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The Chronicle

NEWSLETTER OF THE
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive 
CHANGE.

Chiefly Speaking: *This Will Be an Exciting Year*



There are a lot of positive developments at Adult Probation. As I reflect on where we are as a Department and where we are going, I want to share my goals for 2013 and provide an update on what we have done to address issues of concern to staff.

Those of you who have been with the Department for awhile know this, and I am happy to repeat it -- I am very proud of this organization, the work we do, and all of our accomplishments. Crime reduction is our "bottom line" and through the implementation of Evidence Based Practices, we have achieved remarkable crime reduction results. This means changed lives, a safer community, and millions of dollars in correctional costs that were saved. Where do we go from here?

An important strategic goal will be maintaining high rates of successful probation completion. You may recall that the National Institute of Corrections (NIC) Integrated Model for Implementing Effective Correctional Practices includes three components: Evidence-Based Principles, Organizational Development, and Collaboration. The Integrated Model provides an ambitious framework for our EBP Initiative. With assistance from the Crime and Justice Institute in 2008 and 2009, we completed organizational assessments and reassessments related to our Department's readiness to implement EBP. The results of these assessments helped our EBP Steering Committee establish five strategic priorities in 2010: 1) Empathy and Understanding, 2) Quality Assurance, 3) Decision-making, 4) Community Collaboration, and 5) Comprehensive Training Plan. We have ongoing projects under four of the five strategic priorities and are making significant progress. (Decision-making is currently on hold). The continued implementation of our EBP Initiative through these strategic projects will be important to our Department's success.

The Likert Reassessment in 2009 told us that the biggest perceived gap between current and ideal conditions was management understanding of the problems faced by staff.

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This result led to our goal to improve empathy and understanding. Appreciative Inquiry (AI) was selected as the approach to learn from staff how management could be more empathetic and understanding. AI sessions began in April 2011 and since then, every division has participated and 38 AI sessions have been conducted. A large volume of information has been documented from these sessions. Individual divisions have been able to respond to some of their results promptly and have already implemented some changes in internal communication and/or process improvements. The Department has been able to provide some equipment and facility upgrades to meet staff's needs. As we continued to process the information received from staff and to realize the importance of this project, we decided to bring in some external experts to help us. In January and February, the Executive team, E & U facilitators, and some employees from Staff Development and Policy, Planning and Analysis received training on the NIC Achieving Performance Excellence (APEX) business model. During the APEX training, time was spent developing action plans to help us improve our empathy with staff. We expect staff to be empathetic with probationers and defendants. As leaders, we must model an empathetic approach in our interactions with staff.

Through the FY 12 employee satisfaction survey, you told us that you would like to see improvement in communication between court departments. Adult Probation staff from specific units, such as Interstate Compact and Court Liaison, have had brown bag lunch meetings with judicial officers to share information and increase understanding. I have had at least six meetings with judicial leadership, which included outgoing Criminal Presiding Judge Douglas Rayes, incoming Criminal Presiding Judge Joseph Weldy, outgoing Associate Criminal Presiding Judge Warren J. Granville, incoming Associate Criminal Presiding Judge Joseph Kreamer, Criminal Presiding Commissioner Steven Lynch, and Criminal Court Administrator Bob James. In addition, there have been meetings with County Attorney Bill Montgomery and leadership from his office. I shared a PowerPoint presentation with the Court Leadership and County Attorney's Office that highlighted results of our Employee Satisfaction Survey (ESS), including your desire for improved communication between court departments and the specific areas of concern that you told me about during the ESS forums. Some of the points included in the PowerPoint presentation and our discussions were:

- Issues involving Orders of Confinement
- Appropriate cases for Unsupervised Probation
- Inconsistencies related to the issuance of warrants for technical violations of Unsupervised Probation
- Obstacles encountered when walking through a PTR
- Issues related to financial conditions
- Orders for electronic monitoring and Adult Probation's capacity to implement
- Communication barriers between judges and officers
- Effective representation in PV Court
- The possibility of electronic filing of court reports and official documents
- Electronic access to court information: garnishments, child support, orders of protection and injunctions

The judges were encouraged to contact probation officers directly with their concerns and praise. In addition to the meetings mentioned above, emails were sent to the judges on the topic of using deferred jail time wisely. In meetings with the County Attorney's Office, we discussed effective representation in Probation Violation Court. We also talked about appropriate cases to receive Unsupervised Probation (low risk) and asked that their office be discerning in the use of probation tails. I am confident that these meetings have enhanced understanding across departments.

Looking forward, it is clear that important groundwork has been laid for some exciting advances that will be realized in 2013 and beyond. In addition to a continuing focus on various aspects of EBP, the implementation of electronic filing will enable us to complete our work much more efficiently.

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As part of the Judicial Branch Executive Team, I have submitted four organizational goals for 2013 at the request of Court Administrator Raymond Billotte. They are:

- I. Assist the Court's acceptance and use of the Pretrial Assessment Tool (PTAT).
- II. Increase use of electronic capabilities to replace paper filing and reporting to the Court.
- III. Incorporate Achieving Performance Excellence (APEX) as part of the organizational culture. This NIC model uses a systems approach, with specific strategies and tools to manage change, address organizational problem solving, and assist in decision making.
- IV. Incorporate Effective Practices in Correctional Settings (EPICS II) to reduce recidivism in high risk offender populations.

The Pretrial Assessment Tool was implemented and validated this past fiscal year. We are continuing discussions with the commissioners regarding the importance of assessments in evidence-based practice; we are also conducting ongoing analysis of the data and providing results for their review.

The electronic filing of petitions to revoke has been piloted at WRC and Southport and a complete filing from Adult Probation to the Court and through each step all the way to ACIC and NCIC has been successfully tested. We expect that full implementation of electronic filing of PTRs is very close.

As noted above, Empathy and Understanding was selected as our first change project using APEX. The APEX model can also be used with other change initiatives and to enhance overall organizational performance.

The Administrative Office of the Courts has contracted for EPICS-II training beginning in March 2013. Selected staff from our Department will attend this training and an EPICS-II pilot project will be implemented in IPS. EPICS-II is a set of supervision techniques based on behavioral change strategies that have been shown to be effective with offenders. EPICS-II teaches officers two types of skill: skills used by the professional to build a collaborative relationship and manage behavior; and skills taught to the offender to build his/her ability to manage high risk situations. EPICS-II is a present-focused, collaborative, and individualized approach targeting current factors that put the offender at risk. The techniques are intended for use by the officer during every interaction with the offender and are designed to complement an array of services and programs in which offenders may participate.

There are many exciting projects underway and 2013 will be an exciting year. In closing, I want to step back a moment to acknowledge a big project that was recently completed and which was very successful. The APPA Winter Institute held in Phoenix in January was one of the finest APPA conferences that I have attended. Arizona hosted this conference, with support coming from probation departments around the state, Arizona Department of Corrections, Arizona Juvenile Department of Corrections, Administrative Office of the Courts, Arizona State University, Federal Probation, Maricopa County Sheriffs Office, and National Curriculum and Training Institute. I heard many compliments from attendees. A special thanks to Mike Cimino, Shari Andersen-Head, and all of the volunteers from our Department who helped with this event. ☞



Mid Managers Committee Update

Stay tuned for information on the new, innovative changes that are coming to the Mid-Manager's Committee, which will be revealed at the Manager's Forum on March 25th, and in the next *Chronicle*. The future of the MMC is bright—it's time to get involved!!! ☞

Phoenix Hosts 2013 American Probation and Parole Association (APPA) Winter Institute

by Shari Andersen-Head



The 2013 American Probation and Parole Association Winter Institute was held right in our own backyard. Collaboration took place across the state to ensure that everyone attending had a meaningful experience. Sessions for this year's winter institute were hosted at both the Phoenix Renaissance Downtown, as well as the Phoenix Convention Center. Because of the location, many individuals from our Department were able to take advantage of experiencing innovative programming from all across the nation, participate in stimulating discussions with their peers, and discover "what works" from professionals in the same field. In addition, they were able to view and compare the newest products, technologies, and services available. ☞



Pictured left to right: Tricia O'Connor, Fred Wilhalme, Alison Cook-Davis, Joe Pallo, Marie Long



Pictured left to right: Sierra Flores, Tiffany Grissom, Chad Beeman, Stephen Hartley



Pictured left to right: Kathy Waters, Merci Hernandez, Therese Wagner, Cathy Wyse



Pictured left to right: Raquel Gloden, Jill Bognar, Jill Gondek



What We Learned at the APPA - Phoenix Winter Institute

We work with an amazing group of professionals who are willing to volunteer their time for others on top of their regular job duties. Thanks to all those who helped on the host committee, as you provided a wonderful learning opportunity for colleagues around the country – they were very impressed with your efforts. (Mike Cimino)

Empowerment comes from recognizing people and their potential, and discovering holdbacks. If you want people to like you; like them first. (Shari Andersen-Head)

I attended the session entitled “Why Can’t They Just Behave?! Domestic Violence, Childhood Trauma and the Fear Response.” The presenter talked about the neurochemistry of fear and how it creates imbalance. He indicated that aberrations in development can lead to chronic fear and then to aberrations in behavior. (Donna Vittori)

Kingman recently participated in a pilot program called Teen Law School where teens learn procedure and what is at risk of further interaction within the criminal justice system. AOC has since contracted with Teen Law. I left the workshop thinking of all the possibilities with our remanded juveniles housed at LBJ. (Terri Seiser)

There is a growing and concerning problem of commercial sexual exploitation of children in our community. We have an important role to play as community corrections professionals in educating ourselves on the problems and ensuring our day to day work is done from a trauma-informed perspective. (Mike Cimino)

Presiding Judge Peter Cahill from Gila County Superior Court wanted probation staff to know, as the eyes and ears of the Court and one of the first line contacts with victims, probation has a responsibility to inform the Court in presentence reports or combination reports of the victims’ feelings as well as requests, and through reports, allow the Judge to understand the true impact on the victim. (Rebekah Trexler)

I learned a great deal at the APPA conference in January, particularly in the area of sexual exploitation of children. I learned about some of the common victim indicators such as tattoos, provocative clothing, and referring to their boyfriends as “Daddy” or “Papa.” (Ted Milham)

Presenter Jennifer Skeem, Ph.D. indicated being Seriously Mentally Ill (SMI) is an indirect causal factor in criminal behavior. Anger, not SMI symptoms, is a more accurate predictor of violence. (Julie George-Klein)

I went to a very enlightening workshop by Kirsten Lewis on Vicarious Trauma. Many of our trainings on this topic talk about how to identify if you are traumatized this way, but Kirsten went on to tell us about a breathing technique and the power of Mindfulness as ways to combat vicarious trauma. (Miranda Boger)

“Why you won’t sign up for this workshop—it’s personal—transformation begins within!” During the session, the presenters discussed strategies for engaging in conversations that promote positive change. Comparisons were made between a negative “drama” based communication triangle with a more constructive model called a “durable triangle” in which ownership is taken for behavior, safe boundaries are established, and the focus is on problem-solving. (Deneen Bertucci)

Don’t be a barrier to a probationer’s success by assuming that they see employment as a necessity as we do. They may come from generations of unemployment and if so, the probationer needs transformational leadership, encouragement, and increased awareness of individual capabilities and strengths; not a job search form and to be ordered to find employment. (Kendra Neal)

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While the national spotlight on gun control has focused on the mentally ill, the evidence shows that those diagnosed with mental illness are no more likely to commit an act of violence than those without mental illness. (Mark Hendershot)

The National Institute of Corrections, found at <http://nicic.gov/>, offers free training on their web site. Two challenges: How do you celebrate a good moment/event? How do you 'recover' from a negative event? (Tricia O'Connor)

The workshop that impacted me the most was the Commission on Victims in the Courts. I learned the importance of victim statements, input, and contacts in the sentencing process. Also, the role that probation plays on relaying this information to judges. (Randy Tirado)

I took a class on Adolescent Brain Development, offered by Maricopa County and was quite impressed. I supervise the transferred youth and youthful offenders and found that clear, concise and measureable directions are the best for the age group. Now our unit is working on developing a directive to meet those criteria. (Lisa Grace)

The most memorable to me was the success story in Dave Dahl with Dave's Killer Bread. In and out of the prison system for 15 years, Dave finally took ownership of his struggles, completed his final sentence, and earned the trust of his family, branching off and starting a business of his own. Dave continues to give back, giving other felons an opportunity, standing as a symbol of hope, showing that it is possible to grow and contribute to society after making mistakes and being part of the criminal justice system. (Kyle Miller)

Incentives may be more effective than punishment in changing behavior because rewarding positive behavior allows a probationer to know what to do rather than just what NOT to do. However, like sanctions, incentives need to be applied immediately and consistently and are more effective when applied to specific rather than general behavior. The key is the perception of the probationer, because if it is positive for them, it is an incentive (i.e., may not require money). The difficulties lie in the consistency (i.e. fairness) of incentives and measuring success using incentives. (Alison Cook-Davis)

The most valuable thing I learned at the 2013 APPA Winter Institute is that working in law enforcement all these years has changed the way I see the world...I didn't realize that I saw things differently than non-law enforcement people!! (Eva Berg)

From the "Recognizing the Commercial Sexual Exploitation of Children (CSEC) in a Community Justice Setting" workshop I learned the importance of listening and recognizing indicators that a client may be a victim of CSEC. Some indicators are, but are not limited to: runaway record, domestic violence in the home, history of sexual/physical abuse, carries multiple cell phones, has an older boyfriend, dresses provocative for age, and unclear monetary supply. (Beatrice Sainz)

Something that stood out at the conference for me was the class that was given by Jim Jones from the Community Justice Center. He passed out these magnets that stated Emotional Proficient, Anger will always be linked to: unmet expectations, blocked intentions, communication that others don't understand. It also stated that before anger the following feelings are experienced: ashamed, afraid, guilt, hurt, sad and then anger. This relates to the clients we deal with and that when they come into the office showing signs of being angry, we might want to think of what other things they were experiencing before and try to communicate how they can correct their issue by helping them brainstorm on positive ways to change their issue that has them feeling that way. (Liberty Torres)

The high occurrence of trauma among prisoners appears to be more significant for women. It is estimated 77 to 90 percent of women with substance abuse issues in prison report extensive histories of emotional, physical, and sexual abuse. (Deborah Coleman)

I learned that Yavapai County has the Yavapai Reentry Project, and that they are doing it with very little budget and with the aid of a volunteer from a national organization, who is helping them manage the project. They also have the assistance of community members who serve as mentors for those who are in the project. (Gary Streeter)

We may not have the fanciest toys at the playground, but we do have an executive team that recognizes and values our staff. We have all of the incentives they were proposing and more! It was great to have this opportunity to be reminded that our executive team does not just see staff as a budget line item, but sees staff as a valuable asset. (Marie Long)

It was recommended that supervision of these pimps should include initially assessing them, as they are elusive, highly deceptive, organized, and manipulative. These pimps were compared to sex offenders and it was stated that they are even more manipulative. These cases will require collaboration, are very time consuming, require evidence based prosecution, and will reveal conflicts within community justice programs due to this population requires accountability as opposed to rehabilitation. (Patrice Moeller)

Attending the APPA Training Institute made me once again reflect on the fact that criminal activity is constantly evolving and that there are old crimes being committed with new technology. The good news is that our probation and parole departments are taking the necessary steps to adapt to this evolution and we are increasingly using the same technology to meet the new challenges. (Hector Ramos)

It is estimated that 1.6 million children run away from home each year in the United States. One in three will be recruited by a sexual predator within 48 hours of becoming homeless. (Brian Slater)


Generational Diversity in the Workplace: younger staff, called the Millennial Generation, often does not (automatically) respect title or position in the same way as their older colleagues, and instead limit respect to those they perceive as competent. (Leslie Ebratt)

Female leaders in Corrections do not all come from the same social background, education or experience and despite cultural, socio-economic or gender inequities, women can rise to the top of their organizations and be strong advocates for change in how criminal justice is administered. (Lolita Rathburn)

Speaker Dave Dahl at the closing session helped to re-affirm why we're all in this field. While he has seen greater success financially in life than most of our probationers will, the struggles that he went through to get his life back on track are the same as those we hear from our probationers. What made his story real was despite his wild financial success, he continues to have the day to day struggles we encounter in our interactions. (Jodie Rogan)

The Arizona Supreme Court Commission on Victims in the Court is a commission of appointed judges, probation staff, victims, advocates, attorneys, and public members that provide training, education, and recommendations regarding victim rights, advocacy, and the treatment of victims. The panel shared the importance of victim impact statements and how these statements influence the Court in decision making as well preserve a record beyond sentencing (DOC, Court of Appeals, Supervision). They stressed the importance of probation staff capturing the victim's emotional, financial, and physical impact in our reports and ensuring we take the time to listen, be attentive, and accurately tell the story of the victim. (Cynthia Stevens)

At the Phoenix APPA Conference, I attended a seminar called *Generations in Today's Workplace: It's Not About Them, It's About You*. This seminar provided information about the different generations currently in the workplace, as well as suggestions for better communication and understanding between them. (Raquel Gloden)

During adolescence, brain development includes an overproduction of neurons, followed by "pruning." pruning means that the neural connections that are being used will survive and strengthen and those that are not used will wither and die (Jay Giedd). Therefore, the activities teens participate in as adolescents have a lasting impact in terms of what becomes hard-wired in their brains. (Cathy Wyse) 

The Seriously Mentally Ill Individual and Violence

By Julie George-Klein

PPA 2013 opened its Monday session with Jennifer Skeem, Ph.D., discussing something very close to our hearts: the shooting deaths of 26 children and adults at a Connecticut School. This, as well as other recent violent incidents, was the focus of our morning.

The question appears to be rather simple, “Are SMI symptoms driving the violent behavior?” The answers to the question, and solutions to the problem, are, however, very complex.

Consider the following:

- 14% of men in the criminal justice system are seriously mentally ill (SMI)
- 31% of women in the criminal justice system are SMI
- SMI individuals are two times more likely to fail while on probation/parole
- 3 of 4 individuals who are SMI have a co-occurring substance abuse disorder
- Threat of violence increases 5% to 20% if the individual is also using illegal drugs
- Symptom based violent crimes are rare and unpredictable
- Symptom change is a weak predictor of violence
- Anger, not SMI symptoms, is a predictor for violence
- Targeting mental health symptoms reduces crime 10% of the time
- Targeting criminogenic needs reduces crime 90% of the time

These revelations were thought provoking, especially for those not well-versed in supervising the seriously mentally ill. Essentially, mental illness is not a strong predictor of violent behavior. It is an indirect casual factor.

In terms of application to the “real world,” Dr. Skeem left us with the following thoughts in terms of community supervision: examine and take into account all criminogenic factors, reduce the focus on SMI factors, and target anti-social personality factors, anti-social cognitions, family and marital discord, and employment performance. In addition, she recommended officers maintain a “firm but fair” relationship and focus supervision efforts on problem solving.

In all, Dr. Skeem challenges the assumption that individuals who are seriously mentally ill are, by nature, violent due to their mental status. ❧

Partnering with Crisis Recovery Network

By Rebekah Trexler

In 2009 the State of Arizona was in a financial crisis with budgets being slashed and mental health services being decreased or curtailed for many of our probationers. When there is a reduction in mental health services to consumers, there will frequently be increased calls to the Crisis Response Network (CRN). CRN asked all the first responders to meet, including Phoenix Police, Phoenix Fire, Crisis Recovery Network, Maricopa County Adult Probation, and several different counseling agencies. Meeting monthly, these agencies collaborated to figure out how to help this population with the upcoming budget cuts crisis and to better assist the probationers currently being supervised on specialized mental health caseloads. It was determined if care and services were coordinated between MCAPD and Crisis Response Network, there would be benefit in providing appropriate and timely service responses to consumers. An idea was born! As when the police contact our Communications Center to speak with a supervising probation officer, CRN can contact our communications operator to inform the supervising probation officer of crisis contact with a probationer who is also a mental health consumer.

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The Communications Center operator contacts the probation officer and the collaboration begins. The benefits have been dramatic and specialized mental health probation officers now have “real time” information about what is going on with their defendant. Officers can assist in coming up with a plan on how to help the defendant get through the crisis. CRN Mobile Team members can contact and obtain information from the officer for safety purposes and/or share what the safety or recovery plan is for the defendant. The collaborative effort “went live” in August 2012 and both agencies and probationers have benefited from the mutual efforts. Many thanks to SMI APO Kim McCurtain who has been working with the development of this collaborative effort from the inception.

FY2013 to date (July 1, 2012 to February 7, 2013)

138 Calls

76 Transportations

59 Mobile Teams

3 Calls with no Transportation or Mobile Team associated entry

Empathy and Understanding

By Therese Wagner and Tricia O'Connor

Great progress continues to be made as a result of the Empathy and Understanding (E & U) sessions that were held in 2011 and 2012. Division updates were provided in the September/October 2012 Chronicle. Additionally, the Achieving Performance Excellence (APEX) grant, which we received in October 2012, is providing the opportunity to continue building on our successes! During the initial APEX training on January 28, 2013, we learned more about the APEX business model and how APEX can help us. We are beginning work on the Empathy and Understanding Change Initiative and will use relevant APEX strategies and tools to enhance these efforts.

Below are division updates from the last few months. We also wanted to provide you with a few numbers regarding the E & U sessions in 2011 and 2012. Again, THANKS to everyone for participating, and continue to watch for ways you can be involved in changes!

Number of divisions:	10
Total number of sessions:	38
Total number of attendees:	426
Total number of facilitators:	31
Number of pages of feedback:	348

Central:

Started a discussion about the E&U results in our November division meeting. For the January 2013 division meeting, all supervisors are reviewing the E&U report in order to further discuss the feedback and identify five things we can “fix” immediately.

Compliance Monitoring:

- Discussion was held to educate the Indirect Services Unit about procedures to replace staff who leave the unit. The complete process was explained as well as the general timelines. It is now better understood why positions cannot be immediately filled.
- Unsupervised management team created a workgroup, which includes both case administrators and officers, to rewrite the Unsupervised policy.
- Supervisors created a contest, which will be in the Chronicle, asking participants to answer questions about the differences between MARS and Unsupervised supervision.
- Unsupervised at WRC will be receiving ergo evaluations prior to ordering new chairs for their new space.
- MARS is in the process of finalizing a Delineation of Duties to illustrate the valuable contribution both partners make to management of the caseload.

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Domestic Violence/Sex Offender:

- Sex Offender Court - We are in the process of working on a proposal for a review hearing process for sex offenders.
- Supervision (consistency) - We are putting together training for the division to address supervision consistency within the sex offender division (a back to basics training). We also worked with AOC to develop a basic training, which was offered in January 2013 to officers new to sex offender supervision.
- Officers (with consultation from supervisors) have decided to implement a committee (similar to the IPS Voice) to address division issues and provide recommendations to the division director. The group met in January, elected a chair and co-chair, and has scheduled monthly meetings to begin in February 2013.
- We are in the process of obtaining updated Spanish language sex offender documents.

Eastern:

Continues to publish their bimonthly newsletter, the *PSC Inquirer*, to enhance communication. A Positive Suggestions Change box was built by a probationer as a community service project. Along with the box, a Positive Suggestions Change PSC Idea Form was developed. These two items continue to allow Eastern staff to submit ideas to make their workplace a better environment.

**Northern:**

The three Northern Division offices continue to utilize the Suggestion Box inviting staff to provide work environment and related feedback to the building supervisors. Based on earlier comments from Northport staff, it was originally believed staff was desirous of virtual room modifications to increase privacy and reduce distractions. However, after seeking clarification and exploring various options, it turned out that by an overwhelming majority staff preferred instead to deal with the minor annoyances a virtual environment presents and ultimately did not want design changes. The majority of the concerns, instead, centered on building maintenance and air temperature. Support Supervisor Sandy Mishkin is credited with taking those issues to the building management company. Slowly but surely we are starting to see improvements in the cleanliness of the office and manageable air temperature. She and the other supervisors have done a great job documenting officer complaints regarding building conditions and advocating for staff.

PPA/Administration/Staff Development/Dispatch:

- Communication Center - The radio exchange project is currently taking place, with 50 – 100 radios being exchanged each week. This is one of the first steps in improving the Communication Center/ radio system.

Presentence:

- In the Screener Units, we continue to develop a process to increase the speed at which we hire new quality screeners. This has made a huge impact in keeping the amount of work reasonable with a turnover rate among our screeners that hovers around 25% each year. This has also reduced the amount of "band-aid" solutions to triage out work to keep up during the busy weeks.
- The Screener Units continue with cross-training, which has allowed more opportunities for screener staff and also more options when the workload is unbalanced.
- Screener supervisors have worked with Cindi Barocas and her awesome staff to develop new ways of assigning cases to screeners to provide jail screeners with more control over their assignments and provide an increased ability to schedule their work week.
- The screener supervisors have developed tools that more accurately count quantity, quality, and job knowledge for annual reviews and regular updates and can compare workloads among all screener staff.

- To increase customer service among our clients in the West Court Building 5th floor, we have reduced our lobby wait times to almost half and a television was recently placed in our lobby for when the wait times are a bit longer.
- The Screener Units created a Jail Screener Unit to give more focus to their unique issues. This created one large unit of experienced screeners and three smaller units comprised of veteran staff, probationary screeners, and screeners in training. Not only did this provide focus on unique jail screener issues, but also provided more time for supervisors to focus on developing staff new to the Department and Presentence. This shifted the focus from quantity of staff to focusing on equalizing supervisor workload and increased attention to individual staff, the needs of their unit, and on further creative and solution based ways to further improve the job satisfaction of our staff.
- Over in Regional Court Center/Early Disposition Court, they started a morale committee. They invited the chain of command to the holiday luncheon to enhance communication between line staff and the chain of command, a suggestion expressed in several different ways during the Empathy and Understanding sessions.
- The Presentence dress code was revamped and adapted with the staff's input.
- The 5th and 6th floors of the West Court Building were renovated with new carpet and paint along with restructuring, with safety in mind.
- The 6th floor of the West Court building now has a magazine and book exchange.
- The Presentence Investigator morale committee was created and implemented and has created several events over the past year.

Pretrial Services Division:

Currently in the process of reviewing the results from their sessions and will be discussing future steps at their next division meeting, but they have already been hard at work completing some of the items staff brought up in the E&U sessions.

- In Court Liaison, the broken, cracked, and stained ceiling tiles were replaced, after repairs were made to a broken water pipe, which had been leaking.
- In Court Liaison, several staff members had old desktops and/or laptop computers replaced.
- In the Jail Unit, speakers have been ordered to enhance interviewing capabilities.
- In Defendant Monitoring Unit (DMU), Electronic Monitoring cargo vests have been ordered for increased safety in the field. At DTJC, a speaker and intercom have been ordered for the front desk window, and more visible signage has been posted in the lobby area to help with traffic flow and deliver information to defendants.
- New scanners were ordered for DMU-DTJC and SEF, and scanning has begun again to alleviate file storage.
- New procedures have been developed between the Communications Center and DMU-Electronic Monitoring to alleviate some of the late night alerts.
- A Training Manual Committee, run by staff, has been implemented for DMU-Standard and Electronic Monitoring that includes both the DTJC and SEF officers.
- Access rights to the K drive were expanded.
- Criminal Reintegration Unit (CRU), Work Furlough (WF), and Reach Out (RO) participated in the Judges brown bag discussion to provide information to the bench.
- CRU, WF, and RO have implemented various workgroups; some of the groups formed have addressed WF orientation procedures, Job Skills readiness programs, and constructing a "Graduated Service Matrix."
- CRU, WF, and RO are documenting procedures and protocols and placing these on a shared drive.
- CSC support staff created a Priorities List of job duties to help manage daily tasks.

Programs:

The Programs Division is continuing to send out informational emails in response to some of the questions and ideas generated at our Appreciative Inquiry sessions. In an effort to increase productivity, the division is exploring the possibility of obtaining Wi-Fi cards for use in the specialty courts. A second division goal will also be determined that will include the involvement of interested officers and support staff.

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Western:

- Supervisors have worked together to equalize staff workloads through case transfers and have equalized units by moving staff.
- Standard Unit 15 has volunteered to participate in the E-filing project with PTR's. They began testing the third week in January and are awaiting final word to begin this process.
- Video conferencing with the jails is expected to be up and running within the next six months.
- An electronic newsletter is being developed for WRC. It will be sent out quarterly and already has several staff members from many different assignments involved. It will include updates from each division housed at WRC, building happenings, quarterly PRIDE winners, and the Moral Committee plans. The newsletter will be staff generated and sent in an e-mail format. The newsletter is directed at providing feedback to the building as a result of the Empathy and Understanding forums. ☞

Safety Matters

By Gary S. Streeter

During the last several years, APD officers have been building working relationships with staff at the Arizona Counter-Terrorism Information Center (ACTIC) and the East Valley Fusion Center (EVFC). The Police and Fire personnel there are a great source of information, not only about terrorism, but also about officer/staff safety as well. They also assisted with points of contact to provide information about Sovereign Citizens, and those probationers who are on the No Fly Watch List. But, it is not a one-way street. They also appreciate receiving information from us, as we are a good source of information too.

To clarify and outline reporting of information to entities such as the ACTIC and EVFC, state, local, tribal, and federal law enforcement and homeland security organizations are collaborating through the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI). State and local law enforcement and homeland security agencies have established Suspicious Activity Reporting collection and reporting processes that allow them to submit Suspicious Activity Reports to the NSI. The NSI provides law enforcement with another tool to "connect the dots" to combat crime and terrorism.

For more information about Suspicious Activity Reporting that was developed specifically for community corrections agencies go to:

<http://nsi.ncirc.gov/hspregistration/corrections/>.

If you have Suspicious Activity to report, such as possible indicators of terrorism-related involvement by a probationer, you can contact Alan Glickman in Staff Development. Alan has been trained as a Terrorism Liaison Officer and has access to personnel and resources at the ACTIC.

Additionally, you can contact Jeff Fischer in the Fugitive Apprehension Unit. Jeff regularly works at the EVFC and has access to personnel and resources there. ☞

STALKING: Know it. Name it. Stop it.

By Tony Bidonde

Stalking Response Tips for Community Corrections Officers

Stalking - generally defined as a course of conduct directed at a specific person that would cause a reasonable person to feel fear - affects an estimated 6.6 million women and men each year. Stalking is a crime under the laws of all 50 states, the District of Columbia, the U.S. territories, and the federal government; however, statutes and definitions of stalking and related crimes vary from state to state. In addition to serious and long-lasting emotional and psychological harm, stalking can involve severe, even lethal, violence. Community corrections officers who understand the nature and dynamics of stalking, and work together with law enforcement and others, can more effectively supervise offenders and thus help prevent stalking victimization.

Continued on page 13

How Community Corrections Officers Can Help

- Screen offenders to determine if they have previously, or are currently, engaging in stalking behavior. Screening for stalking behavior is crucial because an offender may have been convicted of a crime other than stalking, such as vandalism, assault, battery, burglary, domestic violence, or violation of a protective order.
- When supervising offenders who may be engaging in stalking behavior, focus on victim safety, changing offender behavior, and offender accountability. Supervising offenders at the highest level allowed may prevent further physical or emotional harm to victims and save lives.
- Seek the stalking victim's input for a more comprehensive understanding of the offender under supervision. Collaboration with victim/witness coordinators, other advocates, and service providers can facilitate interactions with the victim.
- Avoid increasing the risk of harm to the victim by keeping the victim's location and contact information confidential, and avoid sharing statement or other information from the victim with the offender.

Stalking Resource Center

<http://www.ovw.usdoj.gov/docs/tips-for-corrections.pdf>

If you have any questions regarding the above information or any other victim-related issues you may contact me at Tony Bidonde, Maricopa County Adult Probation Department Victim Services Unit, telephone: 602-372-8286, email: vsu@apd.maricopa.gov. ☞

Domestic Violence Holiday Drive

By Jessica Ethington

The holiday season tends to elicit a spirit of generosity toward those less fortunate. This was especially true from our Domestic Violence Units. In an attempt to foster the holiday spirit, both Domestic Violence Units sponsored an annual holiday drive for victims of domestic violence. This helps provide these victims and their families an opportunity to create happy, lasting memories during the holiday season. Both units were able to donate toys, clothing, toiletries, and other items to the Autumn House in Mesa and Sojourner in Phoenix. Sometimes providing the basics for everyday life can create an overwhelming sense of relief. Children are often times forgotten victims of domestic violence, which can make the holiday season a difficult time for them, when it should be one filled with joy and happiness. Helping create lasting memories for their children is what drives members of the Domestic Violence Units to continue their active involvement within our communities. ☞



Pictured left to right: Lynne "Sunny" Carpenter, Laura Thomas, Kristi Ward, Dana Martinez, Derrick Knott Jr., and Donna Vitori

Collection of Used Cell Phones to Benefit Domestic Violence

By Kristi Ward

The National Coalition Against Domestic Violence (NCADV) partnered with Cellular Recycler to collect used cell phones and select electronics. The donation of these items benefits NCADV by:

- Fund programming that empowers victims of domestic violence and helps them remain free from abuse
- Support legislation aimed at ending domestic violence
- Give support and resources to organizations across the U.S. working to stop violence in the home



The Domestic Violence Units have begun a collection within our Department. In each of the area offices, a box for collection of your personal, used cell phones is available. The following link provides additional information regarding this recycling program:

<http://www.ncadv.org/takeaction/DonateaPhone.php>

If you have any questions, please contact either of the domestic violence supervisors. Help stop violence in the home. ☞

Kristi Ward Promoted to Division Director

By Kellen Stadler



Kristi Ward is quickly approaching the completion of her 16th year with the Department on March 31st and is even more quickly approaching the start of her new position as Division Director, to begin on March 18th. Her first assignment will be out of the Scottsdale office for the Northern Division where she will be over six standard units and an intensive unit.

The well deserved promotion comes after nearly six years as a supervisor for the east side Domestic Violence (DV) unit out of PSC in Mesa. Outside of her normal responsibilities, Kristi has also served on the East Valley Domestic Violence Fatality Review Team for three years, on the Mid-Managers Committee where she was chairwoman of a sub-committee on victim satisfaction, and has been a part of the Probation Officer

Evaluation Committee. She has been recognized for her service to crime victims and worked with the American Probation and Parole Association (APPA) on advanced curriculum for community supervision of domestic violence offenders.

Outside of work, Kristi enjoys spending her time attending Arts & Crafts festivals of all kinds. She looks forward to the new challenges that she will have to face as Division Director, and is also excited about experiencing changes after having worked in DV caseloads for the majority of her time with the Department. Congratulations! ☞

Bonnie Arnoldussen Promoted to Supervisor

By Cathy Wyse

Bonnie Arnoldussen has been promoted to the position of supervisor effective March 4, 2013. Her first assignment as supervisor will be in the Central Field Division, where she will be responsible for a standard field unit at the Black Canyon Building.

Bonnie began her career with the Department in September of 2008. Her first assignment was as a standard field officer at PSC. Since then, Bonnie has supervised sex offender and transferred youth sex offender caseloads, working out of BCB and WRC. Her most recent assignment has been supervision of a youthful sex offender caseload at WRC.

Bonnie has been involved in many activities related to her area of specialization, including service on the Sex Offender Voucher Committee, and participation in meetings in Transferred Youth Court, meetings related to Transferred Youth Court, and meetings at AOC regarding transferred youth. While at BCB, she was a member of the BCB morale committee.

Prior to employment with the Department, Bonnie worked as a MCSO classification counselor at the 4th Avenue jail. In her personal life, Bonnie keeps busy with a husband and two children. She is active in her church and enjoys being involved with church youth.

Regarding her promotion to supervisor, Bonnie said, "I am looking forward to learning more about the Department and becoming involved in more aspects of probation as a whole." ☞



Joseph Pallo Promoted to Supervisor

By Kellen Stadler



Congratulations to Joseph Pallo on his promotion to Adult Probation supervisor. Prior to the Department, Joe earned his law degree from Western State University, College of Law. He has served as an aide to a member of Congress, was a senior negotiator for a nationally recognized personal injury law firm, and was executive vice president of a Phoenix printing brokerage company. As a volunteer he was elected President of the Board of Directors of Ronald McDonald House, Phoenix.

Joe began with the Department in April 2008 as a standard officer at BCB and later transferred to Coronado. For the past two and a half years, Joe has been assigned to a Seriously Mentally Ill caseload. He has served on the Search Committee and the Mental Health Coalition, is a Motivational Interviewing instructor, is on the Crisis Intervention and Stress Management team, and on the Carey Guide Committee, which included a role as chairman of a marketing subcommittee. He has presented with other officers at the Problem Solving Courts Conference in Phoenix and in Sedona, and was a member of the Host Committee during the recent APPA Conference.

During his free time, Joe enjoys playing the guitar, cooking, sailing, and putting his Eagle Scout training to use outdoors. Occasionally, Joe, his wife Donna, and his two children relax at the family ranch in Snowflake. Joe is excited about this new challenge and says that the Department is his favorite job and it is an honor to be associated with such talented and passionate people. ☞

EBP Spotlight

Nomination: Pat O'Connell, Employment Specialist

Nominator: Tracey Benton and Jeanne Duncan

The Northport office is extremely lucky to have Pat O'Connell as a volunteer Employment Specialist. She instills skills, techniques, and confidence to our defendants, and yet it is more than just this. In her conversations with probationers, Pat encompasses a wide range of topics beyond those just related to jobs. She has helped clients obtain assistance for their most basic needs, such as eyeglasses, dental work, addiction, filing for disability, and addressing their children's needs, along with sometimes just listening to them to relieve some of their stress. One officer stated, "Pat interviewed one client and offered to help him file for disability. He had sustained a head injury and was having additional problems that may have been related to this injury. Pat walked out into the lobby and he looked pretty intimidating with all of his tattoos; no one was sitting near him in the room. We put together a plan and worked on it every Tuesday. He stated he had always wanted to do this, but never knew where to begin. Success for him was starting the process and working with someone step-by-step."



Pictured left to right: Tracey Benton, Pat O'Connell, Jeanne Duncan

Pat gives positive reinforcement to our clientele as they strive to obtain employment. When they are successful, she offers congratulations and reminds them, "You have a lot of skills; keep going and it will pay off!" She is always open to new ideas. As she states, "I always ask my clients so I may help others - what helped you the most for obtaining employment?" This allows her to share their tips for success.

Clients also thank Pat for her assistance. One probationer received help obtaining a job. Now, he loves his new job and says Pat really helped him in his job hunt. He believes he got this job because of Pat's advice about how and when to discuss his felony. Another individual obtained assistance in making his resume, and he got the job he was striving for! He was elated. Pat encouraged him to have an honest resume and to get help on making one!

Here are additional comments from probationers who have benefited from Pat's willingness to help others:

- Hi Pat and thank you for sending me that Referral link. I was able to find a cheap and much needed dentist, and there is a lot of useful information on there. I went to the AWEE office yesterday and spoke with a career advisor. She liked my resume that you revised much more than my old one, so thank you for that. I will keep you informed on how the job search is going.
- I have read your message and you helped provide me with a lot of helpful websites. I promise I will spend time looking at these and work hard to use it. I hope I will find a job so I can support my kids and myself to turn my future back again. I promised my Mom never do any stupid mistakes like this for the rest of my life. Once again, I am very thankful for everything you helped me with. Please let me know any if any opportunities come in.
- Thank you for all the information and the help you provided me with yesterday. I left with a more positive outlook and I really appreciate it.
- Hey, all is well. A full-time job has not happened yet, but I am taking GED courses. I made a resume and Phoenix Library is offering computer classes. The other computer boot camp was full and I couldn't get in. E-mail if you got any helpful tips.

Continued on page 17

- I found a job for a construction company! They hired me as an estimator and I also do all the insurance work with a computer program. I'm excited and I hope it all works out for me.
- I thank you for your help. If this doesn't work out, I can find something else with the same qualifications. And I will contact you for putting a resume together. I'll keep this template so I won't lose it.
- Landed a full time job! It's graveyard but it's full-time...so happy. ☺

EBP Spotlight on Emily Cook

By Anna King



Pictured Left to Right: Cory Pace, APO
Emily Cook

To Whom It May Concern:

I'm writing this letter to thank you. I've been on probation awhile and was not doing so good. My PO, Emily Cook, gave me the extra push I needed to get back on track. I went to Maverick House, a 28-day residential treatment facility for drug/alcohol addiction. I went without any idea what would happen to me. I thought, once an addict always an addict. After about a week in treatment, something happened, something that I've never experienced before. I found God. I realize there are many more

challenges to come. If it wasn't for Ms. Cook and the Adult Probation Department, I wouldn't be able to be a productive person in society. They gave me the push I needed. I actively participate in AA – NA's 12-step program and my life is slowly getting better. I want to thank the people of probation for thinking enough of me to give me a second chance at life. I don't believe I would have had one on my own.

Thank you. ☺

Offering a Joyous Holiday Celebration to Military Families

By Tiffany Grissom

From frequent moves and post-deployment unemployment to disability and post-traumatic stress, many obstacles loom as military families struggle just to make ends meet, let alone have a joyous holiday celebration. The National Military Family Association found that 39 percent of service families had suffered a financial setback. With holiday budgeting and spending, the challenges are compounded.

Preparing for the 2012 Holiday season, there was a bit of relief for three military families. With the generosity and support of Indirect Services, Unsupervised, and the staff in Probation Administration, three military families were able to celebrate the holidays with a little more than what they planned. Much gratitude was expressed by the three families for the kindness and generosity of the probation staff who participated to ensure their holiday season was celebrated with much joy. The families were presented with gifts for the children, along with grocery and gas gift cards for the families to purchase their holiday dinner.

The project not only built teamwork and goodwill, but had an enormous impact on the military families and the community in which we all live. It was a way to offer a special thank you to our military families during the holiday season. Thank you to all of the wonderful angels who participated in this event. ☺



What is the Difference Between MARS and UNS?

By the Compliance and Monitoring Division Staff

Based on feedback the Compliance Monitoring and Records Division received in their Empathy and Understanding forums and to clear up any confusion regarding MARS and Unsupervised probation (UNS), the Compliance Monitoring Division staff recently sent out a survey contest to test staff knowledge of MARS and UNS. Below are the answers to the survey questions which will help clarify the differences between the MARS and UNS caseloads. There was a total of 231 responses.

The winners are: \$25 peak card [Jonelle Acosta](#) Movie Tickets [Paula Martinez](#) Chocolates [Perla Chavez](#)

All staff assigned to divisions other than the Compliance Monitoring and Records Division, including supervisors and the Executive Team were encouraged to participate. However, all staff assigned to the Compliance Monitoring and Records Division were prohibited from winning.

1. Does MARS or Unsupervised take high risk offenders?

Unsupervised probation takes any client assigned by the Court while MARS only takes clients with an assessment scored as a minimum. Total correct responses = 21%

2. Do clients receive Earned Time Credit (ETC) on Unsupervised or MARS?

MARS is considered a standard caseload and therefore must calculate ETC. Clients who do not have a current case plan due to their risk score are given credit for adhering to MARS requirements. Unsupervised does not calculate or award ETC and any previously earned ETC while on standard supervision should be used to calculate the new expiration date on a modification to UNS. Total correct responses = 44%

3. Which caseload must be court ordered?

Unsupervised probation is ordered by the court. MARS eligible cases may go directly from assignments to a MARS caseload based on the assessment score. Total correct responses = 94%

4. Which is considered standard field?

MARS is a standard caseload. Unsupervised probation is a sentencing option for the Court. Total correct responses = 84%

5. On which caseload are clients directed to report?

Both MARS and Unsupervised clients can be ordered to report. However, UNS typically reports only one time, immediately after sentencing, to complete a Review & Acknowledgement with an UNS intake officer, and some MARS clients report via mail on a monthly basis. Total correct responses = 16%

6. Which caseload is composed of a probation officer and a case administrator?

Both MARS and Unsupervised probation supervision teams are composed of a PO and a CA and work together as a team to supervise or monitor the probationer's compliance. Total correct responses = 67%

7. Which caseload is required to complete court reports?

Both MARS and Unsupervised probation complete court reports. Total correct responses = 77%

8. Which is considered to be a sentencing option?

Unsupervised probation is a sentencing option for the Court. Total correct responses = 96%

9. Which caseload takes into consideration the risk score of an offender?

MARS eligibility is determined by the risk score in addition to other factors. The [MARS Screening Guide](#) is located on the intranet for more detail. Many UNS cases are "Quickies" and do not have a presentence report or an assessment completed prior to sentencing. Total correct responses = 69%

10. Which caseload was designed to reduce caseload size for the field?

MARS was designed to reduce the number of standard field cases, so that officers could focus on changing behavior in medium and high-risk offenders. Total correct responses = 66%

Anniversaries

25 Years

Kathy Daniels

15 Years

Tammy Allen

Carol Baker

Diane Bracamonte

Cynthia Gaitan

Jeff Lauer

Jason Ross

Andrea Stiles

Beth Streeter

5 Years

Diana Barela-Rue

Wayne Barrett

Sahara Bergstrom

Aundrea Green

Veronica Gunnison

Vickie Jones

Tyrone Mayer

Adam Moran

Dulcelinda Ramirez

Shirleen Tarangle

Thank you for your dedication!

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- 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.
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Top 10 Most Wanted Sex Offenders:

http://www.superiorcourt.maricopa.gov/AdultProbation/docs/top_ten_fug.pdf

Top 10 Arrested Sex Offenders:

http://www.superiorcourt.maricopa.gov/AdultProbation/docs/arrested_Top_Ten.pdf

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