



# Chronicle

## Maricopa County Adult Probation Newsletter

Issue: April-June 2019

A Force for Positive  
**CHANGE.**

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# CHIEFLY

# SPEAKING

## Retirement Beckons

As announced recently by email, I am retiring on October 6, 2019. With retirement on the horizon, I am reflecting on the incredible years that I have had with you here at the MCAPD while also looking forward to the next phase of my life. My 40-year career in community corrections, with the last 19 years at the MCAPD, has been challenging and gratifying. I believe deeply in the importance of our work; this passion has made Probation the perfect career for me and will always be a large part of who I am.

During my years with the Department, there has been a tremendous amount of change. When I joined the MCAPD in 2000, we were an unarmed agency, Pretrial Services was a separate court department, and there was no such thing as a department-issued smartphone. Over the years, we survived budget crises; upgraded equipment and introduced new technologies; advanced employee compensation, safety, and satisfaction; collaborated with partners to increase and enhance services for probationers; modified organizational structure and operating practices; and continuously pushed to be a highly effective and respected probation department that provides hope and enhances safety and well-being.

## Accomplishments

People have asked what accomplishments stand out or mean a great deal to me. The number one accomplishment is funding of the Department by the County. In the past, the Department was funded through a hybrid county-state compensation plan. Annually, the Department submitted compensation requests to both the County and the State, and multiple decision-makers at both levels of government had to be convinced of our needs. In 2004, in the midst of a State budget crisis and in support of public safety, Maricopa County agreed to assume responsibility for the Department's compensation and has continued to fund us ever since. It is much easier to present our compensation needs exclusively to Judicial Branch and government officials at the county level. This compensation change was something that I pushed for and which was authorized for the MCAPD in 2004 and for the Maricopa County Juvenile Probation Department in 2005.

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The MCAPD implemented its first MFR strategic plan with five goals in July 2001. The Department embraced the strategic plan and, since that time, we have been able to measure our own performance in key areas that include fewer crimes; adequate retention and compensation of our workforce; timely submission of court reports; and the satisfaction of probationers, victims, and partners.

I am proud to say that, even in the worst of times, we took care of staff. During the Great Recession, we faced an unprecedented reduction in force (RIF). We needed to lose 142 positions. We trimmed 82 positions through vacancies that went unfilled and we cut our on-call positions. We were left with 58 people; we were able to save these employees from RIF by offering them reassignment to alternative positions (such as caseload administrator, screener, or collector) and by funding positions through new grants. We pulled out all the stops and submitted 13 grant applications, from which the Department received seven grant awards worth over \$4 million. These grants not only funded 37 jobs, but allowed us to maintain current services and develop new programs, which included the Prison Reentry Program.



The Evidence-Based Practice (EBP) Initiative has been paramount to advancing our effectiveness and has reduced crime and victimization as well as lowered revocations to prison. Numerous projects and initiatives have flowed from the EBP Initiative and have likely impacted every aspect of our business. We continually provide training to ensure that employees are knowledgeable about current research in our field and are provided with new tools and opportunities to practice and refine their skills. Quality Assurance processes were established to reinforce new policies and practices and promote consistency across the Department. We recognized the need to be a learning organization and to have a succession plan. The Leadership Academy was established specifically to develop

leaders who will sustain our agency as an EBP organization. We also know that, in order to be effective, we need to take care of ourselves. We were the first probation department, not affiliated with a department of corrections, to have a Critical Incident Stress Management Team (CISM).

Through collaboration, we combine our strengths with those of partner organizations who have mutual goals. We are engaged in some amazing collaborations. The strong partnerships built with law enforcement bolster public safety. They have helped us to locate and arrest individuals who are avoiding supervision and may be engaging in unlawful behavior. Reentry collaborations are helping to bridge the transition from incarceration with better preparation and more immediate and positive connections in the community. The healthcare-justice initiatives have greatly increased the number of probationers with healthcare coverage and we continue to build momentum. Access to treatment and interventions that many probationers need has increased. The expansion of *Thinking for a Change* and the increased number of residential treatment placements through Reach Out are notable examples.

The MCAPD is always onward and upward. My legacy, I would hope, is that the MCAPD is now a data-driven, research-based learning organization. Most importantly, I hope I have instilled the belief that we are working with human beings who also share hopes and dreams that we are entrusted to help maximize.

I am confident that, when I leave the Department, you will continue to protect public safety by offering hope and providing individuals with opportunities to change and that your approach will remain finding success instead of failure.

### What's next for me?

My plan is to focus on what else is important in my life, such as well-being, stress reduction, and spirituality. I am very healthy, and I want to go and have some fun. I am looking forward to domestic and international travel as well as volunteerism with St. Mary's Food Bank and the Arizona Animal Welfare League.

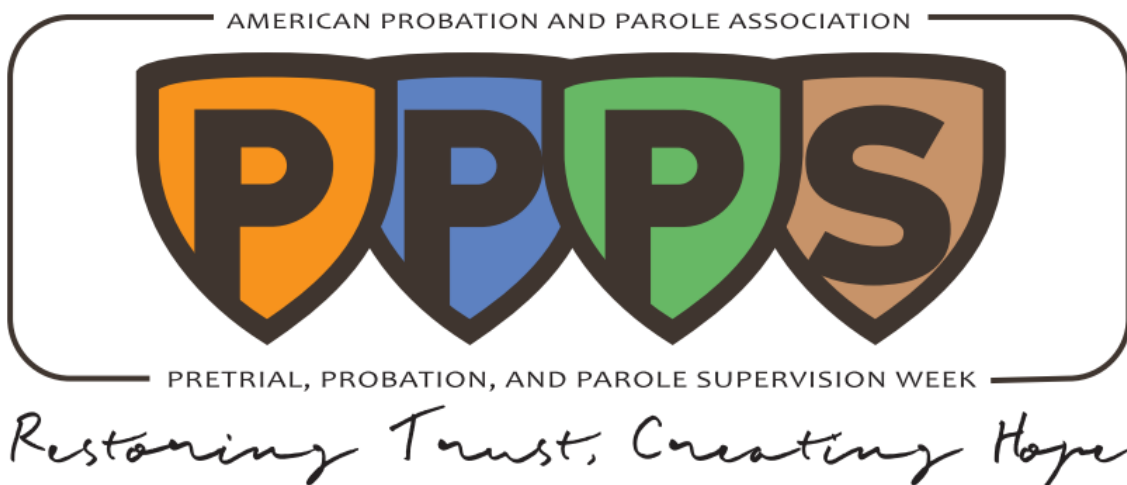
Retirement has been in my thoughts for a while, but I thought it was important to stay on and see the Department through the completion of the workload study. With the consultants' final report being wrapped up, the time was right for me to set the date and announce my pending retirement.

### Selection of a new chief

The process of selecting a new chief will begin with the Court announcing the position and conducting a national search. The time frame for this process has not been determined and more information will be shared when it becomes available.



## Coming Soon...



July 21-27, 2019





# NEWS &

# INFORMATION

## Stay Careful Out There

By Douglas Murphy

In the Fiscal Year 2018, officers seized 109 firearms, 116 knives, and 33 “other” weapons including 5 brass knuckles, a billy club, pepper spray, baton, and more during searches.

To put that into context, the Department's 1,197 employees supervised an active population of 26,183 probationers (Standard and IPS) plus 2,808 pretrial clients, made 171,166 field contacts and conducted 401 searches during that same fiscal year according to the Special Incidents Report that covered July 1, 2017, to June 30, 2018.

Outside of the Fugitive Apprehension Unit, officers used force just eight times, a five year low, and, in most cases, it was empty hand restraints assisting police or fellow officers. In one case, an officer assisted a MCSO detention officer to help restrain an inmate who was fighting the detention officer in a tank at Court.

The report also detailed the 26 injuries that occurred, mostly from defensive tactics training (10), followed by auto accidents (6), dog bites (3), falls or miscellaneous (3), assaults (3) and use of force (1). MCAPD employees also had 23 auto accidents, a small number in relation to the 2.9 million miles driven, but still a 10 year high.

And there were the usual “other activities” including the Community Restitution Program probationer who discovered a cadaver in a tent and the two men who falsely identified themselves as federal agents when accompanying a probationer to a satellite office. A pre-trial defendant was injured falling through a ceiling and a vehicle was dented after a client kicked it.

The bottom line is that while officers are staying observant and cautious as they do their daily work, improvements can always be made. Staying mindful and purposeful when working and training will help keep injuries and “special incidents” low.

# DV Offender Treatment Program Expo

By Cheryl Vallejo

Maricopa County Adult Probation's Domestic Violence Program hosted its first Domestic Violence Offender Treatment Program Expo on March 18, 2019, from 9:00 a.m. to 4:00 p.m. at the Downtown Justice Center, 620 W. Jackson Street, Phoenix, AZ 85003. We had 87 people in attendance which included MCAPD, Maricopa County Attorney's Office, Maricopa County Office of the Public Defender, judicial officers, and victim advocate representatives.

The Expo was specifically designed for treatment providers that offer domestic violence offender treatment programs. Each provider was given 20 minutes to present on their domestic violence program. The treatment providers who presented on their program were:

- AZ Consulting & Counseling Services
- Chrysalis
- Desert Edge
- Dynamic Living
- Native Health
- Positive Change Institute
- Sage
- Western Judicial Services

The providers were encouraged to bring supplemental learning materials and tables were provided in a separate room to hang signage, display their agency materials, and be available for open discussions regarding their specific program and presentation. The presenters were invited to stay for the entire day and observe all of the presentations and network or given the flexibility to attend a portion of the day. Presenters were also invited to bring additional people from their agency.

The presenters were provided with key points that may be of interest to their audience; those key points were as follows:

- Attendance policy
- Ongoing and Collaborative communication
- Monthly progress reports
- Review of police reports early during treatment
- Observation of treatment sessions
- Gender specific programming

We are excited to hear and understand that the treatment providers are able to identify goals for a non-violent lifestyle, identify abusive behaviors and patterns of abuse, and explore the intents of abusive behavior and a belief system that strives to end domestic abuse through education, accountability, and social justice.

The event provided insightful information and received positive feedback from the attendees and the presenters. The presenters expressed an overwhelming interest in future expos to include substance abuse and sexual abuse topics.

# New Center of Excellence

By Tom Weiss

Intensive Treatment Systems opened a new Center of Excellence (CoE) on the west side. A CoE provides services for people with opioid use disorder when the person wants it, 24 hours a day, seven days a week. In addition to an intake and assessment, a CoE provides comprehensive treatment and service planning focused on keeping the person engaged, including peer mentorship, a documented evidence based practice to increase success. CoE offers medication assisted treatment (MAT). The CoE provides services to anyone with AHCCCS, individuals without insurance, and individuals with insurance that may not cover MAT or peer support.

With the Intensive Treatment Systems' CoE, Maricopa County now has three Centers of Excellence. While the primary focus may be on addressing the opioid epidemic, representatives from these Centers say they will work with anyone needing substance use disorder services. The person needs to call and say they want help to either arrange for someone to come pick them up or to schedule an appointment. A person seeking services may just drop into any CoE at any hour and say they want help, even if it is 3:00 a.m.

## Centers of Excellence





# The New Frontier of Drug Testing

By Diana Barela-Rue

At the Managers' Forum on May 22, 2019, the main topic was drug testing with Averhealth. But first, Cindy Reid and Shari Andersen-Head of Superior Court joined us to discuss the new Employee Engagement Survey which will be replacing the Employee Satisfaction Survey. They discussed their goal to increase participation and gain knowledge to support informed decision making going forward.



**Pictured from left to right: Melissa Monahan, Tom Brothers, and Donna Swan**

Whether you have worked for the probation department in Maricopa County for 20 years or for 20 days, TASC was pretty much what you knew for drug testing and do not forget the Colors Program. However, as we continue to progress with evidence-based supervision and risk reduction, the next natural step seemed to be a new drug testing policy, which incorporated what we know about drug use and how the information provided from drug testing can help us to provide the most effective resources to our clients. Clinical Supervisor Melissa Monahan along with Drug Court Counselor Donna Swan and Reach Out Counselor Tom Brothers presented us with best practices for substance use testing and how a therapeutic use of drug testing is an important tool in evidence-based substance abuse treatment. They emphasized working with treatment providers more closely to discuss testing results and treatment plans. Averhealth's Nick Runge, Director of Operations, presented next with an overview of drug testing best practices and how the Averhealth system works. In addition, he discussed how supervisors can best utilize their dashboard and testing information to ensure officers are using results to support clients to address substance use and dependence. Lastly, tying all of the information together, Supervisors Rebecca Britt and Dana Sheperd presented the new policy for Drug and Alcohol Testing.



**Nick Runge, Director of Operations, Averhealth**





# ACHIEVEMENTS

## & CELEBRATIONS

### 15 New Officers Join the Department

By Jim Sine

Please join Staff Development in welcoming the latest class of new probation and surveillance officers to the Department! On June 3, 2019, 14 new probation officers and one new surveillance officer were sworn in by Judge Myers and welcomed by Chief Broderick. The officers completed nearly eight weeks of NOTES training and are ready to jump into their new assignments. This time around nearly all of the officers were placed in Standard Probation caseloads. If you see any of the new officers, please give them a friendly welcome. Like all new officers, they will have a good number of questions to ask.

As always, a very appreciative THANK YOU is due to our many adjunct faculties for their ongoing contributions to training our new officers. Another big THANK YOU goes out to our field coaches for taking time out of their schedule to work with our new officers in the field. Staff Development recognizes their immense contributions and knowledge in helping our new officers get ready for the job. Congratulations and good luck to our new officers in their new adventures!



Pictured from left to right: Miranda Cruz, Jovany Medina, Melanie Arbelo-Maysonet, Donna Crews, Ranin Manea, Jessa Moore, Nayeli Quiroz Palma, Ashley Ramirez, Lizette Gallardo Rojas, Nick Taylor, Sheila Hughes, Jeanett Istrate, Yohanna Rodriguez, Heni He, and Melanie Griffin-Torres



## Reach Out Selected for APPA Award

By Jaci Christenson

The Reach Out Program was presented the American Probation and Parole Association (APPA) President's Award at the APPA conference held in Miami in March 2019. This award is given to honor visionary individuals, agencies, and programs that are leading community corrections into the next decade. The President's Award recognizes the Reach Out Program for advancing the system through an effective and innovative community corrections program. The recipient of this award is selected by the president of APPA.

More than half of our adult probation population has a substance use disorder and/or co-occurring substance use and mental health disorders. Through collaborative efforts with the Arizona Health Care Cost Containment System (AHCCCS), Mercy Care, community treatment providers, Correctional Health Services (CHS), and the Maricopa County Sheriff's Office (MCSO), the Reach Out program is able to place probationers in residential substance use disorder treatment. Reach Out receives referrals from the Court regarding probationers who have been identified with substance use needs and qualify for early release from incarceration into residential substance use treatment. Licensed Reach Out counselors go into the jail, conduct a clinical assessment, make appropriate treatment recommendations, and complete AHCCCS applications. Reach Out staff facilitate the placement and a smooth transition to community-based treatment. Over the past three years, the number of probationers placed through Reach Out increased by 769%. In FY2015, the program placed 107 probationers in residential treatment; this increased to 930 in FY2018 (saving 26,918 jail days).

The program has demonstrated positive outcomes. Of the probationers who entered residential treatment through Reach Out in FY2017, 60% successfully completed the program. Additionally, there was a significant reduction in revocations to prison for those who completed the program. This would not be possible without the hard work of the Reach Out staff and the collaborations that have been built with our stakeholders.



Pictured from left to right: Therese Wagner, Laura Nelson, Yolanda Cardenas, Thomas Brothers, Jaci Christenson, and Melissa Monahan

# 2019 Victims' Rights Recognition Event

By Antony Bidonde



In recognition of National Victims' Rights Week, the following 60 individuals received a Certificate of Appreciation for working with, or doing work on behalf of, victims of crime. The individuals were recognized by the Department for conduct that exemplifies professionalism, dedication, willingness to help others, often times going above and beyond what is required to assist a victim, and their commitment in working toward a safer community. The recipients were honored in front of their peers and supervisors. Chief Probation Officer Barbara Broderick congratulated each recipient for their contribution.

Antony Bidonde with Victim Services presented the certificates and pins. The theme this year is *Honoring Our Past - Creating Hope for the Future*.

## Certificate of Appreciation Recipients:

Brandi Anderson  
Carmen Arvizu  
Daniel Atkinson  
Antony Bidonde  
John Bishop  
Kevin Bishop  
Jennifer Blaisdell  
Joseph Bonow  
Diane Bracamonte  
Ivana Budimirovic  
Gary Burgett  
Cindy Bustos  
Robert Celaya  
Christina Coller  
Laura Contreras  
Sonia Cruz  
Teri Dane  
Jammie Dilley  
Sarah Dutton  
Zarina Enriquez

Alex Escobar  
Jennifer Ferguson  
Andrea Garcia  
Debi Gilliland  
Sarah Gomez  
Kelsey Hartzler  
Clint Hill  
Scott Homan  
Mora Isom  
Randy Koeppen  
Justin Kreterfield  
Leah Lara  
Lisa LeVardi  
Joseph Lopez  
Sanja Markovic  
Ana Martinez  
Dawn McCullar  
Sean McMillen  
Riane Meister  
Raul Munoz

Cortney Norton  
Jeneen Patterson  
Aaron Porzel  
Edlin Rasmussen  
Heather Redmond  
Andrew Rodriguez  
Jodie Rogan  
Emily Romero  
Valerie Serpico  
Rebecca Sifuentes  
David Silvas  
Bob Sitnek  
Scott Skoropys  
Jacob Soelle  
Laura Thomas  
Liberty Torres  
Sherri Tucker  
Kate Wakefield  
Kirsten Weigert  
Casey Whitehead



*Congratulations to all of the recipients!*

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Pictured from left to right: Christina Coller, Ana Martinez (Chrysalis), Kate Wakefield, Rebecca Sifuentes, Joe Lopez, Liberty Torres, Scott Skoropys, Sarah Dutton, David Silvas, Debi Gilliland, and Barbara Broderick



Pictured from left to right- front row: Barbara Broderick, Laura Thomas, Ivana Budimirovic; back row: Clint Hill and Casey Whitehead (Chrysalis)



Pictured from left to right- front row: Jessica Valadez, Sarah Gomez, and Cortney Norton; back row: Cindy Bustos (Chrysalis), Kirsten Weigert, Aaron Porzel, Randy Koeppen (Chrysalis), Lance Nickell, John Bishop, and Scott Homan



Pictured from left to right: Heather Redmond, Raul Munoz, Laura Contreras, Bob Sitnek, Andrew Rodriguez, Jammie Dilley, Dawn McCullar, Barbara Broderick, and Sean McMillen



# Ricardo Mendez Supervisor Promotion

By Riane Meister

Ricardo Mendez started his MCAPD career in 2012 on a Standard caseload out of Southport. He transferred to an Intensive caseload out of Westport in 2015. Ricardo is a facilitator for T4C and Decision Points and serves as a member of the EBP Evolution Committee and Halfway House Committed for IPS. He also serves as an APETS agent, DT and Firearms instructor, and RELINK agent.

In his spare time, Ricardo completed an MA in Criminal Justice and MS in Global Technology and Development. Ricardo hopes to put to practice everything he has learned and use it to assist his staff and the community they serve. Ricardo has begun his leadership career as a supervisor in a Standard Field Unit in the Northern Division.



*Congratulations*



# 2018 Of the Year Awards

By Riane Meister

MCAPD has an amazing group of people who continuously strive to make this county a better place. Every year, employees nominate their teammates and peers and a handful of individuals are recognized at the Of the Year Awards for their hard work, dedication, and for going above and beyond in their daily duties. A ceremony was held on April 25, 2019, at the Black Canyon Building, where Chief Broderick commended their achievements in promoting the mission and vision of the Department.

*Congratulations!*



**Carlo Seara**  
2018 Surveillance  
Officer of the Year



**Julie Lovejoy**  
2018 Adult Probation  
Officer of the Year



**Robert Kaliszczk**  
2018 Employee of the Year



**Melissa Monahan**  
2018 Supervisor of the Year

## Team Recognized for Helping Victims

By Sherri Tucker

Each year, the Office for Victims of Crime sets one week aside to honor and reflect upon the important work that individuals, law enforcement, non-profits, and many other organizations across the country do to advocate for crime victims. This year, National Crime Victims' Rights Week was April 7 – 13 and the theme was *"Honoring Our Past –Creating Hope for the Future."*

Arizona Attorney General Mark Brnovich, on April 10, 2019, presented the 2019 Attorney General's Distinguished Service Coordination Award to Adult Probation Officer Laura Thomas and Surveillance Officer Clint Hill. Laura and Clint have worked as a team for the Maricopa County Adult Probation Department's Domestic Violence (DV) Unit for more than 12 years. Their caseload consists of defendants who have been placed on supervised probation through Superior Court, Justice Court, and Municipal Court after being convicted of a DV crime. As a team, Laura and Clint evaluate the potential danger the victim(s) in their cases may be in and then coordinate with the Chrysalis Mobile Advocacy team to assure the victim's safety concerns are addressed. During the course of the offender's probation term, Laura and Clint communicate with the victim(s) of the offense often, offering them a way to voice their wishes/concerns during Court proceedings as well as providing advocacy services through Chrysalis. Additionally, Laura and Clint participate in DV related panels and committees, continuing their education and networking throughout the DV community. Together, they are steadfast in their passion for keeping victims safe and holding abusers accountable.

View the [Service Coordination Award video](#).



Pictured from left to right: Chief Barbara Broderick, Surveillance Officer Clint Hill, Probation Officer Laura Thomas, and Chrysalis Victim Advocate Randy Koeppen



# Chief Receives Judicial Branch Award

By Cathy Wyse

The Arizona Judicial Branch has recognized Chief Barbara Broderick with the 2019 Judicial Branch Administration of Justice Distinguished Service Award. This award honors outstanding service to the Arizona courts system and contributions to improving public trust and confidence in the courts. Dave Byers, Director of the Administrative Office of the Courts, nominated Chief Broderick for this award and presented it to her at the awards event on June 19, 2019.



Dave Byers with Chief Barbara Broderick

Chief Broderick began her career with the Arizona Judicial Branch in 1995 as the State Director for Adult Probation. In this position, she was involved with the development and expansion of drug courts and substance abuse treatment, the design and implementation of an operational review process for the oversight of 15 probation departments, and the development of probation performance measures.

In 2000, she became Adult Probation Chief in Maricopa County, where she has consistently delivered positive results, even when faced with significant budget restraints. In addition, she was appointed Interim Chief Juvenile Probation Officer for Maricopa County from June 2005 until August 2006 and assumed responsibilities over diversion, probation and detention services.

From the Arizona Safer Communities baseline year FY 2008 to FY 2017, Maricopa County experienced a 43.2% decrease in the number of dispositions that resulted in a revocation to prison and a 16.4% decrease in the rate of new felony convictions by probationers. Overall satisfaction ratings for the Maricopa County Adult Probation Department include employees at 90.7%, probationers at 88.6%, and law enforcement/criminal justice partners at 93.4%.

Chief Broderick serves as Past President on the Board of Directors of the American Probation and Parole Association (APPA). She was selected as a member of the prestigious Harvard University Executive Session on Community Corrections, and she served on the Probation Revocation Advisory Board with the Robina Institute at the Minnesota University School of Law. She was selected to serve on the Pew Charitable Trust Advisory Council on Community Corrections and is co-chair of Columbia University's Community Corrections Administrators for Justice Steering Committee. Chief Broderick was elected chair from 1996 to 2014 of the Arizona Parents' Commission on Drug Education and Prevention, and she has served as a board member of the National Association of Drug Court Professionals and the National Association of Probation Executives.



# National Awards Highlight Innovation

By Cathy Wyse

The National Association of Counties (NACo) has honored four MCAPD programs with 2019 NACo Achievement Awards. The awards are given by NACo to recognize innovative, effective county government programs that strengthen services for residents. The MCAPD's award-winning programs are described below.

## ◆ Risk Reduction: Skill-based Supervision, Leading Probationers to Change

In order to continue improving supervision and obtaining optimal results, MCAPD leadership approved a Risk Reduction Initiative. Significant training was developed and implemented to reinforce the evidence-based practices (EBP) already taught and used in the Department, provide staff with current research and new strategies and tools for effective supervision, and support the immediate and ongoing application of new knowledge and skills.

The Department partnered with the Carey Group, which developed the training curriculum, provided the initial training for supervisors, and provided training for trainers. Separate trainings were developed for probation officers and supervisors. MCAPD staff facilitated the majority of the risk reduction training sessions and developed the overall plan for implementation of the training as well as integration of the knowledge and skills in supervision. One full-time supervisor, Dana Shepherd, was dedicated to the Risk Reduction Initiative. In order to train all badged members of the agency, 20 supervisors were trained to facilitate trainings to their peers and 20 officers were trained to facilitate trainings to their peers.

The training program included 16 hours of training for probation officers, with homework and skill practice between monthly modules, and three days of training for supervisors that included coaching techniques to assist staff with the application of the new knowledge and skills. The training for officers was rolled out over approximately 15 months and consisted of 28 separate cohorts. Over 1,000 officers and supervisors participated in risk reduction training which is also now provided on an ongoing basis for newly hired probation officers and newly promoted supervisors. The training has enhanced professional knowledge and skills throughout the Department, which will help the MCAPD achieve positive outcomes with probationers and on behalf of the community.



Risk Reduction Team, pictured from left to right - front row: Victoria Murray, Scott Gibson, Cassandra Dobbs, Ryan Valley, Arni Cook, and Joe Pallo; middle row: Dana Shepherd, Ivana Budimirovic, Christina Coller, Meghan McEven, Sarah Dutton, Karie Strauss, Heather Peckham, Andrea Romano, Silvia Parfida; back row: Rebecca Britf, Melissa Froderman, Sierra Flores, David Taylor, Dameon Ortiz, Martha Mays, Sean McMillen, Jocelyn Myers, and Jason Walker. Not Pictured: Michelle Crouch, Kathleen Cassatt, Kelli Watson, Amy Ganz, Holly Slater, Kim McCurtain, Jaci Christenson, Arlyn Harris, Reggi Williams, Sandra Tom, Tiffany Butler, Veronica Gunnison, and Victoria Curness

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### ◆ Finding An Opportunity in a Challenge: Automation of Monthly Statistics



Pictured from left to right: Jennifer Ferguson, Randy Tirado, Brandelyn Jackson, and Sanja Markovic

The goal of automated statistics was to pull monthly statistics directly from the Adult Probation Enterprise Tracking System (APETS). Prior to automation of statistics, probation officers (POs) were required to compile and calculate monthly performance statistics manually for each assigned probationer using Excel spreadsheets. PO spreadsheets were reviewed by their supervisors and sent to a team in the Research and Planning Unit (R&P) for further review and analysis. This manual statistics process was time-consuming for POs and supervisors as

well as R&P staff. The spreadsheets had interlocking formulas and were vulnerable; errors would carry across spreadsheets. At the beginning of Fiscal Year 2017, MCPD executive leadership created a new Reentry Services Division. The restructuring ordered a reassignment or creation of 11 units and their corresponding caseloads into the new division. R&P staff estimated that at least 150 hours would be needed to make the required corresponding changes to the network of spreadsheets; they were also concerned about potential data quality issues related to the numerous changes. Automating the manual statistics had been a Department goal for about 10 years, but the creation of the Reentry Services Division and the corresponding restructuring served as a catalyst for the Department to jumpstart this effort.

Automation required a significant amount of planning and preparation by staff in the Organizational Development and Support Division (ODS). ODS staff reviewed the existing reported information and how it could be captured directly from APETS and they attended unit meetings to understand the unit level use of reports and to get buy-ins for the new process. Reports were developed using business intelligence software that could extract and export the data directly from APETS in a user-friendly format. ODS staff identified which probation populations were eligible to make the switch to automated statistics (as not all populations are maintained the same way in APETS), and identified possible tradeoffs of switching to automated statistics. For six months, ODS staff concurrently ran automated reports and reviewed POs' manual statistics to identify any gaps in results. To bridge the gaps identified and provide for a successful transition to automated reports, ODS staff developed a data quality review process for POs in which POs would review an APETS-generated Hand Count report for accuracy and make any necessary corrections or updates before the month's end.

Beginning in March 2017, POs in Standard, Intensive, and specialized probation units were relieved of the requirement to compile manual statistics for their probationers. This affected 454 POs and 53 supervisors. All of their caseload information was captured automatically from APETS. The POs' and supervisors' roles in the monthly statistics process were significantly simplified to reviewing their APETS Hand Count reports for accuracy and transitioning to a focus on data quality instead of time-intensive data collection. Since implementation, POs and supervisors combined are saving an average of 992 hours each month. The automation of statistics has greatly improved efficiency and provided time savings that can be invested in enhancing supervision efforts.

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### ◆ Automating Court Forms for Efficiency and Cost Effectiveness

The MCAPD files thousands of important Court documents annually to ensure proper case processing and for probation officers to communicate the status of cases to the Court. To create these documents, officers were manually entering data fields into a Microsoft (MS) Word macro, although the data being entered was already stored in APETS. The manual entry created the opportunity for typing errors. The use of MS Word macros allowed the user to modify the documents without any restrictions, which created inconsistencies in the information being submitted to the Court. Additionally, evolving technology reflected the use of MS Word macros as a dated practice for the business needs of MCAPD. MS Word macros generated a document that was then saved in a shared drive, which created vulnerability of the documents to change or deletion. The documents were also not stored based on probationer name and were difficult to search, especially given the volume of documents being stored.

The Superior Court approved the technology project to automate Court documents submitted to the Court by the MCAPD. A team comprised of staff from Adult Probation and Superior Court Business Services Division (BSD) and Court Technology Services (CTS) worked together on this project to automate the following 10 forms: Criminal Restitution Order, Avowal, Memorandum to the Court, Memorandum of Restitution Delinquency, Petition to Modify, Early Termination Order of Discharge, Earned Time Credit Order of Discharge, Expiration Order of Discharge, Order of Confinement, and Order of Release.



**Pictured from left to right – back row: Chris Holly, Santhosh Gopi, and Raghu Subramanya from CTS; Carlos Rivera and Todd Herrera-Ridenhour from BSD; and Angelina Diaz and Larry Fugelberg from Adult Probation; front row: Sri Alekhya Devarapalli and Taha Rabbani from CTS, Brandelyn Jackson (Adult Probation), Shalini Adiga and Shankar Akkinapally from CTS, and Michael Cimino (Adult Probation)**

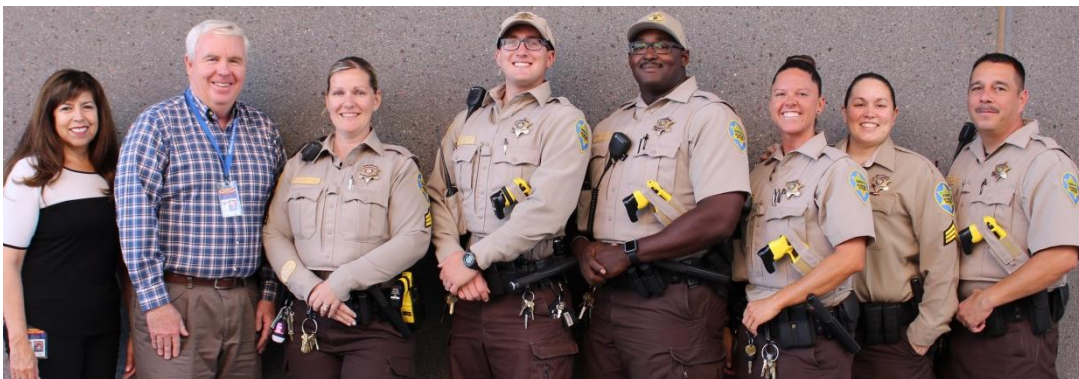
Automation included creating a web-based portal that officers access to create these documents. Probationer data now populates directly into the document from APETS. Each document includes verbiage that officers can select to assist with ensuring consistency when providing information or requesting specific action from the Court. Language is also included as required by statute or policy. The automation includes a “Copy To” function that allows data to be copied over into various forms and for multiple cases and counts. An important component of the new tool is storage of the Court documents in the system, under the probationer’s name and case number, where they are easy to find. Part of the automation included a supervisor quality assurance process to be completed in the automated system. Supervisors receive notification when an officer has submitted a Court document for approval. The supervisor then reviews and approves the document for submission to the Court in the system.

This automation saves probation officers significant time from redundant data entry. The automation improved consistency with the formatting and content of the documents, the quality was improved through a reduction in errors often caused by manual data entry, and the accuracy of the case management system was improved as any discrepancies were permanently resolved in the database. Additionally, the automation allows for supervisors to review the documents electronically. These improvements allow the MCAPD to serve the community, victims, probationers, and the court more efficiently and effectively.

#### ◆ **Inmate Community Service: Adult Probation/Sheriff's Office Partnership**

The Maricopa County Sheriff's Office (MCSO) Inmate Labor Detail (ILD) is a program in the Maricopa County Jail that provides sentenced inmates the opportunity to volunteer to work in the community to improve neighborhoods and communities. MCSO's ILD program assists the community with numerous projects identified by city entities. For example, inmate crews provide labor to maintain cemeteries, clear alley ways, and improve walking paths. The ILD gives inmates practical experience that they will be able to translate to real life work skills. The program also demonstrates the partnerships and trust that MCSO has gained within the community. MCSO was in need of more inmate volunteers for the ILD program, and they were looking for some way that participants could be rewarded and/or motivated to participate in the program. Additionally, the Adult Probation Department is challenged with providing a sufficient number of community restitution opportunities for all probationers who are court-ordered to complete community restitution hours.

The MCAPD and the MCSO partnered their goals to improve our communities while encouraging incarcerated probationers to comply with court-ordered community restitution hours. Beginning in 2017, the MCAPD and the MCSO provided sentenced probationers the opportunity to participate in the ILD program and receive community restitution credit. Probationers performing service in the community through the ILD Program receive one hour of community restitution credit for every one hour of work. In 2017, a total of 2,577 community restitution hours were completed by sentenced probationers participating in this program. In 2018, a total of 10,621 community restitution hours were completed. As a result of the ILD program collaborating with the MCAPD Community Restitution Program, the number of inmates wanting to participate in the ILD increased. Sentenced probationers who volunteer for this program are choosing to serve their jail time in a productive way and contribute to improving local neighborhoods and the communities they serve.



Pictured from left to right: Anna King, Jack Dillon, and MCSO officers, Sgt. Deana Wierschem, Aaron Hatfield, Jason Stevens, Diane Prazak, Sophia Fricovsky, and Garfield Cruz

## 1<sup>st</sup> Quarter P.R.I.D.E Winners

**BCB** – Gregory Scott, Christine Macy, Riley Sanchez

**CCB** – David Gonzalez, Nathan Chaplin

**Communications Center** – Kajuanna Hendrix & Arthur Christian

**CSC** – Sarah Liming

**DTJC2** – Doug Murphy & Michele Butcher

**DTJC3 Admin** – Shelby Weldon & Brandelyn Jackson

**DTJC3 Pretrial** – Stephanie Ramirez, James Morones, Daisy Lugo

**PTS at SCT** – Samantha Guevara, Kimberly Connor, Michelle Billy

**Garfield** – Jessica Valadez, Megan Gonzalez, Jamie Lopez

**Luhrs** – Natalie Cantrell & Thomas Weiss

**Northport** – Latisa Dightmon, Stephanie Prince, Tracee Bauer

**Pretrial 4th Ave. Jail** – Patricia Merino & David Szeto

**PSC**- No winners reported

**SEF** – Margarita Dominguez & Terrence Zawlocki

**Scottsdale** – Erin Flowers & Elizabeth Porter

**South Court Tower**- No winners reported

**Southport** – Lorena Gutierrez, Cassandra Dobbs, Carolyn Arteaga

**Sunnyslope** – Regina Ruiz

**SWJC** – Cristina Eichner & Elia Siordia

**Westport/FAU** – Cory Rhodes, Robert McGhee, Jennifer Crothers

**WRC** – Richelle Bordine, Tracy Medrano, Luis Campbell, Demetrius Edwards, Rachel Nededog, Sinan Fazlovic

**WCB 5 & 6** – No winners reported

*People Recognizing Individual Deeds of Excellence*



# ANNIVERSARY *Happy*

## 30 Years

Cynthia Huth  
Diane Knuepfer  
James Meyer  
Taylor Pile

## 25 Years

Lance Nickell

## 20 Years

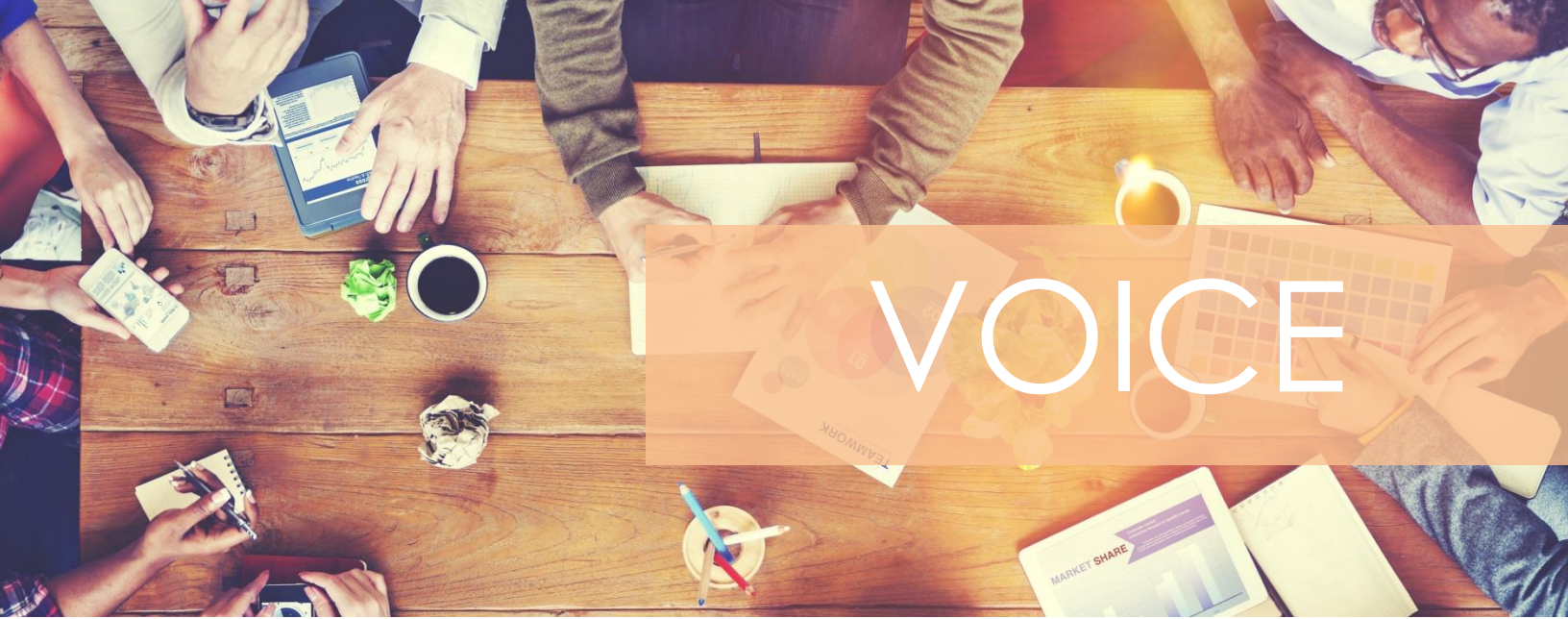
Brian Bednar  
Vikki Burdine  
Maria Chanto  
Jaci Christenson  
Tina Cuellar  
Allison Enriquez  
Melissa Filas  
Lisa Grace  
Heidi Heniger  
Shoni Hodges  
Jennifer Oltman  
Michele Saldana  
Holly Slater  
Kenneth Smith  
Jake Soelle  
Thomas Weiss  
Rhonda Wilson

## 15 Years

Cynthia Byrne  
Kimberley Casey  
Allison Derrig  
Deborah Epperson-  
Johnson  
Peter Jacaruso  
Christine Macy  
Amy Primak  
Deborah Rollins  
Suzanne Shirleson  
Donna Swan  
Jason Walker  
Angel Williams

## 5 Years

Jennin Casillas  
Tiffany Davis  
Carlos Diaz  
Sarah Dutton  
Megan Gonzalez  
Samuel Hagadorn  
Amanda Hanover  
Monica Hill  
Barbara Valdez  
Kathleen Weibly  
Nicole Wheaton



# VOICE

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

## Does Field Matter?

By Kate Skelton

At the conference, I had the pleasure of attending a workshop that presented research on parole and probation home and field contacts and the effects they have on recidivism. The presenters of the Abt Associates study were Walter Campbell, Holly Swan, and Sarah Kuck Jalbert. The study compiled data from two different states and several jurisdictions, first, Ohio with the Adult Parole Authority and, second, Minnesota with the Minnesota Department of Corrections, Anoka County Community Corrections, Ramsey Community Corrections, and Chisago County Probation Department. In total, the study followed the field or home contacts of over 20,000 clients from Ohio and over 9,000 clients from Minnesota for two years or until successful completion or revocation of parole/probation. The clients varied in risk level and supervision type, but the study excluded specialized conditions, such as sex offender or intensive probation. The research found that even one field or home contact “reduced the probability of recidivism, time to recidivism, and number of violations.” The study also found evidence that field or home contacts that utilized evidence-based practices, contact with the client’s family, and unplanned visits are linked to client outcomes.

Lastly, the study found that these outcomes vary by risk level under the same supervision type. The data showed that lower risk clients had a higher recidivism rate when they received multiple field or home contacts. The meaning I took away from this session is that we must pay thoughtful attention when completing the Offender Screening Tool (OST) or Field Reassessment Offender Screening Tool (FROST) as the dosage for field and home contacts can be a direct result of this assessment. Based on the findings of this study, the substance and frequency of how we conduct field and home contacts definitely matters.

# Advancing Supervision Strategies

By Susan Savoy

The field of community supervision has altered dramatically in the past 10 years. With the advent of new technology, many departments are using different tools to increase the efficiency and effectiveness of their practices. Katie Green and Lorie Brisbin, Correctional Program Specialists with the National Institute of Corrections, discussed the technology available in corrections today and the vast range of technological areas and applications. The National Institute of Corrections has developed a microsite specifically designed to assist practitioners with making informed decisions about what to use, how to use it, and combining the new strategies with traditional supervision techniques.

These tools may include Global Positioning Systems (GPS), electronic monitoring, mobile devices (smartphones, tablets), mobile reporting, body-worn cameras, reporting kiosks, virtual offices (mobile based officers), social media, video-conferencing, scanning software, tele-health, case management software, paperless processes, drones, biometric face recognition, and other technology. There are also remarkable changes to internal operations such as utilizing web-based electronic case management systems to track case-level and agency-level data and outcomes, developing data dashboards to help staff perform their job duties, conducting virtual-reality based staff training, and automating assessment tools. While the underlying principles of supervision remain the same, it is a difficult and confusing process to sort out the pros and cons of all the available choices when adding or upgrading technology. Technology is constantly changing and, often times, faster than corrections and/or society can keep up with it. Implementing new technology, or plans to battle it, can be a long and difficult process and before the implementation, things may have changed. Our Department has embraced a number of technological devices, tools, and innovative methods to assist officers in the supervision of probationers with smartphones, electronic monitoring, GPS, social media, and sex-offender computer applications, to name a few. As technology evolves, the Department has been committed to researching the best practice to enhancing and enabling staff to perform their jobs in the most efficient and safest manner.

The National Institute of Corrections is a federal agency providing specialized services to corrections from a national perspective. Their mission is to advance and shape effective correctional practice and public policy. Visit [www.nicic.gov](http://www.nicic.gov) to learn more about the latest trends in correctional technology in addition to a plethora of other correctional topics, education, and training opportunities.





# Use of Emergency Response Teams

By Zarina Enriquez

One of the presentations I attended that was out of the ordinary was on Yuma County's response to emergency situations, which could include an active shooter. I chose to write about this specific workshop because it offered a unique option to these serious situations within a probation department.

The presentation started with information about Yuma County's experience with an active shooter in their downtown area, which is where their offices are located. While the shooter did not enter their building, it was a sign to them that a plan should be created to address this possible threat. The presenter then reviewed the research process that was used to build a plan and later a response team. By going through this research process, they opened their department to a number of invaluable trainings and base of knowledge. From this research, they developed and created a volunteer based response team.

This response team was especially interesting as it was created to be able to respond to a number of significant emergency situations beyond what would be asked of an average probation officer. This team is made up completely of volunteers from both adult and juvenile probation departments. The team includes 13 officers who engage in monthly trainings. These officers are trained to respond to the medical as well as the tactical side of an emergency situation. They are each equipped with what they call a jump bag that includes a number of medical supplies as well as tactical gear in order to best address a situation like an active shooter. In this situation, the team could work together to assist in the immediate medical needs of injured people and the active shooter threat.

This presentation was a great example of a probation department seeing a potential problem and addressing the issue. They decided to do their research and engage in a number of trainings in order to fully understand their options. Then, they decided to take the action that worked best for their department and addressed their needs. Well done, Yuma County!



# Probation Problem Solving

By Jennifer Ferguson

At the recent APPA conference, the Virginia Department of Corrections and the Center for Advancing Correctional Excellence at George Mason University presented a workshop called Probation Problem Solving: Reflecting on Strategies Improving Risk Communication and Case Planning. The focus of the workshop was on a strategy called Plan-Do-Study-Act (PDSA). PDSA is a process that allows an agency to look at how they are implementing elements of evidence-based practices (EBP) to see what can be done to improve the processes being used.

The strength of the PDSA model is that it was not implemented at the department level, but at the level of the local office. The process was locally informed, data driven, and could be completed quickly. It was emphasized that the composition of the team working on the project was important. It should include six to 10 people from all levels of the department, what they called the vertical slice, but the majority should come from line staff. The team should also include people with a variety of perspectives, such as high performers, consensus builders, and nay-sayers. They also indicated the team could include people who volunteer, but also people who are volun-told. Having a cross-section of staff helps provide more complete information about what the key issues are and how to improve them. Other key elements of the process are ensuring there is an environment where staff feel comfortable saying they are uncomfortable and focusing on an issue that they have control over.

The steps of the process include:

- 1) Identifying a problem that is informed by data (Plan);
- 2) Identify and implement a solution (Do);
- 3) Evaluate how things are going after implementing the solution (Study); and
- 4) Make any additional changes needed (Act).

Overall, the process is a cycle. The presenters indicated that by focusing on a more narrowly defined problem, the cycle could be completed in a year.

An example they presented helps to illustrate the process.

- o Plan: One problem identified was that staff did not know how to talk about the risk/needs assessment with their clients. They conducted a survey of staff to gather some more detailed information about the problem. Staff indicated that they did not feel comfortable talking with their clients because they did not really understand the results and what they meant. How could they explain it to someone else if they did not understand it?
- o Do: The solutions that they put in place were to redistribute the training manual for the assessment, conduct a one-hour booster training, and develop a cheat sheet that served as a guide on how to talk about each category of the assessment.
- o Study: After implementing the solution, they looked at how things were going and found improved consistency in use of the risk/needs tool, and staff reported increased knowledge about the tool.

Staff who participated in the process felt it was a positive experience. It provided validation to staff that their voice mattered and gave them ownership over the problem. Overall, the model provides a way to help departments focus on challenges that can occur when implementing EBP. It provides a way to help focus on a smaller issue that is important to staff.



# Addiction Culture

By Jill Gentry

As a probation officer supervising someone with an addiction, we often ask, “why don't you just quit using drugs?” It may seem like a simple task to someone who is not an addict, but in truth, it is nearly impossible to understand the effects of using illicit drugs and the compulsion of drug use. The culture of addiction is a way of life, a means of organizing one's daily existence, and a way of viewing people and events in the outside world (William L. White 1990).

So why don't they quit? Using drugs on a daily basis has now become a fundamental brain function for an addict. In fact, the brain and behavior of an addict is similar to that of a person that has suffered a traumatic brain injury. It would take a chronic methamphetamine user 14 months of being drug free to restore their brain to normal activity. For opiate users, it takes one year and, for cocaine users, it would take 100 days of being drug free. When an addict is ready to stop using drugs, they will experience a “craving cycle” in addition to experiencing the fear of not using. The physical symptoms of withdrawal or “dope sick” an addict will go through is beyond comprehension for someone who has never experienced it. For those who have, like an addict, the fear of going through this is overwhelming. Not only is there the physical illness, but addicts go through Post-Acute Withdrawals or PAWS. This includes the inability to think clearly; they have trouble with memory, suffer from depression, have difficulty sleeping, and suffer from anxiety. Unfortunately, these are the reasons that a relapse often occurs. So, what if we try to change the people, places and things in an addict's life?

So why might it be difficult to change the people in an addict's life? Well, addicts often surround themselves with other addicts. By doing so, they are meeting their social needs. Addicts are accepting of each other; there is no judgment of their actions or behaviors. In addition, they have similar shared experiences; and this is comforting. Additionally, they may spend their time in places that are not conducive to change and like spending their time with other addicts. The places an addict might get “high” may be seen as unsafe places to us, but to them, provide shelter and a safe environment. This helps to meet their physiological needs. However, through Risk Reduction and EPICS, we attempt to change the people, places, and things to help an addict obtain sobriety. Although it may be hard, we have seen positive behavioral changes and many success stories when we take the time to be patient, be kind, and utilize the tools and resources available.

*“Someone once asked me, ‘Why do you always insist on taking the hard road?’ I replied, ‘Why do you assume I see two roads?’”*

*-Author unknown*



## Focusing on the Positive

By Cassandra Dobbs

I had the privilege of attending a workshop called The Probation Poster Child presented by Supervisor Stephanie Gerst from Coconino County Adult Probation Department, Probation Officer Summer Glenn from Coconino County Adult Probation Department, and Justin Benjamin, a Peer Support Specialist from the Arizona Department of Corrections. Benjamin was a former inmate of the Arizona and Texas Departments of Correction and was introduced into the world of criminal activity at the young age of four years old. He was in the passenger seat of a vehicle when his father was in a car chase with the police and he watched his father get arrested. He then grew up to have a distrust of law enforcement as well as resisting any authority, which eventually led to him becoming arrested and institutionalized. But that is not where his story ends. He is now the Peer Support Specialist with the Arizona Department of Corrections, helping others on their own journeys to success, and it all started with his time on probation under the supervision of Summer Glenn.

Benjamin credits their first interaction to a large part of his success on probation. During the initial contact, it was clear that Benjamin did not want to be there and was merely reporting “as directed.” Although Summer could tell that he was not as engaged as she would have hoped, she continued the conversation as best she could. She encouraged him to try at probation and to communicate with her as that is the only way she could assist him with getting on and staying on a positive path. We all have those conversations with our defendants daily, and it is hard to get some of them to truly realize that we are in their corner, but the continued effort makes all the difference. Summer continued to make the effort with Benjamin and encouraged his communication, whether positive or negative, and that was reflected in his future conversations with her. He called her and admitted that he had relapsed and was looking for help, and instead of being met with anger or disappointment, he was met with options and more encouragement, which pushed him to enter treatment. One of the lessons he had to learn was that he was “worthy of freedom.” His ability to reach out to her even in his toughest times allowed him to know it was okay to slip a little; someone would be there to assist him with rising back up. She was also there to help balance the expectations of probation with his personal goals by making probation personal and relatable. She was able to build rapport by asking questions about how his family was, knowing the names of his kids, and knowing the goals he wanted to achieve. Summer created an atmosphere where Benjamin wanted to reach out to her, because she cared about what was going on in his life and ultimately his success both on and off probation. The biggest lesson we all may need to learn is that probation is not the identity of the person who sits in front of us; it is merely a brief moment of time in both of our lives, as put wonderfully by Summer Glenn.

In Maricopa County, we are focusing on determining what the “driving” factor is for criminal behavior as well as making the individual's probation grant personal. We focus on case plan goals that probationers have helped develop and getting the “buy in” for their own success. By making each probation interaction more personal and meaningful, the success rate may just improve as well as their quality of life. It is important to note that Benjamin credits Summer's ability to enforce his conditions of probation without holding over his head the possibility of going to jail each time he had a slip-up. He obviously knew that it was a possibility, but by having Summer focus on the positive aspects of his life, it encouraged him to do the same. It is an important lesson for all of us: although they may be on probation for a variety of offenses, it is important to remember they are people too and may need a little extra help realizing they are worthy of a better future.

## Referee or Coach?

By Doug Murphy

Dr. Brian Lovins, who led several workshops at the APPA 2019 Winter Training Institute in Miami, discussed that probation and parole have recently come under attack. Multiple studies show that community supervision alone does not reduce recidivism, and in some cases, can create higher incarceration rates due to elevated technical revocation rates.

He believes that by changing how we look at ourselves we can cut the recidivism rate for the increasingly large numbers of high risk individuals on probation who are struggling to change.

Lovins said that probation, from day one, was designed to put probation officers into the role of a referee, to blow the whistle as soon as a client violates a condition of probation and to focus on penalties.

Instead, he proposed that probation officers should look at themselves as a coach, to teach, encourage, motivate, and when necessary, hold accountable. He used the example of requiring a group of people to speak French and then penalizing them by holding them in a room until they do speak French. Without first giving them opportunities to learn, they cannot magically become fluent in a foreign language; fear of punishment will not make someone learn French faster if they do not have the tools first.

The same holds true for our clients. They cannot change their fundamental behavior starting the first day on probation. But by coaching clients and referring them to services and encouraging them when they make errors, it is possible to increase our client's behavior change and, reduce recidivism and technical violations/incarceration.

We are fortunate in Maricopa County that we are doing better than many departments; 76.9% of our clients successfully complete probation, but that doesn't mean there is no room to improve. Think about if you want to look for technical violations as a referee or if you want to coach a client to victory.

## The 360° Seamless Supervision Model

By Dana Shepherd

The state of Tennessee has a system different from us in that their supervision includes probation and parole and, therefore, when they make changes to supervision it goes across the board. In 2016, legislation was changed that required fairly significant shifts to the way they did business. Due to the changes required, they partnered with a company to provide some tools and resources. This company has provided them with a risk assessment that is dynamic and pulls information from several sources their staff use. This risk assessment shows the offender's risk to reoffend in certain areas, such as violence, property crimes, drug risk, and felony crime risk.

In addition to the new risk assessment, the case management system they are implementing will take specific questions out of the assessment and automatically place them as targeted areas in the case plan. The system then allows officers to identify the need and link directly into the appropriate treatment. When the appropriate treatment is located, they make the referral and can identify at that time the start date and time of the next available class. They are finding with "seamless supervision," officer workload has decreased, their treatment capacity utilization has increased, positive drug tests have decreased, and they are seeing great improvements in their parole numbers.

# Lessons of Women's Leadership

By Lolita Rathburn

Since March was Women's History Month, it was a great time to listen to women who have been a part of the corrections field for many years and have had the opportunity to lead many transformations within our profession. Three very well respected women, all members of the Association of Women Executives in Corrections (AWEC) and from a wide range of experiences within corrections, discussed their personal career choices and shared some of their struggles to be a strong and compassionate leader at a time when very few female role models existed for them. The speakers spoke of how they were able to balance their careers with family demands, and they were quite honest in discussing how, on some occasions, they had not been able to achieve that balance and had worked too long or too hard to the detriment of their personal relationships. One speaker told of how she was living away from her family in a dorm like setting for extended periods of time to build a state-wide training program for new corrections officers and would go weeks without seeing her family. At times, she would miss seeing her two young sons so much that on a rare evening when she was free, she would go to the park to watch children the same age as her sons play ball since she could not drive all the way across the state to her home to actually see her own children. I was struck by her determination to keep working at her career, even at great personal cost. Do not worry though, she let us know the job circumstances did not last forever, and she is glad she made the sacrifice. All three women spoke of the enormous joy their careers had brought them because they really felt they were making a contribution to the common good of the profession and paving the way for better practices and outcomes for staff, the community, and the defendants, probationers, and parolees being served. The speakers called for current women leaders to find their own path and move at their own pace and not feel pressured to please everyone, and instead, to recognize that you cannot always be the superhero and save the world. They also asked that participants closely examine if they are providing enough mentorship to their own direct reports. They discussed how too often leadership wants to hide the messy and painful process of leading and only show the end result when it is a success, however, that does not help others understand the struggle or appreciate the process to achieve similar success. One of the speakers shared the following quote:

*"We must tell the stories of courageous women so we will know that many women, in many places throughout the course of time have dreamed the 'impossible' dreams and made them a reality, and so inspire ourselves to do the same."*

*- Kathleen Noble  
The Sound of a Silver Horn*

Overall, attending this workshop helped me realize how extremely fortunate I have been within this organization, not just for the female leadership, but for the many leaders I have worked with, who have shared their experiences, including the failures, and who have provided me with critical feedback, when needed, in addition to encouragement and support over my almost 20 years in this department.





## Avoiding Pitfalls

By Arlyn Harris

I chose to attend this workshop thinking it would be about counselors and probation officers actually co-facilitating groups together; like some of our T4C groups here in Maricopa County. But, as they say, we tend to see what we want to see and, although that is NOT what the workshop was about, it gave me a great idea for a future proposal!

This workshop addressed the relationship between the counselor and Probation Officer (PO) when they have a client in common (e.g., Drug Court). The common pitfalls addressed were as follows:

1. Roles: the counselor and PO have different roles that need to be defined and considered.
2. Perspective: the counselor and PO have access to different information. The PO receives behavior or compliance information (he did, or he didn't); whereas the counselor might get the attitude (or thinking) behind the behavior (the why or why not). Both are equally important and ideally should be considered together to see the whole story.
3. Relationships: the relationship each has with the client also plays a big role in decision making.

So, how do you avoid the pitfalls? Communication and respect! Healthy communication and mutual respect for decisions made by each other when working with clients is key to maintaining relationships. In order to have coordinated, collaborative treatment plans that effectively change behavior and reduce recidivism, there must be good communication and mutual respect between the counselor and the probation officer.



## Emotional Intelligence

By Michele Butcher

The presenters focused on Daniel Goleman's definition of, and research for, emotional intelligence. The definition was broken down into several segments that included "a combination of competencies that allow you to be aware of, understand, and be in control of your own emotions; further, to recognize and understand the emotions of others and to use this knowledge to manage your own behavior and relationships." We can accomplish this by mastering self-awareness, self-management, social awareness, and relationship management. Becoming more fluent in these areas can assist us in a variety of ways; for example: it can help us more effectively interact with coworkers and clients, it reduces biased decision making, reinforces a positive organization culture, and has been linked to an increase in work performance. In addition to work-related benefits of increased emotional intelligence, there are personal benefits to reap as well; those proficient with all four areas of emotional intelligence tend to lead happier, more successful lives. One piece of research the presenters discussed was that those working in the criminal justice field often have higher emotional intelligence scores to begin with. If you are looking to give your already awesome skills a boost, here are some tips from the presenters: know what pushes your buttons, keep a journal about your emotions, establish/visit your personal and professional values, seek feedback from a variety of sources, and observe the ripple effect from your emotions. Whenever you are experiencing difficult emotions, here are some helpful strategies for a successful outcome: breathe, count to ten, sleep on it, or walk it off. Any one of these can help lower your heart rate and reduce the chance of responding out of anger, fear, or frustration. In closing, spend some time reflecting on and honing your skills in this area, chances are you will be happy you did!

## Recruiting for an EBP Environment

By Joenlle Acosta

Evidenced-based practices are a part of many aspects of community supervision, including recruitment. During the APPA Conference in Miami, Florida, APPA conducted a workshop that provided an overview of what they, along with the Council of State Governments Justice Center, found to be the best practices for recruitment. Their research involved interviews with community corrections leaders across the nation. So what are some strategies for recruiting and selecting employees for the community corrections field? Social media is a prevalent tool used for advertising job openings that can be relatively cheap and can target a certain group of people. What does their research say about who departments should be targeting? In the past, community corrections agencies targeted people with criminal justice backgrounds, but are now shifting to find people with backgrounds in social work as well. They found it important for applicants to have soft skills, such as communication, rapport building, etc., rather than knowledge on the criminal justice system that can be trained. Interviews should reveal the ideals or values of the candidates and whether or not they believe the idea that offenders can change. It was pleasing to hear that the information shared at this workshop aligned with some of the recruitment practices of the MCAPD.

## Nacho Thursday

By Mora Isom

On Thursday, May 16, 2019, the Downtown Justice Center Adult Probation Motivation and Morale Committee hosted its annual Nacho Day!



Pictured from left to right: Shelby Weldon, Michelle Medina, Talia Lair, Kristen Hunt, and Kathleen Weibly.

# H<sub>2</sub>O Challenge

By Mora Isom

Every year Maricopa County has a water drive to raise water for the Health Care for the Homeless Clinic/Human Services Campus. Last year there were donations of 35,802 bottles. For the past couple of years, Sanja Markovic, a Management Analyst for the MCAPD, has made it a priority that the Organizational Development and Support Division (ODS) help by donating monies to buy cases of water. Through her hard work, drive, and persistence, the ODS Division made a donation of 48 cases of water on May 31, 2019. That is 1,920 bottles of water. Due to logistics of transporting this amount of water, Jesse McKlveen, who is the main contact for the H<sub>2</sub>O Challenge, was happy to send two employees to meet Sanja at Costco to load and transport this very large order. Participating in the H<sub>2</sub>O Challenge is just one of many ways that Sanja Markovic has shown her dedication to assisting Maricopa County in becoming a better place.

Thank you Sanja and everyone who participated in the H<sub>2</sub>O Challenge!



**Pictured from left to right, back row: Robert Celaya, Jodie Rogan, Larry Fugleberg  
Second row: Antony Bidonde, Riane Meister, Mora Isom, Brandelyn Jackson,  
Jonelle Acosta, Angelina Diaz, Michelle Medina, Efrain Colin  
Front row: Michele Butcher, Sanja Markovic, and Cathy Wyse  
Not pictured: Holly Slater, Brian Slater, Julie George-Klein, Jennifer Ferguson  
Natalie Liles and Randy Tirado**



# Sex Offender Division Mixer

By David Taylor

For the last few years, the Sex Offender Division has held an annual "Mixer." The mixer is organized by the Sex Offender Division Solutions Committee and its purpose is not only to take a few hours away from the strenuous work that is involved in being a sex offender officer, but also as a way for the officers to get to know each other. This allows for officers to put faces to names, which helps to build a better working environment within the division. This year the Solutions Committee decided to go above and beyond and make it even more meaningful. Often times, sex offender officers do not get to work with or help the victims in sex offense cases, and their time is focused on supervising the offenders. In an effort to bring awareness to victims of sexual crimes, the committee decided to have the mixer correspond with Sexual Assault Awareness Month.

At the end of March, the committee started off by offering training from Childhelp to all sex offender officers. The training covered information on the many services offered to sexual assault and related crime victims as well as child abuse victims. In addition, Childhelp provided training on what happens when a crime is reported and how they help with the investigation as well as assisting the child and family with services. This opportunity was very helpful for officers to get a better understanding on the background of how cases are handled and what victims have experienced as, often times, we only see what is provided in the police report.

In April, our annual mixer was held. This included a fantastic BBQ and a friendly game of dodge ball as our very own DJ Manny (Supervisor Manuel Barron) provided music. To support Childhelp, officers were challenged to bring donations for the children who need Childhelp's services. The Sex Offender Division responded in a big way! There was a significant amount of donations that included stuffed animals, books, headphones, toys, and snacks. To add a little more fun as well as support to Childhelp, officers got the opportunity, for a donation, to throw a pie into the face of a supervisor of their choice. Deputy Chief Saul Schoon made a special appearance; he was a great sport about taking several pies to the face and raised the most money! Over \$100 was raised in this event alone, and the money was used to purchase more supplies for Childhelp.

The event was such a success that the Solutions Committee is hoping to invite donations from the entire department next year. A special thank you to the following officers who made the event a success: Brianna Rosa, Jasmine Plummer, Melissa Hudson, Mack Boatner, Kristin Sunderland, Jesus Duran, Amy Primak, Zarina Enriquez, Autumn Freeman, Arni Cook, Stacy Soto, Karla Rahn, Elizabeth Kinsey and Cynthia Lopes.



Deputy Chief Saul Schoon





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