

Chronicle

Maricopa County Adult Probation Newsletter

Issue: July - September 2022

A Force for Positive
CHANGE.

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CHIEF'S

CORNER

Assessment of Annual Key Performance Indicators

In this edition of the *Chronicle*, I want to highlight some of our key performance measures which we monitor quarterly and assess annually. Program measures and additional Department information are contained in our [annual report](#) published each October summarizing the work of the previous fiscal year, which begins every July 1st and concludes on the following June 30th. The measures below tell only a portion, but an important one, of the story of our work in the last year. We celebrate the achievement of most of the measures detailed below as well as the work that has been initiated to increase areas where the goal was not met.

Key Performance Indicator	Goal	FY22
Crime Reduction		
Successful Completion of Probation	70%	82%
Revocation to ADCRR (Arizona Department of Corrections, Rehabilitation, and Reentry)	25%	17%
New Felony Sentencings	8%	9%
Completion of Pretrial Supervision	75%	65%
Compensation and Retention		
Average Years of Service for Badged Staff	10.0	12.2
Process Improvement		
Presentence Reports Submitted w/o a Continuance	98%	99%
Pretrial IA packets Submitted to the Court within 24-hours	N/A	100%
Restitution (% of amount ordered which was paid)	65%	75%
Customer Satisfaction		
Community Partner/Treatment Provider	86%	82%
Judicial Satisfaction	85%	86%
Individuals on Pretrial Survey	86%	93%
Victim Satisfaction	70%	65%

Our interest in these measures is solely due to the lives impacted by the work of our staff. As individuals are diverted from prison, served effectively in presentence and initial appearance, and supervised on release pending trial by our Pretrial Services Division, the work of the Department impacts not only the justice-involved individual (JII) but family members, children, and communities surrounding the individual are also impacted. Most importantly, as services are delivered effectively, crime in the community and additional potential victims are decreased thereby providing a sound return on the considerable investment of public resources in our work. In the coming year, as part of our Continuous Improvement Initiative, we will be re-evaluating these measures and potentially adding others. We will be adding, alongside these measures, mechanisms for the Department to measure the key behaviors to drive success in these strategic goals.

To the staff of the Maricopa County Adult Probation Department (MCAPD), you continue to be among the finest our profession has to offer; many departments across the country aspire to the outcomes to which you are attaining. Thank you for all you have done to achieve the success shown in the measures above. I am looking forward to seeing us continue to grow and improve in the coming fiscal year. It remains a privilege to serve alongside you.

NEWS &

INFORMATION

National Pretrial, Probation, and Parole Supervision Week

By Tina Burruel

Pretrial, Probation, and Parole Supervision (PPPS) Week was celebrated July 17-23, 2022. While the Department appreciates staff all year, PPPS Week provides an opportunity to further celebrate the work staff perform in community corrections and supervision. This year felt like things are finally getting back to normal. Staff at the Luhrs building celebrated with an "Under the Sea" theme event. The Fun Bunch (Morale Committee at Luhrs) worked hard coordinating activities such as the "Two Truths and a Lie" game as well as many rounds of virtual bingo. Staff took time out of their busy days to join in person and virtually. It was a lot of fun! Everyone who participated in the games were entered in a raffle. Food played a central part in the events such as a group breakfast, a goodie table, and even California Pizza Kitchen with special guests, Chief Michael Cimino and Deputy Chiefs Brandelyn Jackson and Jason Walker. Special shout out to Selina Guerrero for decorating! Thank you to all for your hard work and dedication to the Department's mission and improving community safety. You are appreciated!



MCAPD Programs Division Director Tameka Loyd and staff attend the "Under the Sea" themed PPPS Week celebration.

October is Domestic Violence Awareness Month

By Tony Bidonde

Every year government agencies, law enforcement, and organizations from around the country working on behalf of victims of crime hold vigils and organize other activities to bring attention to the very prevalent issue that is domestic violence (DV).

Statistics provide us with numbers which does not always reveal the extent of the hurt and damage that DV causes in our community and across the country. Below are statistics from the [National Network to End Domestic Violence Fact Sheet](#):



- More than 1 in 4 women have experienced rape, physical violence, and/or stalking by an intimate partner in their lifetime.
- Nearly 8 million women are raped, physically assaulted, and/or stalked by a current or former intimate partner each year.
- Nationwide, an average of 3 women are killed by a current or former intimate partner every day.
- Survivors of color and immigrant survivors face increased barriers to accessing safety and services.
- A 2019 survey found that 3 out of 4 advocates reported that immigrant survivors fear accessing legal services related to their abuser.

MCAPD has three dedicated DV units currently in direct supervision of over 976 JIs. Currently there are 72 victims opted-in for automatic notification, meaning MCAPD is actively providing services to those victims. The MCAPD undertakes a very difficult job, enforcing court orders, and assisting our law enforcement partners in efforts to keep victims of DV safe and to end DV in our communities.

Each of us as individuals have a responsibility to **say something if we see something**; taking action may help save a life. Sometimes victims are not in a position to reach out for assistance.

Visit [Arizona Coalition to End Domestic Violence](#) (AZCEDV) for more statistics on DV.

If you have questions or require assistance from the MCAPD Victim Services Unit, contact Tony Bidonde at 602-372-8286 or apdvsvu@jbazmc.maricopa.gov.

GET HELP NOW.

CHAT WITH A VICTIM SERVICES SPECIALIST

The Arizona Sexual & Domestic Violence Helpline

M-F, 8:30a-5p & Tues, 8:30a-7p

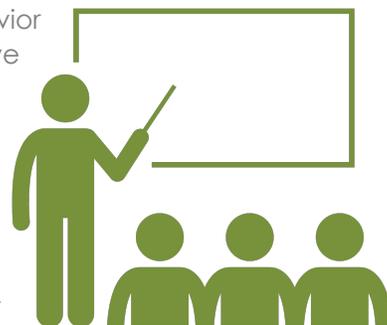
602-279-2980
SMS Text: 520-720-3383
AZ Relay Service 7-1-1
acesdv.org/helpline



Trauma-informed Care Training Reminder

By Jonelle Acosta

Understanding the impact that trauma has on the brain and people's behavior can change the way we view JIs. By the end of 2022, all MCAPD staff will have been trained in trauma-informed care (TIC). During the training, students learn the definition of trauma and stress, how to work with someone who has experienced trauma and reduce the likelihood of inadvertently retraumatizing them, as well as tips for self-care. While the curriculum was initially targeted towards staff that mainly interact with justice-involved women (JIW) since women are more likely to have adverse childhood experiences and other forms of trauma than men, the practice of communicating with a trauma-informed lens is beneficial for all staff. The trainings are being taught by officers who supervise JIW caseloads and other instructors who also have a passion to equip staff with new skills to enhance the way JIs are supervised. The training will continue to be offered to new employees during the New Employee Orientation so all MCAPD employees will have the ability to recognize and appropriately respond to those who have faced trauma.



If you have not yet completed this mandatory training in 2022, please sign up for a session in the Hub: ETH0095APD Trauma-informed Care.

Save the Date – Annual Turkey Feast

By Emily Vance



For nearly three decades, MCAPD has hosted a “Turkey Feast” for the Garfield Historic Neighborhood in Phoenix. The event includes a meal for everyone, gifts for the kids, various community resources, and entertainment. Rumor has it that Santa & Mrs. Claus take a break from the North Pole and make a special guest appearance!

When: Thursday, November 17, 2022

Where: 1022 E Garfield St, Phoenix, Arizona 85006

MCAPD FY 2022 Annual Report Now Available

By Savanna Hopp

Each year, MCAPD releases an Annual Report which has an abundance of information about the Department and is a great source to refer back to. This year's theme was “Empower. Encourage. Evolve.” and was highlighted throughout the report.

Key information shared within the MCAPD Annual Report:

- Satisfaction survey results
- Population numbers
- Demographics of the probation population
- Feature articles
- Descriptions of the Department's programs and services
- Daily cost of supervision for various supervision types
- Awards received

Take a moment to read through the FY 2022 Annual Report – [click here](#).



Workday Reminder

By Kendall Vaughan

Starting on September 19, 2022, the Judicial Branch transitioned to a new payroll and timecard system known as Workday. Workday is a one-stop solution to streamline business processes; it combines multiple applications, making the process more user-friendly for day-to-day use. In addition, Workday automates 90% of the human resources business process reducing payroll processing time, decreasing open enrollment processing times, and lessening the time required to implement organizational changes. Its modern design allows the opportunity for quick and easy time entry as well as mobile capabilities.

ACHIEVEMENTS

& CELEBRATIONS

Congratulations to MCAPD's New Officers

By Jim Sine

On September 12, 2022, Criminal Presiding Judge Jennifer Green and Chief Mike Cimino welcomed 20 new probation officers and four new surveillance officers to the Department. Three of the new probation officers are familiar faces who were previously surveillance officers. It was great having a large New Officer Training, Education, and Skill-building (NOTES) class again; in fact, it was the second large class size in a row. The Maricopa County Board of Supervisors' Auditorium was close to being full as many families and friends along with Department staff turned out to celebrate this new class of graduates.



NOTES graduates pictured left to right; back row: Damian Guardiola, Juan Figueroa Mendoza, JW Dunbar, Raveille Donaldson, James Tucker, Carlos Diaz, Chris Curry, Melody Dalle Nogare. Middle row: Austin Alexander, Adrian Pena, Jennifer Handschumacher, Albert Torres, Stacey Rutlin, Destiny Wilson, Anjela Crudup, Chelsea Jamison, Sara Mendonca, Tamar Woodard, Melissa Chavez, and Mason Pereira. Front: Steven Litman, Kemberly Holguin, Noyoltxochitl Diaz, and Natalie Massey.



Recently promoted supervisors Dawn Johnson, Luis Marquez, and Richelle Bordine are sworn-in at the NOTES graduation ceremony.

Except for one officer, all new probation officers were placed in standard probation caseloads throughout the valley. Sara Mendonca, Chelsea Jamison, Adrian Pena, Austin Alexander, Albert Torres, Destiny Wilson, and Tamar Woodard are assigned to the Black Canyon Building (BCB). Noyoltxochitl Diaz was assigned to Sunnyslope, Kemberly Holguin was assigned to Northport, and JW Dunbar was assigned to Garfield. Melissa Chavez, Raveille Donaldson, and Damian Guardiola join the team at the Western Regional Center (WRC). The Probation Service Center (PSC) welcomed four new officers with Melody Dalle Nogare, Juan Figueroa Mendoza, Steven Litman, and Natalie Massey all assigned to that location. The previously mentioned former surveillance officers who are now probation officers are Carlos Diaz, Chris Curry, and Mason Pereira. Carlos was assigned to a sex offender unit at BCB, Chris was assigned to a standard unit at BCB, and Mason was assigned to a standard unit at the Scottsdale office. Last but certainly not least, we welcomed four new surveillance officers to the Department. Anjela Crudup, James Tucker, Jennifer Handschumacher, and Stacey Rutlin were all assigned to sex offender units at BCB.

As always, the Staff Development and the Safety Unit want to thank the dedicated and loyal adjunct faculty for sharing their wide range of experience and knowledge in helping to train the Department's new officers. This includes those who help present classes as well as those who serve as field coaches. One of the most important things we offer in NOTES are the days of field coaching where the things taught in the classroom start to click when seen in actual practice. The next NOTES class is estimated to have approximately 20 students, so we look forward to sending out perhaps another 24 to the field very soon.

Congratulations to everyone and the best of luck in your new careers!

MCAPD Staff Presented with Three Statewide Awards

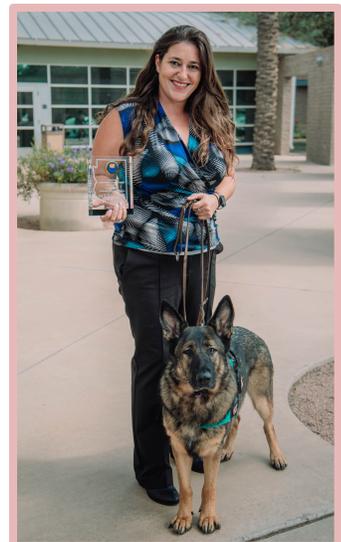
By Michele Butcher and Amy Ganz

MCAPD staff won awards in three distinct categories which were presented at the 2021 Awards in Excellence Probation Employee Recognition Event on September 22, 2022 at the East Valley Institute of Technology. Nominations for each award category come from probation departments across the state and are extremely competitive.

Line Officer of the Year – Kate Southards

Kate Southards started her career with the MCAPD five years ago. She currently serves as an Intensive Probation Supervision (IPS) Officer at the BCB. In addition to her caseload, Kate serves as a Decision Points/T4C instructor, a Field Training officer, is an adjunct instructor for the NOTES Academy, as well as a member of the BCB Search Committee. It is clear Kate is dedicated to the Department and is always striving to enhance her skills.

Recently, Kate was recognized as the MCAPD Probation Officer of the Year. She was given this prestigious award for proposing the Department's first K9 program and the work she performed to implement it. IPS officers work as close teams and Kate's teammates saw firsthand her hard work and diligence in making her idea become a reality. Teammate Brian Mahoney's nomination was a testament to Kate's determination in bringing a K9 program to the Department. In December, the K9 program was presented to the Department and Kate's K9 partner, Koa, became a badged member of



MCAPD Probation Officer Kate Southards awarded the 2021 Line Office of the Year alongside K9, Koa.

MCAPD in May of 2022. Since January, Kate and Koa have completed 73 searches and removed 38 guns from the community. In addition to the guns found, they have taken countless rounds of ammunition and other gun paraphernalia off the streets.

Kate is truly a forward thinker and the K9 program will make searches more efficient and will keep the community we serve safer with every search. It is Kate's long-term goal to build MCAPD's K9 program with the hopes of continuing to serve her peers in the agency as they work daily to improve the safety of the community.

Excellence in Education, Defensive Tactics - Joint effort with MCAPD and Maricopa County Juvenile Probation Department (MCJPD) staff.

MCAPD Staff: Michele Butcher, Kevin Kittle, Kyle Miller, and Kate Skelton.

MCJPD Staff: Jess Beckenhaur, Shawn Hughes, and Catharina Johnson.

Excerpt from award submission:

"This inter-departmental team works tirelessly to train over 1,000 MCAPD and MCJPD officers every year. Whether it be new officers just learning about Defensive Tactics (DT), or existing officers in a yearly refresher. Over the course of the pandemic, this team had to significantly alter the program to maximize not only safety, but health and wellness too. For example, we reduced class sizes to allow for appropriate social distancing and exercised extensive equipment and facility disinfecting practices. Perhaps the biggest change was adjusting some of the refresher curriculum to be taught on a virtual platform. To ensure learning was taking place, we came up with a plan that involved instructors "pinning" a set amount of students to their screens to they could monitor the execution of their techniques. In the event a student needed coaching, the first step was to make a general announcement, the second step was to message the student individually so the behavior was addressed without embarrassing them. Further, the student-instructor ratios were upheld and each class began with a "how to safely train in your environment" conversation with corresponding handout. Also, all students had to keep their cameras on at all times.

The teams came together to creatively solve how to continue teaching this crucial program in an unprecedented time of a global pandemic. Their plan was well thought out and executed. We also took into consideration how adults learn and incorporated those theories and practices into this creative and innovative approach to DT.

I am incredibly proud of what this team has accomplished with this program over the course of the pandemic. We are all happy to be back in the mat room this year, but what an amazing and innovative solution to keep the program running safely and efficiently!"



MCAPD Probation Officers Kyle Miller and Michele Butcher accepted two training awards at the 2021 Awards in Excellence Probation Employee Recognition Event.

Excellence in Education, Firearms - Joint effort with MCAPD and MCJPD staff.

MCAPD Staff: Michele Butcher, Kevin Kittle, Kyle Miller, and Kate Skelton.

MCJPD Staff: Jess Beckenhaur and Catharina Johnson.

Excerpt from award submission:

"This inter-departmental team exemplifies what Excellence in Education is. In 2021, the team trained approximately 410 MCAPD/ MCJPD armed officers across a variety of trainings/topics; for example, AOC Firearms Academies, Firearms Quarterly practices, Firearms Policy, and Reality Based Training (RBT). Each officer is required to train five times per year; therefore, the team trained 410 people five times each, equaling 2,050 training opportunities throughout the year. The instructors did all of this masked-up during a global pandemic. This required them to take temperatures before anyone could enter the training environment (instructors and students alike). Further, they disinfected every piece of training equipment after it was touched by anyone. An example of this is the RBT gun used in Simunition training, we use dedicated training guns and magazines that preclude the loading of real ammunition for safety reasons. Between every student, the instructors had to thoroughly disinfect each piece, therefore extending training time. Finally, the class sizes were reduced by half to ensure recommended guidelines were followed regarding social distancing.

This amazing team went above and beyond to ensure the students continued to receive these critical trainings in a safe and clean environment. If there was a student who had additional health concerns, the instructors accommodated them by setting up a training in a one-on-one setting. It should be noted that this nomination focuses primarily on the full-time trainers who manage this project; however, we truly couldn't do the good work we do without the help of our 30+ adjunct instructors. It is truly a team effort!

Across this great state of Arizona, there are a plethora of amazing, knowledgeable, and energetic instructors; the Maricopa County instructors are just as dedicated and passionate about the work they do. It is my opinion that when we all come together and work toward the goal of officer safety and wellness, that is when you will see us truly shine. However, since I cannot nominate the entire state, I nominate the joint training teams here at Maricopa County Adult and Juvenile Probation Departments."

Robert Celaya Promoted to Data Integrity and Analytics Manager

By Sarah Harp

Robert joined the Department in 2017 as a management analyst for the Research and Planning Unit of the Organizational Development and Support Division. As a management analyst, Robert worked on the Department's monthly statistics, strategic goals, National Association of Counties (NACo) award submissions, as well as ad hoc reports requested by leadership. In 2021, Robert became MCAPD's first business intelligence analyst where he developed data visualization dashboards via the SAS Viya platform to provide leadership with enhanced access to data. In his time with the Department, Robert has served as a subcommittee leader for the Victim Satisfaction Committee, a Promoting Equity and Advocating Change for Everyone (PEACE) Team member, as well as represented the Department on various Branch-wide projects and workgroups.



Robert Celaya was promoted to the Data Integrity and Analytics (DIA) manager for MCAPD, a position vacated by Jennifer Ferguson who became the DIA Administrator for the Judicial Branch. Jennifer stated, "I am very excited for Robert to take on the role of DIA Manager for the MCAPD team. Having worked within MCAPD and for the DIA for the past 5 years he has developed a great understanding of the work of adult probation, built meaningful relationships, and has a strong commitment to the mission, vision, and values of both the MCAPD and the Judicial Branch. He has developed his own vision of how data and information can continue to move us forward to continue to improve services and impact lives. I know that the MCAPD DIA team will continue to thrive under his leadership; I look forward to seeing that take place."

Robert began his new position on September 19, 2022 and will continue to work out of the Downtown Justice Center building.

Richelle Bordine Promoted to Probation Administration Supervisor

By Sarah Harp



Richelle Bordine was promoted to probation administration supervisor for the Compliance & Supportive Services Division, effective July 25, 2022. She supervises staff at the Northport, Sunnyslope, and Scottsdale probation offices. Richelle started her career with MCAPD in 2015 as a probation administration assistant serving the WRC probation office. During her career, Richelle has served the Department by participating in various workgroups and committees. She served as a Minimum Accounting Standards (MAS) expert that helped improve business processes and ensured compliance with Administrative Office of the Courts (AOC) standards and requirements. As a result, her MAS suggestions have been implemented Department-wide. Richelle completed the two-day TIC train-the-trainer event and now facilitates TIC training for probation administration assistants. Richelle also was part of the Continuous Improvement Centralized Production Folder

project that won a NACo Achievement Award for FY 2022. When asked about what she most looks forward to in her new supervisory position, Richelle stated she is excited to learn more about the Department and contribute to creating greater consistency in the work performed by probation administration assistants.

Shelbi Carpenter Promoted to Adult Probation Supervisor

By Sarah Harp

Effective July 11, 2022, Shelbi Carpenter was promoted to the position of an adult probation supervisor working from the BCB. Prior to joining the Department in 2016, Shelbi was a behavioral health specialist working with individuals in the community. Shelbi's first position with MCAPD was supervising a standard field unit out of BCB before transferring to a standard unit at Sunnyslope. After working as a standard probation supervision officer, Shelbi transitioned to supervising sex offender caseloads. Shelbi will continue serving the Sex Offender Division as a supervisor. In addition to being a defensive tactics and firearms instructor, Shelbi is a member of MCAPD's Communications Committee as well as serves on a specialized forensics team that searches and monitors technology devices. During her time with the Department, Shelbi



completed her Master of Science in forensic psychology from Grand Canyon University in 2018. Shelbi stated she is excited for the opportunity to learn from her unit and hopes to be the person that guides them and hopes to "...be someone that they can go to for support and advice."

Dawn Johnson Promoted to Adult Probation Supervisor

By Sarah Harp



Dawn first joined the Department in 2011 where she started her career with MCAPD out of the Garfield office managing a standard probation supervision caseload. Within her first three months with the Department, she transitioned to supervising a caseload for individuals experiencing homelessness and held office days at the Central Arizona Shelter Services (CASS) location. In addition to supervising standard caseloads out of Garfield, CASS, and the PSC, Dawn has also worked as an officer for both the Presentence Investigations (PSI) Division and the Reentry Unit. She has served as a Thinking for a Change (T4C) facilitator and recently completed her training to facilitate Decision Points (DP). Dawn was a middle school math teacher before making a career change and joining the Department. When asked what she looks forward to in her new position as a supervisor, she mentioned, "I am looking forward to working [with] probation officers to help them learn and grow in their position as we work

together as a team to make a difference in [the] community." Dawn assumed supervision of a standard unit in the Eastern Division on July 11, 2022, and can be found back at PSC.

Luis Marquez Promoted to Adult Probation Supervisor

By Sarah Harp

Luis Marquez was promoted to adult probation supervisor of a standard field unit in the Central Field Division, effective July 6, 2022. Luis began his career with MCAPD in 2016 and vividly remembers his first day as a standard probation officer out of the BCB; he had to arrest an individual and book them into the Fourth Avenue Jail. He recalls his first assignment fondly as it exposed him to individuals from all walks of life. In addition to serving as an officer of a standard probation caseload, Luis has also worked as a Juvenile Transfer Offender Program (JTOP) and Drug Court officer. In his six years with the Department, he has served MCAPD by being a contributing member of the Saving Trees by Reinventing Electronically (STRivE), Terros/Probation Targeted Investment Program (TIP), and Revised Terms and Conditions workgroups. Luis volunteers as a field coach for new officers and a ride-along host providing interested individuals with a glance of a probation officer's daily duties as they serve the community. Luis looks forward to mentoring and leading a BCB unit comprised of mostly new officers.



*Congratulations and best of
luck in your new positions!*



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



People Recognizing Individual Deeds of Excellence

BCB: Vicky Sanchez, Mason Noland, Jeanett Istratie, Lovia Lechuga

CCBLL: Maria Burgos, David Gonzalez

CSC: Sandy Cumming

DTJC2 Training: Mora Isom

DTJC3 Admin: Efrain Colin, Emily Vance

Durango Westport: Eduardo Avila, Sam Pavlisick

ITR: Maria Land, Francisco Bustillo

Luhrs: Cindy Tholl, Francine Walters

Northport: Ricardo Mendez, Bianca Flores, Tracee Bauer

PSC: Chad Clark, Erin Lockwood, Marissa Entler, Shaun Dahl, Andrew Buttafuoco, Jessica Perez

SEF: Daryl Johnson

South Court Tower: Kelly McCoy, Joe Lopez, James Morones

Southport: George Lazar, Ashley Carbajal

Sunnyslope: Heather Finan

SWRCC: Tiffany Davis, Catherine Button

WCB: Lisa Grace, Tina Cuellar

WRC: Andrew Hoy, Richelle Bordine, Kim Bennett, Kim Kelly



APPA Articles

The American Probation and Parole Association (APPA) held their biannual training institute in Chicago, Illinois, August 28-31, 2022. 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.

APPA's Second Community Corrections Education Career Fair

By Lolita Rathburn



Standing left to right: Ashley Vega, Jessica Saenz, Lizette Gallardo, Kate Southards, Lisa Roubicek. Sitting left to right: Tiffany Butler, Manual Barron, Doris Tucker. Not pictured: Lolita Rathburn and Ryan Valley.

Staff attending APPA in Chicago came together to **engage with students** from local schools who attended APPA's second Community Corrections Education Career Fair. Students interested in a career related to probation heard from various agencies, ranging from law enforcement to different adult and juvenile probation departments from across the nation. Division Director Ryan Valley delivered a brief overview of our department to the students and then the students engaged with officers at the tables set up in the lobby. It was a great

opportunity for students to talk to officers currently doing the job. Staff also had a chance to meet other APPA attendees staffing their tables as well as speak to other APPA attendees who stopped by and staff answered

their questions and let them know what makes our department great and why they might want to **continue their career as a probation officer with MCPAD** in sunny Phoenix, Arizona.

Calling Officers into Meaningful Conversations Regarding Bias

By Lolita Rathburn

The most recent APPA training institute was full of important and interesting workshops and presentations. As a member of our PEACE Team, I couldn't wait to attend many of them that were specific to issues we are currently working on in our group for the whole Department. The workshop was well attended, especially for 8:00 a.m. on the last day of the conference. The presenters, Brian Richart, the Chief Probation Officer for El Dorado County, California, and Desmond Lomax, a former probation officer from Utah, had **powerful messages** to share on how to engage officers regarding **personal biases** and how to **achieve positive results**. The presenters acknowledged it is human nature to assess threat levels each time we encounter a new person; our minds access all available information, including our personal history, our surroundings, etc. and we make unconscious, quick judgements, and very often they are wrong because we don't have enough information. The presenters then told us we would all need to be prepared to talk during this 90-minute workshop and while some people nodded their heads in agreement, some people left; they gathered their things and quietly exited. Those that stayed were asked to engage with the person sitting next to them, and learn a few things about each other, such as what gives them joy, hobbies, work, etc. The people who left the workshop missed out as the people who stayed were willing to **share stories and despite our differences**, we all found commonalities. The portion of the presentation I found the most impactful was when the presenters spoke about what it looks like to **call someone in**, rather than calling them out for saying or doing the wrong thing. The presenters stated we can **truly make a difference** when we engage in **thoughtful dialogue** to better understand each other, not just take the quick route of calling someone out, while it may feel good and the offending person may very well deserve it, it fails to serve the ongoing need for all of us to find a way to work and **live together in a diverse, equitable, and inclusive space**. If we pass on the quick call out, we can get to the real problem and come closer to solving it. The presenters also recommended the book *Until We Reckon: Violence, Mass Incarceration, and a Road to Repair* by Danielle Sered. I just received my copy and can't wait to read it!

Never Let Them See the Makeup Melt: Resilience in the Face of Vicarious Trauma

By JakinDee Kosaka

Sheryl Day-Davis, a probation officer with the Westchester County Probation Department, presented *Never Let Them See the Makeup Melt: Resilience in the Face of Vicarious Trauma* and discussed the reality of vicarious trauma and the potential **adverse impacts to frontline staff**. Sheryl shared her experience with the trauma of losing someone she worked closely with. Sheryl described how her personal challenges of having to pull it together to be professional and continue to work **despite the human response** to the traumatic events really impacted her, although she did not realize it at the time. She was in a life-changing accident which made her unable to continue in her role as a field probation officer. The accident led her to learn more about the effects of trauma on not only the individuals we supervise but also on ourselves. Discussion during this event helped reflect on the impact stress has on me. This training underscored the importance of building our resiliency by **practicing self-care and reaching out for help** when needed.

This topic directly relates to our mandatory TIC initiatives here at the MCPAD. It helps **bring awareness** to the impacts of trauma in what our clients face when they come to us. It emphasizes the importance of having a

Critical Incident and Stress Management (CISM) Team and our employee assistance programs. I am grateful that our department has procedures in place for our staff to process traumatic events in a collective way. This training gave additional examples for us to **build resilience** in our team who are often exposed to vicarious trauma in the very nature of the work we do and the community we work with.

Presidential Roundtable-Discussing Armed Versus Unarmed Officers

By Doris Tucker

One of the many recurring topics of discussion in law enforcement is whether probation officers should carry firearms while on duty. President-elect of APPA, Dr. Brian Lovins, facilitated the roundtable event and anyone in attendance could share their opinions and experiences. The audience included chiefs of probation, probation and parole staff, and an individual who previously was under probation supervision.

Arguments for armed probation officers included the need for a **higher level of safety** when executing arrests and conducting community visits at night. It was mentioned that unarmed officers in the El Dorado County Probation Department had difficulty focusing while in the field since they **did not feel completely safe**. Probation officers do not know everything a JII or a community member may do; armed officers have a better chance of **returning home safe** to their families. Above all, armed officers carry their firearms for their safety and the community's safety.

Arguments against armed probation officers included the notion that probation officers are **not here to police or intimidate the community**. Probation officers should return home safely, but so should the community. One attendee explained that probation officers in Minnesota were not required to conduct arrests. He believes probation officers should be probation **specialists** and should only need to carry a radio and mace. Another attendee expressed concern with an armed officer having **difficulty building rapport** and was worried about the personality of the type of person who typically wants to carry.

One of the presenters, Elijah Norris-Holliday, previously served a probation sentence but now runs a non-profit social enterprise focused on providing various services to American Descendants of Slavery (ADOS). He mentioned that he would **not trust** an armed officer if he were on probation. After the roundtable, I met with Elijah to discuss what I could do as an armed officer to build rapport with the individuals on my caseload. He asked me to consider if carrying my firearm makes me safe or makes me feel safer. He suggested I continue to **communicate openly** with my JIIs and if need be, explain that I carry my safety equipment for **my protection**.

After living in Arizona for the past four years, I've become accustomed to observing citizens of Arizona and many officers in MCAPD carry firearms. Attending this roundtable reminded me that community members in other states may view firearms as intimidating as opposed to a safety tool. I believe it's important for all armed officers to keep that perception in mind as they go about their duties.

Racial Bias and Amelioration Strategies for Risk Assessment

By Lizette Gallardo

The individuals who presented this workshop were Dr. Zachary Hamilton from the University of Nebraska and Marjorie Rist who is the Chief Operating Officer at Vant4ge. The purpose of the workshop was to inform us about how **bias can be uncovered in risk assessments**. According to the presenters, for over 40 years, justice agencies

have relied on risk assessments to **guide decisions** about case management, supervision, and placement practices. It was not until 2016 when ProPublica – Journalism in the Public Interest published the *Machine Bias* article that examined whether computerized assessments extended systematic biases. By design, assessment tools may remove a mode of behavior or way of thought that is specific to the individual. Due to this removal, this may result in the inconsistent use of discretion, a failure to score individuals with **equity**, and the omission of established predictors of risk. However, the items used to create prediction tools are difficult to disentangle from cultural and regional biases. Thus, common predictors such as a criminal history, are the result of justice agencies' patterns and strategies that may be argued have their **own implicit bias**.

During the workshop, Dr. Hamilton explained the process he went through with researchers and developers to assist the Pennsylvania Department of Corrections (DOC) develop a customized version of a popular risk assessment, the **Static Risk and Offender Needs Guide-Revised** (STRONG-R). The modified risk assessment will be used to assess individuals who are incarcerated and on parole supervision. The Pennsylvania DOC uses multiple assessments to assess risk in all their decision making throughout their whole criminal justice process. One of the assessments that stood out was the use of the Static-99, which is used in the MCAPD. To condense some of their risk assessments to be more practical and effective, the DOC hired Dr. Hamilton's team to customize a risk assessment. It took the team about two years to develop the tailored risk assessment due to the agency having years of collected data from their other assessments. After multiple tests and modifications, the tailored assessment **reduced the level of implicit bias**, and this helped the agency make better and fair decisions for the incarcerated and parole population in their home state.

It should be noted, Dr. Hamilton recommends that the risk assessments be **re-evaluated every two years** to maintain validity and to identify if there is implicit bias. In addition, he also recommends agencies invest into attaining a tailored risk assessment for their region rather than getting an "off the shelf" risk assessment. Dr. Hamilton stated a tailored assessment will show the agencies more **accurate and fruitful results** to make more informed decisions. Per the presentation, I agree, risk assessments should be tailored to the region and the people because our location is very different in comparison to Pennsylvania. By doing this, as a department we can determine if there is implicit bias in our assessments and adjust accordingly. Having a tailored risk assessment may further help the Department determine the gap of resources and services; further, the results may help us determine a plan to continue to further **reduce recidivism rates** in Maricopa County.

California's Enhanced Supervision of Offenders using GPS

By Manuel Barron

Jamal Rowe, Chief Administrator of the California Department of Corrections & Rehabilitation (CDCR) Division of Adult Parole Operations, Electronic Monitoring Unit; and Jason Odgers, CDCR Probation/Parole Agent, led a workshop that discussed best practices for **supervising multiple levels of JIIs with a Global Positioning System (GPS)** in the State of California.

Topics included how GPS supervision is utilized to **reduce violent criminal behavior** by people on parole, how it improves detection of violations of parole conditions, helps identify patterns of risky behavior, increases compliance with conditions of parole, and how it can be used to identify or eliminate people on parole as suspects in new crimes through sharing GPS information with law enforcement agencies. This collaboration helps develop stronger relationships with local law enforcement agencies and **assists with public safety**.

This workshop relates to MCAPD in that the Department also utilizes GPS monitoring in the Pretrial Services Division and with the monitoring of individuals convicted of Dangerous Crimes Against Children and who are classified as Level Three registered sex offenders for community notification purposes. The workshop summarized the Jaycee Dugard and Amber Dubois cases where simply having GPS was not enough to avoid heinous offenses

being committed and how their agency learned from these cases to improve their supervision of individuals on GPS.

The workshop provided criteria for individuals required to be monitored on GPS: registered sex offenders, specified criminal street gang registrants, individuals involved in high notoriety cases, and reentry inmate participants. In addition, the workshop provided information regarding specific programs provided by the CDCR including Electronic In-home Detention (EID), Alternative Custody Program (ACP), Male Community Reentry Program (MCRP), and the Custody to Community Transitional Reentry Program (CCTRP) – Female.

In California, officers supervising cases monitored by a GPS require a **32-hour training** prior to taking over their assignment, as well as continuing education training. Finally, the workshop provided information regarding the GPS vendor and the reports and assistance provided for officers while in the field.

Racial Justice Town Hall

By Kristi Wimmer

This town hall/panel discussion discussed a collaborative national approach to try to **advance racial equity** in the criminal justice system. The goal was to figure out how to **address the inequalities** that take place around race in the communities that we supervise as well as in staffing choices. This was the fifth racial justice town hall that the group of stakeholders from many sectors has held at an APPA conference to discuss these issues. The beginning of this national racial equity initiative was mainly to **reduce** the incarcerated and supervised population and to **bring together stakeholders** from all aspects of the criminal justice system. Some of these stakeholders include victims, formerly incarcerated people, police, courts, and government agencies. Another focus of the panel was the discussion of how to **increase safety** in the community.

The panelists were Mark Dyea, an indigenous tribal leader from the Pueblo of Laguna tribe; James Bullard, a black defense attorney for 15 years; DeAnna Hoskins, a black woman who is president of JustLeadershipUSA, which focuses on **elevating and empowering voices** of formerly incarcerated people impacted by racism; and David Labahn from the National Association of Prosecuting Attorneys who has been a prosecuting attorney for decades.

The discussion revolved around striving for a just justice system. A justice system needs to be **just for everybody**, and the fact that most discussions only focus on black versus white, and the **inclusion of indigenous people** is very important to really address diversity and equity. Mark Dyea discussed the difficulty of resolving issues of racism for First People when Native American leaders are not even usually included in the discussion. James Bullard discussed the racism he experienced working in Virginia. He noted the way to find the courthouse in many small towns in Virginia is to find the Confederate monument in the center of town as that is where you will find the courthouse. This feature of these small towns impacts all black people in that type of environment. Diana Hoskins discussed how bail is inherently racist because it basically criminalizes being poor and a person of color. She also discussed how diversity is asking a person of color to be in the room, while inclusion is giving a person a seat at the table, and that most groups stop there. But true equity is having a person of color **lead the table** because people of color are the ones most **disproportionally affected by policies** of the criminal justice system.

This topic is interesting to me because there are many biases that people of color or people from marginalized communities see and are affected by in policy and law that people who aren't from those communities don't even perceive as biased because it does not impact them in the same way. One example was risk assessments. The panelists discussed how risk assessments were written by people whose culture and family structures were not the same as many black, brown, or tribal communities, therefore, many more people from marginalized communities scored high on risk assessments not designed for their culture or communities although they were **not actually higher risk**. I found this interesting because I know the significance the Department places on risk

assessment scores in how we supervise JIs. Overall, it was a very informative and interesting discussion about race and the systemic bias in the justice system and society in general.

Probation Violations During COVID-19: A Model for Expedited Case Processing

By Lisa Roubicek

It's probably not surprising this workshop caught my eye while I was at APPA's Training Institute in Chicago, Illinois. Excited to see how another agency navigated the myriad of complications involved with the probation violation (PV) process during the COVID-19 pandemic; I attended this workshop about PVs in Missouri.

Overcrowded jails and numerous high-needs JIs with pending PVs provided Missouri ample opportunity for **measurable intervention**. Furthermore, the negative impact of jail incarceration on long-term outcomes can **heavily impact** probation success rates. Under the Missouri model, individuals spent an average of 99 days in jail awaiting a hearing, as there were no statutory timeframes associated with processing these cases through the system. In most cases, people left jail with the same unaddressed issues (substance abuse, housing, trauma, mental health, etc.) that likely contributed to their PV in the first place.

A guiding principle behind selection criteria for participants was asking, "**Who are we mad at versus who are we afraid of?**" People jailed for technical violations and those not deemed to be a risk to the community were targeted. Aiming to **reduce the jail population** by minimizing the negative impacts of incarceration, the team set a goal to have individuals **released within 10 days**. To accomplish this, two full-time probation officers were housed in the jail and met with the individuals on probation; officers assessed needs and **coordinated supportive services** in the community. As the program developed, better services were employed to assist these individuals upon release. These efforts were put into place prior to the COVID-19 pandemic that began in March 2020.

After the onset of the pandemic, adjustments were made to cope with the ramifications of social distancing orders and safety measures. Technological improvements allowed JIs to report remotely and attend groups virtually. Changes were also made to allow officers to manage their cases effectively while still satisfying public health mandates. Individuals released from jail were provided tablets to make the virtual requirements accessible. One notable **positive result** of the shift to virtual visitations was JIs **missed fewer appointments** due to transportation or childcare issues.

While the overall program had mixed results, the number of participants readmitted to jail within a year was **significantly lower** than those who did not participate. Some crucial lessons were identified such as right-sizing probation requirements by tailoring the requirements to meet the **unique needs** and circumstances of each person. Policy implications included **instituting timeframes** to help cases move more quickly through the process and decrease the negative collateral impacts of incarceration. Missouri continues to work on automatic systems for efficiency as well as creating a docket comprised only of PV cases. Increased officer discretion in issuing violations was a main theme in feedback received from the participating officers.

Although MCAPD has several of these innovations already in place with dedicated PV courts, automated reports, and officers housed in the jails to assist with reentry, it is important to note how valuable these things are in managing PVs. The **tireless efforts** of MCAPD staff managing PV court, coordinating pre- and post-release services in the Prison Reentry Unit, providing transitional services for those recently released in the Reach Out Program, and pairing JIs with needed resources in the field all deserve to be recognized. The pandemic created challenges for large agencies like MCAPD and smaller jurisdictions like Missouri. No matter the size or location, community corrections agencies are looking for innovative ways to operate, reduce unnecessary incarceration, tailor supervision to the needs of the individual, and connect individuals to services in the community. Truly – **we are all in this together**.

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