

Chronicle

Maricopa County Adult Probation Newsletter

Issue: January-March 2019

A Force for Positive
CHANGE.

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CHIEFLY

SPEAKING

Leadership Changes and a Glimpse at the FY2020 Budget Request

Change is on the way in Judicial Branch leadership and there have been some recent changes with the Maricopa County Board of Supervisors as well. These officials set strategic direction and make administrative and funding decisions that impact our Department and the communities we serve; their roles are significant to the work we do and, while change is inevitable, we are fortunate to have highly qualified and capable individuals serve in these positions.

Under Arizona's Constitution, the Chief Justice of the Arizona Supreme Court is elected by the other Justices and serves a five-year term. Arizona Supreme Court Chief Justice Scott Bales ends his term on June 30, 2019. The current Vice Chief Justice of the Supreme Court, Robert M. Brutinel, has been elected to serve as the next Chief Justice, and Justice Ann A. Scott Timmer will serve as the Vice Chief Justice effective July 1, 2019. Both justices have extensive experience as judges on the Arizona Supreme Court and, respectively, the Yavapai County Superior Court and the Arizona Court of Appeals. "They will be outstanding leaders as our courts continue to work to advance justice for all Arizonans," said Chief Justice Bales. Vice Chief Justice Brutinel recently worked with others throughout the state to complete the judiciary's strategic agenda for 2019-2024. Thoughtfully and collaboratively constructed strategic plans contribute to the sustainability of our organizations. They provide direction and help keep us on track when the people at the top change.

Here in Maricopa County, Presiding Judge Janet Barton has announced her retirement effective August 28, 2019. She has served as Presiding Judge since July 2015. Judge Joseph C. Welty will become the next Presiding Judge of the Judicial Branch in Maricopa County, having been appointed to the post by the Arizona Supreme Court for a three-year term effective August 29, 2019. The Presiding Judge has administrative authority over all courts, judicial officers, and court employees in Maricopa County. The Judicial Branch in Maricopa County is the nation's fourth largest trial court and has 3,200 employees, including 98 judges and 63 commissioners.

Judge Welty is well known to our Department. Appointed to the bench in Maricopa County in 2007, Judge Welty has overseen family, criminal, juvenile, and civil cases. In 2012, he was appointed as the Presiding Criminal Department Judge. Since 2015, Judge Welty has served as the Associate Presiding Judge, working closely with Presiding Judge Janet Barton on matters of court management. More information about Judge Welty can be found in the [news release from the Arizona Supreme Court](#).

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Judges in Maricopa County rotate and numerous judicial rotations are pending; most will occur in June. Judge Patricia Starr has been selected as the next Presiding Judge for the Criminal Department. In June, current Presiding Criminal Department Judge Sam Myers will be rotating to a Juvenile calendar.

In this edition of the Chronicle, you will find separate articles about recent leadership changes in the Finance and Human Resources Departments of the Judicial Branch.

The individual who serves as Chairman of the Maricopa County Board of Supervisors is selected by a vote of the Supervisors and the election takes place annually. In January, Bill Gates, who represents District 3, became the current Chairman. In his acceptance speech, Chairman Gates expressed his vision for Maricopa County as smart government that uses technology, big data, and process improvement to connect people to a better future. He gave examples of innovation and smart government already occurring in the County. This included a shout out to Adult Probation and the Superior Court for using a paperless system to reduce the time to process arrest warrants from 12 days to 1 day. This not only saves trees, but allows employees to focus on people, not paper, and make our neighborhoods safer. To learn more about Chairman Gates' goals for 2019 and his thoughts on smart government, watch this [video](#) of his acceptance speech.

Another change occurred at the Board of Supervisors when Supervisor Denny Barney, District 1, stepped down on February 1, 2019, to focus on his position as CEO of the East Valley Partnership. By law, the Board of Supervisors is required to select an individual from District 1 of the same political party to fill the seat for the remaining term. On February 13, 2019, Jack Sellers was appointed by the Board of Supervisors to represent District 1. Supervisor Sellers brings a wealth of experience to the Board. He is currently the Chair of the State Transportation Board and his previous service includes the Chandler City Council, Maricopa Association of Governments, the Greater Phoenix Economic Council, and the East Valley Partnership.

On a different subject, the Judicial Branch has submitted its Fiscal Year 2020 budget request to the County Budget Office, County Manager, and Board of Supervisors for consideration. This budget request includes the Superior Court, Adult Probation, and Juvenile Probation. As results of the Adult Probation workload study are forthcoming, the Branch did not request additional positions for Adult Probation; instead, the Branch requested that operating contingency funding be carried over from FY2019 and set aside in FY2020 to address any workload issues that the pending study may identify. Selecting information technology as one of its budget priorities, the Branch requested over \$3 million for hardware/software purchases and maintenance. Information technology is vital in supporting the Branch's many initiatives and promotes innovative programs, enhances efficient solutions to operational problems, and allows the Branch to keep pace with the changing demands of the public and our workforce. The Branch has also urged the Board to allocate funds to provide performance-related compensation increases for employees. These increases provide an effective tool to maintain a quality workforce and reward employees for excellent service.

Our budget request is being reviewed along with those from other departments and the revenue projections for next year. At this point, we have asked, but we do not know what will be approved. As decisions are made regarding our FY2020 budget, I will provide updated information.

NEWS &

INFORMATION

Black Canyon Building Addition Done

By Cathy Wyse

The Department's central regional field office, the Black Canyon Building (BCB), houses 123 staff and approximately 740 probationers are seen there per week. Conditions at BCB have been overcrowded for quite some time, which has presented some challenges in working conditions and the provision of services. In June 2016, the Maricopa County Board of Supervisors approved funding to expand BCB. Architectural drawings and significant project planning followed, and the construction project broke ground in February 2018. Construction has been underway at BCB for just over a year and the expansion is now complete! Staff moved into the new area on March 1, 2019.



April 2018



June 2018

The size of the building expansion is substantial. The new office area is approximately 5,700 square feet which includes 36 cubicles, seven offices, a conference room, and a break room. A new interview area of approximately 1,200 square feet has 16 individual rooms and a group room that is being used by Smart Justice. An additional 2,600 square feet includes hallways, restrooms, storage rooms, and electric and mechanical rooms. BCB also has a new parking lot with 39 spaces that include two handicap and two police officer parking spaces. The overall project budget was \$3.4 million that included construction, furniture, and technology.

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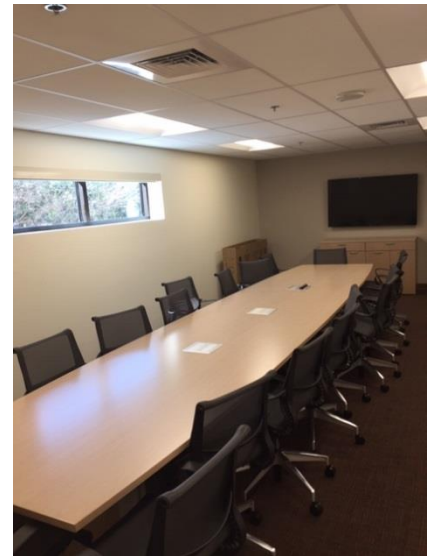


July 2018



December 2018

Completed



February 2019



Photos courtesy of Jenifer Meiley



2019 Hand Count Results

By Jennifer Ferguson

In February, probation staff who supervise our direct and indirect probation populations participated in the hand count process. This process is done at the request of the Administrative Office of the Courts (AOC) each year to help verify client information on the supervision status of probationers in the Adult Probation Enterprise Tracking System (APETS). Officers count the files of probationers they are supervising and compare that information to information in APETS.

The results of this year's hand count were impressive. Almost 29,000 files were counted across the Standard and IPS populations. Overall, across both populations, the difference between the hand count numbers and APETS numbers was less than one percent. This was an overall difference of only 214 probationers. Given the size of our population, this is a significant accomplishment.

	Hand Count Numbers	APETS Numbers	% Difference
IPS Total (Direct and Indirect)	1,200	1,204	-.33%
Standard Total (Direct and Indirect)	27,328	27,538	-.76%
Total Population	28,528	28,742	-.74%

The results of the hand count are significant to the Department. We routinely present messages about the importance of data quality and the significance of the monthly statistics that we use from APETS. APETS information is routinely shared with our stakeholders to convey descriptive information about our population, to share information about key results, and to help inform decisions about resource allocation. The results of the hand count demonstrate that staff across the Department recognize the importance of data quality and are committed to the accuracy of the information in APETS. The results give us confidence that key information is being updated.

We know that as a Department we are engaged in many initiatives to help improve supervision and that there are many different things that you are asked to do on an ongoing basis. We appreciate your demonstrated commitment to data quality. We could not maintain this high standard, and achieve these results, without you! Please know how much you are appreciated, and thank you for your continuous hard work!



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

Send ideas and/or questions to:
APDCommunicationCommittee@apd.maricopa.gov

What's Up at Judicial Branch HR?

By Cathy Wyse



Jennifer Fish was promoted to Judicial Branch Human Resources (HR) Director effective November 5, 2018. The HR Director is responsible for all Judicial Branch-wide HR functions and managers as well as Superior Court Training functions and staff. The HR Director also manages the staff psychologist responsible for psychological testing for safety sensitive positions.

This article provides an opportunity for staff to learn more about our new HR Director as well as the services provided by the HR Department she leads. Jennifer joined the Judicial Branch as an HR manager in June 2014; and she has managed staffing and recruiting, payroll, compensation, and employee relations functions for the Branch.

Jennifer held previous HR positions with Maricopa County Human Resources, Maricopa County Attorney's Office, and Pima County Superior Court.

The Judicial Branch HR Department, including Superior Court Training, has 34 staff and provides services to all 3200+ employees in Adult Probation, Juvenile Probation, and Superior Court (including judicial officers). Some HR-related services are also provided for Justice Court personnel. The HR Department has multiple units and provides the following services:

- Employee Relations – includes policy compliance and interpretation, investigations of misconduct, leave administration (FMLA/Worker's Comp/ADA), and employee complaints.
- Staffing and Recruiting – work with hiring managers to draft and post job announcements, screen applicants, review and update job descriptions, participate in selection of applicants, and determine initial compensation. The polygraph process is a separate function under the Staffing and Recruiting manager.
- Employment Services – onboard new hires, process personnel changes (promotions, demotions, other actions), maintain employee records, track performance evaluations, maintain the HR database, and liaison for general County Benefits information.
- Payroll – process final approval of timecards, maintain payroll related records, and process mileage and travel claims and other reimbursements.
- Classification and Compensation – determine appropriate job classification for positions, evaluate and monitor compensation at job entry, conduct market reviews, and process special work assignments and annual merit increases (when funded).
- Education and Training – oversee COJET compliance for employees, provide/develop/facilitate training on a variety of topics for employees and judicial officers, partner with various stakeholders to provide learning opportunities, and maintain training records.

Regarding the HR Department, Jennifer stated, "One of our ongoing goals is to provide exceptional customer service, to both our internal and external customers. It is important that employees know that friendly and helpful employees are on the other end of the line when they call, are available to meet in person when needed, and that we are a resource to them on a variety of matters."

Currently, a major initiative of the HR Department is to educate staff about the updated Discrimination and Harassment Policy. Online and in-person training sessions are available to help employees learn about the policy and become compliant with the biennial training requirement.

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When asked what she looks forward to in her new position, Jennifer replied, "I enjoy having a role in initiatives that help recruit, retain, and engage employees of the Judicial Branch and, in turn, serving the community at large through the many programs and services provided by the Branch. I love working with the talented and dedicated employees in this organization and look forward to the opportunity to engage with as many of them as I can."

Meet Frances Dairman

By Robert Celaya

Frances Dairman was appointed to the position of Budget and Finance Director for the Judicial Branch effective October 29, 2018. In her position as Director, Frances is responsible for the overall management of the Judicial Branch's budget, finance, and procurement functions, as well as the Branch's Financial Operations team of about 45 staff. The current year's fiscal year expenditure budget is about \$299 million.

Frances has worked continuously for the County since 1993, (when "child labor laws weren't as strict," she jokes). Her first job was as a receptionist for the Public Defender's Office in Mesa in what was the then-new Southeast Facility (SEF) building. She has spent most of her career in administration for the Public Defense Services (PDS); as an office aide, designated file manager, training coordinator, finance business analyst, finance business manager, and PDS administrator. Additionally, she has had two brief (but wonderful) experiences working for Adult Probation; her first position for MCAPD was to track technology equipment and the second was as a probation officer!



In her time working for the County, Frances has served on, and continues to serve on, numerous workgroups and committees. She currently serves as the District 1 Representative on the County's Deferred Compensation Committee, a program which she is passionate about. She has previously served on the Workforce Transformation Steering Committee, along with a variety of committees for implementing new software systems for the County. One of her favorite committees to serve on was the Research and Data Analysis and Reporting (RADAR) Subcommittee of McJustice where she learned more about other justice system agencies.

When asked about what she's looking forward to in her new position, she stated "I know I want to work on some technology solutions to help streamline the process and manage the workflow for requesting funding or resources to include purchasing requests, requests for staffing increases, etc." Frances has a terrific relationship with Jennifer Fish, the new Judicial Branch HR Director, and together, they wish to do their part to ensure the needs of the Branch are met in a way that is efficient and effective.

Regarding the Judicial Branch, Frances states, "I love the justice system in Maricopa County, and I was raised by an attorney father who loved the law and eventually became a judge here. I sincerely do respect and admire the work done throughout the Branch, and I'm honored to help support those efforts."

Frances is a valuable partner and resource to MCAPD, and we congratulate her on her new position!

AOC Operational Review

By Jodie Rogan

Later this year, the MCAPD will undergo an Operational Review (Op Review). An Op Review is a thorough review of how the Department conducts business to ensure the Department's operations are consistent with applicable state laws, the Arizona Rules of the Court, Administrative Orders and Codes, the Minimum Accounting Standards, as well as state and local policy. Op Reviews are conducted approximately every three years by the Administrative Office of the Courts (AOC). This year, the Op Review will take place over a three-week period in September. During this time, representatives from the AOC will be visiting area offices, reviewing APETS and hard case files, as well as verifying that other standards and expectations are met. The AOC representatives will be reviewing selected files for compliance with probationer contacts during the spring of 2019, as well as the entire probation period (up to three years prior) for other case-management related items such as risk assessments, case planning, sex offender registration, community restitution hour compliance, applicable DTEF data, progress reports from treatment providers, compliance with DNA collection, IPS weekly schedules, job search forms, etc.

Once plans for the Op Review are finalized, the schedule of visits to the area offices will be shared and impacted staff will be notified so that their files may be gathered for the representatives to review. The Op Review process is critical to the Department and provides an opportunity to showcase the incredible work of all MCAPD staff.

MCAPD ANNUAL BUDGET

\$118,507,156

FY2019

What's New with TIP?

By Cathy Wyse

First a little background... the Arizona Health Care Cost Containment System (AHCCCS) received a five-year, \$300 million federal grant in 2017 for the Targeted Investments Program (TIP). With TIP, AHCCCS is providing financial incentives to eligible providers to develop systems for integrated care. AHCCCS identified three priority populations for TIP and one of them is the justice-involved population. Terros Health was selected as the TIP provider to work with the justice population in our area, and MCAPD is an active partner in TIP. By combining the efforts of justice and healthcare, we can stabilize people, address risk factors, improve health, and reduce recidivism.

Last July, the MCAPD co-located with Terros Health at their 27th Avenue Integrated Care Clinic. Eight probation officers (POs) are holding office days at this Terros Health location and have integrated probation as part of the Whole Health Integrated Healthcare Model. Both officers and clients report that they like having office contacts at Terros Health.

In October 2018, Terros Health opened a health clinic inside the MCAPD's Black Canyon Building (BCB). Supervisor Carla Loi has been actively involved in the project at BCB, and I asked her how it is going. She informed that the clinic is open Monday through Friday with a medical assistant on site from 8:00 a.m. to 5:00 p.m.; a nurse and nurse practitioner are there from noon to 5:00 p.m. Appointments can be scheduled or the clinic is currently able to serve walk-ins with no waiting. All kinds of insurance are accepted, including all AHCCCS health plans, and clients can self-pay. Probationers are able to receive primary care services and general mental health and substance use assessments at the health clinic; family members would be referred to another location for services. The nurse has been going to unit meetings at BCB to discuss the whole health approach. For many clients, a substance use assessment is a good place to start in using the clinic. POs can walk a probationer over to the clinic to receive services. It often takes more than one conversation before probationers decide to use the clinic.

- | Goals |
|--|
| 1. Reduce fragmentation that commonly occurs between acute care and behavioral healthcare. |
| 2. Increase efficiencies in health behavior change. |
| 3. Improve health outcomes for the affected population. |
| 4. Reduce Emergency Department utilization and hospital stays. |
| 5. Have increased engagement in healthcare. |
| 6. Reduce recidivism. |

"This is another opportunity to build rapport with clients, to show interest in their overall well-being," Carla said. "It's exciting that clients have access to medical care. Once connected, this can be a lifelong connection they can use. People who are using the clinic are excited about it and they like the access to a one-stop shop."

Deputy Chief Therese Wagner informed that Terros Health is conducting jail in-reach. The Department recently started identifying probationers assigned to the Community Reintegration Unit (CRU) who will be reporting to BCB following release. After CRU officers speak with the probationers, a peer specialist from Terros Health conducts in-reach to engage these clients in integrated care services following their release.

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The co-location with Terros Health is now expanding to MCAPD's Eastern and Western Divisions. Beginning March 1, 2019, sixteen POs from the Probation Service Center (PSC) started holding office days at the Terros Health facility located at 1111 S. Stapley Drive in Mesa. Supervisor Kim McCurtain is coordinating the effort for the Eastern Division. On April 1, 2019, nine POs from the Western Regional Center (WRC) will start holding office days at the Terros Health Medical Center located at 6153 W. Olive Avenue in Glendale. Supervisor Joi Guillory-Alicea is coordinating the effort for the Western Division.

For further information, please contact one of the supervisors mentioned in this article or Deputy Chief Therese Wagner.



Terros Health staff at the BCB clinic
Pictured left to right: Brenda Straus, Maria Lara Flores, and Cindy Reyes



TIP Justice Clinic Opening Event

By Cathy Wyse

Dignitaries and staff from AHCCCS, Terros Health, and MCAPD came together to celebrate their innovative Targeted Investments Program (TIP) partnership on March 15, 2019, at the Terros Health 27th Avenue Integrated Care Center. The TIP Justice Clinic Opening Event included speakers, networking, and tours of the two co-located integrated health sites at the Terros Health 27th Ave. Integrated Care Clinic and the MCAPD Black Canyon Building. The co-located clinics are part of a first-in-the-nation program to improve probationers' access to care and reduce recidivism. Criminal Presiding Judge Sam Myers, Judicial Branch Administrator Ray Billotte, and Assistant County Manager Lee Ann Bohn were among those in attendance.

Jami Snyder, director of Arizona Health Care Cost Containment System (AHCCCS), spoke of their agency's commitment to integrated healthcare in Arizona. With TIP, AHCCCS established a program to incentivize eligible providers for integrating and coordinating physical and behavioral healthcare for AHCCCS beneficiaries. Justice-involved individuals are one of the priority populations for TIP.

Peggy Chase, president and CEO of Terros Health, said that it was an incredible vision to reduce stigma and provide individuals, who have been uninsured for so long, with a nice place where they could receive physical and mental healthcare and see their probation officer all in one place to achieve change for life. After probation, Terros Health will be a place where they can always come back, for life.

Chief Barbara Broderick noted that probationers have a high incidence of physical and behavioral health issues and have long been an underserved population. With this collaboration, we are able to open new doors for these individuals, particularly when it comes to the treatment of substance abuse. Supporting probationers' whole health contributes to positive change and reduced recidivism.

Probation Officer Bart Careaga sees probationers at the Terros Health 27th Avenue Integrated Care Clinic. Bart talked about seeing probationers as a whole person and helping probationers achieve positive growth. While seeing a probationer at Terros Health, the probationer was coughing, a lot. Bart told the probationer that they could talk later, it was important for him to get checked because of the cough. Bart passed the probationer to Terros Health staff and they were able to immediately assess his needs.

Glen Cummings, regional administrator for Terros Health, said that clients are suspicious of our partnership and that this is a culture shift for all of us. He believes that the word is getting out – it is ok to come here. When individuals are done with probation, Terros Health is a place where they can still come for their healthcare; and it is easier and faster than going to the emergency department.

To view a video about the TIP justice clinics, [click here](#).



National AmeriCorps Week 2019

By Jaci Christenson

March 10-16, 2019, was national AmeriCorps Week 2019, where we celebrate all things AmeriCorps—from the programs and organizations that make this national service initiative possible in thousands of locations, to the members who have pledged to “Get Things Done” since the program’s inception in 1994. Our first members were placed with MCAPD in May 2017, and we have placed 48 members since that time. AmeriCorps members have assisted in the following areas: Drug Court, DUI Court, Work Furlough, JTOP/Youthful Offender, Seriously Mentally Ill, Community Restitution, Reach Out, Standard Field, Domestic Violence, Pretrial Services, Court Liaison, Interstate Compact, *Thinking for a Change*, and Unsupervised Probation. To date, members have worked a total of 13,909 hours! Several members have completed multiple terms, have received credit for internships, and have applied to become probation officers. So if you see someone at your office with an AmeriCorps t-shirt, pin, or lanyard, please take a minute and thank them for their service.

“The work Nicole is doing is saving the probation officers and supervisors countless hours of productivity they were able to divert to other pursuits. She is freeing up the officers to spend more of their time on risk reduction and engaging with probationers and their families to promote positive behavioral change. Nicole helps to ensure Court hearings are thoroughly documented and that work product sent to the Court is accurate, detailed, and timely.” --Supervisor Chris Epps

“June has been great!! She has done any and everything asked of her and has sought out more because she wants to learn. She has attended Mental Health Court and has provided a unique perspective in some situations that have helped us think outside the box. She has been an immense help and we are grateful to have her!” --Supervisor Jessica Ethington



Pictured left to right: Nicole Salamin, Manuel Martinez, Philip Mortillo, Christopher Epps, Therese Wagner, Shamila Forbes, Jaci Christenson, Nora Franco, Jennifer Flannery (AmeriCorps Project Manager, AOC), and Joseph Coppola.

New SAMHSA Grant

By Cathy Wyse

Approximately 15% of Drug Court clients experience housing instability, which is frequently coupled with a lack of access to transportation. Meeting Drug Court requirements can be extremely challenging when basic needs such as safe and stable housing and access to transportation are limited or absent; unfortunately, these clients frequently abscond. The Department recently received a five-year, \$1.9 million Treatment Drug Court grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to assist Drug Court clients experiencing housing instability. The overall goal of the project is to increase engagement in clinical services and successful completion of Drug Court.

Developed and implemented in collaboration with Community Bridges, Inc. (CBI) and ViVRE Recovery Housing, the Housing Outreach and Peer Engagement Program (HOPE) will provide clients with peer navigation services, housing assistance, transportation, and other needed services. CBI has substantial experience providing peer navigation services and assisting homeless individuals with available resources. Every HOPE client will be assigned to a CBI peer navigator. Grant funds will support transitional recovery housing with ViVRE for some HOPE clients and ViVRE will house both male and female HOPE clients. Both organizations have tremendous relevant experience and commitment to working with individuals in the justice system with substance use disorders. HOPE will serve 60 clients in year one and 72 clients per year in years two through five of the grant.

LeCroy and Milligan Associates is the project evaluator and will help monitor and report project progress and performance. HOPE started serving clients in late January 2019 and all grant partners are very excited about this project. For further information, contact Clinical Supervisor and HOPE Project Director Melissa Monahan.



Moving from Referee to Coach

By Arlyn Harris on behalf of Team Forum

February Managers' Forum presented by Dr. Brian Lovins

As a probation officer, do you consider yourself as a referee or a coach? A referee's job is to watch, blow the whistle, assign penalty, be neutral, review plays, be procedurally appropriate, and apply the rules – there is no relationship between a referee and the players. The referee's goal is to call a fair game; may the best performance by either team/player win - today.

A coach acknowledges good plays, looks for help (resources), cheers, teaches, admonishes, and relates. The coach's goal is to succeed (winning = behavior change), build skills, identify strengths and needs, get players to perform at their best level. Coaches build rapport, are supportive, and trustworthy.

Where referees tell folks to "figure it out," coaches show how to do it, provide resources, and even role play (practice) with players.

In reducing recidivism for the long term, we need to change behavior. We know that telling people to "just stop" what they are doing and administering punishment (referee) does not work. There is not a single study showing that punishment has an effect on changing behavior or reducing recidivism. In fact, the worse the prison is the greater the chance for recidivism. Rather, we want to increase success and we do this by COACHING. Think back to a time when you learned a new skill (sport, instrument, job task). How did you learn this skill? Chances are you were coached: someone showed you how, provided feedback, and you practiced.

Although we sometimes need to be the referee (monitor, whistle, report), for the most part, we want to be the coach (acknowledge the good, admonish the bad, identify needs, and help build skills). Let's practice being coaches – now get out there and have fun!



*"Embracing the identity as a coach may provide probation officers with a new way to envision their work."
– Brian K. Lovins*

ACHIEVEMENTS

& CELEBRATIONS

16 New Officers Join the Department

By Jim Sine

Please join Staff Development in welcoming the latest class of new probation and surveillance officers to the Department! On March 14, 2019, 12 new probation officers and four new surveillance officers were sworn in by Judge Myers and welcomed by Chief Broderick. The officers completed nearly eight weeks of NOTES training and are ready to jump into their new assignments. As always, a very appreciative thank you is due to our many adjunct faculties for their ongoing contributions to training our new officers. Another big thank you goes out to our field coaches for taking time out of their schedule to work with our new officers in the field. Staff Development recognizes their immense contributions and knowledge in helping our new officers get ready for the job. Congratulations and good luck to our new officers in their new adventures.



Pictured from left to right: Jessica Lee, Jill Wilkinson, Amanda Thatcher, Claudio Rodriguez, Mathew Smith, Ashlee Tenorio, Mason Pereira, Maria Burgos, Kevin Schornack, Nicole Silver, Alex Kupka, Humberto Gomez, Tammy Seiser, Gabriela Maytorena, David McHenry, and Lorena Arizmendi.

30 Years of Service

By Melissa Froderman

There are few people within the ranks of MCAPD with the name recognition of Cindi Barocas and Leslie Ebratt. For years, Cindi's level of knowledge of all things assignments, out of county transfers, and truly almost every aspect of being a probation employee has been a huge asset to so many of us. The number of times the words, "I think you should call Cindi Barocas, she can help you," have been uttered is too great to count. When speaking of Leslie, what instantly comes to mind is the amazing example she sets for the next generation of leaders. The sheer number of people Leslie has supervised and mentored who have gone on to become supervisors themselves is numerous; simply stated, Leslie leads leaders.



Leslie Ebratt (left) and Cindi Barocas

Recently, both women accomplished a milestone that few will ultimately reach by achieving 30 years of service. I was able to ask each of them some questions to get to know them a little better, and hopefully learn some lessons about how to reach 30 years and beyond.

Would the "you" from 30 years ago believe you would have made it this long?

Cindi - My goals were short term and focused on finding a job I enjoyed as well as finding a secure place to work with a stable income to support my family. The County provided the stability I was searching for and, as the years progressed, I realized the opportunities working for the County were vast. I am pleased with the decision I made 30 years ago, and I'm very happy to have reached this milestone.

Leslie - No. The "me" from 30 years ago wasn't thinking much beyond next month, much less three decades down the road. At the same time, pretty early on I did recognize that the probation field had much more to offer than most career paths in terms of growth opportunities and benefits.

What is/are some of the thing(s) you most enjoy or enjoyed about working for MCAPD?

Cindi - I worked in the private sector for 10 years prior to my employment with the County. As a new employee, I found working with the courts fascinating and an area I really enjoyed, so I decided to remain here to make it my career. It's been a great job; I love the people I work with and I find it personally rewarding helping others.

Leslie - The variety of assignments that offer people the experience of a new job, a decent pension, and other benefits, and equally important, the field seems to draw good people, meaning people I genuinely like. All these things have only improved with time. I also appreciate our department's commitment to research-based practices, which means that we have continued to evolve as a profession, getting better with each passing year. Knowing that ultimately this work results in improved lives and safer communities makes the challenges and any upheaval worthwhile.

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Who mentored you along the way? Who deserves credit for helping to mold you into who you are today?

Cindi - I've been fortunate to have had many mentors throughout the years who instilled strong core values as a young person, which prepared me for challenges to come. As an individual, I feel I am constantly evolving and learning from those around me, and there is always room for growth. I had the pleasure of serving under seven directors, each with their own unique style and insight, and I have gained knowledge from each of them.

Leslie - I've had so many influences over the years and feel that I've been really fortunate to have had some great supervisors. In the early days, it was folks like Vicki Biro and, as a new supervisor, a big influence was Doug Pilcher who encouraged innovation and calculated risk taking. In more recent years, it was Mike Cimino and Kristi Ward who were both very important role models who really understand what it means to support staff development. They, along with my current director, Jason Walker, all allowed me a certain amount of autonomy for creative work-related endeavors, for which I am very grateful.

How have you dealt with the low times and persevered?

Cindi - I've found taking it one task at a time, and one day at a time, has helped me accomplish positive results. It's not always easy to remain optimistic, but allowing negativism to encompass you takes away from the focus of the task or challenge. Each challenge provides an opportunity to learn and grow professionally even in low times, so I have remained determined to achieve the end goal.

Leslie - Ultimately what has kept me around is that I enjoy the work. When I say "enjoy," I don't mean it's always been fun or easy, quite the contrary. What has pulled me through trying times was always knowing that our work is important to public safety and in supporting people in making changes that reduce criminal risk. Having strong, supportive supervisors has been a great help in weathering tough times. However, outside support is not always available and sometimes not enough. That is when it is important to remember that ultimately we need to be our own best support system and advocate.

What is your advice to anyone in year five of their career?

Cindi - MCAPD is a great place to work and very versatile. There are many programs and areas within the Department you can learn about and experience. I would encourage staff to look to the future and make the County a career they can retire from. The future is here before you know it, and time passes quicker than you think. Even though 30 years seems a lifetime away, start planning for your retirement now. As a new hire, invest a small amount of money into deferred comp. With each pay increase, I recommend continuing to add more to the contribution and you will be pleased with the results.

Leslie - Keep an eye out for cynicism. We work with a difficult population who have, in many cases, engaged in horrific crimes. While we need to guard against absorbing negativity, becoming numb to this reality also has bad consequences for our own well-being. It takes effort to strike a healthy balance, but a cynical mindset can lead to or be a symptom of burnout, zapping energy, well-being, and our effectiveness. To that end, I'd say choose your co-worker friends with the same care as you do in your personal life outside of work.

Congratulations to Cindi Barocas and Leslie Ebratt for achieving 30 years of service and thank you for sharing your words of wisdom.

Meghan McEuen Promoted

By Tony Bidonde

Meghan McEuen was promoted to supervisor and officially assumed leadership of a Standard Unit at the Scottsdale Office on March 11, 2019. She began her career with Adult Probation in January 2011. During her first probation officer assignment in a Standard Unit at Southport, she was involved in the Legacy Project, a community-based reentry program. In December 2014, Meghan transferred to the Community Reintegration Unit (CRU), and she remained there until her promotion. As a member of the CRU, she supervised Standard, Domestic Violence, and IPS caseloads. Meghan has facilitated *Thinking for a Change* (T4C) groups in the community and jail since 2014. Significantly involved in training staff and advancing EBP, she is a Master trainer for T4C, facilitator for Risk Reduction training, EPICS-II Phase 3 coach, and has served as a field coach and member of multiple committees. Meghan is looking ahead and will be focusing on leading, guiding, encouraging, and motivating her staff to utilize EBP, including the available tools/interventions to assist with risk reduction. In her own words, "I want to manage for results where everyone is positively impacted." Congratulations, Meghan!



Kayla Cathcart Promoted

By Robert Celaya

Kayla Cathcart was promoted to supervisor and assigned to lead an Initial Appearance (IA) Unit at the 4th Avenue Jail effective March 11, 2019. She began her career with MCAPD over 12 years ago in August of 2006. Her first assignment as a probation officer was in a Standard Unit out of the Black Canyon Building. Since then, Kayla has served as a probation officer with a Standard Sex Offender caseload and most recently as an officer in an IPS Sex Offender Unit out of Durango. As a supervisor, she is looking forward to learning all about Pretrial and the Initial Appearance Unit, and how the IA process fits within the Adult Probation Department.



In her time with MCAPD, Kayla has served on various committees and workgroups, including Solutions, The Voice, and The Attitude Workgroup, and as a FROST/Case Plan trainer. Additionally, she currently serves on the Judicial Branch Strategic Committee for Rewards and Recognitions, as an EBP Advocate, and as a T4C Facilitator. Congratulations, Kayla!

Congratulations

BCB – Chris Dvorovy, Ramon Grijalva, Jason Walker

CCB – Tammy Schroeder & John Abshire

Communication Center – Chanine Moore

DTJC2 – Lance Nickell & Ada Andreski

DTJC3 Admin – Riane Meister & Michael Cimino

DTJC3 Pretrial – Kenneth Walker, Kelli Reed, Omar Rodriguez

Garfield – Jessica Valadez, Megan Gonzales, Jamie Lopez

Luhrs – Tricia Hall & Chris Epps

Northport – Francisco Sanchez, Dennis Hawkins, Christina Keenan

Pretrial 4th Ave Jail– Cheryl Clark & Patricia Merino

PSC – Jackalyn Browning, Lovia Lechuga, Warren Nichols, Richard Hodgeson

SEF - Giovana Howard & Erica Miller

Scottsdale – Julius Miller & Clint Hill

South Court Tower - Susan Novitsky

Southport - Scott Gibson, Maria Yanez, Laura Nunez

Sunnyslope - Areli Montane

SWJC- Catherine Button & Ismael Garcia

Westport/FAU - Beth Streeter, Tiffany Butler, Aaron Smith

WRC - Kim Kelly, Hannah Mercier, Joanna Ramirez, Juanita Bermudez, Darcy McLeod, Rylie Grizzle

People Recognizing Individual Deeds of Excellence

25 Years

Irene Ayala

Jerry Pieczynski

Jacque Williams

20 Years

Michael Cimino

David Kozak

Jennifer Townsend

Jarek Wrobel

Lynda Zawatsky

15 Years

Kimberly Battle

Denise Bimber

Melissa Boudreau

Justin Burns

Jolie DeLong

Kyasha Gatison

Steven Jackson

Michael Landingham

David Perkins

Dana Shepherd

Kenneth Snodgrass

Karen Spittler

Dana Youhas

Monique Zurita

5 Years

Jule Andreski

Ariana Barone

Elisa Bradley

Wallace Clark

David Cook

Amanda Copciac

Anna Crittenden

Monique Cruz

Jammie Dilley

Thomas Goss

Kelly Hansen

Susan Hansen

Richard Hodgeson

Victoria Holloway

Carolyn Lett

Quiana Levy

Dameon Ortiz

Sam Pavlisick

Alexandria Perez

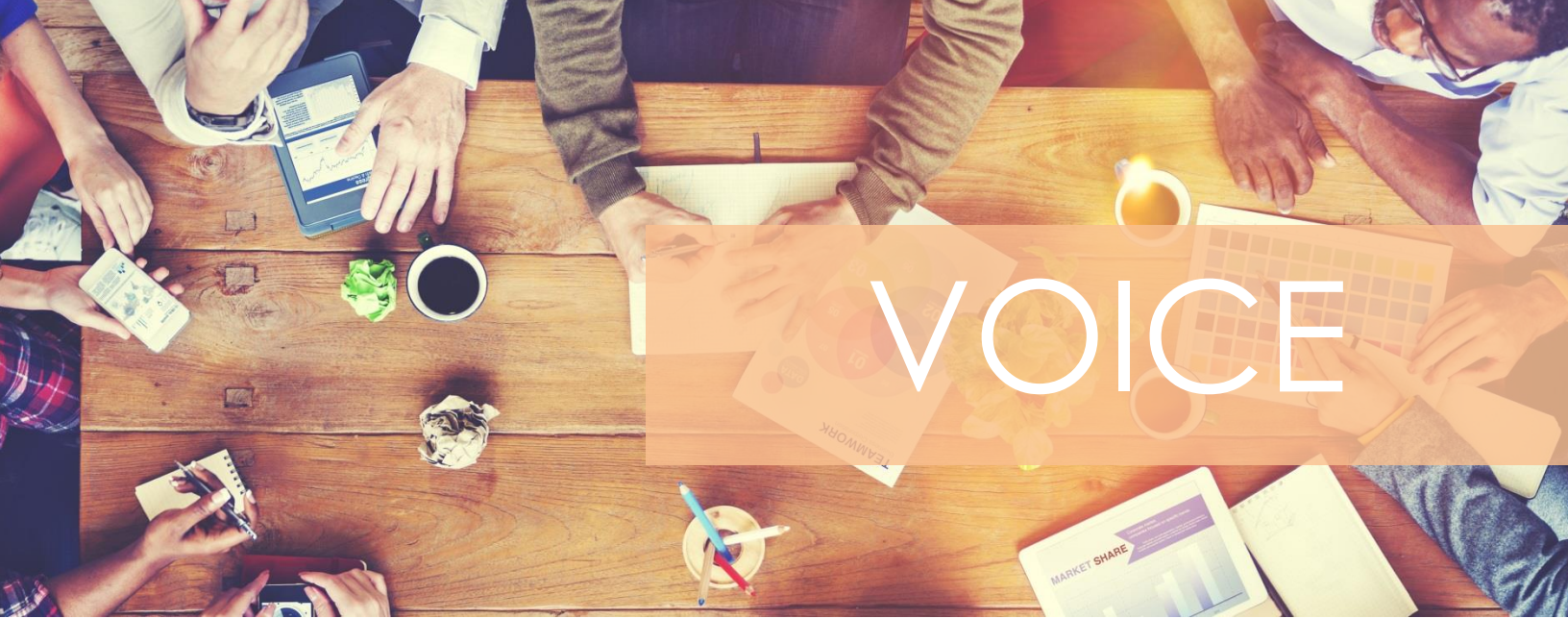
Jarod Powell

Ryan Price

Kimberly Roberson

Angelica Sanchez

Gayle Swindle



Waffle Wednesday

By Mora Isom

Waffle Wednesday, January 16, 2019, was a SUCCESS! The Motivation and Morale Committee at Downtown Justice Center kicked off the New Year serving up free waffles on Wednesday morning to show their appreciation to their co-workers for their support throughout the year. Motivation and morale is what the committee is all about. Keep any eye out for other fundraisers throughout the year.

Thank you to all who helped: Kathleen Weibly, Carolina Juarez, Brenda Crawley, Michelle Medina, Juanita Gutierrez, Vanessa Chavez, Mora Isom, and Oveta Sullivan.



Pictured left to right: Chief Barbara Broderick with her waffles, Vanessa Chavez, Mora Isom, and Oveta Sullivan.

So You Want to be a Supervisor

By Jonelle Acosta

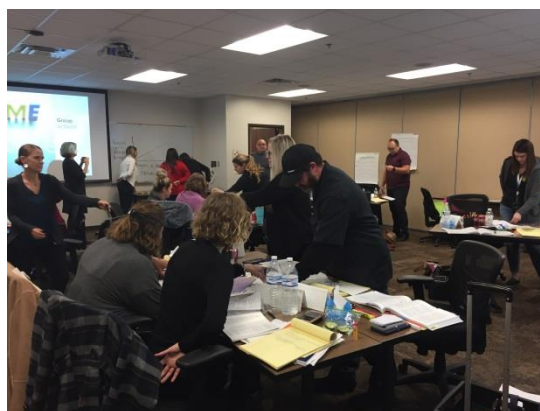
The Staff Development Unit is pleased to offer a brand new training program for any employee who is interested in promoting within the Department. So You Want to be a Supervisor is comprised of four, one day training sessions that meet monthly. The program was first advertised via email in fall 2018 and generated a high level of interest with approximately 60 employees who submitted an application through their division director. Applicants were split into three separate cohorts, with the first cohort starting in December 2018 and completing the program in March 2019.

So You Want to be a Supervisor is a highly interactive training course using curriculum built around the International City/County



Management Association's textbook, *Effective Supervisory Skill Building*. Students sharpen their leadership skills by learning the characteristics of great leaders and managers. They also receive a peek into the components of the Supervisor Assessment Center and practice behavior-based interviewing using supervisor competencies. In between sessions, students are asked to complete assignments such as shadowing a supervisor, interviewing a leader, and creating their own leadership development plan. The program then wraps up with team presentations to give students an opportunity to show off what they learned and practice public speaking. Instructors for the three cohorts were Organizational Development and Support Division Director Brandelyn Jackson, retired Division Director Donna Vittori, IPS Supervisor Heather Preston, and Staff Development and Training Supervisor Jonelle Acosta, with special question and answer sessions with the chief and/or deputy chiefs.

The program has received positive feedback with participants saying they have a better insight into what the daily life of a MCAPD supervisor is like. They also said they learned a lot about their own leadership strengths and areas for growth. Staff who complete the program will hopefully feel better prepared when considering promotion opportunities within the Department. If they do not feel promotion is their path, this training will develop leadership skills that can be used in any leadership capacity. The Training Unit hopes to continue to offer this program in 2020.



Why SUSTAIN?

By Leslie Ebratt

Transforming Supervisors to Coaches and Taking Skills from the Classroom to the Caseload

Over the past two years, MCAPD field officers have undergone extensive training in the research-informed curriculum Risk Reduction. The training covered the principles of reducing criminal risk and learning about tools to use with probationers to address the underlying causes that drive criminal conduct. In addition to that training, less than a year ago, Intensive Probation incorporated additional processes, called *Effective Practices in Community Supervision* (EPICS II), that zero in further on the main influencers of criminal behavior. Further, in EPICS II, the focus shifts to building PO skills, making sure we execute risk reduction processes with effectiveness and proficiency.

A big challenge any change initiative has in any industry is making sure that staff take the new skills learned in a classroom and that they apply them in their day-to-day operations. Without additional measures in place to bridge that "knowing vs doing" gap, only 20% of learners will transfer new skills into their daily practice. However, this statistic of applying new skills jumps to over 90% when change initiatives add effective job embedded coaching practices.

With this in mind and to better ensure long term sustainability of our EBP efforts, MCAPD has joined the Administrative Office of the Courts (AOC), with other counties around the State, to incorporate interactive web-based learning modules called SUSTAIN (Staff Undertaking Skills To Advance Innovation). Created by Faye Taxman and staff at George Mason University (GMU), the e-learning modules address the what, how, and when of applying core correctional practices to conversations with people under supervision. Skills are then reinforced through the use of supervisor led coaching.

SUSTAIN e-learning curriculum consists of eight self-paced modules that have three levels of content-basic, intermediate, and advanced- to accommodate learners with varied levels of starting competency. Basic modules introduce concepts and define terms, the intermediate modules focus on integrating concepts into practice through examples and case vignettes, and the advanced modules provide the opportunity to apply skills with greater complexity to sample case vignettes.

While the curriculum incorporates foundational material from EPICS-II, county jurisdictions have the option of pursuing in-depth coaching on both the basic skills and advanced EPICS-II skills.

One main goal of SUSTAIN is the idea of transforming the role of supervisors/middle managers from a boss or a "referee," to one of "coach." Just as a top athlete or a singer continuously works with a coach for performance improvement, as a learning organization, so too should we view our professional skills in terms of continuous improvement.

Currently all supervisors in Intensive Probation and ten Standard Field Units, including specialized Sex Offender, DOC Reentry, Community Reintegration, Youthful Offender, and Staff Development, are completing the basic and intermediate lessons of the first six modules. In April, these supervisors will attend a two day in-person training provided by GMU in effective coaching practices; the content of which includes a review of material from *Crucial Conversations* and skills to foster staff understanding and use of core correctional practices. All line staff in those designated units will then begin completing one module each month (for six months) starting in May, when supervisors will be responsible for grading the advanced portions with coaching assistance provided by GMU. Higher level supervisor coaching activities related to officer observations begin later in the year (November), after the bulk of module work is completed and focus will shift toward skill demonstration.

continued on next page...

While the e-learning modules do not replace the ongoing need for in-person skill practice for reaching proficiency standards in processes governing motivational interviewing and EPICS II, the e-learning:

- Provides a standardized and measurable way to ensure staff understand EBP and are using core correctional practices, and
- Bridges the “knowing vs doing” gap by providing practical guidance and enlisting the supervisor as lead “coach” to uphold skill application.

Ultimately our goal is to improve our outcome measures. We have known what reduces criminal risk for quite some time. Translating that knowledge into daily practices with consistency, accuracy, and skill is a challenge for any probation and community corrections department to tackle. Embracing a commitment to EBP does not just apply to offender supervision. It also informs our management practices and our efforts to institute the changes we view as critical to our core values and Mission. That is, even the way we approach the training process is research informed. This is a long-term commitment to getting better and better at what we do.

The expanding role of probation from upholding the Court order and compliance monitoring to changing long entrenched criminal conduct, complicated by addictions and limited community resources, is a daunting enterprise. Knowing we are on a solid path to improving public safety by teaching people how to recognize and intercede in their own cycle of criminal conduct is an endeavor worthy of this level of commitment.



SUSTAIN

STAFF UNDERTAKING SKILLS TO ADVANCE INNOVATION

2019 COJET Competition

By Jonelle Acosta

It is November 30. You are working away, checking off tasks on your long to-do list. And then you receive this email from the training supervisor: Reminder! All training requirements are due by December 1! Well, now, your priorities for the day have changed. Want to avoid this situation?

The Organizational Development and Support Division came up with a fun way to incentivize staff to complete their training early. All employees in the division who completed the following mandatory trainings by March 15, 2019, were entered into a drawing to win a variety of prizes:

- Bloodborne Pathogens Refresher
- Computer Network Security
- Ethics
- Fire Extinguisher
- Safety Training (3 hours)
- Hazard Communication/GHS Refresher (if applicable)



And the winners were (pictured from left to right):

Asha Adhikari – Jeans for a week

Cathy Wyse - \$15 Starbucks gift card

Kate Skelton - \$10 Cantina cash

Jonelle Acosta- Organizer

Amy Melgaard – 2nd floor reserved parking pass (not pictured)

The training requirements checklist is located on the APD Intranet Page under the APD Training Link.

Who Writes this Stuff?

By Douglas Murphy

Ever wonder where the articles in the Chronicle come from? The answer may surprise you.

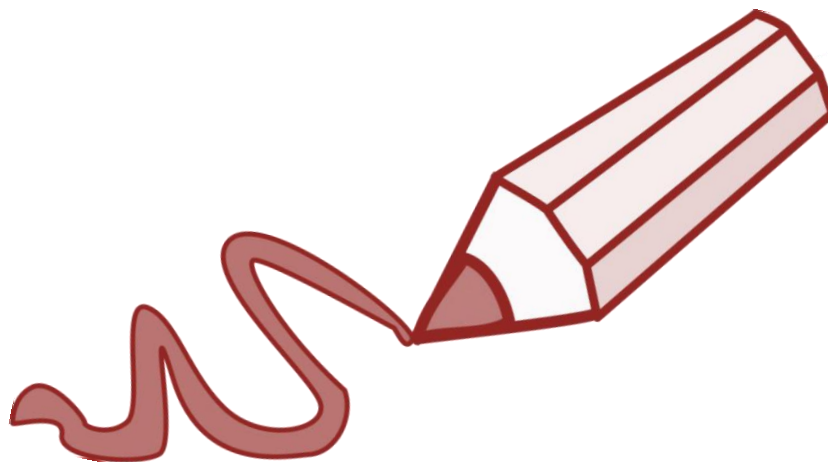
The Chronicle is designed to highlight the Department's successes and to keep us, plus readers around the county and country, informed of what is happening within the Maricopa County Adult Probation Department and the field of probation. There are stories about academy class graduation, promotions, safety tips, evidence-based practices (EBP), risk reduction, victim information, client success stories, and other events in each issue. The Chronicle is staff written and that means you.

Which leads me to the point: the Chronicle is looking for articles from employees like you. Do you have a client who has moved forward in a significant way? Were you involved in a search that was particularly complex, required special assistance from multiple agencies and yielded interesting results or maybe no results? How about an agency partnership or special project that benefited a client or the community like Domestic Violence Awareness? Is your Morale Committee doing something interesting that others might want to duplicate?

Did local police or another partner agency assist you in a way that was above and beyond the usual and deserved a shout-out? What about social media experiences or extra-curricular activities or projects such as assisting in the annual homeless count? Have you ever had to use your mandatory first-aid training to assist someone? Have you attended outside training and picked up tips that others could benefit from? The possibilities are endless as long as they relate to our duties in the MCDAPD and inform or celebrate some aspect of our work.

You all have amazing stories that could help educate, inspire, or motivate staff and the Chronicle wants those stories. Not everyone is an Ernest Hemingway, but do not let that stop you. The Department's Communication Committee (the people who do the Did You Know emails) is available to assist you if you have an idea but are not sure how to write it up and need a hand.

For more information or help in doing an article, contact the Communication Committee (APDCommunicationCommittee@apd.maricopa.gov) or submit an article directly to the Chronicle (Chronicle@apd.maricopa.gov). And remember, all articles are subject to editing, short articles are generally better, and photos to go with an article are also better, but photos of people who are not employees require a publication release. For more submission guidelines, check out the last page of this issue of the Chronicle for details.



Honoring Our Past

By Tony Bidonde

Every April, the Office for Victims of Crime (OVC) partners with the National Center for Victims of Crime (NCVC) to help lead communities across the country in their annual observance of National Crime Victims' Rights Week. This year's theme is Honoring Our Past, Creating Hope for the Future. This is accomplished by promoting victims' rights and honoring crime victims and those who advocate on their behalf.

While there is more to be done, Maricopa County Adult Probation can be proud to be at the forefront in assisting victims of crime and ensuring their safety through a highly professional staff, dedication, timely and accurate information, and hard work.

As a reference and resource, a Victim Services Commemorative Calendar of Events for the first half of 2019 has been created. Each month highlights a different initiative. To learn more about each of the events, please click on the provided links. (The second half of the year will be posted in July.) If you have questions regarding any of the above information or about Victim Services in general, please contact me at: vsu@apd.maricopa.gov or by calling, 602-372-8286. Below are some helpful resources for other observances.

January - National Stalking Awareness Month

Stalking Awareness, Prevention, and Resource Center: <https://www.stalkingawareness.org/>

February - Teen Dating Violence Month

Break the Cycle: <https://www.teendvmonth.org/>

March - Fraud Prevention Month

USA.gov: <https://www.usa.gov/online-safety>

April - Crime Victim Awareness Month

National Center for Victims of Crime: <https://ovc.ncjrs.gov/ncvrw/index.html>

May - Mental Health Awareness Month

Mental Health America: <http://www.mentalhealthamerica.net/may>

June - National Safety Month

National Safety Council: <https://www.nsc.org/work-safety/get-involved/national-safety-month>



BCB Cubicle Decorating Contest

By Brenda Aldaco

For two years in a row now, the Black Canyon Building (BCB) held its Christmas Cubicle Decoration Contest in December. Adult Probation Officer Ellen Loftis and Adult Surveillance Officer Michel Bridget came up with the idea in 2017 with the intention of bringing some fun competition and recognition to the unique and creative efforts of staff at BCB. This year, there were a total of seven units that competed for first, second, and third place.

Rules for the contest were discussed and established a month prior during a BCB Booster Club Meeting, which consists of the Combined Morale and PRIDE Committees. The designated decoration dates were December 1-16, 2018. Judging took place on Monday, December 17, at the start of the building's Christmas potluck. Each competing team contributed a delicious dish for the potluck, as an entry fee. Shortly before the potluck was to start, the three judges selected by the BCB Booster Club arrived at BCB for the judging process. Support staff supervisors Kim Kelly, Olivia Ramirez, and Sonia Cruz were selected as the judging panel. BCB Booster Club Leader Ellen Loftis created the judging categories, and the panel was asked to make their first, second, and third place choices based on what they considered to be the most creative, the best overall, and the best theme. At the start of the building potluck, a slide show played that demonstrated the finished efforts, and the winners were announced. Amanda Peterson's Standard Unit took third place with "Home Alone." Amy Ganz's IPS Unit took second place with "Grandma Got Run Over By a Reindeer." And the first place winner, for two consecutive years in a row now, was Manuel Barron's Sex Offender Unit with "Candyland"!

Despite some pretty intense competition and extravagant, arduous efforts, fun was had by all, and everyone who participated certainly fulfilled their team building effort requirements for the year!



"A Christmas Story"

Sean McMillen's DV Unit



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“Candyland”

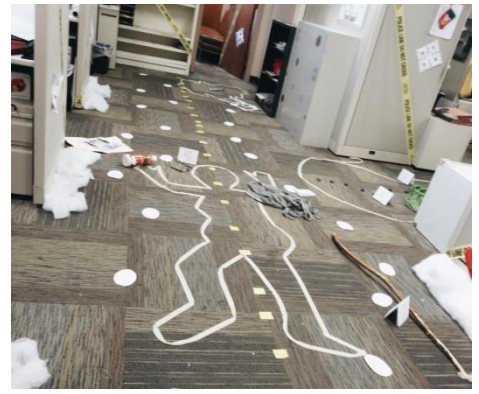
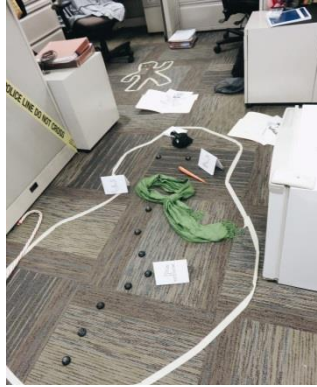
1st Place Winner—Manny Barron's Sex Offender Unit



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“Grandma Got Run Over by a Reindeer”

2nd Place Winner—Amy Ganz's IPS Unit



“Home Alone”

3rd Place Winner—Amanda Peterson's Standard Unit



continued on next page...



“Winter Wonderland”

Suzanne Shirleson's
Standard Unit

“Gingerbread Town”

Andrea Romano's and
Jocelyn Myers'
Sex Offender Units



“Santa's Workshop”

Sharlene Meyer
Support Staff

Pictured from left to right:
Sondra Urquidez and Donna Swan



ODS Division Holiday Celebration

By Cathy Wyse

The Organizational Development and Support Division (ODS) enjoyed a holiday lunch and voluntary alphabet gift exchange on December 17, 2018. Delicious food from the Olive Garden as well as some sweet treats and a few games pleased those in attendance. Participants in the voluntary gift exchange drew a name and then brought a wrapped gift for that person, a gift that began with the first letter of the chosen person's name. It was fun to see what ideas people came up with for the gifts.



Pictured from left to right:
Randy Tirado, Douglas Murphy, and Jim Sine.



Pictured from left to right:
Donna Vittori and Jen Ferguson.



Pictured from left to right:
Larry Fugleberg and Angelina Diaz.



Pictured from left to right:
Tony Bidonde, Robert Celaya, and Mora Isom.



Pictured from left to right:
Jonelle Acosta, Jodie Rogan, and Cathy Wyse.

DTJC Holiday Celebration

By Riane Meister

The Downtown Justice Center (DTJC) Morale Committee had their annual Holiday Potluck on December 20, 2018. Delicious homemade food was made and shared while attendees played Holiday Bingo to win various prizes. Various drawings were also held throughout the event. Emceed by Brandon Shimizu and Marylouise Stevens, good times were had by all.



Michael Trexler



Pictured from left to right:
Alanna Rubin, Hector Ramos, Terry Lee,
Cedric Johnson, and Sheila Jones.



Pictured from left to right: Back row-
Angelina Diaz, JoAnn Paulus, Larry Fugleberg,
Robert Celaya, Sanja Markovic, Jodie Rogan,
Tony Bidonde, and Jen Ferguson. Front row- Emily
Romero, Riane Meister, Michelle Medina, Asha
Adhikari, Natalie Liles, Ayerim Campa-Gastelum,
Jonelle Acosta, Mora Isom, and Michele Butcher.



Pictured from left to right:
Erika Balcazar and Jericka Rivera.



Pictured from left to right:
Chief Broderick (hidden) and Therese Wagner.

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& POLICY

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Access the Chronicle on-line at: <https://superiorcourt.maricopa.gov/apd/chronicle/> or via the intranet at: <http://courts.maricopa.gov/apd/chronicle/index.asp>

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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.

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