

# The Chronicle

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Newsletter of the  
Maricopa County Adult Probation Department

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## The Chronicle

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## Chiefly Speaking “Goal to Goal”



Over the past three years you’ve probably heard me talk -- or read in the chronicle -- about our five Managing for Results (MFR) goals. Lately, I’ve been discussing the eight evidence-based principles for effective interventions. It should not be too surprising therefore, that our newly revised MFR strategic goals have incorporated those evidence-based principles. I think it is timely to discuss our five goals with you now and share where we want to be as an agency in the next five years. For comparison purposes, you can go to pages 4-6 of this issue of the Chronicle and see some of the results we’ve had for the first three years of MFR.

The very first goal should come as no surprise. Reducing crime is perhaps the most important goal and it is what our stakeholders expect from us. If we are to enhance public safety we have to ensure we are doing the right things that will positively effect recidivism. Here are the key results we hope to attain over the next five years that will show if we were successful.

### GOAL A: CRIME REDUCTION

- Reduce the number of probationers committed to the Department of Corrections to 20%
- Reduce the number of probationers convicted of a new felony offense to 10%
- Increase the rate of successful completions from probation to 65%
- Increase the rate of successful completions from Pretrial Supervision to 80%
- Increase by 10% the number of high-risk offenders who have a reduction in risk scores upon termination of probation

If we are to achieve these goals we will have to do some things differently and/or more consistently. Our best opportunity for success is by incorporating evidence-based practices into our organizational culture. Evidence-based practices (EBP) are those methods of offender management that have been scientifically proven to be effective in reducing recidivism. These are the eight evidence-based principles for effective intervention that have been endorsed by the National Institute of Corrections:

- Assess Offender Risk and Needs*
- Enhance Offender Motivation*
- Target Interventions*
- Address Cognitive-Behavioral Functioning*
- Provide Positive Reinforcement*
- Provide Ongoing Support*
- Measure Outcomes*
- Provide Quality Assurance*

If we concentrate on the first three principles over the next few years, and do them really well, we will have come a long way towards achieving our goals.

### Principle 1 -- Assess Offender Risk And Needs

Our assessment tools have been validated as accurate predictors of offender risk. The OST is used to determine risk to re-offend using nine factors such as substance abuse, criminal behavior, attitude, and relationships. It is also used to develop case plans and to determine level of supervision.

The MOST is a shortened version of the OST used for cases coming from Early Disposition Court and Regional Court Centers. It is also used to develop case plans and determine level of supervision.

The FROST will soon be implemented. It will be used by field officers to measure changes in risk, and for reassessment and modifications of case plans. Once in place, the department will be able to track if the case management strategies employed are successful in reducing offender risk.

### **Principle 2 -- Enhance Offender Motivation**

The key to this principle is to build upon an offender's readiness to change and become receptive to the idea of exploring new ways to control his or her life. One such method is motivational interviewing which greatly enhances the probationer's chances for success in treatment and while under supervision. Improvements have already been seen in Drug Court initial appearances since motivational interviewing was introduced.

### **Principle 3 -- Target Interventions**

The research shows that we should be targeting our higher risk populations. In developing supervision strategies and/or making a referral for treatment, it is critical that there is careful matching of the probationer's needs and learning style to the various treatment programs and service providers. It is important to ensure that the treatment providers we use employ evidence-based practices and curricula, and be certain that the probationer is receiving the proper level of supervision and treatment.

### **GOAL B: COMPENSATION/RETENTION**

- *MCAPD will improve employee compensation and retention as evidenced by reducing employee resignations because of pay to 30%.*

We've already had some success in this area. It began with the market study for badged staff and counselors that lead to a salary adjustment. We've seen the number of applicants go up dramatically and resignations because of pay go down. But, we still have a long way to go if we are to reach parity with the rest of the county (see page 5). Currently, we have the market study for non-badged staff that was completed not too long ago. We are in the process of developing recommendations based on the results of that study and hope to have a plan in place soon.

### **GOAL C: PROCESS IMPROVEMENT**

- *Maintain at least a 97% on-time rate for submitting Presentence reports to the Court without a continuance.*
- *Increase the rate of restitution collected to 80%.*
- *Increase the rate of community work service completed to 50%.*
- *Increase use of the Offender Screening Tool to 75% for newly sentenced probationers.*
- *Make use of the Field Reassessment Offender Screening Tool to develop case management plans at least 67% of the time.*

Improvements have been made to our on-time rates for court reports, collection rates and community work service rates. Business rules for administering the OST have been changed to ensure there are more probationers who are assessed with this instrument. This will greatly improve development of supervision strategies. In conjunction with the OST, plans to implement the FROST are being developed. Once in place, officers will be able to measure changes in offender risk and make adjustments to supervision strategies. This should also have a positive impact on restitution and community work service performance.

### **GOAL D: CUSTOMER SATISFACTION**

- *60% or more of victims will be satisfied with services provided by MCAPD.*
- *67% of offenders will be satisfied with services provided by MCAPD.*
- *75% of criminal court judges will be satisfied with services provided by MCAPD.*
- *Staff satisfied with MCAPD will improve to an overall satisfaction score of 5.50 on the Employee Satisfaction Survey*
- *The percentage of community and criminal justice partners satisfied with MCAPD will be maintained at level of 90% or higher.*

Motivation, Ongoing Support, and Positive Reinforcement: These are three of the eight evidence-based principles. Besides having an application for clientele, they are also applicable to the internal operations of our department. How we treat each other is just as important as how we treat our customers, and has a definite impact on job satisfaction. The department will be participating in the county's employee satisfaction survey every two years to measure progress with this goal component.

We have been contacted by the Maricopa County Internal Audit Department, that plans to work with Arizona State University, to develop and implement customer satisfaction surveys for our community and criminal justice partners, and offenders under supervision. The feedback from these surveys should provide useful information to develop strategies for improvements to the services we provide.

### **GOAL E: INFRASTRUCTURE**

- *MCAPD will have the equipment, facilities, support services and technological interconnectivity with agencies to provide efficient and effective probation services, and promote staff safety as evidenced by:*
- *A minimum mean score of 5 on a scale of 2 to 8 on employee surveys that rate staff's satisfaction level with equipment, facilities, support services and staff safety services.*
- *Attaining 100% of technology standards and replacement schedules recommended by the County Chief Information Officer.*

In our plan, safety training will remain a high priority. The quality of our training is as good as it gets and I am very proud of the fact that most of our officers have gone through the safety academy.

There are several functions within the agency that are labor intensive. Automating these functions where possible will save resources and provide more efficient services. Examples include: monitoring and tracking of Indirect Services cases (probationers residing outside the county), Records, and statistical reporting requirements. Improving our ability to record and measure things is another component of evidence-based practices.

Keep in mind that our Managing for Results Strategic Goals are for the next five years. I do not expect things to happen over night. I do think that every one of them is achievable, however. And if we are successful, we will have a better agency and a safer community.

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## What Is This Thing Called Pretrial Services Anyway?

By Penny Stinson

Since the inception of criminal legal codes in the United States, the law has always contained provisions guarding against the unwarranted detention of defendants. This protection coupled with the basic concept of the presumption of innocence has resulted in laws that favor the release of defendants from detention pending a determination of guilt or innocence. These interests are weighed against the rights of the community to be protected against the release of individuals that present a potential risk to impose community harm. In a myriad of cases, the United States Supreme Court has held that pretrial detention should only be “resorted to in very special circumstances including capital cases where proof is evident, and cases in which there is compelling evidence presented at a judicial hearing that preventative detention is needed to ensure the defendant’s future appearance and to protect the community from harm. The utilization of a variety of release alternatives should be considered so that the widest protection of interests – both individual and societal – is accomplished. As a result, the Superior Court is statutorily charged with setting the least onerous release conditions that will ensure the defendant’s appearance at subsequent court proceedings while weighing the individual’s risk to the community.

Centuries ago, problems created by the inequitable decisions used to detain pretrial defendants led to the development of pretrial release procedures. Judicial Officers’ need for objective and verified information in order to make an informed release decision supported the development of an agency that would provide these services. As a result, the Federal court system mandated the development of Pretrial Services Agencies within the Federal system. Most states and certainly those with large jurisdictions followed suit.

Arizona Revised Statute §13-3967C requires that a

judicial officer consider available information on defendants, such as employment, community ties, financial resources, criminal history, prior failure to appear rates, etc. when determining the type of release, detention, or bail amount. Furthermore, Rule 7.3 and 7.5 of the criminal code allows for the release of a defendant to an individual designated by the court as a viable release alternative. As a result, a Pretrial Services program was developed in Maricopa County to satisfy the mandated requirements.

In determining release conditions the court has a number of options from which to choose. These options include (and are listed in order of those considered the least onerous to those that are the most limiting to liberty): own recognizance; third party-release, unsecured bond; pretrial supervision with a range from report only, report with court imposed additional conditions (e.g., drug testing, substance abuse treatment, address restrictions, curfew imposition), to electronic monitoring; bail/bond; bail/bond with pretrial supervision upon posting; and no bond requiring the defendant to remain incarcerated. The court uses information provided by the arresting officer in a Form IV and an interview, criminal history records check and court records provided by Pretrial Services to make these release determinations. The court must also be cognizant of the legal protections of the 8<sup>th</sup> Amendment’s prohibition against excessive bail in making these decisions.

As previously stated, the proliferation of Pretrial Agencies initially resulted from the disparity in release decision-making. Additional factors added to the argument for the formation of these organizations. In the 1960’s, studies of incarcerated defendants found the heavy reliance on monetary bail as a condition of release tended to leave the poor, minorities and the disenfranchised incarcerated. The development of an agency that could monitor release and allow for lower bail settings would address this problem. As criminal justice professionals, we still have a long way to go in tackling this problem as our jails still continue to predominately over-represent the populations noted above. Monetary bail to secure release also transferred the release decision into the hands of bail bondsmen whose interests are not always congruent with the Court’s. Additionally, the cost, both socially and economically, of jail overcrowding highlighted the need for the establishment of Pretrial organizations. On many occasions, a jurisdiction’s Sheriff would find his/her overcrowding issues so severe, he/she would advise the Court that x number of people were going to be released by a certain date. The courts wanted to have a source they could turn to evaluate the incarcerated population and assist in recommending who were the most appropriate for release. Pretrial agencies were able to assist with this function in many jurisdictions. Unfortunately, Maricopa County still continues to have the highest incarcerated pretrial population per capita. However, these issues and a host of others allow for this Division to continually develop and implement creative alternatives in an effort to provide the court with the widest range of release options and limit unwarranted preventative detention. It’s a challenge but one which addresses our society’s fundamental belief in the importance of liberty.



# Managing for Results

## “What Works Gets Results”



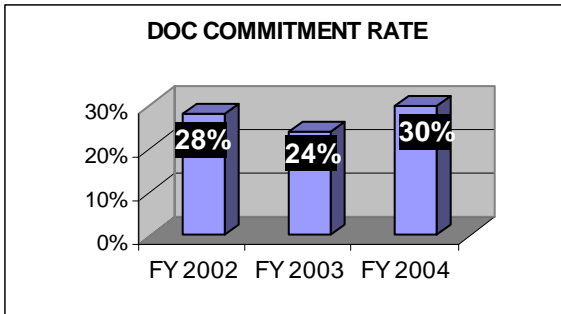
“Results! Why, man, I have gotten a lot of results. I know several thousand things that won't work.” -- Thomas Edison

One huge advantage that practitioners in criminal justice have these days is the painstaking research that has been developed over the past two decades concerning “What Works.” This is the body of work lead by individuals such as Don Andrews and Mark Lipsey that have convincingly demonstrated that attention to criminogenic factors – behaviors, activities, and events that are crime producing -- will show a reduction in recidivism and risk to the community.

If we are to accomplish our mission, to enhance public safety, one of the challenges to our organization is to adopt practices that we know will help us achieve our goals. Below are some of the key results to our goals over the past three years. You can see for yourself where we did quite well and where we need to make improvements.

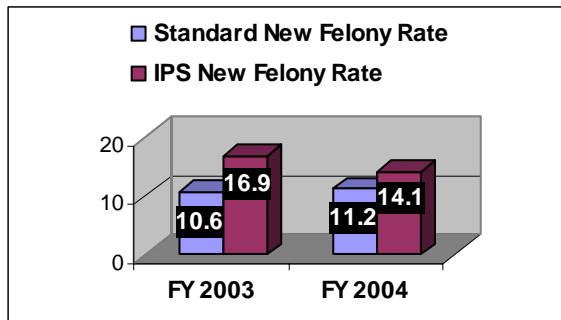
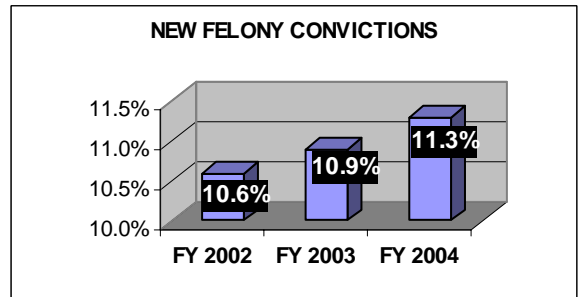
### GOAL A -- CRIME REDUCTION

#### Previous Key Results:

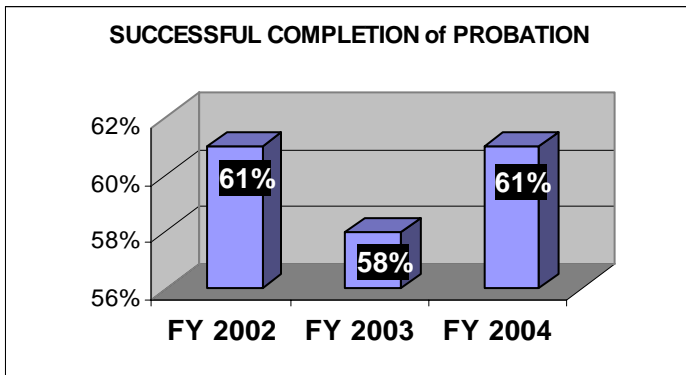


The commitment rate is based on a percentage of probationers terminated from supervision. Studies of technical violators committed to the Department of Corrections showed that 30% rejected probation in 2003 and 58% rejected probation in 2004.

New felony rates are derived by the total number of new felony sentencing divided by the average daily active population of both Standard Supervision and Intensive Probation Supervision (IPS).

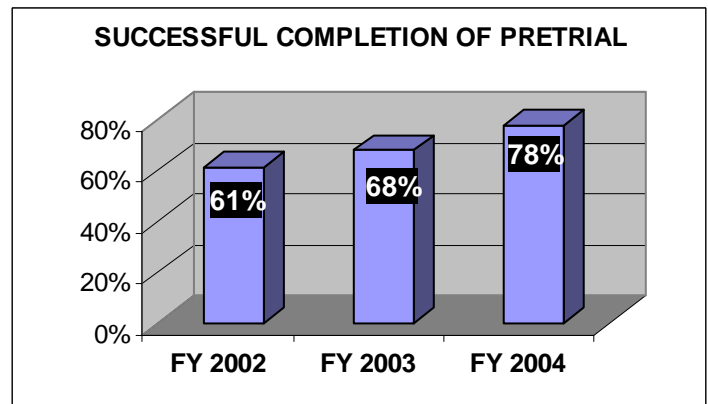


During FY 2003 and FY 2004, new felony convictions were tracked by standard and IPS populations. While standard showed a slight increase from the previous year, IPS showed a decrease of nearly 3 percentage points.



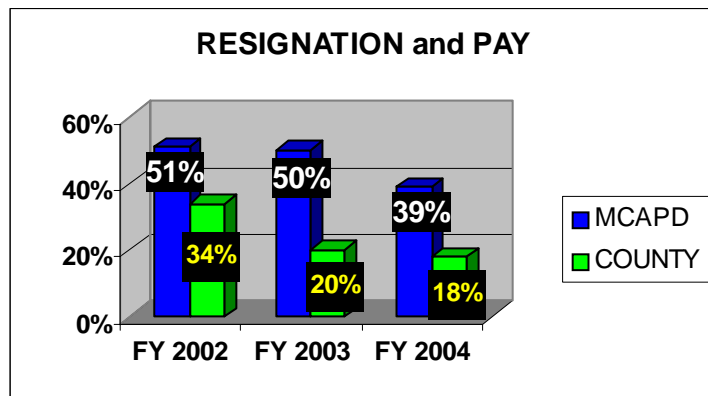
Successful completion rates had a noticeable dip in FY 2003, which corresponds to the loss of positions and reduction in services caused by the budget crisis.

Pretrial Services became part of the Adult Probation Department at the beginning of FY 2004. In the last three years, Pretrial Services increased its average daily population from 1,033 in FY 2002 to 1,800 in FY 2004. Reducing the number of defendants who “fail to show” following court is another key performance measure for Pretrial.



**GOAL B -- COMPENSATION/RETENTION**

**Previous Key Results:**

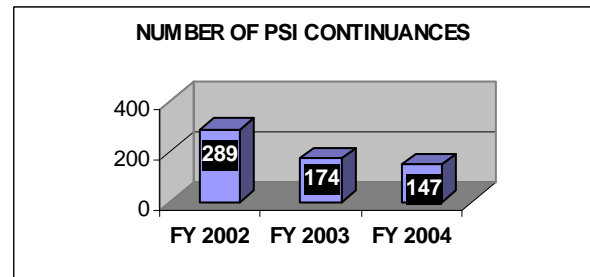
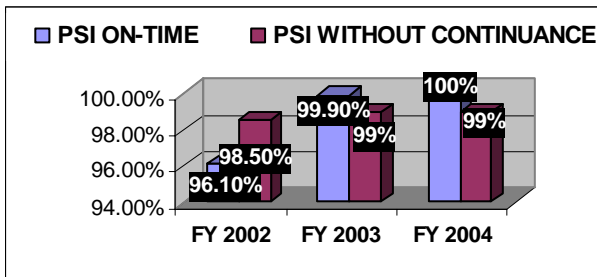


Data collected through exit interviews by county Research and Reporting shows there has been a drop in the rate of resignations with pay as a reason. However, the department’s rate continues to be much higher than the county average.

On August 27, 2003, the Board of Supervisors approved the implementation of a market study salary increase for all badged staff and counselors. Probation Officers’ starting salary was increased from \$12.90 per hour to \$17.17 per hour. Surveillance Officers’ starting salary was increased from \$11.26 per hour to \$14.70 per hour. Counselor III’s starting salary was increased from \$14.70 per hour to \$17.17 per hour. Since implementing the new salary structure the number of applicants for officer positions has nearly doubled. A market study for non-badged staff will be presented to the County for consideration shortly.

### GOAL C -- PROCESS IMPROVEMENT

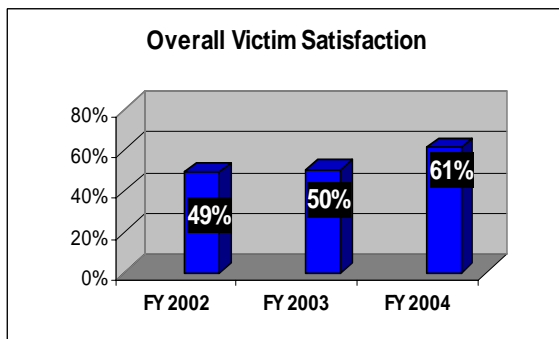
Previous Key Results:



Presentence report on-time rate was the key performance measure during the first three years of the Managing for Results Strategic Plan. Having achieved success in this area, the key performance measure has been changed to reports submitted without a continuance.

### GOAL D -- CUSTOMER SATISFACTION

Previous Key Results:



The FY 2004 Victim Satisfaction survey produced much higher results than expected. This may have been attributed to the department-wide victim sensitivity training conducted in FY 2003. The department's goal will be to improve upon, or sustain a level of 60% overall satisfaction.

### GOAL E -- INFRASTRUCTURE

Previous Key Results:

Through the end of FY 2004, 474 officers completed defensive tactics and safety training. On the last two Employee Satisfaction Surveys, the department had over a score of 5 for infrastructure issues.

The department's goal for FY 2003 was to increase its IT interconnectivity with county, state, law enforcement and court agencies by 10%. Results were estimated to be approximately 200%! IT services received an "Innovations Award" from the Arizona Criminal Justice Commission for its web-based DNA databank interface. IT Services also helped to merge dispatch services with MCSO to improve officer safety and developed Web-based case management reports for officers and supervisors. A sex offender address clustering application to help promote public safety was also developed.

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### MCAPD HIRES NEW MFR COORDINATOR

For the past four years I have had the distinction of being the Managing for Results Coordinator for Adult Probation. That responsibility was passed on to Maria Amaya who recently rejoined MCAPD. Most of you should remember Maria when she was with our Victim Services Unit and the outstanding service she provided. The American Probation and Parole Association recognized her nationally in August of 2001, for her outstanding service to victims. Once acclimated to her new position, Maria will be going around to Division and Unit meetings to talk about Managing for Results and our goals and objectives over the next three to five years. Please join me in welcoming her back.

## 11th ANNUAL LITERACY PROGRAM GRADUATION

This year marked the 11<sup>th</sup> Annual Frank X. Gordon Education Program GED Graduation. Twenty-eight students celebrated receiving their GED diploma on Thursday, October 7, 2004. Family, friends, MCAPD staff, and staff from the Department of Education gathered at the Phoenix Preparatory Academy to join in on the celebration with students who dedicated and sacrificed their time in order to obtain their GED diploma.

### Changing Lives Through Education

By: Lindell Rhodes

The tribulations of our probationers' lives are constant. They often feel confused as to who they really are. Many work hard to build a "tough" image, and for many years it seems to work for them. However, our Department works



Chief Barbara Broderick addresses the graduating class.

very hard to precipitate a cognitive change within them. They come to us without any positive expectations. The APD staff work hard to develop close advisory bonds with the probationers. Our Department provides many services: substance abuse counseling, housing assistance, food bank subsidies, budgeting training, cognitive restructuring, English classes, GED classes, job preparation assistance, and many other programs.

We do not turn every probationer around, just look at the recidivism rate. But we do make a difference in a significant number of probationers and the lives of their families. Where would they be without the support we have provided? Our Department is fortunate to have quality staff that believes that "positive client change" is possible. I have observed many probationers' attitudes toward themselves and others change significantly. They found out that to make real changes they "had to do something." APD gives them the opportunity to turn their lives around. It is not a magical position we offer, but a belief that they matter as individuals and that we will not leave them behind.



MCAPD Literacy Program  
CLASS OF 2004



Lindell Rhodes introducing the most "senior" graduate Carol Sager. Seated from left to right David Tierney, Chief Broderick, Judge David Cole, Judge Carey Hyatt, Judge Richard Trujillo, and Judge Douglas Rayes



Alumni Debbie Vergakis speaking to the graduates.

Below are examples from WRC, PSC and Garfield's Education Programs. These students were encouraged and supported by their PO's, SO's and Department teachers as they faced challenge after challenge. The probationers found out that to make their learning real they had to "do something" and they did. Their efforts paid off last year as they obtained employment, received their GED's, graduated from IPS caseloads and even completed probation.

When Chris (Cole) registered with the APD Education Program, he was unemployed, just out of jail, on intensive probation being supervised by Debra Bedolla and living at a halfway house. He evaluated low in math. He spent over six months in our program studying for his GED. Once he began attending on a regular basis, he studied for 70 hours and took the GED test. He passed all but two sections, so we worked with him on writing essays and social studies. Eventually he also passed the final two portions of the GED test. He has now graduated off IPS, lives independently, has a job, and a GED diploma! We want to congratulate him as well.

Natasha Johnson was a probationer on Jamie Hester's (then Michael Meister's) caseload.

Natasha had lost her job, and CPS took her children. She was placed on probation and spent time in jail. Natasha discovered that motherhood was not a snap: it was really a lot of work. Now Natasha's children are back home. Natasha completed treatment at NOVA then studied in our GED education center. After many hours of hard work she was ready to take the GED test. However, since Natasha had lost her job, bills had piled up and she could not pay for her GED assessment. The APD Education Program Director was able to obtain funding to pay for her to take the assessment. As a result she took and successfully completed her GED in September 2004.

Irene Alaffa is a probationer on David Kozak's caseload. She stated she was addicted to alcohol and her children had left her home to live with other family members. In addition, the company she worked for moved to Mexico and she became unemployed.

She completed substance abuse counseling and her PO encouraged Irene to take GED classes. She entered the Glendale GED study program in January 2004. After many hours of studying she took the GED exam and passed with a high score. Irene is now attending the Maricopa Skills Center where she is successfully studying in the machine trade program.



Graduates (left) Irene Alaffa and (right) Natasha Johnson

## Frank X Gordon Welcomes Back Alumni

Debbie Vergakis is a former SMI GED graduate from the Mesa Education Center. She successfully completed probation and overcame many obstacles. Debbie has been a guest speaker at the graduations on several occasions.

***"Without probation I don't know where I would be."***

Debbie Vergakis

After obtaining her GED, Debbie continued on in her education at the Gateway Community College in Phoenix. She attends Pima Community College in Tucson. She is now enrolled in 15 credit hours. Her grades primarily consist of A's and B's. Debbie's major is in Liberal Arts, and her goal is to work in the Social Services field.

Through her own example, Debbie's daughter has obtained her GED as well. As a model graduate of the literacy program, Debbie has been asked to speak at several of the literacy graduations. We are very proud of Debbie and her accomplishments. She is a model student for us, her family, as well as the community.

---Submitted by:  
Betty Wimmer



## The Chronicle

There are many people in our Department, outside of the classroom, that are dedicated to helping their probationers advance academically. We cannot stress enough how important the Probation Officers and Surveillance Officers are in the academic success of their probationers. Their assertive insistence and guidance has a tremendous positive effect in helping these students attain a GED and in reducing recidivism. We have many PO's and SO's who are wonderfully supportive of the Department's Education Program. We want to say thank you to them for ensuring that the probationers know how important education is to their future and their rehabilitation, and for sending them to our program. With your help we were able to graduate 131 students. **Thank you** from the entire APD education staff.



Graduates entering the auditorium

Each year the Literacy Program gives out awards of recognition and scholarships to students. Students must write an essay in order to compete for the scholarships. This year, five scholarships were given out. Recipients of the ALTRUSA and Honorable C. Kimball Rose scholarships include: Ashley Graves, Brandy Jordan, Christina Nordstrom, Amy Newsome, and Debbie Vergarkis. Recognition awards were presented to: Carol Sager, Tracy Hogan (volunteer), Amy Newsome, Maria Galvan, Christina Nordstrom, Selina Honyumptewa, Ashley Graves, Irene Alaffa, Christian Alvarez, and Pauline Alvarez.

### Literacy Program Rated As One of the Leading Adult Education Programs in Arizona

Congratulations on a job well done to the staff of the Literacy Program. The Arizona Department of Education recently completed its annual program performance data for fiscal year 2004. The results for Maricopa County Adult Probation's Literacy Program placed it as "one of the leading adult education programs in Arizona."

	State Goal	State Actual	MCAPD Actual
Educational Gains	42%	49.2%	71.1%
Employment	52%	76.4%	100.0%
Retained Job	62%	82.5%	83.3%
Obtained GED	62%	73.0%	96.9%
Post Secondary Education	62%	81.0%	100.0%

Special thanks to the teachers, volunteers, and the entire staff of the Literacy program for your dedication to the continuous improvement in the quality of life by offering hope to those in the community through education.

## The Journey from Participant to Mentor



**Javier Perez and Probation Officer Gabriel Velasco**

Javier Perez was sentenced to three years standard probation in 2003. As a term of his probation, he was court ordered to complete 32 hours of substance abuse counseling. Javier began attending counseling at New Direction, LLC. in November, 2003 as a participant of the program. By February, 2004, Javier had already completed his court ordered counseling.

After Javier successfully completed the counseling through New Direction, he was interested in volunteering at New Direction as a mentor. He believed that the counseling provided through New Direction was extremely educational and helpful. Javier believed that seeing the new faces come through the program was an inspiration. Javier informed his probation officer of his desire to serve as a mentor for the program. Officer Velasco encouraged Javier to seek guidance from the counselor at New Direc-

tion. Javier soon began volunteering as a mentor for the program and has dedicated his Saturdays to mentoring those coming through the program.

What stands out about Javier is that he was genuinely grateful for the knowledge he learned at New Direction. As a token of his gratitude, he in turn has given back to his community as a mentor through the same program that helped him. Javier is now able to offer hope to those in his community through his mentorship; a hope that is a vision of the Maricopa County Adult Probation Department.

## MCAPD OFFICERS ASSISTS IN POLICE SWEEP

Beat officers from the Phoenix Police Department joined with specialized units and several Maricopa County probation officers in a three-day sweep in the south Phoenix neighborhood of Cash. The sweep was intended to arrest suspected drug dealers, gang members, and burglars. Gang violence, drug dealing, and vandalism have been an ongoing problem in the Cash neighborhood. In addition to the 25 felony suspects arrested, officers also recovered six guns, two stolen vehicles, and seized cocaine, methamphetamines, and marijuana.



### 2005 Entertainment Books

If you are interested in purchasing a 2005 Entertainment Book contact Angela Meckfessel

The cost of a book is only \$20.00

They are going fast and there are only a few books remaining.

## Safety Matters

by Gary S. Streeter



**Complacency:** “A feeling of contentment or self-satisfaction, especially when coupled with an unawareness of danger or trouble.”

As an officer of the Court, or as an Adult Probation employee in a position working with probationers, complacency can get you into trouble, or worse yet, get you hurt. The department has embarked on a comprehensive officer safety program comprised primarily of the 8-hour Safety Orientation Course, the 40-hour Defensive Tactics Academy and the 40-hour Firearms Academy. The stated goal of the program is to make officers safer. In addition to the physical skills taught in these courses, frame of mind is a significant factor in your continued safety. The frame of mind I want to address is the complacent mind.

No matter how long an officer has been on the job, whether months or years, complacency can begin to set in. Officers sometimes establish work routines that result in blind spots of poor tactics and habits. While routines are sometimes unavoidable, officers must still be conscious of their actions and the environment during these routines. Officers cannot be lulled into a false sense of security just because they have been to a certain house or neighborhood many times without incident, or because they have supervised someone for several months or years without incident. Instead of assuming that nothing will happen based on past history, officers should maintain an increased sense of awareness.

By increased awareness I do not mean becoming paranoid and seeing danger at every turn. Rather, increased awareness means such things as being observant of your surroundings, the body language of those with whom you are interacting, and a general alertness to anything unusual or out of the ordinary. We often miss these warning signs because we are plodding through our routine with blinders on. As in the above definition, this mental state finds us in a comfort zone where we are unaware of trouble or danger. As a result, an officer will find him/herself at a great disadvantage should some type of confrontation occur. As officers of the Court, we are already reactive to the escalated behavior of the subject(s) we encounter. Since action is faster than reaction, we are behind the power curve when we need to react. Complacency only places us farther behind that curve. How can officers avoid complacency?

1. Assess your current work habits and tactics. This must be done honestly and with careful thought, otherwise you are likely to gloss over some bad habits and tactics. This assessment should encompass both office and field contacts. Take the time to do an assessment while in both environments so you are in that frame of mind. You may not think of all field work tactics while sitting in the office.
2. Make necessary changes and begin establishing good habits and tactics. It takes conscious thought to do this, just as it takes conscious thought to learn the skills taught in the Defensive Tactics Academy. For example, be conscious of scanning front yards, cars and surrounding areas when approaching a house or apartment. This will eventually become an automatic act.
3. Make it a point to learn something new. By doing so you are always challenging yourself and seeking self-improvement. This helps eliminate the contentment and self-satisfaction inherent in complacency.

**Anticipate.** Much like athletes who have an exceptional sense of anticipation that allows them to step into a passing lane and make a steal or an interception, officers too should think ahead and not get stuck in the moment. Great athletes think ahead of the play, and officers should do the same thing. By thinking ahead, the chances of getting surprised or startled are minimized, and you are very likely already considering possible options should trouble arise. For example, when doing a search, anticipate that you will find something, consider some of the things you may find, and be prepared for that outcome.

**Practice crisis rehearsal.** Crisis rehearsal involves mental rehearsal of responses to various crisis situations. These situations can be those you have previously experienced, those experienced by other officers or any other situation you can think of that could possibly happen in the work environment. Consider all of your training and experience when doing this mental rehearsal. Think about how you would feel in any given situation, and what tools and tactics you could use to extricate yourself from, or gain control of the situation.



## Newly Revised Policies

By Rebecca Loftus



The Executive Team approved the following policy revisions in August:

**30[1].601: Special Incidents** - The reporting process is essentially the same, but the policy has been organized a little differently - responsibilities have been delineated for officers, supervisors, directors, etc. In addition, the definitions of special incidents and critical incidents have been refined. Outlines for writing special incidents and use of force incidents have been added to the end of the policy, and the Special Incidents Routing Tag has been modified.

**30[1].701: Case Transfers** - Additional language has been added in Section II.B.5 that states in instances where an officer is covering a vacant caseload and issues a warrant for that caseload, the case will receive a random warrant assignment to another field officer for all subsequent Court actions. In addition, the language in Section I.A.4 has been reworded for clarity (The sending officer can initiate transfer under the following circumstances.... "Probationer is not residing in a halfway house, prison or other temporary housing for less than 90 days. If the probationer is supervised on a specialized caseload (e.g. SMI, sex offender, etc.) the transfer can be made within the same unit with the supervisor's approval or a transfer can be made to another specialized unit with both supervisors' approval."

**30[2].801: Community Work Service Program** - Procedures for APETS entry have been added to Section I.D.4-5. Also, in Section I.F, language has been added that community service agencies shall not allow probationers to have contact with weapons or firearms. Finally, probationer responsibilities have been moved to a separate section (Section IV at the end of the policy).

**30[3].105: Handcuffs** - Language has been added to Section II.B clarifying that officers in non-field assignments such as PSI or CLAPO are not issued handcuffs unless approved by the chief probation officer or designee, and that officers in the pretrial assignment are not authorized to carry or use handcuffs at any time, even though some work in the field.

All of these policy revisions were effective 09/01/2004 and are posted on the APD website at the following link:

<http://courts.maricopa.gov/apd/Administration/index.asp>



## Federal Grant to Aid Sex Offender Management

The Adult Probation Department recently received a \$250,000 grant from the U.S. Department of Justice. The grant will support sex offender education and treatment in the jail and provide for multi-agency planning regarding the sex offender population. Probation officers have observed that sex offenders, who are housed together in the jail, continuously share their mistaken beliefs and incorporate them into their behaviors. Treatment providers and probation officers agreed that the current situation allows sex offenders to continue in the offense cycle and that it is desirable to start breaking down the denial as soon as possible after conviction, rather than releasing untreated sex offenders back into the community. A multi-agency team will also explore housing and other reintegration issues with this population. For further information, contact Erin Cacciatore, Grant Manager, at (602) 619-2428.



## DIABETES AWARENESS MONTH



By: John Wertsching

November is National Diabetes Awareness Month. Why should diabetes have an awareness month? Well, let's review some of the stats: 18.2 million Americans (6.3% of the population) have diabetes. Of these, 5.2 million don't even know they have the disease. 41 million Americans have "Pre-Diabetes," a condition where blood glucose levels are higher than normal, but not high enough to be diagnosed as being diabetic. These are people who, if they don't make necessary lifestyle changes, have a high probability of developing "Type 2" diabetes.

Diabetics are twice as likely as non-diabetics to develop cardiovascular disease; they are two to four times more likely to suffer from strokes. In addition, diabetes is the leading cause of blindness, kidney disease, and lower limb amputations. Diabetes has been linked to higher incidents of stress-related disorders and chronic depression. Finally, diabetes is the sixth leading cause of death in America.

Diabetes is a disease in which the body does not produce or properly use insulin. Insulin is a hormone that is needed to convert sugar, starches and other food into energy needed for daily life. While the cause of diabetes is a mystery, both genetic and environmental factors such as obesity and lack of exercise appear to play roles. In recent years, there has been an increase in the onset of diabetes. There are two "types" of diabetics: Type 1 and Type 2. Type 1, also known as juvenile onset or insulin dependent diabetes, normally develops early in life. Type 1 diabetics do not have any ability to produce insulin naturally and are required to take daily injections to control their condition. Type 2, which used to be called "non-insulin dependent," diabetics are those whose body either cannot produce sufficient levels of insulin or the body becomes insulin resistant. Both types of diabetes are vulnerable to the same potential complications and risks.

Diabetes does not have to be a death sentence. Many diabetics can live long and productive lives so long as they monitor their blood

sugars on a daily basis, follow their insulin regimens, and exercise regularly. Those who are "pre-diabetic" or have early onset of type 2, can often effectively control their condition through diet and regular exercise. The key is early recognition and strict monitoring and control of their blood glucose levels. Famous diabetics in sports include Olympic swimmer Gary Hall, boxer Joe Frazier, New Orleans Saint Kenny Duckett, New York Knick Chris Dudley, and swimmer Scott Coleman, who on August 17, 1996, became the first diabetic to swim the English Channel.

Risk factors include: having a parent, brother or sister with diabetes; having a family background that is African-American, American Indian, Asian American, Pacific Islander, or Hispanic-American/Latino; women who have had gestational diabetes or have given birth to at least one baby weighing more than 9 pounds; having blood pressure that is 140/90 or higher; having HDL cholesterol 35 or lower, or triglyceride level of 250 or higher; or being fairly inactive and exercising fewer than three times a week. Symptoms include: frequent urination, excessive thirst, extreme hunger, unusual weight loss, increased fatigue, irritability, and blurry vision.

As mentioned earlier, diabetes does not have to be a death sentence. Also, diabetes does not have to be a condition that would keep someone from doing his or her job. Although they are at higher risk for numerous life-altering and devastating conditions, if they check their blood sugar on a regular basis, stay active, exercise regularly, and eat right, they can avoid many of the complications listed. Diabetes research continues and many believe that a cure is not that far away. Stem-cell research, insulin producing "islets," and other treatments are showing great promise. In the mean time, early prevention and living a healthy lifestyle is key. The American Diabetes Association has a website ([www.diabetes.org](http://www.diabetes.org)) that contains up to date information, research, and other links that are very useful. If you feel you are at risk, get tested. If you have diabetes, take control of it before it takes control of you.



**30 Year Anniversary with MCAPD**

**Michael Jones    10/07/04**

**20 Year Anniversary with MCAPD**

**Micheal Kelly    09/17/04**

**Suzanne Bauer    10/22/04**

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