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## the CHRONICLE

Maricopa County Adult Probation Newsletter

Voice.

July/September 2017

### Envisioning the Future of Community Corrections in America

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For the past few years, I have been a member of the Executive Session on Community Corrections. This is a joint project of the Program in Criminal Justice Policy and Management at the Harvard Kennedy School, the National Institute of Justice, U.S. Department of Justice, and the Malcolm Wiener Center. The Executive Session on Community Corrections was convened to engage individuals of independent standing in discussions about American correctional policy and the many challenges facing our field and communities with the aim to rethink and improve society's responses, develop best practice and thinking for professionals across the safety and justice spectrum, and influence future correctional policy. Members were selected to participate in the Executive Session based on experience, reputation for thoughtfulness, and potential to help in disseminating the work of the Executive Session. Our group of approximately 30 people consists of corrections and community corrections leaders, prosecutors, law enforcement officials, formerly incarcerated people, service providers, philanthropists, researchers, and victim advocates.

The Executive Session on Community Corrections was convened during a decade of significant reform in correctional policy, largely in response to historically large jail and prison populations and burgeoning correctional budgets. In 2008, the Pew Center on the States released *One in 100: Behind Bars in America 2008*, detailing that, for the first time, more than one in every 100 adults in America was confined in prison or jail, at tremendous public cost and without a clear return in public safety.

CHIEFLY SPEAKING

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In 2009, the Pew Center on the States released another report, *One in 31: The Long Reach of American Corrections*, informing that tremendous growth in the number of people on probation or parole had propelled the population of the American corrections system to more than 7.3 million, with the stunning news that one in every 31 U.S. adults was under some form of correctional control. The number of people on probation or parole had skyrocketed to more than five million, meaning that one in every 45 adults in the U.S. was under criminal justice supervision in the community.

During the past decade, the majority of states have enacted laws implementing evidence-based changes to their release, sentencing, oversight, and supervision policies. As a result of evidence-based practice reforms in Arizona between FY2008 and FY2016, the state realized \$392 million in averted costs, a 29% decline in probation revocations, and a 21% decrease in new felony convictions of probationers. On the national level, an analysis conducted by the Pew Charitable Trusts, found the U.S. incarceration rate had declined 13% from 2007 to 2015, dropping back from one in every 100 adults to one in every 115 adults. Nonetheless, the incarceration rate remained three times higher than it was for most of the 20th century. The adult community supervision rate declined 17%, from one in every 45 adults to one in every 53 adults, during the same eight-year span.

The United States has more than 3,500 probation and parole agencies; most of these are at the county and municipal levels while some are state agencies. Community corrections are provided by a large number of agencies with an array of interests. In the Executive Session, we had diverse groups. We engaged in good discussions and debates about public safety and justice reform. Remarkably, we found that strong consensus was developing over the principles and practices that should guide community corrections reform. We agreed on five core values for community corrections that align with the basic values of our democracy.

**Guiding Values:**

1. The fundamental mission of community corrections is the well-being and safety of American communities.
2. Our law enforcement authority must be used parsimoniously and justly to prevent the possibility of harm to individuals, their families, communities, and the foundational principles of our democracy.
3. Community corrections officers must recognize the worth of justice-involved individuals.
4. Community corrections agencies must be pillars of the rule of law, respecting the human dignity of people under supervision and treating them as citizens in a democratic society.
5. Community corrections agencies must aspire to infuse justice and fairness into the broader criminal justice system.

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For community corrections to truly embody these values, members of the Executive Session believe that the following 13 paradigm shifts are necessary:

**Community Corrections Paradigm Shifts:**

1. **From punishing failure to promoting success.** The emphasis needs to be on meaningful behavior change, with less emphasis on detecting and punishing minor rule violations. Our focus needs to be on helping individuals make the changes necessary to succeed and providing opportunities for, and rewarding, progress.
2. **From mass supervision to focused supervision.** Too many individuals who are low-risk have been drawn into the criminal justice system, contributing to the tremendous growth in the number of people under supervision. Research indicates that supervising individuals who are low-risk enhances, rather than reduces, the risk of recidivism. Supervision resources should instead be focused on offenders who pose a higher risk of recidivism.
3. **From time-based to goal-based.** Supervision periods should generally not exceed two years and should be able to terminate sooner based on achieving specific goals set out in a case plan. The focus should be on positive outcomes rather than mere compliance over a set period of time.
4. **From deficit-based to strengths-based.** Extinguishing bad behavior does not mean it is replaced with good behavior. To help individuals with positive behavior change, staff should partner with those under supervision to bolster their strengths, recognizing protective factors and positive influences.
5. **From delayed/arbitrary to swift/certain.** Inconsistent, unpredictable, and untimely responses to violation behavior diminish trust and effectiveness. Responses to behavior (both positive and negative) should follow guidelines that are rational, scaled to severity, transparent to those under supervision, and applied as quickly and fairly as possible.
6. **From offender-based to victim-centered.** Too often, restitution, community service, and other measures that hold people accountable and make victims and communities whole are given low priority. More emphasis needs to be placed on acknowledging and repaying one's debt to individuals and communities.
7. **From individual-focused to family-inclusive.** Individuals under community supervision are often influenced by family. By focusing solely on the individual's behavior rather than family and community dynamics, key opportunities to improve outcomes for the individual and their family may be missed.
8. **From isolated to integrated.** Social context should not be ignored. Community corrections agencies must engage communities and garner their trust, tapping the informal supports and social controls provided by families, neighbors, and community organizations.
9. **From fortress to community-based.** Community corrections officers should move away from office-based interactions and spend more time in the neighborhoods where individuals under supervision live, conducting home and job site visits, and meeting with family and community members.

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10. **From low-profile to high-profile.** Community corrections policies and practices generally receive little attention from the media and policy makers. However, community supervision should be more visible and should be recognized for its contributions and importance to public safety and public health.
11. **From caseload-driven funding to performance-based funding.** Funding is typically tied to the number of people under supervision with little regard to performance. In some respects, this rewards organizations for keeping more people and for longer periods than necessary. On the other hand, rewards are often lacking for people who do well under supervision and for staff that produce desired or exceptional results. Funding and incentive structures should be changed to reward performance.
12. **From “gut-based” to evidence-based.** A growing body of scientific evidence shows what works to improve outcomes of people under supervision. Practices that are guided by this research are more effective at reducing recidivism and would serve to reduce disparate decisions and arbitrary recommendations, improve uniformity, and build trust.
13. **From low-tech to high-tech.** Agencies could improve outcomes by utilizing the full range of technologies available to assist staff and agencies to operate effectively and efficiently.

Major changes are needed to achieve the core principles outlined by the Executive Session and to help achieve meaningful reduction in mass incarceration in the U.S. These changes will make our community corrections system smaller and more focused, less punitive, more humane, and more generally guided by best practices. The Executive Session on Community Corrections has released a consensus document that describes these values and paradigm shifts. *Toward An Approach to Community Corrections for the 21st Century: Consensus Document of the Executive Session on Community Corrections* provides the field with both a roadmap for reform and a call to action. The Executive Session has produced other publications addressing a variety of policy areas, including the future of youth justice, building trust and legitimacy in community corrections, the impact of criminal justice financial sanctions on reentry, and how reducing probation populations can improve outcomes.

For more information:

Harvard Kennedy School, Executive Session on Community Corrections: <https://www.hks.harvard.edu/centers/wiener/programs/criminaljustice/research-publications/executive-session-on-community-corrections>

Pew Charitable Trusts, Public Safety Performance Project:  
<http://www.pewtrusts.org/en/projects/public-safety-performance-project>

Fall sessions of *Conversation with the Chief* begin October 23, 2017. The schedule and registration are available through TheHub. Hope to see you there!

## If It Doesn't Fit...

By Cathy Wyse

On July 1, 2017, the Policy, Planning and Analysis Division was renamed the **Organizational Development and Support Division** to better reflect the diversity of services provided by this division, which supports the organization in so many important ways. The division consists of four separate and interrelated areas: Research, Planning and Policy; Data Systems; Staff Development and Training; and the Communications Center.

The Research, Planning and Policy team collects, compiles and analyzes statistical data; facilitates and supports strategic planning and Managing for Results; conducts research projects, program evaluations, and surveys; provides grant writing and support; produces communications and publications, awards nominations, and policy updates and revisions; and includes the Victim Services Unit.

The Data Systems team provides support services to the department with a high level of customer service. The team serves as the primary liaison with the Administrative Office of the Courts (AOC) when changes or problems occur with APETS, collaborates with various stakeholders to ensure services are functioning properly and to implement technology changes, and supports various applications that officers use in their daily work. The data systems team extracts important data that is provided to Research and Planning to drive decision making.

The Staff Development and Training team provides evidence-based training to department staff. This includes, but is not limited to, safety training such as firearms training and defensive tactics, new officer training academies, new employee orientation, mandatory training, and training initiatives in response to current trends and research. The training team works closely with the Human Resources Department to assist with onboarding and new probation officer interviews. Furthermore, this team manages a high volume of safety equipment issued to officers.

The Communications Center is staffed around-the-clock 365 days a year with employees who monitor officers in the community, respond to emergency radio traffic, monitor after hours GPS alerts, and respond to over 7,000 customer calls each month, including law enforcement and community members. The Communications Center also provides officer safety monitoring services to the Juvenile Probation Department and Court Security staff stationed at probation buildings.

Just remember, the old name, Policy, Planning and Analysis Division, has been replaced with a new and more representative name, the **Organizational Development and Support Division**.

## A New Look: Women's Reentry and Assessment Program By Fred Wilhalme

At the APPA conference in New York, I attended a session on the Chester County, Pennsylvania, Women's Reentry and Assessment Program. Deputy Chief Jennifer Lopez (no, not that one) spoke about the increasing number of women in both the prison and probation systems. The increasing numbers are making these agencies look at the differences between male and female clients and their specific needs that have to be addressed.

In Chester County, they started the Women's Reentry and Assessment Program (WRAP), which was set up to work with females being released from jail or in the probation violation process. Specially trained officers are assigned at-risk women. They administer an assessment to help case planning for these clients. Once assessed, special care is utilized to provide gender responsive, trauma-informed care, psychoeducational groups, and other community supports.

Case management services are also offered through a nonprofit group called Home of the Sparrow. Services include housing, employment, childcare, transportation, mental health services, drug and alcohol treatment, and basic life skills. The goal of these programs is to deal with the underlying drivers that lead to continued involvement in the criminal justice system. Through their efforts, the department has seen a 61% decrease in recidivism and a 75% decrease in technical violations.



# URGENT!!!!



**TOYS WANTED!!!**

- Garfield has hosted the Turkey Feast for over 20 years
- Over 300 Children visit Santa and receive a gift
- There is a **HUGE** need for toys this year

Every Year, thanks to the generosity of Adult Probation employees, Santa comes through and makes sure every child receives a gift. Often this is the only holiday gift the child will receive.

Please help fill the bins with \$5\* and less toys for the kids!  
**WE ARE COUNTING ON YOU!**

**Garfield Turkey Feast**

**Thursday Nov 16, 2017**

If every MCAPD employee donated one toy we will fulfil our goal and change how these children view law enforcement.

\* New toys \$5 and less from closeout and dollar stores needed!

Toy Bins are Placed in all Probation Offices!

## Pretrial Justice World Tour 2017

By Lolita Rathburn

I was fortunate to attend APPA's 42<sup>nd</sup> Annual Training Institute held in New York City as a presenter and participant. I was very pleased to see the wide range of workshops offered, which included quite a few on both pretrial and electronic monitoring programs. I attended the workshop titled, "Pretrial Justice World Tour 2017" presented by Cherise Fanno Burdeen, the Chief Executive Officer of the Pretrial Justice Institute. Ms. Fanno Burdeen is a passionate advocate for pretrial justice and a very engaging presenter. If you have a chance to hear her speak, you should!

The focus of the workshop was to spread awareness of the many initiatives being undertaken at all different levels and all across the nation that are impacting how and why defendants are detained pretrial and, if they are released, what services and supervision is being offered pre-adjudication. Much of the discussion was focused on the increased use of money bail for felony defendants. Ms. Fanno Burdeen asserted that, even adjusting for inflation, from 1992 to 2009, there was a 43% increase over 17 years in the average money bail amount, from \$25,400 to \$55,400. In response, pretrial justice advocates are calling for the complete removal of money bail as an option for the Court, to be replaced with limited preventative detention statutes, and there is a group suing jurisdictions to end the use of money bail that is set with the intention to detain the accused, not ensure their court appearance. The recent case in Harris County, Texas, was discussed, including that Amicus briefs have been filed by numerous organizations, including law enforcement, prosecutors, religious leaders, and even a Harris County Judge, supporting the end of their cash bail system. It appears that Harris County is just one of the first to be challenged as there are numerous new suits being filed in the southern region of the United States.

It was exciting to hear about outcomes in other jurisdictions that implemented the same risk-based pretrial assessment, the Public Safety Assessment, that we implemented in 2015. New Jersey changed their laws to eliminate bond schedules, established a hierarchy of release options with secured bonds being the last resort, and created detention without bond for their highest risk defendants. New Jersey also had to create a statewide pretrial services agency as a result of the new law that took effect January 1, 2017.

In conclusion, we were challenged to learn more about national initiatives, including "3 Days Count" and to investigate all the changes being proposed across our nation regarding how pretrial justice is administered.



## Let's Celebrate Diversity

By Silvia Partida

I had the pleasure of attending and presenting at the 2017 American Parole and Probation Association Summer Conference held in New York City from August 27-30, 2017. While there, I attended many presentations from across the country. The workshop that caught my attention and that I chose to share with you is, "For a Better World for You and Me; Let's Celebrate Diversity" presented by the San Francisco Adult Probation Department (SFAPD).

In this workshop, SFAPD shared how they focused on the composition of their community population and targeted specific resources based on their age, gender, race, and culture. They emphasized the importance of fostering an open mind and diversity as it relates to their success in lowering recidivism. They shared how this approach has made them better able to assist a varied population with case plans tailored to their specific needs. One of the programs they shared was their partnership with Cameo House. Cameo House is a supportive transitional housing program for formerly incarcerated homeless mothers in San Francisco County. SFAPD partnered with Cameo House and it is now open as an alternative sentencing program for pregnant and parenting women in San Francisco County. Cameo House not only provides housing, but also offers other supportive services such as counseling, employment training, and group therapy to help these women succeed.

One of the most interesting aspects of their presentation was the video they showed about their programs, which included testimonies from probationers on their caseloads. This gave the audience a firsthand look into the work they do on a daily basis with diversity in mind. The audience was able to see the facilities they mentioned in their presentation and see what a home visit was like, to offer a couple of examples. At one point in the video, one of their probationers told his story about his work with probation and he started to get emotional about his experience. His words painted a picture of the passion these probation officers have for their work, like no PowerPoint could, brought the presentation to life. Their motto is, "Be the change you want to see" and, it is clear to see, they take this motto to heart.

## Orange is the New Black

By Jaci Christenson

Piper Kerman, best-selling author of *Orange is the New Black: My Year in a Women's Prison*, delivered both an entertaining and thought provoking opening session at APPA. Capitalizing on the popularity of the trendy television show, she shared that she was a 24-year-old college graduate when she smuggled a suitcase of drug money across international borders. She spent thirteen months in the Federal Correctional Institute in Danbury, Connecticut, followed by a period of time on probation. With the use of humor, Piper told her story. Since her time spent behind bars, she has not only written a book, which was adapted into the series for Netflix, but has also become a voice for others. Her series has brought prison and criminal justice reform to the attention of many. Incarceration affects not only the individual behind bars, but families and communities. She implored the audience to remember humanity, to treat those involved in the criminal justice system with dignity and respect, and not just as another inmate or case number.

## Vicarious Trauma

By Manuel R. Barron

The workshop on Vicarious Trauma was one of many workshops that I took part in while attending the 42<sup>nd</sup> Annual American Probation and Parole Association Training Institute held in New York City, New York. I chose to write about this particular workshop as I was able to relate to the presenter in her description of the trauma-related risks unique to probation officers. The presenter was Brenda Crowding, Deputy Director, from the California Department of Corrections and Rehabilitation.

As noted by the presenter, probation officers face unique personal challenges and risks when supervising and managing caseloads. Probation officers are more likely to experience the often debilitating enigma of vicarious trauma, also referred to as secondary trauma or transference. This provides a partial explanation why supervising officers are at greater risk than the general population for alcoholism, divorce, depression, and suicide.

The presentation provided those in attendance with definitions of secondary trauma and explained the risks it presents to probation officers. In addition, it provided personal and institutional prevention strategies as well as suggestions on how to maintain a resilient nature. The presenter's unique perspective, through her personal experiences and humor, hit home with me as she was very candid in how she's handled vicarious trauma. Her delivery method was very engaging and made me think of personal coping strategies needed for prevention.

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## Is S/He "CRAZY"? Or is it You?

By Ryan Valley

Recently I was able to attend a workshop at the APPA 42<sup>nd</sup> Annual Training Institute that covered the most common mental health issues in the offender population and how to effectively work with these individuals. This presentation was a great foundational learning program that introduced some of the basic knowledge that an officer needs to know when working with this population. The presenters stepped away from the clinical technicalities that tend to confuse a lot of officers without a psychological background and, instead, used a real world, criminal justice based approach. They gave real world examples of how a probationer with mental health issues may act if they were diagnosed with a personality disorder or what it really means when someone is really hearing "voices". The presenters also talked about some of the pitfalls or traps that higher functioning mentally ill offenders would use to manipulate officers or other probationers while in the office.

These small pieces of information were incredibly valuable, as someone who currently works in the Seriously Mentally Ill Unit, and the presentation approached the material from a direction that I've never thought of before. Another benefit of the presentation is that they looked at some of the changes that occurred in the Diagnostic and Statistical Manual of Mental Disorders (DSM-5) and how the changes affect those of us that work with these probationers in the criminal justice system. Overall, this was a great presentation that I believe allowed for those in the criminal justice profession to grow and learn about offenders that have been diagnosed as seriously mentally ill.

## Ready, Set... Collaborate

By Norma Brasda

The APPA conference workshop, “Ready, Set...Collaborate,” presented by Ali Hall, discussed the benefits of community corrections collaborating with community stakeholders and utilizing the Logic Model. The project that her team was involved in was teaching a Dialectical Behavior Therapy (DBT) class to probationers. This approach works towards helping people increase their emotional and cognitive regulation by learning about the triggers that lead to reactive states and helping to assess which coping skills to apply in the sequence of events, thoughts, feelings, and behaviors. A probation officer and a counselor from the community worked together in a treatment setting and facilitated the groups two times a week.

Utilizing the Logic Model with their collaboration efforts began with the team getting together and identifying the benefits of the project. Ms. Hall noted that the benefits are not always positive and yet can still be a benefit. The stress felt by the probationers to change behaviors to avoid a petition to revoke was listed by the team as a benefit. The next step of the logic model was to identify the short term, mid-term, and long-term goals. It was also noted that the goals should be measurable. The last step discussed was to identify as many resources as possible. Although the original collaboration was to facilitate a DBT group, the classes were given at an agency that assisted the group members with food boxes, if needed. The agency location was on a bus route and bus passes were available. Basically, this step to identify resources was a way to address as many barriers as possible before starting the group.

Finally, the Logic Model includes measuring the outputs or the success of the short, mid-term and long-term goals that were identified in the planning stages. It is important in a collaboration to work with all of the agencies involved to determine success in these goals, to address the barriers in reaching those goals, and to modify the resources available to assure the goals are met. Ms. Hall noted the importance of the collaboration between the agencies while the project’s group sessions were ongoing. It is at these identified time periods of the short, mid-term, and long-term goals when adjustments can be made to assure success.

## Ask the Judge

By Jackie Chagolla

At the recent APPA Training Institute, I attended a workshop entitled “Ask the Judge: Everything You Wanted to Ask a Judge but Were Afraid to Ask.” The Judge punishes, rehabilitates, and keeps the community safe. He uses the risks/needs instruments to implement programs. The Judge is like the leader of an orchestra. The Judge expects employees to act and dress professionally, and have solid knowledge of the case they're assigned. How you address the Judge is crucial. Study your case in advance, prepare your files for easy reference, but ask for permission to review records while on the stand. Listen to the question and only answer what is asked. If you don’t know an answer, turn to the Judge and tell him that you don’t know. Judges encourage using effective treatment programs. Judges have your back as a Court employee. They know the rule of law and will address the attorneys who improperly handle matters. Judges do respect your honest input into any and all court matters.

## Bad Attitude? Flush it and Move On!

By Tiffany Butler

Have you ever heard the phrase, “one bad apple spoils the bunch”? At the recent APPA Conference in New York, the theme of the conference was on collaboration, and I attended the “Detox Your Work Environment” workshop. I learned quite a bit about misconceptions of how to deal with difficult and toxic employees. The presenter emphasized that while we believe there are toxic coworkers, the coworker is not what makes for a toxic work environment: it is their behavior and how we deal with the behavior. One toxic behavior can drop performance down 30-40%.

There are five steps that you can utilize to work through your annoyance and frustration with your coworker and build your relationship with them.

**Step 1: Determine your involvement.** Are you truly involved in this situation, and if so, to what level are you affected? Often we are annoyed by others’ behaviors that are not directed at us. In those situations, change your perception and reaction and let it go. If you are directly affected, move to step 2.

**Step 2: Understand the person.** When dealing with difficult people, it is easy to get caught up in emotions. Try to understand where they are coming from. Take a deep breath, and really listen. Use motivational interviewing to ensure you understand their perspective.

**Step 3: Influence his/her attitude.** Use “I-You” statements. Do not try to place blame or find fault; rather, focus on preventing the problem from recurring in the future.

**Step 4: Resolve the problem.** Discuss the cause and effect of the problem behavior and ways to deal with it. You cannot change someone’s personality, but you can adapt your reactions to it.

**Step 5: Recover and go on.** Once the problem behavior is addressed, let the incident go and move on.

If anything, just remember: Life is 10% of what happens to you and 90% of how you react to it. Do not let your reaction dictate your life.

## Put a Fork in It

By Amelia Giordano

Lolita Rathburn, Ryan Valley, and Tiffany Butler presented a workshop titled “Put a Fork in It: The Key to Collaboration with Stakeholders and your Pretrial Services Program” at the recent APPA Conference. This presentation covered the history of Maricopa County Pretrial Services since the agency merged with MCAPD in 2003. The presentation covered the stakeholders involved and stressed that collaboration and good communication are the key to successful outcomes for stakeholders.

The presenters briefly explained how the Public Safety Assessment could be run without the defendant being present. The attendees had many questions about these processes and the answer was training staff, piloting changes, and open communication. MCAPD appears to be a forerunner in this area.

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Other areas covered were the Initial Appearance Unit covering late night calls for field probation officers (7200 calls diverted to date) and the “page 2” process for the defendant to be seen on both the new charge and the probation violation matter at the same time on the Initial Appearance docket. This collaboration with Pretrial, MCSO, and the Initial Appearance Court increases the efficiency of the Court, reduces movement within the jail, and decreases the time the defendant is held in custody before seeing a judicial officer. Also covered was the one evidence-based practice that has been proven to decrease “failures to appear,” which is the before court reminder call placed to the defendant by pretrial services staff to offer a reminder and support to attend all court dates.

There were so many questions that the presenters couldn’t get to all of them and attendees were encouraged to stay after the presentation to continue the discussion.

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## The Walking Dead on the Verge of Going to Prison

By Zarina Enriquez

This workshop was one of many that I attended while participating in the 2017 American Probation and Parole Association Summer Training Institute in New York City, New York. I decided to write about this specific workshop because it offered a community centered approach to working with probationers. The Idaho Department of Corrections developed a program especially for probationers who have gone through the traditional responses and treatment programs.

The program is called Crossroads, and it is a minimum two-year intensive program with a focus on connections to the community. The probationers meet with community leaders, in addition to probation staff, who offer support and guidance with any issues or barriers that might arise or hinder their success. The probationers are held to strict standards and structures, which seems to help them succeed. In addition, the participants in the program are not necessarily able to opt out of the program; if they go through the Court process, they can be placed back into the program. The program is designed to address many, if not all, of their barriers with options, opportunities, and resources for him/her to choose to be successful. The presenters stated that no offender who has successfully completed the Crossroads program has committed a new felony.

It appears that the Idaho Department of Corrections has truly incorporated the community into their programs, beyond referring probationers to community programs, and taken the community into their process. While they cautioned that this program seemed to be more effective in a smaller community, it was very interesting to hear about how they were able to develop a program that involved the community to this degree. It was clear throughout the presentation that they had a passion for making a difference both in their community and in the lives of their most challenging probationers, otherwise known as the “walking dead.”

## Understanding the Deportation Life Cycle

By Jennin Casillas

I had the pleasure of attending and presenting at the 2017 American Parole and Probation Association Summer Conference held in New York City from August 27-30, 2017. While there, I attended many presentations from across the country. However, one of the presentations greatly stood out to me in the sense that I could apply what I learned to my daily job duties. The presentation, "Understanding the Deportation Life Cycle," presented by Caleb Vitello, Unit Chief for Immigration and Customs Enforcement (ICE) National Fugitive Operations Program, and Thomas Barton, ICE Deportation Officer.

The presentation outlined how people come into contact with ICE, which is usually when the person commits a crime and is identified as illegal or deportable through demographics, fingerprints, or whatever means possible to confirm their identity. Once that encounter is made, the individual's information is placed in a database for further processing. The presenters further explained that a priority list is created, on a case-by-case basis, where officers look at the severity of their offense or reason for possible deportation. Based on that priority list, an arrest of the person will ensue. If the defendant is on probation, they will work towards arresting in a controlled setting for safety reinforcement. Following the arrest, the defendant then sees an immigration judge and will be held with an order for deportation, have an upcoming Court date scheduled, or will be released, if the defendant presents extenuating circumstance such as having a family to support, minimal criminal history, etc. This part was surprising to me as I was having an influx of defendants return to me following their ICE arrest and hearings. I had the understanding that if they committed a crime of moral turpitude, they would most likely be deported. However, judicial discretion plays a significant role in whether they will stay or be deported. Working with the sex offender population, I expressed to the agent that if they claim having to support a family and having their children in the United States, they are still unable to have minor contact, so should not be allowed to make that claim. The agent expressed that the judicial process does not verify their probationary restrictions, therefore allowing the defendant to make such claims.

Another interesting discussion included the deportation process. Once deportation is approved and a final order of removal is issued, it is the agent's responsibility to obtain travel papers from the designated consulate office. The agent described that sometimes travel papers can be easily obtained, however, most of the time, it is a grueling process that takes up to months to obtain. Without travel papers, they cannot deport the individual, which gives more time to the defendant to appeal his case.

Amongst other things presented, the aforementioned points were the main subjects that caught my attention and gave me a better understanding of the deportation process. The presenters provided clarification on major points that I struggled to understand with day-to-day functions in dealing with a Spanish-speaking population with defendants that are deportable. In closing, they provided their direct contact information in case of doubts that may arise.

## Careers for Probationers

By Kristi Wimmer

At the APPA Conference, I attended a session titled “Careers for Probationers: A Case Study of a Job and Education Training Program.” The Career Training Partnership (CTP) was developed to address the barriers to education and employment opportunities faced by probationers in Sacramento, California. CTP is a partnership of the Sacramento County Probation Department, the Northern California Construction Training Program, and the Sacramento County Office of Education. The session’s presenter was a policy analyst for the RAND Corporation, who studied and reported on the program.

CTP is a nine-month unpaid program that provides general education (GED) classes, vocational/construction training with both class curriculum and hands-on training, and job placement upon completion of the program. Requirements for participation are age 17 years or older, in compliance with conditions of probation, male or female, and no positive drug tests for at least 30 days.

In order to successfully complete the program, participants had to 1) get a GED, 2) complete the nine-month training program, 3) become a union apprentice, OR 4) get hired by a construction firm. Since 2013, 53% of education course students have passed the GED test or received a high school diploma. Between 2014 and 2016, 84 probationers graduated from the vocational course; and there was an 87% job placement rate in “living wage” jobs for those who graduated between July 2015 and June 2016.

The main lessons learned from this program were the importance of having a good relationship with the labor unions, establishing and maintaining a positive reputation of the CTP program, having highly skilled instructors, and selection of a felon-friendly career path. Some of the barriers to participants’ success included 1) attending the program full-time with no income; 2) juggling competing time demands like appointments, childcare, and seeing probation officers; 3) limited transportation/no car; 4) substance abuse impacted both recruitment and retention, -- the recreational marijuana laws in CA were noted; and 5) issues with driver’s licenses (i.e., suspended and revoked licenses) impacted job opportunities.

The RAND Corporation’s recommendations included:

- Conduct a needs assessment in your local workforce area to determine what the needs/fields for high quality jobs are.
- Identify key employment areas and specific barriers facing probationers and select community partners to help address those needs.
- Leverage and cultivate new relationships with local workforce agencies.
- Establish a strong vetting process of participants.
- Develop necessary data systems to report and track program progress.

## A Citizen Says Thank You

By Cathy Wyse

Program Coordinator Debbie Rollins, Community Restitution Program (CRP), recently received a thank you note from a local resident after a work crew had cleared a large amount of dead vegetation from a wash. Division Director Anna King quickly recognized the note as both a tribute to the CRP staff and an opportunity to share a moment of celebration with fellow employees.

*Dear Debbie,*

*Just a few lines to thank you, Don and his crew for the great job you did clearing the wash in the 1300 block of East Belmont. Each time I see the fires on the news, I say a prayer [of] thanks and ask blessings for you all.*

*-- Citizen*

This message is a good reminder of the positive contributions probationers make through their participation in CRP work projects. The CRP planned and supervised over 1,700 work projects in FY2017, actively supporting the Department's mission "to enhance the safety and well-being of our neighborhoods."

## News from the Domestic Violence Front

By Jane Parker

October is Domestic Violence Awareness Month and the Adult Probation Department's Domestic Violence units are gearing up. In cooperation and collaboration with local law enforcement agencies, we will focus on the domestic violence roundups that will be held throughout the month to find and arrest domestic violence absconders/violators. In addition, we will be collecting donated items for New Leaf. Various probation offices will have activities as well to promote awareness. Domestic violence is a serious and prevailing issue in our Maricopa County communities and our dedicated teams and leaders are working to change this dynamic.

Please join the Domestic Violence units and sport something purple for Wear Purple Day on October 19, 2017.



## October is Domestic Violence Awareness Month By Tony Bidonde

**The goal is to bring awareness of the crime so as to end domestic violence.**

The National Coalition Against Domestic Violence (NCADV) defines DV as follows:

*Domestic violence is the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another. It includes physical violence, sexual violence, threats, and emotional abuse. The frequency and severity of domestic violence can vary dramatically.*

Domestic violence (DV) occurs all across the reaches of society regardless of age, class, race, sexual orientation, gender, religion, or nationality. Due to the insidious nature of the crime, it creates an environment of fear for the victim and consequences for family, friends, and neighbors that often has lasting effects long after the crime has been committed.

Did you know?

- According to the Arizona National Coalition to End Sexual and Domestic Violence (ACESDV), in 2015 at least 107 people were killed in domestic violence related homicides.
- In their lifetime, 1 in 4 women (24.3%) and 1 in 7 men (13.8%) report experiencing severe physical violence (e.g., hit with a fist or something hard, beaten, slammed against something) by an intimate partner.

Good work is being done by law enforcement, prosecuting entities, community advocacy groups, and individual citizens in order to combat the epidemic that domestic violence is. That effort must continue in order to gain ground. Adult Probation and Victim Services work with victims on a daily basis providing safety, services, and resources as required. Thank you, everyone, for your hard work and do not forget to wear purple throughout the month of October.

If you have any questions about the above article or questions related to victim rights, I can be reached by email: [vsu@apd.maricopa.gov](mailto:vsu@apd.maricopa.gov) or by calling: 602-372-8286

### Information Sources:

<http://www.ncadv.org/learn-more/statistics/statebystate>

<http://www.acesdv.org/>

<http://www.cdc.gov/violenceprevention/deltafocus/index.html>





## EBP Spotlight on Jessica Hogg

By Jill Gentry

Jessica Hogg is an officer with the Interstate Compact Incoming Unit and supervises a MARS caseload of over 200 probationers. Although the amount of paperwork and adhering to deadlines and timeframes can be daunting and overwhelming at times, Jessica never forgets to treat each person on her caseload with respect and dignity. When she meets with her clients, she listens attentively, collaborates with them, and encourages their input on their goals with probation and for their future. She is responsive to their individual needs and will go above and beyond to help them succeed. One such example of Jessica's commitment to her work and the success of a probationer is demonstrated in this email from a former probationer. (The probationer's name and identifying information have been removed). Jessica is a perfect example of why EBP works.



*To Whom It May Concern,*

*For the past four years, Jessica Hogg has been my probation officer. My case had been transferred here from [another state]. My experience in [that state's] system was not the most pleasant one. Never in my [life] had I ever thought that this could happen to me and if that was not already beyond stress, the fact that everyone seemed so cold, did not make matters any better. My first experiences here in AZ were better. I quickly completed all my 500 hours and then was transferred to Jessica. I would like to take this time to talk about these past 4 years spent with Jessica as my probation officer. First, I consider the transfer to Jessica a blessing. At a very critical time in my life I personally needed some[one] like Jessica who is a tenderhearted and kind person. She was the first person in the court system who I actually saw smile toward me. I remember after my first meeting with Jessica, telling my wife how happy I was to have Jessica as my probation officer. I told my wife how nice she was and how different she was from everyone else I had met so far. I can never truly articulate with words how very much I appreciated Jessica during this time. But it doesn't end there. In March, Jessica gave me a call and asked me what my attorney was doing about her request for an early termination of my case. To make a long story short, I told Jessica that he did not returned calls or e-mails, and was plainly not a very nice person in my opinion, and that I was fearful of pushing the situation. That is when Jessica encouraged me to call him. That there was no harm in it, and that I should not be fearful. I called and even had to deal with excuses of them not getting my e-mail or just plain not calling me back after several weeks. Jessica's encouragement helped me to be persistent, and now the case is closed. She is a wonderful person and a very very positive asset to AZ adult probation.*

*Sincerely,*

*Probationer*



## MCAPD Programs Receive National Awards

By Cathy Wyse

The National Association of Counties (NACo) granted 2017 NACo Achievement Awards to two MCAPD programs. The purpose of the NACo Achievement Awards is to recognize innovative county government programs. The honored programs are:

**Safety Program for Work Crew Leaders.** The Community Restitution Program (CRP) work crew leaders oversee probationers as they complete weekend work projects to earn community restitution hours. The work crew leaders are called upon to handle a variety of incidents such as participant injuries and sometimes rather difficult encounters that include intimidation, threats, and property damage by probationers. A full day of safety training was developed and implemented to help work crew leaders handle the types of situations they have encountered or would be likely to encounter. Work crew leaders participate in an initial training day and then complete annual full-day refresher classes. In addition, the work crew leaders have been equipped with safety equipment tailored to their needs. In less than two years, the “Work Crew Leader Safety and Defensive Tactics Training” has been provided seven times with a total of 58 participants. The safety of work crew leaders and the CRP work projects has been enhanced by providing this safety training and the selected safety equipment to these employees.



Safety trainers for the Safety Program for work crew leaders, pictured from left to right: Kyle Miller, Lance Nickell, Alan Glickman, and Supervisor Michele Butcher.



*Continued from Page 18*



Work crew leaders, Western Regional Center, pictured from left to right: Ramon Valdez, Marvin Brown, Dario Lozano, Michael Pruitt, and Jose Ruelas.

**Probation Officer Supervisor Performance Evaluation.** After MCAPD developed clear expectations and performance measures for how probation officers' performance would be evaluated, the Department needed to provide consistency among its supervisors to further assure quality in the implementation of evidence-based practices. A performance evaluation for supervisors was developed based on eight specific competencies of an effective supervisor. Specific criteria and performance measurements are detailed in the Supervisor Performance Evaluation Manual that was developed and is published on the Department's intranet. This manual provides supervisors and the division managers who evaluate them with a detailed guide for how supervisors' performance will be measured over the course of a year. The result is a consistent evaluation process that reinforces research supported approaches to community supervision by ensuring consistency and accountability among supervisors.

MCAPD employees were recognized for these accomplishments at a NACo Achievement Awards Ceremony hosted by Maricopa County on August 2, 2017, to honor more than 20 County departments that received NACo Achievement Awards this year.



*Continued from Page 19*



Members of the Supervisor Performance Evaluation workgroup, pictured left to right: Brandon Smith, Dana Shepherd, Jenifer Meiley, Michael Cimino, Ted Milham, Beth Garrow, and Wes Shipley. Not pictured: Don Warrington, Jean Scott, Cynthia Stevens, Steve Hartley, Rod Rego, and Tiffany Grissom.



Pictured left to right, front row: County Supervisors Steve Gallardo and Clint Hickman, County Manager Joy Rich, County Supervisors Dennis Barney and Steve Chucuri; back row: Supervisor Michele Butcher, Judge Janet Barton, Division Director Wes Shipley, Chief Barbara Broderick, Probation Officer Alan Glickman, Division Director Brandelyn Jackson, and Judicial Branch Administrator Ray Billotte.



## 41 New Officers Join the Department!

By Jim Sine

No, that is not a typo in the title of the article. We really had 41 new officers this time around in NOTES, which is a great thing. So, please join Staff Development in welcoming the latest class of new probation and surveillance officers to the department! The size of this class led to us deciding to have two separate graduation ceremonies, one for surveillance officers and one for probation officers. On August 21, 2017, our nine new surveillance officers were sworn in by Judge Myers at the Downtown Justice Center, and on September 5, 2017, 32 new probation officers were sworn in by Judge Welty. These officers completed nearly eight weeks of NOTES training and are ready to jump into their new assignments. Most of the assignments were in standard probation as usual; however, we had a large number of officers assume sex offender caseloads. As always, a very appreciative THANK YOU is due to our many adjunct faculties for their ongoing contributions to training our new officers. Another big THANK YOU goes out to our field coaches for taking time out of their schedules to work with our new officers in the field. Staff Development recognizes their immense contributions and knowledge in helping our new officers get ready for the job. Congratulations and good luck to our new officers in their new adventures!



New surveillance officers pictured left to right: Francisco Sanchez, Benjamin Bergstein, Andrew Rodriguez, Susan Burgo, Luis Cisneros Ramirez, Ian McClure, Alexandra Reynolds-Ramirez, Scott Ramsey, and Oksana Lundberg.



*Continued from Page 21*



New probation officers pictured left to right: Emmanuel Abu, Yvette Angulo, Valerie Herrera, William Beekman, Linette Hartle, Kay Crawford, Chris Dvorovy, Kimberly Gallinger, Candice Baldino, Ben Cohen, Karli Bernardo, Elvia Flores, Maria Bustos, Naomi Eubank, Dominique Gadsden, and Luis Dorantes Castillo.



New probation officers pictured left to right: Kaylyn Miller, Robert Pembleton, Chase Judd, Nina Wilson, John Huggins, Lisa Powell, William Pollard, Scott Weekley, Erwin Prieto, Ashley Vega, Erica Rineard, Tiana Taylor, Kaitlyn Kennedy, Elia Siordia, John Pacini, and Maday Raygoza.



## Ramona Demian Promoted to Supervisor

By Cathy Wyse

Ramona Damian has been promoted to support staff supervisor effective September 11, 2017. Ramona assumed her new leadership responsibilities with an assignment in the Northern Division. She is located at the Northport office.



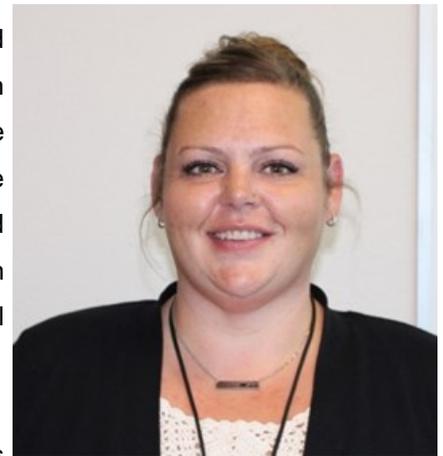
Ramona was part of the Judicial Branch prior to her employment with MCAPD, having served as a judicial clerk at the McDowell Mountain Justice Court for two years. She began her career with MCAPD in June 2014 as a case administrator with Pretrial Services, working at the Downtown Justice Center. After a couple of years, Ramona transferred to Minimum Assessed Risk Supervision (MARS) at the Scottsdale office, where she remained until her recent promotion. Ramona has previous supervisory experience, having worked as a front office supervisor for the Marriott for six years.

Ramona regards her promotion as an incredible professional opportunity that will be challenging and will broaden her experience. In her new role, Ramona says she is looking forward to building new working relationships, learning new things, and becoming the best supervisor version of Ramona. Congratulations, Ramona!

## Victoria Curness Promoted to Supervisor

By Sanja Markovic

Victoria Curness was promoted to supervisor on August 28, 2017, and assumed leadership of a standard field unit at the Southport office location. Victoria has been with Adult Probation for 10 years. She began her career as an IPS surveillance officer at the Western Regional Center (WRC). Victoria worked as IPS surveillance officer from the Southport and Durango office locations. In 2009, Victoria promoted to probation officer and was assigned to a standard field unit at Black Canyon Building (BCB). In 2014, Victoria transferred to an IPS assignment in the Central Division.



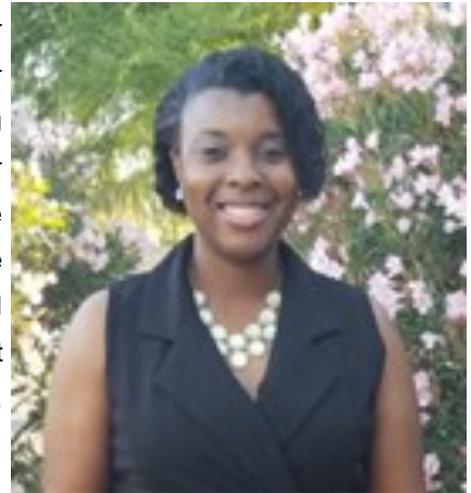
Over the 10 years with the Department, Victoria has served on numerous committees and workgroups. She served on the Criminal Justice Drug Abuse Treatment Services (CJDATS), Social Media, and Search committees. Victoria was the chairperson of the BCB Morale Committee. Currently, Victoria is a *Thinking for a Change* instructor, a peer mentor, and a Risk Reduction trainer. In her new position, Victoria is looking forward to learning a new area of the department, as well as working with probation officers and providing training. Congratulations, Victoria!



## Porche Williams Promoted to Supervisor

By Tony Bidonde

Porche Williams joined Adult Probation (MCAPD) in November of 2011. Her first assignment as a probation officer was at the Downtown Justice Center (DTJC) in the Defendant Monitoring Unit (DMU) for Pretrial Services. Staying with Pretrial Services, Porche supervised a Pending Intake Caseload and later transferred to the Southeast Facility in Mesa to work as a DMU officer once again. She returned to DTJC and joined the Electronic Monitoring Unit, where she served until her promotion. Prior to joining MCAPD, Porche was employed by the Corrections Corporation of America (CCA). In her 10-year tenure at CCA, she held an array of positions including case manager, unit manager, and academic instructor.



Porche currently serves on the Judicial Branch Procedural Fairness Committee and the Pretrial Consistency Committee. She co-chaired the Training Manual Committee within Pretrial Services, served as a Rule 11 court liaison, and has been involved in the development and implementation of pretrial program procedures. In her first assignment as a supervisor, Porche has assumed leadership of an Electronic Monitoring Unit in the Pretrial Services Division. As a new supervisor, Porche is looking forward to the new challenges that this position will bring about, working with her peers as well as the community. She feels evolving and growing with the Department is important to her.

Congratulations, Porche!



Did You Know (DYK) is a means to educate and improve communication within APD!

Send ideas and/or questions to:  
[APDCommunicationCommittee@apd.maricopa.gov](mailto:APDCommunicationCommittee@apd.maricopa.gov)

## 2<sup>th</sup> Quarter P.R.I.D.E Winners

**BCB** - Bart Careaga, Nancy Gerlach, Angel Williams, Fred Wilhalme, Arthur Hernandez

**CCB** - Adam Moran, Chandelle Porter

★ **Communication Center** - Jeremy Lumpkins

★ **CSC** - Sarah Liming

**DTJC2** - Jim Sine, Jerry Scimio

**DTJC3 Admin** - Sahara Bergstrom, Chief Broderick

**DTJC3 Pretrial** - Marylou Stevens, Karl Kasowski, Jennifer Borgen

**Garfield** - Kate Skelton, Ryan Valley, Amelia Giordano

★ **Luhrs** - Veronica Alvarado, Kelsey Hartzler

**Northport** - Warren Nichols, Stephanie Donaldson, Clint Bell

**Pretrial 4<sup>th</sup> Ave. Jail** - David Szeto

**PSC** - Catherine Swalwell, Kimberly Bryant, Lynda Zawatsky, Cortney Norton

**SEF** - Michael Wechselberger

**Scottsdale** - Jessica Hogg, Kylie Knappe

**South Court Tower** - Sandra Cumming

**Southport** - Omar Rodriguez, Carson Huessner, Vanessa Chavez

**Sunnyslope** - Areli Montane

★ **Westport/FAU** - Derrick Knott Jr., Robert McGhee

★ **WRC** - Caroline Petrie, Sean Steill, Danielle Impellizzeri, Emily Styner, Kincade Kiger, Ryan Price

**WCB5 & 6** - Veronica Troxel, Lauren Guida



# July/Sept

# Happy ANNIVERSARY

## 30 Years

Marisela Cordova  
Susan Novitsky

## 25 Years

Mack Boatner  
Don Warrington  
Michael Zaremba

## 20 Years

Julie Cuen  
Howard Holmes  
Patrick Ward

## 15 Years

Joi Guillory-Alicea  
Christopher Black  
Zachary Bruns  
Brian Burrer  
Teri Dane  
Grace Garcia  
Daphne Haslerig  
Justin Isley  
Michelle Medina  
Ken Meyer  
Cuong Nhan  
Manuel Peraza  
Julie Quiroz  
Kim Westphal

## 10 Years

Terri Boss  
Jackalyn Browning  
Rachel Chavez  
Emily Cook  
Teresa Denman  
Jenna Fitzgerald  
Marlene Garcia  
Tameka Loyd  
Amy Melgaard  
Audrey O'Donnell  
Jane Parker  
Michael Shinault  
Neil Smith  
Steven Smith  
Gregory Thiel

## 5 Years

John Abshire  
Kathleen Cassatt  
Ramona Demian  
Jesus Duran  
Angelita Eaton  
Holly Hart-Rainey  
Michelle Holbrook  
Justin Kreterfield  
Joseph Lopez  
Karla Love  
Ashlee Martinez  
Arelí Montane  
Olga Salazar  
Shannon Sicoy



Contributing

Writers

- Amelia Giordano
- Brenda Crawley
- Fred Wilhalme
- Jaci Christenson
- Jackie Chagolla
- Jane Parker
- Jennin Casillas
- Jill Gentry
- Jim Sine
- Kristi Wimmer
- Lolita Rathburn
- Manuel R. Barron
- Norma Brasda
- Ryan Valley
- Silvia Partida
- Tiffany Butler
- Zarina Enriquez

Chronicle

Editors

- Barbara Broderick
- Cathy Wyse
- Sanja Markovic

Chronicle

Staff

- Anthony Bidonde
- Ivan Ramirez
- Jennifer Ferguson
- Shana Glover

Please email your submissions to:  
**Chronicle@apd.maricopa.gov**



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Rules

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