

Chronicle

Maricopa County Adult Probation Newsletter

Issue: July – September 2021

A Force for Positive
CHANGE.

TABLE OF CONTENTS

Chief's Corner

02 | Key Performance Indicators

News & Information

03 | APD - DIA Regression Training
04 | Continuous Improvement Initiative
05 | The Out-of-County Team Experience

Achievements & Celebrations

06 | Please Welcome Aboard 10 New Officers!
07 | Officer Ranzau Saves a Life
07 | PPS Week
08 | 2020 Of the Year Awards
12 | 2nd Quarter P.R.I.D.E. Winners

Voice

13 | FUN Police's Door Decorating Contest
14 | Domestic Violence Awareness Month 2021

15 | APPA Training Institute
15 | Building a Community Mentoring Program from Scratch
16 | Human Trafficking Experiences
16 | Increasing Social Support
17 | Legacy for Leadership
18 | The Organizationally Intelligent Leader
19 | Racial Justice Townhall
19 | Supervision Around the World
20 | Wandering Warriors
21 | Why is Not Enough

Editorial Staff & Policy

22 | Editors
22 | Staff
22 | Policy

CHIEF'S

CORNER

Key Performance Indicators

Maricopa County Adult Probation Department (MCAPD), like many organizations, uses measures to evaluate key performance in the various aspects of the Department's work. MCAPD attempts to influence those outcomes through focusing on effective practices with demonstrated efficacy in the research for community corrections. The Department's interest in these measures is solely due to the lives impacted by the work of staff. As individuals are diverted from prison, serviced effectively in presentence and initial appearance, supervised on release pending trial by the MCAPD Pretrial Services Division, and supervised in the community, people are impacted beyond just the individual involved with the justice system. The 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 victimization is decreased, thereby providing a sound return on the considerable investment of public resources in the Department's work.

In this edition's issue, MCAPD wants to highlight some key performance measures monitored quarterly and assessed annually. Program measures and additional information are contained in MCAPD's Annual Report, published each October covering the work of the previous fiscal year, which begins every July 1st and concludes on the following July 30th. The measures below tell only a portion, but an important portion, of the story of the Department's work in the last year. MCAPD celebrates meeting most of the established measures as detailed below as well as the work that has been initiated to improve in areas where the goal was not met.

Key Performance Indicator	Goal	FY21
Crime Reduction		
Successful Completion of Probation	> 70%	87%
Revocation to ADCRR	<25%	11.7%
New Felony Sentencings	< 8%	6.4%
Completion of Pretrial Supervision	>75%	66.5%
Compensation and Retention of Staff		
Average Years of Service for Badged Staff	>10.0	11.7
Process Improvement		
Presentence Reports Submitted w/o a Continuance	>98%	99%
Pretrial Initial Appearance Packets Submitted to the Court within 24 Hours	N/A	100%
Restitution (% of amount ordered which was paid)	>65%	60%
Customer Satisfaction		
Individuals on Probation Supervision Survey	>86%	88.4%
Victim Satisfaction	>70%	67%

To the staff of MCAPD, despite all of the challenges FY2021 brought, from the loss so many families experienced in their personal lives, to the challenges at work of dramatic changes in populations across the Department, and the constant change in operations, you have served with honor and distinction and a focus on that which matters most. The Department is proud of your work and of you individually and collectively. Thank you for all you did in the last year to effectively deliver services to the residents of Maricopa County and for representing well the Judicial Branch of Maricopa County. It remains a privilege to serve alongside you.



NEWS &

INFORMATION

APD – DIA Regression Training

By Eunique Day

The Data Integrity and Analytics Department (DIA) is approaching the close of its inaugural year. As a department, the DIA is committed to providing accurate and meaningful information to help make data-driven decisions across the Judicial Branch, specifically to Adult Probation, Juvenile Probation, and the Superior Court Departments. Throughout this past year, each Judicial Branch team has served their respective departments while working collaboratively within the DIA to meet its mission, vision, and values. The DIA has a vision of building a data culture within the Branch that relies on research, quality data, innovation, collaboration, and clear and understandable reporting.

The DIA has thrived in its inaugural year because of each team's thorough understanding and vision of the Department as the apex of capabilities across the Branch in alignment to achieve efficacies, efficiencies, and effectiveness.

Data Efficacy and Efficiency

Data efficacy is the ability of an organization to manage and maintain stored data in order to drive informed, evidence-based decisions. Efficiency measures the ways in which data is stored, accessed, and retrieved. As we further evolve into a more data-centric department, the DIA will expand our data literacy and increase the use of data by ensuring we have "smart data" within our reach. Smart data allows the DIA to move beyond the limits of descriptive statistics and analysis measuring the frequency of occurrences, to understanding the correlation and significance of events to provide diagnostic, predictive, and prescriptive analytics. The nature and subject matter of our data impacts outcomes for justice-involved individuals, the community, and other stakeholders. These enhanced methods of data analytics provide enhanced public safety and quality of life to the community.

Statistical Analysis and Applied Multiple-Regression

Michelle Dunivan, DIA Administrator, is often heard saying "we don't know if that's statistically significant," or "you know, we could just throw all of that into a regression model to see..." Within analytics, regression and multiple-regression models are often referred to as the gold standard. These models provide dynamic assessments of data, analyzing the relationship between a single dependent variable and several independent variables.

This summer, under the leadership of Michelle Dunivan, the DIA learned how to take that next step into applied multiple regression with one of the best in the business, Dr. Chris Segrin, a behavioral scientist whose specialty is

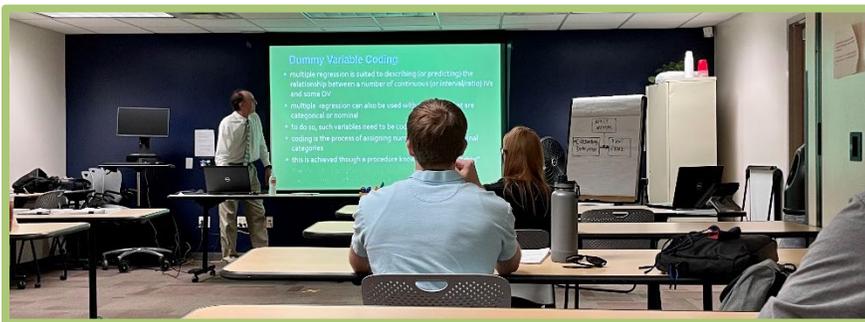
interpersonal relationships and mental health. Dr. Segrin serves as a professor and department head at the University of Arizona. His research can be found in journals such as *Human Communication Research*, *Communication Monographs*, *Journal of Abnormal Psychology*, *Journal of Social and Clinical Psychology*, *Communication Research*, and *Journal of Social and Personal Relationships*.

DIA staff were split into two cohorts for the courses. A two-cohort design was chosen to promote individualized attention and flexibility with existing vacation schedules and to ensure compliance with public health mandates due to the COVID-19 pandemic. Across three in-depth sessions, each DIA cohort was able to learn subjects including, but not limited to: testing a hypothesis of association, statistical significance, appropriate sample size and sample selection, correlation and partial correlation, linear regression analysis and multiple regression analysis. For all topics, methods were illustrated using software such as Jeffreys's Amazing Statistics Program (JASP) and Statistical Analysis System (SAS).



CHRIS SEGRIN, PH.D.

Dr. Segrin's courses required some familiarity with reading data and performing basic statistical analyses with computer software. Given the varying experience of DIA staff with statistics and multiple applied regressions,



Pictured: Dr. Segrin lecturing to cohort B during summer of 2021.

preemptive measures were taken to limit challenges to staff throughout the courses. The forward planning of Michelle Dunivan and Dr. Segrin eased the impact of potential learning limitations and calmed any apprehension leading into the training. Throughout the regression sessions, Dr. Segrin hosted virtual office hours once a week, available to all course participants. These opportunities offered one-on-one assistance and further explanation of concepts taught. Even after the completion of the sessions, Dr. Segrin has continued his hosting of optional office hours, further supporting the needs of the DIA. As we progress forward as a more data-driven culture, this course is the first of many steps DIA will undertake to support the vision of providing meaningful data to better inform decision making.

Continuous Improvement Initiative

By Heather Preston

The results of the FY2021 Judicial Branch's Employee Satisfaction Survey revealed that while the Department has improved in all 10 satisfaction categories measured, staff felt that continued growth could still occur in areas of transparency and innovation. Ideally that means being able to identify areas which could benefit from process changes, improve efficiencies, and reduce redundancies. Additionally, including staff in the development of these new processes prior to implementation would be a significant benefit to the Department, as staff tend to be the most knowledgeable about the processes they work with on a regular basis. This area of growth identified in the survey responses dovetails perfectly into one of Chief Cimino's key initiatives, which is Continuous Improvement (CI).

Acknowledging that the suggestion process itself can be a barrier, the CI team created a SharePoint site. The site is where anyone can submit a possible improvement opportunity idea for consideration. Every suggested idea will be evaluated against a decision-making framework that assesses feasibility, potential value, impact on staff, and whether the idea aligns with the mission, vision, and values of the Department. In alignment with the need for transparency, the Continuous Improvement team will respond to every suggestion submitted and will

notify the employee whether it will be pursued by the CI team. Additionally, on the SharePoint site the Continuous Improvement team will update the opportunities which are selected and will list the findings, improvement changes, and the outcomes of the new process for all staff to read. While the submittal process for Continuous Improvement is still being polished, the CI team would like to invite staff to visit the MCAPD Continuous Improvement SharePoint site.

The Out-of-County Team Experience

By Jennifer Ferguson

As the Continuous Improvement (CI) team prepares to launch the formal process that will be available department-wide to submit innovative ideas for consideration on how to improve processes, efficiencies, and reduce redundancies, MCAPD wants to take the opportunity to recognize a team that had an opportunity to pilot the CI process – the out-of-county (OOC) team.

In December 2019, MCAPD staff supervising out-of-county caseloads were provided an opportunity to pilot a continuous improvement process. They enthusiastically agreed to serve as volunteers for this pilot and were active participants throughout the entire process.

To begin the process, MCAPD staff were asked to present ideas regarding what would make their job easier or more efficient. Staff were encouraged to think big and that all ideas were acceptable. This gave them the permission to challenge current processes and to move away from the common response of “because that is how we have always done it,” when asked why a process was in place.

The next step was to present ideas to a team of staff from the Organizational, Development and Support (ODS) Division and the OOC supervisor. A matrix was used to rate which ideas would have the greatest benefit along with the level of difficulty to implement. This information was then used to help prioritize the ideas that were generated.

The list of prioritized ideas was presented to leadership to obtain input and support to move them forward. Several of the ideas presented could be implemented internally by the out-of-county team without any additional resources. Suggesting an idea through the CI process gave staff the permission to move forward in a timely manner, evading the existing structural processes. As an example, OOC staff identified they had multiple forms that had to be completed that contained similar information. They proposed the forms be consolidated into one form, thus removing redundancy of information in the forms required to be reviewed with individuals on supervision. Steps were identified on what needed to take place for this to happen and changes were implemented. Other suggestions were much more significant. At the time, out-of-county staff were not provided the opportunity to telecommute and did not have the technology, such as laptops and cell phones, to do so. The COVID-19 pandemic helped to move this suggestion forward, but prior to this the team had recognized this as something of value that would help them do their job more efficiently.

Overall, the out-of-county team took advantage of the opportunity to model the CI process and challenged themselves to think about how their job could be improved. When asked about the experience, Jason Heras indicated, *“It was fun to come together in a meeting physically to present our ideas and hear immediate feedback from somebody that was willing to consider them. It made it feel like we were heard and it was actually possible for things to change. Lo and behold, things actually did change and most of our propositions actually manifested.”*

It is hoped that others across the Department will embrace the opportunity to share their ideas through the CI process and that this will lead to additional changes and improvements such as those experienced by the out-of-county team. A critical piece of the CI process is a recognition that staff engaged in the work on a daily basis have the greatest insights on what will make their processes better. MCAPD wants to foster a culture where its staff can easily and comfortably share their process improvement ideas.

ACHIEVEMENTS

& CELEBRATIONS

Please Welcome Aboard 10 New Officers!

By Jim Sine

The NOTES academies keep rolling on and in June-July we trained 10 new probation officers to head out into the field. We were able to have about a 50/50 hybrid split between online and in-person classes with this academy, a trend that will likely continue. It is hoped by the beginning of next year we can get back to having the AOC Probation Officer Certification academy back as part of NOTES so new officers can get their initial trainings out of the way prior to being placed into the field. This is a win-win for everyone I am sure everyone will agree. As with prior NOTES academies since the pandemic started, Staff Development is working with the new officers for two weeks after NOTES to help them transition to the field while they are secondary officers for their new caseloads. Their official swearing in was set for July 13, 2021.

Our 10 new officers have been placed all over the valley as usual. Ana Maldonado, Steve Fox, and Carmen Calderon have all be placed at Western Regional Center. Eastside placements include Rachel McKay at North-Port, Nicole Salamin at Scottsdale and Taylor Cephers at Probation Service Center. Cala Greene and Alda Garcia join the officers at Black Canyon Building, Cheryl Zambriski goes to Garfield, and Jose (Joey) Molina goes to South-Port. **Congratulations to everyone for making it through training!** This was a fun class, and we are confident they will be great additions to the Department.



Pictured from left to right: Erick McGuire, Andres Rodriguez, Jose Molina, Alda Garcia, Cala Greene, Cheryl Zambriski, Casey Herrera (supervisor promotion), Carmen Calderon, Steve Fox, Taylor Cephers, Ana Maldonado, Rachel McKay, Stephanie Rivera, Angie Ochoa, Mason Noland, Kristina Martinez, and Nicole Salamin

Officer Ranzau Saves a Life

By Joe Pallo

In an email recognizing officers for National Security Officer Appreciation week, Presiding Judge Joseph C. Welty and Judicial Branch Administrator Ray L. Billotte wrote, "they serve as our guardians, our protectors, and defenders." Recently, those words proved true for a very fortunate individual near the Sunnyslope Probation Office. For had it not been for the quick thinking and skills of Officer Joel Ranzau, there would be one less soul in our neighborhood.

On September 10, 2021, Officer Ranzau was leaving the Sunnyslope Probation Office for the day. During his exit, he noticed a young woman on the ground, unresponsive, and not breathing. A bystander was administering cardiopulmonary resuscitation (CPR) to the unresponsive woman; however, it did not appear the CPR techniques were being administered properly.



In uniform, Officer Ranzau decided to intervene. Learning other bystanders had already called 9-1-1, Officer Ranzau checked the young woman for a pulse, but did not find one. He took over administering CPR. Shortly after, Phoenix Police Department officers arrived at the scene. Naxalone (Narcan), a prescription medicine used for the treatment of a known or suspected opioid overdose emergency with signs of breathing problems, was administered to the young woman while Officer Ranzau and Phoenix Police officers traded rounds of administering CPR. It was not until the third round of CPR after receiving Narcan, that the woman opened her eyes and took a big gasp of air. Phoenix Fire Department then arrived on the scene, took control of the situation, and continued life safety treatment.

Judge Welty and Branch Administrator Billotte suggested giving security officers an elbow bump, wave, or thumbs up to celebrate National Security Officer Appreciation Week. Over here at Sunnyslope, I hope they don't mind us giving officer Ranzau a parade for his quick thinking.

PPPS Week

By Joe Pallo

National Pretrial, Probation, and Parole Supervision Week (PPPS) is usually a week of comradery and good cheer, and frankly, a lot of good food is consumed and enjoyed in all the various offices. These times, driven by the pandemic, made those usual times rather unusual.

At the Sunnyslope Probation Office, probation officers, Community Restitution staff, support staff and Court security still wanted to celebrate, but we understood the public health guidelines restricted potlucks and large gatherings to reduce risks of infection and maintain social distancing parameters.

With the understanding that food is a staple of PPPS Week, Sunnyslope staff challenged each other by holding a canned food drive to assist the Desert Mission Food Bank, which is located near the Sunnyslope Probation Office. The pandemic significantly affected the homeless and disenfranchised in our Sunnyslope neighborhood. We do what we can to assist individuals on probation with behavior change, but it is not easy to change your behavior if you do not have access to food. Since probation staff sees its mission to help others, it seemed only natural to celebrate the week by placing a few cans of food on the food bank shelves.

The food was delivered at the close of PPPS week to the Desert Mission Food Bank. Desert Mission Food Bank distributes emergency food boxes for individuals and families who live in the area and are in crisis. They

assist our newest neighbors, with their infant emergency food box program so that parents can meet their baby's developmental needs from newborn to 12 months of age. Income-eligible seniors in our neighborhood qualify for food assistance as well. Sunnyslope officers have referred our supervised individuals to Desert Mission Food Bank many times to pick up a box of food.

We are proud of the work we do in the Sunnyslope office. We feel very much a part of this community. We know that our small gesture of providing a few cans of food to the food bank could not possibly make a difference to our entire community, but as they say, helping one person might not change the whole world, but it could change the world for one person.



Pictured (from left to right): Joe Pallo, Nadine Keaulii, Mariella Vela, Heather Finan, Kevin Bacchus, and Court Security Officer Stephan Youngkrantz

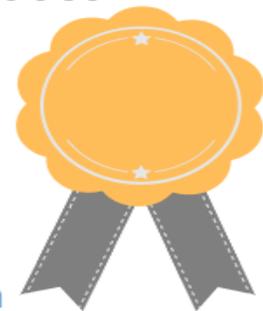
2020 Of the Year Awards

By Nora Franco

MCAPD is pleased to have honored the 2020 Of the Year Award Winners during PPPS Week in a hybrid awards celebration. Winners were nominated by fellow employees and selected by the PRIDE Committee for their exceptional contributions to the department's mission and goals. The following leadership principles were considered in the award nominations: modeled the way, inspired a shared vision, challenged the process, enabled others to act, and encouraged the heart.

2020 OF THE YEAR *Award Winners*

Supervisor of The Year: Michele Saldana
Employee of The Year: Noelia Monge
Probation Officer of The Year: Scott Gibson
Surveillance Officer of The Year: John Patterson





Pictured MCPD Chief and 2020 Of the Year Winners (from left to right): Chief Michael P. Cimino, SO John Patterson, PO Scott Gibson, and Supervisor Michele Saldana. Not pictured: Noelia Monge.

The following are nominations for the winners, submitted by their respective supervisors or peers:

SUPERVISOR OF THE YEAR: MICHELE SALDANA

Michele is clear about the values of the Department which are reflected in her work. She takes the time to explain not just the “how” but the “why” and is never too busy to assist. She is authentic, articulate, honest, and presents things in an understandable, relatable manner. She shares her time and expertise with staff, serves as a mentor to many, and often takes on additional responsibilities.

Michele provides an environment where officers can thrive and balance their work responsibilities. She is encouraging, empathetic, and provides perspective. She recognizes the work we do and although she may not always agree with us, her ability to allow the individualism is valuable. Presentence Division (PSI) has gone through many major changes in the past five years. Michele has gone above and beyond in these uncertain, often trying times and has continued to motivate, engage, and uplift her staff. She asks for our ideas and suggestions and values our input. She is respectful in all aspects and is a true leader. Michele considers the impact on all stakeholders and uses a collaborative approach to ensure whatever technology or process is adopted works for all users.

Michele is an inspiring supervisor and truly loves her job. She is forward-looking, is present in conversation, and listens. Her warm personality and expertise make her a great ambassador for the Department. Michele leads by example and inspires others to share in her vision for a better work environment, safer community, individual well-being, and ability for personal growth. She trusts her staff and is confident in our abilities. She enables her staff to take chances and supports their growth. Michele creates and maintains a supportive work environment that allows her staff to manage their daily responsibilities with flexibility and autonomy.

We are fortunate to work for Michele and benefit from her vast expertise, particularly in specialized supervision and report writing. We appreciate Michele for the great supervisor she is. The PSI Division greatly benefits from her leadership in managing our ever-changing work environment, ever-increasing workload, and her unique problem-solving skills.

EMPLOYEE OF THE YEAR: NOELIA MONGE

Noelia has been working for the Department since 1998, and throughout her career she occupied a variety of positions before transferring to the DOC caseload where she has been working now for the past 7 years. Since my promotion, I have had the privilege to supervise Noelia and I have always been impressed with the quality of

her work. However, the abrupt reality of the COVID-19 pandemic accentuated the quality of her performance. As the Department was asked to reduce its budget, Indirect Services (IDS) lost a Case Administrator position in the DOC caseload. The impact of that vacancy was instantaneous as Noelia's caseload doubled from 3,000 to 6,000 cases. Nonetheless, without complaining she made suggestions on how to best manage a caseload of that size and continued her meticulous work. Noelia manages to complete several transfers daily, update DOC release dates which change quite often, emails probation officers to provide them with justice-involved individuals' information, clear TempR (a folder where Arizona Department of Corrections, Rehabilitation and Reentry sends defendants' release information) to provide release information to field officers who otherwise do not have access to the information, has to review 3 months out release list, SB1053 release list, parole violators list etc... She also calls out-of-state prisons and the Bureau of Prison to confirm individuals' release dates, review files and advise if memos or [Petitions to Modify] have to be completed. The most impressive thing is for the entire year since COVID-19 she has not missed a single prison release and her APETS entries are clear and provide critical information to field officers. In addition, the adoption of Prop 207 added to her already overwhelming challenges. She is currently in the process of reviewing hundreds of cases for eligibility for early termination while completing her other duties with little to no mistakes. Noelia is a great team player and treats the individuals we serve with respect.

The great work Noelia does behind the curtain allows a seamless transition from the DOC caseload to the field. I am so proud of her and honored to be her supervisor. Please thank Noelia for her hard work and let IDS staff know they do matter.

PROBATION OFFICER OF THE YEAR: SCOTT GIBSON

As a department, we believe the supervised individual has the ability to change their behavior and that the professional relationship between a probation officer and their supervised individual can have a profound impact on successful outcomes. Scott Gibson has supervised a high risk/high need caseload in South Phoenix since 2014 and has modeled the way by treating those on his caseload with dignity and respect, and encouraging positive behavior change by asking the right questions and listening for the issues that is driving an individual's negative behaviors. Scott helps the supervised individuals identify potential risk factors and works with them to development skills that could reduce criminal risk. Scott has also modeled the way by stepping up to the plate to do more. He is a mentor to less experienced staff, serves as a Risk Reduction facilitator, and is a liaison with the DPS Gang Force. He participated in the Department's recruitment video and appeared in the national PBS series on Probation Reform. Scott has served on the Change Tool Committee, Social Media Committee, Report Form Committee, and represented our department in the Procedural Fairness Committee. Scott is also a firearms instructor and an instructor with the Administrative Office of the Courts (AOC) helping facilitate the Probation Officer Academy. It is equally important to Scott that his peers stay emotionally strong and healthy as we serve our probation population especially during times of unease. Since March 2016, Scott has dedicated extra time to serve as a Peer Support Crisis Intervention (CISM) team member. His mission is to support those that have experienced a traumatic event and help lessen the impact of the critical incident and encourage the natural recovery process. As a probation officer, Scott has armed himself with numerous "tools" that are effective in reducing recidivism. He has a genuine commitment to guiding supervised individuals toward behavior change and promoting safe and healthy neighborhoods. Scott is a true champion, an individual that genuinely cares about the success of his supervised individuals, promoting the skills and safety of his fellow officers and promoting the safety of our community.

SURVEILLANCE OFFICER OF THE YEAR: JOHN PATTERSON

It is with great pleasure that I nominate my partner and surveillance officer, John Patterson. John was assigned to me June 2020. I had been working without a partner for approximately a year and a half. By the time John was partnered with me, I was not only feeling overwhelmed by the workload, but I had just lost my best friend and brother in April 2020. My world was upside down. John showed great understanding and compassion for my situation (Encourage the Heart).

John was not new to the sex offender division; however, he was new to the Minimum caseload, which is full of nuances he would need to learn. John, himself, recognized this and jumped right in! He was eager to learn and initiated several team meetings.

John has been a surveillance officer with the Department for 15 years. With his kind and respectful approach, he has demonstrated the ability to build quick rapport with those we supervise and their families. He is encouraging and fair with our supervised individuals yet has demonstrated strong instincts with concerning situations (Enable Others to Act). John collaborates as a team, offering a mutual respect for each of our job duties and workload.

John goes above and beyond to ensure I do not become overworked. John offers to do additional field visits, assist with processing treatment and polygraph referrals, as well as directing supervised individuals to schedule them. In addition, he has created multiple shared documents to enhance our communication with the unique needs of our caseload, given the size and challenges we face (Inspire a Shared Vision).

While we have all had to make accommodations in performing our job duties during the pandemic, John has never hesitated, nor complained when the need to take on more or adjust to the needs as they arise. He frequently asks, "How can I help?" or "Is there anything else you'd like me to do this month?" (Model the Way) His insight and awareness to the ever-changing probation world, makes my job easier. John is a seasoned surveillance officer who deserves to be recognized as "Surveillance Officer of the Year."

CONGRATULATIONS TO THE 2020 OF THE YEAR AWARD WINNERS AND NOMINEES!

2020 OF THE YEAR AWARD NOMINEES

Andrew Mount
Antony Bidonde
Brenda Crawley
Charlotte Koestner
Clayton Hunt
Cortney Norton
Dameon Ortiz
Eduardo Avila
Emily Styner

Eva Lessing
Francine Walters
Karla Clanton
Keri Madrid
Kristi Wimmer
Kristin Epperson
Kristin Sunderland
Kyle Grove

Lane Gunderson
Lisa Otto
Lisa Roubicek
Luis Cisneros Ramirez
Marialice Haney
Nora Franco
Rachael Rodriguez
Reggi Williams

Scott Mortensen
Sean Steill
Sherri Tucker
Sonia Cruz
Susan Savoy
Tiffany Grissom
Tricia Hall
Tyson Sam
Yvette Angulo



Pictured MCAPD Chief and 2020 Of the Year Winners (from left to right): Chief Michael Cimino, PO Jeneen Brewer, wife Cara Patterson, Supervisor Susan Savoy, PO Scott Gibson, son Wyatt Gibson, wife Cassandra Gibson, Supervisor Michele Saldana, and PO Lisa Grace

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



APDCC: Jessica Gonzalez

BCB: Michelle Mayer, Jennin Casillas, Luis Cisneros Ramirez, Valerie Briscoe-George, Patricia Gutierrez, and Christine Macy

CCBLL: Scott Stoffel

CSC: Aracely Chavez

DTJC2 Training: James Sine

DTJC3 Admin: Ryan Valley, Tazman McGrath, and Brian Slater

DTJC3 Pretrial: Joe Lopez

Durango: Sam Pavlisick and Jeff Lauer

Garfield: Julie Wise, Christina Charles, and Danielle Golden

ITR: Christian Popovici and Julicua Singleton

Luhrs: Casey Baumann and Bricela Padilla

Northport: Jule Andreski, Robert Brouse, and Casey Frith

Pretrial at SCT: Rocio Palomino, Michelle Billy, and Maria Vasquez

PSC: Jessica Valadez, Samantha Duggins, John Bishop, Tracy Lundblad, Lindsey Breemes, and Marianna Matysiak

Scottsdale: Meghan McEuen and Arielle Santacruz

South Court Tower: Susan Novitsky

SEF: Gerrick Hyde and Dora Nevarez-Gomez

Southport: Griselda Cazares and Scott Gibson

Sunnyslope: Savana Cray

SWJC: Shane Glynn

WCB 5/6: Michelle Crouch and Pete Sanborn

WRC: Melissa Boudreau, Nayeli Quiroz, Raquel Shackelford, Cristina Eichner, Joe Cobos, and Derek Kelly



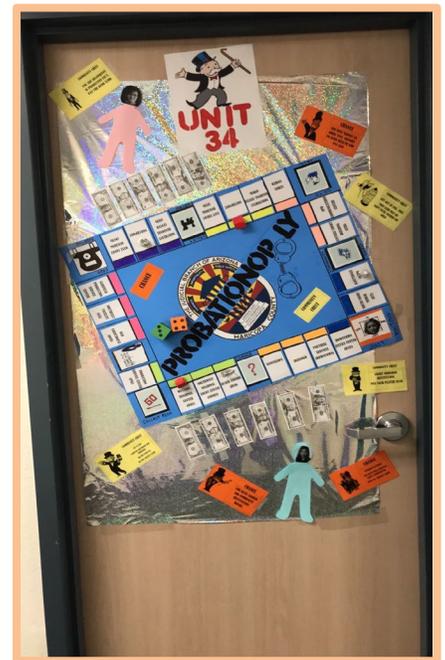
VOICE

FUN Police's Door Decorating Contest

By Nayeli Quiroz

The last couple of months have come with a lot of relief and hope for many. Relief and hope to see the mask-less faces of friends and colleagues once again, in something other than a computer or a phone screen. The FUN Police over at Western Regional Center (WRC) have been working to make that transition a little easier, fun and entertaining. What better way to do this than a friendly competition in a Unit vs Unit Door Decorating Contest?

The FUN Police began engaging everyone in the building by sending out a poll to vote on a theme, either **A: Their unit's interpretation of any board game** or **B: Their unit's idea of the perfect Unit Trip**. By the end of the week option A was the winner. Each unit had one week to decorate their door before everyone in the building had a chance to vote and pick a winner. Each unit's creativity and teamwork was illustrated through their interpretation of games such as Candy Land, Trivial Pursuit, CLUE, Battleship, Monopoly, and Operation. After all of the votes were counted, Terri Seiser's unit was the winner with "Probationopoly" (pictured right). Unit 34's prize will be a lunch/dessert for their first in-person unit meeting, provided by the FUN Police.



The FUN Police at WRC continues to work on making the transition to the next phase of operating procedures easy and exciting for everyone. Engaging staff in activities, will allow them to reconnect with colleagues and form new friendships with new staff in a safe manner.



Domestic Violence Awareness Month 2021

By Courtney Norton, John Biship, and Tony Bidonde

October is designated as Domestic Violence (DV) Awareness month. Domestic violence takes place in our nation every minute of every day, occurring about every 15 seconds. Every year approximately 10 million people become victims of domestic violence, including women, men, and teens.¹

MCAPD has three dedicated DV units currently in direct supervision of over 950 justice-involved individuals. Currently there are 74 victims opted-in for automatic notification, meaning MCAPD is actively providing services to those victims. DV officers attempt to initiate contact with all victims, whether they have gone through the opted-in victim process or not.

Below is a brief example of a common first encounter between a probation officer and listed victim:

Probation Officer: "Hello, is Jane Smith available?"

Victim: "This is Jane."

Probation Officer: "Jane, I am the probation officer for Joe Smith. As a listed victim in Mr. Smith's probation matter, I am reaching out to you to answer any questions you may have regarding his imposed conditions of probation and/or provide information, assistance, or resources."

In many cases, a phone call or letter from a probation officer may be the first and only contact a victim of domestic violence receives after a justice-involved individual is sentenced to probation. Whether a victim is opted-in or has chosen not to opt-in for post-conviction notifications, a conversation with a probation officer can often provide the victim with an understanding of the conditions of probation as imposed by the Court. It may also be an opportunity for the victim to voice their concerns, opinions, and often frustration with the court process. Listening to the victim's position without judgement and providing victim advocacy resources may provide the victim a voice they may not have felt they had. Helping a victim move from a feeling of helplessness, to a feeling of being a survivor of domestic violence abuse is often an instrumental part of being a probation officer.



“

Just got an email stating you are my son's probation officer. I am so thankful to know that you will be around.

”

- Victim of Domestic Violence

¹ domesticviolence.org

The American Probation and Parole Association (APPA) held their 46th biannual training institute as a hybrid model, virtually and in Boston, Massachusetts, August of 2021. Several MCAPD staff members had the pleasure of attending workshops offered on a multitude of topics.

Building a Community Mentoring Program from Scratch:

A Formula for Success for Connecting People in Reentry and a Caring Community

By Meghan McEuen

Building a Community Mentoring Program from Scratch: A Formula for Success for Connecting People in Reentry and a Caring Community is a workshop presented by Jill Wallace, an Adult Probation Officer II with the Alaska Department of Corrections and co-founder of the [Kodiak Area Mentor Program \(KAMP\)](#). Shawn Olsen, KAMP President and Jami Wallace, KAMP Vice President presented alongside Officer Wallace. The workshop described how the idea for KAMP originated when an individual on community supervision in the state of Oregon wanted to be supervised in Alaska with no family residing in-state. A community member, Teresa Slaughter, stepped forward to mentor the individual. When the justice-involved individual successfully completed community supervision, Teresa inquired whether the officer had anyone else on her caseload she could mentor. Over the next year, Jill and Teresa created the Kodiak Area Mentor Program.

The presentation discussed how KAMP was “made from scratch” to create a healthy path for individuals once released from incarceration. Similar to the Salvation Army, KAMP is a faith-based program that started with one mentor and evolved into an organization mentoring justice-involved individuals in local jails, institutions, as well as in the community. Part of the program’s success is its ability to link people who can benefit from another individual’s life experiences and faith as a means to continue building, sustaining and growing the program.

Both Shawn Olsen and Jami Wallace, respectively, were previously incarcerated. Their testimonies of the impact KAMP had on them was inspiring and affirms the power of mentoring in building healthy relationships and that meaningful connections with others makes a difference, not just for the individual, but for the community. The presenters were confident that any size community could replicate a similar program and provided the following steps as a way to proceed:

- Find one or more community members and share your ideas,
- Keep it simple and start small,
- Custom design your program to fit your community and the population you serve,
- Identify individuals on your caseload to participate,
- Be flexible, be optimistic, be hopeful,
- Adopt a manual and train the community and peer mentors,
- Focus on observing growth and good record keeping,
- Celebrate every success, and
- Share your strategies with as many people as you can.



Human Trafficking Experiences:

Ongoing Effect with Women on Community Supervision

By Veronica Fimbres

A great workshop hosted during the APPA Training Institute was entitled *Human Trafficking Experiences-Ongoing Effect with Women on Community Supervision* presented by: Correction Program Specialist, Maureen Buell; Trina Stewart, a Supervisory Intergovernmental and Community Affairs Specialist from The Court Services and Offender Supervision Agency (CSOSA); and Rebecca Hamilton, a speaker from Community Family Life Services Speakers Bureau.

Each presenter provided valuable information and topics that help to assist officers in understanding women who are affected by human trafficking and assimilating back into the community. Ms. Hamilton, who is a victim of Human Trafficking, shared her experience, traumas, and perspective of probation. It was very interesting to listen to Ms. Hamilton share her trauma as a child that led to her being involved in human trafficking. By her sharing her experience, it allowed officers to understand her choices, behaviors, and her struggles in everyday life. Ms. Buell and Ms. Stewart explained the many roles of community supervision and ensuring supervised individuals get the proper treatment and care. Ms. Stewart expressed that female individuals' struggles are not recognized as often as they should be, and she shared how her department has a female behavioral health unit is actively working to change this narrative. Ms. Buell discussed the importance of officers receiving training and how officers have evolved over the years. Ms. Hamilton shared that her old perspective of probation officers was that "they want to see you fail and you can't tell them everything". However, after her experience with her probation officer, her mindset changed. Ms. Hamilton now feels that she received great support, built a great relationship with her probation officer, and received the help she needed.

MCAPD officers appreciated that Ms. Hamilton stated how her perspective changed about community supervision, because it is very important that the Department's supervised individuals have a positive viewpoint regarding community supervision and their probation officer. It is the responsibility of the officer to maintain a balance: ensuring supervised individuals are in compliance, assisting them with treatment and resources, holding them accountable, but also building rapport and being compassionate. This balance allows MCAPD officers to build a better foundation of trust and show them we are all human. Building trust with those supervised allows officers to properly assist them with their areas of concern. Overall, this workshop provided MCAPD officers at the APPA training institute a better understanding of human trafficking victims. This workshop will allow the Department as a whole to better assist and supervise those who may be victims and provide them the services they need.

Increasing Social Support

By Brandon Shimizu

A thought-provoking presentation at this year's APPA training institute examined studies of the level of positive social support justice-involved individuals experienced the month prior to becoming supervised.

Social support can be categorized into four types:

- **Expressive/Emotional Support** – i.e., *Active listening. Having a person or people an individual may vent to, who can provide possible solutions or ideas.* Probation officers often assist in this area during contacts with supervised individuals.
- **Perceived Support:** *An individual's opinion of the quality of support they receive.*

- **Received Support:** An individual's opinion of the quantity of the support they receive, specifically how many people they can rely on within their support network.
- **Instrumental Support:** Tangible support. *i.e.*, financial support, consistent methods of transportation or rides, and childcare. Probation officers assist in providing instrumental support by providing passes to public transportation buses and referrals to both public and private welfare programs. MCAPD's Garfield Residential Program was a great example of providing social support to justice-involved individuals, especially instrumental support. The program truly helped individuals become successful. While a decision was made to close the program, due to the pandemic, the training's highlight of the need for social support showcases the need for programs like Garfield residential.

The first study conducted included two groups, one group of newly sentenced individuals and a second group of supervised individuals that became non-compliant/non-participating during their probation grants. The results were counterintuitive. The group of non-compliant/non-participating supervised individuals reported having more of all four types of social support a month prior to committing offenses. This group reported their expressive support was the most elevated. A possible explanation for this is, individuals who are more anti-social in their behavioral choices typically experience life as a high-needs individual, especially regarding social support. The higher levels of social support reported amongst the non-compliant/non-participating group just may not have been adequate or enough for their high-needs level. The results of this study parallels to what probation officers have seen in the field over the years. The population worked with continues to become higher maintenance and higher needs.

The second study conducted included individuals currently housed within the Department of Corrections due to probation violations. The study noted a large gender gap in the results. Women reported having more than double the social support than men. This result is not a newly observed phenomena or occurrence. As men account for almost two-thirds of suicides, their lack of social support is a suspected contributor. Men within Maricopa County do not have access to programs such as UMOM New Day Centers, or the Changing Lives Center.

Within the County, solution recommendations to increase the social support available to men include helping them identify who in their social network can be relied on, and for what type of support. Additionally, access to substance abuse support meetings, prosocial mentors and sponsors, church, and community-based organizations were encouraged. The rapidly changing caseloads of officers should not hinder an individuals' path to success. MCAPD officers must help the justice-involved individuals served identify support systems within their own lives and cultivate those relationships. Individuals' combined prosocial support of their social network and probation officers is critical for their success, and helps them succeed well after the termination of their probation.

Legacy for Leadership

By Joe Pallo

Interestingly, Boston, Massachusetts is the home of John Augustus, who is credited as the "Father of Probation" and is recognized as the first true probation officer. At the training institute, it was most interesting to speak with probation professionals from different states and jurisdictions. Mentioning being from MCAPD held high value among peers, other agencies remarked noticing the work of the Department and the good work being done.

The workshop known as *Legacy through Leadership: Creating a Coaching Culture to Develop Future Leaders* was facilitated by Dr. Siji Lizza John and Ms. Jolonda Russ, from the Harris County Community Supervision and Corrections Department in Houston, Texas.

They began their workshop describing what happens after a probation officer is promoted to supervisor. Often, they said, the new supervisor is pointed to an office, and ordered to “go out there and lead.” Their department soon realized that an important responsibility in the growth of the development of staff is to broaden and strengthen the leadership skills of their mid-level managers. The duo then described the year-long training program they hold with a focus on values, communication, learning styles, and emotional intelligence for newly promoted supervisors.

Several graduates of the program were in the audience and testified that the program taught them effective management skills which allowed them to listen carefully to issues presented by their staff so they can provide effective feedback which enables their staff to grow as well. Officers in the audience acknowledged the training’s effectiveness and allowed for autonomy in the workplace. One of the benchmarks of the program is continuing education where the supervisors meet regularly to discuss breakthroughs in management theory.

This APPA presentation was a reminder of MCAPD’s Supervisor Leadership Academy which all new agency leaders attend after promotion. Managers are not born but made. Developing a managerial style does not come naturally. Programs like Harris County’s Legacy Through Leadership and our Supervisor Leadership Academy provide necessary training and skills that are invaluable for leaders. The APPA presentation affirmed why MCAPD is considered among the best in the business and why so many other departments seek the Department’s advice and counsel when considering organizational changes.

The Organizationally Intelligent Leader

By Ryan Valley

The Organizationally Intelligent Leader: Upping Our Game with EBP Implementation and Justice Reform workshop was presented by Glenn Tapia, Director of Leadership and Organizational Intelligence at the Alliance for Community and Justice Innovation (ACJI).

This presentation focused on what organizations can do when facing large-scale implementation and reform initiatives inside their department. Glenn Tapia discussed how current approaches, like a “top-down” hierarchy or implementation through policy change, alone are not truly enough to change culture and effectively create change. Ultimately, he defined four types of strategies that need to be blended to create change in the organization. The change itself cannot be vague, it needs to be described in clear, specific, measurable, and accessible terms.

Four strategies to create change in an organization:

1. **Behavioral:** Examining the way an organization develops, reinforces, and habituates the behaviors that materialize change. This can be done via personnel training, performance coaching, performance feedback, and skill rehearsal.
2. **Structural:** Developing concrete tools, organizational procedures, and formal rules to create the change desired. This strategy can be done via policy or procedure, capturing, and analyzing data, utilizing tools, and/or allowing for ongoing fidelity measurement.
3. **Attitudinal:** Focusing on how organizations want to develop, reinforce, and habituate individual mindsets that will create the change. This can be done via hiring or promotion of individuals that hold the same vision and values of the Department, staff professional development, leadership academies, and an ongoing dialogue between management and staff to encourage feedback and growth.
4. **Cultural:** How an organization wants to develop an internal culture that is open to change. This strategy looks at the values of an agency and determines what an ideal culture (and its purpose) looks like. Further, it examines the language or habits used by an organization and how it may negatively impact the ideal culture desired by the organization. To succeed, the cultural strategy also needs an

organization to look at how frequent these dialogues occur, to ensure ongoing and continuous conversations as a department.

Together, these four strategies effect real change inside an organization. This workshop session provided the blueprint to further improve processes MCAPD already has in place. Mr. Tapia's session served as a powerful confirmation of the work MCAPD is currently striving to achieve, as things the Department is already practicing were some of his recommendations. It was great seeing the presenter's vision of what change could be and how organizations can significantly grow with these four strategies.

Racial Justice Townhall

By Justin Hinch

The APPA Training Institute offered several workshops, but one that stood out is *Racial Justice Townhall Meeting – Part III*, led by Dr. Carmen Gomez, John Laing, Susan Rice, and Joe Winkler.

The workshop panel discussed the racial disparity in and out of the justice system and how people of color may be treated differently. One aspect that resonated was the panelists stating how people of color typically fall under the status quo, simply because of their race or ethnicity. In response, law enforcement professionals need to be committed to making a difference to change this, if not the status quo will remain, and nothing is going to change. Panelists also stated how probation officers need to stand up for what is right and be accountable for their actions.

This workshop directly relates to the MCAPD. As a department, MCAPD officers interact with people of color from all walks of life. Officers must be intentional to not treat anyone differently. Differences in treatment to people of color may cause them to feel harassed or disrespected. Individuals who feel they have been treated differently for any reason, especially due to the color of their skin, create unpredictable situations, sometimes leading to hostile interactions. To remain proactive, officers need to become allies in the community and remain open to perspectives different than their own. The APPA panelists highlighted ways in which officers need to find purpose and meaning in racial equity work, thus making these changes a part of the fabric of work-related duties. The purpose and sustained effort to this work makes these changes everlasting. As MCAPD remains committed to racial equity, occurrences of racial disparity should decrease over time, and the rate of ethnic/racial minorities supervised or housed within the Department of Corrections should grow to be less disproportionate.

Supervision Around the World

By Tameka Loyd

The Supervision Around the World (SAW) project was presented by Julie Truschel, President of Community Supervision Solutions (CSS).

SAW is a new initiative to collect supervision data and create a database that shares practices of supervising justice-involved individuals around the world. The SAW project initially partnered with APPA and CSS in 2017. Since then, the project has gathered information related to 195 countries thus far.

A user-friendly website has been created to gather and share information such as, type of caseload, caseload size, supervision model, treatment programs, outcomes statistics, and unique practices with promise. One of the countries highlighted for their practices was Algiers. Within Algiers, prior to release, during each encounter with prison staff individuals must repeat the phone number to the Comprehensive Resource Center (CRC). The CRC

is a centralized reintegration site for on-going support of released justice-involved individuals. At the CRC, there are representatives onsite for all resources an individual may need after release. Resources are provided for the released individuals, and their families. The access to these resources has no expiration, they are available for the remainder of an individuals' life.

The SAW website also has two-minute insight videos. These highlight personal stories from clients, supervising officers, administrators, and other criminal justice personnel from around the world. The insights discuss successful stories, personal challenges justice-involved individuals have overcome, and highlight successful programs world-wide. A Community Corrections Officer from New South Wales, Australia, named Daniel L., discussed his experience working in Drug Court and the broad challenges experienced such as mental health, housing, and familial issues, to name a few.

The SAW project is truly interesting, because although the program is new and steadily evolving, it appears to be a great resource. It encourages collaboration to improve outcomes of justice-involved individuals. SAW provides the opportunity for anyone serving justice-involved individuals to utilize the website as a resource to tap into what is going on in community supervision around the world. Further, it provides an opportunity to see how other laws are written based on varying cultural norms. The future of the SAW project is something MCAPD officers look forward to as the Department strives to continuously improve its service and care provided to justice-involved individuals, stakeholders, and the community.

For more information on the SAW project visit: sawproject.org.

Wandering Warriors

By Alex Kupka

One of the many topics within the training institute highlighted the Native-American population entitled, "Wandering Warriors" from the perspective of Indigenous reentrants.

As a probation officer who served on a Reservation prior to coming to MCAPD, joining the County quickly highlighted the stark differences between the two entities. The County serves an array of individuals, including cannibals, cult leaders, free-spirits, tourists, retired Olympic athletes, and methamphetamine substance users, but there is also those on the Reservation.

On the Reservation, a convoy of unmarked vehicles often meant there was a joint law enforcement operation in-progress or someone was being arrested. Very similar to the acclaimed Training Day (2001) movie, in which pigeons being released indicated law enforcement is within the area, word gets around very fast when law enforcement is present on the Reservation. The Reservation's lack of resources and historical negative interactions with government agencies eroded feelings of confidence in the government and created a long-standing sense of distrust of anyone perceived as a representative of the government. For years, this made it difficult for anyone from the County to have a positive rapport with the people on the Reservation.

Throughout their lives, Indigenous people often face numerous adversities such as: lack of prosocial father figures, exposure to substance and alcohol abuse, poverty, domestic violence, and lack of resources, often resulting in high incarceration rates. To better address the significant incarceration rates and failures encountered within in the judicial system, APPA training facilitators advocated to 'reshuffle the hustle.' Instead of teaching how to be better justice-involved individuals while incarcerated, law enforcement professionals and those working with the Indigenous population should try to establish a genuine rapport with them as people. Building an organic, professional relationship with people helps encourage them to be positive role models in their communities.

The APPA training's focus on working with the Indigenous served as a reminder to officers that MCAPD supervises a diverse population. Maricopa County, Arizona is the fourth most populated county in the country and currently experiencing exponential growth. MCAPD officers encounter people from all walks of life. As employees of the Court, officers need to be aware of the positive and negative preconceived connotations regarding probation, law enforcement, and the County held by those they may encounter. It is MCAPD's responsibility to try to disprove any negative connotations and continuously work to build positive rapport with the diverse population supervised.

Why is Not Enough

By Heather Preston

Why is Not Enough was presented by Dr. Alexander Walker, the Director of Community Relations and Strategy with the Alliance for Community Justice & Innovation. Dr. Walker presented to the group a simple tool called "The Why Alignment Tool" that can help with understanding the resistance shown from staff when it relates to change efforts being implemented within the organization. This simple tool helps identify your "**why**" and how it may be misaligned with your daily responsibilities at work as well as the mission of your organization.

Dr. Walker completed this process, which took about 15 minutes, with a person chosen at random from the group. She helped the group see this individual's misalignment with some of the practices implemented within the organization for which she worked. By using this tool, the group was able to see where the resistance was and why. The group visually saw the misalignment with what Dr. Walker calls the "The Why Triangle." The Why Triangle is comprised of the agency, the individual, and the task. Within this triangle all three need to be aligned to engage staff in the change effort of your leader's vision of the organization. Employees need to understand the organization's "why," and we also need to understand our "why do you do what you do." Another way to think about your why is to think about the purpose and/or belief – what is the purpose of the organization? Or why do you get out of bed and come into work?

This topic relates to staff here at MCAPD as many employees are experiencing this right now. As the Continuous Improvement Supervisor, the Continuous Improvement team just wrapped up the Mission, Vision, and Values feedback sessions where all employees were invited to discuss the department's purpose, or in terms of the training session, the Department's "**why.**" Thankfully within this organization, the Executive Team wants to create a culture of seeking the why from us. In today's culture it is important to ask yourself – why do you do what you do? This may be hard or scary for some of us to take a hard look at ourselves and possess the self-awareness to answer that question and then look at your job and see where you align and/or misalign. This training was a great reminder no one individual is alone in this challenge, and if you choose to accept it, it will leave you with the five questions: 1. Why do you do this work? 2. Why is that important to you? 3. And why is that important to you? 4. Why you and not someone else? 5. What's in it for you?



EDITORIAL STAFF

& POLICY

CHRONICLE EDITORS

Eunique Day
Robert Celaya
Sarah Harp
Tazman Briggs
Tom Pafford

CHRONICLE STAFF

Antony Bidonde
Vanessa Gillette



Interested in submitting articles, announcements or success stories to the Chronicle? Or joining our e-mail list & having the Chronicle sent to you automatically each publication? Please email submissions to: APDChronicle@jbazmc.maricopa.gov



Access the Chronicle on-line at: <https://superiorcourt.maricopa.gov/apd/chronicle/> or via the intranet at: <http://courts.maricopa.gov/apd/chronicle/index.asp>

All articles and pictures submitted for publication in the Chronicle must have an identified author and are subject to acceptance and editing.

If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication.

Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.

All non-employees in pictures must have a signed Transfer of Rights and Release form. The form can be obtained by emailing APDChronicle@jbazmc.maricopa.gov. Articles submitted for the Chronicle may be reproduced in other publications.

Rules