adequate facilities, and improved communication through technology. It was exciting to complete the large capital improvement project at the Black Canyon Building in the spring. E-filing continued to advance: all Department forms are now completed and filed with the Court electronically. In addition, a radio system upgrade was recently completed. These projects improved working conditions and the quality of our services.

Thank you and congratulations to everyone on these accomplishments!

## WORKLOAD STUDY RESULTS

The results of the EBP evaluation conducted by the Justice Management Institute (JMI) and the American Probation and Parole Association (APPA) as part of the workload study is another point of pride for MCAPD staff. MCAPD's pretrial and probation services were assessed against national standards for evidence-based and best practices. The results were extremely encouraging, reflecting that the Department meets nearly all of the elements of a high-functioning department.

PRETRIAL SERVICES RESULTS			
NATIONAL INSTITUTE OF CORRECTIONS ESSENTIAL ELEMENTS	Fully Compliant	Mostly Compliant	Not Compliant
Dedicated Pretrial Services Agency	✓		
Operationalized Mission Statement	✓		
Universal Screening	✓		
Validated Pretrial Risk Assessment		✓	
Sequential Bail Review			✓
Risk-Based Supervision	✓		
Outcome and Performance Measurement		✓	

PROBATION SUPERVISION RESULTS			
AGENCY EFFECTIVENESS AND ADHERENCE TO EIGHT PRINCIPLES OF EFFECTIVE INTERVENTION	Fully Compliant	Mostly Compliant	Not Compliant
Operationalized Mission Statement	✓		
Presentence Screening	✓		
Assess Actuarial Risk/Needs	✓		
Enhancing Intrinsic Motivation	✓		
Target Interventions	✓		
Cognitive Behavioral Functioning	✓		
Positive Reinforcement		✓	
Ongoing Support in Natural Communities		✓	
Performance Measurement and Feedback	✓		



The one area where the consultants indicated that the MCAPD is “not compliant” is sequential bail review. It is noted that collaboration with the Maricopa County Superior Court would be required in order to implement this practice.

As part of the EBP evaluation, JMI and APPA provided several recommendations, based on the results, to further improve the Department's effectiveness in achieving its intended outcomes. The consultants' recommendations will be shared and discussed with staff in more detail and depth, however, I want to mention a few of the recommendations and encourage you to start thinking about what the Department can do to be more fully compliant with the Standards. It was suggested that Pretrial Services consider adding override procedures to the risk assessment instrument that allow a broader, but limited, range of aggravating and mitigating circumstances to be considered. Substance abuse/addiction, homelessness, and severe mental health issues, for example, are known to appear frequently as needs, but are not considered as factors in the risk calculation. Improvements are also recommended in the tracking and reporting of performance metrics specific to pretrial services as well as making that data available for regular review by the division. Probation services could be strengthened by engaging ongoing support in client's natural communities. It was recommended that probation staff go beyond the significant others and family members with whom they currently engage and consider who else may be a source of support in the community. The Department was also encouraged to cultivate relationships and engage with community partners on an ongoing basis. The consultants suggested that the Department would benefit from a performance metrics system that captures the use of graduated responses and enables the Department to quantitatively measure the proportion of positive reinforcers compared to negative reinforcers that are distributed to clients.

The consultants' recommendations identify opportunities for the Department to become an even higher functioning organization. The next steps are to review and prioritize these recommendations and begin addressing areas where improvements may be made.

A large number of staff were impacted by the workload study this past year. Participation rates among those selected to participate were very high, indicating that employees took the workload study seriously, which was absolutely critical to the quality of the study and its findings. Thank you again for your participation in the workload study. I know that employees are waiting to hear more about the results of the workload study and any changes that may result. The County has been considering the consultants' findings and recommendations as well as any budgetary responses on the County's part. I anticipate that more information will be shared with staff soon.

It has been an honor and pleasure to serve with you. I wish you all the best as you continue to offer hope and believe in people's ability to change.



# NEWS &

# INFORMATION

## Everything You Ever Wanted to Know about the Chief

By Arlyn Harris on behalf of Team Forum

While September's Managers' Forum was on leadership, the real focus was on Chief Broderick's leadership and her 19 incredible years with MCAPD. Nancy Campbell facilitated the forum, first asking managers to identify important leadership skills, what skills each of us bring to the table, and what skills we want to improve. She also talked about the skills she feels are most important, especially in the "long game." These include being **Reflective** (know thy self), **Vulnerable**, **Curious/Learner**, and **Building the Capacity of Others**. Nancy then interviewed the Chief using questions submitted by the audience.

In her interview, the Chief answered what she wanted to be (as a child) when she grew up, questions about being a woman in the criminal justice field, her experience with the MCAPD, her vision for the future, advice for new supervisors, and her post-retirement plans.

She originally wanted to be a police officer. Unfortunately, when she was playing basketball, she took an elbow to the face, which shattered her hard contact lens, making her medically ineligible for the police force. From there, and lucky for us, she found probation. As for being a woman in criminal justice, she found it was more difficult in school being the only girl in class. Professionally speaking, there have been a lot of changes. She said "always challenge the process and never let others hold you back."

The 4-1-1 on the Chief: Did you know she is an avid reader? Her most recent reads are *The Perfect Horse* by Elizabeth Letts and *The Devil Wears Prada* by Lauren Weisberger (book club choice). The next book on her list is *Just Mercy* by Bryan Stevenson. Thanks Chief, cannot wait to dive into these!

Her favorite superheroes are Dr. Strange and Wonder Woman. They are both intelligent, and Wonder Woman can get the truth with the flick of her lasso.

Her hair started to turn silver at age 18, and she was completely grey by 27. You wear it well, Chief!



Pictured from left to right: Nancy Campbell and Chief Broderick.

Her trick for remembering names is that before going to a building, she takes the time to study the names of who works there. Also, she tries to at least recognize that you work for the Department and quickly tries to read your name badge. Smart and tricky.

The Chief's most embarrassing moment was at the APPA conference in Philadelphia when everyone learned she cannot dance.

Her most difficult time as Chief was during the Reduction in Force in 2009. She had to tell a room full of really great people, who did nothing wrong, that their positions were going away. At the time, there was a crisis in the criminal justice system and we were about to lose 150+ positions. Luckily, she was able to place the majority of them in alternate positions and only a few CHOSE to leave.

Her proudest moment was in 2004 when MCAPD's funding was moved completely under the County. And again in 2005, as the interim Chief of the Juvenile Probation Department, when she was able to bring them over to the County as well. It was shortly after that when the County authorized a market study and increased employee compensation! YAY, GO CHIEF!!

Lessons learned during her time with MCAPD: 1) I can fail. Admit it, own it, and make changes. 2) When there is failure, recognize organizational purpose or mission is more important than personal ambition. 3) Loss of staff (due to death or injury) is very humbling – you need to do some soul searching and be strong for others. 4) Work/life balance is VERY important.

Her advice for new supervisors is do not make changes right away. Get to know your staff, recognize staff's attributes, give staff a voice, and LISTEN. Give yourself time (to do all the above) before making changes. You can't be a leader without followers.

In order to refill her heart tank, she goes to area offices to see staff in action. She is inspired by looking at data, for example "9 out of 10 probationers feel good about their probation officers and the services provided." She also enjoys doing volunteer work and having good friends!

In the future, the Chief hopes there are no possession of marijuana defendants on probation, we only supervise truly high-risk offenders, we have better technology, the terms and conditions of probation are tailored to the offender (and that there are fewer conditions). In addition, she hopes there is inspiration at all levels to better deal with poverty.

She fears that people will think probation should not exist and we will have to answer why we have probation, addiction is getting worse and not better, racial disparity will test the field, and we will have to fight against technology-based supervision.

After October 4, she is going to France with friends and staying on a barge in Burgundy – Fantastique! She was nominated to the National Institute of Corrections Advisory Board, and she will be working with a new organization called Executives Transforming Probation and Parole.

Thank you for your hard work and dedication – you are a true role model and example of what a great leader looks like – stay ORANGE – We love you!



# Southport Expansion Completed

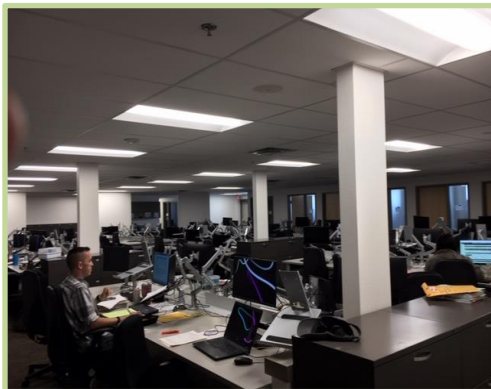
By Robert Celaya

The Department's Southport regional office houses approximately 35 staff, and about 500 to 600 probationers are seen there per week. Conditions at the Southport office have been overcrowded and outdated, which was presenting challenges in working conditions and in the provision of services. In FY2016, the Maricopa County Board of Supervisors approved funding to expand and improve the Southport office. After the drafting of architectural drawings and significant project planning, the construction project broke ground in November 2018. Construction and improvements to the Southport office were completed on September 6, 2019. Staff moved into the new area on September 9, and the office opened for the public and to probationers on September 16, 2019.

Prior to the expansion, Southport measured about 5,500 square feet. The expansion to the Southport office is substantial, adding approximately 10,000 square feet. The new construction added two conference rooms, three training rooms, one Court Security office, 28 more work spaces for probation officers, 52 lockers for staff, nine interview rooms, two arrest rooms, workspace for Smart Justice, an ADA-compliant interview room, and more lobby seating. The new space will feature a modern shared workspace setup, which will allow officers to plug into communal workspaces for the day (as opposed to an assigned workspace). Moreover, the expansion includes an additional six supervisor offices, one director office, appropriately sized employee restrooms, a breakroom, four phone booths (for private conversations), two support staff cubicles, and more storage space. Other upgrades include a new parking lot, a new intercom system, a noise reduction system for the open area, and an enhanced security system. Two IPS officers and a supervisor (half of the time) will be transferring to the Southport office, with room to accommodate more staff with the new setup. Overall, the project budget was about \$3 million.



Southport – Outside Front



APO Café Area



Conference Room



Support Staff Area



Supervisor Office



Break Room



# Victims Opt-In and Automatic Notification Refresher

By Tony Bidonde

What is automatic notification in regards to victims? A victim that opted-in post-conviction is entitled to be notified automatically when specific events in the case are taking place.

A. The victim has the right to be present and be heard at any probation revocation disposition proceeding or any proceeding in which the Court is requested to terminate the probation or intensive probation of a person who is convicted of committing a criminal offense against the victim.

B. The victim has the right to be heard at any proceeding in which the Court is requested to modify the terms of probation or intensive probation of a person if the modification will substantially affect the person's contact with or safety of the victim or if the modification involves restitution or incarceration status.

Adult Probation has set policies forth to comply with Arizona law. The policy sometimes goes further. This is done to provide victims of crime within the scope of probation with the best possible service. Below are the events in which opted-in victims receive automatic notification from the officer:

- Case transfer, out of county or state transfers/transfer of jurisdiction
- Arrest of probationer, termination, revocation proceedings, a petition to revoke (PTR) is filed
- Modifications to probation affecting restitution, incarceration, or contact with or safety of the victim; hearings scheduled to consider any modifications
- Incarceration as a condition of probation or a petition to enact jail sanction of 30+ days is filed
- Expiration of probation, including early termination and earned time credit
- Restitution that is delinquent two full months; and when delinquency reaches four full months

Victims do not need to be opted-in to receive case information. They are entitled to the same information as opted-in victims; the difference is opted-in victims will be contacted automatically when a qualifying event occurs. We are continually seeking to improve the services provided to the victims. I am proud to say probation officers and staff do a great job of ensuring that victims' rights are being upheld, as well as providing helpful information and assistance to the victims as needed. Below is the link to the Arizona Revised Statutes, Title 13, Chapter 40, dealing with Crime Victims' Rights:

▶ [Chapter 40](#) CRIME VICTIMS' RIGHTS

If you have questions regarding the above information or need my assistance, I can be reached at 602-372-8286 or via email at [vsu@apd.maricopa.gov](mailto:vsu@apd.maricopa.gov) .

# AHCCCS Works Coming Soon

By Tom Weiss

Beginning in 2020, people who receive AHCCCS will be required to provide documentation of completing at least 80 hours of “community engagement activities” each month. If a person fails to report 80 hours by the tenth day of the following month, his/her AHCCCS coverage could be suspended for two months. This program, known as AHCCCS Works, is based on the belief that when people engage in their communities, they experience better health outcomes.

Some people are exempt from this requirement, for example:

- Pregnant women
- Designated caretakers of a child up to age 18
- Individuals with certain diagnoses, such as an acute medical condition or determined to have a serious mental illness
- Members of federally recognized tribes
- Full-time students
- Domestic violence survivors

Many more may qualify as exempt, and each term will be defined. Homeless individuals are exempt. Individuals who are in active treatment for a substance use disorder are exempt from AHCCCS Works.

What are “community engagement activities”? These activities may include employment, part-time school, job skills training, life skills training, and community service. It appears there may be more leniency in defining community engagement activity than there is for the deadline when the hours must be reported, which is no later than the tenth day of the following month. Therefore, the first three months of the AHCCCS Works program will be considered the orientation period and will give people who receive AHCCCS some time to adjust.

For more information, see:

- [https://azahcccs.gov/AHCCCS/Downloads/Initiatives/AHCCSWorksCommunityEngagement/AHCCCS\\_WorksFactSheet-2019-1-18.pdf](https://azahcccs.gov/AHCCCS/Downloads/Initiatives/AHCCSWorksCommunityEngagement/AHCCCS_WorksFactSheet-2019-1-18.pdf)
- <https://azahcccs.gov/AHCCCS/Initiatives/AHCCCSWorksCommunityEngagement/faq.html#when>



# ACHIEVEMENTS

## & CELEBRATIONS

### Chief Broderick's Retirement

As Chief Broderick retires after 19 years at the helm of Maricopa County Adult Probation, she is celebrated as an extraordinary leader who was always ethical, visionary, decisive, fair, forward thinking, data driven, and a fighter for those who did not have a voice. During her tenure, she positively impacted the lives of so many people, sincerely cared about the employees, as well as the general public, and advanced the belief that people can change. An open house was held on September 18 and the photos from the event are included below.









# PPPS Week

By Mora Isom

Pretrial, Probation, and Parole Supervision (PPPS) Week, July 21-27, 2019, was a HUGE success. All facilities celebrated in different ways, but we believe that all of our co-workers felt appreciated. MCAPD won the annual video competition through APPA! Thank you to all for your hard work and going that extra mile. We look forward to a bigger, better year in 2020!



Gifts from the Chief



APETS Help Desk – DTJC  
Pictured from left to right:  
Michelle Medina, Efrain Colin,  
Angelina Diaz, and JoAnn  
Paulus



Pin the glasses on Chief  
Southeast Facility  
Winner: Sue-Ilem Aceves



Barros Pizza Day – DTJC  
Pictured from left to right:  
Brenda Crawley, Jim Sine, and  
Douglas Murphy



WRC – Pizza Day  
Pictured from left to right:  
Brandi Goodwin, Katie Mudra,  
and Daphne Haslerig



Luhrs –  
Pictured from left to right: Nora  
Franco and Tameka Loyd

## Marlene Garcia Promoted

By Cathy Wyse

Marlene Garcia was promoted to the position of judicial clerk supervisor effective July 1, 2019. She is responsible for leading the support staff units at the Black Canyon Building, Sunnyslope, and Garfield offices. For the past 12 years, Marlene has served MCAPD as a judicial clerk for the Fugitive Apprehension Unit, located at the Westport Durango office. While there, she was a member of the PRIDE committee for nearly eight years. Prior to joining MCAPD, Marlene worked for the Superior Court as a judicial clerk associate with Family Court. After working primarily behind the scenes, Marlene said that she is "looking forward to getting to know and work with more of the MCAPD family." Congratulations, Marlene!



## Nathan Chaplin Promoted

By Cathy Wyse

Nathan Chaplin has been promoted to probation officer supervisor effective September 23, 2019. His leadership career begins as supervisor of the Reentry East Unit. Nathan's first assignment with MCAPD was as a probation officer in the Drug Court for 3.5 years beginning in 2013. He was part of the problem-solving court team when the Drug Court received a statewide Innovation Award for the collaborative development and implementation of new guidelines for sanctions and incentives. Nathan transferred to an IPS caseload in the Eastern Division for approximately 1.5 years, followed by a transfer to Court Liaison in January 2018, where he remained until his recent promotion. Recently, Nathan became a Critical Incident Stress Management (CISM) team member. He is a Thinking for a Change facilitator and previously served on workgroups for the iPhone transition and TASC Portal. Regarding his promotion, Nathan is excited about getting to know and work with his team. Nathan said he enjoys assisting others in their journey to professional growth as well as learning from the different experiences that each team member brings to the table. Congratulations, Nathan!



## Karie Strauss Promoted

By Cathy Wyse

Karie Strauss was promoted to probation officer supervisor, effective September 23, 2019. She has been assigned to lead a Standard Field Unit in the Eastern Division. After joining the MCAPD as a probation officer in 2007, Karie supervised a Standard caseload at the Sunnyslope office for 11 years, followed by supervision of Sex Offender and Standard caseloads at the Mesa office. She has been a member of the Communication Committee since 2015, and she recently served on a Judicial Branch strategic project committee on text messaging. Karie is a Risk Reduction facilitator. She has been involved in



numerous committees and workgroups and served as a field coach for new hires. When Karie started her career with MCAPD in 2007, she brought significant criminal justice experience with her. She previously worked as a probation and parole officer in Multnomah County, Oregon, and also as a victim advocate with the Maricopa County Attorney's Office. In her new role as a supervisor, Karie looks forward to leading, working with, and helping the probation officers in her unit, as well as working with and learning from fellow supervisors. Congratulations, Karie!

## Defensive Tactics Instructor Award

By Michele Butcher

Ada Andreski was selected as the statewide winner of the COJET Excellence in Education-Defensive Tactics Instructor of the Year Award. She began her career with the Department in 2013. Since then she has dedicated herself to helping probationers affect positive change across a variety of caseloads, including Standard, Sex Offender, and Drug Court. In 2017, Ada took her passion for community and staff safety to another level by becoming a certified Defensive Tactics (DT) Instructor and accepting a full-time Staff Development and Training position. Ada's hybrid training position affords her the opportunity to help new and existing staff build and sharpen all skills necessary to effectively and safely navigate their careers. In addition to the many DT Academies, Refreshers, and Policy classes she facilitates, Ada is always looking for new and innovative ways to encourage a safety mindset Department-wide. Most recently, she created curriculum specifically for non-badged presentence screeners that included defensive tactics and verbal de-escalation techniques. The waves of Ada's influence ripple across every division in our Department and directly result in staff's ability to successfully and safely help change lives. It is an honor to work alongside you, Ada. Well done!



## Welcome New Probation Officers!

By Jim Sine

September 9, 2019, will be remembered as a day of celebration, as well as sadness, for our department. It also was a day of change. Eighteen new probation officers were sworn in by newly appointed Criminal Presiding Judge Patricia Starr and were welcomed by Chief Barbara Broderick. We look forward to Judge Starr swearing in our officers for many classes to come. The celebration is, of course, for the welcoming of new officers, but there was sadness today, as well, as this was the last time Chief Broderick will be welcoming new officers due to her upcoming retirement in October. Her lively, fun, and interesting officiation of the ceremony will be missed. She really made each graduation class feel welcome with her words of wisdom and encouragement.

"Green as Kermit the Frog," "silent but deadly," "most likely to stay on a strict diet," and "likes saying Whoa, Whoa, Whoa!" These are some of the things the new officers have said about each other. In addition to their interesting traits, the new officers have a wealth of experience to go along with the eight weeks of training they received in NOTES. Thank you to all of our adjunct faculty and field coaches for making our training go so smoothly. As always, your willingness to help train our new officers is appreciated. If you see any of them in the office, take a moment to say "hi" and welcome them to the Department.





Pictured from left to right: Emma Schmidt, Krysta Sanchez, Denisse Salazar, George Lazar, Greg Coleman, Chayla Hirz, Catherine Kenyon, Shawn Garlow, Terri King, Shon Roe, Brandon Melgoza, Arthur Christian, Shelly Platero, Tyler Elam, Vanessa Bremerman, Michael Burns, Kenneth Adams, and Mackenzie Florence.

# Happy Anniversary

## 30 Years

Michele Albo  
 Connie Casillas  
 Eva Lessing  
 Greg Miller

## 25 Years

Rachael Rodriguez

## 20 Years

Vincent De Armond  
 Connie Delgado  
 Sarah Dorantes  
 Beth Garrow  
 Patrick Gorman  
 Angela Hopkins  
 Carolina Juarez  
 Jo Ellen McCammond  
 Antonio Mendoza  
 Lolita Rathburn  
 Aaron Scherbak  
 Scott Skoropys  
 Lidia Uriel

## 15 Years

Jeffrey Duponte  
 Erika Freeman  
 Kenneth Gorr  
 Jesse Leroy  
 Charles Lopez  
 Wynkiesha McKnight  
 Melissa Rivas  
 Jessica Saenz

## 5 Years

Cara Alvarado  
 Casey Baumann  
 Tabetha Blow  
 Kimberly Bryant  
 Darlene Charnick  
 Cecilia Cisneros  
 Mary Flannery-Filomena  
 Arlene Gonzalez  
 Christopher Hein

## 5 Years Cont.

Kelsey Hartzler  
 Ceirra Hocter  
 Kevin Kittle  
 Andrew Kreighbaum  
 Chanine Moore  
 Rachel Nededog  
 Veronica Pena  
 Zarina Enriquez  
 Jennie Randall  
 Dawn Underwood  
 Liliana Zavala



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



**BCB** – Crystal Yates, Carla Loi and Enrique Garcia

**Communication Center** – Britani Henninger

**CSC** – Lupe Arebalo

**DTJC2** – Douglas Murphy & Michele Butcher

**DTJC3 Admin** – Angelina Diaz & Brett Whitney

**DTJC3 Pretrial** – Alanna Rubin, Terry Lee, Judy Chacon

**Durango** – Ana Pasos, Ashley Vega, Robert McGhee

**Garfield** – Alexandria Corral, Megan Merker, Alexandria Perez

**Luhrs** – Arthur Hernandez & Elvia Flores

**Northport** – Paul Berardi, John Huggins, Eric Poma

**Pretrial 4<sup>th</sup> Ave. Jail** – Rochelle Harlin & Andi Butler

**PSC** – Chuck Ruiz, Jordan Brewer, Sherri Tucker, Jacque Williams, Steve Gonzalez, Edlin Rasmussen

**SEF** – Ben Beckhart & Kim Cullinan

**Scottsdale** – Elizabeth Porter & Jennifer Blaisdell

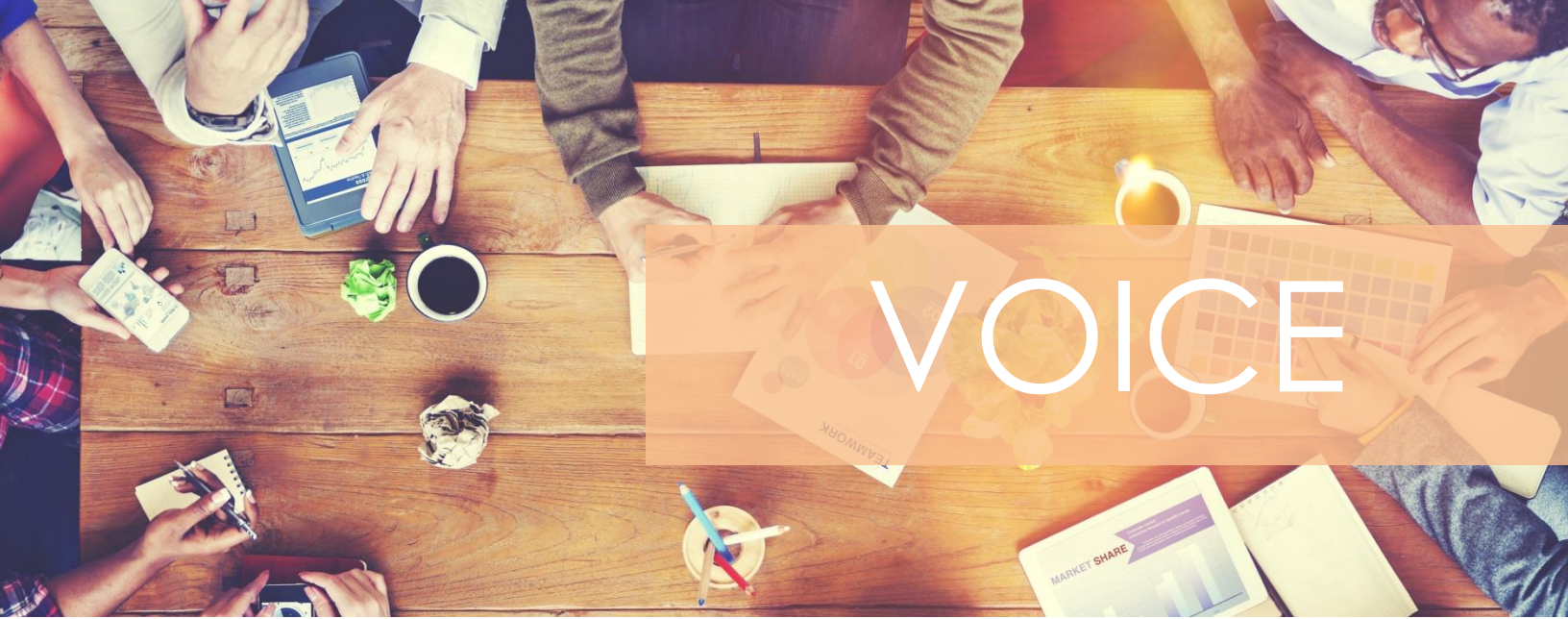
**South Court Tower** – Betsy Morales

**SCT Pretrial** - Omar Rodriguez, Kimberly Connor, Michael Moreno

**Sunnyslope** – Elizabeth Kemp

**WRC** – Heidi Gustafson-Waters, Erika Amaya, Reyna Roa, Anna Locke

*People Recognizing Individual Deeds of Excellence*



## Matt's Journey of Positive Change

By Mindee White

This is a success story of positive behavior change. Probation is part of that story. Matt struggled with substance use, had negative peers, and engaged in criminal behavior to support his drug use. He had a ninth grade education, was in and out of custody, and went years without employment.

A probation tail brought Matt to the Prison Reentry Program. During our initial meeting, Matt's mother was also present. Matt described his most recent prison stint as different, because he intentionally kept his mind positively occupied. He obtained his GED and completed self-directed cognitive thinking and relapse prevention classes. He maintained frequent contact with his mother, who still emotionally supported him.

Matt appreciated the "to do" list I provided with a breakdown of what he needed to accomplish, and in what order (starting with state ID), so that he didn't lose focus or become overwhelmed. He struggled initially with securing employment, to the point that he applied for Interstate Compact to return to his mother's home. I suggested Garfield House as a residence, but Matt was reluctant; he thought it would be an extension of "the prison bars." He bounced around, staying with various friends and in extended stay hotels.

Matt stayed busy with prosocial activities. He maintained contact with me. He took care of getting food stamps, health insurance, and an intake for substance abuse treatment. He cut his hair and donated it to a children's cancer program. He travelled back to his home state to address a warrant, and the Judge dismissed the case. After Matt returned from the travel permit, he engaged in and successfully completed treatment. The conditions of probation required only eight hours of drug education; his screening indicated a need for 48 hours. His positive attitude was that he was building sobriety for his lifetime, so 48 hours, or whatever was needed to do that, he would do. He eventually entered the Garfield Residence. He thanked me for being patient and letting him decide on his own terms to go to Garfield. He displayed a positive attitude with Garfield staff while there. Shortly after this move, he began pushing himself socially to do things, even when he was uncomfortable. His goal was to do the activities WITHOUT drugs.



Three months following his release from prison and after a series of temporary jobs, one of those temporary assignments turned into a permanent job. The employer knew of Matt's criminal record. He reported that Matt had a positive attitude on the job and was a hard worker.

During his time in Prison Reentry, Matt faced normal life obstacles. His maternal grandfather passed away. He had periods where it was difficult to juggle overtime demands from his employer and attending treatment. He was able to articulate that as much as he enjoyed treatment class, he was looking forward to more personal time. Slowly, the structured treatment class was replaced with prosocial activities and community-based support groups. Garfield Residence staff provided housing information and Matt obtained an apartment.

As time went on, Matt challenged himself to start competing in 5K's. He has placed in the top three in multiple races. He reconnected with a high school friend and it led to romance. All of his drug screens and breathalyzer tests were negative. Matt completed probation with an early termination in January 2019.

He is still with the same company, where he has received raises in pay and moved up the ladder. He is now the most senior staff in the field. The next step would be a management position inside the corporate office.

Periodically, Matt has texted me to share an accomplishment. Most recently, he and his girlfriend had a baby. His mother is so proud of his accomplishments! She is speaking to groups and sharing her story, hoping to give hope to others.

## APPA Articles

The American Probation and Parole Association (APPA) held their biannual training institute in August of 2019. Many of our staff had the pleasure of attending the workshops provided and have written articles on an array of topics to share what they learned with fellow employees.

### Highlighting Officer Safety

By Danielle Herrera

Alisha Shoates James, Tennessee Department of Corrections, presented a workshop called "Use of Force: A Panel Discussion and Fashion Show - Highlighting Officer Safety Considerations." The workshop began with a panel of officers from different states and counties. The officers consisted of probation and parole leaders and safety experts who discussed safety considerations for probation and parole officers. They explained that many

agencies in the U.S. have been increasing the amount of training for officers on use of personal safety tools and defensive tactics with the aim of improving officer safety. We learned that some counties have gone to strict guidelines where every officer has to be armed, while other counties, like Maricopa County, have the choice to be armed.

The workshop included a fashion show to demonstrate officer safety while in the field. The clothing line was Ten-Four Clothing and a few other companies that modeled the different types of clothing for probation and parole officers to ensure officer safety while in the community. The clothing line was designed to address several safety concerns with field clothing. In addition, the fashion show included clothing for men and woman that highlighted specialized functionality that can assist officers wearing multiple safety tools while on duty. The workshop also discussed topics that included policy considerations, public perception, and addressing workplace culture resistance.

I think that officer safety in the community is very important, and the MCAPD could benefit from some of the policy changes discussed. In particular, the Department could take a look at some of the recommendations regarding field clothing to enhance officer safety as well as the public's recognition of officers in the community.

## Community Corrections Chase

By Jocelyn Myers and Andrea Romano

We attended the Community Corrections Chase in San Francisco. This activity consisted of five teams of eight corrections professionals, from nationwide locations, competing in a race around San Francisco. To kick off the race, we had to take a quiz regarding various facts about APPA. After answering everything correctly, we were provided \$30 (for transportation), a TRACKphone for communications, our first clue, and wishes of good luck. Each of the five teams had to stop at a variety of places and learn different facts about community corrections in San Francisco. These stops included City Hall, San Francisco Parole Office, the Hall of Justice, Giants Stadium, and finally the Ferry Building. At each stop we learned different facts, histories, and/or processes for community corrections within the San Francisco area and were given a clue to find the next location. After the last stop, it was a "footrace" to the end for the top two teams. I am happy to report that our team (team #1) was also the team that came in first. The team consisted of four MCAPD employees (Andrea Romano, Jocelyn Myers, Rodney Rego, and Tatiana Smith), three teammates from Sacramento Corrections (Ryan, Jason and Robert), and Kyle from juvenile corrections in Utah (affectionately renamed "Utah"). We challenged ourselves, learned a lot, and ultimately had a TON of fun.

## Kitten Academy- Program for Probation Youth

By April Powell

I had the pleasure of attending a workshop that outlined an innovative program currently in practice for juveniles in a Los Angeles (LA) County probation and detention facility. Camp Scott, the only all girls camp in LA County for the juvenile system, has developed programing around a theme of compassion and change. The Kitten Academy allows for selected girls to participate in an eight-week care and fostering program of actual kittens in partnership with the Department of Animal Care and Control as well as the Department of Mental Health. The juveniles are responsible for learning proper animal care, caring for the kittens in the detention facility, monitoring the health and development of the kittens, and ultimately preparing them for adoption. The participants undergo constant training and are also exposed to potential jobs in the animal care and health



field. The program exemplifies the therapeutic benefits of human and animal bonding as well as teaching responsibility, work ethic, and life skills. The program is within its first year of implementation, beginning in October of 2018, and has already seen much success. There is never a shortage of juveniles who wish to be selected for the program and, therefore, they alter their behavior in a positive way and put forth effort in their other requirements in order to be considered for Kitten Academy. At the end of the eight-week cohort, there is a graduation for the girls. The graduation involves a real ceremony with a cap and gown serving to acknowledge the work they have done, skills they have learned, and accomplishments they have achieved.

The Kitten Academy program may not seem immediately applicable to Maricopa County Adult Probation. However, the goal of the program is in line with long-term and positive behavioral change. This same concept is the corner stone of Maricopa County Adult Probation's mission. The fact that evidence-based practices of behavioral change are spreading far and wide into multiple agencies and jurisdictions is a truly progressive and optimistic development.

## Supervising the Mentally Ill in NY

By Ashley Vega

"Supervising the Mentally Ill in New York State (Mental Health Community Reintegration Program)," was presented by Don Arras, Christina Hernandez, and Yvonne Oliver. The purpose of this workshop was to shed light on the development of, along with challenges faced with creating, a sexual recidivism risk assessment for both the institutional and community corrections settings. The presentation covered a story about a well-known case that took place in New York. Daniel St. Hubert, a man who has a history of mental health issues, was released to community supervision and referred to participate in mental health treatment. Between the time he was referred for treatment on June 2, 2014, and the date he was scheduled for the intake of the treatment on June 10, 2014, he disobeyed the halfway house rules and never returned, making him an absconder who was in the community untreated and a threat. On June 5, 2014, he stabbed two minors, killing one.

The presenters covered the levels they have for mental health clients: Level 1, SMI, requires onsite staff and clients participate in residential crisis treatment programs. Level 2, stable patients (may or may not be SMI), must be compliant, require medication, and can be maintained in an outpatient program. Level 3, stable patients, generally do not require medication and can be maintained without treatment or medications. Level 4 needs an active screening due to mental health referral and can go over to structured mental health intervention based on specific issues. They discussed the risk assessment called "COMPAS." It is an actuarial risk and needs assessment tool based on meta-analysis; it is a tool designed to assist and support in decision-making.

I thought this particular presentation was very interesting because mental health is a subject I find intriguing. The presenters gave a lot of information about the levels of mental health supervision that they provide, along with the brief synopsis of the Daniel St. Hubert case, which was very interesting. They also spoke about caseload ratios. Their intense supervision ratio is the same as Maricopa County's as they have a 15:1; they also have another ratio which is specific for mental health caseloads which is a 25:1. As New York has a high rate of individuals who need mental health services, they seem eager to make the services they provide for that specific clientele a priority. They use the Daniel St. Hubert case as a reminder of what could happen if they do have mental health services in place. It was great to see the work they put into determining whether their strategies to help individuals with mental health issues are working. They mentioned that staff and clientele are more satisfied with the new caseload ratios they have. There has been a decrease in the number of violent arrests with the programs they have set up, and the number of technical violations for the mental health clients has reduced.

## Women Think Differently than Men

By Christina Gavina

While attending the APPA Conference in San Francisco, I attended a presentation called “The Female: How Women Think Differently Compared to Men.” This presentation was facilitated by Maricopa County Adult Probation Officers Shanan Aven and Fred Wilhalme and Supervisor Joseph Pallo. The presentation focused on some of the differences between males and females and challenges that males and females face when it comes to treatment. The presenters discussed specialized caseloads in other departments that differentiate between males and females.

Statistics discussed by presenters were obtained from the Bureau of Justice Statistics. It was discussed that females have lower arrest rates than males for virtually all crime categories except prostitution. Females have lower representation than males do in serious crime categories, less than 15% for homicide and aggravated assault, and less than 10% for serious property crimes of burglary and robbery. Female representation has been greatest for minor property crimes, such as shoplifting, larceny theft, forgery or fraud, and welfare and credit fraud. Female offenders more often than males operate solo, in smaller groups, or are generally accomplices of males. Gender differences were discussed in regards to communication techniques, physical differences as well as the differences in roles when in the community, and gender stereotypes.

The presenters also discussed differences between substance abuse, domestic violence, and mental health services and treatment provided to males and females. They described how ethnicity, race, sexual abuse, low socioeconomic income, poor healthcare, and a lack of education all affect male and female offenders. The presenters discussed ways to improve supervision of a female offender. They discussed the importance of avoiding assumptions, focusing on strengths, listening to their story, building a rapport, and ensuring they have input in their case plan.

This presentation will assist me in identifying the differences in how to supervise and communicate with male and female offenders. It provided me with insight on how males and females communicate verbally and non-verbally. It provided new knowledge of the statistics on types of crimes and accomplices as well as other factors in male and female supervision when on probation/parole.

## Innocent Until Proven Guilty

By Beatriz Rodriguez

I had the opportunity to present alongside three of my colleagues, Zemora Davis, Hepzebah Erwin, and Barbara Rubio, on the Initial Appearance Unit (IAU). Our workshop was entitled “Innocent until Proven Guilty: Finding the Passion to Guide through Initial Appearance and Beyond.” We explained that in Maricopa County people who are arrested have their first encounters with Pretrial Services in IAU. This is when the foundation for pretrial and probation success is established. We talked about the history of IAU, the present, and the future. In addition, which skills and concepts have shown promise to increase defendant participation while supporting community safety and court appearance.

For years IAU has operated out of the Fourth Avenue Jail. At the start of the year 2020, we will be moving locations to the Maricopa County Intake Transfer and Release Facility (ITR). This facility is taking an open floor plan approach. The majority of people arrested will not be placed in a cell to wait for court. They will have an opportunity to walk around in the intake area, use the restrooms when needed, and be provided with a meal. The concept behind this open floor plan is to treat presentenced people as innocent (because at this point in

the court process they are). If it is decided by the Court that the defendant will be housed in Maricopa County Jail, they will be transported. If the defendant is released, the defendant should only have a short wait time. Currently, release wait times can be up to four hours after court. Other states have adopted this approach and it was proven to increase attendance at the next court date. The IAU will continue to provide the Court with an accurate assessment and decrease failure to appears. We hope this new facility will allow Maricopa County Adult Probation Initial Appearance Unit to become a model to other agencies.

## N-DEx (Information Sharing) System

By Erika Rey

FBI Analyst John Kane presented a workshop on the N-DEx System, which is an unclassified national strategic investigative information sharing system that brings together records from across the nation. Records in the N-DEx System span the criminal justice lifecycle and include information related to incident and case reports, arrests, missing person reports, service calls, booking and incarceration reports, as well as pretrial, probation and parole reports; warrants; citations and tickets; field contacts; and interviews. The information compiled in the N-DEx System promotes public safety from the initial patrol stop to the supervision of an individual reintegrated into the community.

The N-DEx System provides access to more than 800 million searchable records containing billions of searchable entities from nearly 7,500 criminal justice agencies. Federal agencies include the Federal Bureau of Investigation (FBI); Department of Homeland Security (DHS); International Criminal Police Organization (INTERPOL); Drug Enforcement Administration (DEA); Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); U.S. Marshals Service (USMS); Federal Bureau of Prisons (BOP); Transportation Security Administration (TSA); Federal Air Marshal Service (FAMS); Joint Automated Booking System (JABS); and the Department of Defense (DoD).

The benefits of using the N-DEx System include easier and faster access to nationwide data, improved collaboration with other agencies, simplified notification of new records, more efficient case management, and enhanced officer/agent safety.

A specific feature of the N-DEx System is Batch Search. The Batch Search function enables users to search multiple (up to thousands) people, phone numbers, or vehicles at one time. Batch Searches may be set to run like subscriptions, on a reoccurring basis (set for daily, weekly or monthly). Specifically, Batch Search can be used to assist with ongoing investigations, monitoring supervised populations, fugitive apprehensions, and missing persons.

For example, the Georgia Department of Community Supervision searched a batch of approximately 40,000 warrants through the N-DEx System. Various hits came back where individuals were incarcerated in different states, and the officer was not aware of the incarcerations. The N-DEx System assisted the Georgia Department of Community Supervision in placing detainers on the subjects for their return to Georgia after their current sentences are served. Therefore, Maricopa County Adult Probation Department would benefit from locating and apprehending various absconders through the use of the N-DEx System.

For more information visit: <https://www.fbi.gov/ndex>



# Community Assessment and Referral Center

By Jackie Chagolla

The San Francisco Adult Probation Department (SFAPD) is unique in that it is funded both as a city and as a county department. The Community Assessment and Referral Center (CARC) provides case management services to individuals currently on SFAPD supervision. The services offered at the CARC include case management, employment services, charter high school, therapy, groups/classes, benefits acquisition, law enforcement assisted diversion, and medication management.

The community partners include America Works, Five Keys Schools and Programs, University of California San Francisco, Citywide Probation Team, Recovery Survival Network, Tenderloin Housing Clinic, Phatt Chance, Center of Juvenile and Criminal Justice, Raw Talk 4 Life, Senior Ex-Offender Program, Young Community Developers, Arriba Juntos, Goodwill Industries, M3, and Sister's Circle. It takes a village to restore people.

The government partners include San Francisco Adult Probation, the Department of Public Health, Human Services Agency, the Office of Economic and Workforce Development, and the Department of Child Support Services. It is the community partners working with the government partners that leads to successful outcomes. Case management services include linkage to resources, psychosocial assessment, medication support, advocacy, substance recovery support, barrier removal, access to housing, and counseling/therapy. This facility promotes ownership, agency connection, and supportive relationships. There are frequent social outings, movie viewings, and cultural events. Groups are offered daily and often change. The types of groups include health and wellness, cognitive behavioral therapy, substance use support, creative therapies, mindfulness/stress reduction, and socialization.

This facility is state-of-the-art. Each interview room has the capability of video interviews with clients, removing the barriers of transportation or illness regarding reporting/monitoring clients. This facility is a safe community space enhancing both the lives of those individuals on supervision and the community in which they reside. This facility participates in trauma-informed care and is definitely a unique resource that offers a holistic approach to helping clients succeed and reintegrate into the community. This modeled approach of all services offered at the same location is an approach that enhances probationer success and removes many of the barriers that hinder compliance (especially the free/reduced housing offered with the successful completion of six months residential treatment).

# Reentry on my Mind

By Jessica Saenz

At the APPA conference, I attended a workshop called "Reentry on my Mind: The Georgia Prisoner Reentry Initiative," presented by Michelle Stanley, Director of Reentry Services Division, and Renee Snad, Operations Manager. In 2009 the state of Georgia surpassed the national average with 1 in 31 adults under correctional supervision. Additionally, statistics supported that 1 in 13 adults were under some form of correctional supervision in Georgia. As the state released prisoners into the community, nearly 1 in 3 was reconvicted, resulting in reincarceration. In 2011, the state of Georgia implemented a three-part strategy in efforts to address these staggering statistics. The strategy included a revision to criminal laws and annual comprehensive reviews. The intended target included a medium to high-risk population and an inmate's first few months of release into the community. In 2015 an Executive Order was adopted to include A Strategic Plan and Framework, Public

Safety, Community Involvement, Case Management, and Evidenced-Based Practices. During 2016-2019, a total of 25,296 participants were part of the reentry initiative, and 25,784 case plans were developed to assist in an inmate's reentry plan. Additionally, there was a reduction of 11% in arrests, a reduction of 15% in felony arrests, and a 30% reduction in reconvictions.

The information presented and data supports that implementing evidence-based practices continues to prove successful. What I found interesting in the presentation was the Georgia Prisoner Reentry Initiative included the inmates in the program planning. I believe this was a smart tactic to promote inmate buy-in and also to show the state of Georgia was interested and invested in their success once released into the community.

## Do You Need Some Help?

By Ellen Loffis

While at APPA 2019 in San Francisco, I attended a session called "Do You Need Some Help?" The purpose of this presentation was to show that we need to be trained on how to react to mental health crisis in the community and viewing mental health as an illness. She explained how when someone has cancer, we view them as helpless, sick, and weak. However, when people described someone who is seriously mentally ill, they would describe them as crazy, one screw loose, and unpredictable. The presenter stated that the first step to really knowing how to respond to mental health crisis is to understand it is a disease, just like cancer, and we should be describing mental illness the same way. Second, she stated that we need to be trained more in how to respond in crisis situations, which could help reduce the number of clients arrested based on symptoms of their mental health needs. She encouraged us to look at taking a mental health first aide class in our state and beginning to learn what to do in a crisis situation. Since returning from APPA, I have found a location that teaches mental health first aide, and I am planning on attending a session this fall. Since I supervise seriously mentally ill sex offenders, I am hoping that attending the session will assist me in better serving this population in the future.

## Trauma in the CJ System

By Fred Wilhalme

At the APPA Conference in San Francisco, I attended Erin McGann's presentation, "Trauma in the Criminal Justice System." Ms. McGann is the Justice Involved Veterans Coordinator for the state of Texas. The presentation focused on understanding there are a number of sources of trauma and, according to some studies, 96% of females and 89% of males in the criminal justice system reported past traumatic experiences.

Trauma can occur in a number of ways. Past sexual abuse, child abuse, or neglect tend to be reported by females. Natural disasters like hurricanes or earthquakes, as well as accidents, can also be causes of past traumas. Combat veterans can experience trauma, but we tend to forget that people from war zones or extremely violent areas experience trauma at a much higher rate. Law enforcement officers and treatment professionals are subject to secondary or vicarious trauma from their work with clients. Lastly, groups can experience historical or community trauma. Historical trauma can be seen in the descendants of Holocaust victims or people living where mass shootings have occurred.

It is important for us to understand that these traumas can cause behaviors we believe are voluntary noncompliance, and that may not be the case. The behaviors may be involuntary responses to the trauma being re-experienced by the client. Officers need to make an effort to build a rapport with each client. Provide

a safe judgment-free place for them to speak. Listen to what they are telling you, and let them tell you at their own pace about their experiences. Give your clients the ability to make choices and assist in their treatment plans. By taking these steps, clients will have a better chance to make the changes they need and our supervision can be less stressful for both them and us.

## Detox Your Work Environment

By Hepzebah Erwin

I personally had the opportunity to attend the “Detox Your Work Environment: Taking Control” workshop. In this workshop, Carmen Rodriguez with Cook County Adult Probation went into depth on how to make a positive work environment by using different skills and strategies to take control.

The career path as a probation officer can cause a lot of stress in our day-to-day lives. Creating a toxic free work environment can help lower stress, and create unity between officers. This workshop reminded me that I personally am in control of the work environment I want. Mrs. Rodriguez stated “never let anyone take your joy” and “create the environment you want” throughout the workshop. Since returning back to work I remind myself of these statements every working day. It is so easy for probation officers to get over worked and stressed out with large caseloads, paperwork and deadlines. I have challenged myself to not let anyone or anything take my joy, find the joy in my work, and remind myself why I became a probation officer. We all enter into the Department with high hopes and determination. We all need to find the passion again, and strive to create the work environment we want.

## Work Happy

By Kate Skelton

If you have not attended an American Probation and Parole Association Training Institute in the past, the schedule goes something like an abbreviated Olympics in the sport of evidence-based practices. The main events, or opening ceremony, commence on Sunday evening and close on Wednesday at noon. In between those times is a flurry of influential speakers, a daily resource expo, and a multitude of training workshops on all topics probation and parole. It is an amazing opportunity to be inspired, educated, and validated in the purposeful work we do. I think it would be fair to say that by the time we all leave on Wednesday, all in attendance are on a learning “high.” We cannot wait to get back to our respective agencies and share the knowledge and resources with our peers and probationers.

However, as can happen over time and with the stress of day-to-day issues, we can lose that validation piece, that excitement in our purposeful work. This Institute’s closing session brought in Dr. Jaime Brower, PsyD, to speak to this phenomenon and how to keep that excitement. She explained the secret is simple, self-care. There were so many great examples, but to keep it simple, try these things: sleep, vitamin D, exercise, laugh, talk, validate, gratitude, study, volunteer, and reduce screen time. It seems too simple, but if you honestly audit these areas of your life, you might eliminate that burnout and find your work happy!



## Reentry “In their Shoes”

By Julie Lovejoy

On August 20, 2019, I attended the workshop, “Reentry Simulation: In Their Shoes,” presented by facilitators from the Kentucky Department of Corrections and the Arizona Supreme Court Administrative Office of the Courts. Upon entering the workshop, all attendees were asked to sit in a front area of chairs and on each chair was a packet. My packet contained my “home sheet” which displayed my name, level of education, offense for which I was in prison, my disability income information, and information on my residential situation. My packet also stated I had a birth certificate and social security card upon my release, but was in need of a state identification card. I was provided \$20, a ticket for a CD player that was potentially worth \$50 at the pawn shop, and three bus tokens. There was a four-week schedule laid out on my home sheet with tasks that I had to accomplish that included paying my rent, attending and paying for my substance abuse treatment, paying for and taking a drug test, meeting my probation officer, and buying food, all varied throughout my weekly schedule. There were several tables set up around the perimeter of the room representing the different agencies we would need to go to in order to accomplish our tasks.

The presenter stated we were starting week one and, with little direction, told us to start accomplishing our week one tasks. We moved through all four weeks with short breaks for debriefing between each week. By the end of week four, I had managed to obtain my identification, take one drug test, pick up my social security check and cash it, attend one treatment class, and serve a short time in jail due to my noncompliance with meeting my assigned tasks. I failed to pay my rent, meet with my probation officer, pay my probation service fees, or ever pay for and pick up my groceries.

This workshop was very impactful on me as I recognized that I was already frustrated after week one, in a scenario situation, as I was not able to accomplish the tasks on my list and continued to hit road blocks when I thought I had started to make progress. It reminded me of all the challenges that the people on my caseload can face on a daily, weekly, and monthly basis, even if they are not reentry.

I believe our agency strives to not overwhelm someone who was recently released from prison or who is new to probation, but I also know that sometimes we get focused on checking off the boxes of tasks we need to accomplish as probation officers without realizing how many tasks we may be overwhelming the people on our caseload with at the same time. This workshop served as a needed reminder to be aware of obstacles and challenges that our populations deal with and to help address their needs and goals in a positive manner.

## Mindfulness to Total Wellness

By Michele Butcher

The workshop I attended examined the important role that overall employee health and wellness plays in the work environment, more specifically, the need to create and maintain purposeful practices that promote self-care and reduce burnout. There are several worlds within the self-care realm including, but not limited to, physical, emotional, spiritual, psychological, personal, and professional. Paying mindful attention to each one of these areas can greatly increase health, wellness, happiness, and job satisfaction. If even one of these areas is neglected, we can see the effects spread across the others. For me, there is a strong safety and awareness component that ties into our self-care; the better we care for ourselves, the more optimal and timely our performance is, both on and off-duty. Stay safe out there!

## Search for the Holy Grail

By Melissa Hudson

Out of the many workshops offered, one that I chose to attend was called "Search for the Holy Grail: Criminogenic Needs Matching, Intervention Dosage and Recidivism." This workshop was presented by Michael Baglivio, PhD, and Chief Executive Officer for Analytic Initiative, LLC, in Florida.

The presentation looked at the importance of using risk assessments and treatment data to reduce recidivism. Another factor in reducing recidivism is treatment dosage, making sure that the offender is not getting too much or too little treatment for their needs. The risk-need-responsivity paradigm encourages matching services to criminogenic needs. He also presented the ACE assessment, consisting of ten questions which look at specific adverse childhood experiences/trauma and their effects on criminal involvement. Experiences such as divorced parents, abuse (sexual, physical, and emotional), familial mental health, and incarceration are just some of the areas the ACE looks at. Dr. Baglivio also defined trauma as "the experience of an event by a person, that is emotionally painful or distressful, and which often results in lasting mental and physical effects." The data they used was from juvenile offenders, however, I felt that we as a department are doing the same thing with our evidence-based practices and making sure supervision and treatment match criminogenic needs.

Specifically, with my caseload of high-risk sex offenders in the State Hospital, I felt this workshop was relevant as well. With sex offenders, their treatment is tailored to their specific cases and needs. Many assessments and polygraphs help guide treatment content and length. It is very crucial to understand adverse childhood experiences/trauma as well as their criminogenic needs when looking at treatment and supervision dosage.

## Gender Responsive Solutions

By Shanan Aven

While attending the APPA Conference in San Francisco, I attended a presentation called "Addressing Field Readiness to Implement Gender Responsive Solutions." This was a panel discussion given by Topeka Sam, Katie Roller, Alyssa Benedict, and Deanne Benos, who all serve on the APPA Justice-Involved Women and Girls Committee. The presentation focused on a 2019 survey launched to probation and parole professionals across the country to determine the greatest challenges and opportunities they face in implementing practices proven to be more effective when working with impacted women and girls.

Out of the 355 surveys they collected between December 3, 2018, and January 22, 2019, representing 44 states, 70% of the respondents believe community corrections staff who work with women/girls should use a gender-responsive approach; and of those, 53% report using a gender-responsive approach in their work with justice-involved women/girls. They reported utilizing the following: Women's Risk Needs Assessment (WRNA), female-oriented cognitive-based curriculum, mental and physical health support, trauma-informed services, and child care, to engage in gender-responsive approaches. They found that funding, lack of training, women representing a small proportion of caseload size, lack of buy-in from leadership and staff, along with limited resources such as gender-specific programming, housing, and transportation were barriers for implementation.

Women/girls are the fastest growing population in the justice system. Thanks to Topeka Sam and her program, Hope House, they were able to get the community and advocates to assist in creating housing, counseling,

and programs for women and girls coming out of the jails/prisons. Topeka knows all too well what this is like as she was once a justice-involved individual. She found it very daunting trying to maneuver the system on her own, and she wanted to make it easier on those like her. Katie Roller, who is from Oregon, created a program for women and their children to have safe housing and be successful on probation. This is a program where the probation officer can interact with the women and see the progress they are making on a day-to-day basis. These are two individuals who are challenging the criminal justice system to look at women and girls in a different light.

## Beyond Smoke and Mirrors

By Kristi Wimmer

One session at the APPA conference was titled, “Beyond Smoke and Mirrors: Probation in the Criminal Justice Reform Era.” The presenter was Charles Robinson, Deputy Chief of Probation and Pretrial Services Office in the Administrative Office of the United States Courts. He is also one of the authors of Decision Points and EPICS II (Effective Practices In Correctional Settings), which are both evidence-based systems used by MCAPD. His goal is to work with community supervision systems with practices that have been proven to have a positive effect on justice-involved clients and their communities.

Deputy Chief Robinson argues that in order to make effective change, proper implementation of evidence-based programs is the key, and staff is the single most important element of behavioral change. There are a lot of well-intentioned people who do harm because they do not have the right tools.

He also states that his goal is to be a catalyst for conversations about the criminal justice system and what changes are needed. He said, “Systems and organizations are uniquely designed, either knowingly or unintentionally, to achieve the result that it achieves.” What that means is that the system does exactly what it was designed to do. So if you believe the system disproportionately negatively affects black and brown people, you have to recognize that is what the system was designed to do. So if the system is broken, do we really want to fix it if that is what it was designed to do, OR do we just need a new model?

He states that there are four things we need for a new system:

1. **Leadership** – Someone who can speak to a vision of what we do, someone who can motivate and inspire officers.
2. **Understanding Professional Identity** – Probation needs its own ethical oath; we need to be able to say, above all else, that we do no harm.
3. **Personal Investment** – We have an obligation to be informed about different methods and systems and seek out things that work.
4. **Systematic adoption of evidence-based practices** – Understand what those are and move the system fully in that direction; EBP needs to be adopted fully as the way we do things, not just more “boutique” programs that are in addition to the old fashioned way we do our work.

We need to get beyond the smoke and mirrors approach and adopt policies that will make long-term meaningful change in people's lives. I too have experienced the adoption of boutique programs that just “add on” to the list of things that are required, instead of fully adopting or integrating evidence-based practices. I found his presentation to facilitate some interesting and important questions about the role of community supervision and the people who work in it as well as those who are supervised within it.



## Building an Inclusive Workplace

By Lolita Rathburn

I had the pleasure of attending APPA's summer institute and attended numerous workshops, but one stood out from the others, the workshop titled, "Building a Culture of Inclusiveness in Your Organization One Person at a Time." It was presented by staff from the Nebraska Administrative Office of the Court, Probation, and Inclusive Communities, a non-profit organization they partnered with to create training. Their aim was to build capacity in staff to have a better understanding of how to improve outcomes for people from marginalized communities, who may have different values, attitudes, beliefs, and traditions.

The training began by asking everyone to form two large circles, one inside the other. Then we were asked to introduce ourselves to the person across from us and state what the most important role is in our lives. Sounds easy, right? Not really. When faced with a total stranger, the easy way out is to simply state your title at work, maybe say where your department is located, and not go too deep. However, guided by the presenters, we were encouraged to dig a little deeper, and it seemed everyone in the room came prepared to be authentic, and even a little vulnerable, to better understand this issue. The result was wonderful. We were able to talk about how it made us feel to identify ourselves outside of our titles and apply that to how people from marginalized communities feel every time they have to interact with people or organizations that lack an understanding of their different needs, background, or history. An interesting aspect of the workshop was that they never identified the people from the marginalized communities as clients. In fact, they made it very clear that the training they created and implemented was designed to be applied within the workplace, amongst peers and direct reports, as much as it was for the staff/officer and defendant/probationer/collateral contacts.

A good portion of the workshop focused on the challenges the presenters faced when implementing the Inclusiveness training, how staff were recruited for the initial train-the-trainer class, and finally how the training was rolled out statewide as a mandatory training to a sometimes less than enthusiastic audience. Not all of the trainers were able to remain in their roles throughout the implementation.

Overall the training was worthwhile as it helped me take the next step from valuing diversity to looking for ways to provide a more empathetic and inclusive response to staff and our clients, avoid misunderstandings, and increase trust and respect. Please use the following link, [www.inclusive-communities.org](http://www.inclusive-communities.org) to learn more.

## Trauma, Addiction and Victimization

By Tiffany Butler

While at the August 2019 APPA Conference in San Francisco, California, I attended the workshop "Trauma, Addiction and Victimization: The Unspoken Cycle." The workshop was presented by Jennifer Storm, a victim advocate from the Commonwealth of Pennsylvania. She detailed the challenges she experienced from being raped at the age of 12, addicted to crack by the age of 17, and how there is a vital connection between addiction and trauma. Fifty-one percent of general trauma is experienced in childhood, and 98% of people served by behavioral health professionals have experienced trauma in their lifetime. Mrs. Storm elaborated on how trauma impacts the brain, and revealed an astonishing 66% of people in substance abuse treatment report childhood abuse or neglect and 90% of women with alcohol addiction were sexually assaulted or suffered severe violence from their parents. Trauma-informed care is pivotal in successfully helping a victim. Looking through the victim's lens, they have accepted trauma as the norm in their life. As we supervise

defendants that have had trauma, the best support we can give is to know that their perception of trauma is their reality. We may be unable to change their perception; however, we appreciate and understand that their perception of their trauma feels very real to them. Ways to support victims to prevent relapsing include:

Identify:

- Their emotional support: What can take the place of the negative?
- Their guidance support: Who is that person to hug or call, who has the resources?
- Their distraction support: Who or where can you go to get out of your head?
- Their meeting support: Where can you go for meetings?

These four identifiers help lead to accountability for resources and put victims in control to gain back their empowerment.

## How to be an Effective Witness

By Melissa Filas

I had the opportunity to attend a workshop titled, "How to be an Effective Witness (aka: how not to make a fool of yourself on the witness stand)." This workshop was presented by Honorable George Gallagher, Honorable Scott Wisch, and Honorable Jamie Cummings from Tarrant County, Texas. When a probationer is returned to Court for a probation revocation proceeding, we, as officers, hold his or her future in our hands with our sworn testimony. This workshop provided participants with eight tips from a judicial perspective on how to become better prepared to provide effective Courtroom testimony:

1. Look and act like a professional. Your first impression as a witness is important; dress professionally and appropriately. Be aware of your body language and facial expressions. Be respectful to the Court (including lawyers at all times).
2. Be prepared. This includes knowing the facts of the case, the probationer, and the information contained in the case file. Review relevant information (including the case file/notes) prior to the hearing and, if necessary, do not be afraid to refresh your memory during testimony.
3. Answer only the question that is posed and do not volunteer any additional information. If a simple yes or no would suffice, then that is all you need to say. Most importantly, if you do not know the answer, tell the Court, "I do not know" or "I do not remember."
4. Be yourself. Do not try to be someone or something you are not. You are the expert on the case file and your agency's policies and procedures.
5. Do not fudge information. Provide truthful testimony.
6. Do not hide the garbage. Always advise the attorneys of any concerns with the case.
7. Keep your cool. Do not be provoked by attorney questions or responses. Do not get emotional and do not take anything personal. Unless you are quoting a probationer, never use profanity in Court. Do not be distracted or baited by the tone and/or volume of an attorney's question. Remain poised and keep your voice calm.
8. Do not let the lawyers control your testimony. The truth and facts of the case do not change.

## The Use of GPS in Maricopa County

By Rodney Rego and Taylor Pile

In addition to attending several workshops at the APPA Training Institute, we had the honor of presenting a workshop, "The Use of GPS in the Supervision of Sex Offenders and Pretrial Defendants in Maricopa County." Did you know there are over 2,500 people on sex offender probation? And of those, there are approximately 170 individuals who are required to wear a GPS monitor. In 2006, the Arizona legislature enacted a law that required anyone convicted of a Dangerous Crime Against Children to wear a GPS device. The law has been modified a few times over the years and currently only level three registered sex offenders with a Dangerous Crime Against Children offense are required to wear GPS. An Administrative Order was added later to include homeless sex offenders among those monitored by GPS. Currently officers are required to monitor their offenders' GPS points on a regular basis based on their risk level. In addition, officers are required to respond to various alerts in a timely manner. Some of the benefits of GPS monitoring are that it alleviates overcrowding, provides an ability to recognize violations early, and it tells us what the individuals have been doing. There are drawbacks to it as well in that it can be costly, gives a false sense of security, and it adds to an officer's already busy workload.

The workshop presentation also included an overview of the Pretrial Services Division's Electronic Monitoring Program. The presentation included the primary goals and supervision strategies in pretrial supervision, and a brief comparison of the difference between pretrial defendants and probationers. Did you know that at any given time Pretrial Services monitors up to 800 pretrial defendants on GPS, and virtually all defendants are placed on monitors before they are released from jail? Pretrial defendants with pending felony cases in Maricopa County Superior Court are eligible for release with electronic monitoring, and all defendants charged with specific felony sex offense(s) are mandated by statute to be on electronic monitoring if released in the community. However, Pretrial Services only recommends electronic monitoring for defendants who pose moderate to high-risk for pretrial failure. Officers are required to respond to alerts 24/7, and they have the ability to petition the Court to revoke a pretrial defendant's release for certain egregious violations. The option to order electronic monitoring provides the Court with a pretrial supervision option that if not available would likely result in higher levels of pretrial incarceration.

The presentation was well attended and those who attended left with a good working knowledge of how GPS is used in Maricopa County.

## Compassion Fatigue and Vicarious Trauma

By Taylor Pile

I had the opportunity to attend a very informative workshop presented by Lambia Karitsiotis. Lambia is a certified trauma educator focusing on compassion fatigue, vicarious trauma, and other occupational stress injuries. This workshop emphasized that historically the probation field lacked psychological trauma training for staff. In the law enforcement field, there is a perception that we are not supposed to need help and this is the type of mentality that we need to get rid of. It is critical for organizations to support the need to focus on the well-being of staff and to recognize the potential for compassion fatigue, vicarious trauma, and post-traumatic stress disorder. Compassion fatigue affects most of us in this field that care about helping people and protecting the community. It is difficult for staff in the law enforcement field that experience trauma to accept that they need a break as there is a tendency to perceive this as a weakness.

The workshop presented several suggestions to staff and organizations in the field to improve our mental health:

- Take a lunch break. Go for short walks. Far too often staff have a tendency to work through lunch or have lunch at their desks. It is important to disconnect, take your lunch, and take a break.
- Self-care is not a luxury, it is a necessity; otherwise you cannot do your work.
- Establish a dedicated day, such as Wellness Wednesday, for small groups to get together for one hour with No Work talk. If possible, identify a Wellness room with a couch and TV. Create space to disconnect.
- Protection of your work/life balance is critical. Avoid working at home to catch up. If there is too much work to accomplish within the time allotted, this is an opportunity to justify new positions.
- Flexible schedules are beneficial as long as work is being completed. This is highly recommended in the field due to the various trauma that staff are exposed to. It helps with work/life balance. Organizations are encouraged to allow for a mental health day.
- Healthy routines are critical - there is a tendency for staff experiencing trauma to have a poor diet, not to exercise etc. It is important to find a healthy activity!
- It is important for managers to be aware of what their staff do and what types of trauma they are exposed to. Far too often managers have been out of the field for years and may lose touch with the day-to-day stresses of the job.
- Organizations should establish and support a Critical Incident Stress Management (CISM) team; it should be peer-to-peer, with no notes, and focus on how the person is coping versus focusing on the actual event!
- Low Impact De-briefing - in this field we have a tendency to "vent" about cases and we should be aware that venting can cause vicarious trauma. An example provided at the workshop included telling a colleague about a particularly egregious case or asking a co-worker to read "this police report" without considering that the staff member may not be prepared to hear about it. It is ok to give a "watered down" version, but otherwise be cognizant of the potential for vicarious trauma.

We are fortunate as a Department to have many of the above practices in place including, but not limited to, a CISM program, having flexible schedules in many positions, and a work environment that emphasizes the importance of work/life balance. This workshop reinforces the importance of maintaining these practices, and perhaps there may be some areas of opportunity to enhance or improve on.

## EMDR: Working with Youth

By Terri Seiser

Eye Movement Desensitization and Reprocessing (EMDR) is something that has intrigued me for a while. I attended this workshop for many reasons. It is something different and, although I do not work with juveniles, we often see childhood trauma impacting an adult's journey. I always wonder "How did this person get to where they are today?" Francisco Torres, clinical therapist at El Paso Juvenile Probation Department, El Paso County, described the four basic brain structures: 1. Prefrontal Cortex - behavior (analyze and control); 2. Thalamus - sorts out the info; 3. Amygdala - fight, flight or freeze responses; and 4. Hippocampus - learning, including memories of past danger. The hippocampus is where we process the implicit memories or our bodies' emotional responses such as fear, shaking, pain, sweating, racing heart, etc., that are associated with the explicit memory - the actual factual event. Implicit and explicit memory combined often result in a disconnect which is called integrated memory. In EMDR the goal is to find where the disturbance lies within the integrated memory and redirect it through eye movement in order to replace it with something positive. For example, if a person's heart currently starts racing when becoming intimate with their partner due to past sexual trauma, EMDR will potentially redirect the body's physiological reaction to shift to a positive "self-perception" of the



trigger, ultimately geared towards healed trauma memories vs. hypo-arousal/hyperarousal fluctuation. The experience is still remembered, but the fight, flight, or freeze response is resolved.

## PTSD and Moral Injury

By Tatiana Smith

Of the many presentations and workshops available at the APPA conference in San Francisco, one that caught my eye was "Post Traumatic Stress Disorder and Moral Injury: Not Just for Veterans" presented by Erin McGann, a program supervisor for the Texas Veteran's Commission and a former parole officer in the state of Texas.

Post-traumatic stress disorder (PTSD) is described as distress and social impairment resultant of exposure to traumatic events. PTSD can result from direct and indirect exposure to trauma. According to McGann, more than 95% of individuals suffering from PTSD are not veterans.

McCann described "moral injury" as trauma resultant from exposure to situations that challenge one's moral beliefs and results in mental turmoil and stress. For example, grappling with force against an aggressive animal or person or reading and discussing criminal acts that are against one's morals.

Over time, with repeated exposure to stressful, dangerous and, at times, tragic situations, probation and parole officers can begin to experience the signs of PTSD and moral injury. These include insomnia, anxiety, emotional numbness, increased aggression, flashbacks, and nightmares.

Officers are encouraged to not neglect the signs and to focus on self-care. Neglecting the symptoms increases the likelihood of substance use, depression, social isolation, relationship problems, and lost interest in things/activities previously treasured.

McGann suggested officers regularly seek to get adequate sleep and engage in activities or hobbies that one enjoys. Officers are also encouraged to seek professional help when needed and to avoid burnout by taking time out occasionally to focus on self-care.

Additionally, a great resource for probation officers in Maricopa County is our Critical Incident Stress Management (CISM) team. CISM gives officers the opportunity to discuss issues they might be experiencing following a critical incident with other officers in a confidential and structured format. Being able to vent and discuss one's feelings in such a way following a traumatic event can assist with recovery and could be considered an important part of self-care for officers.

## Serving Meals for the Homeless

By Zemora Davis

The community service project at the APPA conference, which recognizes community outreach while serving those in need, allows APPA to work with local volunteers to assist a charity in the host city. Serving meals for the homeless at GLIDE was part of that initiative that gave 22 volunteers the opportunity to serve either lunch or dinner to the people of the Tenderloin neighborhood in San Francisco. Originating from a Methodist Church founded by Lizzie Glide in the late 1920's, the Glide Memorial Foundation has grown into one of the most recognized movements around the country. During Co-founders Rev. Cecil Williams and Janice Mirikitani's

tenure, GLIDE became a counter-culture rallying point and strong force within the community addressing the basic needs of the poor and marginalized people. GLIDE is notably known for its famous choir as well as various social service programs that include mental and primary health care, women's programs, crisis intervention, free legal services, and drug and alcohol recovery programs, just to name a few.

One of the most appreciated programs that GLIDE provides is its daily free meals, serving approximately 2,000 meals per day, roughly 364 days a year. The great thing about this program is that anyone in need of a meal can be served, with no eligibility requirements. My experience started with learning the basic safety rules of the Soup Kitchen as well as learning how to properly serve and manage the crowd. Being able to actively listen, provide good customer service, and working in a team setting while staying safe were some of the skills needed to accomplish the task at hand. I worked in a fast paced environment, bussing tables, prepping meals, and positively interacting with each individual that came through the door. This opportunity not only allowed me to give back, it also assured me that with the right attitude the general public and law enforcement can have a positive working relationship.

In retrospect, being of service to the community in any capacity relates directly to what we strive to do on a daily basis as probation officers. Keeping the community safe is number one, but giving tools and resources needed to succeed in life are equally important. Serving meals to the homeless showed me that people in their communities still care for one another and are willing to go the extra mile in order to affect change. Continuing to build good rapport with the general public through service is vital in earning their trust and improving the quality of the community.



## **PASSION, COURAGE, AND ENDURANCE:** *Transforming Community Corrections*

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