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the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

March/April 2014

Seeking Work/Life Balance

It's important to celebrate our successes and to communicate to employees that you are valued. One of our Department's traditions is recognizing outstanding employees with an annual employee awards celebration. This year we will be honoring the following "Of the Year" award winners: Connie Sinsabaugh – Surveillance Officer, Jeff Fischer – Probation Officer, Shelly Bodenmiller – Employee, and Jaci Christenson – Supervisor. These employees will be recognized for their significant contributions to our Department and its mission. They represent the best of what we do at Adult Probation. I hope that you will consider attending the **2013 Of the Year Awards Ceremony on May 14, 2014, from 1:30 to 3:00 p.m., at the Black Canyon Building**, and join the celebration.

We are fortunate to work in an organization where people identify with the mission, find satisfaction in their work, and enjoy the people with whom they work. The employee satisfaction surveys consistently tell us that these are strengths at MCAPD. And they are important; these strengths help us push through the daily work and take on the challenge of continuous improvement. We can take pride in being an organization that produces positive results and provides a vital community service. Adult Probation's daily operations, accomplishments, and cohesiveness as an organization depend upon the dedicated efforts of individual employees.

Of course, employees who work hard and are committed to doing their jobs well are terrific. However, let's be clear that the best employee is not the one who is "all about the job." Why? Because people need balance! Individuals are not robots. We need to balance multiple areas of our lives in order to stay healthy and perform well. An employee who never lets go of the job, who is always at work or

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CHIEFLY SPEAKING

thinking about work, is a cause for concern. An individual who never steps away from the job is at risk of losing perspective, which could impair judgment at work and impact relationships with others. When the job becomes a person's whole identity, that individual's psychological well-being is at serious risk.

Probation work is stressful. There are deadlines, tough decisions, difficult people, traumatic events, liabilities, and the list goes on. Ongoing demands of the job, repeated exposure to criminal behavior and trauma, or even a single disturbing incident or report can take a toll on our health and well-being. Our personal lives are stressful, too. Employees are often raising children, caring for an aging parent, or working on a degree. Individuals may experience divorce, the death of a loved one, serious health problems, and other personal issues. Let's face it -- life is stressful and the stressors come at us from multiple directions.

Still, work, personal relationships, and activities outside of work can all be sources of tremendous satisfaction and fulfillment. Striving for a good work/life balance is a continual process and finding that balance can help employees manage stress and live rewarding, happy lives. We know that stress produces physiological changes and can lead to many negative impacts on physical and psychological well-being, as well as affecting personal relationships and work performance. It's important to be aware of the negative impacts of stress, monitor and assess the impact of stress in our own lives, and develop and practice self-care strategies.

How do other employees balance their lives, considering the work and personal stressors we all face? Each of the 2013 "Of the Year" award winners graciously agreed to share how they balance their lives. This is what they said:

Connie Sinsabaugh (Surveillance Officer, Community Restitution): "I didn't realize how much stress there was in being a surveillance officer in an IPS unit until I left that position. I worked in IPS for 22 years. With the constant time deadlines and contact deadlines we were always scrambling to make sure all the deadlines were met. I would be thinking all day, every day, about who needed to be seen when. While I was in IPS, I didn't notice it because I was always able to make time to go to all of my kids' school and athletic functions. I think knowing that I could work any time and needed to vary the work times, so I could do the other things, made up for the stress of the job. Now that I work in Community Service, I realize how much stress there was. All of the phone calls and deadlines made it hard to have a whole day off, let alone two days in a row. Just thinking about those years is bringing back stressful feelings, but I would not have changed anything. Now I have two and three days in a row phone call free and can see what it was like before. So the bottom line is I kept things in balance by knowing what is important at the time and doing that, and then making time for the other stuff as it comes up."

Jeff Fischer (Probation officer, Fugitive Apprehension Unit): "The flexibility we are allowed in the field is awesome. Flexibility in the work day and with the family is a plus. I am able to flex my time to accommodate my family needs and to assist with raising a child. I am able to come in late and work late or even work weekends, which is a huge added bonus with this job. Supervising specialized caseloads from Domestic Violence and IPS created some stress in the field. Being able to take time off truly helps, just being able to step away and take a break for a while. Taking time and exercising or getting into the gym is also important to me. In my off time, I like to spend time with family and exercise to de-compress. The assignment in FAU is very different from what I did as a field officer; your car literally becomes your office .

It's necessary to be fit and to stay one step ahead of the 'bad guys.' I find that it's important to understand what's needed and to prioritize the workload. In FAU we work closely with many local and Federal law enforcement agencies. We are unfortunately affected when an officer is killed in the line of duty. I think about the importance of family when I say good-bye in the morning, and I call during the day and check in with them. I search for sex offender warrants that are assigned to me in FAU; it's a high-profile position that is important to the Department and that motivates me to go out and find them. I enjoy the work even though it can be frustrating at times when you can't locate them in the community. Knowing the harm that comes from a sex offense, the reward is getting a wanted sex offender off the street and back in front of the judge."

Jaci Christenson (Supervisor, Unsupervised Probation): "I have to work hard at maintaining balance between my personal and professional lives. This is still a work in progress though because I was raised on a farm and thus learned that working 365 days a year was the norm. One of the tools that I use to accomplish a balance is to plan and manage my time in the most efficient manner possible. I accept that my job is not a Monday through Friday, 8 to 5 type position and thus understand the give and take necessary to accomplish my work tasks and goals. And while I may plan to work certain hours, I accept that I may have to work during unscheduled "off" hours, but by doing so, I do allow myself the flexibility to be with my family at our family events or my kids' games. Our family is big on presence; just being there is most important, so I make the effort to work hard and complete my work so I am able to be present when it is important. My goal for this year is to not have to return vacation hours and to use them wisely...again, a work in progress...but it is work on both sides."

Shelly Bodenmiller (Screener, Presentence): "I have learned through the years that wisdom really does come with age, as does balancing work and personal stressors. Considering we are at work the majority of our waking hours, it is sometimes difficult not to bring work home or bring personal stress to work. I admit, back in the day, I would have a hard time sleeping Sunday night thinking about all I had to do at work the next day. Thankfully, those days are gone. I have figured out that if I know I'm doing the very best job that I can do, then that's all I can do. Bringing personal stressors to work is sometimes inevitable. That is why I feel so blessed to work with such a wonderful group of women. We are each others' support system. Being with the Department for 28 years, I've developed some extraordinary friendships. Find something you really enjoy doing and take the time to do it—that is how I balance my life. Spending time with horses is my very favorite thing to do. A horse can brighten my darkest mood. Groupon and Living Social are wonderful things. It allows you to go places and do things you may not normally be able to afford to do. I have started going to B&B's around the state. It's so much fun! The bottom line is work is a means to live. You need to live a little so that when you go back to work, it all balances out!"

I would like to encourage employees to take advantage of the classes and resources available through our Department and the County to help manage stress and to promote health and wellness. With that in mind, a few announcements/reminders:

Open Enrollment

Maricopa County's Open Enrollment period ends on May 9th at 5:00 PM. This is the time for employees to carefully review the benefit options available and to select the benefits that are best for you. There are some changes to next year's benefits to include adding United Healthcare to manage the Preferred Provider Organization (PPO) and High Deductible Health Plan (HDHP); changes to the Out Of Pocket (OOP) maximums; and a new bank to manage the Health Savings Account (HSA).

This year's Open Enrollment is considered "passive" which means you are not required to make elections and the elections you currently have will carry forward to the next benefit year. There are exceptions to this rule - those employees wanting to:

- Make new benefit elections or change your current ones
- Add or drop dependents
- Elect the Flexible Spending Accounts
- Designate payroll contributions to a Health Savings Account
- Update your biometric screening, health assessment and tobacco use status
- Add or update your beneficiaries for life insurance

Useful information can be found in the *What's New? Annual Benefits Open Enrollment Guide*, at:

http://ebc.maricopa.gov/benefits/pdf/whatsnew_1415.pdf

You can also contact the Maricopa County Benefits Office at 602-506-1010 or Judicial Branch Human Resources at 602-506-8568 if you have questions.

The following suggestions for self-care are taken from *What About You? A Workbook for Those Who Work with Others*.

Self-Care Strategies

There are ways to incorporate self-care into our daily routines. Clearing space in your life for self-care often means shifting priorities or tasks to make that space. Many commitments and responsibilities cannot be erased from your daily life, but there may be some things that could change to accommodate a healthier lifestyle. It is important to try various self-care activities so that you find the ones that work best for you. Taking time for yourself should be enjoyable – if it feels like a chore, try something else.

Here are some practical suggestions:

- Take one thing at a time.
- Solve little problems.
- Be realistic.
- Be flexible.
- Adopt a positive attitude.
- Avoid over-scheduling.
- Learn to relax.
- Treat your body well. Adopt a healthy lifestyle.
 - Eat healthy food.
 - Exercise.
 - See your doctors regularly.
 - Get enough sleep as often as you can.
 - Take time off when you are sick.
- Watch what you are thinking.
- Share your feelings.
- Talk about stress with friends and family. Talking to a doctor, spiritual advisor, or other professional might also help.
- Learn to ask for help.
- Be aware of your limitations.
- Personalize your work and home environment.
- Take time for self-reflection.
- Say "no."
- Limit your exposure to media (e.g., news stories, movies) that deals with sad, violent, or tragic themes.

Katherine T. Volk, Kathleen Guarino, Megan Edson Grandin, and Rose Clervil. (2008) What About You? A Workbook for Those Who Work with Others. The National Center on Family Homelessness.

Maricopa County Wellness Works Initiative

Wellness Works, the Wellness program for Maricopa County employees, provides ongoing information, events, and other opportunities to help employees and their families strengthen their health and well-being. Currently, a series of four classes called **Take Action 4 Prevention** is being offered between April 15th and May 9th. The classes provide informative and educational tools for leading a healthier lifestyle and avoiding future health problems. Employees can sign up for one or all of these classes in Pathlore:

1. Power of Prevention
2. Supermarket Survival
3. These Shoes Were Made for Walking
4. Managing Your Stress for Health and Wellness

May is Employee Health & Fitness Month and May 20th has been designated as Employee Health & Fitness Day. Wellness Works is producing a short video called **Let's Move Maricopa County** as part of the May 20th celebration. Employees have been invited to submit content for the video by May 5th. In addition, group walks are scheduled for 7:00 a.m. on May 20th and May 21st. More information can be found on the Wellness Works website (provided below).

The core components of the Wellness Works program are Balancing Work/Life, Assessing Health, Moving More, and Eating Healthier. Maricopa County offers an array of services to assist employees, including information posted on their website, county fitness centers, membership savings at the YMCA, Quit Tobacco Program, Health Coaching, Employee Assistance Program, and more. You can visit the website for more information: <http://www.maricopa.gov/benefits/wellness.html>. Adult Probation's lead Wellness champions, Shari Andersen-Head and Jennifer Lennox, will be sending Wellness Works information your way periodically.

The Judicial Branch Work Life Committee has been formed, which I am co-chairing with Danna Quinn. We are going to examine how to restore flex time, which is a topic of great interest to employees. A proposal that includes the pros and cons of flex time will be presented to the Judicial Executive Council. I will keep you informed as more information becomes available.

Thank you for your valuable work. Stay well.

2014 Arizona Law Enforcement Canine Trials By Jim Frost

I have set up a booth at the Arizona Law Enforcement Canine Trials each year at Scottsdale Stadium since 2006. Here in the Valley, I represented the Military Working Dog Teams National Monument and raised donations for its creation. We dedicated this Monument this past October. I used this year's trials to thank the people for their help and donations that contributed to making this monument happen. A lot of court personnel also helped out, purchasing our T-shirts and ball caps. This Monument is designated by Congress as a National Monument and is located at Lackland Air Force Base outside San Antonio TX. It is open to the public. I also used the opportunity to recognize the military canine handlers at Luke Air Force Base by presenting them with a photo of the Monument and a resin model of the Monument.



Luke AFB canine handlers being presented with photo of the monument.



Monthly Statistics, Simplified!

PPA has been working hard to identify redundancies and develop reports to pull information directly from APETS. There will be a number of changes to field officers' monthly statistics to streamline both the information requested and the definitions used. Pilot testing will commence in May/June and the changes will be completed for the new fiscal year (July stats).

Stay tuned for upcoming training announcements!

EPIC Excitement (about EPICS II) and Moving Community Supervision Forward: Implementation of Effective Practices in Community Supervision By Kristi Ward and Norma Brasda

STICS, STAR, EPICS, EPICS II, oh my! In general, EPICS II (Effective Practices in Correctional Settings II) and the other listed models were designed to improve case management practices in community supervision. EPICS II emphasizes core correctional practices in working with offenders, such as: collaborative relationship, reinforcement, cognitive restructuring (*thinking drives behavior*), and building of problem skills. At APPA Houston, there were several sessions on EPICS II implementation including two presentations that we attended from Coconino County, Flagstaff, AZ; and Multnomah County, Portland, OR.

During the *EPIC Excitement* presentation by Flagstaff, the attendees were able to listen to actual tape recordings of the officer/offender contacts to exemplify various EPIC II skills. For example, each contact is structured as follows: Check-in, Review, Intervention and Homework. The officers stressed this guided (and improved) their communication during their contacts. Further, EPICS II is inclusive of building the relationship to model/teach the offender cognitive restructuring and prosocial skills *while still monitoring compliance and displaying effective use of authority*. And, research indicates it is working to reduce recidivism!

During the Portland presentation, we learned of their agency's implementation of EPICS department-wide that began over three years ago, and the ongoing change in their culture! They have 24 coaches who provide feedback to over 120 officers trained in EPICS. Each officer turns in a tape monthly of their interaction with an offender in which an EPICS skill was utilized; there is a progression of various skills per officer. What they have learned is that with too many coaches, feedback is inconsistent and may not include specific skill development. Lesson learned: limit the number of coaches to increase consistency with feedback. Plus, they hold monthly boosters to enhance the skills identified by the coaches that need further development. One officer is recognized monthly for an outstanding tape submission!

It is clear from these workshops, EPICS and EPICS II are creating some excitement as the next community supervision initiative and moving community supervision forward!

The Department Prepares for an Operational Review By Jennifer Ferguson

Over the next few months the Department will be participating in an operational review. As the process gets underway, we wanted to provide you with some information about what will be taking place.

What is an Operational Review ?

The operational review is a formal, standardized process of assessing the operations of the department. It is a review of the extent to which our practices are done in compliance with statutes, code requirements, administrative orders, and department policies. The operational review is conducted by staff from the Adult Probation Services Division (APSD) of the Administrative Office of the Courts (AOC). All probation departments across the state are required to participate in an operational review approximately every five years. The Department's last operational review was conducted in 2005. Upon completion of the operational review, the Department will receive a report with a summary of the findings.

When will this take place?

The operational review process is currently underway. Over the past few weeks, many staff have been compiling information about our current policies to provide to AOC. Site visits to area offices will begin May 1st and continue through mid-June. The number of days AOC staff will be at an office will vary based on the size of the office. It is anticipated that four (4) to seven (7) AOC staff members may be on site from one (1) to four (4) days reviewing files and gathering the information they are required to collect.

What does this mean for you?

AOC will be selecting random samples of cases to review. While a great deal of the information needed is available in APETS, some information is also in the case file. If you have a case selected for the operational review, you may be asked to provide the file. Please do so in a timely manner. Many of you will not have any cases selected, but you may see AOC staff around the office during the process. If you see them, make them feel welcome.

It is the intent of AOC and the Department to complete the operational review process with as minimal disruption to staff as possible. We appreciate your cooperation!

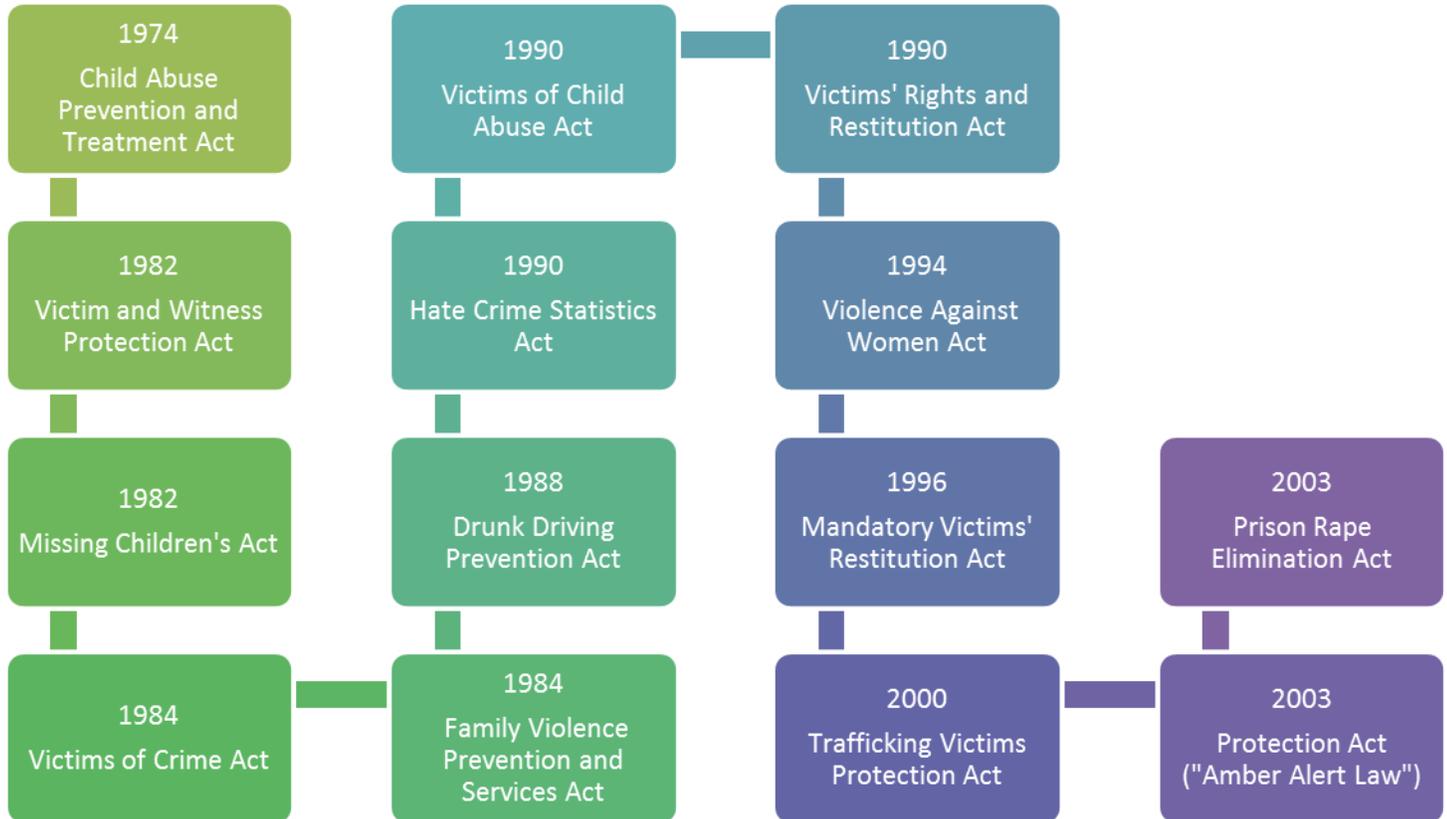


Go to your APETS Agent with suggestions/questions about APETS / APD Online / Other relevant programs (i.e. JWI) and they will get them answered! And, for everyone to see, the answers are now added to the M/drive APETS Agents folder: **Asked & Answered.**

A Wee Bit of History By Tony Bidonde

Here are some historical legislative acts that have shaped the rights of victims at the Federal level:

Key Federal Victims' Rights Legislation¹



The above are some of the landmark federal legislative acts that secured legal rights, protections, and services for victims of crime; these are implemented and enforced throughout the United States. Looking at the big picture, victims' rights are still fairly new to the criminal justice system but *ever evolving*. Arizona is one of the most advanced states when it comes to victims' rights and Maricopa County Adult Probation is at the forefront. In many cases, MCAPD is not just complying with the law, but going above and beyond what is required by statute to ensure victims' rights are being observed and the victim's needs are being met. We can be proud of the fact that each of us is a contributing member of that team.

To learn more about victims' rights go to the Office for Victims of Crime at:

<http://ovc.ncjrs.gov/ncvrw2014/index.html> or contact me Tony Bidonde at: vsu@apd.maricopa.gov or Victim Services: 602-372-8286.

¹Office for Victims of Crime (OVC)



Judicial Branch Committees Announced

The Judicial Branch has developed initiatives in three areas: Work Life, Communication, and Innovation, in response to issues identified through the Judicial Branch employee satisfaction survey and the town halls that followed seeking employees' views and ideas. Six committees have been formed to examine these areas and make recommendations to the Judicial Executive Council. The committees and their members are listed below. This is the first time that so many Adult Probation employees have participated on committees to address issues across the Judicial Branch.

Work Life

Flex Time

Co-Chairs:

Barbara Broderick (APD)

Danna Quinn

Members:

- Shari Andersen-Head (APD)
- Kristen Hunt (APD)
- Brenda Jones (APD)
- Kim Kelly (APD)
- Chuck Lopez (APD)
- Lori Ash
- Kyla Braker
- Nichole Flowers
- Tiffany Keshishian
- Robert Prieto
- Linda Sandbloom
- Tracy Schatza-Daly
- Connie Scott
- Leslie Strombeck
- Chad Williams

Bi-Lingual Pay

Co-Chairs:

Karen Westover

Danna Quinn

Members:

- Amy Azpeitia (APD)
- Manuel Barron (APD)
- Claudia Facio (APD)
- Jason Hathcock (APD)
- Jasmine Herrera (APD)
- Daniel Rodgers (APD)
- Ramiro Suastegui (APD)
- Jessica Alvares
- Paula Collins
- Erma Hernandez
- Pamela Leon
- Maria Maurin
- Sandy Nageotte
- Debra Rubenstein
- Gladys Villegas

Staff Development

Co-Chairs:

Phil Hanley

Diana Heigi

Members:

- Susan Bee (APD)
- Holly Burdine (APD)
- Colleen Dorame (APD)
- Marie Long (APD)
- Kyle Miller (APD)
- Elisa Young (APD)
- Araceli Ambert
- Gloria Braskett
- Gary Bridget
- Eva Fatigona
- Harriet Galbreath
- Shawn Haught
- Danielle Radler
- Randal Rosecrans
- Kristina Tuba

Innovation

Technology

Co-Chairs:

Richard Woods

Tom Mosley

Members:

- Mark Hendershot (APD)
- JoAnn Paulus (APD)
- Christian Popovici (APD)
- Rodney Rego (APD)
- Randy Tirado (APD)
- Brian Bledsoe
- Daniel Burgess
- Sandra Feijoo
- Julian Garcia
- Darlene Jackson
- Richard Kokes
- Jeremy Mullen
- Kristina Rogers
- Kelly Vail
- Ben Williams

Communication

Inter-Departmental

Co-Chairs:

Eric Meaux

Karen Westover

Members:

- Kathleen Frazier (APD)
- Kafi Grossley (APD)
- Tricia O'Connor (APD)
- Andrea Stiles (APD)
- Kristi Ward (APD)
- Karen Arra
- Michael Czerniejewski
- Cassandra DeCoste
- Rona Easterday
- David Elston
- Penne Garrett
- Daniele Grasser
- Kelly Lusk
- Kathleen Mullins
- Charlotte Shrum

Bench & Employee

Co-Chairs:

Phil Knox

Hugh Gallagher

Members:

- Daniel Fox (APD)
- Heidi Heniger (APD)
- Cynthia Stevens (APD)
- Reggi Williams (APD)
- Michael Babicky
- Charles Botz
- Paula Coe
- Kristi Dallman
- Vincent Funari
- Robin Hoskins
- Jim Koeller
- Cynthia Mancinelli
- Sarah Murillo
- John Slone

Managers' Forum on Sex Trafficking By Rodney Rego

Recently, Department supervisors attended their quarterly Managers' Forum on the sensitive topic of Sex Trafficking. Phoenix Police Lieutenant Jim Gallagher presented information regarding the "Opportunities and Perspectives of Sex Trafficking," and Dominique Roe-Sepowitz and Kristine Hickle from ASU School of Social Work presented information regarding intervention research. Some of the information presented included the following:



The fastest growing industry among gang members is sex trafficking. Sex trafficking is defined as "recruitment, harboring, transportation, provision or obtaining a person through force, fraud, or coercion for the purpose of benefitting financially from the commercial sex act of that person." The industry generates between \$32 and \$91 billion in profits worldwide, and the United States is the top destination for human trafficking. It is estimated in Phoenix that 78,000 men per day solicit sex; however, only 30 are arrested per month. Arizona has many factors that make it a profitable market for sex trafficking, including:

- Transportation corridors enabling easy, anonymous movement throughout the state and across state lines
- A large resort community and mild climate that brings conferences and other tourist attractions year-round



Many probation officers may have a victim of sex trafficking on their case-load and not know it. There are several warning signs if a probation officer suspects one of their probationers is a victim. They include: homelessness, moving frequently, prior sexual abuse, travel with an older male or with a number of other women/girls, presence of an older "boyfriend," multiple STD's, tattoos or other branding marks, signs of violence, and involvement in the system through other offenses (e.g. drug charges, theft, property crimes).

Evidence Based Practices: EBP Task Force and Workgroup Updates By Julie George-Klein and Tricia O'Connor

The EBP Task Force's main responsibilities are to assist with, oversee, and coordinate efforts regarding the Department's organizational priorities. **Lolita Rathburn** and **Shari Andersen-Head** are currently leading the group in its efforts. The following is an update on the work being completed by the EBP Task Force and its workgroups. (For the prior update, please see the September/October 2013 *Chronicle* issue.)

Improve Empathy and Understanding (E&U); Involve Staff in Decision Making By Therese Wagner and Tricia O'Connor

- E&U Project was submitted for a 2014 NACo (National Association of Counties) Award!
- Summaries of all 2011 to 2013 E&U sessions are now on the EBP Web (Section 1).



Teams continue to work on suggestions received during staff's E&U sessions.

Increasing Executive Team presence (Mark Pivonka)

- In September 2013, staff completed an online survey to vote for how they would like communication with their division directors (DDs) and deputy chiefs.
- Survey results were forwarded to each DD and have resulted in some exciting new types of communication including division newsletters, emails, and casual brown bag lunches with open agendas.
- A follow-up survey will be conducted in 2014 to determine how well we are meeting the needs of our employees and to make improvements where we can.

Reviewing/revising random assignment process (Alison Cook-Davis & Deneen Bertucci)

- Random assignments have been reduced 19% thanks to changes including Unsupervised Probation officers now keeping all of their own combo reports.
- A survey is being created to send to standard officers on the random assignment list to explore staff's understanding of the random assignment process.
- Tools are being developed to aid the understanding of the random assignments process.
- Additional information will be provided to staff to show how some departmental changes will help improve the assignment of probationers and reduce workload.

Reviewing/revising after hours calls policy (Susan Savoy & Morgan Dinovo-Stevenson)

- Phase I of implementation went into effect November 12, 2013. The new procedure allows for Pretrial Services to place a hold on probationers that come before them at the 4th Ave. Jail after hours, holidays, and weekends.
- Since November 2013, approximately 750 after hour holds have been placed by Pretrial Services, which would have otherwise been an after hour call to the assigned probation officer.
- Phase II will look at the remaining after hour calls, including IPS non-arrest hits and law enforcement calls made directly to the Communication Center. Phase II looks to have IPS officers notified of non-arrest contacts by email and for Pretrial Services (a badged officer) to authorize the Communication Center to place an after hours hold. Implementation of Phase II is anticipated for May 1, 2014.
- Although not all after hours calls can be eliminated, the recent changes have significantly reduced the after hour, holiday, and weekend arrest calls.

Implementing an Internal Communication Plan: Closing the Feedback Loop (Kristi Ward)

- A usable communication plan template and example were developed.
- An e-mail resource guide along with example e-mails is being created.
- E&U session comments were reviewed to ensure we captured the identified needs.

Creating a plan for new supervisor transition (Melissa Froderman)

- Input was provided regarding a supervisor mentoring program currently being developed by directors and a supporting document was created for review.
- The workgroup will assist staff development in a review of the current New Supervisor Training to include updating, revising, and creating training.

Redesigning the EBP Web page (Tricia O'Connor)

- A workgroup of probation officers, supervisors, and our data IT systems analyst, is in the process of determining what the new EBP web page should contain.



High Five Committee (Anna King & Manny Barron)

- The Five Practices of Exemplary Leadership were introduced in the Supervisor Leadership Academy. The High Five Committee is focusing on the sustainability of these practices. The workgroup is in the process of developing ways to bring these leadership practices into our culture and develop ways to acknowledge a manager for demonstrating one or more of the Five Leadership Practices.
- At our next meeting, we will be discussing ways to align the practices with supervisor competencies and communication/marketing strategies.

Collaborate with, Train, and Educate Treatment Providers By Steve Lessard and Julie George-Klein

- Collaboration Oversight Workgroup (COWg) membership was solidified, assuring broad membership from field divisions including DV.
- Collaboration guidelines for standard probation were created and should be piloted summer 2014. The guidelines are modeled after the current IPS collaboration efforts.
- Draft documents for collaboration efforts were created, to include letters of introduction, talking points, and presentations to be utilized during site visits.
- Plans are under way to develop a collaboration “manual” for use by units piloting use of the protocol.
- Collaboration efforts continue with the new Regional Behavioral Health Authority (RBHA) data exchanges.
- Efforts to collaborate with TASC include training staff on new procedures and best practices in drug testing.

Enhance Consistent Quality Assurance Among All Supervisors By Donna Vittori

- The “Policy Standards at a Glance” is currently under review. This document outlines supervisor duties regarding pertinent policies.
- The workgroup continued its efforts toward the goal of promoting consistency in expectations, recognition, feedback, and information sharing via enhancing consistency in meetings between directors and supervisors. The draft Communication Plan was finalized and information about this workgroup and its efforts was presented to the Executive Team, all managers, and line staff via various formats.
- The Implementation Plan was finalized:
 - A standardized format to guide each quarterly topic was developed for use by the Division Directors.
 - Division Directors meet monthly to discuss results of their division meeting discussions, check alignment, and choose a new quarterly topic based on E&U results from line staff and supervisors as well as any emerging issues.
 - A list of resources to assist with quarterly topic discussions was developed to assist DDs.
- The first quarterly topic, “safe environments,” was discussed by each division management team beginning in January 2014.
- Values and Operating Principles were established by each division.

Develop a Comprehensive Training Plan by Colleen Dorame

- Updated Comprehensive Training Plan is being posted on the intranet.
- Supervisor Leadership Academies (SLAs) continue in 2014 –class 7 is currently in session.
- The development of a leadership program for staff continues.

Safety Matters By Gary Streeter

I've been reading a great deal recently about the topic of Optimal Performance. Much of the material I've read is sports psychology-related and is most easily applied to athletic pursuits. But, the concepts and techniques can be applied to many endeavors in life. For example, one may want to become a better, more effective listener.

Of course, I've been doing the research with an eye toward specific safety-related applications. I believe optimal performance is crucial in the context of a physical or lethal force confrontation. If an officer is unable to avoid or de-escalate (and those are possibilities) then mental and physical skills must be synchronized to optimize performance. This allows us to cope with the situation, be efficient and effective, win the confrontation, and be healthy afterwards.

While the focus can be very specific, for example, an armed officer may choose to focus effort on optimizing performance on the qualification course (shooting a consistently high score), what I've gleaned from much of the literature is that the various authors indicate overall self-improvement is the ultimate outcome. Meaning, one may become a better listener or shooter, but in the end, one becomes a better person.

Below are some of the common concepts and ideas included in the literature:

Goal Setting: setting realistic and measurable, yet challenging goals is a key component.

Self-Talk: specifically, positive self-talk is crucial to improvement and moving past mistakes.

Visualization: using all the senses to vividly imagine situations applicable to the established goal.

Focus: the ability to block out distractors and focus on only those things that improve performance.

Breathing: use of the breath to calm the mind and body. Reduces tension and stress.

Change: openness to changing thoughts, behaviors and beliefs.

Learning: the journey to optimal performance requires continuous learning.

Mental Toughness: the ability to cope with and perform in stressful situations.

Process: Focusing on the process of optimizing performance rather than just the outcome better guarantees improvement and positive results.

If you are interested in looking further into this topic, below are some books and materials I have found beneficial:

The Champion's Mind by Dr. Jim Afremow

The Art of Learning by Josh Waitzkin

The Fifth Discipline by Peter Senge

The Athlete's Mind, author unknown

"The Stages of Change", APD curriculum

Various documents from the U.S. Army Rangers webpage

Providing Feedback the EPICS II Way By Julie George-Klein and Tricia O'Connor

Effective Practices in Correctional Settings (EPICS II) focuses on the importance of effective interactions between officers and probationers that guide probationers toward success. As the publication notes: "There is a way to give feedback that is much more productive and constructive than the informal way we usually do. In general, feedback should be immediate, frequent, and positive. Feedback can always be positive by placing an emphasis on improvement and success. According to research, positive feedback is seen as a rewarding experience (Van Houten, 1998), which means that the receiver will become more and more open to receiving feedback in the future. The steps to giving feedback listed below are adapted from Hadfield-Law (2002) and focus on giving feedback in a positive and constructive way."

- 1 Ask if the recipient is ready for feedback.**
Be respectful, remembering to emphasize personal choice and control. A person may not want to hear feedback for a number of reasons. If the person says no, you may have to wait until some other time. Forcing the feedback might build resentment, inclining the person to ignore it or even to act contrary to it.
- 2 Ask the recipient what was done well.**
Many people want to go right to what they did wrong and how they might improve. Be sure to keep the person focused on what was done right. If the individual starts to drift towards what was done wrong or what needs correcting, indicate there will be time to talk about areas for improvement, but right now you want to focus on what was done well.
- 3 Tell the recipient what was done well.**
Be sure to be behaviorally specific in identifying areas where the individual performed well. Give plenty of recognition and praise during this step. Providing recognition and praise will encourage the use of the behavior in the future.
- 4 Ask the recipient what areas need improvement.**
This might make your job of giving constructive or corrective feedback easier, as people often are their own harshest critics. Do not agree or disagree with the individual at this point. You will give corrective feedback in the next step. This is the individual's opportunity to think about and articulate what could have been done better.
- 5 Tell the recipient what you observed that needs improvement.**
Be sure to be specific and clear about what needed improvement AND be sure to include, in direct and behaviorally specific terms, strategies on how to improve performance in the future.
- 6 Check for the recipient's understanding, summarize corrective strategies, and end with what was done well.**
Notice that this is a "sandwich" method, with the corrective suggestions sandwiched in between positive statements about what the individual did well and your positive summative statement that ends with what was done correctly. This method should make the feedback more encouraging than ending on a corrective note.

Care to give this a try? Rehearse what you would like to say and practice the six steps with a peer. Our EPICS II team is also willing to help you, just contact Leslie Ebratt.

Resource: Lowenkamp, Christopher L., Robinson, Charles R., & Lowenkamp, Melanie (2010). *Effective Practices in Correctional Settings – EPICS II*.

EBP Spotlight By Beth Garrow



Angel Williams



Terri Scharneck

Angel Williams and Terri Scharneck supervise a standard sex offender caseload in the metropolitan Phoenix area. Both officers are active in addressing the needs of their probationers despite the variety of issues presented. In addition to the unique challenges associated with being a convicted sex offender, this population is often plagued with poor housing conditions if not homeless, drug use, and frequent exposure to anti-social peers. Despite these challenges, Angel and Terri look for ways to incorporate “what works” into their practices by, for example, maintaining a positive attitude every day and acting as advocates for their probationers.

Specifically, their dealings with one such probationer, Jason, stands out. He is a registered sex offender on a lifetime probation grant. In addition to facing the challenges noted above, he was diagnosed with cancer. Over this past year, Jason received chemotherapy, radiation, and other treatments despite suffering from a variety of other illnesses. The defendant’s mobility is limited as a result of his medical condition. Given his limitations, the team made efforts to ensure contact standards were met by seeing the probationer at his residence and making routine welfare checks above and beyond what was required. In an effort to facilitate appropriate housing where Jason would receive the care and assistance he needed, the team referred him to a health care case manager with hospice. Although appropriate housing is difficult to locate for registered sex offenders, the probation team went above and beyond the “call of duty” by researching available assisted living facilities, contacting the facilities, and going out to the residential facility offices to inquire about availability, the ability to meet the needs and statutes required of convicted sex offenders, pricing, and amenities. Although a proper facility was not located for the defendant at the time, the probation team continued to work with the defendant’s hospice team to provide him the most benefits and assistance while residing in his current residence. Since starting this journey with the defendant, the team has visited him at the hospital at least four times. Unfortunately the defendant’s health has declined, but the team continues to strive to provide continued support, customer service, and compassion to help Jason.

After Hours Arrest Calls By Sandra Tom, Jenna Fitzgerald, and Amanda Borquez

820

No, this is not the new radio code for a Starbucks’ run...it’s the number of phone calls to date the officers at Pretrial Services have eliminated as a result of the newly implemented After Hours Arrest Calls (AHAC) protocol that began November 12, 2013.



None of this would have been possible without the dedicated officers at Pretrial Services taking on the extra workload. Their commitment to teamwork has provided this much appreciated relief to field officers.

The AHAC Workgroup has looked into additional ways to reduce after hours calls with phase II being implemented May 1, 2014. Phase II will reduce a number of remaining calls still reaching the field after hours to include IPS non-arrest hit notification and law enforcement calls placed to the Communications Center prior to the defendant being booked.

Unfortunately, not all calls can be eliminated; however, the Department is striving to make your nights, holidays, and weekends as peaceful as possible! The AHAC Workgroup continues to welcome feedback and encourages you to reach out to committee members with your innovative ideas.

Special thanks to the Pretrial Services Team:

Edna Amodei	Silvia Partida
Mark Barthel	Kelli Reed
Francisco Bustillo	Maria Reynolds
Cheryl Clark	Beatriz Rodriguez
Chauncey Crenshaw	Gary Saunders
Thomas Dang	Neil Smith
Christopher Fox	Lisa Stapleton
Rochelle Harlin	David Szeto
Brian Herlihy	Patrick Swafford
Tania Juarez	Ryan Valley
Cameron McGuire	Maria Vasquez
Delma Navarro	Bethany Wittig
Janice Nez	Teresa Yetmar
Rocio Palomino	Theresa Zawlocki



Special thanks to the Communication Center Team:

Sahara Bergstrom	Jeremy Lumpkins
Karla Billingsley	Oliver Madison
Mary Burch	Christine Medina
Felicia Fierro	Amy Melgaard
Kenisa Green	Mary Offerson
Kafi Grossley	Ryan O'Toole
Eric Johnson	Erin Redpath
Vickie Jones	Patricia Redpath
Michael Land	Hance Wilhite
Karen Lara	Linda Zeamer
Don Laws	

2014 Hand Count Results: Best ones ever!
By Alison Cook-Davis and Jennifer Ferguson

The Department conducted its annual hand count in February for all direct and indirect clients as of January 31, 2014, as required by the Administrative Office of the Courts (AOC).

The hand count process compares the number of clients identified as direct or indirect in APETS with a count of the hard files in the possession of officers. Traditionally, the hand count comparison has resulted in small differences. This year the differences were .93% for IPS probationers and .04% for Standard probationers! As the hand count process involved counting over 24,000 files, this result is impressive. These differences were significantly lower compared to the previous year when the differences were -3.9% for IPS and .57% for standard clients. These are the closest results we have ever had!

We believe the improvement can be attributed to the Department's ongoing efforts to emphasize the importance of the data in APETS and to build a culture of data quality throughout the department. The Data Quality Committee under the leadership of Lolita Rathburn has led the effort to give significant attention to addressing data related to addresses and probation terms, the issues that most impact how probationers are counted for stats. Support staff supervisors have put in place additional protocols to help to decrease data issues. Further, officers are doing a great job of updating their probationers' addresses. All of these efforts are paying off by providing more accurate, reliable data in APETS to base decisions upon!

Thank you for your commitment to excellence and for your assistance in helping to improve the data quality in APETS!



Tribute to our Adjunct Faculty, Field Coaches and Role Players By Holly Burdine

On February 25th we celebrated the many contributions of our 259 adjunct faculty, field coaches and role players from 2013. These individuals provided a total of 6,214 hours of training and guidance to co-workers last year. We recognize and celebrate their contribution of time, energy, talent and skills. This year's celebration included Communications training providing participants with Co-jet credit toward this year's AOC Core Curriculum requirement (Communication). Training was conducted in a trivia game format by instructor Jerry Scimio who rewarded audience members with gift bags. A video montage entertained all with photos of our adjunct faculty, coaches and role players in action and a Communications related "Name That Tunes" game demonstrated everyone's wide array of musical knowledge. Staff Development and Safety is deeply enriched with the talents of these 259 peers who contribute to the continuing education of this department. We would like to especially recognize the Top 5 contributors in each of the categories below:

Top Five Subject Matter Experts

- Kenn Gorr**
199 hours (T4C, MI)
- Arlyn Harris**
165 hours (T4C, Real Colors)
- Doug Murphy**
161 hours (MI, Field Coaching)
- Mary Stuart-Bronski**
118 hours (e-PTR)
- Tracy Gorr**
96 hours (MI, Mastering the FROST, Field Coaching)

Top Five Field Coaches

- Tied for 1st: **Kevin Bishop and Shane Glynn**
137 hours
- Tied for 2nd: **Shirleen Tarangle and Kyle Miller**
111 hours
- John Biship**
104 hours
- Doug Murphy**
99 hours
- Barbara Rubio**
76 hours



Tracy Gorr selecting her prize.

Top Five Safety Experts

- Kyle Miller**
255 safety hours (DT),
117 non-safety hours (field coaching)
- Tim Schouten**
201 safety hours
- Melissa Froderman**
78 hours
- Denise Pine**
78 hours
- Heather Preston**
74 hours

Top Five Role Players

- Tied for 1st: **Scott Homan and Clayton Hunt**
16 hours
- Tied for 2nd: **Jesse Andrews and Cory Rhodes**
14 hours
- Dave Pixley**
12 hours
- Michael Holland**
11.5 hours
- Jade Crawford**
8 hours

Welcome Three New Supervisors By Kellen Stadler



Amy Ganz, Jill Bognar, and Darrick Payne

Amy Ganz is bringing nearly six years of probation experience with her, including four as an Intensive Probation Officer, and eight years of juvenile detention experience to her newly appointed position as supervisor. She started with the Department in July of 2008 as a standard officer at the Black Canyon Building (BCB). Amy has been vice-chair and chair of the Voice of IPS Committee and has also been a member of Thinking for a Change and the South Mountain Clean & Beautiful Project. She is excited about opening a new chapter in her life and with the Department, as well as meeting and working with the wonderful people who work at BCB. In her spare time, Amy is a mother/chauffeur to her daughter and son.

Jill Bognar began her journey through the Department slightly over 12 years ago, in February 2002, as a probation officer in a standard unit out of the Wells Fargo building. Since that time, she has also served at the Black Canyon Building and in a Domestic Violence unit out of the Probation Service Center in Mesa. Beyond the normal aspects of being a probation officer, she has contributed to FINCOM, the Domestic Violence Enforcement Response Team, the Mid-Managers Committee on Victim Letters, and was a co-creator of the Pharmacy Board. Recently, Jill was honored for her commitment to community safety regarding domestic violence by the Mesa City Council. As a supervisor she looks forward to imparting what she has learned over the years to new officers and also learning a new component of the Department and how it works.

Darrick Payne recently completed his thirteenth year as an officer with the department and is starting his fourteenth year a little differently, now as a supervisor. His time as an officer has been spent with standard field units and with seriously mentally ill caseloads at the Western Regional Center (WRC) for most his career and out of the Sunnyslope office. He has been a FINCOM representative while at WRC and was a Defensive Tactics Instructor for around five years. Darrick believes that the variety of backgrounds, cultures, and experiences in the County make it a good place to work. He is ready to accept the challenge awaiting him in this career change and the learning opportunities it will provide to him in additional aspects of probation and how they interact to achieve the Department's mission. Outside of the Department, Darrick stays active through bowling, two weekly softball leagues, disc golf, and riding and working on motorcycles.

Congratulations to all three new supervisors. The Department looks forward to their continued success.



17 New Probation Officers Join the Department By Jim Sine

Please join Staff Development in welcoming our 17 new probation officers to the Department! On March 26, 2014 these officers completed eight weeks of training and are ready to jump into their new assignments. All probation officers were assigned to either standard field or intensive probation units. Like the previous class of new officers, this class was able to attend an expanded full week of field coaching during training which gave them the opportunity to work with an experienced officer. A real benefit to this is being able to put into practice many of the topics learned in class while still in a controlled setting. Feedback from all parties has continued to be extremely positive with the new officers truly appreciating the real world and hands on training they receive. A very appreciative THANK YOU is due to our many adjunct faculty for their ongoing contributions to training our new officers. We have continued to expand our training to include as many role plays as possible some of which include veteran officers as role players. Another enormous THANK YOU is due to our field coaches who took a full week to help our new officers become more comfortable with the job. Their wide range of knowledge and experience is essential to the learning process for new officers. Congratulations and good luck to our new officers on their new adventures!



Seated from left to right: Janet Acuna, Victoria Holloway, Kimi Colton, Thomas Goss, Kelly Hanson

Standing from left to right: Judge Kreamer, Wallace Clark III, Anna Crittendon, Deputy Chief Mike Cimino, Alexandria Perez, Jule Andreski, Kimberly Roberson, Ariana Barone, Christopher Smith, Jarod Powell, Clint Bell, Samuel Pavlisick, Sarah Larson, Matthew DeVerna, Deputy Chief Saul Schoon



25th Anniversary

Meyer, James

20th Anniversary

Pile, Taylor

15th Anniversary

Cuellar, Tina

Hanosh, Sheri

Vallecillo, Gloria

10th Anniversary

Macy, Christine

Swan, Donna

MCAPD Receives Emergency Care First Aid CPR & AED Course Award By Gary Streeter



Arizona Chapter

Congratulations to the following individuals from Adult and Juvenile Probation, who received Honorable Mention in the First Aid CPR & AED category, and also received the Trendsetter Award in the Most Instructors trained in 2013 category, awarded by the Arizona Chapter National Safety Council in March.

Adult Probation

- Alan Glickman
- Casey Reynolds
- Carson Heussner
- Dawn McCullar
- Jesse Andrews
- Marie Long
- Robert Craig
- Stacy Gustavson

Juvenile Probation

- Amanda Kelly
- Bryan LaBrake
- Harriet Galbreath
- James Gonzales
- Jermaine Carlisle
- Karyn Hart
- KL Brooks
- Leon Webster
- Meredith Collins
- Robert Ray
- Sharesa Brown
- Pamela Lim
- Shawn Hughes
- Todd Weiss
- Matthew Quihuis
- Melody Dalle Nogare



October 1– December 31 P.R.I.D.E. Winners

BCB– Megan Wiehn, Rodrigo Arce, Cynthia Gaitan, Cuong Nhan, Bianca Simons, William Berg
CLAPO 4th Ave Jail– Luigi Patrino
Communication Center– Don Laws
Coronado– Kyle Miller
CSC Gibson– Grace Gutierrez
DTJC2– Michele Butcher, Alan Glickman
DTJC3 Admin– Patricia Comer-Lopez, Margaret Johnston
DTJC3 Pretrial– Jennifer Ellsworth, Marylouise Stevens
Garfield– Martha Mays, Kate Skelton
Luhrs– Scott Stoffel, Tina Burruel
Northport– Ty Mayer, Robert Fisher, Cynthia Romero
Pretrial 4th Ave Jail– David Szeto
PSC– Randy Bay, Judy Chacon, Iaquicia Woods, John Bishop, Blanca Gruber
SEF– Ryan Valley
Scottsdale– Cassandra Herbison-Chacon, Douglas Murphy
South Court Tower– Iris Cuevas
Southport– Angelina Diaz, Carson heussner
Sunnyslope– Sonia Cruz
Westport/FAU– Stephen Harvey, Timberly Matson, Sylvia Andrade
WRC– Andrea Smith, Acheme Amali, Lauren Guida, Andrea Romano, Suzanne Segarra, Shirleen Tarangle
WCB 5&6– Nicole Freed, Dena Medley

January 1– March 31 P.R.I.D.E. Winners

BCB - Dmitriy Badalov, Casey Martinez, Adam Lane, Greg Scott, Greg Burkett, Jessica Munoz-Felix
CLAPO 4th Ave Jail - Sean McMillen, Santos Garcia
Communication Center - Don Laws
Coronado - John Abshire
CSC Gibson - Abilio Aranda
DTJC2 - Lance Nickell, Casey Reynolds
DTJC3 Admin - Kristen Hunt, Raquel Torres
DTJC3 Pretrial - Dale Morley, Sarah Dorantes
Garfield - Anastacia Castillo, Tom Weiss
Luhrs - Ruth Manner, Julie Cuen
Northport - Karla Clanton, Michele Mikel, Holly Burke
Pretrial 4th Ave Jail - Neil Smith
PSC - Kirsten Weigert, Shana Edmundson, Patty Carey, Nikki White, Chris Hopkins, Roger Moore
SEF - Shelly Bodenmiller, Gloria Vallecillo
Scottsdale - Kylie Knape, Douglas Murphy
South Court Tower - Ryanne Wood
Southport - Ashley Holmes, Ricardo Hernandez
Sunnyslope - Sonia Catalan
Westport/FAU - Jesse Leroy, Katie Steninger
WRC - Mary Mares, Gabriel Penunuri, Christina Quintara, Brandi Carter, Steve Jackson, Mayra Duarte
WCB5 & 6 - Yvette Martinez, Vikki Burdine



Production Managers

Samantha Ott
602.506.9044
otts001@apd.maricopa.gov

Kellen Stadler
602.372.5767
Stadlerk@apd.maricopa.gov

Contributing Writers

Tony Bidonde
Amanda Borquez
Norma Brasda
Alison Cook-Davis
Colleen Dorame
Jennifer Ferguson
Jenna Fitzgerald
Jim Frost
Beth Garrow
Julie George-Klein
Steve Lessard
Tricia O'Connor
Jim Sine
Kellen Stadler
Gary Streeter
Sandra Tom
Donna Vittori
Therese Wagner
Kristi Ward

Chronicle Editors

Cathy Wyse
602.506.3688

Shari Andersen-Head
602.372.0302

Chronicle Staff

Barbara Broderick
Shari Andersen-Head
Cathy Wyse
Kellen Stadler
Samantha Ott
Alison Cook-Davis
Tricia OConnor

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