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the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

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Investing in Ourselves

To be innovative and cutting-edge and to provide the best community protection that we can, we must invest in ourselves. A commitment to learning is essential to continuous improvement and a vital part of an effective EBP organization. To enhance performance and have the agility to change, we must continue to develop the potential and unleash the creativity of staff. Doing so supports our mission and aligns with a departmental Value Statement: *We believe in our staff as the greatest resource in accomplishing our mission.* This year we are making an investment in ourselves. We are strategically rolling out two large scale training initiatives.

Crucial Conversations

In order to continue to enhance our ability to communicate effectively, the Department has chosen to invest in some training curriculum for managers entitled “Crucial Conversations, Tools for Talking When Stakes are High.” The curriculum comes from the bestselling book by the same title. It offers tangible tools for talking when there are high stakes, strong emotions, and differing opinions. The goal is to give skills for helping both parties to the conversation find alignment and agreement as both individuals are heard and understood. Just as we want to take our communication with defendants and probationers to the next level, we also want to enhance our abilities to communicate with one another. Through our Supervisor Leadership Academy and four different trainings taking place between January and May, all managers will go through the two day interactive training. The training is facilitated by three of our own managers who went through a four day certification training in order to be able to facilitate the course.

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CHIEFLY SPEAKING

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For some people, a “crucial conversation” at work may bring up the notion of a performance problem or a negative situation. However, there are many situations at work in which we recognize the need or have a desire to address something, yet recognize a conversation is likely to be difficult. Everyday operations, committee work, process improvements, change initiatives, collaborations, for example, all involve differing opinions and competing as well as mutual interests, and the interactions could involve strong emotions and high stakes for participants. If we choose to avoid a conversation that is likely to be difficult, a situation could get worse or we could miss an opportunity for growth and positive change or both. On the other hand, if we choose to have a crucial conversation and handle it poorly, it could make matters worse. Therefore, we want the skills to handle these conversations well and to avoid putting them off. We want to create safety to talk, share struggles, offer ideas, and celebrate successes. One of the messages from staff through the Empathy and Understanding sessions was a desire for more consistency in supervisory practices. Providing this training to all of our supervisors and managers is another way in which we are striving for consistency as we enhance skills for building rapport across layers within the organization.

Achieving Risk Reduction through Effective Staff Interactions

In an effort to build upon the department’s progress with EBP, as well as enhance our current efforts, the department has partnered with The Carey Group in order to conduct some large scale training. In April 2016, all managers, supervisors, and some of the EBP Advocates attended a two day training titled “Achieving Risk Reduction through Effective Staff Interactions,” which was presented by Mark Carey. The training was well received and attendees were asked for feedback on the most relevant and informative parts of the training. Since that time, the EBP Taskforce, with support from the Managers’ Action Committee and the EBP Masters, has been working to develop an implementation plan to deliver the training to line staff. This plan includes additional training for supervisors to help them coach their staff with regard to EBP and risk reduction.

A team of supervisors and a team of line staff will be attending two different Train the Trainer programs in April 2017, provided by The Carey Group, which will allow the Department to roll this initiative out department wide. A total of 48 supervisors, officers, and other staff will participate in the Train the Trainer programs. The trainings will focus on reinforcing existing tools, resources, and practices as well as introducing new concepts and ideas on how to best achieve long-term, positive behavioral change through staff interactions. Trainings will be rolled out to the rest of the Department over approximately 18 months. The current plan is to provide the training to line staff in a series of four modules with space in between for staff to digest and practice the new information and skills.

A group of EBP Advocates who attended the training presented by Mark Carey in April 2016 have been working on a brief “EBP Evolution” training that will introduce the larger Mark Carey initiative to the Department. They are creating this training as a video presentation that can be shown during unit meetings. Be on the lookout for the “EBP Evolution” training, coming soon!

*Continued from Page 2***FY2018 Budget**

The Judicial Branch has submitted its Fiscal Year 2018 budget request to the County Office of Management and Budget and Board of Supervisors for consideration. Beyond the current level of operations, additional funds have been requested for Adult Probation in the areas of technology, facilities, equipment, and personnel. The technology request would provide software upgrades and programming services for case management improvements in iCISng involving Adult Probation services. Infrastructure funds would be used in various Adult Probation offices to improve both functionality and security, and the equipment request would address needs for portable radios and printers, copier upgrades and replacements in Adult Probation offices, and vehicle upgrades.

The demand for Adult Probation's services has been impacted by business models in two areas. The County is limiting or eliminating to the extent possible the time that an individual spends in jail pre-trial. Doing so results in more individuals receiving pretrial supervision. The business model of using probation tails following incarceration in the Department of Corrections has increased the number of individuals coming to Adult Probation as probation tails. Furthermore, we are seeing an increase in the risk levels of probation tails. For the safety of the community and our staff, it is important to maintain desired coverage ratios for probation/surveillance supervision. Therefore, we have requested 56 growth positions that include probation officers, surveillance officers, probation officer supervisors, justice system clerks, and a communications systems operator.

In addition, the Judicial Branch has encouraged the County to consider allocating funds to provide performance related compensation increases to employees and has asked the County to earmark funds for a new Mesa Probation Office in the next couple of years.

Our budget request is being reviewed along with those from other departments and the revenue projections for next year. At this point, we have asked, but we do not know what will be approved. As decisions are made regarding our FY2018 budget, I will provide updated information.

No Limits: Advances in Community Supervision Technology

By Meghan McEuen

At the 2017 APPA Winter Training Institute in Reno, Nevada, I attended a workshop titled “No Limits: Advances in Community Supervision Technology.” The presenters of this workshop were from the Georgia Department of Community Supervision (GDCS). This workshop explored the current technologies used by the GDCS to give officers and supervisors access to real-time information, which in turn makes it easier for them to supervise and monitor their caseloads. Technologies they discussed included: smart phones, google integration, a justice information sharing initiative, an offender portal, DocuSign, body cameras and utilizing graphical dashboards.

The supervision philosophy for the GDCS is a holistic approach to supervision and operates under a “one officer-one family-one community” approach. By supervising offenders where they live and fostering relationships with those who know them best, officers are better positioned to manage their caseloads.

The presenters discussed how their officers and staff work in a virtual office which allows them to spend more time in the field with stakeholders. Officers utilize Google Chromebooks which are cheaper and faster than laptops. GDCS uses the services offered by Google (i.e. Gmail, Google Drive, Google Docs) which has replaced their IT service since everything is supported by the Google platform. Use of these services also allows for real-time collaboration and allows for the Chromebooks to be interchangeable.

GDCS officers have smart phones which allow them to use GPS, a mobile hotspot, and provide them access to Google. They also utilize DocuSign which allows them to sign warrants and court and supervision documents without being face-to face. This further enhances their capabilities of a virtual office. The presenters also discussed how they are currently participating in a grant funded project which allows community service providers secure access to offender data through the Justice Information Sharing Initiative (JIS). This has created a better view of the offender so that everyone is on the same page.

GDCS uses an offender portal that is like a “one-stop shop” for staff. This portal is geospatial and supports context supervision. Smart phone GPS is able to prompt officers on information to discuss with offenders during office visits. In addition, it allows for an automatic upload of information to the offenders case file. GDCS has also implemented a graphical dashboard which includes production reports and enables them to look at all of the offender’s data and needs.

Lastly, the presenters discussed how they are piloting the use of body cameras. They are not just using them for liability purposes but also for efficiency, teaming, accuracy, behavior and to obtain a multi-disciplinary view of events. Though the implementation of this technology has been met with some challenges, the morale and productivity for GDCS officers and staff has increased. It was interesting to hear about their exploration of new technology to improve offender supervision and services.

Changing the Way You Do Business

By Manuel R. Barron

This workshop was one of many I took part in while attending the 2017 American Probation and Parole Association (APPA) Winter Institute held in Reno, NV. I chose to write about this particular workshop as it highlights how the Virginia Department of Juvenile Justice (DJJ) transitioned to a more evidence-based system and outlined the success the program has achieved.

In 2014 the Virginia DJJ began a major renovation of its juvenile justice system, with an emphasis on improving reentry practices. The DJJ used Second Chance grant funding to lay the foundation for a system that supports positive outcomes for youth committed to secure facilities and their families. They succeeded in developing a comprehensive set of procedures to guide reentry planning for this high-risk population. They formed interagency relationships to address the needs of dual-system involved youth and to reduce barriers applicable to all youth such as medical coverage, valid identification, employment, transportation for families and school enrollment.

The DJJ went away from the more punitive prison/jail setting by introducing high quality programs and creating a system that supports family team decision making. At the same time, they ensured that staff members were equipped with the skills to monitor and sustain such programs. The facilitators were very passionate about the outcomes they have been able to achieve in reducing recidivism with this transition.

Ventura County's Pretrial Program

By Terri Seiser

I attended this workshop at the APPA conference in Reno, NV. The presenters were a judge, the chief deputy, a division manager, and a probation officer. Their program utilizes evidence-based practice at its finest. The implemented plan is very simple. They complete assessments with pre-trial offenders which identifies the likelihood of them returning to court and/or recidivating. Based on this assessment, the courts are able to release offenders back into the community that committed non-dangerous crimes and that do not pose a risk to public safety. This frees up jail bed space and saves the county money. In turn, the offender is able to maintain employment and family responsibilities.

The barrier they have met thus far is that the county attorney is not fully on board with the process. However, the preliminary results for last year reflect an extremely high success rate. The pilot program has really taken off because of the support of the probation department and the public defender's office. They now have positive results to present to the county attorney to "encourage" continuation and embracement of the pre-trial release assessment program.

The Leadership Test—Dealing with Critical Incidents

By Jaci Christenson

During the 2017 APPA Winter Training Institute, I had the opportunity to attend “The Leadership Test—Dealing with Critical Incidents.” How do we prepare for critical and traumatic incidents, such as staff suicide, unexpected loss of a child, employee death, the murder of a co-worker, an earthquake, or a mass shooting? While we cannot be fully prepared for such an unexpected event, we can learn from others’ experiences. Chief Probation Officers Christopher Hansen, Mary Butler, and Michelle Brown shared their own experiences with the attendees. While they each shared different types of events, there were several common themes and lessons from which to draw in preparation for our own critical incidents. CPO Christopher Hansen presented a video of Chief United States Probation Officers (USPO) from across the nation offering personal accounts of traumatic incidents with their staff. CPO Mary Butler directed her department in the aftermath of a devastating earthquake in Napa, CA in 2014. CPO Michelle Brown led her team following the Inland Regional Center mass shooting in San Bernardino, CA in 2014, where probation officers are trained as first responders and played an integral role in handling the incident and assisting victims.

All three presenters, as well as the speakers in the video, identified taking care of people as the top priority. Clear communication and notification of affected employees, as well as follow up information as appropriate was vital. Safe environments were created for people to process and react in their own way, realizing that people will react differently to the same event. Wants and needs were not assumed, rather people were asked what they needed. It was important to recognize people’s reactions changed over time, and that anniversaries were often difficult for those impacted. In addition to bringing in Critical Incident Stress Management (CISM) and other professional assistance, individual “check in’s” were very helpful to assess and address the identified individual needs.

In many of the incidents, the leaders sought out the advice of persons they trusted to ask for help and assistance in processing the incident and in planning how they would move forward. They found it helpful not only with the particulars of the incident, but also to have the support in place to work on building confidence. While busy taking care of all the details of the incidents and the people affected, the three presenters did not consider the toll this experience was having on them. It wasn’t until others asked how they were taking care of themselves did they stop and realize they actually weren’t. The importance of taking the time for self-care has to be a top priority. So while we might not be able to fully prepare for traumatic incidents, we can learn from, and lean on others when responding. We can have a plan or support system in place to implement in the unfortunate occurrence of a critical or traumatic incident within our own probation family.

Moving Beyond Compliance: Making Change Stick

By Dave Perkins

The session I attended was titled “Moving Beyond Compliance: Making Change Stick” presented by Ali Hall, JD, member of the Motivational Interviewing Network of Trainers (MINT).

Motivational Interviewing (MI) is defined as a collaborative conversation style for strengthening a person’s own motivation and commitment to change (Miller and Rollnick 2013). The primary belief of MI is in the individual capacity for change and the adherence to change is within every person. MI is a motivational conversation; it begins with asking permission to help, identifying what he or she would like to change, and learning where they are currently at in their journey to change. The facilitator must remember to keep in mind the individual’s change speech helps create the change. If we give solutions to the stated goal, he or she may come up with nothing but challenges. We need to discuss some of the challenges and have them come up with solutions to the challenges themselves. We must make sure we are focusing on working together and helping to supply the fuel and the “why” to change. We help in providing ideas for change to help the individual begin with small wins, which creates hope and optimism.

The elements of creating a change plan are the following: identify the change desired, find the why to change, develop skills and abilities, plan the steps, explore ways others can help, prepare to start, know when the plan is working and not working, understand challenges that might interfere and create an alternative plan if the plan is not working.

There are three common barriers to change:

- 1) Telling others what to do or how to do it rather than working together on a plan and its follow through.
- 2) Relying solely on willpower.
- 3) Waiting unnecessarily to get started or re-started (i.e. waiting for the perfect time to start).

Then there are three strategies for overcoming barriers to change:

- 1) Find a good fit.
- 2) Create new habits and do not rely on will power.
- 3) Find a starting place or a re-starting place.

Keep in mind sometimes change can bring a sense of grief; however, when we plan with our heads and follow with our hearts this will lead us to success.

I would refer you to a You Tube video titled “Procrastination” Tales of Mere Existence by Lev Yilmaz. The clip is a minute and twenty seconds long and rather humorous, it makes a valid point regarding procrastination.

<https://youtu.be/4P785j15Tzk>

Diversity Event

By Adelita Nunez

I had the honor of attending the APPA 2017 Winter Training Institute in Reno, Nevada. Although I attended several workshops throughout the week, it was the Diversity Event that left me thinking about our agency, our communities, and the efforts we as a department are making to create and maintain cultural competence.

The event was not mandatory so only those interested in the topic attended. I was taken aback when I walked into a room of almost 100 people all sitting in an open circle. We addressed three main questions: How has increased tension in the community around race and policing impacted our work? What actions are agencies taking to address community concerns and to work more effectively with the community? What is APPA's role in addressing inequities within the criminal and juvenile justice systems?

Several participants shared their concerns about safety and the increased measures of security officers are taking to protect themselves while completing community contacts. Some were very concerned about the transformation of probation/pretrial communities into more of a law enforcement identity. Several agencies continue to build collaborative relationships with community agencies in efforts to build trust and maintain positive community connections. No one had the perfect solution or the best approach to deal with these delicate issues. Each community has their distinct identity and needs; therefore, we all have to continue to identify and follow through with what works best for each of us.

So then, what is APPA's role in addressing inequities within the criminal and juvenile justice systems? The obvious initial suggestion was to create a desire among our employees to educate themselves regarding diversity issues and/or cultural competence. Even though there were almost 100 participants in attendance, more than 400 chose not to attend. If we do not have a desire to address diversity concerns, then we will continue to struggle with diversity issues. Another suggestion was to begin by hiring individuals who have cultural competence or who are culturally aware in an effort to bridge the gap between probation/pretrial agencies and the communities they are impacting. As a MCAPD employee, I proudly made this suggestion knowing that cultural competence is one of the core competencies considered during the APO/SO hiring process.

I was left thinking, how else can we tackle this giant and who else is willing to address these tensions with an open mind, open heart, and desire to learn?

Breaking Bad

By Arlyn Harris

This workshop started with a humorous clip of Dr. Switzer (aka Bob Newhart) telling his patient to just “STOP IT.” Apparently he tells all of his patients to just STOP IT, no matter what IT is (i.e. bulimia, hypochondria, etc.) but excessive handwashing is okay, there are a lot of germs out there (<https://www.youtube.com/watch?v=Ow0lr63y4Mw>). However, as we all know, telling a person to just STOP a habitual behavior does NOT work. This training introduced four personality types that drive the things we do. Upholders (Gold) tend to commit to self and others, Obligers (Blue) tend to commit to others, Questioners (Green) tend to commit to self, and Rebels (Orange) tend to not commit much to anyone (Gretchen Rubin. *Better Than Before: What I Learned About Making and Breaking Habits*. New York: Broadway Books, 2015). Once you have identified who you are most likely to commit to (if anyone), you can begin the three steps to change: 1. Increase awareness of the habit, the queues, and reward (i.e. tension + cigarette smoking = pleasure); 2. Create a competing response that also generates a reward (i.e. tension + chocolate = pleasure); and 3. Accountability/Social Support - who will cheer you on and celebrate your victories? This workshop was also a good Motivational Interviewing (MI) refresher reminding us that as we assist others with their behavior change we need to listen for and elicit change talk.

Change Talk

Listen for DARN CATs in the conversation:

<ul style="list-style-type: none"> • Desire for change • Ability to change • Reasons for change • Need to change • Commitment to change • Activation for change • Taking steps already for a change 	<p>Contemplation Stage</p>
	<p>Action Stage</p>

University of Colorado Denver | Anschutz Medical Campus
Miller & Rollnick, 2007

Detox Your Work Environment

By Silvia Partida

Toxic, problematic, or loud... there is always that one person at everyone’s job that you would rather not deal with. While at the America Probation and Parole Association (APPA) 2017 Winter Training Institute in Reno, Nevada, I attended the workshop “Detox Your Work Environment” presented by Carmen Rodriguez. This workshop explained how toxic employees behave in a certain way to divert attention away from their performance and provided strategies on how to deal with these types of individuals. Ms. Rodriguez used a quote from Ken Clarke and John Goldsmith that said it best, “Define the problem as a person and you’re trouble. Define it as a behavior and you can do something.”

Ms. Rodriguez gave examples of the different types of behaviors that are demonstrated by individuals including manipulation, narcissism, disrespect, argumentative, whining, and judgmental. She explained how people are not the problem; it’s the behavior that’s the problem. The fact is that they are only titles to behaviors that are frequently learned and only used as a defense mechanism for fear, feeling out of control, or feeling disrespected. Her advice was to not ignore toxic behavior but to address the behavior immediately to avoid future conflicts. Ms. Rodriguez explained that our communication is not just what we say but how we say it. Recent studies show that communication comes from three sources, 55% gestures, 38% tone, and only 7% is our words. I concluded that analyzing my work environment and those around me gives me the ability to respond properly to such aforementioned behaviors.

Bridging the Gap

By Taylor Pile, Vincent De Armond, and Greg Miller

Supervisors with Pretrial Services' electronic monitoring program were selected to host a workshop at APPA's 2017 Winter Training Institute in Reno, Nevada. The workshop was titled "Bridging the Gap: Electronic Monitoring in Maricopa County" and its focus was the implementation of install before release (IBR) where defendants are fitted with GPS prior to being released from custody. Besides presenting on IBR, presenters fielded numerous questions from participants with regards to electronic monitoring (EM) within Maricopa County Pretrial Services. Participants in this workshop varied from federal, state, and municipal agencies, with some already utilizing EM and others considering the use of EM. Specific agencies, such as Denver, Colorado, and the State of Kansas, showed particular interest in the workshop. Mary Beth Wise, Operations Manager, Division of Community Corrections, Denver, Colorado, expressed an interest in a site visit with our department. Based on questions, discussions, and feedback from participants during and after this workshop, Maricopa County Pretrial services appears to be one of the leaders not only in EM but also in pretrial supervision. The utilization of the Public Safety Assessment and associated supervision standards based on risk, caseload ratios that allow for appropriate monitoring and supervision, EM equipment utilized by Maricopa County, and the implementation of IBR, and the years of experience and use of Evidence Based Practices in monitoring pretrial defendants has aided in our advancement.

Electronic Monitoring of Offenders

By Taylor Pile, Vincent De Armond, and Greg Miller

In addition to presenting a workshop, there was an opportunity to attend an informative workshop titled "Electronic Monitoring of Offenders: Understanding the Use of EM as a Public Safety Tool." This workshop highlighted the limited research and evaluation regarding the effectiveness of electronic monitoring. Additionally, presenters identified the challenge of obtaining an accurate number of "active" electronic monitoring devices in use. Active was defined as the number of units on offenders or defendants excluding shelved units. A recent study found that the number of *active* electronic monitoring devices rose nearly 140% between 2005 and 2015. In 2015, electronic monitoring manufacturers reported that approximately 131,000 monitoring units (GPS & RF) were actively assigned to pretrial defendants and convicted offenders in the community. This increase over a ten year period is attributed in large part to advances in GPS offender-tracking technology. The number of GPS monitors accounted for approximately 88,000 of the 131,000 units and this represents a thirtyfold increase from 2005 (PEW, 2016). Aside from the informative data about the steady increase of monitoring devices over the past decade, tracking devices account for less than three percent of community corrections (PEW, 2016). Finally, this workshop highlighted two evaluations of the effectiveness of electronic monitoring. One evaluation focused on a general population of pretrial defendants in Colorado. The second evaluation involved pretrial defendants charged with domestic violence related offenses in the County of Santa Clara, California. It was apparent from this workshop that more research and evaluation is needed regarding the effectiveness of electronic monitoring at both pre and post adjudication.

Happiness in the Workplace

By Jennin Casillas

This workshop was one of the many that were presented at the 2017 American Probation and Parole Association Winter Institute held in Reno, Nevada. I chose to attend this workshop because, at times, we become complacent with the work routine and lose the motivation and happiness we once had for our work.

The workshop introduction began with a song, "I Smile," which portrayed that even when bad times come our way, smiling will always make it better and help you cope. This not only set the mood for the topic at hand, but also made it easy for the audience to discuss a difficult subject. As the presentation went on, the presenter spoke about how you control your own happiness and how you should avoid contact with those who take away or diminish your happiness in the workplace. She stated, "My happiness at work is my responsibility," meaning that happiness at work matters and only I can control it. Not only will this increase confidence, but also efficacy in the workplace.

The presenter also spoke about optimism, resilience, and appreciation as being important aspects of happiness in the workplace. The ability to keep a positive mindset and learn from your mistakes goes a long way in keeping your happiness momentum in the workplace. Showing gratitude to those around you as well as receiving it from your peers and supervisors increase happiness in the workplace by 19% based on a research video utilized by the presenter.

In addition, she spoke a little about when to realize you need to move on, possibly to a new employment or position. If you do not have control over your happiness in the workplace or everything is making you miserable, it is likely that it is time to move on. It takes people a long time to realize this because they do not want to admit this to themselves. However, she spoke from personal experience that your overall happiness will come back once you move on.

Not only did the presenter present in a manner that increased your current happiness, but she also encouraged workshop participants to call or text someone during the workshop to demonstrate that showing gratitude to someone else can make you feel happy. She encouraged us to write three things that went well at the end of each day for seven days to see if that increased personal happiness. After completing this assignment upon my return from the conference, I noticed that I became more grateful and optimistic. In addition, I realized that my happiness, not only matters in the workplace, but is vital in my personal life as well.



Cruzando Fronteras! A Close Look at the Supervision of the Spanish Speaking Sex Offender in Maricopa County

By Manuel R. Barron

At the recent American Probation and Parole Association Winter Institute in Reno, Nevada, I had the pleasure of presenting a workshop with Probation Officers Jennin Casillas, Adriana Rodriguez, and Silvia Partida about our department's supervision of Spanish-speaking sex offenders. This is a challenging population and our officers have to surmount various obstacles and cultural differences in working with this diverse population. Some of the areas covered in this workshop were: what a Spanish-speaking offender may be facing when convicted of a sexual offense and placed on probation supervision, how differences in age of sexual consent in certain cultures plays a role with this population, specific obstacles that officers may face in supervision of this diverse population, and services and strategies that are used to assist these offenders in safely integrating into the community.



Pictured from left to right: Supervisor Manuel Barron, Chief Barbara Broderick, and Probation Officers Silvia Partida, Adriana Rodriguez, and Jennin Casillas.

"Hips Don't Lie"

By Adriana Rodriguez

This workshop was presented at the Arizona Probation and Parole Association (APPA) 2017 Winter Training Institute in Reno Nevada. The purpose of this workshop was to describe how to establish a baseline of nonverbal linguistics and body language, explain how to utilize the motivational interviewing skill of reflection to facilitate and elicit more information during appointments, and describe how to recognize and interpret body language.

As probation officers, we are knowledgeable as to what our client's baseline is. If a client's baseline shifts drastically, this could be a non-verbal indication that something is out of place with this individual. As busy probation officers we can easily get caught up in the hustle and bustle of the office, become distracted, and not provide our clients our undivided attention. Consequently, we run the risk of missing gestures/body language which may be clearly telling us they are afraid to seek necessary services or they are not being completely honest with us. In addition, we miss the opportunity to ask follow-up questions that may assist us in going beyond the surface of what a client is telling us. If we learn how to interpret these signals correctly, we can undo resistance and begin to develop a professional relationship with our clients, thus, promoting behavior change.

The presenter in this workshop used interviews from Scott Peterson, Whitney Houston, and Ryan Lochte among others and pointed out that we must use active listening and observation in order to get the full story. Our body naturally will give off certain cues when we are not being completely truthful, such as pressing of our lips and/or placing our hands to our mouths which is telling ourselves to be quiet or that we have spoken too much. If we provide our clients our undivided attention, we can easily pick up these cues. In addition, reflection is essential not only to elicit more information but also to help identify discrepancies in our clients' stories. I particularly liked when the presenter suggested we pose as not understanding and allow our client to "teach" us something.

This workshop taught me to take advantage of the opportunity to bring the whole story to the surface with the use of reflection and motivational interviewing and to pay attention to the "little" things. This includes all verbal and non-verbal cues when talking to our clients in order to establish a strong rapport and promote positive behavior change.



Is Your Firearm a Useful Tool?

By Joe Pallo

There is an old fly fishing pole and reel in my closet. I haven't used it for actual fishing for many years. Occasionally I'll take it out and cast out the line in my driveway, you know, just to make sure it works in case I need it for a fishing trip. I am not planning any trips in the near future, but the rod and reel is ready when I need it. I'm sure I'll need it someday.

That fishing pole reminded me of our department's firearms program. Now I did not grow up as a young boy learning all about guns and gun safety. In fact the only gun I have ever fired was the firearm issued to me by our department. (I call it Betsy). I decided to be armed because I wanted that extra tool while in the field, if I believed my life or the life of another was in danger.

Our Master Range Officer, also known as Lance Nickell, runs a pretty tight ship. He is articulate, sure of himself, and a crack shot. Safety is his passion while out on the range, and if you are willing and pay attention, he will mold you into a pretty fair marksman. Frankly, he has probably forgotten more about firearms than I will ever know, but I also know I am in good hands at his direction and the direction of the nearly two dozen firearms instructors that assist him.

As probation and surveillance officers, none of us are required to carry a firearm. However, once you make the decision you wish to carry a firearm, plenty of department policies come in to play. So let's assume you have taken the necessary training and evaluations, and you are given the go-ahead to begin firearms training. What is the Firearms Academy like? How often do you have to practice each year? What happens during an annual qualification?

The Firearms Academy consists of a couple of days of classroom training in which you learn the lingo about all the parts of your firearm, how to hold the gun, and most of all, the safety elements that make you and your firearm safe to carry in public. The next few days are spent on the firing range located at the Phoenix Police Academy loading and firing at targets and learning the skills necessary for you to carry out your job. If your fingers aren't sore and blistered after loading and reloading the magazines (don't you ever call them clips) with literally a thousand bullets over the course of your training week, you're not doing it right. Then after a final hectic day where you are scored on time and accuracy you are halfway there, because the other half requires you to post a qualifying score at night in the dark.

Our officers are required to attend quarterly practices each year which are varied and unique. We all learn how to draw quickly and shoot at a target while we are walking parallel to the target. Sometimes the lesson is when not to shoot, such as not mistaking a cell phone for a firearm. One time we were taught how to draw our weapon and shoot at a target while we exited a vehicle. At least one time a year we take "Simunitions Training" in which our skills are tested while firing a non-lethal projectile at a person, while they are firing back at you. That training usually gets your heart pumping a little bit, and causes a great deal of discussion. Around the anniversary of you being awarded your firearm, it is time for your annual qualification. Once again you are required to post a passing score during the day and at night in order to qualify.

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Training Officer Alan Glickman would tell you, if you are already armed, practice makes perfect. You can dry fire all day long, but you won't truly know how accurate you are unless you are firing your weapon. That is one of the reasons why we have so many firearms instructors. All armed officers are urged to schedule a 1:1 occasionally to hone skills. Interestingly, many armed officers do not take advantage of this valuable service. Scheduling a 1:1 is easy. Simply call or email an instructor and set a date and time. That's all you need to do.

For all you supervisors out there... Are you looking for a team building opportunity? My standard unit out of Garfield has five armed officers (including me) out of nine team members. A few weeks ago, all five of us gathered at the Police Academy along with Firearms Instructors Kyle Miller and Kate Skelton, who by the way were once members of my unit. We shot at steel targets, improved our technique and accuracy, and at least one of us had bragging rights over the others.

I keep that old fishing pole and reel oiled and ready, and practice from time to time, even though I am not planning to go fishing. I just want it to be ready just in case. That's how I feel about my firearm. I sure hope I never have to use it in a deadly confrontation, but I am ready to use it thanks to Lance and his team.



Civil Justice for Victims of Crime

By Tony Bidonde

On January 10, 2017, my supervisor, Jennifer Biddle, and I attended a conference locally pertaining to civil justice for victims of crime. This was a great learning opportunity; the presentations dealt with legal activity that we do not routinely have exposure to at Adult Probation. The conference was presented by the National Crime Victim Bar Association (NCVBA), which falls under the umbrella of the National Center for Victims of Crime. The agency's main purpose is to educate those working with victims of crime, provide resources, and push legislation forward that impacts crime victims. The training was conducted by Jeffrey Dion, Director of the NCVBA. The panel also included three local attorneys: Robert Pastor, Sara Powell, and Stan Marks.

All three attorneys work on behalf of victims who have been awarded restitution by the court and have not received payments. When a criminal case goes to court, the victim has the right to meet with the prosecutor; often drawing the conclusion that the prosecutor is their attorney. The trainings emphasized how it can be beneficial for a victim to hire an attorney at the presentence level. The civil attorney will focus on obtaining restitution for the victim, and in some cases, victims receive partial or complete restitution payment by the time the sentence is passed. A civil attorney can also assist in setting a lien, even at the presentence level. Liens early on might stop the defendant from transferring his/her estate or assets. If the restitution has already been set and the offender has not paid, an attorney working on behalf of the victim can request a hearing in order to facilitate payments, perhaps reaching an agreement of reduced payment for a "here and now lesser amount" to be paid at once.

While in a criminal case the state is required to prove the case beyond a reasonable doubt, the burden of proof in a civil case only requires proof beyond a preponderance of evidence. Civil attorneys also look at who else could possibly bear responsibility for the crime occurring besides the defendant. Civil cases generally take three to five years.

Attorney members of the NCVBA generally do not charge victims for a first consultation. Fees for cases are collected only if the case is successful. There are member attorneys throughout the fifty states. To receive a referral to a participating attorney in the area, a victim may contact the NCVBA directly. Provided below are links to the National Crime Victim Bar Association and the National Center for Victims of Crime. The phone number below is to call for attorney referrals.

National Center for Victims of Crime Link: <http://victimsofcrime.org/>

National Crime Victim Bar Association: <http://victimsofcrime.org/our-programs/national-crime-victim-bar-association>

Attorney Referrals Telephone Number: 202-467-8716

Attorney Referrals Telephone Number Toll Free: 844-LAW-HELP (529-4357)

Contact me if you have questions about the above article or any victim rights related questions at: vsu@apd.maricopa.gov or at: 602-372-8286



EBP Spotlight on Keri Madrid

By Donna Vittori

Effective use of authority, modeling and reinforcing pro social attitudes, teaching concrete problem solving skills, advocacy/brokerage of community resource, and relationship factors are the five dimensions of successful EBP staff according to Mark Carey. The following letter submitted by an IPS sex offender probationer highlights the impact that Probation Officer Keri Madrid had on this client. Keri deserves recognition for her outstanding skills, perseverance, and concern. The probationer's name has been left off the letter. He has since graduated IPS and is doing well on a standard sex offender caseload.



Keri,

I want to thank you for everything you have done for me and my family. When I first started IPS, I was immature, stubborn, and selfish. I wanted to call the shots and do what I wanted to do. I was entitled and manipulative, and I would say and do almost anything to get what I wanted. I ignored the rules, fought back and lied to get my way. My first year on IPS was awful. It seemed like you were always on my case, and I resented you so much for it. My resentments also fed the belief that I had instilled in my wife that probation was unfair and wrong. I remember praying all the time that I would get a new PO that would give me my way. I am so grateful now that God didn't give me what I asked for. You have helped to facilitate so much growth. As I have changed and matured, I see things in a way I couldn't before. You being on my case all the time was really you trying to help me get better. You worked so much harder than I did that first year, even after I screwed up. It would have been so much easier for you to just put me back in jail and put your time, effort and concern into someone else, but you didn't. You saw what I could become, and decided to help me even when I didn't want your help. You knew better than I did how much my son would need me, and need me to be healthy. Seeing how much you genuinely care about me, and about my family, has changed not only the way I see probation, but the way my wife sees probation. Thank you for not giving up on me, for helping me to help myself, and for giving me the opportunity and the tools to be the man I want to be and the man that my wife and son deserve.

—Probationer





Adelita Nunez Promoted to Division Director

By Tony Bidonde

Adelita Nunez was promoted to division director effective January 30, 2017, and assumed the duties of Director of Presentence Investigations (PSI), Assessments and Assignments.



Adelita started her career with the Adult Probation Department in May of 1996. She served as a standard field officer assigned to the Western Regional Center (WRC) from 1996-1997. She transferred to Presentence Investigations, Spanish speaking caseload, from 1997-1999. After moving out of Arizona in 1999, she returned to the Department in 2003 as a standard field officer stationed at the West Court Building (WCB). She transferred to PSI in 2008, and in 2010, she was promoted to supervisor with an assignment in Pretrial Services. This past year, she transferred to PSI and supervised PSI Screeners until her recent promotion.

Aside from her regular duties, Adelita has kept busy. She is member of High Five Committee, Team Forum, APEX QA Consistency Committee, and Out Front Committee. She also served in a variety of leadership positions, including her role in the implementation of the Public Safety Assessment amongst others.

Adelita is looking forward to working with the Executive Team. She states the team is known for their “*leadership and advancing progress in the Probation and Pretrial Communities.*” Adelita is eager to learn and contribute her expertise to the Division. Congratulations Adelita!

Kristi Wimmer Promoted to Education Manager

By Cathy Wyse

Kristi Wimmer has been promoted to Education Manager and assumes leadership of the Frank X. Gordon Adult Education Program effective February 27, 2017. She will have an office at both the Western Regional Center and Garfield locations and will travel to the Mesa education center often. Kristi has worked as an adult education teacher for Adult Probation since July 1998. She represents the Department in the Maricopa County WIOA (Workforce Innovation and Opportunities Act) Workgroup and serves as our liaison in the Smart Justice Program, a partnership through the Maricopa County Human Services Department. Kristi is a graduate of MCAPD’s Supervisor Leadership Academy as well as the Arizona Department of Education’s sponsored Leadership Excellence Academy.



Kristi’s hard work and dedication have benefited numerous students and elevated the education program, earning her praise and recognition at the state and national level. The Arizona Supreme Court honored her as the Adult Teacher of the Year in 2011. Kristi was instrumental in the development and implementation of Adult Probation’s Job Skills Program, which was recognized with a 2015 NACO (National Association of Counties) Achievement Award. Congratulations Kristi!

Kyle Miller Receives Leadership Award

By Michele Butcher

Safety Trainer Kyle Miller recently attended Blue Courage’s Inclusive Leadership Training. This training spans over three days and focuses on diversity and inclusion, leadership, and team building. At the end of the training, Kyle was presented with the “Warriorship Award.” This award goes to one student in each class who truly exemplifies the core values of an inclusive leader and walks the path of the warrior. If you have taken a class with Kyle, you know he teaches with great energy, passion, and knowledge. These qualities help inspire his students to also walk the path of the warrior. We are very proud of Kyle and his continued commitment to excellence.



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

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

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

BCB - Thomas McLaughlin, Lovia Lechuga, Christine Cardoso,
Armida Hernandez, Gregory Scott

CCB- Angelita Eaton, Chandelle Porter

Communication Center - Michael Land

CSC- Sarah Liming

DTJC2 - Jerry Scimio, Kyle Miller

DTJC3 Admin - Brenda Crawley, Mary Stuart-Bronski

DTJC3 Pretrial - Heni He

Garfield -Aubrey Tindle, Venisha Craig, Matthew Deverna

Luhrs - Tina Burruel, Scott Stoffel

Northport - Susan Barker, Dawn Underwood, Azra Haseljic

Pretrial 4th Ave Jail - Cameron McGuire

PSC - Kimberley Casey, John Smith, Anthony Primak, Amy Hood-
Schwindt, Cheryl Begay, Michelle Crouch

SEF - Aaron Scherbak

Scottsdale - Ramona Demian, Patricia Comer-Lopez

South Court Tower - Talia Lair

Southport - Rocy Cortes, Maria Yanez, Vanessa Chavez

Sunnyslope - Karie Strauss

Westport/FAU - Kelli Watson, Robin Hargrove, Stacy Soto,
Jeff Fischer

WRC - Heidi Gustafson-Waters, Amy Sarvela, Daphne Haslerig,
Valerie Whelan, Lillian Zavala, Daniel Fox

WCB5 & 6 - Rachel Chavez, Lisa Levardi

People Recognizing Individuals' Deeds of
Excellence



Jan/Feb

Happy ANNIVERSARY

30 Years

Meri Romero

25 Years

Brenda Crawley

20 Years

Patricia Comer-Lopez

Jill Gondek

Anthony Palmer

Patricia Savage

John Ziter

15 Years

Brian Armbruster

Cheryl Begay

Jill Bognar

Jessie Jimenez

Kirsten Weigert

Bob Wilmarth

10 Years

Brandi Carter

Sandra Cumming

Demetrius Edwards

Rocio Galarza

William Grimes

Giovana Howard

Clayton Hunt

Paul Lopez

Yvette Martinez

Dale Morley

Scott Mortensen

David Silvas

Danielle Sims

Stephanie Smith

Nicole White

5 Years

Anthony Bidonde

Jennifer Blaisdell

Jennifer Borgen

Bethaney Hames

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