

Chronicle

Maricopa County Adult Probation Newsletter

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A Force for Positive
CHANGE.

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CHIEF'S

CORNER

Growth on APD Initiatives

Spring is a great time to live in Phoenix. Whether it's enjoying the weather, being able to stretch out on some grass in an outfield at a spring training game, or the new growth and life all around, it's a pretty place to be. It's generally a season where things bloom and new growth happens, so I wanted to take this edition of the Chronicle to talk about some new growth on a few initiatives. There were three things I wanted to pursue when taking this assignment: Racial justice and equity efforts, looking for ways to improve how we serve justice-involved women, and continuous improvement. I'd like to provide an update on each of those, and two other topics as well as the key leader point-of-contact for each initiative.

Racial Equity

In February of 2020, the APD Executive Team began discussing areas of **Racial Equity** and ideas around how we could become even more in alignment with this area with our broader organizational values of fairness, respect, integrity, innovation, and safety. Often times with any challenge, this one included, there is a barrier in that you don't know what you don't know. As a result, we wanted to start by receiving training from someone outside our organization who had expertise in this area. I have shared previously that a few officers have been gracious enough to share their story and experience with me both as officers and as people of color. At the same time, this summer, leaders were mobilized from across the Judicial Branch under the direction of the Presiding Judge to form a Task Force looking at issues of equity across the various Departments of the Court as well as both probation departments. The Task Force has focused its work around the four areas of Operations, Human Resource Operations, Training, and Internal as well as External Perspectives on the Branch. The Operations workgroup is looking at areas in which the Branch exercises discretion at key decision points, if there are areas of disparity, and how data might be able to illustrate any disparity as well as the cause for it. Our HR workgroup is looking at areas of hiring, promotion, employee relations, and management. Training is considering what potential offerings we could provide to our staff to educate us on this important topic. The internal/external perspectives group is evaluating how both the staff see the Branch as well as how external groups and individuals see us as well. As you can imagine, given the size of our organization, it will be a long-term project and is ongoing. We are taking a comprehensive, deliberative, and thoughtful approach given the importance of our previously noted values. Part of that work has included hiring a consultant and expert in the field to provide some initial training. Members of the training workgroup, leaders from Superior Court and JPD, as well as the APD Executive Team are participating in a sixteen-hour training program that began in February and will conclude in May with an evaluation of the next steps for APD specifically. This will be done in alignment with the work of the broader Task Force. I have enjoyed representing APD on that Task Force and serve on the

Justice-Involved Women

As an organization that seeks to listen to research and implement from research that which is effective and has demonstrated value, we are looking at how we serve **Justice-Involved Women**. One of the themes that comes across community corrections research is that the drivers of criminal conduct are often different for women and men. Further, justice-involved women have a higher background in trauma than men under supervision and much higher than their female counterparts in the community who are not justice-involved. One of the goals APD has had for several years is to get to the root cause (the driver) of the behavior that led someone to become justice-involved and tailor our interventions in those areas in a way that is responsive to the individual. Varying our approach with justice-involved women, particularly those who are higher risk, is one example of responsiveness. APD has begun looking at how we could improve service to these women, what approaches would be most effective, how we can be trauma-informed in our responses, and we are trying to do so with a standard caseload in each of our three field divisions. In so doing, we will look at baseline data to examine if there are improved outcomes as a result of these efforts and then determine next steps based on that research. **Key leaders for the APD Justice-Involved Women Initiative: Kristi Ward and Ted Milham.**

Continuous Improvement

Part of being an organization which listens to research and follows what is effective deals with how we operationalize that practice. There is an approach which business has used for many years to improve in how a given business or other organization goes about its work. It's called *Lean Management* and is also known as **Continuous Improvement**. The general purpose of it can be thought of as focusing an organization on that which matters most to it, which is defined by the organization's mission, vision, and values. We are focused on four main aspects of continuous improvement:

1. **Alignment:** It seeks to align everything that is done on a daily basis (or in pursuit of a long-term strategy) to that mission, vision, and values.
2. **Performance Measurement:** To bring that alignment, it also identifies how it will measure achievement of that mission, how it will measure the manner (vision and values) in which it pursues that mission.
3. **Innovation:** Continuous improvement also provides easy ways for employees, irrespective of their role in the organization, a mechanism to bring ideas for improvement forward.
4. **Decision-Making:** Finally, it brings a method for decision-making – a filter through which the organization can use in deciding what it will pursue, at times what it will stop doing, and how it will prioritize initiatives.

APD will communicate more internally on next steps in the coming months, but it will begin with engaging the department on an update to its mission, vision, and values. While the mission of the organization will not change (timely actionable information to the Court for decision-making and enhancing public safety through changing behavior and reducing risk), this is an opportune time for us to update how we express that mission. We are fortunate to have colleagues at the County and the State and one probation department in California, all of whom have been pursuing continuous improvement in a variety of ways, including the Maricopa County Innovation Studio, which we will be calling upon in the months to come. **Key leaders for the APD Continuous Improvement Initiative: Heather Preston, Jodie Rogan, Jennifer Ferguson, and Ryan Valley.**

Probation Case Management System

The final initiative on which to provide an update is a new *Probation Case Management System*. APD and JPD have been collaborating for nearly two years as well as partnering with both the Administrative Office of the Courts (AOC) and Maricopa County to evaluate the needs and cost of a new case management system. We are very fortunate to have a County Administration and a Funding Authority in the Maricopa County Board of Supervisors which sees the value in probation supervision as well as in technology to advance public safety goals. Over the last two years, a request for information was issued by the Branch with the support of the County and the AOC to conduct a formal survey of the marketplace to determine if there were viable solutions available that could serve JPD's and APD's needs thereby replacing APETS and places of iCIS we use for case management for those supervised (i.e. those under juvenile probation and those on pretrial on the adult side). As a part of the FY21 budget, the Board of Supervisors authorized funding for a consultant to draft a request for proposals (RFP) for vendors to submit solutions to replace these functions in APETS and in iCIS as described here. At the same time, the AOC continued to express support and desire to help in any way possible including with leadership of the project. As a result, an RFP was issued and a consultant hired. The consultant's job is to draft an RFP that will be issued to determine a cost of a replacement for APETS, which would provide a solution with modernization, mobility, and managerial analytics. When we first started exploring this a few years ago, we engaged a variety of staff and supervisors from different units across the Department to help develop the criteria of what we would want from a new system. Those focus groups helped shape the areas and requirements we are using for the consultant today along with input from around the State. While it is essentially a project to determine the cost of a replacement at this point, it is an important development and has the potential to provide improvements across a host of areas for probation departments across the State. The project involves APD and JPD in Maricopa as well as the AOC and leaders of probation departments from across the State. **Key leaders for this initiative are Ryan Valley, Brandelyn Jackson, and Michael Cimino.**

Budget

Finally, with regard to the *budget*, I would be remiss if I did not take the opportunity to acknowledge the strong support the Board of Supervisors and County Administration have demonstrated for the Judicial Branch of Arizona in Maricopa County. From the passage of a performance-based payment in March to their support for meeting the needs of APD, JPD, and Superior Court in FY22, we are fortunate to have the support and partnership we do from the County. The Board is expected to pass a tentative budget in May with final adoption in June, and we are confident we will have the resources necessary to continue to pursue our mission with excellence in the coming year.



NEWS &

INFORMATION

Three in One & How Do You Do

By Tony Bidonde



April 1st - April 30th Sexual Assault Awareness Month

April 1st - April 30th National Child Abuse Prevention Month

April 18th - National Crime Victims' Rights Week

Every year the National Center for Victims of Crime sets aside the month of April to bring awareness to victim experiences and the crimes that create victims, destroy lives, tear families apart, cost tax payers millions of dollars annually, and create havoc in our communities. But they also work to recognize the work of organizations in making victims as whole as possible after a crime.

On the local front, the Arizona Coalition to End Sexual and Domestic Violence reports **1 in 2 women, 1 in 4 men, and 1 in 2 transgender individuals** have experienced contact sexual violence in their lifetime in Arizona. ¹

The Arizona Child Abuse Hotline received **23,876** calls that met the statutory criteria for a DCS report. ²

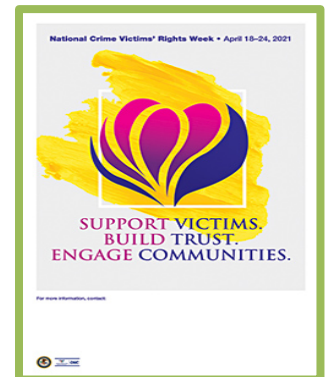
Using evidence-based practices, probation officers supervise individuals sentenced to probation, helping to keep the victims of their crimes and the community safe through compliance and other programs. The MCPD Victim Services Unit (VSU) supports victims by providing pertinent information and resources. If you ever have any questions related to victims, please contact us at the VSU.

Below are links to the Arizona Coalition to End Sexual and Domestic Violence, and the Arizona Department of Child Safety, which are organizations that provide local victims services (among other services) to those in our communities.

Arizona Coalition to End Sexual and Domestic Violence: <http://www.azcadv.org/>

Arizona Department of Child Safety: <https://dcs.az.gov/>

To reach Victim Services call: 602-372-8286 **or email:** apdvsu@jbazmc.maricopa.gov



¹ Arizona Coalition to End Sexual and Domestic Violence

² Arizona Department of Child Safety

National Public Safety Telecommunicators Week 2021

By Ryan Valley

As spring officially begins, it brings us that much closer to April 11th which marks the start of National Public Safety Telecommunicators Week for 2021. This week recognizes those employees that are on the other end of the radio, ready to provide support and assistance from the Communications Center. This year is especially significant because over the course of the past twelve months, life has looked a little different for most of us. For the Communications Center however, they found themselves as a bedrock of support for the Department coming into the office every time they had a shift to ensure officers in the field had someone on the other side of the radio when they called. It's no question that the theme for this year's National Public Safety Telecommunicators Week is **"Who is YOUR public safety superhero?"** because these superheroes exist right next to us in our Department behind their headset. If you get a moment during the week of April 11th through April 17th, feel free to send them an email or reach out just to let them know how valuable they truly are to our organization.

Online Payment Portal Goes Live!!!

By Sonia Cruz



I am pleased to announce the implementation of the online payment portal. There is now a much easier and convenient way to make Court-ordered payments. The payment portal allows for submittal of payments via a secure gateway, without the hassle of purchasing money orders or cashier's checks. The portal allows for anyone to make a payment on behalf of a supervised individual by choosing the option of a 'one-time guest.' There is also the option to create an account for easy access to case information. The portal also allows for credit/debit cards and e-Check payments, but there are convenience fees assessed by the online payment provider, Point & Pay, for credit/debit card transactions. However, there is no fee for e-Check payments.

To access the **online payment portal** you go to <https://www.clerkofcourt.maricopa.gov/payments>. You simply **enter** the **name** and **case number** using all characters ie: CR2001-123456-001. If the case number is not known, there is a link to access the Superior Court website that allows case information look-up. Making a payment is as easy as online shopping: Verify the case number, name and payment amount, add it to the cart, and pay!



Here are some of the added features and benefits of making online payments with a registered account:

- **Set up recurring payments**
- **Set up installment payments that allows for putting temporary holds on payments and/or change monthly payment amount**
- **Text reminders/Email notifications**
- **The portal is mobile-responsive**
- **Option to pay on multiple cases**
- **Ability to make a payment on terminated cases with a Criminal Restitution Order**

This is exciting news, so please share this with the individuals on probation who could benefit from using the online payment portal. We have come a very long way with technology and are very thankful to have been part of process and planning with the Clerk of the Court as they lead and implemented the online payment portal. There will be more benefits to the portal in the near future, so stay tuned!

ACHIEVEMENTS

& CELEBRATIONS

Robert Celaya Promoted to Business Intelligence Analyst

By Tazman McGrath

Robert Celaya has been promoted to the Data Integrity & Analytics (DIA) Department's first Business Intelligence Analyst for Adult Probation, effective February 8, 2021. With the Department's research unit restructuring into the Judicial Branch's DIA Department, we have been moving toward the visualization of analytics, which Robert is excited to be involved in as a part of his new position.

Prior to joining the Department three years ago, Robert was employed as a lobbyist where he worked with state legislators and performed policy analysis. Since Robert joined the Department's Organizational Development and Support Division in October 2017 as a Management Analyst (MA), his work has been more research-based and data-oriented; working on research, planning, and monthly statistics projects for the Department. Robert explains, "Prior to my new position, I've only been a MA, but while there are some duties that remain fairly constant (such as monthly statistics), as the Department and world around us changes, so do our projects. I've gotten to work on lots of exciting projects in lots of different areas of the Department." Robert has been (and will continue to be) located in the Downtown Justice Center and shares that his time with MCAPD has been a blast and his team, who he gets to continue to work with, is the best.



Additionally, during his tenure as a MA Robert served as Interim Editor-in-Chief for the Chronicle Committee and as a member of The Impaired Driving Assessment Workgroup. During Robert's time as a MA he had significant ties to the Victim Services Unit (VSU); he was the VSU supervisor from Oct 2017 – Oct 2020 and is a member of the recently assembled Victim Satisfaction Committee. In his new position, Robert looks forward to working with Department staff to provide them with increased access to their relevant data, and also continuing to work on fun research projects that come his way.



Megan Wiehn Promoted to Supervisor

By Tazman McGrath

Megan Wiehn was promoted to adult probation supervisor of a standard field unit in the Central Division, effective February 8, 2021. Out of college, Megan was hired as a judicial clerk at the Glendale Justice Court under Judge Tolby for one year. Megan explained "this position involved case file maintenance, data entry, and forcible detainer/civil/protection order filing (and serving as a witness for courthouse marriages which was fun but not really MCAPD related)." Megan has been with the Department for 15 years; she began at the Black Canyon Building (BCB) where she supervised a standard field for 10 years. Megan then transferred to supervise the DOC Re-Entry West Unit, also located at BCB, where she remained for 5 years, before her promotion.



In her time at MCAPD, Megan has participated in a variety of committees including as a member in the BCB mentor program, FINCOM, CHD rollout, NOTES, and as an APETS Agent. She has also been involved with the Thinking for a Change program since 2014. Additionally, Megan obtained her Master's Degree in Educational Leadership through Northern Arizona University in 2008. In her new position, she looks forward to using her experience to assist others meet their own goals and the goals of the Department. She has experienced numerous supervision styles from previous supervisors, and she hopes to take the best/most impactful aspects from each experience and use that to support, encourage, and lead in her new position.

New Officers Arrive at WRC and Southport

By Jim Sine

The December 2020 New Officer Training, Education, and Skill-building (NOTES) academy was not the largest, but it continues a streak of four back-to-back academies in the last quarter of 2020 and the first quarter of 2021. Our four new officers completed NOTES on December 7 and then stepped into their new caseloads as secondary officers. At the end of December, they took over as primary. Wayne Benton, Merisha Spisak, and Ana Lopez were all placed at Western Regional Center (WRC), and Karlyn Catron joined the team at Southport. Staff Development has continued with its online academy along with some in-person trainings. After the academy is completed, we have continued to be involved with the new officers to help their transition to the field run smoother. A swearing in by Judge Starr and official welcome by Chief Cimino took place on January 12. Congratulations to everyone for making it through training and welcome to the MCAPD!



Pictured from left to right: Ana Lopez, Karlyn Catron, Merisha Spisak, and Wayne Benton

Virtual NOTES Rolls On

By Jim Sine

Staff Development and the Safety unit are very proud to announce the training and placement of 16 new officers in the Department so far this year. ***Congratulations to everyone who was able to make it through the technological maze of online training!!*** You all did a great job. Included in the 15 new officers are nine probation officers and six surveillance officers over the course of two NOTES academies, one in January and one in February-March. The probation officers from the January class include Corsica Carson, Joelle Dykstra, Cassie Riley, and Courtney Valentin. The surveillance officers are Evelyn Salas, Ileana Salvatierra, and Cinthya Silva. Some of you may know Ileana from her days working in Presentence. From our February-March class the probation officers include Flor Gonzales, Madison Hearn, David Rojas, Ashley Street, and Jaime Tullberg. The surveillance officers include Jerry Brown, Jorge Ortiz, and Faviola Ortiz. Some may recognize Jerry from his previous positions with Communications Center as a dispatcher.

We continued the trend from 2020 of doing most of our trainings online via Microsoft Teams and the Hub, but we were able to mix in some in-person classes at Downtown Justice Center as well. We are hopeful to be able to continue with the in-person classes as it is generally agreed that officers typically enjoy and learn more from the in-person experience. Probation officers have continued to have to wait to attend the Administrative Office of the Court's (AOC) Probation Certification Academy until after NOTES, but we have seen AOC being able to get officers into the academy more quickly lately. Without having the AOC academy and field coaching week as part of NOTES, the training process moved at a faster pace which allowed us to add more academy classes.

Many of our officers were placed at the WRC, BCB, Northport, and Drug Court. We continue to encourage the officers to ask questions of their fellow officers as we all know there is so much to learn. If you see an unfamiliar face or an officer with a question, please take a moment to help them out and continue the great tradition we have of not only helping those individuals on probation but also each other. Congratulations again to everyone and great job in training!



Top row pictured from left to right: David Rojas, Cinthya Silva, Rebecca Britt, Cassie Riley, Jorge Ortiz, Faviola Ortiz, Jacob Ellithorp, and Britani Ellithorp Middle row pictured from left to right: Ileana Salvatierra, Megan Wiehn, Joelle Dykstra, and Courtney Valentin Front row pictured from left to right: Flor Gonzales, Ashley Street, Corsica Carson, Evelyn Salas, Jerry Brown, Madison Hearn, and Jaime Tullberg

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



APDCC: Milica Radmilovic

BCB: Marlene Garcia, Erika Amaya, Fred Wilhalme, Jeanett Istrate, & Vicky Sanchez

CCBLL: John Abshire

CSC: Kiesha McKnight

DTJC2 Training: Natalie Liles & Douglas Murphy

DTJC3 Admin: Shelby Gosney & Jerry Pieczynski

DTJC3 Pretrial: Joe Lopez, Robert Tilghman, & Patrick Swafford

Durango: Ashley Vega & Nicholas Taylor

Garfield: Diana Martinez, Martha Mays, & Katie Mudra

ITR: Abilio Aranda & Lisa Stapleton

Luhrs: Melissa Monahan & Elizabeth Kinsey

Northport: Brittany Craine, Cynthia Huth, & Tyler Elam

Pretrial at SCT: Manuel Peraza, Kenneth Walker, & Terry Lee

PSC: Michele Mikel, Edlin Rasmussen, Lee Sweet, Chad Clark, Bernadette Harper, & Karli Bernardo

Scottsdale: Cleo Quinn & Julie Piontkowski

South Court Tower: Jennifer Borgen

SEF: Daniel Burgess & Aaron Scherbak

Southport: Julie Lovejoy & Jazmin Ortiz

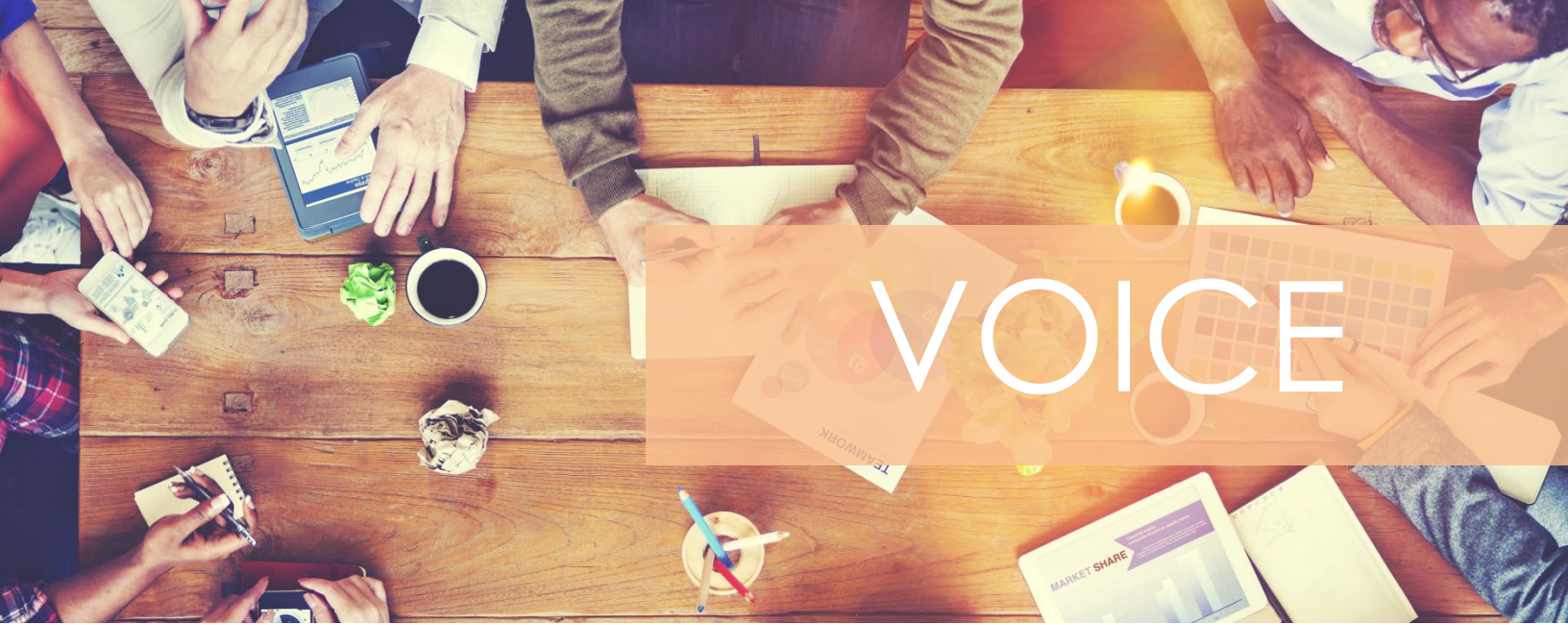
Sunnyslope: Merisha Spisak

SWJC: Alicia Chapman

WCB 5/6: Helen Ramirez & Samuel Weston

WRC: Diane Bracamonte, Doreen Call, Kendra Neal, & Martina Downing

People Recognizing Individual Deeds of Excellence



APPA Articles

The American Probation and Parole Association (APPA) held their biannual training institute virtually in February of 2021. 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.

Conditioned for Success, or Conditioned for Failure

By Pamela Fowler

I had the opportunity to attend the "Conditioned for Success, or Conditioned for Failure? How Condition-Setting Sets the Tone, and Opportunities for Reform" workshop that reviewed the research and rationales for having fewer conditions of supervision. Too many conditions can create a myriad of expectations that are difficult, if not impossible, for our justice-involved individuals to follow, which increases the likelihood of failure and revocation.

The Iowa Reducing Standards Project examined two judicial districts to see whether standard conditions can be altered to reduce revocations and reduce racial/ethnic disparities in revocations without compromising public safety or undermining accountability. This began by analyzing current violations with the goal of developing model standard conditions. The three conditions with most violations were identified as: **(1)** obey all laws; **(2)** alcohol and/or drug testing and urinalysis; and **(3)** maintaining contact. They found that **25%** of all violations were for drug and alcohol testing, and most other conditions of probation are not cited in revocations. With drug and alcohol testing violations there are two questions: **(1)** did they take the test; and **(2)** did they test positive? Those are yes/no answers. What officers tell justice-involved individuals is that they will work with them, but what they hear is they violated and then abscond supervision. As a result of this finding, the recommended condition became: **"I will not use drugs or alcohol and if I struggle to remain sober, I will work with my PO to engage in treatment and support."** Many other conditions were condensed, reworded, or eliminated.

Also discussed was the language used makes a difference. The individuals helped are not referred to as **"offenders."** Case plans are suggested to be retitled as success plans. When you change the language, you change how you think about and view a situation. Probation officers need to coach people to motivate behavioral change, not rely on using conditions to mandate change. Understanding that accountability is not the same thing as punishment is critical. **Our goal is to reduce violations and revocations, and in the process, we increase public safety.**

The takeaway for line staff was that safety comes with people getting their lives back on track and making the system more hopeful. This is not about making a softer approach; it is making a smarter approach. It is about connecting people with the right services and recognizing that not everyone on our caseloads need the same interventions, and some will do just fine without our help. Reprioritizing conditions and inspiring change will need partnership from the court, administrators, and line staff.

Navigating the Interstate Compact During a Pandemic

By Rodney Rego and Jocelyn Myers

Navigating the Interstate Compact can be cumbersome in normal times. Adding the COVID-19 pandemic to the equation can make it downright overwhelming. While attending the 2021 Virtual Winter APPA Conference, we had the pleasure of attending the "Navigating the Interstate Compact During a Pandemic Workshop."

Crime did not stop during the pandemic; Criminal sentencings continued, and people still wanted to relocate. This required Interstate Compact officials to be creative. Initially, most leisure travel permits were not allowed, and discretionary transfers were limited. Only mandatory transfers were allowed and only if the justice-involved individual was a resident. Home investigations were not conducted, some field visits were suspended, many transports of individuals with warrants were unavailable and with courts closed, there were challenges with warrants, decreased in sentences, and increased use of alternative sentencing using video conferences. This caused problems for individuals to not be able to go home in a timely manner and/or leaving their travel plans on hold.

So, what was done to adapt to these challenges? As time went on, officials had to get creative, but most importantly, states needed to communicate. Interstate Compact officials met regularly to discuss challenges they faced in different regions and states to make sure mandatory actions were addressed timely. They documented and shared issues that came up and noted restrictions placed by individual states. In some cases, remote virtual hearings were used for sentencing and to address violations. Instead of having blanket denials, cases were reviewed on a case by case basis. There were still some areas that needed to be addressed. For instance, what happened when a wanted individual was apprehended and the state that issued the warrant could not retake the individual? In most cases, the custodial state agreed to resume supervision until the other locale could assume custody. In situations involving sex offenders, cases were worked out ahead of time at the presentence level to allow the receiving state time to identify appropriate housing. In cases where the person was residing in one state and being sentenced in another state, virtual hearings were conducted, and the receiving state would have them sign the required paperwork.

While there were challenges, there were also positive outcomes. Individuals worked together more than ever. Much like in Maricopa County, correctional staff were given the ability to telework. New supervision practices were implemented to include virtual visits, telehealth for treatment, home visits were conducted outdoors and using more graduated responses replaced incarceration and transferring of an individual. Sex offender definitions changed to include having to register if they are required to register in the originating state and/or they have sex offender conditions. Changes to sex offender registration requirements and conditions were made to address issues that arose as a result of the pandemic's impact on Interstate Custody arrangements. With regards to this

population, they also addressed misinterpretations for responsibilities during the transfer process, distinguished information needed for an investigation and ensured denials were consistent with similar individuals convicted in the receiving state. Additional details and activities were added when declaring someone an absconder. This included contacting all collateral resources.

Even with these changes, there is room for improvement. **Goals for 2021 and beyond include better tracking of warrants and improving the transfer assessment with focus on improving transfer verifications and justifications, acceptance rates and reasons for denials.**

Probation & Parole in the Wake of the Pandemic

By Doug Murphy

Shorter terms of probation, fewer conditions, shifting away from punitive technical violations, smaller caseloads, and a focus on services to the high need individual with targeted help when they need it. That is the goal of Executives Transforming Probation and Parole (EXiT) and our former Chief, Barbara Broderick, who co-chairs the organization.

The pandemic has forced changes in how probation and parole is conducted and many of those changes coincide with efforts by EXiT to focus on success and change rather rules and checking boxes on a list.

In the panel discussion at APPA in February, Broderick pointed out that **due to the pandemic** traditional office visits were reduced or eliminated according to **97%** who responded to an APPA survey, and field visits are very different from pre-pandemic days. By eliminating the barriers of reporting to an office, including transportation, day care, taking time off work, etc., there are fewer **"no-shows"** and the interactions are more collaborative she said. It has also helped probation officers who, during COVID, may be juggling day-care and/or care for a sick family member with work.

Other significant changes may be coming from Massachusetts, she said, which is weighing the decision to discontinue the brick and mortar offices, versus allowing staff to telecommute and putting the savings into treatment and services. Vincent Schiraldi, the co-director of Columbia Justice Lab, showed statistics over the past years that in New York, California and elsewhere major reductions in the length of supervision and incarceration has sharply reduced the number of people on supervision with no corresponding increase in crime or arrests, supporting EXiT's push for shorter terms on probation. "People who behave well shouldn't be kept on probation," Schiraldi told the APPA audience.



David Muhammad, the Executive Director of the National Institute for Criminal Justice Reform and a former probation officer himself, stressed that smaller caseloads means more attention to the high-risk individual who needs help. **"No way we can do quality work 100:1 or even 60:1 or 50:1,"** he explained in the workshop. **"Focus on the right people," not the low-risk individuals,** Muhammad said.

All the presenters were in favor of simpler conditions of probation so that people don't end up with technical violations that can extend probation or result in ongoing legal difficulties. Schiraldi suggested starting with just two: Obey all Criminal laws and Report to your Probation Officer. He used the usual condition of not associating with anyone with a criminal record as a set-up for failure because many men of color have a criminal history and it would either mean not hanging out with anyone or facing the possibility of a technical violation.

Change, due to the pandemic, came fast to probation and parole across the country, so there is little in the way of specific research to show if some of the forced changes, like moving to tele-supervision, have impacted community safety.

In Maricopa County, our Chief Mike Cimino has already said that returning to the way we used to conduct probation isn't going to happen. The traditional office day will probably never return and the court's reluctance to look at purely technical violations will probably continue as it deals with a massive backlog of cases.



What happens next is anyone's guess, but it looks like nationally, and in Arizona, we won't be going back to "normal"; that "normal" is going to continue to evolve.

How Long Do You Need

By Fred Wilhalme

The 'How Long Do You Need' APPA presentation was put on by Chief Probation Officer Wendy Still of Alameda County, CA, and our former chief, Barbara Broderick. They presented the research on the effects of shortened supervision times on probation. California right now is considering a bill that would limit misdemeanor probation to one year and felony probation to only two years. They also discussed the concept of Earned Time Credits (ETC), where individuals on probation can earn time off of their term if they complete a certain amount of community service hours. In California, the obligation to pay off all financials in order to receive ETC has been removed and is no longer part of the consideration. This has allowed Chief Still to reduce the probation population from banked caseloads by **2,000** for felony cases and by **14,000** for misdemeanor cases. There has been no corresponding increase in crime in her area, and officers now have more time to work directly with each person.

Former Chief Broderick discussed some of the other ways to remove barriers to individuals being successful on probation, such as reducing the number of conditions per case to only the ones needed. Supervised individuals would be responsible for fewer conditions and early terminations could be submitted once their case plans have been successfully completed. Ideally, if this was enacted in Maricopa County it could reduce certain caseload sizes and allow officers to work more closely with those they supervise.

Earth Medicines Empower Justice

By Michele Butcher

I had the opportunity to attend the Earth Medicines Empower Justice workshop presented by Cindy Famero. This presentation informed the attendees about Comanche tribal cultures and how they are being incorporated into the rehabilitation and reentry process. For example, the Comanche tribal culture connects to The Creator and they often use herbs from the earth to empower their inner spirit. According to the presenter, when Comanche men and women are released from incarceration, they have varying degrees of post-traumatic stress disorder (PTSD), anxiety, and depression. It is believed, that in order to achieve the goal of a lower recidivism rate, we must understand and assist in the development of the healing journey that earth medicines offer. The herbs most commonly used are: cedar, sage, sweetgrass, and tobacco. It should be noted that tobacco in the Comanche culture is not the traditional tobacco most commonly used in cigarettes; it is actually a blend of mountain herbs specific to their location and environment.



The healing journey starts with a cleansing ceremony that begins with the lighting of the earth medicine so that the smoke drifts around specific parts of the body for purifying. More specifically, it starts with the hands then moves to the head, eyes, mouth, ears, and ends with the heart. The purification process centers around seven traditional values: courage, honesty, respect, truth, wisdom, love, and humility. The healing properties stimulate the brain to produce beta-endorphins which jumpstart the healing process.

This topic spoke to me because of the vast Native American population we have here in Maricopa County. To my knowledge, there is not a Comanche Tribe here; however, according to the presenter, even among different tribes, there are similar ceremonies and herb usage. It was interesting to learn about Comanche tribal culture and how they incorporate herbs into their cleansing/purifying ceremonies. It makes sense to me that if someone feels disconnected from their culture and values, that the rehabilitation process would be even more difficult for them. I am hopeful this new approach can help the Comanche justice-involved individuals reconnect with The Creator, the earth, and their inner spirit.

Correctional Leaders

By Jim Sine

I had the pleasure of attending the APPA workshops and would like to share my thoughts on a class that I found interesting. The "Correctional Leaders" discussion highlighted the **74%** of state departments of corrections who have oversight over both probation and parole. As this is different from the structure of Arizona's correctional system, I was interested to see how statewide correctional agencies with responsibilities over both institutional and community corrections viewed the role of probation and parole within their system and the importance they place on it. The guest speakers for this presentation were Anne Precythe, Director of the Department of Corrections in Missouri and Josh Tewalt, Director of the Department of Corrections in Idaho. Both Directors voiced a strong commitment to probation and parole as well as conveyed its importance to the criminal justice system. They both also stated their opinions were consistent with the opinions of other state correctional leaders.

Of course, state department of corrections have an interest in keeping people out of prisons and the way to do that is by having strong and productive community supervision agencies. Each speaker expressed keen awareness that most of the people sentenced to a term of incarceration are the result of failed probation and parole terms. While they have no direct control over who is sentenced to prison or the length of time served, correctional systems do have the ability to influence positive behavioral changes that allow individuals to make better decisions so that they do not return to a correctional facility and also decrease the propensity for violent crime. One way this can be accomplished is through supporting the missions and goals of community supervision. Both Director Precythe and Director Tewalt strongly advocated for continued funding of community corrections. "In fact, I did not notice one time that they showed more interest in funding institutional corrections over community supervision. It was really the opposite. With it being understood that approximately **98%** of all inmates will be released eventually, focusing on this population is a principal concern." They both went so far as to say that many of the "administrative" things that probation and parole officers do such as collecting urinalysis tests should be given to others so the officers have more time to work directly with supervised individuals in behavior change.



I initially found the idea of having one department head over both institutional and community corrections troubling. I feared probation especially being left out in the cold, so to speak. Thankfully what I discovered was quite the opposite as evidenced by the comments of Directors Precythe and Tewalt. Perhaps an advantage to having both agencies under the same leadership could likely lead to a closer working relationship between the agencies. Another advantage could be the hand off from individuals who are leaving the prison system for a term of community supervision such as a probation tail. However, with our Reentry unit we accomplish much the same already successfully in that respect. In the end, it

was nice to see that regardless of whether institutional corrections and community supervision are under one department head or not, both can be successful in serving the community.

10 Steps to Rolling Out a Gender Responsive Caseload with No \$\$\$

By Chayla Hirz

I had the opportunity to participate in the workshop called, "10 Steps to Rolling Out a Gender Responsive Caseload with no \$\$\$." You may ask, "**Why create a gender-specific caseload?**" My belief is that a gender-



specific caseload provides a safe and nurturing environment, a place where women can openly express their needs and emotions as we work to find comprehensive services for them as individuals. It has been shown that females on probation have more frequently experienced traumas through the course of their lifetime. Gender-responsive caseloads can provide these women with targeted treatment for their specific gender-related issues.

Below is a summary of the **10 steps** to rollout a gender-responsive caseload:

- 1. FIND THE RIGHT STAFF:** Staff must be willing! Yes, this can include male officers. But you must be confident, a coach, an advocate for women, and have healthy coping skills.
- 2. REDISTRIBUTE CURRENT RESOURCES AND SUPERVISED INDIVIDUALS:** Reallocate existing resources and put high-risk women on the gender-responsive caseloads.
- 3. COLLABORATE:** Two heads are better than one! Use resource fairs, reach out to treatment providers and female advocates who are passionate about this work.
- 4. CONTINGENCY MANAGEMENT:** Positive reinforcements are a must! Lots of them, even if it's a Thank You card.
- 5. EDUCATE STAFF:** Read, read, read and attend trainings, especially trauma trainings.
- 6. ASSESSMENTS AND CASE PLANS:** Must be gender-responsive to identify criminogenic needs and the pathway that led them into the criminal justice system.
- 7. COMMUNICATION:** Women are relational, and that is important to identify roles, barriers, boundaries, and acknowledge her role as a caretaker/mother. Develop and earn the trust of each woman.
- 8. GET TRAUMA TRAINING:** Treat all women as though they have trauma. Never mandate trauma treatment, she must want to embark on that work. Make sure to look at her behaviors through a trauma lens.
- 9. REVIEW YOUR SANCTIONING PRACTICES WITH A GENDER RESPONSIVE LENS:** View acts of defiance/ non-compliance as a coping skill/survival skill. Understand that jail for woman is different, removing them from support and relationships can do more harm.
- 10. BUILD IN STAFF RESILIENCY:** Gender-responsive caseloads require a lot of empathy. Exposure to secondary trauma will come at a high rate, so have a strong support system, develop mindfulness and take care of YOU.



Facilitating Behavior Change with Persons Under Community Supervision

By Shanan Aven



The presentation was put on by Katie Green of the National Institute of Corrections, Michael Kane of Community Resources for Justice, and Jennifer Christie and Erin Allain both from Crime and Justice Institute. The main topic of discussion was how the National Institute of Corrections entered into a cooperative agreement with Community Resources for Justice to design and develop specialized training resources that will provide front-line community supervision staff the required knowledge, skills and abilities to incorporate Core Correctional Practices (CCP) and effectively apply those practices during one-on-one interactions with individuals on probation. The project design included the development of curriculum for virtual-led instructor training as well as instructor-led training for community supervision staff to bring about behavior to reduce recidivism, increase public safety, and improve success rates of adults on probation and parole by empowering community supervision staff to bring about behavior change.

They talked about how they not only wanted to ensure the curriculum could be taught in a class setting but online as well. They realized that not everyone learns the same and this was key. When it came to utilizing Core Correctional Practices, it was important to ensure the staff using the practices were able to use those skills effectively when working with the individuals they were supervising as a way to positively influence behaviors as well as reduce recidivism. It was found that CCP improves staff's ability to target criminogenic needs with the individuals on their caseloads and contribute to improved outcomes. There are nine topics they focus on when using the CCP's and these include effective use of authority, role clarification, giving feedback, cognitive restructuring, effective use of reinforcement, active listening, structured skill building, effective use of disapproval and relationship skills, but during the presentation they only discussed role clarification and effective use of reinforcement. I found role clarification very interesting. It is described as setting up a working relationship in which each party understand their roles, expectation, and responsibilities. Studies have shown that using role clarification can help reduce recidivism as well as build a good working relationship with staff and justice-involved individuals. During the discussion of effective use of reinforcement, they role played for this topic with the focus being to look at ways staff can use positive reinforcement in a way that would otherwise be seen as negative. An example of this might be when an individual arrives for office day but is an hour late. Staff should not necessarily focus on the fact they were an hour late but focus on the fact they showed up at all, especially when they did not have too. All too often staff tend to focus on the negative versus looking at the positive.

Examining Staff Workload Allocations to Improve Agency Performance

By Matt Brecht

There were many workshop options spanning a wide array of topics, however, the culture-altering events of 2020 loomed large demanding new and/or deeper discussions on topics related to criminal justice reform and the effects of COVID-19 on the criminal justice system. The workshop I chose to critique was germane to the latter and oriented primarily to address the fluid and unfolding demands of supervising justice-involved individuals during a pandemic. The workshop was entitled, "Examining Staff Workload Allocations to Improve Agency Performance" hosted by Dr. Nathan Lowe and Megan Foster.

Dr. Lowe and Ms. Foster – whose services were enlisted by Maricopa County Superior Court in the past – are experts in improving staff efficiency which, invariably, results in greater organizational productivity. Those who've studied Aristotelian philosophy understand that the whole is greater than its parts. Successful organizations are not sustained by a few remarkable individuals but, rather, the efficient productivity of many individuals. This relates

to the work done by Dr. Lowe and Ms. Foster whose goal is to help organizations, of varying size and composition, develop macro-philosophies based on the copious and comprehensive assessments of individual work habits. Their goal with these assessments is to ascertain the answer to three questions: **1)** What activity does the individual complete **2)** what activities should be increased or decreased, and **3)** where should organizational resources be allocated and/or increased? The answers to these three questions provide organizations with a wide scope of data related to fiscal allocations, resource accountability, and improved management techniques.

The main dynamic factors informing work studies were somewhat eclectic until 2020 when the world was summarily interrupted by an unforeseeable calamity that forced organizations to reengineer policies and protocols, not the least of which included, how and where employees spent their work hours. The pandemic created a universal challenge for organizations of varying size, mission, and function. Probation and parole departments were no exception to this seismic shift but – unlike the private sector and most government entities impacted by the pandemic – were tasked with the enormous responsibility of maintaining public safety throughout. Probation and parole departments around the country were pressed to accelerate their use of technology. Changes that would have ordinarily taken several years, if not decades, happened within the span of several weeks. Digital platforms were being developed and utilized on an unprecedented scale. Contact standards and in-office requirements for staff were scrutinized and tailored to mitigate COVID-19 transmission.

By and large probation and parole departments around the nation showed their mettle by adapting to a fluid and unprecedented circumstance. The workload data indicates that many criminal justice professionals regard this new paradigm as a welcome, if not, overdue progression in probation supervision. The same data also reveals that many others are reserving judgment but remain cautiously optimistic. However, what is generally agreed upon is that many of these new technological tools and revised policies and methods are here to stay.

Racial Justice Town Hall Part 2

By Jonelle Acosta



During the APPA 2021 Virtual Winter Institute, leaders from community corrections departments from across the country spoke about racial justice as it relates to probation and parole. One topic that was tackled by panelists is how to reduce racial disparities not only in the individuals being supervised, but in the workforce of the community corrections organization itself. Panelists spoke about the importance of creating a diverse workforce and focusing recruitment in the communities that they serve. One panelist pointed out that diversity, which not only means the color of a person's skin but also other factors such as age and gender, brings to the table different experiences and perspectives. In addition, organizations need to build a culture (values, assumptions, and beliefs) of inclusion and make it okay to talk about race and how it impacts their department. Organizations need to make sure they provide training on how to have these conversations, such as the Crucial Conversations training program.

Alameda County spoke about a job position that they offer in their department called a Program Worker. This position is a full-time county position, with full county benefits, that is offered to justice-involved individuals. Alameda County wanted to model what they are asking of the community in hiring individuals who have a criminal record. The job duties of a Program Worker include being a consultant for policy reform and what programs the department should offer. The training pointed out the importance of listening when the community is bringing up concerns about community supervision. Many become stuck in only defending the community corrections field, but if someone who has lived the experience, such as the Program Worker, has a voice at the table there are more opportunities for open and productive dialogue about the concerns of the community.

Staff Wellness & Trauma in an Era of Urgency

By Mindee White

I attended the workshop titled Responses to Staff Wellness and Trauma in an Era of Urgency. The panel reviewed the idea of vicarious trauma, and how the very nature of working in a probation department creates persistent and pervasive trauma for staff. In fact, the more officers conduct in-depth case planning, coaching, and mentoring positive behavior to supervised individuals, the greater risk they have of experiencing vicarious trauma. The National Institute of Corrections (NIC) completed a survey recently because of the pandemic, asking prison staff if they felt supported by their agency. The survey garnered an overwhelming response from prison staff who stated they did not believe their agency cared about them. MCAPD is several steps ahead of any correctional institution in the state based on how our management responded quickly with technology options to make staff safer while still performing their duties. MCAPD also created a [SharePoint site](#) for staff to view resources related to COVID-19 information, human resources and wellness, and the Department's peer support team.

The panel acknowledged the unprecedented impact the pandemic has had on our jobs and how it has amplified vicarious trauma; but it also created a great opportunity for agencies to reassess staff wellness. NIC studies show that only top-down approaches work with wellness initiatives because management sets the tone and directs the culture of the agency. Staff then respond to the positives, or lack of, wellness initiatives. The study concluded, and the panel supported, that for lasting change or support regarding wellness, management has to genuinely communicate that staff wellness is a priority.

The panel recommended management can reassess staff wellness in the following ways:

1. Identify ways to support staff's self-care without repercussions and encourage the agency's culture to be supportive of these methods.
2. Pay attention to the needs of the workforce and do not be afraid to use technology like Skype, Microsoft Teams, Facetime, etc. to meet those needs so staff can perform their duties.
3. Encourage staff to identify other ways to stay connected since the traditional office setting is not occurring, such as weekly motivational phone calls to replace the 'water cooler chat', finding new ways to use 'ice breakers' in virtual meetings, being sensitive to and supportive of staff juggling multiple hats in new ways with child care, home schooling, or illness, to name a few examples.
4. Create 'wellness centers' that would be space dedicated to supportive activities such as exercising, meditating, accessing peer coaching, or 'picking the brain' of a colleague for a specific work challenge.

MCAPD has demonstrated many of these for a long time, even before the pandemic. Additionally, we have access to the [Employee Assistance Program](#) and a [peer support team](#) for staff to seek support. The panel noted that any of these options would likely fail to demonstrate success if there is a stigma in the agency's culture for seeking help. So, I ask: **What could you do or contribute to lessening the stigma of asking for help?**



The Foundation & Practical Application of Risk, Need, & Responsivity

By Tanya Kluender and Tom Weiss

This workshop focused on how we (in community corrections) have used Risk-Needs-Responsivity (RNR) assessments throughout the years. While they have been and continue to be used for appropriate decision-making regarding supervision and treatment, they have also been used in other criminal justice areas. In some cases and jurisdictions, assessments have been used in pretrial scenarios in which someone classified as high-risk may be more likely to be incarcerated, pending future court hearings, than someone classified as low-risk.

MCAPD uses the Officer Screening Tool (OST) assessment mostly in the presentence phase of a case. The OST is started at presentence and then completed upon sentencing. This practice helps ensure we are assessing Risk/Need in the very beginning stages of supervision.

In one section of the presentation, Dr. Marlowe focused on behavior modification. He stressed the adherence to three principles that assist an officer in affecting behavior changes: certainty, celerity, and adjusted magnitude (of officer response).

"Certainty" refers to the consistency of response to both positive and negative behavior. Sporadic and inconsistent officer responses do not encourage behavior change. For example, occasionally responding to a non-negative substance test result may have little effect on promoting a change. The supervised individual knowing there will be a response to targeted behavior is essential.

"Celerity" refers to the immediacy of the officer's response. The likelihood of promoting positive change increases as the officer responds as close to the behavior as possible. For example, the more immediate an officer responds to a non-negative substance test result, the more impact the response may have.

The improper use of an intervention, or improper magnitude of the intervention, may result in learned helplessness or habituation. **"Adjusted magnitude"** is more than graduated responses and depends on whether a response is to a proximal goal or a distal goal.

Proximal goals are behavioral goals the individual can easily achieve. Distal goals target those behaviors we want to be changed but take time to reach. Proximal goals assist and guide the individual towards the ultimate desired change. The magnitude of an officer's response depends on whether the behavior is proximal or distal, not just the behavior's frequency.



Collaboration with treatment providers assists the officer in identifying proximal and distal goals. For example, a goal of abstinence from drugs should be a distal goal for those diagnosed with a severe substance use disorder. Abstinence could be a proximal goal if the individual does not have a diagnosable substance use disorder, i.e., substance abuse and not addiction. Regardless, lower-magnitude responses should be used for distal behaviors and higher-magnitude interventions for proximal behaviors. Lastly, an officer should continually assess a supervised individual using the Field Reassessment Officer Screening Tool (FROST) and consider input from other sources, such as the treatment provider, to determine when a distal goal becomes proximal.



Collaborative Approach for Digital & Traditional Reentry Programming

By Tricia Hall

I attended a workshop titled "A Collaborative Approach for Digital and Traditional Reentry Programming" presented by: Vicki Freeman, Assistant Commissioner of Rehabilitative Services with the Tennessee Department of Corrections (DOC); Matt Wirtner, Area Manager with The GEO Group; Marjorie Rist the Chief Solutions Officer with Vant4ge; and Kathy Prizmich Kernan, Vice President Partnership Development with GEO Reentry Services. The presenters spoke about Tennessee DOC's desire to expand reentry services to individuals under supervision through evidence-based reentry programming using two delivery approaches: traditional in-person programming and self-directed remote services. This was a process Tennessee's DOC began working on prior to the current health pandemic but became a tool they turned to quickly in 2020. The purpose behind the expansion of their reentry service was to decrease reliance on traditional delivery of services. This would lead to both an increase in the use of technology to deliver services throughout the state and provide access for participants in the rural communities they serve.

The technology-based services assist in helping address barriers faced by justice-involved individuals such as transportation, lack of access to child care, and employment constraints. (One fun fact I learned in the presentation is that Northeast Tennessee is closer to Canada than it is to Memphis, Tennessee due to the length of the state.) A pilot program using both traditional in-person programming and self-directed remote services was created. To determine the programming an individual would receive, Tennessee's DOC would complete a risk/need assessment to identify one's program needs, their risk level, literacy levels, availability of technology, and connectivity. The individual attends an initial case plan session and is placed in the programming deemed best for them. For the pilot program, high-risk individuals are only allowed to participate in traditional programming. While in programming, the individual is matched with a team of probation/parole officers, supervisors, and case managers to support them through the process. The presenters felt the program has gone well, but due to it still being a pilot program, the effectiveness has not been fully assessed at this time.



Maricopa County has experienced a similar movement with its expansion of virtual office days and cognitive-based classes. Throughout the last year, I have learned that meaningful contacts can still occur remotely, and virtual contact allows the individual to overcome some of the hurdles previously mentioned. I strongly believe that even as we return to some normalcy in society, this has been a good time to re-evaluate processes and procedures to see what changes can be made to best serve the population we supervise. I am interested to see how the program in Tennessee works out and believe this could be an avenue of the future for treatment-based services. I believe Tennessee is finding ways to meet individuals where they are at, identifying the appropriate level of support needed to best support an individual in his/her success, and reduce barriers for those we assist. I strongly believe Maricopa County is following in this direction with our current adjustments and I look forward to potential changes as we embrace continuous improvement within our department.

Winning the War Against High-Risk Impaired Drivers

By Tania Juarez

This officer recently had an opportunity to attend the APPA conference workshop presented by APPA Fellow Mark Stodola regarding the use of the Impaired Driving Assessment (IDA). From this presentation, I learned many interesting and eye-opening facts. For instance, driving under the influence (DUI) collisions should not be called accidents, they are premeditated incidents and should be referred to as crashes. In the U.S., approximately one million people were arrested for DUIs in 2018. In Arizona, **4,907** out of a total of **129,750** crashes in 2019 were

alcohol-related. Alcohol-related crashes accounted for **2,969** injuries and **256** deaths in our state. Fatalities alone account for a total economic loss of **\$2,435,934,976**.

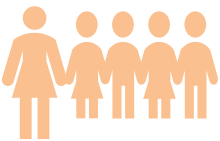
While national statistics have shown a decline in alcohol-related driving deaths, one study that tested DUI offenders involved in fatality crashes determined that **37.9%** of the crashes were due to alcohol and **43.6%** were due to drugs, with drivers often being under the influence of multiple drugs at the time of the crash. Current assessments identify criminogenic factors to help determine the probability of reoffending and the appropriate level of supervision, but these can have limitations. Some of the challenges presented in identifying appropriate treatment is that initial risk factors for impaired drivers appear different than other types of justice-involved individuals. For example, individuals can have multiple prior misdemeanor DUIs before being charged with a felony, placing him at a lower risk for criminal behavior. The IDA is designed to be an additional screening tool used to address the broader issues of estimating justice-involved individual's service needs, to measure responsivity to intervention services, areas of focus in community supervision, and to identify traffic safety concerns.

The IDA consists of two sections with a total of **45** questions that provide deeper insight into how the individual thinks, what is going on in their life, and how they respond to treatment. The self-report (SR) section consists of **34** questions that measure reluctance or defensiveness in disclosing information, mental health and mood adjustment, alcohol and other drug involvement, social and legal conformity, acknowledgement of problematic behavior, and motivation to seek help. The evaluator report (ER) section consists of **11** questions focusing on criminal behavior including driving while intoxicated (DWI) as well as other criminal behaviors and the individual's response to and effectiveness of past DWI interventions. It also serves to validate the self-reported information. The IDA is not an end-all for making decisions related to supervision and treatment, but may someday provide officers, evaluators, and the Court an additional tool in decision-making. The IDA is currently being tested and it is anticipated that, in the near future, this assessment will be available to probation and parole officers across the country.

Why the Women with Children Program Works

By Jessica Munoz Felix

I had the opportunity to attend the "Reuniting Mothers and Their Children-Why the Women with Children Program Works" workshop presented by the Probation and Parole Division of the New Mexico Corrections Department. There has been a rise in research focusing on addiction in women and gender-specific approaches to addiction treatment and recovery support. In response to this research, New Mexico opened a residential reentry program in Albuquerque called Mother's House for women with children between the ages of a newborn and nine years old.



Mother's House is a **5,000** square foot facility which houses seven women and their children as a six-month diversion program in lieu of incarceration. For a woman to qualify for Mother's House, they must be considered treatment-resistant which means all other treatment options have been unsuccessful. Additionally, they must be in a treatment program for thirty days prior and be referred by the Court, probation, or parole. The main goals of Mother's House are sobriety for the women and reunification with their children.

Research has identified seven criminogenic factors that are pathways for women to commit crimes: victimization/abuse, relationship problems, mental health, substance abuse, self-efficacy, poverty, and parental issues. Evidence-based practices are used to provide individualized programs for each woman and their children. The women receive substance abuse treatment from a licensed therapist and are educated by case managers who are experts in parenting. The parole and probation officers can build a personal relationship with

the women by participating in activities, taking them on fieldtrips off campus, and sitting in treatment groups. This allows the women to change their negative perception towards probation and parole and vice versa.

Mother's House is set up to look like a college campus and provide a home-like environment instead of appearing like an institutional facility. They have a large Mexican and Native American population and cultural foods and traditions are incorporated daily. All the women and children have their own rooms and the children have complete access to all areas. During the day, while the mothers attend treatment, the children attend a nearby school. Case managers assist in taking care of the children who are not old enough to attend school. The children receive services from therapists and case managers to assist in strengthening their relationship with their mothers. If there is an open case with the Department of Child Safety, the staff provides progress and regress reports to Family Court.

The success rate for Mother's House has been at a hundred percent since it was opened three years ago.

Although the program is normally six months long an extension can be provided, if needed. Mother's House has partnered with various local schools, employers, and housing resources in the community to assist the women as they transition out of the program. The project is a great example of how using evidence-based practices and a more hands-on approach can significantly increase sobriety in women. MCAPD uses evidence-based practices however, it does not have a program with such a hands-on approach currently. It would be exciting to see a program such as Mother's House replicated in Maricopa County.

Justice-Involved Veterans

By Cecilia Cisneros

I attended the "Justice-Involved Veterans: Front End Criminal Justice Collaboration in Hamilton County, Ohio" workshop presented by Greg Crawford from the National Institute of Corrections, Ralph Sanders from the Hamilton County Adult Probation Department, Gene Nobles from the Hamilton County Sheriff's Office, and Steven Breifelder from the Cincinnati Fire Department. I learned Hamilton County is working with their local law enforcement and fire department to provide assistance to veterans in an effort to be proactive in addressing veteran needs before they are involved in the criminal justice system. They developed a program where police officers who are veterans themselves respond to the needs of veterans in the community such as direct them to housing and substance abuse resources. Police officers stated having veterans responding to veterans' needs helps build trust and greater understanding of the struggles veterans may encounter. They gave examples of veterans experiencing symptoms of post-traumatic stress disorder (PTSD) and using verbiage that only other veterans may be able to recognize.

The Hamilton County Felony Veterans' Treatment Court has various levels to address the needs of their population. For example, those in the first level meet weekly with their probation officer, participate in a self-help activity three times a week, participate in group therapy twice a week and individual therapy once a week. The program includes a variety of sanctions and rewards. The Court has both a dedicated prosecutor and defense attorney who meet with the judge and the veteran's probation officer to discuss any progress or regress. A representative from Veteran's Affairs is also present to discuss any therapy notes and is available to connect the veteran with resources before they leave the courtroom.

Throughout the presentation I learned of the unique needs that veterans may have and how multiple agencies are collaborating to help meet the needs of people who have served our country. Maricopa County has its own Veterans Court demonstrating we have also recognized the need for additional resources and assistance for veterans. In my personal life I have friends who have served and struggled with mental health where law enforcement was involved. It brings me comfort to know there are agencies recognizing veterans' needs may

look different and taking the steps to meet those needs. I hope other agencies throughout the country continue to adopt practices and programs such as the one in Hamilton County.

The Peace Education Program

By Stephanie Doser

I attended the APPA workshop "A Cross-cultural Exploration of the Peace Education Program/Probation." There was also a companion showing of 'Inside Peace', a documentary about three individuals from Texas who took the Peace Classes while in prison, which highlighted the program's impact and lessons learned beyond their release date.

The Peace Education Program is a non-political, cross-cultural, inclusive educational curriculum, that focuses on the individual being a human being, and reflects on how we behave and how we see ourselves. The method of delivery begins with a facilitator, who guides each session/class through course content drawn from Prem Rawat's presentations and interviews, focusing on **1** of **10** themes: Peace, Appreciation, Inner Strength, Self-Awareness, Clarity, Understanding, Dignity, Choice, Hope, and Contentment. Also included are participant discussions, reading materials, animated shorts, music videos, activities, workbooks, and facilitated reflective times, which can be adapted for different learning styles and adjusted to varying lengths.

The Peace Education Program was created and distributed by the Prem Rawat Foundation. Prem Rawat is a global peace ambassador, international bestselling-author and public speaker who has dedicated over 50 years of his life in one way or another advocating for peace. The Peace Education Program reaches diverse populations in **70** countries with **30** languages, varying industries including over **680** correction facilities, with rapidly emerging community supervision settings. Over the past 12 months and even during the pandemic, the program has helped in over **31** countries and **13** languages in correctional facilities, and in community corrections and parole settings.

As a Pre-screener, before we dive into some of the most personal aspects of an individual's life during a screening, we inform them that the information we obtain will also be used to see what programs could be beneficial to them. It would be great to consider adding The Peace Education Program to that list of programs. I believe that the Department's Mission, Vision, and Values are similar to the Mission of the Prem Rawat Foundation Mission and the Program's mission as well.

Through its mission, vision, and values, the MCAPD is committed to improving the quality of community life, offering hope, treating people with dignity and respect, and assisting people in changing behavior. Below is the Foundation's and program's mission statements for comparison:

The Prem Rawat Foundation Mission (abbreviated): To advance Dignity, Peace, and Prosperity by addressing fundamental human needs... through a variety of programs and initiatives ...

The Peace Program Mission: An Evidence-Based program that promotes attitudinal and behavioral transformation.

Lastly, the program must be optional for individuals, and facilitators and staff should go through the program themselves before administering it. The training and license required to administer the program are free. For more information and a full explanation of the program, visit: <https://tprf.org/peace-education-program/>

Pit Bulls & Parolees

By Justin Hinch

I attended the workshop called Pit Bulls & Parolees: A Sanctuary Dedicated to Second Chances, presented by Tia Torres. Pit Bulls and Parolees is a non-profit animal shelter organization that employs individuals released from custody to care for abandoned and rescued animals. Additionally, she offers a prison program that provides inmates the opportunity to work with the dogs and gain knowledge of her program. She stated that while people are in prison they must be selfish and take care of themselves, but while in her program they must care about something else -an abandoned Pitbull - and be held responsible for its care. Both the individual and the Pitbull learn from each other and together experience the benefits of a second chance. She added that anyone and everyone can stay with the program indefinitely if they continue to put in the work.



Tia's program serves as an example for companies and organizations to be more open to hiring and caring for individuals who have been involved with the justice system. And given that Tia's program and the MCAPD place importance in second chances and hope for individual change, it is easy to see the potential benefits a similar program can have for the reentry and even our overall probation populations. Through the care of a rescued Pitbull, such a program could show those we supervise the value and opportunity of responsibility, partnership, and a second chance. In closing, the main thing that stood out to me in the presentation was Tia's example about how you can be firm, yet compassionate about someone's (or something's) situation, and hold them accountable for their actions.



Remembering Don Thompson

It is with great remorse to inform you of Donald Fredrick Thompson Jr. passing on March 11, 2021. Don devoted 26 years to serving justice-involved individuals in Maricopa County as a Probation Officer. He served the Court in Pretrial Services and was always friendly and willing to lend a helping hand. He's made an incredible impact on fellow officers and those under pretrial supervision. On Jan 18th of 2020 a lucky few had the opportunity to celebrate his 66th Birthday (pictured below). For those who would like to attend his service, share a memory, or send flowers or gifts please go to <https://www.meldrummortuary.com/obituaries/Donald-Thompson-45/>.



Pictured with Don: Daisy Lugo, Manuel Peraza, James Morones, Leah Lara, and her husband Gilbert Lara

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