

# CHRONICLE

ISSUE: JULY - SEPTEMBER 2023

MARICOPA COUNTY ADULT PROBATION DEPARTMENT



# TABLE OF CONTENTS

## CHIEF'S CORNER

## NEWS & INFORMATION

- 4 Domestic Violence Awareness Month
- 5 Pretrial, Probation, and Parole Supervision Week
- 6 Internships with MCAPD
- 6 Career Opportunities
- 7 Annual Report Published
- 7 Data Corner

## ACHIEVEMENTS & CELEBRATIONS

- 8 Retirement Celebration - Jim Sine
- 8 MCAPD Wins Three National Awards
- 10 Welcome New Officers and Managers
- 11 Promotions
- 12 PRIDE 2nd Quarter Awards - 2023

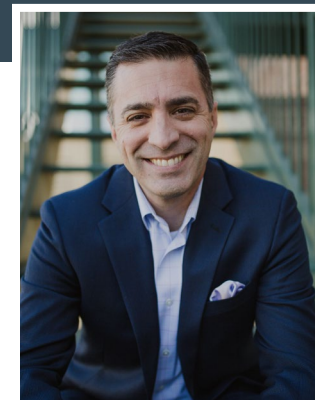
## VOICE

- 13 A Day in the Life - Support Staff
- 15 APPA Articles
  - The Importance of Officer Wellness While Dealing with Work-Related Stressors and the Importance of Implementing the Five C's in Law Enforcement Departments
  - A Candid Conversation with Formerly Incarcerated Individuals
  - Best Practices for Working with Victims & Survivors in Community Corrections
  - A Crucial Conversation: Reimagining Community Corrections through Lived Experience
  - Probation/ Parole Strategies to Disarm Domestic Violence Offenders
  - Deniers and Non-Identifiers: Using a Therapeutic Approach to Provide Treatment to Sex Offenders who Deny their Role in their Offense
  - Gang Awareness: Understanding Our Clientele and Trauma
  - Getting it Right with Emerging Adults & Young, Wild, and Justice-Involved
  - LAPD's Approach to the Mental Health and Homeless Epidemic
  - LGBTQIA+ and Gender Affirmation
  - Medications to Treat Opioid Use: What do Community Corrections Staff Need to Know to Support Individuals on Supervision?
- 22 Employee Spotlight

## EDITORIAL STAFF & POLICY

- 22 Chronicle Editors & Staff
- 22 Chronicle Policy

# CHIEF'S CORNER



In this issue of the *Chronicle*, I want to highlight some of our key performance measures which we monitor quarterly and assess annually. Measures by program and additional information are contained in our [Annual Report](#), published each October, covering the work of the previous fiscal year which begins every July 1st and concludes on the following June 30th. The measures below tell only a portion, but an important one, of the story of our work in the last year. We celebrate the achievement of most of the measures detailed below as well as the work that has been initiated to improve areas where the goal was not met.

Our interest in these measures is solely because of the lives impacted. Whether by supporting victims of crime, serving our Court and those that appear before it through our initial appearance and presentence units, or by the individuals supervised on probation or pretrial, these measures are important only because of the lives affected by them.

Work also continues, as part of the Department's Continuous Improvement initiative, to reevaluate these measures and potentially add others. We will also be adding, alongside these measures, mechanisms for the Department to measure the key behaviors to drive success in these strategic goals.

KEY PERFORMANCE INDICATOR	GOAL	FY2023
<b>Crime Reduction</b>		
Successful Completion of Probation	>70%	76%
Revocation to Arizona Dept. of Corrections, Rehabilitation, and Reentry	<25%	22%
New Felony Sentencings	<8%	11%
Completion of Pretrial Supervision	>75%	68%
<b>Compensation and Retention</b>		
Employee Satisfaction	>75%	81%
Average Years of Service for Badged Staff	>10.0	11.7
<b>Process Improvement</b>		
Presentence Reports Submitted w/o a Continuance	>98%	99%
Pretrial IA packets Submitted to the Court within 24-hours	N/A	100%
Restitution (% of amount ordered which was paid)	>65%	89%
<b>Customer Satisfaction</b>		
Individuals on Probation Satisfaction	>86%	93%
Law Enforcement / Criminal Justice Partner Satisfaction	>85%	86%
Victim Satisfaction	>70%	63%
Community Partner/ Treatment Provider	>86%	82% (FY2022)
Judicial Satisfaction	>85%	86% (FY2022)

To the staff of the Maricopa County Adult Probation Department (MCAPD), I am grateful for your dedication to enhancing community safety through service, accountability, and influencing change. The measures above demonstrate how effectively you do so and the professionalism you bring to our work. It remains a privilege to serve alongside you and we are appreciative of all you do to serve our Court and the community.

*Michael P. Cimino*

Michael P. Cimino

Chief for the Maricopa County Adult Probation Department





# NEWS & INFORMATION

## DOMESTIC VIOLENCE AWARENESS MONTH

By Cherynne Lara

Domestic Violence (DV) Awareness Month kicks off on October 1, 2023. The designated month serves as a time to remember the ones we have lost, offer education, advocate for change, and honor survivors. DV, also referred to as intimate partner violence, occurs daily. There is a common misconception that it exclusively affects women when, in reality, anyone can be a victim of DV. Intimate partner violence happens in all cultures, backgrounds, economic statuses, ethnicities, households, ages, and genders. In 2022, the Arizona Coalition to End Sexual and Domestic Violence (ACESDV) [reported](#) 101 DV-related deaths in Arizona. Of this number, 56 of the victims were male and 45 were female, with a total of 80 different perpetrators. The victims included children, family members, bystanders, roommates, and intimate partners.

Intimate partner violence involves one partner exerting power in the relationship and using it to control the other through various methods. This includes emotional, sexual, physical, financial, and religious abuse, as well as threats of abuse. Perpetrators may also engage in stalking and harassment. It is essential to understand that a person does not need to experience strangulation, shooting, hitting, stabbing, or physical assault to be considered a victim of domestic violence.

The MCAPD, specifically the DV Units, oversee a range of DV-related cases, encompassing threats, stalking, harassment, strangulation, aggravated assault, and order of protection violations. While these constitute the cases handled under probation, knowing the behaviors of an abuser is critical, given the alarming [statistic](#) that one in four women and one in nine men will experience DV. These behaviors include manipulation, intimidation, possessiveness, extreme jealousy, exploitation, gaslighting, and isolation. There are many forms of abuse, making it not always easy to notice when this happens to someone. Raising awareness is essential to highlight the seriousness and help someone recognize when they are being abused or if a loved one is being abused. Recognizing these behaviors can be lifesaving.

DV is a critical issue in every community. As a community, we can empower survivors to live a life free of violence and help them recognize their worth and find their voice again. We must break the silence surrounding this issue and give millions of victims and survivors a voice.

DV Awareness Month is celebrated throughout our courts and MCAPD all of October. MCAPD DV officers can help with questions related to DV offenses, obtain resources and information about our advocacy program, and assist with any victim-related questions.

# PRETRIAL, PROBATION, AND PAROLE SUPERVISION WEEK

By Candace Hallberg

Pretrial, Probation, and Parole Supervision (PPPS) Week was celebrated July 16–22, 2023. Every year, this week allows the hard work of Department staff to be recognized and commemorated. All Department staff received a stainless-steel travel mug with the Department logo on it as a token of appreciation. Each office celebrated in their own unique style. At Downtown Justice Center (DTJC), there was ice cream, nachos, and a “Guess Who? Baby Photo Edition” game. The DTJC staff had fun trying to guess which member of the Executive Team each baby photo was. Angelina Diaz won this fun game! At the Black Canyon Building (BCB), there were breakfast burritos from La Canasta, pizza, and an ice cream social to celebrate. Financial Compliance Collector Bianca Vasquez noted that “The gift was nice. The cup is very useful. BCB did have a very good turnout for PPPS week.”



Thank you to Department staff at each location that worked hard to make this week special and enjoyable. The Department appreciates their staff all year long, but it is always exciting to take time each year to have fun and recognize our incredible team.

“Being a probation officer to me means having the opportunity to change someone’s life with every single interaction. On the outside, it may look like a simple conversation or a referral, but it could end up being the catalyst in altering their life, their family’s life, and, in turn, the greater community.”

MCAPD Probation Officer Alex Battest

“Every day, from pretrial to probation, from IA to presentence, from the caseloads to the rest of us whose positions support that work, you change lives and enhance community safety through your service, the accountability you hold yourself and others to, and in influencing change. I couldn’t be prouder to be associated with you all. I hope you see the value your work brings to our organization as a Judicial Branch of Government and to your community.”

MCAPD Chief Michael Cimino

“I have seen the benefit of your work particularly during my time on the bench as a trial judge. Reducing recidivism and holding people accountable for complying with our laws and probation standards is valuable and important work. Your professionalism, training, and the use of evidence-based practices are recognized locally and nationally, and your efforts are very much appreciated—thank you!”

Chief Justice Robert Brutinel, Arizona Supreme Court

“We see your dedication, and we salute your commitment to your work. You change lives through your tireless efforts to do a good job. In many ways, you serve us by being our eyes and ears on the ground, ensuring facts and circumstances are conveyed to the Court in cases both pre- and post-disposition. Often the whole story is learned from the diligence of probation officers.

We simply could not deliver meaningful, thoughtful justice without your contributions.

We are Stronger Together when we take a moment to give thanks to all probation officers and those who work in pretrial, probation, and parole for the important work they do in every case, every day, and every time. You should all be proud of your public service, and we in the Judicial Branch are grateful for your efforts.”

Honorable Jennifer E. Green, Criminal Department Presiding Judge, Superior Court of Arizona for Maricopa County

# INTERNSHIPS WITH MCAPD

By Mora Isom

One of my projects as an administrative assistant to the Staff Development Unit has become what I like to call being the liaison for independent internships. I believe the Department has always had some kind of internship program. However, during the pandemic it was suspended. During that time the person who oversaw the program retired. When we began to come out of pandemic safety protocol I was asked if I would like to spearhead this program. I rarely turn down a challenge and was eager to learn what it entailed. That was in January 2022. I call it an independent internship as it is not AmeriCorps. It is not paid and it is not always a student looking for college credit. Interns have joined the Department for many different reasons and from many different places.

Those interested in becoming an intern are subjected to a background investigation including a thorough criminal history check. Once they are cleared, I send an email to the division directors asking for an available and willing supervisor to mentor an intern. We have set guidelines that internships can last no longer than four months at no more than 15 hours a week. What schedule or hours they come in is solely up to the intern and the supervisor. They then are onboarded through the Human Resources Department and have their fingerprints taken. They have an orientation with me where along with our safety equipment coordinator they are fitted with and issued a safety vest and a laptop. During orientation they complete a specific training curriculum including Privacy and Security Training - Protecting Court and Criminal Records. This allows them to have access to iCISng and APETS. Part of my process is to let both the supervisor and the intern know that we are giving them the tools to have the experience they want. If it is simply to get checkmarks on a list from a professor, then let us know. If it is to fully immerse themselves in our world, we will do it.

I send them off to their supervisor with all the tools and swag and advise them to have the experience they want and to be upfront and honest with their supervisor. I also ask that they tell their friends what a great experience they are having as word of mouth is a valued recruitment tool. Over the last year and a half, we have had 10 interns. This fall semester alone we have six college interns out in the field. Applicants come from all over the county including Maricopa Community Colleges, Grand Canyon University, Arizona State University, and Park University – Gilbert. This is the highest number of interns we have had at one time. I am grateful to be a part of this program and thankful to have been given the opportunity to grow it. I am also proud to say that out of the last year, two of our interns have applied and accepted full time employment with MCAPD. The internship program has played an integral part into their career choice. So, if you see any of our current interns out in the field this fall, introduce yourself. See if they have any questions and thank them for their assistance. In closing, I would like to say a huge THANK YOU to all the supervisors who have helped make this program possible by becoming a mentor and also working with me to make it great.

## CAREER OPPORTUNITIES

Do you know someone that does not currently work for MCAPD that would make a great addition to the Department? Do you know someone with a bachelor's degree and sound judgement? Would you like to assist MCAPD in reducing workload? Refer a friend or colleague to join MCAPD!

[Click here](#) to view Judicial Branch of Arizona in Maricopa County jobs. Filter to "Enforcement" under Job Category to view probation officer career opportunities.

Email [apdrecruitment@jbazmc.maricopa.gov](mailto:apdrecruitment@jbazmc.maricopa.gov) for more information.

# ANNUAL REPORT PUBLISHED

Each year, MCAPD releases an Annual Report which has an abundance of information about the Department and is a great source to refer back to. This year's theme, "RENEWED MISSION: Service, Accountability, & Influencing Change," was highlighted throughout the report.

Key information shared within the MCAPD Annual Report:

- Satisfaction survey results
- Population numbers
- Demographics of the probation population
- Feature articles
- Descriptions of the Department's programs and services
- Daily cost of supervision for various supervision types
- Awards received

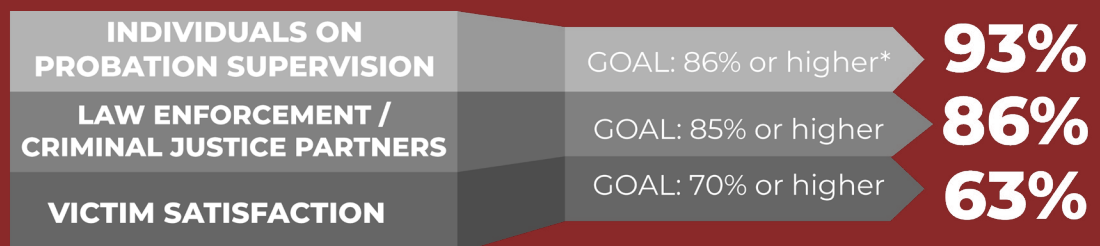
Take a moment to read through the FY2023 Annual Report – [click here](#).



## DATA CORNER

In FY2023, the MCAPD conducted three surveys to gauge satisfaction with services provided by the Department and gather feedback from key stakeholders. The Individuals on Probation Supervision (IOPS) Survey was sent out to individuals that were on probation supervision and was employed using both paper and electronic surveys. The IOPS survey revealed a high overall satisfaction rate of 93.0%, surpassing the 86% target. Notable topics of discussion between the individuals on probation and the probation officers included the supervised individual's employment and their decision-making. On another front, the Law Enforcement and Criminal Justice Partner Survey focused on assessing satisfaction among the professionals in those domains that frequently partner with the MCAPD. It achieved a satisfaction rate of 85.7%, reflecting positive interactions and highlighting the respectful treatment of our partners by the MCAPD staff. This year also marked the 25th edition of the annual Victim Satisfaction Survey, which concentrates on assessing opted-in victim's satisfaction with the MCAPD's services. The survey saw a satisfaction rate of 62.7% among victims, which is below the Department's goal of 70% satisfaction. However, this does indicate that nearly two out of three victims are satisfied with services provided by MCAPD. In summary, these surveys are vital to the MCAPD and provide essential information that empowers the Department to continually strive for excellence.

### MCAPD SURVEY RESULTS - FY2023







# ACHIEVEMENTS & CELEBRATIONS

## RETIREMENT CELEBRATION - JIM SINE

By Mora Isom

James (Jim) Sine's 30 year retirement celebration was held on Thursday, August 3, 2023 at DTJC. Jim was introduced to MCPAD as an intern in college back in 1993. The day after he graduated, he began employment in what would become a career spanning three decades. It was noted during his celebration that back then there were no cell phones or radios when you went in the field. You just marked "out" on the board. They used "field books" for case notes and tracking. His office at Scottsdale was the pilot project for the first computer called the WANG and it took an hour to boot up. He met his wife through a coworker and they are still married 23 years later. Throughout Jim's career he had many different assignments ranging from a standard caseload, presentence, intensive probation supervision (IPS), court liaison adult probation officer (CLAPO), and finally landing in the Staff Development Department as a trainer in 2012. As a trainer for the past dozen years, Jim significantly impacted over 1,100 new probation and surveillance officers in the New Officer Training, Education, and Skill-building (NOTES) classes. Jim did not have any immediate plans for his retirement but as a huge Kansas City Chiefs fan, I bet we know what he will be doing this fall.

"The second half goes way faster!"

Jim Sine

## MCPAD WINS THREE NATIONAL AWARDS

By Robert Celaya

Three MCPAD programs were recognized with the 2023 National Association of Counties (NACo) Achievement Awards. These awards honor innovative and effective county government programs. Full abstracts of the nominated programs were described in the previous *Chronicle*. The MCPAD staff involved in developing and implementing these award-winning programs deserve recognition for their contributions that benefit the Department and the community it serves.



MCPAD Sex Offender Division Manager Cynthia Stevens, MCPAD Sex Offender Probation Supervisor Rodney Rego, Maricopa County Manager Jen Pokorski, and Maricopa County Civil Presiding Judge Danielle Viola.



## CONTINUOUS IMPROVEMENT PROGRAM

This program established a mechanism and provides resources for staff to suggest and implement process improvements and innovative solutions that enables them to provide the best service possible. This includes removing redundancies, implementing technological improvements, and streamlining services.

Staff Integral to the project:

- Ryan Valley
- Heather Preston
- Sarah Harp

## INTERSTATE COMPACT AND OUT OF COUNTY SEX OFFENDER CASELOADS

This program combines the access and resources of the Interstate Compact Unit with the expertise of the Sex Offender Division to oversee and process approximately 400 outgoing probation cases involving sex offenses. Program staff use their specialized knowledge to provide effective and actionable information, improving court processing, allowing supervised individuals more time in stable environments, and ultimately supporting successful completion of probation.

Staff Integral to the project:

- Cynthia Stevens
- Rodney Rego
- Brianne Rosa
- Heidi Waters
- Brenda Aldaco
- Michelle Kridler
- McKoy Floate

## JAIL TRANSPORTS AND BOOKING PROGRAM

This program established specialized teams within the Fugitive Apprehension Unit (FAU) dedicated to efficiently handle all jail transports and bookings for the entire Department. As local law enforcement transitioned away from this courtesy during the pandemic, FAU identified this need, and rose to the challenge by creating this program, which assumes an essential function that would otherwise fall to the remainder of the Department's field probation officers.

All officers from all three FAU units played an integral role in establishing this program, including:

- |                     |                     |                  |
|---------------------|---------------------|------------------|
| · Danielle Herrera  | · George Fairburn   | · Sam Pavlisick  |
| · Kevin Peters      | · Jeffrey Fischer   | · Olga Salazar   |
| · Francisco Sanchez | · Derrick Knott Jr. | · Paul Starr     |
| · Steven Smith      | · Leah Lara         | · Breht Stavn    |
| · Brian Armbruster  | · Jeff Lauer        | · Beth Streeter  |
| · Eduardo Avila     | · Jesse Leroy       | · Gregory Thiel  |
| · Gary Burgett      | · Daniel May        | · Nicole Wheaton |
| · Robert Demers     | · Paul McDonald     |                  |
| · Claudia Facio     | · Greg Miller       |                  |

# WELCOME NEW OFFICERS AND MANAGERS

By Arielle Santacruz

Please join the Staff Development and Safety Unit in welcoming 20 new officers and two new supervisors to the MCAPD. Officers completed six weeks of NOTES classes, including Defensive Tactics Academy and the Administrative Office of the Courts (AOC) Probation Officer Certification Academy. Additionally, a three-week transition phase was incorporated to allow Staff Development trainers the opportunity to work with officers, and their newfound cases, as well as utilize real-life application of the knowledge they acquired from their training. Officers were able to work in a cohort to create petitions to revoke, criminal history documents, orders of discharge, review early terminations and earned time credit, and other documents that officers generate regularly within their caseload. The officers finished their academy with a swearing-in ceremony, led by MCAPD Chief Michael Cimino and Criminal Judge Suzanne Cohen, on August 23, 2023 at the Board of Supervisors Auditorium in downtown Phoenix.



July - August 2023 NOTES graduating class and the two newly sworn-in managers.

The graduating NOTES class included 19 probation officers and one surveillance officer. Surveillance Officer Marcelo Saenz is assigned to a Sex Offender Unit at BCB.

The new probation officers were all assigned to standard supervision units, apart from five. Rebecca Blaha is assigned to a Sex Offender Unit at BCB, and Stephanie Myers is assigned to a Seriously Mentally Ill (SMI) caseload at BCB. Katie Strand undertook a Veteran's Court caseload at the Luhrs building. Alex Corral is assigned to a SMI caseload at Southeast Justice Center (SEJC), and Carlee Hanratty is assigned to a sex offender caseload at SEJC. Eric Mia is assigned to a standard caseload at BCB. Kayla King and Nathan Petrov are assigned to a standard unit at Northport. Andrew Burling and Karlie Colbert will carry a standard caseload at Scottsdale. Rosa Hernandez, Laura Orozco, and Paulina Stutenroth are assigned to standard caseloads out of SEJC. Mariela Camacho and Richard Zichichi are at Southport with a standard caseload. Mariah Montejano is at Sunnyslope with a standard caseload. Lauren Dunn and Melissa Grove will carry a standard caseload out of the Western Regional Center. Porshea Merrit is assigned a standard caseload out of Southwest Regional Court Center.



MCAPD supervisors Amy Strock Starks and Fedra Malaquias were sworn in on August 23, 2023.

In addition to the officers, newly promoted staff were sworn-in. Amy Strock Starks was promoted to probation administration assistant supervisor and Fedra Malaquias was promoted to supervisor of a standard unit, both will be based out of SEJC.

Congratulations on  
your new positions!

# PROMOTIONS



**FEDRA MALAQUIAS**

Probation Officer Supervisor

Fedra Malaquias first joined the Department in 2011 where she started her career with MCAPD out of the Probation Service Center (PSC) managing a standard supervision caseload. She then moved to the Court Liaison Unit where she spent 10 years as a CLAPO out of the Central Court Building (CCB). Fedra has served MCAPD as a contributing member of the Case Management System (CMS) Workgroup, teaching the Court Liaison section of NOTES, and serving as the People Recognizing Individual Deeds of Excellence (PRIDE) Committee representative for her unit.

When asked what she looks forward to in her new position as a supervisor, she responded, "I am looking forward to furthering my professional development and growth within Adult Probation. Additionally, I'm excited to serve as a mentor in my role, while gaining new and invaluable experience." Fedra assumed supervision of a standard field unit in the Eastern Division on August 7, 2023, and can be found at the SEJC.



**AMY STROCK STARKS**

Probation Admin Supervisor

On July 24, 2023, Amy Strock Starks was promoted to probation administration supervisor in the Compliance and Support Services Division. She is based out of the SEJC and Scottsdale office.

Amy began her career with the Department in December 2013 as a judicial clerk associate in the Assignments Unit. She was also cross trained in all areas of the unit: reception, standard probation supervision (SPS), IPS, and presentence investigations (PSI) writer assignments. In addition to her current duties, Amy is a member of the new CMS Workgroup and assists in checking data quality conversion. She also provides input and feedback along with participating in continuous improvement process changes within the unit.

During her time with the Department, she has been the recipient of several PRIDE awards and hopes to return to school and finish her degree.

When asked what she is looking forward to in her new position, Amy replied, "I am looking forward to gaining new knowledge of the Department and helping to lead and guide employees to feel like they are making a difference in their work and community."

# PRIDE

## 2nd Quarter Awards - 2023

### PEOPLE RECOGNIZING INDIVIDUAL DEEDS OF EXCELLENCE



**APDCC - DISPATCH:** Rosa Martinez

**BCB:** Daniella Robles Ugalde, Cory McNeese, Giovanni Sanchez, Bianca Vasquez, Luis Cisneros, Alicia Chapman

**CCBLL (CLAPO):** Aundrea Green, David Gonzalez

**CSC (DURANGO CUSTODY SERVICE CENTER):** Sarah Liming

**DTJC2 - STAFF DEVELOPMENT:** Ivy Kinney

**DTJC3 - ADMIN:** Ryan Valley, Brenda Crawley

**DURANGO/WESTPORT:** Scott Gibson, Jeff Lauer

**GARFIELD:** Martha Mays, Marialice Haney

**ITR:** Bill Peckham, Samuel Hagadorn

**LUHRS:** Christopher Epps, Nancy Musser

**NORTHPORT:** Brandon Shimizu, Danielle Golden, Shelbi Bottoms

**SCOTTSDALE:** Miranda Cruz, Erin Flowers

**SEJC:** Jesus Perez, Cala Greene, Fallon Metzinger, Lucas Melendez, Christina Charles, Jason Hathcock

**SOUTH COURT TOWER:** Alanna Rubin, Taylor Pile, Kelly McCoy

**SOUTHPORT:** George Lazar, Ashley Carbajal-Blanco

**SUNNYSLOPE:** Carolyn Arteaga

**SWRCC-SWJC:** Emily Cook, Mayra Duarte

**WCB:** Karla Molina, Helen Ramirez, Tanya Kluender, Lidia Uriel, Harninder Dosanjh

**WRC:** Delfina Villareal, Jermaine Davis, Derek Kelly, Ramon Grijalva, Joseph Bonow, Adrianna Valadez

## WHAT ARE PRIDE AWARDS?

The MCAPD allows employees to recognize their peers by submitting a nomination for a People Recognizing Individual Deeds of Excellence (PRIDE) award. The PRIDE Committee reviews awards for appropriateness. There are six categories to choose from for each award submitted which aligns with the Department's Mission, Vision, and Values.

- Model the Way
- Encourage the Heart
- Challenge the Process
- Inspire a Shared Vision
- Enable Others to Act
- Thank You





# VOICE

## A DAY IN THE LIFE - SUPPORT STAFF

By Lorene Ayala and Alice Gaynor

Probation Administration Assistants Lorene Ayala and Alice Gaynor work in MCAPD's Records Unit. Lorene has been with the Department since 1988 and started with Records Unit in 2021. Alice started her career with MCAPD in 2017, briefly left and returned in early 2023 with the Records Unit. In their own words below, Lorene and Alice give insight into their roles with the Department.

### WHAT IS YOUR MAIN RESPONSIBILITY?

**ALICE:** *After receiving Terms and Conditions from the Court, emails are sent to the assigned probation officer and the production folder email to relay the information and sentencing updates. We ensure records are appropriately maintained, standards are met, and the sensitive information in them is appropriately processed. We also do weekly, monthly, and yearly audits of sentencings to ensure the records appropriately reflect the court's decisions.*

### WHAT DOES YOUR TYPICAL DAY LOOK LIKE?

**ALICE:** *Work is rotated daily it is something new each day (see following page for list of tasks.) One day will focus on folders and notifying probation staff of sentence updates, the next terms and conditions, and then scanning and/or purging of records to OnBase, which is a records management software. No matter what we are assigned, we are constantly busy.*

### WHAT IS SOMETHING UNIQUE ABOUT YOUR ROLE THAT OTHERS MAY NOT KNOW ABOUT?

**ALICE:** *The scanning/purging process of records takes time and patience. But it contributes to the Department's goal of going paperless. We are constantly busy with record management, and it does not slow down. This is especially true before and after the holidays.*

### WHAT WAYS DO YOU INTERACT WITH OTHER AREAS OF THE DEPARTMENT?

**ALICE:** *We have interactions across the Branch and County. 'Court runs' are done when we receive petitions that were typed and not entered electronically; they require a the judge's signature and we submit those to the appropriate court locations. We receive petitions and requests for information/records from judges. We receive phone calls from other agencies requesting a probation officer's information. We also get calls for record information and direct them to the Clerk of the Court when appropriate. When we cannot locate a Terms and Conditions for an individual, we contact the judge's judicial assistance for assistance.*

## IS THERE ANYTHING ELSE YOU WOULD LIKE TO HIGHLIGHT?

**ALICE:** *What I think is important is how we help the workflow across the Department. We notify the probation officer if a person is reinstated or will be sent to prison. The probation officer's APD Production folder, Luhrs, and CRU folders would not receive these important case updates and sentencing information otherwise. Pulling files and sending them out the same day to Assignments or the probation officers allows them to do their job and handle a case and the file accordingly. We play a huge role in the process because it all begins with terms and conditions from a court sentence, and that begins in the Records Unit.*

## DUTIES/TASKS

**LORENE:** *In the Records Unit we have a weekly schedule that shows what duties we will be assigned to do each day. Each category is detailed-oriented and fast-paced.*

### TERMS AND CONDITIONS PROCESSING

This duty involves coding terms such as reinstatements, combo reports, amended, and DOC with probation; printing terms, date-stamping, and pulling files; creating files for quickie reports or replacements (if no missing file is found in 2 working days); logging all files found which will go to Assignments by or mailing them out to the field; picking up files from Assignments and sorting, alphabetizing, and filing them in date order. We also research terms when a file was not found by checking APETS.

### FOLDERS

We send messages to probation officers, the Production Folder, the CRU unit (if there is a jail term for 60 days or more), Luhrs Production (if there are Drug Court or DUI terms), notifying them of newly sentenced terms for reinstatements, combos, and amendments; process terms in APETS for cases that have DOC with probation; and we enter dates in APETS petitions for combos submitted to Court by probation officers.

### AUDITS OF SENTENCINGS

Support Staff also audits files from previous week sentencings. We begin by checking iCIS (Hearing and Events and Docket) for any outcomes or continuances from the Court and we check APETS for assigned cases. The next step is refileing, pulling files, or mailing out files, depending on the outcomes. We close out cases in APETS with Terminal DOC and add case notes in APETS to keep track of the sentencing dates.

### SCANNING/PURGING

This task consists of purging and scanning inactive files that we receive from field offices. For every file, we make sure they are closed in APETS before they get scanned or purged and write the APETS ID number on top of each file. We have a list of what documents can be purged and what documents we retain in the files. We make sure staples, paper clips, post-it notes, and tabs are removed from each file, and we also enter a case note in APETS, notifying that a file has been purged. After files are scanned onto OnBase, they are destroyed.

### COURT RUNS

We occasionally receive typed petitions that were not electronically sent and still need a judge's signature. These petitions are taken to Central Court Building, 4th floor and put in the judges' mailboxes.

# APPA ARTICLES

The American Probation and Parole Association (APPA) held their biannual training institute in New York City on August 27-30, 2023. Many of our staff had the pleasure of attending the workshops provided and have written articles on an array of topics to share what they learned with fellow employees.



## THE IMPORTANCE OF OFFICER WELLNESS WHILE DEALING WITH WORK-RELATED STRESSORS AND THE IMPORTANCE OF IMPLEMENTING THE FIVE C'S IN LAW ENFORCEMENT DEPARTMENTS

By Emily Styner

Presented by Dr. Amanda Mendez Ed. D, Deputy Probation Officer II, Los Angeles County Probation Department and Javier Hoil, Deputy Probation Officer II, Los Angeles County Probation Department.

A research study was conducted on seven sworn Los Angeles County probation officers who were actively supervising justice-involved youth regarding the officer's overall wellness. Criteria for the sample in this study included probation officers with 10 or more years of experience, five to nine years of experience, and less than five years of experience. This sample expressed an effort to show different experiences, potentially different resources available or known, and potential effects a newer generation has on overall wellness. The study was based on four main questions that guided this research: what are the main job stressors, how do these officers deal with on-the-job stress, what wellness resources are available, and how do these officers utilize wellness resources?

There were three main themes found throughout this study that support the findings: stress, consequences of stress, and services and support. For most of the officers studied, stress included large caseload sizes, extensive paperwork, limited staffing, meeting deadlines, policy changes, and lack of support from their department. Consequences of stress included examples of adverse physical and mental symptoms including weight gain, injuries, and mental health concerns. Lastly, services and support included services that officers need and support they received. More specifically, many of these officers felt that the same resources and effort that they put into their supervised individuals should be put into them as employees. These findings also showed that officers do not always receive training regarding enhancing their wellness, even if mandatory. More than half of the officers in the study said they would not use these resources or training, even if offered, due to the potential stigma from upper management or their peers.

So, what can our law enforcement departments do to help increase officer's overall wellness? This study found that by focusing on and implementing the "Five C's" (commitment, consistency, culture, communication, and community), increased overall wellness can be achieved. Not only can they address the need for improved wellness, they can also help officers feel supported, valued, and can boost employee morale while dealing with work related stressors.

1. Commitment includes employees wanting to be at their place of employment, feeling they have a moral obligation to be there, and relying on job security.
2. Consistency means being reliable and is a key factor in making lasting change.
3. Culture is created through the behavior of everyone working in an organization, from its chief to the entry-level employees, and can promote inclusion and a sense of belonging.
4. Communication in the workplace should exceed exchanging information and should provide solutions.
5. Lastly, having a workplace community allows for effective communication, a high level of trust, cooperation, and a shared sense of purpose.

The presentation offered insight to some of the potential reasoning behind retention and employee morale. Reflecting on this study, it is believed these “Five C’s” are attainable not only by upper administration, but officers and other employees as well. By placing more of a priority on these by all involved, it is hopeful that overall wellness, as well as retention and morale, can be improved.

## **A CANDID CONVERSATION WITH FORMERLY INCARCERATED INDIVIDUALS**

By Makenna Castel

The session *A Candid Conversation with Formerly Incarcerated Individuals* invited three speakers: Tony Lewis, Tyrique Glasgow, and Quawntay “Bosco” Adams. Lewis is a criminal justice reformer, Glasgow served five years in prison and created the Young Chances Foundation, and Adams served 28 years in prison for a cannabis charge and has since created two foundations that help youth and individuals previously incarcerated.

These gentlemen explained interactions with various probation officers who made them feel they were only a number on their caseloads. These officers were described as “robotic,” and did not take the time to understand why the individuals were on their caseload. The speakers expressed feeling judged by these supervising officers. They worked tirelessly to change their lives and had decided it was time to make a positive change, however they continued to feel as if their criminal history report spoke for them and plagued their every move.

On the contrary, they expressed gratitude for the officers who did make them feel human, seen, and heard as they felt these officers assisted in their success. The speakers suggested taking more time to learn the background of the justice-involved individual whose name appears on the officer’s caseload. Although these individuals on probation have at one time been involved in a crime, they are still human and in need of human compassion. For the officer’s safety purposes, they should read their criminal history and their regress up to the time they are placed on the caseload, but do not neglect to read their progress, their personal history, and the possible obstacles they have overcome in life. Remember the mission, vision, and values of MCAPD.

As a reader, you are challenged today to dig a little deeper during your next interaction with a justice-involved individual and watch as they feel heard, and perhaps motivated to foster the positive change they are capable of.

## **BEST PRACTICES FOR WORKING WITH VICTIMS & SURVIVORS IN COMMUNITY CORRECTIONS**

By Casey Frith

During APPA, one virtual session that was especially informative was about victims and probation’s role in working with them. Rhea DuMont and Haley Pursell discussed *Best Practices for Working with Victims and Survivors in Community Corrections*. Both presenters work in the Victim Services Unit of Multnomah County Department of Community Justice in Oregon. As a DV officer, I interact with victims regularly and this presentation brought a few things to my attention that MCAPD staff may benefit from who may not have regular contact and experience interacting with victims.

Many people think the justice system is built for victims, but the court process and system can often be re-victimizing or make things more difficult for them. The presenters brought to my attention that probation is often the point of contact for victims to inform them of what occurred or will occur in their case. As probation officers, we should acknowledge that their experience with the criminal justice system may have been revictimizing, and it is our job to be patient and build trust to work with them effectively.



The presenters provided tips for talking with victims:

- Understand your impact.
- Listen to understand.
- Never give advice.
- Know what you do not know (meaning find out the answer).
- Be mindful of your conflict of interest.
- Refer to an advocate.

The presenters spoke about being trained in trauma-informed care, which every officer in our Department completed last year. Please remember what we learned and implement it in your conversations to avoid re-traumatization. During the session, the presenters discussed that we, as community corrections, might think most of this only applies to DV victims, but it can apply to any victim. This point is why it was important to share this information.

## **A CRUCIAL CONVERSATION: REIMAGINING COMMUNITY CORRECTIONS THROUGH LIVED EXPERIENCE**

By Megan Merker & Kelsey Hartzler

This session was described as an invitation to reshape the narrative of community corrections. Honorable Judge Karen Friedman shared the important conversations she had with the individuals that she would see in court. She would ask individuals what the circumstances were in their lives that brought them in front of her and asked them to tell her about who they were as a person. Only when we can understand the justice-involved individual's whole story can we begin to solve the depths of their problems which brought them into the justice system to begin with. The individual needs to know that we empathize with their situations. Judge Friedman stated, "People do not care about how much you know until they know how much you care."

Quawntay "Bosco" Adams shared his story, including how he escaped from federal prison and how people writing to him in prison helped him start to believe in himself. He stated, "The number one thing to be successful is how you see yourself and focus on being the best version of who you are." The way justice-involved individuals view themselves impacts who they are and who they believe they can be. As probation officers, we can give individuals examples of who they can be by providing encouragement and support.

Judge Friedman noted that probation officers will impact the individuals they work with and can choose to be either compassionate or dispassionate. Officers have the position to unleash the unique potential within individuals. We (probation officers) won't be able to help everyone, but we can help change people's lives and our communities.

What approach do you have with your caseload? Taking time to show individuals that you care can not only make a difference in the way that you as an officer approach justice-involved individuals, but also in how the person approaches you. Bosco shared the impact his probation officer had on him and how it can be far greater than officers realize. We all have good days and bad days in our lives and with this job, however, it is important to show those we work with that we care and take a moment to remember that everyone we interact with is a person deserving of our time and respect. Let's help people find the best version of themselves.

## **PROBATION/ PAROLE STRATEGIES TO DISARM DOMESTIC VIOLENCE OFFENDERS**

By Victoria Holloway

According to 2022 FBI Statistics, 10,153 girlfriends, wives, ex-wives, and common-law wives were murdered by their partners between 2010 and 2020. While the murder weapon isn't named for those deaths, at least 71% of all homicides nationally were committed with firearms. The FBI also reported that in 64% of female homicide cases, the perpetrator was the victim's current partner.

The session focused on firearm surrender protocols that have been implemented across the country, emphasizing the probation-centered protocol.

In the state of Arizona, felons are prohibited possessors of firearms. However, some DV offenses are considered misdemeanors. The judge may order a person to turn over ALL firearms if the judge believes they are a credible threat to the plaintiff or other protected persons. If an order is issued, the justice-involved individual must turn over all the firearms in their possession to the local law enforcement agency within 24 hours. When the order expires (one year), they may request the return of their firearms from the law enforcement agency that is holding them. The individual may also request a hearing to modify the order to request the return of their firearms. A.R.S. § 13-3601 showcases the current laws in place regarding DV and firearms.

The presenter gave an example of a New York Behavior Agreement that is signed by the justice-involved individual at their initial meeting with probation. It outlines if the individual currently possesses a firearm and how they will surrender the firearm(s). That could mean giving it to a family member or turning it over to a law enforcement agency. The document was created because, like Arizona, the laws in place for surrender of firearms are difficult to implement and enforce effectively. Implementing an agreement like this would mean exploring options if Maricopa County can join forces with local agencies to facilitate a surrender of firearms within the guidelines of judicial protocol and policies.

## **DENIERS AND NON-IDENTIFIERS: USING A THERAPEUTIC APPROACH TO PROVIDE TREATMENT TO SEX OFFENDERS WHO DENY THEIR ROLE IN THEIR OFFENSE**

By Brianne Rosa

New York City sex offender treatment providers from Revcore Recovery Center, Jessica Garcia, Robyn Moore, and Justyna Rzewinski, presented a session that pertained to the treatment they provide to justice-involved individuals who deny their offenses.

Revcore Recovery Center utilizes a therapeutic approach with a specialized curriculum that was developed specifically for those who deny their offense. They work on increasing the individual's self-esteem by helping them to identify areas that need improvement such as their academic, social, emotional and occupational functioning, relationships/intimacy, and physical appearance. The curriculum includes topics on how they can change their negative self-talk into positive and healthy statements, addresses cognitive distortions, lifestyle risk factors, attachment styles, coping skills, effective communication, and skills for building healthy relationships.

Most treatment providers are unwilling to treat those who deny their offense. Justice-involved individuals who deny their offense are typically unable to complete all assignments in the curriculum, resulting in an unsuccessful discharge from treatment. Revcore is unique in that it does not focus on the individual's acceptance of their offense, but more so on their ability to provide them with prosocial skills. By denying those convicted of sexual offenses treatment based solely on their denial of their offense, we miss the opportunity to provide them with other skills that will aid in their rehabilitation and reintegration into our community.

## **GANG AWARENESS: UNDERSTANDING OUR CLIENTELE AND TRAUMA**

By Alexys Torres

The session, *Gang Awareness: Understanding Our Clientele and Trauma*, was presented by Luis Guzman and Michelle Medina of the Los Angeles County Probation Department. Luis has 20 years of experience with the Los Angeles County Probation Department, as well as being a board member of the California Gang Investigators Association. He explained recent gang trends he has observed in Los Angeles including the soaring popularity of social media among gang members. He described his work documenting gang activity across international borders, which is becoming more common. In the session, he reported that gangs are increasingly being run by the younger generation, with less guidance from older members. He also explained that gangs today are less structured than they were in the past and there is an increased focus on making money, rather than protecting their neighborhoods or following traditions.

Gang education and awareness is important as trends cannot be tracked if gangs are not identified. Be aware of common gang symbols and ask about tattoos.

Michelle Medina, the other presenter, is a deputy probation officer II and a licensed clinical social worker with the Los Angeles County Probation Department. She explained how trauma affects the brain and explained how these physical changes can cause people to act out antisocially. She informed attendees that trauma causes gaps in the brain which can lead to poor impulse control, a lack of ability to regulate emotions, and a constant state of hyperarousal or overstimulation. A traumatic event can not only cause physical or emotional harm but can also lead to a person developing a constant perception of harm. Michelle continued to explain that a person who is constantly feeling threatened will feel unable to protect themselves and may reach out to external sources of protection. Because of this, gangs can be attractive to people who have experienced trauma, especially ones with poor or no support systems in place.

This session explained why trauma-informed care is so important. Talking about change is great, but if you try to introduce discussions on change too early, while somebody still feels unsafe in their current environment, you may lose them. Coming up with a plan for addressing trauma is key in rehabilitation.

## **GETTING IT RIGHT WITH EMERGING ADULTS & YOUNG, WILD, AND JUSTICE-INVOLVED**

By Rachel McKay

Do you remember when you were 18 and your decision making was not the greatest? What was your riskiest decision? Most individuals tend to grow out of their risky decision making by the time they are 25. Emerging adults (ages 18-25) are in a transitional period where they strive to be independent and at the same time can also be risk takers, peer-influenced, impulsive, and thrill-seeking.

During the plenary session, *Getting it Right with Emerging Adults* presented by Lael Chester, Eric Maly, Derrell Frazier, and Stephen Bishop, this panel discussed what emerging adults are and how to support their growth for increased public safety. The speakers explained that there is a developmental “bridge” that must be crossed to mature out of delinquency. To cross this bridge, there needs to be meaningful employment and stable and trusting relationships (could be marriage/partnership, family, children, or role models/mentors). And while you may remember who you were between ages 18-25, we must remember that for some, reaching certain milestones may come at a later age.

The session *Young, Wild, and Justice-Involved: What a Long Strange Trip it has been for 18-24 Year Olds* presented by Jeff Hanson and Brie Murphy from Oregon, also spoke about this age range. Often, emerging adults tend to have less significant criminal histories which may be reflected in a lower assessed risk level, but they should be considered high-risk. Regardless of the assessed

risk level, emerging adults may make riskier decisions if they have antisocial peers, substance abuse issues, and antisocial beliefs. But how do we manage this on our caseloads? The speakers encouraged targeting the individual's network. Spend time with their family and friends and meet them where they are at. Help build life and social skills and work on some of the cognitive deficits individuals may have (including self-regulation, planning, organizing, reasoning, and judgement).

Focusing on emerging adults will help them build a sense of purpose and connection to their environment during a time when they may be more likely to become disconnected from family, opportunity, and their community. Where exactly should we, as probation officers, start? Build the relationships, take advantage of the opportunities, and view the bigger vision. Emerging adults may be some of the hardest to work with, but also creates the most impact in the long run. Show up for your youngsters.

## **LAPD'S APPROACH TO THE MENTAL HEALTH AND HOMELESS EPIDEMIC**

By Kate Bishop

While attending the 2023 APPA conference, I had the opportunity to learn about the program for the mental health and the homeless population in Los Angeles County (LA County). A groundbreaking program for individuals with mental health and homelessness was developed by LA County through diversion and supervised probation. This program encompasses phases for individuals released from custody. First, they are placed into residential housing and regional centers. The next phase is temporary housing, eventually leading to permanent independent housing, which the program covers for their lifetime.

This program and housing are funded through a law signed by the Governor of California in addition to grant funding. The LA County Probation Department coordinates with the Office of Diversion and Reentry (ODR), LA County jail system, and community partners including mental health clinics, public defenders, county attorneys, and judges. The LA County ODR system facilitates the release of individuals from incarceration and places them on supervised probation within the community.

A harm reduction model was implemented in LA County, emphasizing respect, collaboration, compassion, acceptance, and empowerment. This Mental Health Housing Court and Diversion Program works specifically with ODR. Individuals are screened while in custody. If an individual meets the criteria to be released (being homeless at the time of the offense and diagnosed with a mental health disorder specified by the program, such as bipolar disorder, schizophrenia, and schizoaffective disorder), they are released to a residential housing program if they agree. The team consists of clinicians, social workers, peer support, and probation staff. This program utilizes LA County's Mental Health Court to address immediate needs.

The Probation Department supervises individuals on probation and those participating in Rule 11 (competency hearings) and are placed at the state hospital. They are seen bi-weekly, and the case is reassessed every six months. Within the court setting, suitability hearings and progress report hearings are scheduled. Probation collaborates with stakeholders within the community to assist the individual with their needs. Mental health clinics and law enforcement train probation officers on mental illness, de-escalating crises, differential diagnoses, review medications, safety, and petitions for mental health concerns.

Given this model's interconnected dynamic, individuals can address any barriers in multiple platforms to avoid warrants when they present themselves. The current percentage of warrants within the program is 3% of individuals in custody and 1% in the community with an outstanding bench warrant.

As the homeless population within Maricopa County continues to increase, it directly impacts the population that MCAPD supervises. This program has reaffirmed that partnership within the community is critical for supervision success. MCAPD is on the right path with our existing Mental Health Court Program, and there is always room for growth to support the justice-involved individuals we serve.



To summarize, the program is a diversion and supervision partnership in LA County that assists individuals with mental health and housing. Those who meet the criteria of experiencing homelessness at the time of the offense and having mental health concerns will be immediately released from custody and placed into housing. They engage in a program supported by various resources and the Mental Health Housing Court, aiming for eventual independent living, which the program pays for throughout the individual's life.

## **LGBTQIA+ AND GENDER AFFIRMATION**

By Ash Street

Dr. Shannon Whittington, RN, and author of "LGBTQIA+ ABCs For Grownups," discussed the concepts of sexual and gender identity. The session examined the differences in sexual orientation, gender identity, and addressed how to converse in a respectful way, specifically in the concepts of pronouns. Dr. Whittington discussed the historical context of queer rights and the importance of acknowledging the current climate of queer persons within our culture. She noted how harmful prejudices have impacted the queer community, specifically related to the high rates of suicide and laws that have negatively impacted the community.

The information in the workshop discussed important notions related to communicating with queer members, not only within your department, but with queer justice-involved individuals. As a person who identifies as a transgender man, it was encouraging to see APPA address queer culture, and the importance of understanding pronouns and harmful stereotypes related to the transgender/non-confirming community. As the Department continues to evolve with values related to inclusivity and diversity, queer concepts should be a part of that conversation.

## **MEDICATIONS TO TREAT OPIOID USE: WHAT DO COMMUNITY CORRECTIONS STAFF NEED TO KNOW TO SUPPORT INDIVIDUALS ON SUPERVISION?**

By Kemberly Holguin

Dr. Nasir Naqvi is an associate professor of clinical psychiatry at Columbia University Irving Medical Center and serves as the program director for the Addiction Psychiatry Fellowship, as well as the director of the Gambling Disorder Clinic in the Department of Psychiatry.

During Dr. Naqvi's session, he talked about three different types of medications for opioid use disorder (MOUD) along with advantages and/or disadvantages of using the medication. Below is a summary of these medications along with their advantages and disadvantages.

The first medication is methadone, known as the oldest MOUD. This medication can be used first and foremost for detoxification as well as maintenance thereafter. This medication does not require the patient to be abstinent prior to initiating usage. Methadone is like the other two types of medication in terms of relapse prevention and overdose prevention. The disadvantage of this medication is there is a diversion risk and overdose risk.

The second medication is buprenorphine, which can be used for maintenance or detoxification. It is available in oral form which is taken daily or the injectable form which is taken monthly. The advantage of this is that there is low abuse liability and overdose risk. This medication does require 12-24 hours of abstinence prior to initiating usage, to avoid precipitated withdrawal. This medication is the most commonly prescribed MOUD.

The third medication is extended-release naltrexone. This medication is recommended to be injected once a month, therefore causing less problems with adherence compared to oral medications. This medication is used for maintenance only and has shown no abuse liability. There are no diversion or overdose risks with this medication. This requires seven days of abstinence prior to initiating usage to avoid precipitated withdrawal.

# EMPLOYEE SPOTLIGHT

## MORA ISOM

ADMINISTRATIVE ASSISTANT

MCAPD employee since 2018.

### FAVORITE PART OF YOUR JOB?

I appreciate the opportunities to constantly learn and develop new skills and the support and resources that the Department provides to help me do so. And hosting BINGO!

### WHAT ARE YOU WATCHING/READING?

Big Brother 25 and all of the Real Housewives.

### FUN FACT:

I was on an episode of "What would you do?" with John Quiñones

### FAVORITE QUOTE:

"The best things in life are the people we love, the memories we create, and the laughter we share."

- Unknown



# EDITORIAL STAFF & POLICY

## CHRONICLE EDITORS & STAFF

Savanna Hopp  
Tazman Briggs  
Kat Caswell

Robert Celaya  
Alex Coppess  
Dan DeRusso

Vanessa Gillette  
Candace Hallberg  
Jackson Ridge

## SUBMIT AN ARTICLE

Interested in submitting articles, announcements or success stories to the *Chronicle*? Please email submissions to [APDChronicle@jbazmc.maricopa.gov](mailto:APDChronicle@jbazmc.maricopa.gov).

## ACCESS THE CHRONICLE

Online: <https://superiorcourt.maricopa.gov/apd/chronicle/>

Email: Join the *Chronicle* email list and receive each publication automatically - email request to [APDChronicle@jbazmc.maricopa.gov](mailto:APDChronicle@jbazmc.maricopa.gov).

## CHRONICLE POLICY

- All articles and pictures submitted for publication in the *Chronicle* must have an identified author and are subject to acceptance and editing. If an article receives significant edits, changes, additions, or deletions it will be returned to the writer for review before publication.
- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified. All non-employees in pictures must have a signed Transfer of Rights and Release form which can be obtained by emailing [APDChronicle@jbazmc.maricopa.gov](mailto:APDChronicle@jbazmc.maricopa.gov).
- Articles submitted for the *Chronicle* may be reproduced in other publications.