

# The Chronicle

MARCH/APRIL 2005

NEWSLETTER OF THE  
MARICOPA COUNTY ADULT PROBATION DEPARTMENT

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## The Chronicle

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## Chiefly Speaking "Case Plan...Safe Plan"



Before there was NYPD Blue there was a very popular TV show called Hill Street Blues. It was about a police precinct in a fictional large city.

Each show would begin with the sergeant briefing the officers with updates on the conditions to be found out on the streets. The briefing always ended with the sergeant saying, "let's be careful out there." It is good advice.

But, in order to be careful, or safe, it is not enough to provide staff with equipment and defensive tactics training. We need to provide staff with good information about the defendants and probationers we supervise. We also need to provide staff with the tools to gather information and a system to make good use of it.

What kind of information is critical to our safety? The most obvious is criminal history and current offense. That is naturally the first thing we consider. Did the current or previous offense(s) include violence or involve a weapon? Certainly, this would be a red flag to consider before venturing out for a field contact.

But most offenders do not have a history of violence or use of weapons. What do we rely on to gauge risk to our safety? Instinct? Gut feelings? I personally would like something more reliable than that.

In terms of safety, let's take a look at some things you may want to know about the offender before you meet him or her for the first time, or any time for that matter. Family and peer relationships -- those closest to the offender -- can be a source of volatility or stability. It seems rather obvious that offenders with peers who are heavily involved in criminal behavior, especially violent behavior, are very influential on the offender's behavior. Likewise, an offender who has a strong support system with family, faith-based groups, employers and peers usually poses a much lesser risk. The offender's attitude is also a predictor of risk. A person who is hostile and confrontive with authority, resents being supervised and has criminal thinking patterns is not only a risk to re-offend, but is also a potential risk to the person doing the supervision. Substance abuse, especially alcohol, affects the offender's thinking and behavior, which can pose a very serious risk to safety. The offender's living conditions and the neighborhood itself can also be factors when considering risk and safety.

All the factors I mentioned above are contained in our risk assessment instrument, the Offender Screening Tool (OST) and are also in the Field Reassessment Screening Tool (FROST), which will soon be deployed department-wide. Overall, validated assessment tools such as the OST and FROST have been scientifically proven to be a better method of predicting behavior than clinical judgment.

Before these tools were available, officers had no other choice but to find these things out as they went along, getting familiar with the case over time. Sometimes, by the time they got the information they needed, it may have been too late to avoid a dangerous situation.

Now we will have the capability of using assessment tools to develop case plans. The plan provides a blue print -- or road map -- of what we hope to accomplish with the offender. In terms of evidence-based principles, this means reducing risk by addressing criminogenic factors such as substance abuse and peer influence.

The initial assessment provides the baseline, or starting point for the plan, and the reassessment provides the comparison used to measure the offender's progress within the plan. By properly using assessments to develop case plans, we will have the best chance of reducing the level of risk for the offender. We also have the best chance of increasing the level of safety for us.



## **The FROST is Coming! The FROST is Coming!**

By: Jennifer Ferguson

**T**he FROST is Coming! This is a message that we want everyone in the department to hear so everyone knows it is not just a rumor. However, unlike the message that Paul Revere spread in 1775 that the "British are coming", we do not want this message to be received with fear or concern. Instead, it is a time of excitement for our department as we implement the long-awaited FROST and evidence-based practices.

Because of the significance of these events, it is important that the entire department is aware of the implementation process and timeline. The process of implementing the FROST began in May 2004. At that time the FROST and Case Plan became available in APETS. A group of officers and supervisors were identified who were going to train the department how to use the FROST.

However, thanks to the questions raised by these individuals, the department realized that a number of policy and workload issues needed to be addressed before the FROST could successfully be implemented.

In January 2005, 22 officers, representing a cross-section of the department, participated in a study to look at workload issues in the field. The purpose of the study was to identify how much time basic tasks take to complete and to learn more about what tasks occupy an officer's time. The information gathered through this study will be used by management to help identify ways to adjust officer workload so the implementation of the FROST and Evidence-Based Practice can be achieved.

In March 2005, the FROST Trainers were brought back together to review the workload study and continue their involvement in the implementation of the FROST. At that time members of the committee were able to sign up as trainers, as mentors, or to work on the development of the training curriculum.

The kick-off for the implementation of the FROST and Evidence-Based Practice will be April 25 -27<sup>th</sup> when the entire department attends a four-hour training session by Dr. Chris Lowenkamp on evidence-based practice. The Eastern Field Division will then be trained as the pilot site for the FROST. The training for officers consists of a two-day training. The first day of training will teach how to administer the FROST, how to complete a FROST in APETS and policy issues. The second day of training will address the case management plan and motivational interviewing/communication issues. Management

will also receive a one day training related to quality assurance and managing change.

The department is aware that the FROST and Evidence-Based Practice will represent changes in the way we currently do business. One reason for implementing the FROST in one division first is so that there is an opportunity to identify the impact of this on workload and any other issues that arise once the instrument is actually being used in practice.

### **Dr. Chris Lowenkamp**

Dr. Lowenkamp is currently a Research Assistant Professor in the Division of Criminal Justice at the University of Cincinnati in Cincinnati, Ohio. He is also the Assistant Director of both the University of Cincinnati Corrections Institute and the Center for Criminal Justice Research. He has extensive experience conducting research related to evidence-based practice and his work has made a significant contribution to the field. His research has addressed risk and need assessment, particularly the Level of Service Inventory - Revised (LSI-R). He has also looked at factors that contribute to effective correctional programming. Dr. Lowenkamp is a certified trainer in the LSI-R and has provided training in places such as Florida, Pennsylvania, Minnesota, Oregon, Georgia, Illinois, Virginia, Texas, Hawaii and Idaho. Prior to his extensive involvement in research, Dr. Lowenkamp was an adult probation officer in Ohio.

There will be numerous opportunities to provide feedback as implementation occurs and officers are encouraged to take advantage of them. Modifications will be made as needed to ensure that the FROST and Evidence-Based Practice are implemented with quality. The rest of the department will implement the FROST in stages.

While this is definitely a time of change for the department it is exciting to be moving in a direction that has the potential for positive results. Please keep a positive attitude and be actively involved in this process. By being willing to speak up, your peers have been instrumental in shaping how we are implementing the FROST. If you have any questions about the FROST implementation process or would like to become more actively involved, please contact Deputy Chief Zach Dal Pra at 602)506-6454.

### **FROST Implementation Schedule**

**April 25-27<sup>th</sup> – Evidence-Based Practice Training by Dr. Chris Lowenkamp**

**May 2005 – Eastern Field Division**

**August 2005 – Western Field Division**

**September 2005 – Southern Field Division and Programs**

**October 2005 – Central Field Division**

**November 2005 – Northern Field Division**

## **MAY 5<sup>TH</sup> OPEN HOUSE FOR THE BLACK CANYON BUILDING**

An “Open House” celebration for the Black Canyon Building (BCB) is scheduled for May 5<sup>th</sup>, between 2:30 pm and 4:30 pm. The BCB is located at 2445 W Indianola. The easiest way to get to the BCB is from the I-17 north-bound access road. North of Thomas, but before you get to Indian School, make a right hand turn onto Indianola. From there, the BCB is on the SW corner of 24<sup>th</sup> Avenue and Indianola.



The BCB is a 2 ½ story office building that provides 24/7 court-provided security, well-lit parking and even an outside park-like staff break area to over

176 Adult Probation staff. Sue Bauer, supervisor of Interstate Compact (ISC) was nice enough to provide our staff writer a tour of the building. Basically, staff can be found as follows:

- Basement – Domestic Violence, Indirect Services, Interstate, Sex Offender, and Community Service Staff.
- 1<sup>st</sup> Floor – Support Staff, Staff Development. The Training rooms, probationer interview rooms and Group sessions are held on this floor.
- 2<sup>nd</sup> Floor – Standard officers, IPS officers, Counselors, Safety, and Collections.

The staff at BCB are enjoying their new location, even though the move



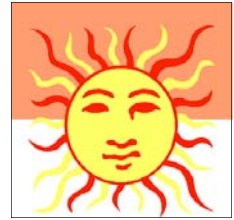
itself was hard work and somewhat eventful. Sue Bauer explained how on the morning of their first day of move-in, she received a phone call advising her that their basement was flooded! Evidently a pipe burst and about 1½ inches of water was on the ground in a large area of the basement. Water extractors were on-site quickly, and fans were running day and night for 5 days. Despite this inconvenience, the move was completed in two and a half days...half the time expected!





## Managing for Results Mission Success Measures for Superior Court

By Maria Aguilar-Amaya



**H**ave you wondered how the court defines success? Or what are the individual costs for each case that is filed in Superior Court? How about the costs for filing the paperwork, the hourly pay of all the court personnel (judges, bailiffs, jurors, administrators, secretaries, probation officers, lawyers, etc) whose hands touch that case? These are just a couple of the questions that come to mind when considering whether the Court's current practices achieved desired results and if these practices are aligned with the Court's mission.

The Trial Courts of Arizona have adopted ten measures that have been identified by the National Center for State Courts (NCSC). In Maricopa County, these measures are referred to as the Mission Success Measures. These measures provide a system to analyze achievement of the mission of the Court in critical areas. In early March, consultant Ingo Keilitz with the NCSC, assisted in the development of the Mission Success Measures and system design. The combined measures will assess:

- The public's access to justice and the fairness and integrity of court processes
- Case flow management
- Clerical operations
- The enforcement of court orders
- Jury utilization
- The strength of a Court's workforce
- The Court's exercise of stewardship over its resources

Many of the Mission Success Measures are aligned with MCAPD's MFR strategic plan. The following are examples of how Adult Probation's goals and measures support those of the court:

- Goal A - Crime Reduction: By improving rates for successful completion of probation and recidivism we are also showing that the orders of the courts are being enforced.
- Goal B – Compensation/Retention: This goal is aligned with maintaining a strong workforce by focusing on reducing employee resignations.
- Goal C – Process Improvement: APD maintains at least a 97% on-time rate for submitting PSI reports to the court without a continuance, which contributes to the case flow management
- Goal D – Customer Satisfaction: APD administers Victim Satisfaction surveys that capture the fairness, equality, and respect of victims who receive services from APD employees. APD also participates in the County's Employee Satisfaction Survey. Through the Community Restoration Activity, APD reports compliance rates of probationers ordered to pay restitution and/or perform community work service. This is another example of the orders of the court being enforced.
- Goal E -- Infrastructure: Through its efficiency measures, APD is able to manage its resources and report the average daily costs of each probationer being supervised, warrant status, jail costs saved, and cost per PSI report.

The Court plans to be able to design, test, revise, implement, and display these measures by December 2005.



**National Crime Victims' Rights Week  
April 10 – April 16, 2005**

To commemorate the 25th anniversary of the National Crime Victims' Rights Week, April 10 through 16, the Arizona Governor's Office and the Arizona Attorney General's Office encouraged awareness surrounding crime victims with guest speakers and victim organization displays on April 11, 2005 at the Senate Lawn. The theme for this year's observance was "*Justice Isn't Served Until Crime Victims Are.*"

Although victims' rights have been in effect in Arizona since 1992, there are still many, who upon becoming a victim, are not aware that they have rights and don't know where to turn for help. By supporting public awareness efforts at the local level, this is a step in making victims aware of where they can turn for help.

In Maricopa County, the Adult Probation Department seeks to promote understanding of crime victims' rights and concerns, as well as educate victims about the help and resources that are available to them. Following is a list of local agencies that can provide assistance to crime victims.

Adult Probation Department  
Victim Services Unit  
602-372-8286

Maricopa County Attorney's Office  
Victim Services Division  
602-506-8522

Battered Women Hotline  
602-944-4999

Family Advocacy Center  
602-534-2120

Child Help  
602-271-4500

Center Against Sexual Assault  
602-254-6400

**AZPIC - What is it?**

The Arizona Practice Improvement Collaborative (AZPIC) is one of three statewide substance abuse "research to practice" groups in the Southwest. The Collaborative's advisory board includes staff from state agencies (such as the Department of Corrections, Value Options and the Bureau of Health Services), persons in recovery, and others interested in the most current research trends in the substance abuse/addictions field.

The Collaboratives have six areas of focus:

Client/Staff Diversity & Cultural Appropriateness	Information sharing with clinicians & researchers
Workforce development & competency	Adopting creative & effective treatment strategies
Continual Research on "What Works"	Partnerships

Researchers are examining "evidence-based practices" or "what works" in the addictions field. Agencies (like Value Options) that pay for treatment services mandate that providers use these research results on a daily basis. Researchers and providers take research results and translate them into practical ideas, training, and manuals that can be used by front-line assessment and treatment staff.

AZPIC will be having its 6<sup>th</sup> annual Summer Institute Conference in Sedona at the end of July. Nationally recognized researchers and providers will be presenting the latest information about addictions, criminal justice, housing issues, medications, etc. For information, contact Linda Savage, (602) 372-0302.

# DUI Court 500th Graduate

By: Phyllis Jantz

**M**aricopa Superior Court has well over 3,000 aggravated felony DUI cases filed each year. To combat this, Maricopa County DUI Court combines the resources of a probation officer, prosecutor, defense attorney, treatment provider, and judge, in a non-adversarial team approach to reduce recidivism. The team meets regularly to review the defendant's progress after which the client appears in court before the judge.

Maricopa County DUI Court Program began in March 1998 as a research grant funded by the National Highway Traffic Safety Administration in conjunction with Mid-America Research Institute. Preliminary findings from the above research study, which was also supported by the Department of Justice, indicate that the Maricopa County DUI Court program reduces recidivism by half compared to the results of offenders on standard probation supervision, which is already significantly low.

Additionally, Maricopa County Adult Probation is in its third year as a recipient of a federal grant from the Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, a division of the U.S. Department of Health and Human Services. This grant addresses the treatment and supervision gaps for Spanish-speaking and Native American participant by enhancing treatment and ancillary services to better fit the specific needs of these populations. These clients receive intensive case management services to address their specific needs unique to their culture, language, norms, traditions and identities.



Sandra Suhu and Commissioner Wotruba

Clients facilitate their own success in DUI court, working diligently to progress through the program during the first year or so. After graduation, they can be moved to unsupervised and then complete probation after an additional six months if they have remained law-abiding.

One such client is Sandra Suhu. On February 18, 2005, she was the 500<sup>th</sup> person to graduate from the Maricopa County DUI Court Program. It was obvious she worked hard to complete the program and she was a good role model to the other clients in the program. At her graduation ceremony, she addressed the Court and the other DUI Court clients about the difficulties she overcame and her reasons for maintaining her sobriety. There were few dry eyes when, in the tradition of the Twelve-Step program, she apologized to her family for how her addiction affected them. She shared that twins are important in her religion, pointing to her young daughters in the audience.

**Congratulations Sandra, and best of luck!**

## New Supervisor Training

By: Colleen Dorame

**O**n February 14th - 16th, Adult and Juvenile Probation staff entered into a joint Leadership Development Program. There were a wide variety of supervisors in attendance, ranging from Support Staff, Detention to Probation Officers.

In collaboration with the National Curriculum & Training Institute (NCTI), MCAPD offered a 3-day training program focusing on leadership competencies. The training provides new managers and supervisors with an assortment of personnel management and leadership skills that dramatically enhances their ability to manage, supervise, lead, and coach.

There will be ongoing Leadership opportunities covering Human Resource topics, Progressive Discipline, Performance Management, Managing For Results, Safety and more. Leadership Development is a continuous learning process, meeting the changes of the organization and community.

For additional information regarding Leadership Development, please call Colleen Dorame, Training Manager Adult & Juvenile Probation, 602-506-6445.



**Back Row:** Betsy Wraight, Carey McGrath, Donna Vittori, Debra Bevins, Arlyn Harris, Stephen Scaglione, Katie Tomaiko, Paul Seashols, Chad Williams, Lee Pennell, & Rhonda Hatcher

**Middle Row:** Melissa Kridler, Mary Aguiree, Rachael (Rodriguez) Craig, James Dodds, Mike Cimino, Bill Isaac, Joy Rorabaugh, & Matthew Michalak

**Front Row:** Paula Krasselt, Alison Thompson, Mark Bergmann, Peter Sanborn, Ray Cruz, & Jill Goldstein

## Maricopa County Downtown Justice Center



**T**he first shovels of dirt for the Maricopa County Downtown Justice Center were turned on Thursday, March 24, 2005 at 10:00 a.m. The Justice Center will be a five-story, 254,300 square foot facility and will include five Justice of the Peace courts, Office of the Public Defender, Office of Court Appointed Counsel, Adult Probation, Pre-Trial Services, Clerk of the Superior Court, Court Technology Services, Integrated Justice Information Systems, Alternative Dispute Resolution and training for court staff and adult and juvenile probation employees. Dignitaries who participated in the groundbreaking event included: Presiding Judge Colin F. Campbell, Presiding Justice of the Peace Quentin V. Tolby, and Clerk of the Superior Court Michael K. Jeanes, County Supervisors Max W. Wilson, and Mary Rose Wilcos. The facility is a court and county partnership that will save millions of dollars on an annual basis in rental expenses.



## New Hires

Congratulations to our new hires, who graduated March 21. This class of 37 probation officers and 5 surveillance officers was full of energy, enthusiasm and a willingness to learn. It was a pleasure to be a part of their introduction to the department. We wish them the best of luck in their new career.

Many of our existing staff assisted through presentation, ride-along and office observation. There are approximately 195 instructors and volunteers who contribute their expertise to train our new officers. We at Staff Development would like to recognize all those who provide us their time and knowledge.

Thank you for your much appreciated contributions to these new hire officers.

Staff Development and Training



**Back row**, left to right: Morgan Stevenson, Wally Wollangk, Enrique Garcia, Cipriana Gonzalez, Robin Hargrove. **Fourth Row**, left to right: Tammy Schroeder, Anne Nelson, Sheree Setzer, Gabriella Sanchez, Elosia Rodriguez, Maria Reynolds, S.O-Seth Poulin, Jason Overmyer, Sid Ogino, S.O.- Cynthia Ortega, Joei O'Grady, Josh Osborn, Judge Edward Ballinger. **Third row**-left to right: Shirley Fields, S.O.-Lindsay Morrison, Tracie Moore, Patricia Merino, Cary Leavitt, Robyn Kissler, Christina Keenan, Nan Hummel, Jaren Hudgens, Beth Hoel, Chief Barbara Broderick. **Second row**, left to right: S.O.-Jack Dillon, Samatha Corder, Leah Cottam, Holly Carlson, Kristina Buchanan, Ricardo Brandon, Amanda Brendel, S.O.-Austin Brabble, Tracey Benton. **First row**, left to right: Terri Ewing, Mary Vyverman, Sheri Tucker, Carrie Turek, Michelle Hernandez, and Nancy Vejar.



## Adult Probation Community Involvement

By: Omar Rodriguez and Kim Lawler



Officer Rachel Rohkohl and Probationer Lawrence

for the project.

On February 26, probationers helped Coronado officers Kimberly Lawler and Omar Rodriguez, as well as Phoenix Police officers Melissa Lutz and Rachel Rohkohl, paint over and remove graffiti around Coronado. The project was a success and we will monitor the area for additional problems with graffiti and address them as needed.

The Coronado probation office conducts monthly



Jose putting the finishing touches!

The Coronado community recently fell victim to a rash of gang-related graffiti. This graffiti, or “tagging,” was particularly evident around the Coronado Community Center. As a result, Coronado officers addressed this problem at a recent Greater Coronado Neighborhood Association (GCNA) meeting.

The attendees at the GCNA meeting were encouraged to work with Coronado probation officers to identify areas vandalized with graffiti. In addition, the Coronado probation office partnered with Phoenix Police Community Action Officer Chris Abril who helped by providing paint and supplies



Officer Melissa Lutz and Probation Officer Omar Rodriguez

community service projects in the Coronado neighborhood. Many projects are conducted in conjunction with other groups, such as the GCNA. For example, probationers helped with the Coronado Home Tour, an annual event that provides the GCNA with thousands of dollars. The Coronado office also teams with City of Phoenix Neighborhood Services to conduct projects in the neighborhood.

The Coronado probation office is an example of how the probation department makes an effort to become actively involved in the communities it serves.

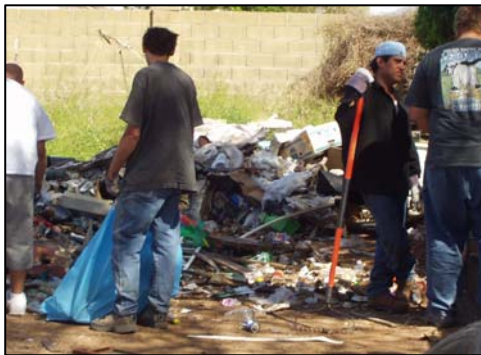
## Community Work Service Program

By: John Ettari

The City of Mesa Code Compliance contacted the APD Community Work Service Program to request APD's assistance with a residential clean-up in east Mesa. The resident, a handicapped low-income male, was facing serious fines due to code violations. The amount of trash, old furniture, tires, bicycle parts and appliances that this resident had accumulated over the years was unbelievable.



After discussions with the Compliance Officer, Mesa agreed to provide the dumpsters for this project. Little did we know that we would fill the four dumpsters Mesa provided, and there was still more trash to remove!



Twenty-eight probationers along with Community Work Service Crew Supervisors Chris Ferin and Bill Jones worked very hard on this project and were rewarded with lunch provided by Code Compliance Offi-

## Sunnyslope Weed and Seed Collaboration

By Breht Stavn and Mary Anne Boyden

The John C. Lincoln Hospital approached the Adult Probation Department and the Phoenix Police Department (Desert Horizon Precinct) to form a collaborative partnership. Since March of 2004, APO Breht Stavn has been working with the police department and several other law enforcement agencies within the community.

In building a cohesive group, the John C. Lincoln Hospital sponsors a monthly community meeting, with concerned citizens of Sunnyslope, as well as members of the Neighborhood Enforcement Team from the Phoenix Police Department, the City of Phoenix Prosecutor's Office, and administrators from John C. Lincoln Hospital. APO Stavn represents the Probation Department on a regular basis. Various criminal justice agencies discuss targeted areas and other matters they will be focusing on in the upcoming months.

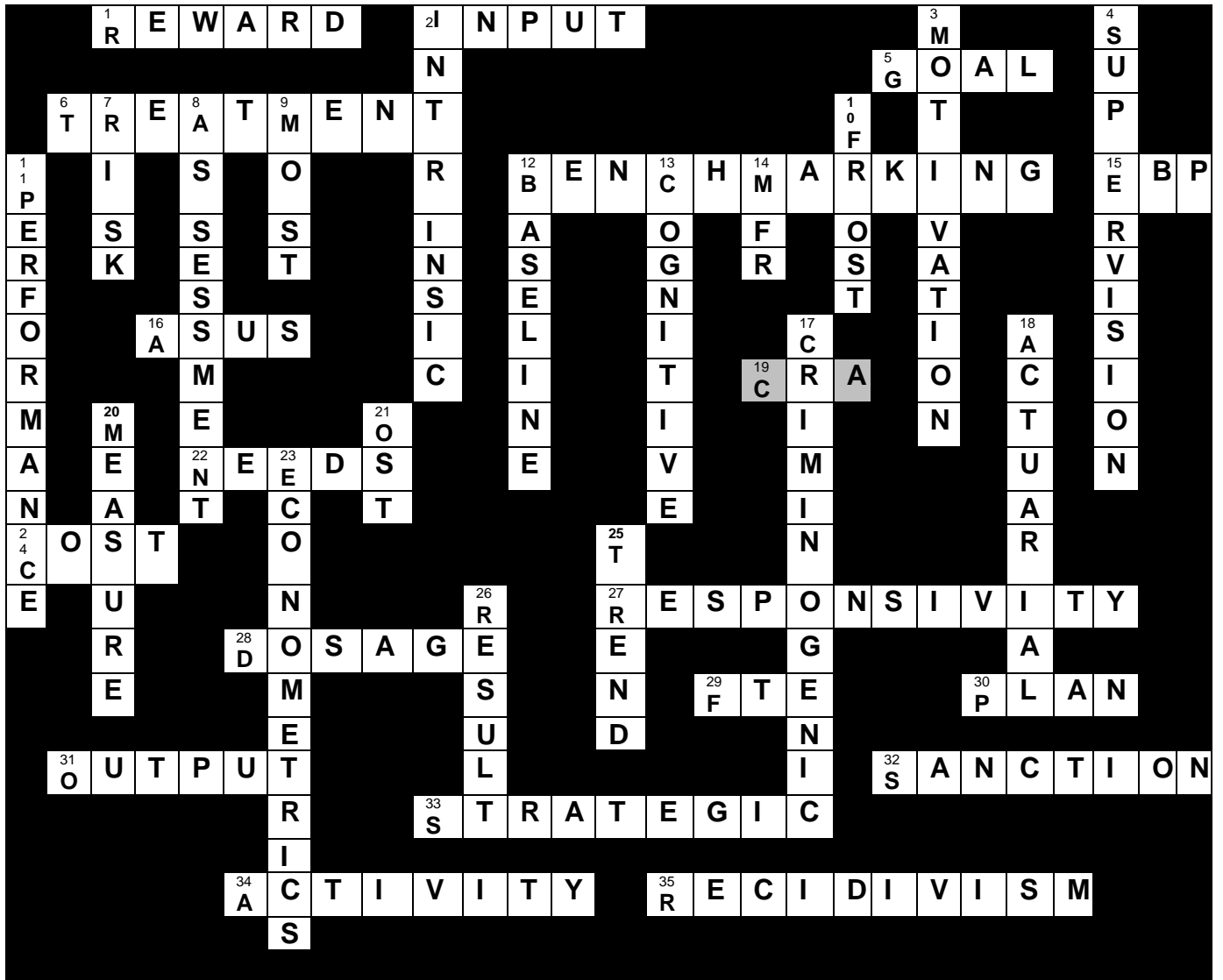


Police Officer Kevin Watts & Probation Officer Breht Stavn

The Phoenix Police Department and the Adult Probation Department have been able to work together to deter criminal activity by helping probationers find appropriate housing. When found necessary, search warrants have been executed. The Probation Department has assisted in searches and as a result, several arrests have been made and cash, illegal drugs, and weapons have been confiscated. All of the agencies involved have been encouraged by the partnerships.

EBP-MFR Crossword Puzzle Answers

The winner of the movie tickets is Sue Bauer for getting 33 of the 36 correct!!



ACROSS	CLUE / DEFINITION	DOWN	CLUE / DEFINITION
1	Prize, benefit	2	Essence, belonging solely to
2	Volume of resources needed	3	Desire to change
5	End point; longer than an objective	4	Standard & intensive _____
6	Substance abuse/mental health _____	7	Probability to recidivate
12	Setting the standard for measuring	8	Offender _____ Tool
15	Acronym: Research-proven services	9	Opposite of least
16	Acronym: Questionnaire about drug use	10	Acronym: assessment tool for re-evaluation
19	Community reinforcement approach	11	Achievement, accomplishment, end result
22	OST measures risk & _____	12	Between Southern & Guadalupe
24	Price	13	Cognito ergo sum
27	Matching to learning style/culture	14	County's business principle
28	Amount/quantity of treatment	17	Crime producing
29	Acronym: Permanent employee	18	Predictive accuracy _____
30	Strategic _____	20	Performance _____ (use to quantify)
31	Number of units produced	21	Acronym: APD questionnaire to assess risk/need
32	Consequence	23	Economic measures
33	Deliberate & tactical	25	General direction / tendency
34	Set of services	26	Outcome
35	Re-arrest, re-conviction		



# Thanks to Our Writers

## Contributing Writers

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Colleen Dorame  
John Ettari  
Holly Burdine  
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Berta Prince  
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## *Your Stories Wanted!*



Interested in submitting articles, announcements or success stories to *The Chronicle*? E-mail submissions to Janet Baca at [jabaca@apd.maricopa.gov](mailto:jabaca@apd.maricopa.gov)



## *Success Stories Welcome!*

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